



**Council Working Group**  
**On Financial and Human Resources**  
Sixteenth meeting – 11 to 13 October 2023

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# Operational Transformation

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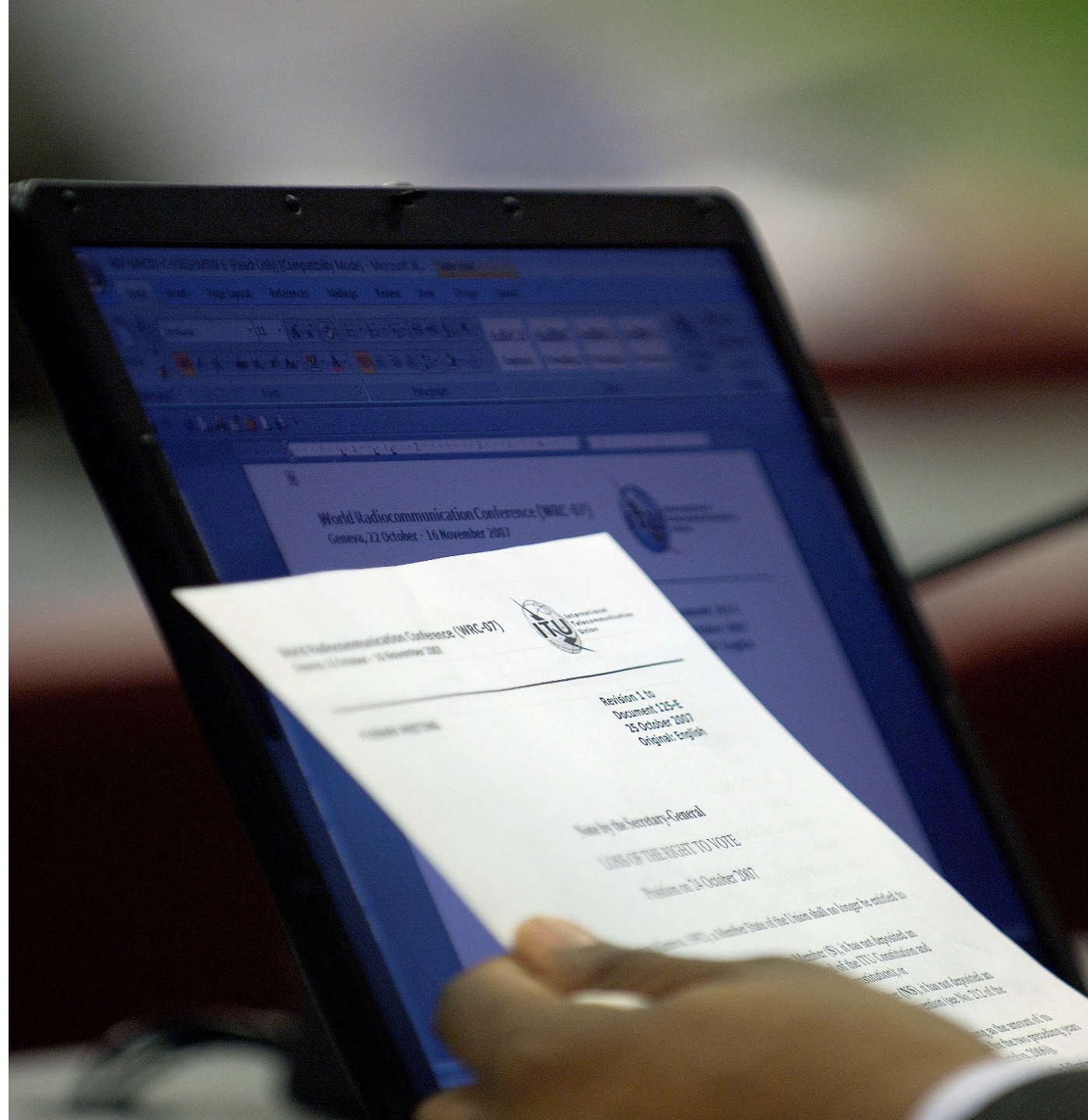
COUNCIL WORKING GROUP ON  
FINANCIAL AND HUMAN RESOURCES  
11-13 October 2023



**ITUCOUNCIL**  
GENEVA2023

# Agenda for CWG-FHR meeting

- Status update
- Draft ToR of the transformation team
- Next steps and way forward
- Proposals and recommendations on the operational transformation based on PP Resolution 71 and Decision 5 with a view to developing a Transformation Roadmap with related Key Performance Indicators (KPIs)



## Council 2023 decision

The 2023 Council Session in July decided to:

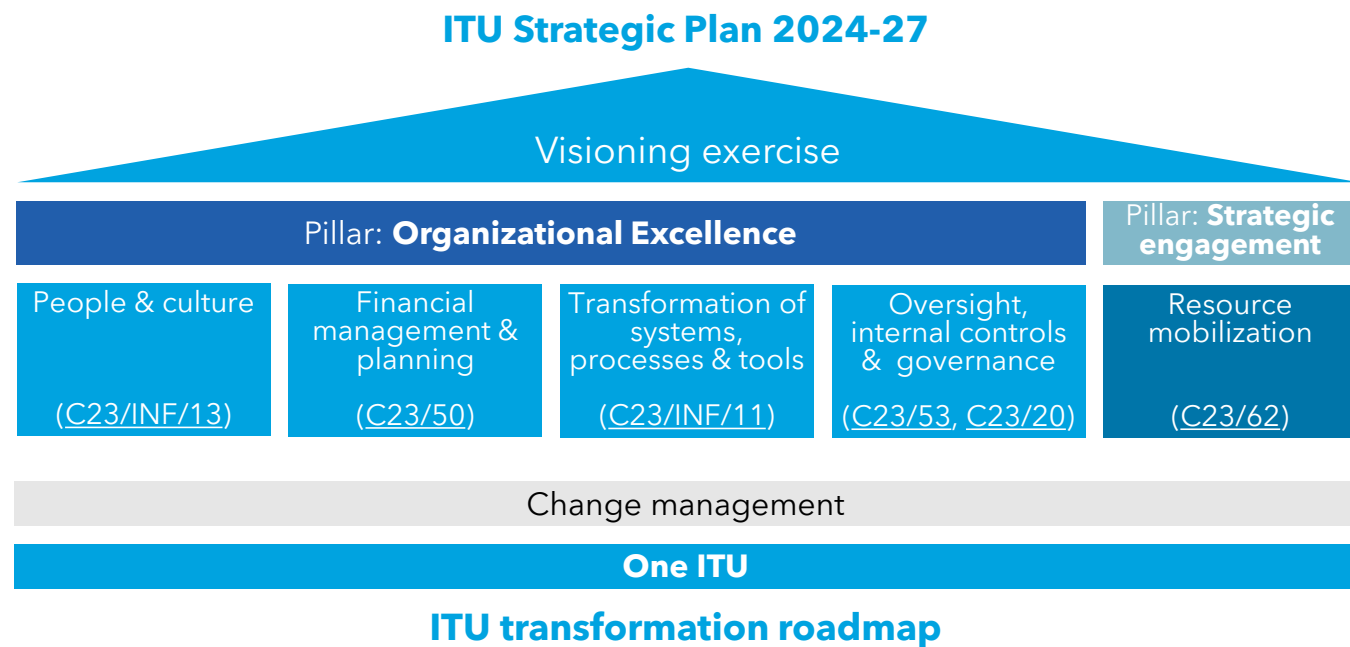
- endorse in principle the creation of a Transformation Team within the Executive Office of the Secretary-General;
- instruct CWG-FHR to elaborate the Transformation Team terms of reference;
- approve the creation of a Chief of Transformation Team position at the D.1 level;
- the Transformation Team should report on its activities to the Council through CWG-FHR for assessment and review;
- instruct CWG-FHR to provide proposals and recommendations on the operational transformation based on PP Resolution 71 and Decision 5 with a view to developing a Transformation Roadmap with related KPIs, taking into account the proposals contained in Documents C23/52 and C23/DL/7;
- authorize the Secretary-General to use the remaining amount allocated through Council Resolution 1412 (C23-EXT) to absorb the deficit arising from 2022 budget implementation.

# The **case** for operational excellence

## Summarizing the Council proposal

- Strong case for change for **operational excellence**; this was recognized by the Member States, External Auditors and IMAC
- Importance to **modernize the operations** of the organization, by focusing on strengthening our **support services**, and by ensuring **financial stability** and **quality of services** provided to the membership
- The roadmap is **NOT aiming at changing the organizational structures** (i.e. the 3 Sectors and the General Secretariat). Its **key objective is to improve ITU operations** for the benefit of the 3 Sectors and the whole of ITU.
- Regular **reporting on the progress** of the transformation project will be provided to the Council and the Council Working Group of Financial and Human Resources (CWG-FHR)
  - CWG-FHR will **review the KPIs and will follow the progress of the implementation**
  - A **comprehensive progress report will be provided to the 2024 Session of the Council**

# ITU operational transformation components (C23/52)





## Status update

- As agreed by the 2023 Session of Council, ITU is launching the recruitment process for the position of the Chief of the Transformation Team
- An **inter-sectoral transformation group**\* was set-up to:
  - Act as an **internal advisory group** for the transformation process
  - Brainstorm on the **next steps of implementation**
  - Follow-up on **guidance from the CWG-FHR**
  - Help **identify and prioritize business challenges and requirements**
  - Contribute to the elaboration of the **Transformation Roadmap**
  - Reinforce the integration and the role of the **Change Makers** in the transformation process
- The team has kicked off its work

\* Comprised of representatives of BR, TSB, BDT, GS Depts. and Regional Offices

# Terms of Reference for the Transformation Team (C23/52) 1/2

## CWG-FHR instructed to elaborate the draft ToRs

- **Programme / project management:** Driving and overseeing the transformation initiatives in the areas above (i.e. people and culture, financial management, systems processes and tools, and internal controls) and acting as a central hub of information for managing and coordinating multiple programmes and projects. Development of implementation plans in these areas, progress monitoring, risk management, making sure that these programs / projects are delivered on time, within budget, and with the expected quality.
- **Transformation planning:** Ensure that the strategy and detailed transformation roadmap with initiatives in the areas above, milestones, timelines and dependencies are being followed. Making sure that all stakeholders are aligned and share the same understanding.
- **Set up governance structure:** Establish and follow a clear governance structure which defines roles, responsibilities, and decision-making authority as well as ensures compliance with policies, standards, and regulations. Such governance structure shall ensure strong engagement and ownership of the transformation of both – business owners responsible for the support services, as well as the business users.
- **Stakeholder engagement and communication:** Facilitate effective communication and engagement with internal and external stakeholders (in the Headquarters and field) throughout the transformation program. Develop communication plans, establish communication channels, and ensure that stakeholders are informed about the progress, achievements, and upcoming milestones.

## **Terms of Reference for the Transformation Team (C23/52) 2/2**

### **CWG-FHR instructed to elaborate the draft ToRs**

- **Ensure senior leadership sponsorship:** Engagement of the top management team who will champion the transformation, allocate necessary resources, and help remove organizational barriers or resistance to change.
- **Change management:** Implement change management strategy to facilitate adoption of new processes and technologies and support stakeholders in transitioning to new ways of working integrating with the Change Makers program, as well as to address potential resistance.
- **Risk management:** Identify, assess, and manage risks associated with the transformation program. Develop risk management strategies, implement risk mitigation plans, and monitor risks throughout the program lifecycle.
- **Monitoring and progress measurement:** Establish performance metrics and tracking mechanisms to monitor the progress and outcomes of the program.



## Operational transformation next steps

**Focus**

General Secretariat Support Services 

**How**

Establish  
Transformation Team

Stock-take



Business capabilities and  
current processes review



**Prioritization**

1. Which business processes are within scope?
2. Define key metrics for evaluation?

**Business Process re-engineering**

1. Analysis phase
2. Design phase
3. Implementation phase

## Focus

### General Secretariat Support Services



- **Establish Transformation team structure and project governance:** define integration lines with the business owners of the support services; integrate change makers; and involve the Bureaux in the definition of the business requirements
- **Stock-take** of IT systems (work initiated by the IT systems assessment and roadmap)
- **Business and IT prioritization** to be made with key stakeholders (through business owners and a cross-sectoral transformation committee/group)
- **Business process re-engineering** includes two phases –
  - Designing **fit-for-purpose organization structures** for the GS Support Services
  - Defining **key Business processes (SOPs)** – to be led by the business owners (bringing in the Change makers and the Bureaux to shape the future processes)
- **Communications** on all phases to be led by the Transformation team, incorporating guidance and feedback by the Council Member States

# Business Process re-engineering

- 1. Analysis phase
- 2. Design phase
- 3. Implementation phase

## 1. Analysis Phase

- Within GS, consider organizational reforms
  - Blueprint of future GS organizational structure
  - Mapping skills / expertise that needs to be acquired
- Establishment of business capabilities and analysis of key business processes
- Analysis of manuals, Service Orders and policies
- Consolidation of all material

## 2. Design phase

- Review GS organizational structure and communicate with all stakeholders
- Consolidation of all business processes and fit-for-purposes exercise
  - Review to be coordinated through transformation team to ensure end-to-end consideration of cross-cutting processes
  - Design of new business processes through business owners

## 3. Implementation phase

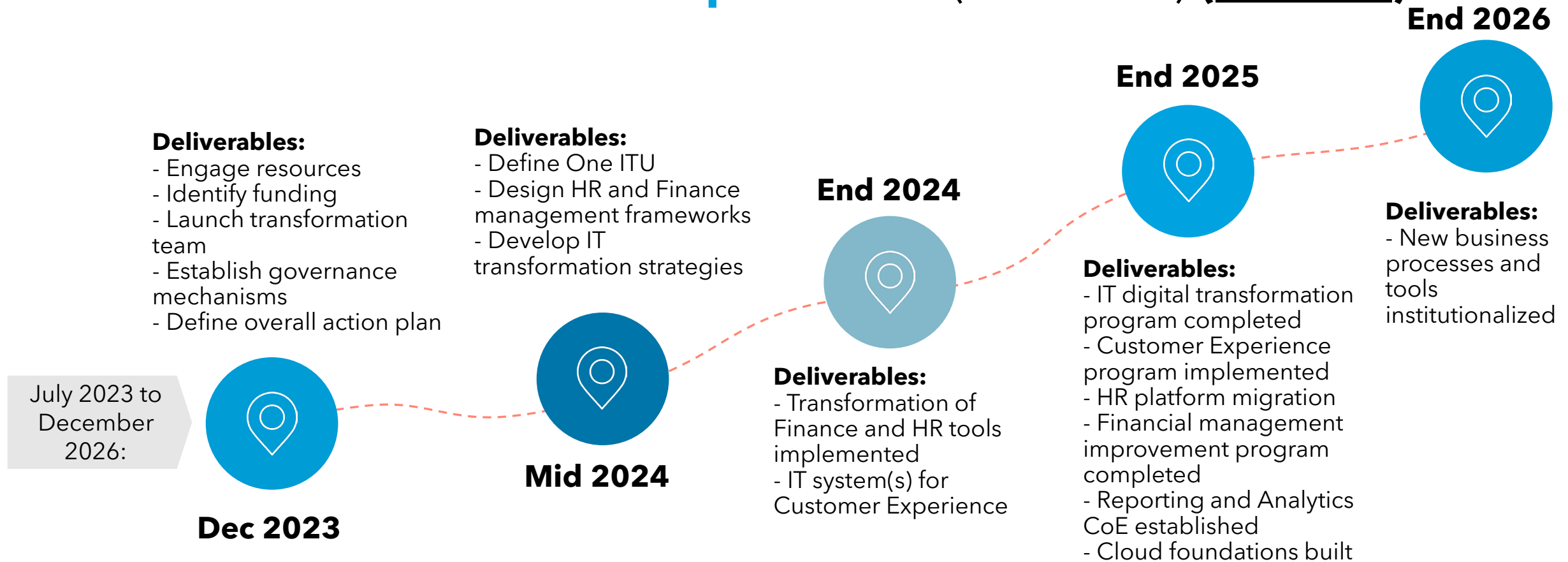
- Solution blueprinting and build of new systems in line with new business processes commenced
- Organizational readiness for change, hyper-care and launch of new processes

# Managing the risks

What are the key risks associated with this project?

- Establishment of **Transformation team**
- Integration of existing **Change makers** and their roles in Transformation → portfolio of Change cases integrated in the Transformation roadmap
- Identification of **key business owners** / ability to change
- **Managing expectations** of the project
- **Buy-in** of all key stakeholders
- **Communication** on project status
- Management of **timeline and costs** of the project
- **Financing** of the project in the medium term

# Transformation **roadmap timeline** (indicative) (**C23/52**)



**Program phases 2023-2026**

## Guidance from the CWG-FHR

- **Proposals and recommendations** on the operational transformation based on PP Resolution 71 and Decision 5 with a view to developing a **Transformation Roadmap** with related **Key Performance Indicators (KPIs)**