

Reform of the International Labour Organization's Headquarters Organizational Structure

Introduction

The Declaration on Social Justice for a Fair Globalization re-affirms the founding principles of the ILO and sets out the framework for promoting its constitutional objectives based on the Decent Work Agenda. It calls on the ILO to ensure coherence and collaboration in advancing a global and integrated approach in line with this Agenda; to promote its standard-setting policy as a cornerstone of ILO activities by enhancing its relevance to the world of work; and to help constituents meet the needs they have expressed at country level based on full tripartite discussion. Furthermore, the Declaration recognizes that the Organization must adapt its institutional practices and governance to improve effectiveness and efficiency if it is to effectively discharge its mandate in the context of globalization.

In realizing the intent of the Declaration and its constitutional objectives, the ILO must be the globally recognized authority on the world of work. We must be able to provide sound and relevant policy advice and support to our constituents based on analytical work of the highest quality and guided by our unchanging values. We must be proactive in setting the global agenda on labour, social and economic policy debates and ensure that they incorporate our core objectives.

The headquarters restructuring is designed to place the ILO in a better position to meet the objectives outlined above. It also provides a platform for advancing other areas of the reform process including the strengthening of field operations.

The best structure will only yield the desired results if there is a sense of common purpose and determination to make it work. The same commitment demonstrated by colleagues in providing the inputs that guided this restructuring will be needed if its full potential is to be realized.

General Organizational Structure

The new HQ structure will comprise:

- Three portfolios:
 - **Policy (P)**
 - **Management and Reform (MR)**
 - **Field Operations and Partnerships (FO)**
- Units reporting directly to the Director-General:
 - The Bureau for Employers' Activities
 - The Bureau for Workers' Activities
 - The Office of the Legal Adviser
 - The Evaluation Unit
 - The Internal Audit and Oversight Office
 - The Treasurer and Financial Comptroller
 - The Ethics Office
 - The Tokyo and Washington Offices; and
 - The Office of the Director-General.

The management structures that will drive efficiency and cohesion Office-wide will include:

- The **Senior Management Team, SMT** (composed of the Director-General, three Deputy Directors-General and one Assistant Director-General)
- The **Global Management Team, GMT** (the SMT plus the Regional Directors and the Director of the Turin Centre).

Policy Portfolio

The Policy Portfolio will improve the ILO's ability to develop and deliver high quality, relevant and useful policy advice, advocacy and technical cooperation. Its key goals are:

- To enable the ILO to produce integrated policy responses to the complex challenges in today's world of work.
- To build critical mass to overcome fragmentation of ILO work and avoid duplication and gaps.
- To promote and facilitate collaborative and multi-disciplinary approaches to complex issues.

- To establish coherence and constant feedback between upstream research, policy development and downstream policy delivery, including through technical cooperation.

Structure and Management

The Policy Portfolio is headed by a Deputy Director-General for Policy (DDG/P), supported by an Assistant Director-General for Policy (ADG-P) and backed by a DDG/P's Office.

The Portfolio is a flat structure comprising six major technical departments, each covering an area of key competence of the ILO, and an International Labour Standards Department. Each department will be headed by a Director at D2 level. In addition, the Portfolio will include a Research and Knowledge cluster (including the INSTITUTE, STATISTICS, the knowledge management function...) which is currently under development in the reform process and which will provide a consolidated and strengthened statistical, research and knowledge management capacity. All of these departments and functions will report to the DDG/P.

Strong coordination of work across the different policy areas will be assured through a Policy Senior Management Team (PSMT) composed of the ADG-P, directors of departments and leadership of the Research and Knowledge cluster, chaired by the DDG/P and supported by the DDG/P's Office. There will be a team approach to work across the portfolio and close coordination with the two other portfolios.

Departments

An *International Labour Standards Department* will ensure the key standard setting and supervisory functions of the Office and lead the current review of standards policy. Standards focal points will be established in each policy department to ensure effective mainstreaming of ILS in all areas of technical work. Technical cooperation activities to promote fundamental labour rights (including DECLARATION and IPEC) will be undertaken by the Governance and Tripartism Department.

An *Employment Policy Department* will develop integrated employment, development and skills policies that maximize the employment impact of economic growth, investment and development and which are inclusive, productive and sustainable. This Department will incorporate all or part of the following units: INTEGRATION, EMP/POL, ILO/CRISIS, EMP/ELM, EMP/SKILLS, EMP/INVEST, ED/EMP/MSU and the Youth Employment Programme.

An ***Enterprises Department*** will develop policies and programmes to promote sustainable enterprises, including cooperatives, that can generate decent and productive jobs. It will take a lead role in strengthening the ILO's understanding of, and response to, the realities and needs of enterprises of all types. It will incorporate EMP/ENT and EMP/SFP.

A ***Sectoral Activities Department*** will continue to develop the sectoral dimension of ILO work and will facilitate analysis of emerging trends and issues at the sectoral level. It will organize dialogue at national or global level to reach consensus on sectoral guidelines, policies and strategies. While the restructuring does not imply immediate change in the governance and content of the activities of the Department, these will be subject to review at a later stage with a view to maximising their impact.

A ***Governance and Tripartism Department*** will develop evidence-based advice on labour law and will provide state-of-the-art technical support and capacity-building to labour ministries and labour inspectorates including on occupational safety and health. It will advocate and help build strong and functional institutions and processes for social dialogue. It will be the location for ILO programmes to realize fundamental labour rights. The Department will incorporate all or part of the following units: DIALOGUE, LAB/ADMIN, SAFEWORK, DECLARATION, IPEC and the Better Work Programme.

A ***Conditions of Work and Equality Department*** will continue to build the ILO knowledge base on wages, hours, collective bargaining, job security, working conditions and equality and diversity. It will reinforce the ILO's strong commitment to gender equality while also providing a more integrated approach to other areas of potential discrimination, notably disability, indigenous peoples and HIV/AIDS. The Department will give renewed emphasis to migration issues and will provide integrated policy advice and capacity building in the areas of labour market institutions and worker protection. It will incorporate all or part of the following units: TRAVAIL, INTEGRATION, EMP/ANALYSIS, DIALOGUE, GENDER, ILO/AIDS, SKILLS, MIGRANT.

A ***Social Protection Department*** will provide data, analysis and policy advice in building and expanding social protection floors and will coordinate work with other international organizations in this key area. Its work will also build on established ILO expertise in the design and reform of sustainable social security systems in the light of the challenges of changing demographic and economic conditions.

Management and Reform Portfolio

The Management and Reform Portfolio will improve the delivery of all support services, with a particular emphasis on increased efficiency in managerial and administrative practices and a culture of cost consciousness throughout the Office. Key goals of the Portfolio are:

- To simplify managerial and administrative structures and enhance administrative efficiency.
- To streamline and simplify decision making and accountability processes.
- To provide responsive management and administrative support to all units.
- To increase the coherence of different management functions.
- To address gaps, duplication, overlaps, inconsistency and other inefficiencies in management functions.

Structure and Management

The portfolio is headed by a Deputy Director-General for Management and Reform (DDG/MR), supported by a DDG/MR's Office.

The Management and Reform Portfolio is a flat structure comprising six major departments, each covering a defined management function and headed by a Director at D2 level. The Building Renovation Project will report directly to the DDG/MR as will the Joint Administrative Appeals Board and the Mediator.

Pending the outcome of the communications review, DCOMM will report to the DDG/MR. Pending the decisions of the International Labour Conference regarding Myanmar, the Myanmar Office will also report to the DDG/MR.

A Portfolio Senior Management Team (MRSMT) will be established comprising the DDG/MR and the heads of the six departments to be supported by the DDG/MR's Office. The MRSMT will ensure effective coordination of all the activities of the portfolio and its interaction with the other two portfolios.

Departments

An *Internal Services Department* will be responsible for the management of the building, security, logistics, and services including printing and publishing (including PRODOC), 'greening the ILO', document distribution, and travel.

An *Information and Communications Technology and Management Department* will have responsibility for all IT and information management and leading the development and implementation of an information management strategy for the Office.

- **IT:** including strategic and operational responsibilities, creating and maintaining all IT systems, support for major projects, operations and infrastructure, telecommunications and technology based communication systems.
- **Information Management:** including strategic and operational responsibilities, archives, library and other records management systems.

A **Programming Department** will comprise existing PROGRAM functions and the financial monitoring and reporting functions concerning technical cooperation delivery, currently undertaken by CODEV in cooperation with BUD/CT.

A **Financial Management Department** will be responsible for budget and payment operations, treasury functions and accounting. Responsibility for procurement, enterprise risk management and business continuity functions, while administratively part of the Department, will come under the direct authority of the Treasurer.

A **Human Resources Development Department** will be responsible for Human Resource Policy and Operations, Organization and Staff Development, Medical Services and the SHIF. It will also promote constructive relations with staff representatives.

An **Official Relations and Conference Services Department** will be responsible for:

- **Official Relations:** relations with Governments, INGOs, IGOs, support to the governing organs.
- **Document Services:** services currently undertaken by OFFDOC and TRAITEXT.
- **Meetings and Events Management:** logistical and organizational aspects of all official meetings (ILC, GB, Regional Meetings, sectorial meetings, technical meetings, etc.) and other events, including planning and management of all ILO public spaces, sound operators and meeting room reservation and servicing, interpretation, webcasting and videoconferencing.

Field Operations and Partnerships Portfolio

The portfolio will assure optimal working relations between headquarters and the regions with a view to facilitating quality delivery at field level and supporting the efficiency, effectiveness and impact of ILO activities in the regions. It will ensure understanding of and adherence to the defined and complementary roles of all ILO units. It will have a lead role in developing and supporting external partnerships to advance ILO goals. It will also be responsible for the management of relations with the UN and other organizations of the multilateral system.

The key goals of the portfolio are:

- To advocate and realize the commitment to “Deliver as one ILO” with respect to headquarters/regions interaction, establishing productive and coherent relationships between headquarters activities and programmes implemented in the regions.
- To integrate technical cooperation more closely with policy development so that ILO programmes on the ground are fully aligned with and informed by research and policy and vice versa.
- To facilitate, in close collaboration with the Management and Reform Portfolio, the streamlining of work processes and procedures directly affecting field operations.
- To improve coordination and achieve greater synergy between the work of headquarters and the field and that of the International Training Centre in Turin.
- To maximize resource mobilization potential and to overcome fragmentation of work in the area of partnerships and multilateral relations.
- To promote decent work policies within the multilateral system in close collaboration with the Policy Portfolio.

Structure and Management

The portfolio will be headed by a Deputy Director-General for Field Operations and Partnerships (DDG/FO), supported by a DDG/FO’s Office.

The portfolio will cover management of relations and cooperation with all regions and field programmes (Africa, Arab States, Asia, Europe, Latin America and the Caribbean). It will also be the primary interface with the Turin Centre (subject to a decision of the Board of the Turin Centre to be endorsed by the ILO Governing Body).

The regions will continue to be led by Regional Directors at ADG level. The portfolio will also comprise a department for external partnerships and field operations support and another for the multilateral system, each led by a Director at D2 level, as well as the ILO Office for the United Nations in New York.

It will work in close cooperation with the Washington Office for the purposes of relations with the IFIs.

Composition

Regions and field programmes

Regions will continue to operate on the basis of the existing geographical structure and competences, pending completion of the review of the current field structure and delivery mechanisms in the context of the reform process. Regional Directors will report to the DDG/FO.

Departments

An *External Partnerships and Field Operations Support Department* will establish and develop strategic partnerships in close interaction with the other portfolios and the regions. It will lead consultations and negotiations with development cooperation partners. It will be responsible for all stages of the TC project management cycle. It will facilitate, in close collaboration with the other portfolios, the streamlining of work processes and procedures and will provide assistance in overcoming blockages in order to enhance service delivery in the field. It will also be responsible for developing the ILO's strategy in Public/Private Partnership (PPPs) initiatives and South-South and triangular cooperation activities. The Department will discharge selected functions currently undertaken by CODEV and EXREL. The monitoring and financial reporting functions concerning TC delivery will be assigned to the Programming Department within the DDG/MR portfolio. The field operations support function will be further developed in the framework of the Field Review exercise.

A *Multilateral Relations Department* will lead, coordinate and promote the ILO's active involvement in the UN system and cooperation with other multilateral organizations. This will require close cooperation with the Offices in New York, Washington and in other locations hosting international organizations. In close cooperation with the Policy Portfolio, it will promote the mainstreaming of the Decent Work objectives in the UN system and it will ensure a pro-active and coordinated ILO approach to the post-2015 Development Agenda. It will manage the relationship with the international financial institutions in close coordination with the DDG/P, who will continue to lead the collaboration with those institutions on policy, research and data. The Department will assume certain functions currently undertaken by INTEGRATION and EXREL.

Next Steps:

The participatory approach which is driving the reform process as a whole will also be applied to the implementation of the headquarters restructuring. It will require sustained effort and the commitment of all colleagues. A meeting with Managers on Wednesday, 13 February, will provide a first opportunity to discuss the challenges involved and this will be followed by a meeting of the Global Management Team on Tuesday, 19 February.

A Task Force on Change Management will lead the implementation process. Change will also be pursued with full respect for the Office's legal obligations and the 2004 "Guidelines on Managing Change and Restructuring Process". There will be consultation with the staff and their representatives on issues of concern to them that will arise in the process of implementation. Full and prompt information on administrative decisions affecting staff members will be provided.

Action will be taken to ensure consistency of the implementation process with all existing and relevant Governing Body decisions.

The IT implications of change will be determined and any necessary adjustments made, including to IRIS processes.

Revisions to the relevant Internal Governance Document System (IGDS) directives, procedures and circulars will be introduced to reflect and formalize the implementation of the restructuring process.

The process for implementation of the revised structure will commence now and the target date for its completion, including relevant administrative aspects, is January 2014.

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