

Governance, support and management

248. The quality of support services has a key impact on the achievement of the four ILO strategic objectives. As part of introducing strategic budgeting principles to ILO planning and management, the Office developed service standards for each support programme and these were submitted to the 279th Session of the Governing Body in November 2000.¹ These standards will continue to be monitored during 2002-03. The text below describes only the more important changes in the ILO's strategy to strengthen its institutional capacity in the areas of governance, support and management.

Policy-making organs

249. This includes funding to support the work of the International Labour Conference, the Governing Body, major regional meetings and legal services, all of which will continue along existing lines. However, the Relations and Meetings Department will be the subject of particular emphasis for improved and cost-effective service. The approach will reflect the views expressed by the Governing Body at its 279th Session (November 2000).

250. It is anticipated that in-house printing will concentrate more on standardized services, better adapted to ILO requirements. The strategy will include more flexible working practices and new digital printing equipment and digital colour copiers. Altogether, this should improve presentation, quality and speed of service. Management controls will be tightened. Strict limits on the length of Governing Body documents will be introduced as from 2001 to contain costs and to lighten the burden on Governing Body members. Because technology continues to evolve in these fields, innovations and best practices elsewhere will be monitored for possible implementation. Electronic dissemination of documents will be examined to see if hard-copy document production can be cut. Furthermore, a comprehensive review of document production will be finalized in 2001, and is expected to lead to proposals for change, which would strengthen management of the work-flow.

Management services

251. General management will continue to be a focal point for improving service and efficiency during 2002-03. The three management services departments (Financial Services, Programming and Management, and Human Resources Development) will continue to seek out opportunities to improve service and control costs effectively. All three management services departments are also engaged in major long-term processes that have strategic impacts on ILO operations.

Human Resources Development

252. Human resources are strategically linked to the ILO's capacity to implement the decent work agenda, in particular in better adapting staff development and recruitment to the needs of the Organization. During 2002-03, the Office is expected to make progress on four major challenges with full implementation by 2005:

- continued development and implementation of the Human Resources Strategy presented to the Programme, Financial and Administrative Committee in November 1999, March and November 2000². By 2002, the shift to consolidating the new HR process will have begun in earnest;
- implementing systems for career development and succession planning to improve the quality and timeliness of appointments;
- an increase in training activities geared towards the delivery of the ILO's priority objectives;
- a substantial switch of HR spending away from administration and towards career development and training.

¹ GB.279/PFA/7.

² GB.279/PFA/12.

253. The overall goal is a significant increase in the capabilities of the Office through a combination of strong quality controls in external hiring, along with more investment in staff training and development. Special attention will be paid to ensuring that all human resources policies are gender sensitive. A shift of resources is expected from administration to career development through decentralization and selective outsourcing.

254. New funding has been allocated to help implement the new collective agreement on grievance handling, to appoint an ombudsperson and to cover the administrative costs associated with the joint panel review process.

255. Staff training will need to be undertaken to renew the ILO workforce due to retirements and overall organizational change. The priorities for training will be: managerial skills and practices; technical skills and knowledge, in particular concerning service to constituents; and staff development through exchanges with tripartite constituents. These are areas in which extra-budgetary resources would be particularly helpful as part of strengthening the ILO's ability to operate strategically and effectively.

Programming and Management

256. The process of implementing strategic budgeting will continue during 2002. The initial steps that shifted the programme and budget away from an emphasis on activities and outputs, to one that emphasizes the links between priorities, resources and results will be enhanced through clearer performance reporting and a strategic approach to evaluation in the Office.

257. In 2002-03, the emphasis will be on strengthening the principles and techniques of strategic budgeting in the Office. For this purpose, additional support will be provided through training of managers on the application of strategic budgeting. Extra-budgetary support is expected to support this training effort.

Financial Services

258. The Governing Body agreed to invest funds in a major modernization of the information systems to support financial planning and operations in the Office. This will involve the replacement of the old financial system with a modern off-the-shelf Enterprise Resource Planning (ERP) package. The implementation of the new system will take place throughout the biennium and into the next.

Support services

259. The functions of the Support Services aid the work of all sectors by providing an efficient working environment. The Office needs effective communications systems, information technology and equipment, in order for its staff to carry out its duties. The development and implementation of a knowledge management strategy will be a key priority. This involves the ILO library, which will continue to play its role gathering information for the Office and external users. It will increasingly focus on support to ILO staff and external users, linking them electronically to information inside and outside the Office. Internal administration is another component that will continue to deliver important operational services in increasingly cost-effective ways. Publications will act on a new policy that will emphasize improved access to audiences and impact based on high-quality information products.

Bureau of Information Technology and Communications

260. The Strategic Policy Framework identified information technology as a particular focal point for attention during the biennium. The following initiatives will be implemented during the biennium:

- Installation of an Electronic Document Management System to be a secure repository of searchable documents of text, spreadsheets, publications, e-mails, web pages, scanned papers from the ILO archives, images, audio and video. This would be fully accessible from the regions, streamlining the production and dissemination of documents.
- Continued upgrading of the network infrastructure.
- Increased reliability and performance of network-based applications.