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## Sailing Ahead with Changing Times



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# TRAnSforming the TRA



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## Inside the TRA

While 2004 saw the historic final step towards an open telecommunications market in the Kingdom of Bahrain, it also saw some major changes within the TRA itself. Some of these reflected the increase of activity in the sector following full liberalisation, while others reflected the changing shape of the market as it moved towards open competition.

The Board of Directors of the TRA, to whom the General Director and the TRA are accountable, saw in May the appointment of Shaikh Hamad bin Abdulla Al Khalifa, pursuant to Royal Decree 27 of 2004, as the new member of the Board following the resignation in January of Mr Rasheed Al Meraj.

Also in January, the TRA moved to its new offices located in the Taib Tower, Manama. This enabled the TRA to recruit more permanent staff, who were urgently needed. By the end of the year, ten had joined the organisation bringing the total number of staff up to 17 – from a starting point of just seven in 2003. The

total complement of staff is currently below the forecast of 21 by the end of 2004, but the priority has been to recruit staff with the right skills and experience.

The focus for recruitment remains on selecting candidates from Bahrain's highly skilled local workforce. Recruitment will continue in 2005, with some key new posts to be filled. The effectiveness and reputation of the TRA depends entirely on the calibre and dedication of its staff, so great importance is placed on human resources (HR) issues.

The TRA continued to expand training programmes for its staff and encourage their professional development. During the year, nearly 50 per cent of the TRA staff attended external training courses. The TRA continued to offer staff other opportunities to diversify and expand their knowledge and skills base.

In 2004 a new automated HR system was installed which will enable job objectives to be linked with performance record and further training requirements for each member of staff. Since the TRA was set up in 2002, it has sought to recognise individual contributions from staff through a performance-related assessment, and 2004 was the first year that individual assessment was implemented for all members of staff. This will be further developed to ensure that it meets the needs of the TRA, its staff and, more importantly, the needs of the consumers and the market as a whole.



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With a changing industry and changing priorities, the TRA also needed to introduce certain changes to its organisational structure. Some of these changes were designed to improve efficiency as well as recognise areas of significant growth in workload within a developing competitive market. Obviously, as a new organisation that functions in a fast-developing industry, the TRA will need to see further changes in order to maintain its flexibility and its ability to act fast and effectively.

One move that illustrates the point was the separation of the Licensing Department from the Market Operations Unit. This enabled the former to focus on processing licence applications more efficiently, leading to a reduction in the length of the process. When promotion of competition is a top priority, unnecessary delays in assessing and issuing licences must be avoided.