

## A Modern and Efficient Organisational Design for the IALA Secretariat Report for IALA Council 2014

### Table of Contents

<b>Executive Summary</b>	1
1 Context	3
2 Terms of Reference	4
3 Introduction	5
4 Project Methodology, Organisation Characteristics and Redesign Model	8
 <b>Part One - Assessment</b>	
5 Phase One - Assessment of current IALA Secretariat	13
6 Phase Two - Future Core Capabilities and Operating Model	19
 <b>Part Two – Response</b>	
7 Phase Three - Organisational design for a modern and efficient IALA Secretariat	24
8 Phase Four - Implementation	34
9 Secretary-General's Recommendations	36
 <b>Attachment</b>	
Benchmarking Organisations	37

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## **Executive Summary – IALA Secretary-General**

Since its inception in 1957, IALA has been a very successful international association that has an enviable reputation amongst its sister organisations and stakeholders regarding its contribution to the safety of navigation worldwide.

For IALA to maintain its influential role in the safety of navigation and to continue to support the broader maritime community in the years ahead it needs to be agile and reactive to the changing nature of international engagement and the development and sharing of information.

IALA's success has been driven primarily by its fully engaged membership, which is willing to contribute generous levels of expertise and resource. The IALA Secretariat, and the manner in which it interacts and supports the membership, is an integral element in the organisation's success.

In December 2013, the Council of IALA at its meeting in Goa, India, discussed the importance of the IALA Secretariat in relation to the organisation's future strategy and direction. The Secretary-General was requested to report back to Council on what a modern and efficient Secretariat would look like for the present form of the Association.

To assist with the conduct of this review, professional assistance was sought and a small Review Team formed with both expertise and detailed knowledge of the foundation and operation of IALA and of contemporary organisational design. Working to pre-established Terms of Reference, the Review Team has conducted what is, by far, the most comprehensive assessment of IALA's function and operations since its establishment.

Using accepted research methodology, the Review Team considered the current structure and function of the Secretariat to assess if it is adequate to implement the Strategic Vision for the organisation for the period 2014-2026. They also investigated what a modern and efficient organisational design for the Secretariat might look like for the future. This work is reflected in Chapter One to Chapter Six of the Report (Report, Part One - Assessment).

The Review Team has made a number of observations and conclusions about the Secretariat that, if implemented, could better assist IALA in achieving its strategy and vision for the future. I have considered these matters and made recommendations related to them and other aspects in Chapter Seven to Chapter Nine (Report, Part Two - Response).

As Secretary-General, I would like to formally thank the Review Team for their excellent work and acknowledge that without their input I would not be in a position to make the recommendations to Council that are contained in Chapter Nine of this document.

In introducing the Report I draw Council's attention to the following:

- It was very timely of Council to request this report given the newly agreed Strategic Vision for the organisation and recent Resolution of the General Assembly of IALA, pursuing a more defined role for the organisation in the future

- The Secretariat has grown and evolved over the course of many years, but its evolution has been primarily organic and it has not benefited from an independent expert review of its structure and function
- The Report makes a number of recommendations that will strategically position the organisation to make an even greater contribution to the safety of navigation worldwide in the years ahead
- Regardless of the outcomes of IALA's considerations of a change of status, the conclusions and Recommendations contained in this Report provide IALA with an appropriate Secretariat support structure for a fully competent, efficient and relevant international body into the future
- The changes recommended by the Report provide for a more robust governance and reporting framework
- Recommended structural changes are well designed to facilitate a revised operating model for the Secretariat, with an enhanced concentration on the products of the organisation as well as an outward orientation that centres on stakeholders
- Whilst the new organisational structure is not markedly different in terms of the number of positions, the requisite skill sets and competencies do reflect change and a period of transition will be required to ensure that all positions can be appropriately filled
- Whilst not being able within current fiscal resources to accommodate fully the changes to the Secretariat structure as proposed, IALA can commence the transition process. Further consideration and action by Council is required if the Report's Recommendations are to be implemented in full within a time horizon of 2015-2018.
- The Report's benchmarking of comparable organisations reveals that the proposed structure remains highly efficient and delivers a strong value proposition for IALA's membership
- If the Report's Recommendations are endorsed by Council, the 'change management' implications of the new arrangements will necessitate careful management by the Secretary-General and support from the Council as required. This presents both a challenge and an opportunity.

## 1. Context

At its meeting 56 in Goa, India, the IALA Council '*requested the Secretary-General to report to Council, what a modern and efficient Secretariat would look like, for the present form of the Association.*' (Council Report, Agenda Item 8.4).

This request was made during debate on the topic of IALA Strategy, where Council also approved the following:

- *The draft IALA Strategic Vision 2014-2026 (paper C56-8.2-2)*
- *The draft IALA Committee Structure 2014-2018 (paper C56-8.2-3)*
- *The draft IALA Committee Work Plan 2014-2018 (paper C56-8.3-2)*

The Strategic Vision focuses the work of the organisation for the medium term and aids Council in directing effort towards achieving the aims of the organisation as stated in the IALA Constitution, Article 2.<sup>1</sup>

The approved Committee Structure and Work Plan are organisational tools through which the Council aims to ensure the resources of the IALA's principle development arm - the Committees - are utilised effectively in achieving those aims.

IALA is a collaborative organisation and as a result, although the work of the Committees is vital to IALA in meeting its aims, membership of the Committees is entirely voluntary and at the cost of the participant members.

Accordingly, the only permanent human resources available to Council for meeting IALA's aims are its Secretary-General and Secretariat. In keeping with the IALA Constitution the IALA Secretary-General is to act as the legal representative and Chief Executive of IALA and is to undertake other responsibilities as directed by Council, one of which is to facilitate the work and function of the Committees. The role of the Secretariat is to assist the Secretary-General in these tasks.

Therefore, in this context, and to enable Council to determine that appropriate internal resources to support delivery of the Strategic Vision 2014-2026 are in place, a review of the Secretariat has been undertaken.

The review was conducted in two parts: Part One assesses the current structure and performance of the Secretariat, noting opportunities for improvement and then considers current best practice to determine what the characteristics of a modern and efficient organisation might be. This work was undertaken by resources external to IALA.

Part Two presents a response to Part 1, providing discussion of the options available to enhance the operation of the Secretariat as a modern and efficient support service. This response was developed by the IALA Secretary-General.

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<sup>1</sup> Article 2, in part, reads 'The aim of IALA is to foster the safe, economic and efficient movement of vessels, through improvement and harmonisation of aids to navigation worldwide and other appropriate means, for the benefit of the maritime community and the protection of the marine environment'.

## 2. Terms of Reference

The following Terms of Reference were adopted for the purpose of completing the review:

Taking into account IALA's Strategic Vision 2014-2026 and the allocation of resources for the project describe what a modern and efficient Secretariat would look like for the present form of the Association:

### Part One:

- a) Consider the current structure and function of the Secretariat to determine if its activities are aligned to support IALA in implementation of its Strategic Vision 2014-2026
- b) Describe the core capabilities and operating model required to best support delivery of the Strategic Vision including by identification of critical alternate or additional activities that should or could be undertaken, benchmarked against similar international technical organisations and having regard to the characteristics of a modern and efficient organisation

### Part Two:

- c) If necessary, develop a new organisational design for the Secretariat including a description of the operational level of each position, having regard to current best practice but not having regard to current resourcing
- d) Cost the delivery of the design in terms of salary for the financial year 2014 including a high level description of associated employment costs and the quantum that should be allowed for such 'overheads'
- e) Prepare a preliminary assessment of the processes required to implement any design changes

### **3. Introduction**

#### **3.1. General**

IALA was formed in 1957 as an international association in which marine aids to navigation (AtoN) authorities could voluntarily work together for the purpose of harmonising and improving aids to navigation worldwide. The catalyst for its establishment was the recognition that AtoN, serving a global industry, required international coordination. Prior to the establishment of IALA different standards and systems applied across many jurisdictions. This multitude of systems presented a serious risk to safety of navigation.

IALA has been headquartered in France since its creation, and derives its legal status from the French Law of Associations of 1901. As such IALA is bound by the employment, fiscal, immigration and other requirements of its host country's domestic legislation and practice.

From 1957 to the present IALA has operated very effectively, playing a supporting, but substantial role in the establishment of international standards for safety of navigation. Striking examples are the Maritime Buoyage System and Guidelines on Vessel Traffic Services, both developed by IALA and subsequently recognised by the International Maritime Organization by reference to those standards in Chapter V of the SOLAS Convention.

IALA has grown, now having 77 National Members representing marine AtoN authorities from all geographic areas of the world. IALA benefits from the ongoing contributions of over 150 industrial and associate members who share technical and academic expertise with government representatives. The scope of work of IALA has also expanded with the increasing reach of technology and the related responsibility to assist with capacity building to allow all administrations to contribute to an efficient global network of aids to navigation and services for the safety of navigation.

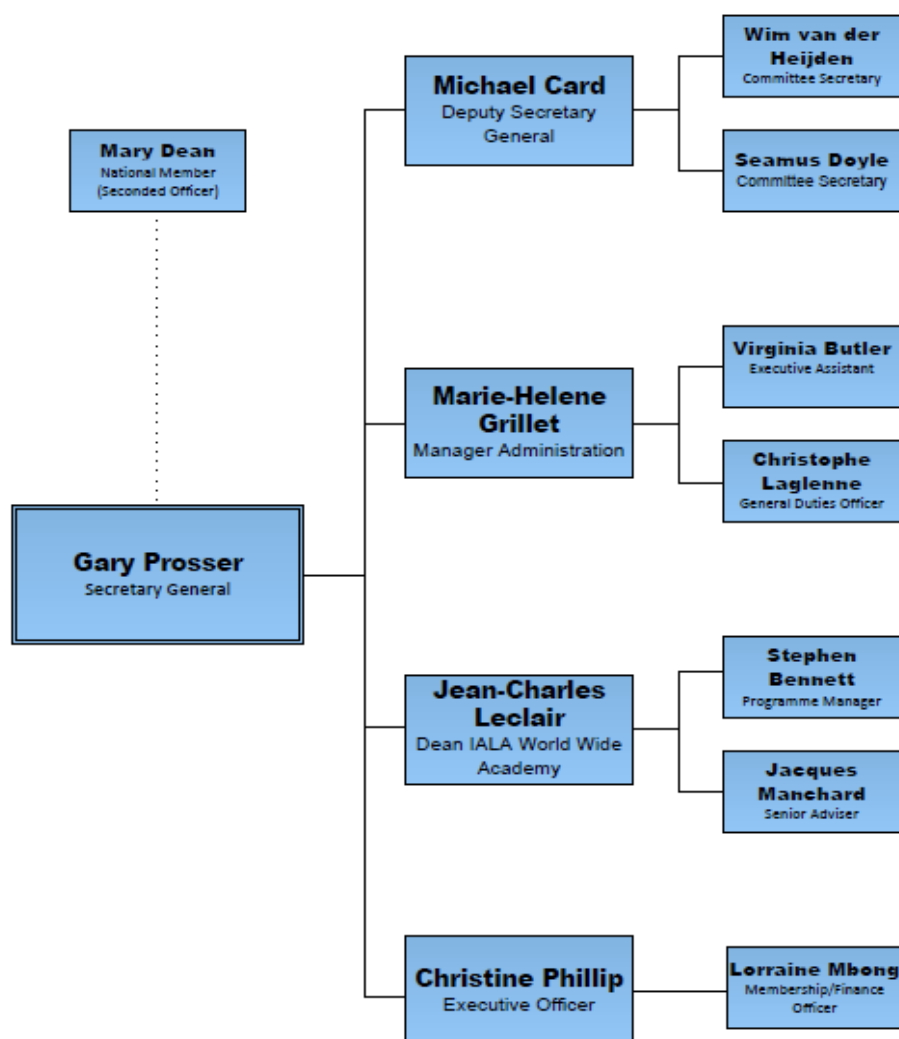
#### **3.2. The Secretariat**

According to the 2013 IALA Annual Report IALA operates a Secretariat of 8 full time equivalent positions, which comprises a combination of 6 full-time and 6 part-time staff (with the part-time staff often working remotely). IALA's Secretariat is led by a Secretary-General, who works closely with the Deputy Secretary-General, the Dean of the IALA World Wide Academy and other senior staff to shape the direction of the organisation and apply sound governance to its operating processes.

At 30 April 2014, the structure of the IALA Secretariat was as shown in Figure 1 following.

Within this structure the Secretariat operates as three relatively discrete 'teams':

- Technical Committee support
- IALA World Wide Academy
- Administration



**Figure 1: Structure of the IALA Secretariat**

### *The Technical Committees*

IALA coordinates the technical aspects of its work through the convening of four Technical Committees and the hosting of a range of conferences, workshops and seminars. Technical Committees normally meet twice per year and are attended by the representatives of IALA members, each of whom funds their own attendance.

The primary objective of each Committee is to develop IALA guidance documents and related materials. Each IALA Technical Committee is directed by a chair and vice-chair, each chosen from among National Members for his or her technical competence and management skills.

A Committee chair will normally establish working groups within that Committee as a means of allocating the technical tasks to smaller groups. The chair is empowered to decide the working groups, their responsibilities and their leaders.

The IALA Secretariat supplies a Committee secretary for each meeting of a Committee, and also for each workshop or seminar arranged by a Committee. The Committee secretary's duties include

making preparations, managing documents, writing the event or meeting report, and taking follow-up action as required.

Secretariat staff involved with the Technical Committees (including the Deputy Secretary-General) is engaged on a part time basis, and in total represent one full time equivalent position. Each is a professional-level officer. They provide services wherever the relevant Committee or working group is being conducted.

The work of the Technical Committees is directly linked to the IALA Strategic Vision, Goal 1:  
*Ensure the harmonisation of aids to navigation systems and related services, including e-Navigation, Vessel Traffic Services, and emerging technologies, through international cooperation and the provisions of standards.*

#### *The World Wide Academy*

The IALA World Wide Academy (the Academy) is a separately funded arm of IALA and is the vehicle by which IALA delivers training and capacity building to national authorities. The Academy is governed by a Board of five members and reports to the IALA Council which has responsibility for approving its activities on an annual basis.

The staff of the Academy is each engaged part time, and in combination they account for one full time equivalent position. Each is a professional-level officer who provides services wherever the program of the Academy dictates. Some general support is also provided by the administration team.

The work of the Academy is directly linked to the IALA Strategic Vision, Goal 2:  
*All coastal states have contributed to an efficient global network of aids to navigation and services for the safety of navigation, through capacity building and the sharing of expertise.*

#### *Administration*

The day to day administration of IALA takes place at its headquarters in Saint Germain-en-Laye, France. Each of the five persons directly involved in administrative tasks is engaged full time, as is the IALA Secretary-General, giving this team six full time equivalent positions. With the exception of the Secretary-General the members of this team are administrative-level officers.

The administration team is responsible for the provision of support in relation to finance, membership, publication and property services (including during the conduct of Committee meetings), and executive support. They also provide limited secretariat services (for example, to the Legal Advisory Panel, the Council and the General Assembly), translation into the French language, conference, symposium and workshop planning and support and general assistance with the administrative governance of the organisation.

The role and function of each of these teams and its contribution to delivering IALA's goals will be considered in this review.



## 4. Project Methodology, Organisation Characteristics and Redesign Model

### 4.1. Project methodology

The project methodology applied during this review involved the following:

Part One:

- Choice of an organisational review methodology for project purposes
- Assessment of the current Secretariat (which included internal and external input and a 'Strengths, Weaknesses, Opportunities, Threats' (SWOT) analysis)
- Completion of a high level literature search to identify and assess current organisational design perspectives in regard to the characteristics of 'modern and efficient' organisations
- Identification of core competencies and the operational model that will assist IALA into the future

Part Two:

- Determination of a modern and efficient organisational design for IALA that will align it with best practice, other organisations and the IALA Strategic Vision, as appropriate
- Evaluation of the cost of the recommended design utilising relevant employment data
- Identification and review of the structure of similar international organisations
- Development of a preliminary work proposal for a future project to implement any required changes

These tasks were completed using a range of approaches including:

- Literature review, desktop research, analysis and modelling
- Consideration of current Secretariat position descriptions
- Data gathering through completion and assessment of a questionnaire, interviews, SWOT analysis
- Group review and design processes
- Peer review

### 4.2. Organisational Review Methodology

The organisational review methodology chosen for this project is based on the organisational design model described in the publication *Boosting business performance through organization design* prepared by Deloitte Development LLC in 2008.<sup>2</sup> That publication describes Deloitte's global organisation design methodology, the four phases of which have been adapted for current purposes as follows:

<sup>2</sup>[https://www.deloitte.com/assets/Dcom-UnitedStates/Local%20Assets/Documents/us\\_consulting\\_hc BoostBusPerfOrgDesign\\_230908.pdf](https://www.deloitte.com/assets/Dcom-UnitedStates/Local%20Assets/Documents/us_consulting_hc BoostBusPerfOrgDesign_230908.pdf)

Other models were considered including the 'Nine tests of organisational design' published by the Ashridge Strategic Management Centre in the Ashbridge Journal Summer 2002, and the Bridgespan Group's 'Designing an Effective Organisation Structure', January 2009. Both these models advocate assessment of a similar set of organisational characteristics as the Deloitte model but provide lesser guidance as to how to conduct the assessment.

Phase	Major output	Activities
<b>ONE</b>	Define strategic objectives and assess current organisation	<ul style="list-style-type: none"> <li>Develop project terms of reference</li> <li>Articulate strategic drivers</li> <li>Conduct organisational diagnosis</li> <li>Define improvement opportunities</li> </ul>
<b>TWO</b>	Define future core capabilities and build operating model	<ul style="list-style-type: none"> <li>Identify and apply 'efficient organisation' characteristics</li> <li>Develop operating model to deliver these</li> </ul>
<b>THREE</b>	Design organisation	<ul style="list-style-type: none"> <li>Define structure, processes and decision making framework</li> <li>Align processes, workflow, governance and decision making</li> </ul>
<b>FOUR</b>	Transition and evolve organisation	<ul style="list-style-type: none"> <li>People</li> <li>Processes</li> <li>Behaviours, image and culture</li> </ul>

Table 1: Organisational design methodology

Consideration of these four phases in relation to the IALA Secretariat will form the basis for the conclusions reached in this review. The methodology adopted for each phase is described below.

#### 4.3. Methodology - Phase One (Define strategic objectives and assess current organisation)

As the project has terms of reference and is driven by the approval of a new Strategic Vision, assessment of the state of the current organisation will be starting point for this phase.

The Deloitte design methodology 'provides a frame of reference to help identify and diagnose the effectiveness of the key drivers of an organisation's performance'.<sup>3</sup> Once those key drivers – which are generic and are equally applicable to all organisations, are evaluated, changes can be made to the design to create improved outcomes. The 'key drivers' are identified as:

Key Drives	Evidence <sup>4</sup>
<ul style="list-style-type: none"> <li>Leadership</li> </ul>	<ul style="list-style-type: none"> <li>Clear vision and priorities</li> <li>Cohesive leadership team</li> </ul>
<ul style="list-style-type: none"> <li>Structure</li> <li>Decision making</li> </ul>	<ul style="list-style-type: none"> <li>Clear roles and accountability for decisions</li> <li>Organisational structure that supports objectives</li> </ul>
<ul style="list-style-type: none"> <li>Capabilities</li> <li>People/Talent</li> </ul>	<ul style="list-style-type: none"> <li>Organisational and individual talent necessary for success</li> <li>Performance measures and incentives aligned to objectives</li> </ul>
<ul style="list-style-type: none"> <li>Processes and policies</li> <li>Technology</li> </ul>	<ul style="list-style-type: none"> <li>Superior execution of programmatic work processes</li> <li>Effective and efficient support processes and systems</li> </ul>
<ul style="list-style-type: none"> <li>Culture</li> </ul>	<ul style="list-style-type: none"> <li>High performance values and behaviours</li> <li>Capacity to change</li> </ul>

Table 2: Organisational drivers

<sup>3</sup> Deloitte, n2 p 3

<sup>4</sup> From Bridgespan Group, n2

The first step in assessing the current IALA Secretariat against these key drivers was development of a self- assessment questionnaire. The text of that questionnaire, again adapted from the Deloitte model, is presented in Table 3 below. The questionnaire seeks generic, high level input in regard to each of the key performance drivers except 'culture' (that is picked up in a later stage).

	To what extent do you agree or disagree with the following:	Fully Agree	Partially Agree	Disagree
<b>Strategy and Leadership</b>	. The Secretariat's design allows the achievement of strategic goals and objectives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	. Executive leadership roles, responsibilities and decision making accountabilities are well defined and support the mission and goals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	. Resource needs are periodically evaluated to allow effective long-term resource planning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Organisation and Job Design</b>	. Roles and responsibilities are well defined and understood	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	. The right talent with the appropriate skills are appointed into key positions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	. Common capabilities and processes are grouped together effectively	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	. Policies and processes are understood and are implemented	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	. Self-service, shared services or outsourcing are leveraged for appropriate Secretariat activities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	. Clearly defined career paths, staff development and succession planning processes are established	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	. Adequate physical resources and support systems are available	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Decision Rights</b>	. Policies exist to guide performance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	. Decision-making processes are well defined, clearly understood and followed	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	. Decision-making groups are operating as per their defined roles and responsibilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	. Decisions are made following fact-based analysis and are executed on a timely basis	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	. Decision are consistently communicated across the Secretariat	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Table 3: Self-Assessment - Is your organisation design delivering value?**

The questionnaire was made available to all Secretariat staff and responses were assessed using the Deloitte scoring method and additional evaluation.

To add to the outcomes of this assessment, the current position description for each member of the Secretariat was evaluated against the relevant drivers to see if, at a documentary level, the focus of staff is properly aligned toward achieving IALA's Strategic Vision.

One on one interviews were then conducted with Secretariat Executive - the Secretary-General (who has responsibility for overall delivery of IALA outcomes), the Deputy Secretary-General (in regard to Technical Committee support), the Dean of the World Wide Academy (regarding capacity building) and the Executive Officer (regarding membership and finance) - for the purpose of clarifying findings and gaining additional insight into the current operation of the organisation.<sup>5</sup>

<sup>5</sup> No interview was conducted with the Manager Administration, however written input in response to the questions posed was received and evaluated

The Secretariat Executive was asked the following questions:

Considering that the organisational design of the Secretariat is a combination of its structure, decision making functions, human resources, policies, procedures, technology, culture and leadership:

1. Does the current organisational design of the Secretariat facilitate the achievement of IALA's strategic vision? Why?
2. How does the current organisational design of the Secretariat affect the results that IALA is able to achieve? Why?
3. Is your particular area supported to deliver IALA's identified priorities for 2014-2018 by current organisational design? If not, what should change?

Finally, to place the organisation in its environmental context, a 'Strengths, Weaknesses, Opportunities and Threats' (SWOT) analysis was also completed.

The results of these activities - the questionnaire, review of position descriptions, interviews with senior staff and the SWOT analysis - are presented and considered in Chapter 5 to provide an assessment of the current IALA Secretariat.

#### **4.4. Methodology - Phase Two (Define future core capabilities and build operating model)**

This phase looks to the future and considers how the IALA Secretariat might theoretically meet the challenges that lie ahead in delivery of IALA's Strategic vision. As a starting point, the characteristics of a modern and efficient organisation as described in the literature were identified and analysed and the principles and behaviours required to evidence these characteristics were considered.

Building on this analysis, and taking into account the assessment of the current organisation (including areas for change and improvement derived from Phase One) required core capabilities were identified and an operating model was developed.

Consideration was also given to the identification of critical alternate or additional activities that could or should be included in the role and function of the Secretariat. This process was informed by comparison with a range of international technical organisations, chosen for their size, function and similarity to IALA. Details of the organisation used for benchmarking purposes are provided in the Attachment.

#### **4.5. Methodology - Phase Three (Design Organisation)**

Organisational design requires the consideration of a range of elements - structure, decision making functions, human resources, policies, procedures, technology, culture and leadership. The Secretary-General, having regard to the material provided in Chapters 1-6, considered each of these elements and developed a narrative evaluation of the required changes to describe the organisational design he prefers for IALA.

As structure is most often described by an organisational chart showing operational level and relationship with others, such a chart was developed and is discussed in Chapter 7.

To assist in explaining the proposed operational level of the identified positions the Organisation for Economic Development and Co-operation (OECD) Staff Rules and general website information was used. This institution is part of the United Nations system and was chosen as it is located in Paris, France and can be seen as a competitor for staff with the skills, knowledge and attributes required by IALA.

For consistency, OECD salary levels were also applied for the purposes of costing the proposed structure.

Benchmarking was undertaken against a range of international technical organisations. Each was chosen because it has international government or semi-government members, operates a number of committees and produces outputs which guide the international community in an effort to achieve consistency.

In gathering benchmarking data only publicly available data was used (gathered from websites) and comparisons were focussed on size of membership and known organisational structure. As financial data was not available for all reference organisations no revenue to salary comparisons could be made.

#### **4.6. Methodology - Phase Four (Transition and evolve organisation)**

Transition of the Secretariat to a new organisational design is beyond the scope of this project. Accordingly, and in line with the Terms of Reference, only brief attention has been paid to the methodology required to achieve transition. A literature review was conducted to identify a variety of approaches that could be adopted, and one model was chosen to provide a skeleton plan for this phase.

## 5 Phase One - Assessment of current IALA Secretariat

### 5.1. Assessment Method One – Questionnaire

The 'Delivering Value Questionnaire' (see Table 3 above) was provided to the staff of the Secretariat (as defined in Chapter 3, Figure 1).

A total of eleven (from twelve possible) responses were received. All responses were scored using the Deloitte methodology (Fully agree - 2; Partially Agree - 1; Disagree - 0) and tallied as follows:

Score	Indication	Number of Responses	Range of Scores
17-26	The organisation design is delivering value	6	18-25
9-16	The organisation design was delivering value in some areas but not others	4	11-13
0-8	The organisation design is not delivering value in most areas	1	5

**Table 4: Self-Assessment scores**

On simple reading this result suggests that over half of the Secretariat staff are of the view that the current organisational design is delivering value – that is, the current structure, decision making functions, human resources, policies, procedures, technology, culture and leadership are aligned to allow the organisation to deliver its Strategic Vision. This interpretation should be guided by the fact that the majority of respondents in this score group were from the part time staff of the Secretariat, and several prefaced their reply with a note of caution given that their interaction with the organisation was specific and limited. Full time staff members are more widely represented in the score group that indicated that the organisational design was delivering value in some areas but not others.

Further statement-by-statement, raw response<sup>6</sup> analysis shows that the effectiveness of the key driver groups, in relation to the capacity of the current organisational design to deliver on the Strategic Vision, was assessed as follows:<sup>7</sup>

Driver	Fully Agree	Partially Agree	Disagree
Strategy and Leadership	40%	40%	20%
Organisation and Job Design	40%	40%	20%
Decision Rights	35%	50%	15%

**Table 5: Self-Assessment – raw score responses**

<sup>6</sup> That is, by volume of responses, rather than by aggregation of weighted responses

<sup>7</sup> Percentages are approximate

The responses in regard to 'Strategy and Leadership' and 'Organisation and Job Design' were very evenly distributed. The two principle responses that diverged from this pattern were:

- 'Decision making groups are operating as per their defined roles and responsibilities', which was rated as 'Fully Agree' by two thirds of respondents; and
- 'Decisions are made following fact-based analysis and are executed on a timely basis', which was rated as 'Partly Agree' by 80% of respondents

In regard to 'Organisation and Job Design' ninety per cent of respondents disagreed that 'Clearly defined career paths, staff development and succession planning processes are established'.

These three factors suggest that IALA's decision making structure is being applied, enabling the delivery of results in regard to the work of the Academy, the Committees and IALA generally but that decision making within the organisation is not always efficient nor is it based upon sufficient evidence to ensure transparency and accountability. Staff universally agreed that career paths do not exist (which is unsurprising in such a small organisation) but more problematically, that there is no succession planning or staff development in place. This is a serious issue for a small organisation that has 'silos' where specialist expertise is relied upon to achieve the required outcomes.

In addition to the above, when combining the responses rated 'Partially Agree' and 'Disagree', other areas that appear to be reducing value are that:

- Roles and responsibilities are not well defined and understood
- Common capabilities and processes are not grouped together effectively
- Decisions are not consistently communicated across the Secretariat

Overall, assessment of the Questionnaire would suggest that in the view of the staff of the Secretariat, the organisation is functional but there is room for improvement in the effectiveness of each of the key driver categories.

## **5.2. Assessment Method Two – Review of Position Descriptions**

As has been documented in other publications, IALA has been achieving results for over 50 years. IALA is a (very) small organisation and by all accounts offers its members a valuable service.

During IALA's lifetime the role and function of the Secretariat has developed on an administrative-needs basis (which is reflected in the fact that the majority of the current Secretariat positions are administrative and full time, held by permanent employees). The operation of the Technical Committees has been the domain of National Members, and the World Wide Academy is a new function for IALA, having been in operation for less than 2 years.

Given the above it is not surprising that there has been no urgent need to develop complex human resource policies, processes and procedures, though this work is underway. The existing position descriptions may be adequate for some internal purposes, but when considered under the spotlight of modern and efficient administrative practice, represent an area for improvement.

Given that Council approved the IALA Strategic Vision 2014-2026 and called for this review of the Secretariat at the same meeting no resources have yet been expended on the update of existing

position descriptions to reflect IALA's new goals or priorities for the next four years. Such an update is a necessary step toward achieving an efficient and effective Secretariat.

The existing position descriptions:

- Are not overtly aligned with previous strategic objectives
- Are team driven and generally reflect the structure identified in Chapter 3, Figure 1
- Are expressed at a relatively high level
- Demonstrate a hierarchical structure with little cross over between functions, but where there is cross over, the relationship between positions is not clear
- Do not address the qualifications, competencies, or experience necessary to fill the role
- Lack reference to required behaviours and decision making aspects of each position
- May not reflect what the holder of the position actually does

This brief analysis demonstrates that, by reference to position descriptions alone, the organisation does not currently have a strategic focus for its human resources. Current roles and responsibilities are inflexible and are not adequately weighted toward achieving the stated priorities, goals and overall vision of the organisation.

In addition roles are generally 'silos' (with perhaps one other interfacing, usually supervising, role) and there does not appear to be functional support across the range of Secretariat responsibilities. For example, minuting services are provided by the Administration team for (infrequent) conferences, symposia and Council meetings (by different administrative staff) but not for frequent Committee meetings or for meetings of the Academy Advisory Board (where professional level staff carry out this function).

Finally, as the position descriptions do not indicate the required qualifications, competencies, behaviours or experience it is not possible to assess if the tasks identified for each position are at a suitable level, nor whether the current hierarchies are necessary or effective.

### **5.3. Assessment Method Three – Secretariat Executive Interviews**

Informal interviews with four of the five members of the IALA Executive were conducted, focussed by the questions identified in Chapter 4.3 above.

As there was much ground to cover, and each person spoke from his/her own perspective, no consolidated response to the questions is possible. However, as an overall assessment the IALA Executive are of the view that performance could be improved, and a range of issues were raised. These are summarised in Table 6 below.



Element	Comments
Structure	<ul style="list-style-type: none"> <li>. Current situation suits old operations but is not right for future</li> <li>. Need more permanent staff in the office - experts</li> <li>. Resources should be shared across functions</li> <li>. Highest level management structure should be strengthened</li> <li>. Need support to allow increased diplomatic/outreach activity by Secretary-General (SG) – suggest full time Deputy SG (DSG) in office</li> <li>. Membership support should be equal with Academy/Committee activity</li> <li>. No resource to manage forthcoming technical document reorganisation</li> <li>. Current role of Technical Committee secretaries could change</li> <li>. Roles of Admin staff not clear/effective/efficient</li> <li>. Consider moving Academy into mainstream Secretariat</li> <li>. Current structure relies on consultants and National Member resourcing</li> </ul>
Decision making	<ul style="list-style-type: none"> <li>. DSG to take on some SG decision-making and general oversight</li> <li>. Need co-ordination to follow up decisions/monitor outputs/changes</li> <li>. Delegation of decision making with associated tools needed</li> </ul>
Human resources	<ul style="list-style-type: none"> <li>. Current division of functions could be changed between existing staff</li> <li>. Need staff with particular expertise that is not currently present</li> <li>. Some current part time roles should be replaced with full time</li> <li>. Carefully consider the impact of increasing size of Secretariat</li> <li>. Note difficulties of engaging staff (experts) in France</li> <li>. Establish skills and qualification requirements</li> <li>. Consider outsourcing non-core functions</li> </ul>
Policies and procedures	<ul style="list-style-type: none"> <li>. More work required to complete these</li> <li>. Current work in progress is good but needs to be better communicated</li> <li>. These need to be implemented or they serve no purpose</li> <li>. Streamline databases and use for all communication with members</li> <li>. Need basic staff and finance regulations</li> </ul>
Technology	<ul style="list-style-type: none"> <li>. Modernise tools – templates/formats/designs/archive/web/security</li> <li>. Make better use of intranet/internet</li> <li>. Better management of publications/documents/uploads</li> </ul>
Culture	<ul style="list-style-type: none"> <li>. Permanent staff need motivation outside Committee times</li> <li>. Staff generally work together to get things done – stricter role definitions may not work</li> <li>. Reception staff provide good support to members</li> </ul>
Leadership	<ul style="list-style-type: none"> <li>. More communication within Secretariat/with members</li> <li>. Strategy should be flexible</li> <li>. Realign roles to provide support to SG</li> <li>. Make IMO a focus – outside Technical Committees</li> <li>. Council support and input required</li> </ul>

Table 6: Senior Executive Interview summary

#### 5.4. Assessment Method Four - SWOT Analysis

The outcomes of the SWOT analysis are reproduced in Table 7 below.

The analysis suggests that, although the current Secretariat is small, manageable and hardworking its activities are not properly weighted toward the delivery of IALA's strategic goals. The Secretariat's full time staff members are primarily locally engaged administrative officers, who in the main are long-serving but now only deliver some aspects of the most important services. The Secretariat's part time staff members are senior, professional officers who carry out a range of both high and low level activities as these positions are generally not supported by the roles of the administrative officers.

Implementation of the Strategic Vision creates an opportunity to realign the Secretariat resources with IALA's stated direction and priority, which can also provide the catalyst for process redesign and the adoption of more efficient practices. Failure to take this opportunity presents the threat that required outputs will not be delivered, resulting in the devaluation of the organisation. Alternatively the current staff may be able to deliver the required results, but the workload and operational obstacles may not be sustainable in the long term, indicating that realignment and potential growth are necessary.

<p style="text-align: center;"><b>Strengths</b></p> <ul style="list-style-type: none"> <li>. Small and within current budget capacity</li> <li>. Know the organisation – 'IALA family'</li> <li>. Focussed (but on what?)</li> <li>. Dedicated</li> <li>. Deliver current outcomes (how well?)</li> <li>. Manageable - within current Executive reach</li> <li>. Represent IALA well</li> </ul>	<p style="text-align: center;"><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>. Small and therefore able to deliver only base activity</li> <li>. Inflexible (lack of spare resource capacity within roles and little task shifting)</li> <li>. Not weighted to deliver goals (which are technical and capacity building)</li> <li>. Full time roles are all administrative</li> <li>. Part time roles do not have administrative support or spare capacity</li> <li>. Policy and process still under development and what is there is not being implemented?</li> <li>. Decision making structure? Access to decision makers for discussion/brainstorming etc.?</li> <li>. 'IALA family'</li> <li>. Requirements of French law in regard to engagement and conditions of service add to costs and limit potential pool of candidates</li> </ul>
<p style="text-align: center;"><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>. Use new goals (which are long term) to evolve the organisation with focus on external delivery</li> <li>. Realign activity to priorities</li> <li>. Growth – match resources to required outputs</li> </ul>	<p style="text-align: center;"><b>Threats</b></p> <ul style="list-style-type: none"> <li>. Failure to deliver goals as required resources are not available to support such delivery</li> <li>. Activities that should be undertaken within IALA are conducted elsewhere</li> <li>. Burn out or lack of incentive for existing resources to continue (particularly technical and capacity building)</li> </ul>

**Table 7: SWOT Analysis**

## 5.5. Assessment Conclusions

Based on the findings of the above assessments, opportunities for improvement in the organisational design of the Secretariat exist. These opportunities can be found in regard to each of its structure, decision making functions, human resources, policies, procedures, technology, culture and leadership.

The key opportunities lie in:

- Considering the structure of the Secretariat to ensure that all resources are effectively focussed on achieving the key outcomes of the organisation. This could include consideration of a change to the executive management structure, identification of new roles and areas of expertise that should exist as permanent positions within the Secretariat, streamlining current administration roles and considering the outsourcing of non-core functions
- Continuing the review of decision making, policy and procedure to ensure that modern and efficient practices are adopted and implemented
- Evaluating the potential of existing staff to play a role in delivery the Strategic Vision by alignment of the skills required, including where possible, through staff development and succession planning
- Adopting key technologies, hardware, software, processes and expertise that will ensure that the output of the organisation is consistently of the highest quality and benefit to members
- Encouraging a culture that is dynamic, flexible and forward thinking through leadership that is supported, accessible and focussed.

This completes Phase One of the  
Organisation Design Methodology  
described in Chapter 4.

## 6 Phase Two – Future Core Capabilities and Operating Model

### 6.1. Characteristics of modern and efficient organisations – literature review

There are, of course, many definitions of ‘organisation’. For example an organisation can be described as ‘a person or group of persons intentionally organised to accomplish an overall, common goal’<sup>8</sup> or similarly ‘a social arrangement for achieving controlled performance in pursuit of collective goals’.<sup>9</sup> Organisations however, do not exist in isolation.<sup>10</sup> So for present purposes we will say that organisations are social entities that are goal-directed, designed as deliberately structured and co-ordinated activities systems linked to external environments.<sup>11</sup>

The *mission* of any organisation is the articulation of the common purpose (the goal) which informs the organisation’s members and binds them together in the enterprise.<sup>12</sup> To link to the external environment (or ‘stakeholders’) the goal of the organisation may be expressed as a mission statement. So as to align the members of the organisation more directly with its goals its activity systems are usually linked to achievable *strategies*.

Delivering its mission via strategies requires the organisation to find the ideal size, shape and way of operating<sup>13</sup> - which Salaman and Story further describe as the pattern of relationships between roles in an organisation and its different parts.<sup>14</sup>

Many writers have identified the importance of an organisation’s structure and the relationship between structure and an organisation’s size, strategy, technology, environment and culture.<sup>15</sup> At the heart of this relationship lies *organisational design*.<sup>16</sup> Common forms of design include those based on role, function, geography, product or market and these may be further classified as hierarchical, bureaucratic, matrix or organismic. Some of these are rigid and others are more fluid, but each design is a combination of the factors individual to the organisation using it. Although there is no ‘right or wrong’ design some organisations work more effectively than others.

Taking this into account it has been said that modern and efficient organisations are ‘designed so that goals, activity systems and structure allow them to respond to organisational pressure points where they are needed not only today, but will most likely be needed tomorrow’.<sup>17</sup>

To add to this concept, PriceWaterhouseCooper<sup>18</sup> identify the following five key characteristics which leading public bodies of the future will need to exhibit:

<sup>8</sup> McMillan, E ‘Considering Organisation structure and Design from a Complexity paradigm Perspective’ Open University, p2

<sup>9</sup> Huczynski A and Buchanan D 2012 *Organisational Behaviour* 6<sup>th</sup> Ed Harlow Prentice Hall p6

<sup>10</sup> Connor G, McFadden M and McLean I 2012 ‘Chapter One - Organisational Design’ in Stewart J and Rogers P *Developing People and Organisations* CIPD p 2

<sup>11</sup> Daft, R *Understanding the Theory and Design of Organisations* 2007 Mason, OH Thompson South Western p11

<sup>12</sup> Connor et al, n10, p11

<sup>13</sup> PwC 2013 ‘Future of Government: Tomorrow’s leading public sector body’ p 3

<sup>14</sup> Salaman, G 2001 ‘The Emergence of New Work Forms’ in Salaman, G ed. *Understanding Business Organisations*. London Routledge in McMillan, n8, p2

<sup>15</sup> McMillan, n8, p1

<sup>16</sup> Connor et al, n10, p10

<sup>17</sup> PriceWaterhouseCoopers LLP 2012 ‘Brave new world? Different ways of working’ p19

Characteristic	Description
Agility	The ability to anticipate situations, as well as adapt and react in a speedy and cost effective manner, providing responses needed in the short term without compromising or sabotaging long term options
Innovation	Capability to incubate ideas and delivery models
Connectedness	Collaboration across sectors, borders and organisations, with partnerships, co-ventures, co-creation and co-design being key features in the service delivery tool box
Transparency	Becoming truly accountable for actions and outcomes
Leadership	Internal management capabilities that channel resources effectively toward accomplishing the vision

**Table 8: Characteristics of leading public sector bodies in the future**

These characteristics could therefore usefully be reflected in, and be facilitated by, the design of progressive organisations.

It is appropriate to mention that, although the request of Council was for the Secretary-General to report to it on ‘what a modern and efficient Secretariat would look like, *for the present form of the Association*’ there is no general demarcation in the literature about its applicability to various forms of organisation. For this reason, a modern and efficient IALA, under any form or legal structure, could aim for an organisational design that delivers results and facilitates the display of characteristics like the above.

However, whilst the foregoing discussion provides a relevant context in which to conduct the current review it should be remembered that most research about the way organisations function is based on analysis of large organisations. It is noteworthy, for example, that in the UK 99% of organisations fall with the category of small to medium sized enterprises, with approximately 70% having less than 10 employees.<sup>19</sup> IALA, with its Secretariat of just 8 full time equivalent positions, is clearly a small enterprise and its scope and capacity to reflect the wisdom of this research should be recognised.

## **6.2. Identification of core capabilities**

Table 8 above described five key characteristics that may be exhibited in modern and efficient organisations – agility, innovation, connectedness, transparency and leadership.

Consideration has been given to how these characteristics might be demonstrated in IALA as a means of identifying the core capabilities and operating model that could guide its organisational design for the future. The result of this assessment is provided in Table 9 below.

<sup>18</sup> PwC, n 13, p3

<sup>19</sup> Connor et al, n 10, p 31

Characteristic	Application in IALA
Agility	<ul style="list-style-type: none"> <li>Being the right size with the right resources – including having an adaptable workforce that can work together across boundaries depending on what is needed at the time to achieve IALA’s strategic vision in a goal-directed manner</li> <li>Having a mindset which views responsiveness and efficacy as the core elements of performance</li> </ul>
Innovation	<ul style="list-style-type: none"> <li>Having service delivery models which do more with less, increasing productivity at an operational level by encouraging new ways of doing things</li> <li>Thinking about how to achieve IALA’s Strategic Vision by building on and combining existing strengths in new ways</li> </ul>
Connectedness	<ul style="list-style-type: none"> <li>Actively engaging the involvement of key stakeholders – governments, industry, regulators, providers, researchers, benefactors - through collaborative partnerships in pursuit of IALA’s Strategic Vision</li> <li>Actively being engaged/involved in the work of pertinent international organisations, in particular the IMO and IHO.</li> </ul>
Transparency	<ul style="list-style-type: none"> <li>Accepting the requirement to be accountable, by having accessible policy, procedures and data that show that IALA is using its resources in the best possible way to achieve its Strategic Vision for the benefit of its stakeholders</li> </ul>
Leadership	<ul style="list-style-type: none"> <li>Demonstrating an interactive management approach that provides the capacity to influence both internally and externally - so that IALA’s leaders are always alert to its changing external environment whilst evaluating delivery of services to meet its current goals</li> </ul>

**Table 9: Characteristics that IALA could demonstrate in the future**

Given this analysis, it is suggested that adopting the above characteristics provides an excellent opportunity for IALA to address most of the concerns raised in Chapter 5, and that these characteristics could be considered as IALA’s desired core capabilities for the future.

Developing these capabilities would ensure that IALA is flexible enough to be able to respond to changes in its landscape because it has an adaptable workforce that is responsive and goal driven. It could remain in touch with its stakeholders and its wider external environment because its leaders are actively engaged both internal and external to the organisation and IALA would be managed in a way that ensured sound governance and shared responsibility for meeting its goals.

Capabilities that encourage innovative use of resources and new ways of operating present an opportunity for IALA to better serve the international community. An outward orientation that focusses on delivering outputs that are of value to stakeholders, including through better use of technology, could assist IALA in meeting its strategic goals whilst remaining small and flexible.

### 6.3. Identification of operating model

The structure of the Secretariat currently consists of three teams which are program driven – Technical Committees, World Wide Academy and Administration (see Chapter 3). This operating model, and the current mix of full time and part time resources, presents challenges, some of which were highlighted in the assessment of that structure (described in Chapter 5).

There are a range of alternate operating models that could be considered. These include the:

- Functional model – organised around key functions or departments
- Geographic model – used when the organisation has multiple operating locations
- Market model – used when different outputs are required for different client groups
- Matrix model – organised to manage multiple dimensions – for example function and location

Each of the program, functional and market models could be adopted by IALA. However, having regard to the core competencies and the potential areas for improvement it is suggested that the most appropriate operating model for the Secretariat is a function/program matrix model in which all staff are tasked to support the programs of the organisation in accordance with the function they are engaged to perform and the specific work focus at the time. For example, the matrix might look like this:

Function	Organisational Goals – program areas			
	<i>Technical Committees</i>	<i>Academy</i>	<i>Members/ Stakeholders</i>	<i>Operational Support</i>
Leadership and strategy	x	x	x	x
Finance		x	x	x
Document production	x	x	x	
Web interface	x	x	x	x
Technology	x	x	x	x
Technical cooperation		x	x	
Meeting support	x	x	x	x
Staff and office services	x	x		x
Outreach	x	x	x	
Governance	x	x	x	x

Table 10: Matrix operating model – function/program

This type of grouping recognises the key outputs of the organisation and creates flexibility, focussing on core deliverables as determined by the Strategic Vision, without losing sight of the need for functional expertise. It facilitates agility and innovation and creates a flexible organisation that can direct its efforts as required. This is particularly relevant to a small organisation with limited resources.

To ensure that there is control over the provision of the functions by individuals, and to facilitate communication between staff across all programs, appropriate linking mechanisms are required.

In IALA this may be in the form of program managers whose role is not to supervise, but rather to ensure that desired program outputs are clearly defined and processes for the timely delivery of these outputs are created, understood and smoothly coordinated across functions. Alternately there may be one central role the function of which is to liaise across the programs and then to supervise completion of the required functions. Whichever approach is taken, the operating model should become one of shared responsibility with all functions managed and directed toward achieving the Strategic Vision of the organisation.

#### **6.4. Outward Orientation**

An operating model that focusses on IALA's outputs and engagement with stakeholders may require the development of new behaviours, and perhaps roles and functions within the Secretariat. These will primarily be related to sharing information (including relevant knowledge and expertise) in a variety of forms.

Documents – particularly standards, recommendations and guidelines, but also training materials and other publications – are IALA's principal outputs. They should be considered the public 'face' of IALA, whilst also representing the legacy and contribution of the organisation to the international community. Management of these resources – in terms of style, content, ease of access, version control, storage and archiving should be central to the activities of the Secretariat. Staff with skills in technical writing, web services and document management will be required.

Additionally, with a stronger focus on external engagement for IALA's leadership (which should form part of the duties of staff at executive level) additional internal support will be required to ensure that operative matters are able to be handled effectively and efficiently whilst these officers are absent from the office. This will necessitate strong support in regard to governance, quality control and administrative oversight coupled with decision making authority, which should be present within a role physically present in the office.

#### **6.5. Innovation in delivery**

An operating model that gives effect to the core capabilities identified above will also recognise that not all functions are delivered in the most efficient way by use of resources within the organisation.

In determining the organisational design that best suits the Secretariat into the future consideration should be given to outsourcing generic functions that do not add value. Although such functions may still be required, they may be delivered more efficiently and flexibly on an ad hoc or contract basis.

In addition, new partnerships – based on commercial, sponsoring or joint delivery arrangements – could be considered as a means to deliver IALA's services and administrative requirements, particularly where there is a one-off or project based requirement.

This completes Phase Two of the  
Organisation Design Methodology  
described in Chapter 4.



## **PART TWO – The Response of the Secretary-General**

### **7 Phase Three - Organisational design for a modern and efficient IALA Secretariat**

#### **7.1. Organisational design for a modern and efficient IALA Secretariat**

Council requested me, as Secretary-General, to report to it on what a modern and efficient Secretariat would look like.

Having reviewed Part One of this Report (including the assessment of the current Secretariat, the literature review and identification of the core capabilities and operating model that would best assist IALA meet its Strategic Vision) Part Two will:

- Discuss my position in regard to the matters raised
- Address the range of elements - structure, decision making functions, human resources, policies, procedures, technology, culture and leadership – that must be considered in a modern and efficient organisational design for the Secretariat
- Benchmark preferred IALA structure against other international technical organisations
- Make recommendations for consideration by Council

#### **7.2 General response to findings**

This is the first comprehensive review of the administration of IALA since its inception in 1957 and is timely given the current environment in which IALA finds itself. The IALA Council has recently approved the new IALA Strategy, and the General Assembly has indicated its support for a change of status to that of an intergovernmental organisation. In this context the review provides IALA with a tremendous opportunity for improvement moving forward (regardless of any outcome from change of status discussions with Member Governments).

In my view the review team has delivered a very thorough and well-structured Report which is both balanced and forward looking. I consider that the review has benefitted from being conducted by persons who are independent from IALA, but who are also familiar with its workings and functions, and with its role within the broader context of the international maritime community.

I accept that the analysis of the current organisation and operation of the Secretariat has identified opportunities for improvement, and although work is in progress on a number of these issues, I agree that more needs to be done. Focus and resources can be applied in this regard now that the IALA Strategy is approved and the General Assembly has been finalised, and I look forward to improving the services provided by the Secretariat. I take this opportunity to recognise the efforts of the current Secretariat staff, and on behalf of Council and all IALA members, to thank them for their commitment.

I agree that the current 'program' operating model limits the opportunity to flexibly apply the resources of the Secretariat to meet IALA's overall goals and that a 'matrix' model is more suitable. This model will facilitate an agility and innovation in approach that will enable IALA to respond to its changing environment. I am comfortable with the core capabilities that have been identified as

relevant to IALA as a modern and efficient organisation and look forward to working with staff, members and stakeholders as we strive to develop work methods and attitudes that embody them.

Evolving a small organisation like IALA into one that reflects the characteristics identified for a modern and efficient organisation will not be without its challenges. However, given the growing role of IALA in the international maritime community and its expanding membership, IALA needs to do 'something' or it will risk losing relevance and influence. I am determined that IALA will succeed in this regard.

With respect to overall organisational governance, the findings align well with opportunities for improvement identified by IALA's newly appointed Auditors.

The implementation of the Recommendations included later in the report will require a transition period; some changes will be able to be implemented relatively quickly whilst others may take a number of years to fully implement. This will require proactive management of a range of matters, not the least of which will be IALA's human resources. It will also necessitate the putting in place of adequate support arrangements to ensure continuity of service to members and other stakeholders. I intend to oversee these processes carefully and transparently so that IALA is benefitted rather than diminished in the longer term.

### **7.3 Structure**

The current structure of the Secretariat has served IALA well. However it has been assessed as having the following structural weaknesses:

- Small and therefore able to deliver only base activity
- Inflexible (lack of spare resource capacity within roles and little task shifting)
- Not weighted to deliver goals (which are technical and capacity building)
- Full time roles are all administrative
- Part time roles do not have administrative support or spare capacity with the majority of part time members of the Secretariat working remotely

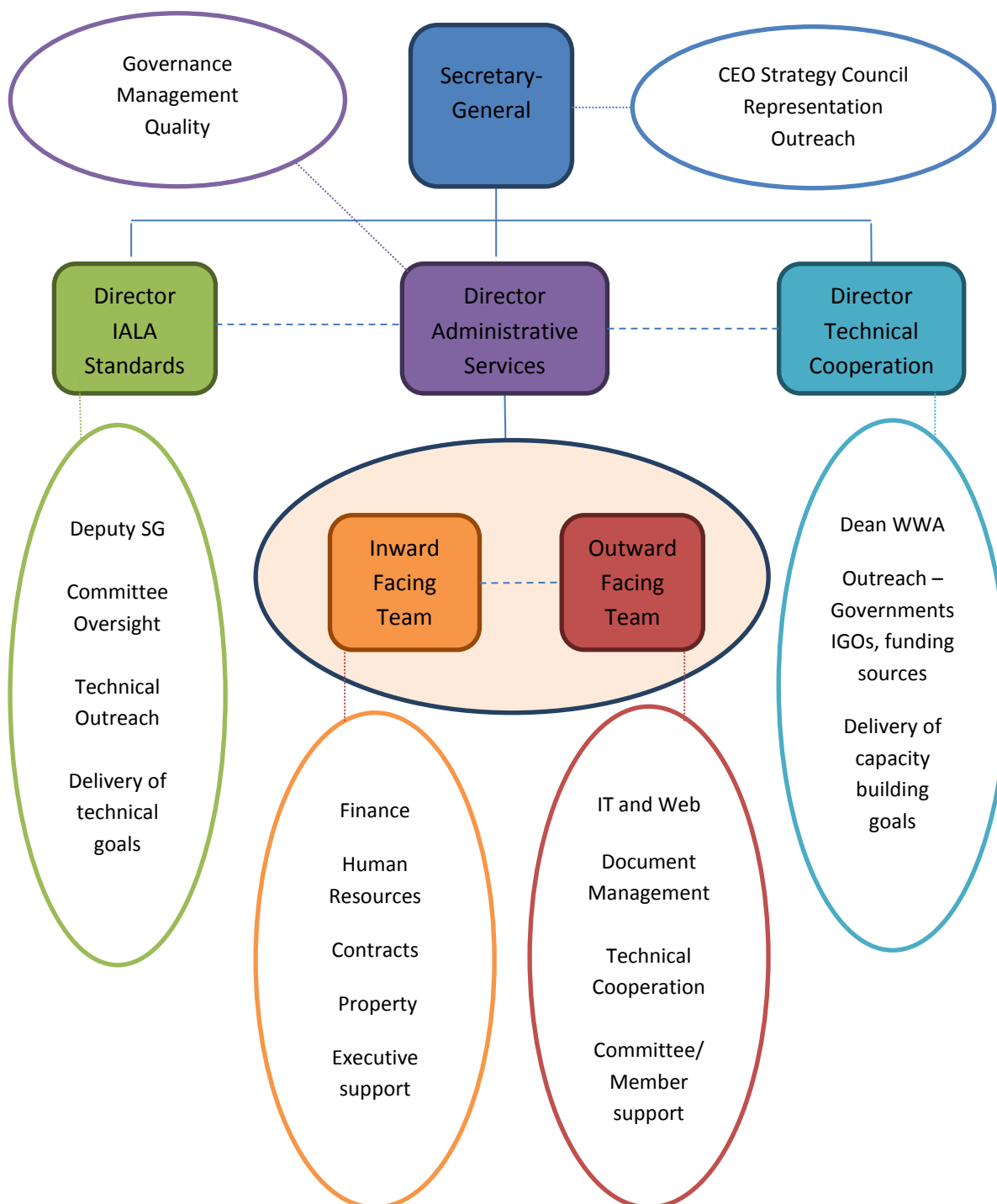
And the following key opportunities for improvement, which lie in redesign of the structure:

- Ensure that all resources are effectively focussed on achieving the key outcomes of the organisation
- Consideration of a change to the executive management structure
- Identification of new roles and areas of expertise that should exist as permanent positions within the Secretariat
- Streamlining current administration roles and considering the outsourcing of non-core functions
- Use new goals (which are long term) to evolve the organisation with focus on external delivery
- Realign activity to priorities and match resources to required outputs

Taking these factors and the fundamental change in the way the Secretariat will operate into consideration I have determined that a change of structure is warranted and desirable. I present my findings in this regard in the following sections.

### 7.3.1 Preferred Structure

The organisation chart presented below is identified as the preferable structure for the IALA Secretariat:



**Figure 2: Preferred IALA Structure**

### 7.3.2 Change of structure - justification

The preferred structure differs from the current structure in the following major aspects:

- All support roles are combined under one Director. This will allow flexibility of resource allocation to ensure that all priority areas can be resourced on a needs basis and that resources can be developed to prevent silos, protecting IALA's ability to deliver into the future
- The Executive (Secretary-General and three Directors) will have greater capacity for strategic activity, including interaction with stakeholders. This will ensure that IALA remains focussed on what is needed by its members and the international maritime community
- The inclusion of experts that can manage IALA's outputs so that these are of high and consistent standard, are readily accessible making best use of available technologies and meet best practice in record management
- The inclusion of the function of the IALA Academy directly within the Secretariat
- More appropriate outward focus for all resources
- Stronger focus on governance and quality management

Each of these structural changes supports the use of a matrix operating model that shares staff across programs and creates the environment within which IALA can be agile, innovative and connected. They directly support delivery of the IALA Strategic Vision through concentration on delivery of required outputs as a responsibility shared by all staff.

The focus on governance and quality management will enhance transparency and create opportunities for new decision making arrangements, whilst the ability of senior management to engage externally will allow IALA's leaders to ensure that its current goals are both relevant and achieved.

Although increasing slightly in size (to 10 full time equivalents) the preferred structure is lean in comparison to other international organisations which have been used as benchmarks. Over time, consideration can be given to increasing the capacity of the Secretariat by increasing either the number of teams or the number of resources within the proposed teams, if and when required.

### 7.3.3 Position Levels and Costs

The preferred structure consists of:

- Secretary-General
- 3 Directors (two part time)
- 3 experts (outward facing team)
- 1 senior administrator (inward facing team)
- 2 mid-level administrators (shared between teams)
- 1 executive support officer (inward facing team)

IALA is currently headquartered in Paris, France, for which there is no single 'condition of employment' agreement or a single structure describing roles, responsibilities and equivalent salaries provided within the industrial relations system.

Therefore for the purposes of discussion reference has been made to publically available job level descriptions and related salaries that are applied by the Organisation for Economic Co-operation and Development (OECD) - an international intergovernmental organisation not within the UN system (as would be the case for IALA as an intergovernmental organisation ( IGO)) - for staff stationed in Paris, France.

The following table provides a snapshot of the OECD structure:

Level	Description	Salary (€)
<b>Managerial</b>		
<b>A7</b>	Director	11 684
<b>A6</b>	Deputy Director and Heads of Service	10 674
<b>A5</b>	Heads of Divisions, managerial staff	9 032
<b>A4</b>	Heads of Units	7 799
<b>Professional</b>		
<b>A3</b>	Accountant/Lawyer/Project manager/ Senior Expert	6 711
<b>A2</b>	Mid-tier professional/expert	5 439
<b>A1</b>	Junior professional	4 256
<b>Support and Technical</b>		
<b>B6</b>	Lead support	4 866
<b>B5</b>	Senior admin/marketing/communications	4 187
<b>B4</b>	Personal assistants, administrative assistants, documentalists	3 604
<b>B3</b>	Project assistants, IT technicians	3 157
<b>B2</b>	Reception, general assistants	2 749
<b>B1</b>		2 413

Table 11 – OECD Positions for FRANCE as at 01.01.2013 in EUR - Base Salary per month before contributions

The preferred structure for IALA, mapped against the OECD framework is provided in Table 12 following. The indicative total annual salary figure is calculated using:

- OECD salary (using midpoint where a range is indicated)
- Applied to the preferred IALA structure
- Reduced by 12.5% (the percentage OECD employees contribute toward social entitlements)
- 'Post Adjustment' increase of 80% (the approximate rate required to cover employer statutory on-costs in France).

Position	Description	Number	OECD level	Total Annual Salary €
Director	Standards, Technical Co-operation, Support Services	3 (1 full time, 2 part time)	A5-A7	978408
Expert	Web delivery, Documentation, Technical Co-operation	3	B6-A2	
Senior Admin	Inward-facing team	1	B5	
Junior Admin	Inward facing team and Outward-facing team	2	B2-B4	
Executive Support	Inward-facing team	1	B4	
				<b>978408</b>

**Table 12 – IALA Secretariat - described in OECD terms with OECD salary costs**

Adopting this structure at OECD salary would result in an estimated salary expense for the preferred structure of €978408 per annum (excluding Secretary-General). For comparison, the 2014 salary expense for the current Secretariat is estimated at €773303 (again, excluding Secretary-General).

Although the potential salary expense is in excess of IALA's current budget capacity it is not beyond the scope of achievement and the fully developed structure could be incrementally implemented as finances permit. It is also noted that salary expense would be eased in the event that IALA becomes an IGO and enters a Headquarters Agreement with its host government, relieving IALA from local taxes and other statutory imposts. In addition to the option of concluding a Headquarters Agreement, there are other measures that may be adopted to optimise the budget and resources of the organisation. IALA Council has been requested to give this matter further consideration in the Recommendations in support of promoting the long-term viability of the organisation.

#### **7.4 Decision making, Culture and Leadership**

The findings of the organisational diagnosis presented in Chapter 5 indicate that there is room for improvement in regard to the decision making capability, culture and leadership of the current Secretariat.

Some of the issues related to decision making arise as a result of centralisation of decision making with me, as Secretary-General. Problems can arise when I am away from the office but the majority of issues relate to the lack of coordination and follow up of decisions generally – both in regard to the outward facing response of IALA and also in regard to inward facing, general management issues. It was suggested that the Deputy Secretary-General could support the Secretary-General by providing oversight in this regard.

I recognise that the current culture of the organisation is service orientated – members are willingly supported by the Secretariat to ensure that visits to Headquarters and other locations are successful and that IALA operates within its means to deliver the outputs thought to be required and valued. The Secretariat is generally reactive and siloed resource availability is permitted to limit what can be achieved. There is little 'sharing' between programs (standards/technical

cooperation/administration) and the ‘product’ of IALA lacks consistency, but is viewed as worthwhile.

IALA’s leaders are committed to IALA’s programs but do not currently work together to prioritise IALA’s tasks overall. We often work remotely from both IALA’s headquarters and from our staff. We have limited capacity to focus on relationship building with stakeholders in the broader international maritime community. This may mean that we are not always in a position to bring the most beneficial results to the organisation – either internally or externally.

My response to these observations follows.

#### *Decision making*

- The preferred structure includes an additional position at Director level. This position will be pivotal to the operation of the Secretariat and will carry the day to day responsibility for getting things done
- A range of decision making responsibilities will be delegated to this Director, who will also have responsibility for governance and quality (including policies and procedures) and for the management of both administrative teams – allowing for the downward shift of decision making in line with the rules of the organisation, the scope and level of roles and the abilities of staff
- The Executive will plan for the achievement of the goals of the organisation and will be jointly responsible for making sure these plans are achieved

#### *Culture*

- The reinvigorated Secretariat will be required to act as a catalyst to ensure that full benefit from the contribution made by IALA members is achieved. To do this the Secretariat will need to be proactive and to guide/lead/assist all members and other stakeholders in their interactions with the organisation. This will require people who are agile and innovative in focussing on the achievement of IALA’s strategic mission
- The Executive will be engaging externally so that IALA can fully appreciate and respond to its role in the international maritime community
- In the future the Secretariat will have its focus on the outputs of IALA as a whole. That is, all staff will be required to contribute to the delivery of all of IALA’s products in the manner and at the time identified by the Executive. To do this IALA’s orientation will become outward-facing, transparent and results oriented

#### *Leadership*

- The Executive will be able to engage externally because the day to day operation of the programs with which they are principally engaged will be managed by the full time Director Administrative Services located at the headquarters – that is, they will not be required to focus on day to day operational issues.
- The preferred design for the organisation will allow it to play a stronger role in the international maritime community, taking on important tasks that are currently not

facilitated by our sister organisations (primarily new and evolving requirements stemming from the development of e-navigation services)

- The preferred organisation design will focus limited resources on where they can have most benefit in meeting IALA's overall strategy
- Executive will take the opportunity to introduce new skill sets into the Secretariat where they are currently limited or non-existent (ie management and use of digital information)

## 7.5 Policies, Procedures and Technology

One of the core competencies identified for IALA is to be transparent. That is, accepting the requirement to be accountable, by having accessible policy, procedures and data that show that IALA is using its resources in the best possible way to achieve its Strategic Vision for the benefit of its stakeholders.

This can be achieved by:

- Completing the development of the suite of corporate governance policies and procedures that will guide the Secretariat. This will be important given the adoption of the matrix operating model so as to ensure that all staff have appropriate guidance as they undertake tasks across program areas and will include IALA's documentation delivery and management policy and procedures
- Developing contemporary human resource management policy and procedures (performance management, succession planning and training etc) that recognise and reward the behaviours that will underpin the operation of the Secretariat

As a small organisation with an international membership and a wide variety of stakeholders IALA has to adopt the most practical and efficient means by which to interact with this audience. This is clearly through the use of modern technological interfaces. It will be essential, and is a priority, that IALA's product delivery, which is essentially via the internet, be upgraded, streamlined and modernised. This will require the following:

- Continuation of the Information Technology review and transitioning IALA into use of new technology platforms to provide greater efficiency for the Secretariat, members and other users of IALA's services
- The redesign of the documentation delivered by IALA so as to allow for standardisation, ease of use and innovative access. At a practical level this will require thoughtful design, careful management and best practice record keeping, including data structuring and archiving

The preferred structure of the Secretariat recognises the need for sound governance by the inclusion of a Director-level position to oversee this responsibility. The need for changes in delivery services, and the management of the provision of information via web-based services is recognised by the inclusion of two experts – one in web services and the other in documentation and records management. These will be critical resources as IALA concentrates more on being outward facing in the modern environment.



## **7.6 Human resource implications**

A modern and efficient IALA, with an outward focus and a matrix operating model will be a different organisation from that which it is today. This will take some time to evolve, but central to that change will be the people who staff the Secretariat.

As will be clear, adoption in full of the Recommendations in this report will necessitate a number of changes to the way the current Secretariat is structured and operates. This is likely to include retraining, recruitment and separations.

Chapter 8 outlines the process by which these changes will be identified, managed and achieved. As Chief Executive it is my role to undertake the necessary planning and implementation activities, some of which will cause disruption and may be difficult. As a minimum, I can advise that there will be a series of staff consultations so that all staff are aware of IALA's direction and the process I will be implementing. Regular reports to Council will be made as this process is undertaken.

## **7.7 Benchmarking**

The preferred structure for IALA continues to be small, with a maximum of 10 full time equivalent positions supporting 77 National Members and in the order of 150 Associate and Industrial Members.

To determine whether this staffing profile is comparative, a review of five other international organisations (each of whom service committee structures and provide documents as outputs) was conducted. Details of these five organisations can be found in the Attachment.

When compared to these international organisations the preferred structure for IALA is lean.

For example, the Civil Air Navigation Organisation (CANSO) is an organisation with similar roles and responsibilities to IALA in the aviation industry. CANSO has 84 national member equivalents and 80 associate members (which includes industry members). It has a staffing profile of 21 positions, including in five regional offices. Of note is that its staff includes two full time officers who carry out liaison with ICAO on behalf of the organisation. As cooperation and interaction with IMO is imperative for IALA, liaison responsibility will be shared by the Secretary-General and two Directors as part of their other responsibilities rather than being assigned to a dedicated position.

The European Conference of Post and Telecommunication Administrations (CEPT) has 48 members and 13 Secretariat positions. Its structure is different to the IALA preferred structure in that it has five technical experts on staff. In other regards its structure is very similar in that there are positions that service committees, deliver web services, manage documents and provide general administration.

The Intergovernmental Organization for International Carriage by Rail (OTIF) has 48 member States and 20 staff. Again, there are a number of technical experts (8) permanently on staff. The organisation also has three translators, leaving a further 9 staff to perform functions similar to those planned for IALA.

The International Hydrographic Organization (IHO) has 82 member States and a staff of 20, which include its President, two Directors and a further seven staff in the 'professional' classification. Again, there are permanent translation staff (3) and a range of administrative roles that appear similar to those planned for IALA.

The final benchmarking organisation is the International Institute for the Unification of Private Law (UNIDROIT), which has 63 member States and a staff of 17, including a Deputy Secretary General and three library staff to manage its documentation requirements.

On review, it is clear that there is sufficient benefit derived from the engagement of permanent technical experts for this approach to be adopted in the majority of benchmarked organisations. This has not been done in IALA (other than, perhaps, in regard to technical cooperation).

Each organisation does include in-house information technology support in its profile, and this role has been added in IALA's preferred structure.

No organisation appears to have three Directors (so titled) in its central structure but the combination of professional classification and like positions may lead to a similar result.

No information is available for the benchmark organisations in relation to the use of outsourcing or partnering to provide other essential resources.

When considering structure alone it appears that IALA is managing with fewer resources than other organisations, although it has more members.

There is insufficient information available in the public domain to make an assessment on other factors, for example the revenue to staffing cost ratio. However it is noted that some of these organisations benefit from tax reduced status (being international intergovernmental organisations). Others receive operating fund supplementation from host governments to ease member contributions. These factors would make comparison of limited value in any case.

Overall, the preferred structure for IALA appears to provide similar administrative support as in other organisations. The increase to 10 full time equivalent positions is clearly within comparative range.

Over time the Director Standards position could increase in scope to allow for greater IMO liaison, and it may be valuable to consider the inclusion of technical expertise – if not in permanent staff profile then by secondment, partnering or other cost sharing arrangements.

This completes Phase Three of the Organisation Design Methodology described in Chapter 4.

## 8 Phase Four – Transition and Implementation

Council tasked me to consider what a modern and efficient IALA would look like. This review has undertaken that task, and my overall Recommendations are provided in Chapter 9.

Should Council endorse those recommendations I will commence the process of preparing the organisation for transition and implementation of the ‘new’ IALA Secretariat. This process will take some time.

I note that there are numerous models and theories about change management. Popular approaches include the linear, step by step methods exemplified by Lewin’s<sup>20</sup> classic three-phase model of change (unfreeze, move or change, and refreeze), Kotter’s<sup>21</sup> popular 8 step change model, the McKinsey’s 7-S model<sup>22</sup> and the ADKAR model<sup>23</sup>. Other approaches such as Kanter’s<sup>24</sup> theories and change theories based on derivatives of the Kübler-Ross<sup>25</sup> model focus on the cultural and people aspects of change.

However no one framework is ‘best’ in all situations.<sup>26</sup> Fundamentally, the basic goal of all change management is to secure buy-in to the change, and to align individual behaviour and skills with the change.

I intend to manage transition to IALA’s preferred structure and new model of working through instigation of a carefully considered and well informed project, undertaken with the support of Council, and with assistance from National Members as appropriate.

To this end the following five aspects<sup>27</sup> will be considered in developing the change management plan to implement the organisational design suggested in Chapter 7:

Aspect	Aim	Activity
Planning	Develop and document the objectives to be achieved by the change and the means by which to achieve it	<ul style="list-style-type: none"> <li>. Set the vision for the change</li> <li>. Document the case for change</li> <li>. Develop the change plan, including setting the timetable for implementation</li> </ul>
Governance	Establish appropriate organisational structures, roles, and responsibilities to manage the change	<ul style="list-style-type: none"> <li>. Identify who will ‘own’ change - for example change sponsor, change agent , steering committee</li> </ul>

<sup>20</sup> Lewin K 1958 *Group Decisions and Social Change*, Readings in Social Psychology, New York, Holt Rinehart & Winston

<sup>21</sup> Kotter J 1998 *Leading Change: Why Transformation Efforts Fail* Harvard Business Review

<sup>22</sup> Developed by Tom Peters, Robert Waterman, Richard Pascale and Anthony Athos for McKinsey & Co.

[http://www.12manage.com/methods\\_7S.html](http://www.12manage.com/methods_7S.html)

<sup>23</sup> Management research company Prosci first published the ADKAR model in 1998 after researching more than 300 companies undergoing major change.

<sup>24</sup> Kanter RM 1983 *The Change Masters* New York Simon & Schuster

<sup>25</sup> Kubler-Ross E 1973 *On Death and Dying* Routledge

<sup>26</sup> Andrews J, Cameron H, Harris M 2008 ‘All change? Managers’ experience of organizational change in theory and practice’ *Journal of Organizational Change Management*, Volume 21 Issue 3

<sup>27</sup> Adapted from ‘Change Management Best Practice Guide’ 2010 Queensland Government

		<ul style="list-style-type: none"> <li>Establish what they are required to do</li> </ul>
Leadership	Gain commitment at the top and across the organisation to guide organisational behaviour	<ul style="list-style-type: none"> <li>Provide visible support for the change</li> <li>Continuously engage with and support change efforts</li> </ul>
Stakeholder engagement	Encourage stakeholder participation and commitment to the change by employing open and consultative communication approaches to create awareness and understanding of the change throughout the organisation	<ul style="list-style-type: none"> <li>Determine stakeholder groups and their relationship to the change</li> <li>Identify communication needs and risks associated with not meeting those needs</li> <li>Determine the means and timing for delivering change messages</li> </ul>
Workforce alignment	Identify the human impacts of the change and develop plans to align the workforce to support the changing organisation	<ul style="list-style-type: none"> <li>Conduct an assessment to determine skills and competencies that will be needed</li> <li>Decide how current workforce can contribute by undertaking gap analysis</li> <li>Undertake training, separation and/or recruitment processes as required</li> <li>Adjust policy, procedures and processes to ensure that these align with new structures and decision making arrangements</li> </ul>

Table 13: Aspects of change management plan

In preparing the change management plan I will also take account of:

- Fiscal implications arising from the identified changes (which may include increased staff numbers, staff separation, staff training, property and/or information technology needs) and the capacity of the existing budget to meet these needs. This may, in turn affect the timing of the implementation
- The existing work plan of the organisation, so as to ensure that change is managed to meet current commitments without degradation of outputs or services

Implementing the Change Management Plan will complete Phase Four of the Organisation Design Methodology described in Chapter 4.

## 9 Secretary-General's Recommendations

I recommend that Council:

- 9.1 Endorse the findings in the Report that detail the current assessment of the IALA Secretariat, including that there is room for improvement in both the structure and operation of the Secretariat and direct the Secretary-General to address these matters as part of the change process.
- 9.2 Direct the Secretary-General to adopt the core characteristics and operating model identified in Chapter 5 with a view to improving the ability of the IALA Secretariat to support IALA's members, its stakeholders and the international maritime community in achieving the approved Strategic Vision.
- 9.3 Approve the organisational structure identified in Chapter 7 as the structure to be implemented in the IALA Secretariat.
- 9.4 Consider and determine how the Report's full recommendations may be achieved within the time horizon of 2015-2018, noting that realisation of the recommended structure cannot be completed within the current budget and resourcing of the organisation. Options for Councils' further consideration may include:
  - Strategies to increase IALA's membership base and in particular the number of National Members
  - Continued review of IALA's fixed and variable costs structures and opportunities for further efficiency
  - Consideration of a review of IALA's membership fee structure
  - Realisation of status change for IALA with the accompanying benefits of concluding a Headquarters Agreement for the organisation
  - The increased utilisation of seconded staff resources and/or technical assistance to the Secretariat
  - Other resource extension and saving measures that Council may propose
- 9.5 Direct the Secretary-General to develop and implement a change management plan that will facilitate delivery of the approved organisational structure and adoption of the core characteristics and operating model, incorporating:
  - Activity commencing in 2015
  - Early consultation with the current staff of the Secretariat as a priority
  - Six monthly implementation milestone checks
  - Change completion as soon as is reasonably possible but by 2018
- 9.6 Direct the Secretary-General to present a regular implementation report to Council under a standing agenda item at each Council meeting.

## Attachment

## Benchmark international technical organisations

Organisation	Role	Membership	Staffing
<p><b>Civil Air Navigation Services Organisation (CANSO)</b></p> <p><a href="http://www.canso.org">www.canso.org</a></p> <p>(Amsterdam)</p> <p>Director General Jeff Poole</p>	<p>Global voice of air navigation service providers (ANSPs) worldwide. CANSO Members support over 85% of world air traffic. Members share information and develop new policies, with the ultimate aim of improving air navigation services (ANS) on the ground and in the air. CANSO represents its Members' views in major regulatory and industry forums, including at ICAO, where it has official Observer status. CANSO has an extensive network of Associate Members drawn from across the aviation industry</p>	<p>84 full members. Full membership is open to all organisations established to provide air navigation services</p> <p>80 Associate members. Associate Membership is available to companies supplying ATM products and services</p>	<p>21</p> <p>Director General Industry Affairs (2) Communications (2) Marketing and Events (3) Office and Member Relations (3) ICAO Liaison (2)</p> <p>Five Regional Offices, each with a Director. European office has three additional staff for EU interface (8)</p>
<p><b>European Conference of Post and Telecommunication Administrations (CEPT)</b></p> <p><a href="http://www.cept.org">www.cept.org</a></p> <p>(Copenhagen)</p>	<p>Organisation where Administrations - policy makers and regulators - from 48 countries across Europe collaborate to harmonise telecommunication, radio spectrum and postal regulation</p>	<p>48 members – 33 of whom are parties to the European Communications Office Convention</p>	<p>13</p> <p>Director Deputy Director Experts in the field of radio and telecommunications (5)</p> <p>Support and Administrative services (6):</p>

Director Mark Thomas (UK)			<ul style="list-style-type: none"> <li>EFIS Committee, Council</li> <li>Office IT, web and mail services</li> <li>technical enquiries</li> <li>Website editor, reception, premises</li> <li>CEPT Committee, Council, administration, SAT MoU</li> <li>Public consultations, ECC Committee's deliverables' library ('DocDB'), EFIS Committee, administration</li> <li>Finance, premises, human resources</li> </ul>
<b><i>Intergovernmental Organisation for International Carriage by Rail (OTIF)</i></b>  <a href="http://www.otif.org">www.otif.org</a>  (Berne)  Secretary General Francois Davenne (France)	<b>OTIF</b> was set up on <b>1 May 1985</b> . The Organization's basis under international law is the Convention of 9 May 1980 (COTIF). Focus of activities today: <ul style="list-style-type: none"> <li>further development of rail transport law</li> <li>widening the scope of COTIF</li> <li>preparing for the Registry of International interests in railway rolling stock</li> <li>removal of obstacles to crossing frontiers in international rail transport</li> <li>participation in preparation of other related international conventions</li> </ul>	48 States (Europe, Asia, North Africa)	20  Secretary General Counsellor Experts: Law (3) Rail Technology (3) Dangerous Goods (2)  Translation (3)  Administration and Finance (7): <ul style="list-style-type: none"> <li>Head of section</li> <li>Accounting/building mgmt</li> <li>Communication /press</li> <li>Secretariat/IT support /website</li> <li>Secretariat/Travel</li> <li>IT/Protocol</li> </ul>

<p><b><i>International Hydrographic Organization (IHO)</i></b></p> <p>www: <a href="http://www.iho.org">www.iho.org</a></p> <p>(Monaco)</p> <p>President Robert Ward (Australia)</p>	<p>The object of the Organization is to bring about:</p> <ul style="list-style-type: none"> <li>. the coordination of the activities of national hydrographic offices</li> <li>. the greatest possible uniformity in nautical charts and documents</li> <li>. the adoption of reliable and efficient methods of carrying out and exploiting hydrographic surveys</li> <li>. the development of the sciences in the field of hydrography and the techniques employed in descriptive oceanography</li> </ul>	<p>82 States</p>	<p>20</p> <p>President</p> <p>Director (2)</p> <p>Professional:</p> <ul style="list-style-type: none"> <li>. Assistant Director (4)</li> <li>. Projects (2)</li> <li>. Manager, Finance and Admin</li> </ul> <p>Administrative:</p> <ul style="list-style-type: none"> <li>. Translation (3)</li> <li>. Secretariat (3) (Registry)</li> <li>. Website</li> <li>. Graphics and Cartography</li> <li>. Accounts</li> <li>. IT</li> <li>. Bureau services</li> </ul>
<p><b><i>International Institute for the Unification of Private law (UNIDROIT)</i></b></p> <p><a href="http://www.unidroit.org">www.unidroit.org</a></p> <p>(Rome)</p> <p>Secretary General José Angelo ESTRELLA FARIA (Brazil)</p>	<p>UNIDROIT is an independent intergovernmental organisation whose purpose is to study needs and methods for modernising, harmonising and co-ordinating private and in particular commercial law as between States and groups of States and to formulate uniform law instruments, principles and rules to achieve those results</p>	<p>63</p> <p>Members are drawn from the five continents and represent a variety of legal, economic and political systems as well as different cultures</p>	<p>17</p> <p>Secretary-General Deputy Secretary-General</p> <p>Professional:</p> <ul style="list-style-type: none"> <li>. Consultant</li> <li>. Senior Officers (3)</li> </ul> <p>General Services:</p> <ul style="list-style-type: none"> <li>. Treasurer</li> <li>. Library (3)</li> <li>. Secretariat (3)</li> <li>. Administrative Assistants (2)</li> <li>. Meeting and Logistics</li> <li>. IT</li> </ul>