

TREVOR JORDAN

MAJOR CAPABILITIES

- An extensive knowledge of the technology and structure of the telecommunications network and the range of telecommunications products and services.
- Experience in the specification and development of new telecommunications services.
- Excellent conceptual and analytical skills coupled with sound mathematical and modelling capabilities, with extensive experience in strategic and market analysis.
- An understanding and competence in the use of computers and information technology.
- Good report writing and presentation skills.
- A sound understanding of the telecommunications industry structure and the regulatory framework within which it operates.
- An extensive knowledge and experience of the deregulation process and the economic and political imperatives that are driving it; both within the telecommunications industry and, more generally, in other infrastructure industries under the framework created by the Hilmer Committee Report.

QUALIFICATIONS

- Bachelor of Engineering (Electrical) Melbourne 1974
- Graduate Diploma in Intellectual Property Law Melbourne 1994
- Single Post graduate Subjects:
 - Financial Management Deakin 1992
 - Electronic Communications Law Melbourne 1994
 - Advanced Restrictive Trade Practices Melbourne 1995
(with a research paper on the operation of the essential facilities access regime (Part IIIA) of the *Trade Practices Act 1974*)
 - Defamation Law Melbourne 1996

PROFESSIONAL ASSOCIATIONS

- Fellow of the Institution of Engineers, Australia and a member of the judging panel for the Victorian Division Engineering Excellence Awards
- Senior Member of the Institute of Radio and Electronic Engineers, Australia

- Member of the Telecommunications Society of Australia

1998 to Present - Telecommunications Consultant

- Undertaking a broad range of work in the industry, but specialising in policy and regulatory issues, particularly access and interconnection. Clients include the Australian Communications Authority and the Australian Competition and Consumer Commission, as well as regional telecommunications providers and new mobile carriers.
- Joined KPMG Consulting Australia in March 2001.

1996 to 1998 - Research Fellow, Media & Telecoms Policy Group, RMIT

- Responsible for analyzing and preparing research papers on the impact of changes to the policy and legislative framework of the media and telecommunications industries. Topics have included the closure of the AMPS service and the access and interconnection aspects of the 1997 legislation
- Developed industry briefings and seminars on the new telecommunications legislation. Co-authored *The Communications Environment: Australia 1998*, presented a paper on Access and Interconnection at the 1998 Pacific Telecommunications Conference in Honolulu and edited the proceedings for the Digital Television Policy seminar.

1992 to 1996 - Manager, Regulatory, Interconnect Unit, Telstra

- Analyzed the 1996 draft telecommunications industry legislation, particularly as it would affect access and interconnection, and prepared responses to Government. Represented Telstra on the early development of the Telecommunications Access Forum in anticipation of the self-regulation requirements of the 1997 legislation
- Ensured that all Telstra's intercarrier regulatory obligations were met and handled all dealings with the industry regulator, AUSTEL, under Part 8 of the Telecommunications Act 1991. This included obtaining AUSTEL's agreement that Telstra had met its 1993 licence obligations to provide preselection
- Managed those disputes with other carriers which required AUSTEL intervention. These included two major disputes over the interconnection of 13 services and a complaint from Optus about the modernization of the Telstra network. Managed, to an amicable outcome, a dispute with Optus over the provision of access to Optus from those customers, principally hotels and hospitals, which had on-line charging provided by Telstra.
- Developed processes for handling access agreements with other carriers, registered around twenty access agreements and access agreement variations with AUSTEL and negotiated the extent of public disclosure of those agreements.
- As part of a four-person team, negotiated the preselection and ballot arrangements with Optus. Modelled the market impact of various preselection ballot scenarios to establish the potential financial impact on Telstra (this was used first to determine which issues were of greatest significance to Telstra and were then used by the CEO in discussions with

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Government). Developed the functional specification for preselection to be implemented within the Telstra network.

1990 to 1991 - Manager, Business Strategy, Telecom Business Services

- Led a small team consisting of a lawyer, an economist, and two engineers, which provided the legal, regulatory, and strategic planning functions for the Business Services Division.
- Led a cross-division team on an investigation of alternative distribution channels for Telecom's products and services. This study recommended the acquisition of the remainder of Telecom Technologies Pty Ltd to create a wholly owned subsidiary and to licence it to use the Telecom brand on small customer equipment such as telephones, answering machines, and cordless telephones. It also recommended the establishment of a group to develop dealer channels for network services and to educate and support consultants in the telecommunications industry as a channel to larger customers.
- Managed the Division's position on the deregulation of the first telephone and customer premises wiring. This required the development of processes to advise existing and new customers of the changes and system changes to cope with the return of first telephones by customers.
- Managed the Division's R&D program and budget. Most of the budget was spent through the Telecom Research Laboratories in Clayton.
- Conducted a major study of the threats and opportunities presented to Telecom and its wireline network by Personal Communications Services in particular and radio local access technologies in general.

1988 to 1990 - Manager, ISDN, Telecom Business Services

- Provided support for the Macrolink and Microlink ISDN products within TBS. This involved providing product training for sales staff and support within TBS and the provision of direct support to sales staff with major customers; including direct consultancy support for customers. Modelled the impact of the ISDN tariff compared with the existing telephone tariffs on behalf of the Corporate Pricing Unit.
- Developed a plan for an ISDN Basic Access product for the mass market. The existing ISDN products were implemented on an overlay network and were expensive and inconvenient for many small businesses as number changes were required. It became clear that a mass-market product would not be practicable unless it could be implemented on the main telephone network.
- Represented Telecom at CCITT (now ITU-T) Study Group I and submitted contributions on emerging ISDN services. This study group is responsible for the development of the descriptions of customer services and facilities.
- Represented TBS within Telecom on numbering issues and contributed significantly to the preparation of a draft new numbering plan for Australia. This draft was handed over to AUSTEL in 1990 along with the responsibility for numbering management.

- Prepared the customer interface specification for the tender for new rural and urban telephone switching equipment, in terms of the types of customer interface to be provided and the functionality of those interfaces. Visited those telephone companies in Europe and Asia that operated more than one type of local switch in their network, to investigate how they managed the marketing issues, such as feature alignment and product launch and delivery in a multiple switch network. Subsequently evaluated the tender submissions to identify a short list of suitable suppliers.

1975 to 1988 - Various positions within Telecom Australia

- Managed, on behalf of Telecom Australia, a joint venture project between Telecom Australia, Siemens Ltd of Australia and Siemens AG. Its purpose was to investigate the market for an ISDN PABX in Australia and to specify a suitable product.
- Led the development of the *TeLinc* ISDN Private Network Protocol for use between PABXs in a private network. This protocol was based on the ITU ISDN recommendations and would operate over either dedicated links or over the ISDN to form a virtual network. At the time it was developed, *TeLinc* was the most advanced private network protocol in the world. Also presented papers at the IEE symposium on signalling systems and the Blenheim-Online conference on telecommunications networks in London.
- Developed a model of the strategic arrangements for the structure of joint ventures for the long-term supply of equipment to Telecom Australia.
- Led a group of around ten people who provided central support for the products of the PABX Division. This included a test and development centre. The support was extended to Telecom's equipment suppliers, sales staff, customer support staff and outside consultants.
- Managed the testing of the ComputerPhone (marketed as Tonto and OnePerDesk in the UK) and provided substantial support to ICL, the UK developer of the product, to ensure that it was rapidly adapted to the Australian market. The Australian launch occurred within two weeks of the UK launch. The ComputerPhone was an early attempt at PC and data/telephony integration.
- Managed various exchange installation projects in country Victoria and outer metropolitan Melbourne and conducted telephone traffic investigations on parts of the Victorian network.
- Provided support to major customers on PABX and private network issues and assisted with the rationalization of the tie-line product range. Developed a statistical model for the economic provision of spare parts to the PABX field service workforce to minimize inventory costs.
- Managed the regulatory testing of PABX equipment, including the scheduling of work, the evaluation of test results and liaison with PABX vendors. Revised the PABX equipment regulatory specification to remove unnecessary requirements and to simply and clarify the remainder.

Australian Defence Force Reserve - 1970 to 1985

- Commissioned as an officer in the Army Reserve. Developed and implemented programs for the training of soldiers and junior officers and took command of troops in the field for operational and technical exercises.
- Organized and implemented displays, recruiting campaigns and recruiting administration as part of the Army Reserve Recruiting Staff in Victoria.
- Commanded a Field Engineer Troop which constructed, from local materials over a two week period, a 24 metre, 16 tonne capacity, three span, timber bridge on a fire road in the Taggerty State Forest in Victoria.

Recent Publications

- Access and Interconnection - a paper presented at the Pacific Telecommunications Conference (PTC98) in Honolulu.
- The Australian Chapter of Regulating the Changing Media - A Comparative Study, with M Armstrong and M Hudson, Oxford University Press.
- The Bass Coast Network, with A Wollman, Telecom Journal of Australia, Vol 48 No 3.
- Digital Television in Australia, with M Hudson, Telecom Journal of Australia, Vol 48 No 4. (Winner of 1998 Rothwell prize for best articles in TJA)
- Australia's International Bandwidth, (ed) Telecom Journal of Australia, Vol 49 No 1.

