

Director-General's announcement

IGDS Number 87 (Version 1)



International Labour Office

15 May 2009

Managing change: Enhancing delivery of ILO services

Introduction

1. This Announcement is issued further to article 8 of the ILO Constitution which delegates overall responsibility to the Director-General for the efficient conduct of the Office.
2. This Announcement is effective on the date of issue.

Context

3. The ILO Declaration on Social Justice for a Fair Globalization and its accompanying resolution¹ call on the Director-General to take all necessary steps to ensure the means by which the Organization will assist the Members in their efforts. The Organization is required “to review and adapt its institutional practices to enhance governance and capacity building in order to make best use of its human and financial resources ...”.²
4. The Governing Body at its 304th Session (March 2009), endorsed the Strategic Policy Framework (SPF) 2010–15 which commits the Office to implementing a change management and capacity-building programme.³ It also adopted an Implementation plan: ILO Declaration on Social Justice for a Fair Globalization, which elaborates a detailed roadmap systematically identifying all points on which action will be taken to follow up the Declaration, its annex and the accompanying resolution.⁴ The plan is designed to respond to the sense of urgency demanded by the Declaration and to reinforce important reforms on which the Office has already embarked and which need to be continued and deepened.

Change management function

5. Having regard to the overall role of the Senior Management Team in driving the change and reform detailed in the aforementioned roadmap, I have assigned the responsibility of managing this change to the Executive Director for Management and Administration (ED/MAS). She will be supported in this function by the appointment of a Special Adviser who will support the implementation of the change management programme to accelerate the pace of reform.

¹ ILO: Resolution on strengthening the ILO's capacity to assist its Members' efforts to reach its objectives in the context of globalization, International Labour Conference, 97th Session, Geneva, 2008.

² ILO Declaration on Social Justice for a Fair Globalization, annex, II(A). See also the Director-General's Announcement of August 2008.

³ GB.304/PFA/2.

⁴ GB.304/SG/DECL/1(Rev.).

6. The Executive Director and her Special Adviser will work with regional and sectoral management as well as with staff and their representatives to support the development and implementation of appropriate initiatives to achieve effective change. In line with the decisions of the Governing Body and the International Labour Conference, these initiatives aim at (a) adapting the structures and functioning of the Office in line with best practices in the UN system, (b) strengthening coherence and cooperation within the Office and (c) building management capacity to drive change.

(a) *Adapting structures and functioning of the Office*

7. Proposals to adapt the structures and functioning of the Office to better respond to the needs of its Members have been approved by the Governing Body at its 304th Session within the framework of the Review of the ILO field structure.⁵
8. The Executive Director will coordinate the implementation of the agreed changes to the ILO field structure, including the establishment of the Decent Work Technical Support Teams (DWTs); the clarification of roles and responsibilities of different levels of authority and the linkages to the deployment of IRIS to the regions.
9. The Executive Director will also support the establishment of the necessary accountability frameworks, incentives and compliance mechanisms to ensure efficient and effective resource use and management.

(b) *Strengthening coherence and cooperation within the Office*

10. The implementation of the Declaration on Social Justice for a Fair Globalization, its annex and resolution, requires the strengthening of coherence and cooperation within the Office and between headquarters and field offices. This will necessitate the adoption of working methods which place renewed emphasis on teamwork, shared responsibility across the Office and a stronger emphasis on collaborative work within and across regions.
11. The Executive Director will work with the relevant units to develop modalities to encourage and support new ways of working, including through improved communication, the provision of targeted training, the implementation of the new performance management system and the sharing of good practices.

(c) *Building management capacity to drive change*

12. ILO managers in both headquarters and field offices play a pivotal role in driving change. To accomplish this function, they need clarity in their roles and responsibilities, knowledge of overall policy positions, and appropriate tools and supporting mechanisms.
13. In light of the above, the Executive Director will undertake a comprehensive review of internal procedures and make recommendations for changes to assist managers in the performance of their managerial functions. She will also coordinate the development of support systems to managers to ensure that they have access to information and guidance on issues relevant to the proper discharge of their duties.

⁵ GB.304/PFA/5 and GB.304/PFA/5(Add.).

14. In my introduction to the Programme and Budget proposals for 2010–11, I stated that I am committed to mobilizing all the ILO resources – human, financial and organizational – to accelerate the delivery of assistance to our constituents. The challenges ahead are great, but I am confident that I can rely on your full support and cooperation in implementing the necessary changes to achieve this important goal.

Juan Somavia
Director-General