**Council Working Group
on Financial and Human Resources**
Seventeenth meeting – From 24 to 26 January 2024

Status update on Transformation

Update to the Council Working Group on Financial and Human Resources (CWG-FHR)

December 2023

Agenda 📅

- Transformation Overview

- Transformation Resources

- Ongoing Work

- Development of the Transformation Roadmap

- Next steps

Transformation Overview

- ITU's transformation roadmap addresses the efforts to achieve Organizational Excellence in ITU

- General secretariat improvements are a pre-condition to organizational excellence, as the services are key enablers of all ITU's work

- Changes in the way these services are delivered must be coordinated across all GS departments and in close collaboration with all Bureaus, which are the primary "customers" for these services

- The Transformation Team will coordinate these improvements, in accordance with the approval of Council 23

Transformation Resources

- Transformation Team
    - Develop, coordinate and ensure execution of Transformation Roadmap
    - Internal, membership and external Communications
    - Monitoring, evaluation and reporting on transformation progress

- Transformation Group
    - Inter-sectoral coordination of and collaboration on transformation activities
    - Development and execution of cross-cutting transformational initiatives

- Change Makers
    - Creation and planning of staff-led transformation initiatives
    - Key for staff inclusion at all levels

- General Secretariat Departments
    - Operational execution of agreed change initiatives
    - Development of KPIs and timelines

- Bureaus
    - Main beneficiaries of transformation initiatives
    - Assist with defining and assessing success factors

Transformation Group

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

- Acted as an **internal advisory group** for the transformation process

- Helped **identify and prioritize business challenges** and **requirements**

- **Focus** since October 2023:

  - Identification of **challenges and roadblocks by the Bureaux**

    - Initiated with **BDT**; **TSB** and **BR** to follow

  - **HR Task Force**: challenges on the recruitment of **SSAs** (Special Service Agreement) experts negatively impacting effective ICT development project implementation

    - Measures proposed to **accelerate and improve recruitment process**

Human Resource Management Department (1)

The ITU Human Resources Transformation Plan outlines a **roadmap** focusing on HR transformation in 3 areas: (i) people, (ii) culture, and (iii) services

Projects to date include:

- SSAs:
  - Through HR Task Force, initiated a **review of ITU SSA hiring** encompassing process, policy, and accountability framework, to improve project implementation.

- Accountability
  - An **updated ITU performance management service order** (23/05) was implemented to enhance and streamline the performance review process, with further review planned in 2024.
  - Investment in young talent: The **Young Professionals Programme** (YPP) was launched in January 2023. Currently involving 2 donors with a contribution of up to 301,000 USD.

Human Resource Management Department (2)

- Digitization:
  - o **Enhanced people analytics** through improved **data quality** and **automation of reporting processes** in SAP BW and Power BI, consolidating multiple data sources and ongoing data cleaning activities in SAP HR for high-quality reporting.

- Policy Implementation:
  - o A **Voluntary Separation Program** was launched to support the transformation of ITU's workforce structure.
  - o **Flexible Working Arrangements** policy is currently in progress.

Financial Resource Management Department

- Formation of an Accounting **Task Force** by the Secretary-General to ensure IPSAS compliance for Financial Statements 2022 and 2023

- As per the approval of the Council of the Financial Transformation Plan (C23/50), ITU has been working on **improving, modernizing, and ensuring better financial accountability** on its **Financial Regulations** and **Financial rules**.

- Further work is on-going to **strengthen accountability**, improve reporting, simplify business processes and promote the improvement of **Results Based Management (RBM)** in FRMD.

- Progress is also being made in reviewing the **organizational structure** and **processes** to deliver more streamlined and higher quality services.

- Building web-based platform to provide **quarterly financial reporting** to **Council** using Power BI reporting dashboards.

Information Systems

- The IS Department supports the transformation of ITU's digital/IT capabilities to enhance service excellence and deliver on ITU's core mandate and goals in an effective and financially sustainable manner.

- Current areas of work include:

  - New working methods for staff and delegates

  - Digital asset management and compliance framework

  - Business continuity management

  - Streamlining and simplifying processes

  - Governance of IT, cybersecurity and data

  These efforts will be aligned with the overall IT Transformation Roadmap Project (C23/52, and C23/INF/11).

- Conference and Publications are also being improved through new Information Systems, including:

  - Digitalization of elements of conference management.

  - Testing and evaluating new digital approaches and services for delivery of interpretation, document management, publication and translation.

  - Digital Publishing – new formats and products, development of HTML version of publications through either in house tool or external tool to enable all publications to be fully searchable, multilingual, accessible, and available in responsive format.

ChangeMakers

- The ITU ChangeMakers Programme aims to support achieving organizational excellence through fostering culture change.

- The role of the 89 ChangeMakers is to embrace the people-side of change and to complement subject matter experts

- 10 change cases were derived from recommendations established at the ITU Senior Management Retreat, with the goal to shape the ITU from within, by those that understand the organization best: ITU staff.

- The programme is structured in three consecutive steps that help translate vision into action
    1) Building Change Capacity & Awareness
    2) Improving Cross-Sectoral Collaboration
    3) Project Formulation: Set the ground to implement meaningful change which is relevant to the ITU

- The deadline for the programme is mid-March, where ChangeMaker teams will pitch their change cases to senior management, proposing each a concept note & governance structure

- The ChangeMaker Programme will feed into the transformation team which will
    - Assess criticality for mission of the proposals
    - Prioritize resources as required
    - Decide on continuation of the cases

Outline of Transformation Roadmap

The Transformation Roadmap containing the following will be submitted to Council 2024:

1. General Secretariat transformation:
   a. A statement of the role of the GS within ITU, and expected service levels to all customers (across ITU, member states, and externally)
   b. Defined transformation initiatives with clear timelines and concrete KPIs
   c. Process for implementation and monitoring under the coordination of the Transformation Office
   d. A stakeholder engagement plan, including:
      i. Regular staff engagement sessions and information dissemination for internal stakeholders
      ii. Consistent membership engagement, both through formal engagement at the Council and CWG level, and informal information channels
      iii. Strategy for engagement with other stakeholders and public information as appropriate
   e. A reporting plan, for regular reports to MCG, CoCo, and Council
2. ITU transformation: A consultation and engagement process to be conducted with each Bureau, to determine where and how the transformation process might be expanded to the Bureaus

Thank You!