

**Intergovernmental Group of Experts on Competition Law
and Policy**

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Knowledge and Human-Resource Management

by

Russia

(Unofficial Translation)

In the conditions of the global information society and rapidly evolving technologies, one of the main tasks of any organization is the efficient exchange of internal and external information in an organization to effectively and quickly achieve its objectives.

The FAS Russia is one of the most transparent organizations in Russia. Information about the activities of the FAS Russia is published at the official website www.fas.gov.ru in accordance with the Regulation on Information Policy of the FAS Russia and its Regional Offices approved by the Order of FAS Russia and developed in accordance with the Decree of the Government of 24.11.2009 No.953 “On Access to Information about the Activities of the Government of the Russian Federation and the Federal Bodies of Executive Power.”

This information includes the following:

- Legislation, compliance with which is ensured by the Federal Antimonopoly Service;
- The practice of competition law enforcement (decisions and prescriptions of the FAS Russia);
- Precedents;
- Explanations of the FAS Russia and the judicial community;
- Results of analysis of commodity markets;
- Materials published on the website after spending domestic and international events.

In addition, the FAS Russia actively informs the public about its activities through social networks. The FAS Russia can be found on Facebook (FAS-book) and Twitter (rus_fas).

With a view to a more open interaction of the FAS Russia with social structures, the Public Advisory Board operates at the FAS Russia, which consists of representatives of nonprofit organizations and business associations. The Council monitors the activities of the FAS Russia, makes recommendations to improve antimonopoly law and practice of prevention of its violations. Similar councils operate in the regional offices of the FAS Russia.

For the same purposes the FAS Russia has expert councils on specific areas, in particular, the Expert Council on Advertising, the Expert Council on Unfair Competition, the Expert Council on Protection of Competition in the Financial Services Market, the Expert Council on electric power, the Expert Council on Communication, the Expert Council on Agriculture, the Expert Council on Developing Competition in the Housing Sector and the Expert Council for Support of Small and Medium-Sized Businesses. The expert councils include market participants, representatives of nonprofit organizations and regulatory authorities.

In addition, in order to ensure openness and transparency of the antimonopoly authorities of the Russian Federation, the FAS Russia's website publishes an electronic scientific magazine "Russian Competition Law and Economics" to disseminate information about the activities of the FAS Russia, to provide competition advocacy, to inform employees of antimonopoly authorities about the experience and effective forms of work organization, to generalize experience in managing the central office and the regional offices of the FAS Russia, to explain the role of antimonopoly authorities in the protection of competition and to raise legal awareness, to inform readers about the state of the federal competition laws and amendments thereto, and to communicate with readers to identify their views on the state of competition in the Russian Federation and on the impact of the FAS Russia. The target audience of the magazine are employees of antimonopoly authorities, the business community, professionals, consultants and citizens.

In order to teach the prospective employees of the FAS Russia the basic concepts of competition policy, the Graduate School of Economics of the Russian Federation established a special Department of the FAS Russia, which teaches the basic course of competition law in Russia and two special courses: economic concentration and fight with cartels. The head of this Department is the Head of the FAS Russia, and employees of the FAS Russia are lecturers of the Department.

In addition to the public website, the Service pays great attention to the internal exchange of information between the Central Office and the regional offices to ensure the unity of competition law enforcement throughout the territory of Russia.

* The FAS Russia consists of the Central Office, which has 23 departments (15 industrial departments and 8 infrastructural departments) and 82 regional offices located in the regions of Russia.

For this purpose, the FAS Russia secured a system of measures for the interaction of employees:

- **The Board of the FAS Russia** includes the heads of major divisions and regional offices of FAS Russia. The head of the authority is the chairman of the Board. At meetings of the Board, which are held twice a year, the work of the authority are summarized and the task for the future is established. The Board of the FAS Russia is the main collective body to take important policy decisions of the authority. All decisions taken at the meetings of the Board are binding for implementation, reports and presentations of external experts and organizations.

- **The Presidium of the Board of the FAS Russia** is weekly meetings in order to discuss primarily the authority's tactical goals, to take operational decisions, to hear reports on judicial practice, speeches of 2-3 heads of regional offices with brief reports on their work (via video), the reports of heads of departments of the Central Office on the most pressing problems in areas supervised by them.

The meetings are attended by the top-management of the authority: the Head of the authority (who chairs the Presidium of the Board of the FAS Russia), deputy heads of the FAS Russia, chiefs and deputy chiefs of structural departments of the Central Office of the FAS Russia. Meetings are broadcasted to all regional offices of the FAS Russia by an internal portal.

- **The Presidium of the FAS Russia.** Creation of the Presidium was due to the need to make strategic decisions on matters of law enforcement, adoption of guidelines and other urgent matters requiring urgent collective solutions.

Meetings are held every week, attended by the Head of the authority, deputy heads and heads of structural units that supervise the issues discussed, as well as the heads of the Legal Department and the Analytical Department.

- The Council of the Regional Offices of the FAS Russia

The Council of the Regional Offices of the FAS Russia is a permanent advisory body to the Head of FAS Russia, which elaborate common approaches to the competitive enforcement of the Central Office and the Regional Offices of the FAS Russia, monitor the implementation of these approaches by all the regional offices of the FAS Russia, discuss issues of cooperation between the Central Office and the Regional Offices, as well as issues of the Regional Offices' operations.

The FAS Russia was the first federal body of executive power, which created an advisory body composed of the heads of the regional offices.

- The councils of the heads of the regional offices of the FAS Russia in federal districts

The councils are created at the initiative of the heads of the regional offices. The need to establish the councils is due to the requirement of unity of law enforcement in the antimonopoly action in detecting violations in the conditions of independence of the regional offices in decision making.

In order to improve the work on methodological support of the antimonopoly authorities the Methodological Council of the Federal Antimonopoly Service has also been set up which:

- carries out the review of draft guidelines on the application of antimonopoly laws, on natural monopolies legislation, advertising legislation, public procurement legislation, state regulation of trade and foreign investment legislation elaborated by the industrial structural units of the Central Office of the FAS Russia and the Regional Offices of the FAS Russia;

- gives instructions to the respective structural units of the FAS Russia, the regional offices of FAS Russia considered the finalization of guidelines;

- approves the draft guidelines discussed;

- prepares an opinion on the draft guidelines to be approved by the Head of the FAS Russia, which is the head of the FAS Russia together with the draft guidelines for approval;

The Methodological Council may:

- invite the leaders of the regional offices of FAS Russia, members of the Community Advisory Board and the advisory councils created by the FAS of Russia, as well as representatives of federal executive bodies, executive bodies of subjects of the Russian Federation, the experts to its meetings,.

- liaise with business associations, nonprofit organizations, public associations and scientific organizations.

The Chairman of the Methodological Council is the Deputy Head of the FAS Russia, the Head of the Analytical Department of the FAS Russia is his deputy, and the board also includes the heads of structural units of the central office of FAS Russia and the regional offices.

Besides, the FAS Russia organizes regional seminar-conference on the annual basis (every year in each federal region) with the participation of the judges of arbitration courts and courts of general jurisdiction.

The purpose of these meetings is elaboration of common understanding of competition legislation norms, advertising legislation and control over public procurements with the aim of increase of effective joint work of the Central Office and 82 territorial antimonopoly bodies, located on the all area of Russia aimed at prevention, suppression and reveal of violations.

Besides the above mentioned methods of employees cooperation, internal portal was developed and launched for simplification of communication activity, where any employee of the FAS Russia can receive access to:

informational, methodological materials, recommendations;

normative legal acts (latest documents, instructions, explanations on enforcement of the competition legislation in the Russian Federation, court practice explanation);

online translations of the meetings of the Board of the FAS Russia
news, articles, important messages for employees, reports that regulate documents, methodical documents;
video-messages made by the Head of the FAS Russia;
information on education, social programs and internal events, contact information about employees and Departments, as well as informal information about employees (education, achievements, hobbies, etc).

This method of information exchange promotes an increase in information awareness and skills of the employees, allows every employee to get an access to any required information, and be well informed about latest events in the competition sphere and other socially important issues.

In functioning of such extensive competition system it is necessary to pay attention to the work of employees, for whom the information openness is stipulated.

The total number of employees of the FAS Russia is 3079 people, 592 people work in the Central office and 2487 - in the territorial offices of the FAS Russia. Over the 50% of employees have legal education, 40% - economic education and 10% - another. 49 people have Ph. D degree.

From the very beginning authority is oriented on hiring well-qualified personnel and afterwards makes all efforts for their retention and motivation.

The recruitment procedure in the FAS Russia allows identifying the best people in the specialization, it is demanding and effective. Any citizen of Russia, satisfying the requirements established in the Law «On the State Civil Service in the Russian Federation» can take a part in the competition for filling vacant posts. For these purposes official website of Authority publishes job vacancies. Candidates submit their resumes to the Authority, after that take tests to check knowledge of the legislation, as well as psychological tests. After competition, the best candidates are included in the personnel reserve, from which the person can be hired for the position.

For the quick adaptation of the new employees in the FAS Russia the following is assumed:

1. The guide for new employee «The first steps in the FAS Russia».
2. The mentoring program.
3. Training seminars conducted by the heads of structural divisions of the FAS Russia

The Authority highly appreciates the work of employees and makes a lot of efforts to motivate staff.

For these purposes the following programs was created:

- The best employee of the authority
- The best mentor of the authority

The authority also develops and trains staff at least one time every three year. The staff studies at such top universities as: The Diplomatic Academy of the Ministry of Foreign Affairs of the Russian Federation, The Academy of National Economy under the Government of the Russian Federation and etc.

The FAS Russia also conducts different seminars, conference and roundtable discussions, including workshops for judges on the antitrust legislation, as well as training for representatives of competition authorities in Eastern and Southern Europe, Brazil and the CIS countries, consultations with foreign competition authorities and international organizations, training in the US antitrust agencies, Austria, Sweden, Estonia, Finland, Bulgaria and etc.

Rotation of personnel is carried out in the authority. The heads of the territorial offices of the FAS Russia change regions or moved to the higher positions in the Central office of the FAS Russia.

The great attention is given to improvment of the production environment. The employees work in premises equipped with new technique and furniture. The building of authority has convenient location, employees can park thier cars on the specially equipped parking. During the summer time there is an air-conditioning system in all premises, cleaning is carried out in locations.

Dining rooms are open for employees. The trade union is created.

The effective use of information resources of the authority and personnel management are closely interconnected and constitute one of the key elements in the work of the authority.