Status of FCC Reform

Presentation to the Commission

September 13, 2001

Purpose of Reform

- To make the FCC, as an institution, efficient, effective, and responsive

Business Plan as outlined March 29

- Develop and implement a clear substantive policy vision, consistent with the various communications statutes and rules, that guides our deliberations;

- Maintain a pointed emphasis on management that builds a strong team, produces a cohesive and efficient operation, and leads to clear and timely decisions;

- Develop and implement an extensive training and employee development program to ensure that we possess independent technical and economic expertise; and

- Realign the organization consistent with the dynamic and converging marketplace

Suggestions: Out of Date Regulations

- Get rid of out of date regulations
- Ask Congress to change the Act where it is not working
- Delegate rule making authority to the bureaus for non-controversial rule changes
- Use forbearance authority more

Suggestions: Timeliness

- There should be a predictable and uniform timetable for decisions
- Reduce the layers of review
- Get rid of backlogs
- Speed assignments and transfers of control
- Speed the release and publication of decisions

Suggestions: Electronic Access

- Systems should be flexible
- Information should be easy to find
- Everything should go on line
- Do not require multiple pass codes

Suggestions: Technical Expertise

- Hire more engineers
- Improve training program for technical staff
- Improve technical resources available to staff
- Improve the agency's equipment and Laboratory
- Use outside entities to help solve technical issues

Suggestions: Training

- Training should be for all employees
- Take advantage of local universities
- Team with industry associations
- Make some training mandatory

Suggestions: Organizational Structure

- Restructure the agency to recognize changing functions
- Identify lead managers on cross cutting issues
- Recognize increasing similarities in licensing
- Recognize increased importance of spectrum management
- Don't change just to change

Policy Initiatives

- Legislative proposal to strengthen enforcement
- Transaction review
- Strategic Plan

Management: Timeliness

- Reducing backlogs in all areas
- Unifying productivity standards
- Adopting rules and procedures to improve deliberative process

Management: Electronic Access

- Redesigned the agency Web site
- Leveraging technology so as to improve efficiency
- Integrating the licensing systems

FCC University

- Trained hundreds of employees in courses, including in-house tutorials, industry tutorials, technical training for non-technical staff, economics training, supervisory training, writing classes, computer classes, and mediation training

- Creating employee development teams

- Will launch the Distinguished Speakers Program in October

Excellence in Engineering

- Successfully hired new engineers
- Increased technical staff in OET by 38%
- Spent $1.6 million on capital improvements at the Lab
- Invested heavily on Field improvements
- 36% of the technical staff have taken training courses
- Produced a technical primer
- Published the "Spectrum Analyzer"

Excellence in Economic Analysis

- Improve economic analysis in decision making
- Increase training
- Improve economic research material
- Enhance hiring

Office Structure Today

- Office of Engineering and Technology
- Office of General Counsel
- Office of Managing Director

- Office of Administrative Law Judges
- Office of Communications Business Opportunities
- Office of Inspector General
- Office of Legislative and Intergovernmental Affairs
- Office of Media Relations
- Office of Plans and Policy
- Office of Workplace Diversity

Bureau Structure Today

- Cable Services Bureau
- Consumer Information Bureau
- Common Carrier Bureau
- Enforcement Bureau
- International Bureau
- Mass Media Bureau
- Wireless Telecommunications Bureau

Restructuring Principles

- Standardized structure across bureaus
- Move toward a functional alignment
- Reflect changes in industry, regulation and workload
- Recognize that dynamic industry change will continue
- Be able to adapt quickly to future changes
- Minimize disruption to the agency's doing its work
- Improve the technical and economic analysis of decision making

Recommended Bureau Structure

- Bureau of Consumer Information and Intergovernmental Affairs
- Enforcement Bureau
- International Bureau
- Media Bureau
- Wireline Competition Bureau
- Wireless Telecommunications Bureau

Media Bureau

▶ **Policy Division**

▶ **Engineering Division**

▶ **Industry Analysis Division**

Office of Broadcast License Policy

▶ **Audio Division**

▶ **Video Division**

Wireline Competition Bureau

▶ **Competition Policy Division**

▶ **Pricing Policy Division**

▶ **Fund Policy and Administration Division**

▶ **Industry Analysis and Technology Division**

International Bureau

▶ **Policy Division**

▶ **Satellite Division**

▶ **Strategic Analysis and Negotiations Division**

Bureau of Consumer Information and Intergovernmental Affairs

▶ **Consumer Information Network Division**

▶ **Information Requests Office**

▶ **Policy Division**

▶ **Disability Rights Office**

▶ **Reference Information Center**

▶ **Consumer Affairs and Outreach Division**

Media Bureau
- Policy Division
- Engineering Division
- Industry Analysis Division
- Office of Broadcast License Policy
- Audio Division
- Video Division

Wireline Competition Bureau
- Competition Policy Division
- Pricing Policy Division
- Fund Policy and Administration Division
- Industry Analysis and Technology Division

International Bureau
- Policy Division
- Satellite Division
- Strategic Analysis and Negotiations Division

Wireless Telecommunications Bureau
- Policy Division
- Auctions and Industry Analysis Division
- Information Technology Division
- Commercial Wireless Division
- Public Safety and Private Wireless Division

Bureau of Consumer Information and Intergovernmental Affairs
- Consumer Information Network Division
- Information Requests Office
- Policy Division
- Disability Rights Office
- Reference Information Center
- Consumer Affairs and Outreach Division

Enforcement Bureau
- Telecommunications Consumers Division
- Market Disputes Resolution Division
- Technical and Public Safety Division
- Investigations and Hearings Division
- Field Offices

Next Steps

- Continue reform initiatives
- Continue to get public and employee input
- Seek necessary approvals from Commissioners, NTEU and Congress