



14 August 2019

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## Information technology governance

### Introduction

1. This Directive 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 Directive sets out the purpose and structure of an information technology (IT) governance framework within the Office.
3. This Directive supersedes Office Directive IGDS No. 333 (version 1), entitled *Information technology governance*, dated 31 July 2013.
4. This Directive is effective as of its date of issue.

### Scope

5. This Directive applies to IT governance Office-wide.

### IT governance purpose

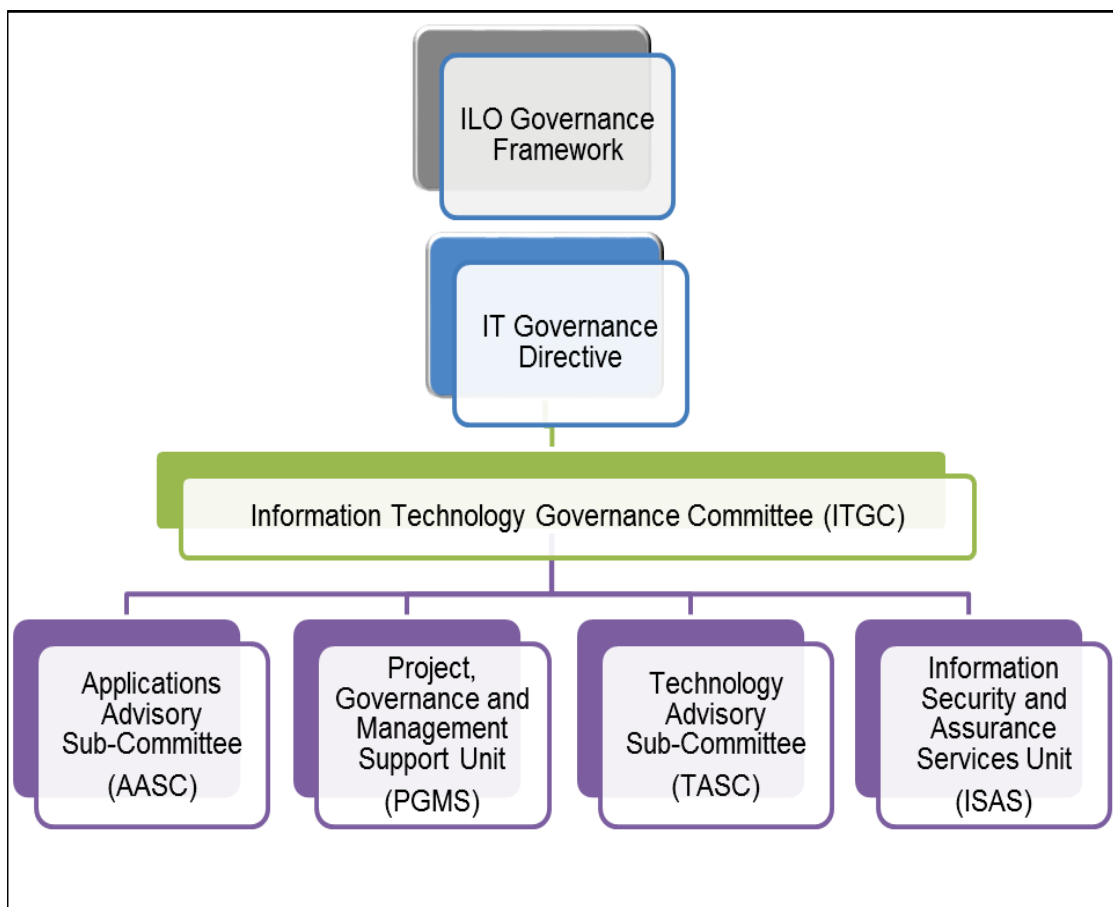
6. IT governance institutionalizes the processes, responsibilities, authorities and accountability framework required to ensure strategic and optimal use of information technology throughout the Office. IT governance pertains to how decisions are made, who makes the decisions and how the results of decisions are measured and communicated.
7. IT governance ensures that:
  - IT initiatives sustain and extend Office-wide objectives and strategies;
  - IT investments deliver maximum value based on clear priorities;
  - IT assets are safeguarded;
  - IT performance is measured and reported;
  - IT solutions comply with legal and regulatory requirements; and
  - IT operational, security and project risks are managed.

8. IT governance decision domains include the following:

IT principles	High-level statements on how IT will be used to improve organizational performance.
IT projects	Approval and prioritization of IT-related initiatives taking into account an assessment of costs, benefits and risks.
IT investments	The top strategic IT opportunities and IT deficiencies that need to be explored and/or mitigated.
IT services	The choice of IT services that best support the Office in delivering on its strategies, outcomes and objectives, including services delivered through the cloud.
IT policies	The conditions, rules and practices that determine how IT is to be utilized within the Office.

### IT governance framework

9. IT governance in the Office is directed and achieved through the following framework:



10. *Information Technology Governance Committee (ITGC):*

- (a) The ITGC is the committee for IT governance which makes recommendations to the Director-General or his or her designated representative. Membership in the ITGC includes broad representation from headquarters and the regions.
- (b) The ITGC is chaired by the Deputy Director-General for Management and Reform.

- (c) The ITGC standing membership includes one Director from the Policy Portfolio as appointed by the Deputy Director-General for Policy; one Director from the Field Portfolio as appointed by the Deputy Director-General for Field Operations and Partnerships; one Director reporting to the Director-General as appointed by CABINET; and the Directors of HRD, FINANCE, PROGRAM, DCOMM and INFOTEC. Directors from other units are invited to participate as needed by the Chair.
- (d) Representatives of JUR and the IAO also participate in the ITGC as observers.
- (e) The Director of the Department of Information and Technology Management (INFOTEC) is the secretary of ITGC, supported by the INFOTEC Project Governance and Management Services unit (PGMS) which acts as the Project Management Office (PMO).
- (f) The list of members participating in the ITGC can be found on the [INFOTEC public website](#).
- (g) Within the framework of the IT strategy adopted by the Governing Body and the approved programme and budget, the ITGC recommends Office-wide IT priorities, projects and resource allocation for major IT investments of strategic benefit to the Office.
- (h) The ITGC does not review every IT initiative in the ILO; rather those that are of strategic value and impact the entire Office. The full list of criteria used to qualify an IT initiative for review by the ITGC can be found on the [INFOTEC public website](#).
- (i) The ITGC receives input and guidance from its advisory subcommittees to expedite and facilitate decision-making.

## **IT governance advisory subcommittees**

### *11. Project Governance and Management Services Unit (PGMS):*

- (a) reports to the Director of INFOTEC and provides input to the ITGC to facilitate selection, approval and prioritization of proposed IT investments and projects;
- (b) works with other IT governance advisory subcommittees to systematically evaluate and formalize the business case behind IT-related project initiatives, including documenting and quantifying benefits, determining one-off and ongoing resource implications and identifying risks; and
- (c) provides input to the ITGC on progress of approved IT-related projects in the ILO's portfolio and reports on critical issues or risks which could potentially jeopardize project delivery.

### *12. Technology Advisory Sub-Committee (TASC):*

- (a) is an advisory subcommittee to the ITGC and reports to the Director of INFOTEC;
- (b) reviews requests to implement new IT technologies within the Office to ensure that they comply with existing IT policies and architecture standards; provide measurable organizational value; align with Office strategies and objectives; and represent efficient and cost-effective use of technology. These include

computer hardware, Internet and web technologies, networking and communications infrastructure and mobile devices;

- (c) recommends new technologies for consideration by the ITGC. The ITGC must endorse such recommendations and grant approval prior to implementation of any new technologies; and
- (d) establishes and maintains an ILO technology road map in line with the IT strategy and other Office strategies.

13. *Applications Advisory Sub-Committee (AASC):*

- (a) is an advisory subcommittee to the ITGC and reports to the Director of INFOTEC;
- (b) reviews requests to implement new applications within the Office to ensure that they comply with existing policies and standards; provide measurable organizational value; align with Office strategies and objectives; and represent efficient and cost-effective use of technology. These applications include software supporting information workers, knowledge sharing and dissemination, administrative processes, web content access, collaboration, records and document management and other digital assets;
- (c) recommends new applications for consideration of the ITGC. The ITGC must endorse such recommendations and grant approval prior to implementation of any new applications; and
- (d) defines and maintains the ILO's application inventory in line with the IT strategy and other Office strategies.

14. *Information Security and Assurance Services Unit (ISAS):*

works closely with IT governance advisory subcommittees in conjunction with the IAO, JUR and the ILO's Senior Risk Officer to ensure proposed IT initiatives comply with ILO IT and information security architecture, policies, processes, and standards.

- 15. For further information and general guidance on the above, you may contact the Director of INFOTEC.

Guy Ryder  
Director-General