

ICN Agency Effectiveness Workshop

Hallam Conference Centre, 44 Hallam Street, London W1W 6JJ
12-13 July 2010

Draft agenda

Moderator: Professor Margaret Bloom

Monday 12 July	
10.30-11.00	Registration and coffee
11.00-11.30	Welcome and overview Philip Collins and John Fingleton, UK OFT Yaşar Tekdemir, Turkish Competition Authority (co-chair of the Agency Effectiveness Working Group)
11.30-12.00	Introduction to the themes: agency culture/organisational identity and people Bill Kovacic, US FTC
12.00-13.00	Current challenges faced by competition agencies Arthur Badin (CADE Brazil), Nadia Calviño (European Commission), Declan Purcell (Irish CA)
13.00-14.00	Lunch
Organisational identity	
14.00-15.00 Plenary session	Establishing and implementing principles and values Speakers: Pieter Kalbfleisch (NMa), Graeme Samuel (ACCC), Kazuhiko Takeshima (JFTC), Sophia Bhatti (UK OFT) <i>This session will explore the benefits of establishing a set of principles and values and applying them consistently throughout the organisation. Speakers will discuss real examples from the ACCC, NMa, JFTC and OFT.</i>

<p>15.00-16.00 Breakout sessions</p>	<p>What are the essential elements of an agency's organisational identity which enable the agency to be effective?</p> <p>Chairs: Malgorzata Krasnodebska-Tomkiel (Polish CA), Ronit Kan (Israel AA), Dan Sjöblom (Swedish CA), Mona Yassine (Egyptian CA)</p> <p><i>In these sessions, participants will be invited to share one another's experiences and perspectives and to identify learning that can be applied in home settings. Discussion points will include:</i></p> <ul style="list-style-type: none"> - <i>Which agencies have explicit 'values' or organisational principles? For those that do not, what sort of 'culture' or approach does the agency adopt?</i> - <i>Should the culture of an organisation be determined from the top down? Does an organisation need principles / values if it has clear rules?</i> - <i>Can participants provide any examples where principles / values have resulted in delivering greater effectiveness?</i> - <i>How open should agencies be (internally and externally)? Does openness / transparency help or hinder effectiveness?</i> - <i>How do you think external stakeholders would describe your organisation? In an ideal world what would you like them to say about your organisation? If there are differences in external perceptions and aspirations, how can this 'gap' be overcome?</i>
<p>16.00-16.30</p>	<p>Coffee</p>
<p>16.30-17.30 Plenary session</p>	<p>Report back and summary Breakout session chairs</p>
<p>19.30 for 20.00</p>	<p>Drinks and dinner at the Reform Club, 104 Pall Mall</p>

Tuesday 13 July	
08.30-08.50	Coffee
08.50-09.00	Recap on previous day's discussions Margaret Bloom
Getting the best out of your people	
09.00-10.15 Plenary session	<p>Attracting and retaining new talent, career development and skills building</p> <p>Speakers: Melanie Aitken (CB Canada), Carmel Flatley (UK OFT), Bruno Lasserre (Autorité de la concurrence), Knut Eggum Johansen (Norwegian CA), Zoltan Nagy (Hungarian CA)</p> <p><i>This session will explore how we can get the best out of our most important asset, our people, as we respond to the growing challenges facing us. Discussion points will include:</i></p> <ul style="list-style-type: none"> - <i>How do we motivate staff to do more for less against a backdrop of budgetary challenges?</i> - <i>How do we identify, develop and retain internal talent and skills?</i> - <i>How has an organisation undergoing change re-connected its people to the organisation's strategic objectives and culture?</i> - <i>How do we train managers, particularly technical specialists, in leading and managing their people for higher performance?</i> - <i>How do we develop technical skills in jurisdictions with young competition regimes?</i>
10.15-11.15 Breakout sessions	<p>How to capture and disseminate learning</p> <p>Chairs: John Davies (CC Mauritius), Khalid Mirza (CC Pakistan), Eduardo Perez Motta (Mexican CFC), Shan Ramburuth (S African CC)</p> <p><i>In these sessions, participants will discuss issues including:</i></p> <ul style="list-style-type: none"> - <i>The value of knowledge sharing: is the need to share knowledge recognised in your agency's corporate plan/strategic goals etc? Is it supported at the senior levels of the organisation?</i> - <i>Capturing and disseminating learning within the agency</i> - <i>Building on lessons learned*</i> - <i>How to keep up with new business practices / 'horizon scanning'</i> - <i>Knowledge sharing with external stakeholders</i> <p><i>* Participants will be asked to share their own examples of where</i></p>

	<i>their agencies have learned lessons from things that went wrong/could have gone better (e.g. in their enforcement work), and how the lessons learned have benefited their organisation.</i>
11.15-11.45	Coffee
11.45-12.15 Plenary session	Report back Breakout session chairs
12.15-13.00 Table discussions in plenary	Staff secondments / movements of people between competition agencies Chair: Carmel Flatley (UK OFT) Small group discussions and report back by each table <i>The aim of this session is to discuss the benefits of / barriers to international staff secondments and movement between different agencies, and to consider a practical framework for arranging international secondments.</i>
13.00-14.00	Lunch
Leadership and succession planning	
14.00-15.00 Breakout sessions	Leadership and succession planning Simultaneous breakout sessions in which participants will discuss one of three topics: 1. Personal development of leadership skills Chairs: Andreas Mundt (BKA); Melanie Aitken (CB Canada) 2. Succession planning [agency heads only] Chair: Pieter Kalbfleisch (NMa) 3. Ensuring continuity through the leadership team Chair: Sharis Pozen (US DOJ)
15.00-15.30	Coffee
15.30-16.15	Wrap-up session
16.30-18.00	ICN Steering Group meeting