

IALA COUNCIL

May 26-29, 2015
Malaysia**Agenda item 6 – Report by the Secretary-General****6.2 Implementation of Secretariat Review****Note by the Secretary-General****Background**

At its 59th session held at IALA HQ in December 2014, the IALA Council was presented with the Review of the IALA Secretariat, a study commissioned by the Secretary-General at the request of Council at its 56th session.

The Review made a number of recommendations (see Chapter 9 of C59-5.2.2) and Council's decision with regard to these recommendations is recorded in the Report of that meeting. For ease of reference the relevant aspects are replicated here:

Councillors indicated their appreciation of the Review and made a number of comments. These included:

- The need to strengthen the technical capability especially by the employment of permanent technical staff
- Deputy Secretary-General position
- Not to have a “top-heavy” organisation
- Desire to have full time directors
- Need for clear position descriptions to enable recruitment and to avoid overlap
- Need for affordability
- Need to consider if the growth in membership numbers will finance the increase in Secretariat size
- Need for salary levels to be commensurate with the size of the organisation

The Council endorsed 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 directed the Secretary-General to address these matters as part of the change process.

The Council noted that the Secretary-General should consider adopting 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.

The Council noted the organisational structure identified in Chapter 7 as a possible structure to be implemented in the IALA Secretariat.

The Council directed the Secretary-General to develop and implement a change management plan that will facilitate delivery of an 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

The Council directed the Secretary-General to present a regular implementation report to Council under a standing agenda item at each Council meeting.

Action: The Secretary-General is to develop and implement a change management plan and to present a regular implementation report to Council under a standing agenda item at each Council meeting.

1. Discussions with Secretariat Staff

Staff of the Secretariat has been briefed on the findings of the Review, both collectively and in one-on-one interviews. All are aware of the need for a change of focus, including looking to the future and being positive about what can be achieved for IALA's stakeholders with the resources available.

New position descriptions which accurately and appropriately detail each role are being developed (inspired by template provided by a national member) through consultation with individuals and their team leaders. Some physical office reorganisation is taking place, and a new 'look and feel' for IALA is being developed.

It is not anticipated that any staff separations will need to take place, and although some on-the-job training will be required, the current Secretariat staff are appropriately skilled to take on their new or amended roles. This is good for IALA because there is a wealth of knowledge about our organisation that can be harnessed rather than lost.

2. Organisational structure

Council noted that it was important to increase the technical capacity of the Secretariat and that the organisational structure for the Secretariat should not be too heavy. It also advocated early consultation with staff as a priority.

Being mindful of the above, and having consulted with staff, the organigram at Annex A is the structure being implemented in the Secretariat.

The structure includes the recruitment of one additional position into the administrative area. This position will be responsible for IT and web-related matters – one of the areas the Review highlights as the means by which to improve IALA's 'outwards' focus. This resource will be located in the Administration team, which will be responsible for all aspects of IALA's finance and day to day management, coordinated by a full time, in-office manager and under the supervision of the Secretary-General. There is current funding available to cover this recruitment.

The position of Deputy Secretary-General will be utilised for high-level policy and forward planning for the organisation and will work in close co-operation with the Strategy Group under its new Terms of Reference, if approved by Council. The Technical area will be strengthened by inclusion of a full time coordination resource to ensure that the Technical Committees are appropriately directed and supported. In addition, a seconded, highly qualified technical officer will be placed within this team following the finalisation of an arrangement with IFAN in this regard.

The World Wide Academy has also undergone some changes. There is now a full time in-office resource, supervised by a Vice-Dean (already existing but upgraded) position. This allows the Dean to focus on strategic activity and ensures that there is an Academy representative regularly available within the Secretariat. Support for the administrative management of the Academy will be provided by the Secretariat administrative team on a funded basis as agreed between the Secretary-General and the Academy Board.

Both the Deputy Secretary-General and the Dean of the Academy will remain part time positions but the changes made to the support structures should now enable them to be more productive at an executive level.

Given the wide range of matters that fall within the role of the Secretary-General, and being mindful of the limited funding resources of the organisation, the concept of 'Expert' assistance has been introduced. As is currently the case with the Academy, IALA's members have a host of experience and expertise in areas that can support the aims and function of IALA. It is anticipated that skills in areas like diplomatic advice, project and quality management, information technology, risk management; strategic planning etc. could be made available under an 'Expert' arrangement. This concept will be further developed as the new arrangements mature.

3. Core characteristics

The core characteristics that have been identified for IALA are transparency, agility, connectedness, innovation and leadership.

It is well recognised that IALA should be a soundly governed organisation – regardless of its legal status. It should have policies and procedures, and should work within published guidelines.

To this end, and at the instigation of the Secretary-General, work is being undertaken by the Legal Advisory Panel in conjunction with the Secretariat to finalise General Regulations and Financial Regulations for IALA. These will support the current IALA Constitution and will become the recognised basis upon which IALA functions. For transparency these Regulations will be made available as part of the IALA Basic Documents publication, which it is anticipated will be presented to Council 61 in December 2015.

Work is also continuing on the Secretariat Procedures – a suite of documented arrangements that will govern the internal workings of the Secretariat. These Procedures have been under development for some time and many have been finalised and implemented. They provide for consistency, continuity and clarity and assist the Secretariat operate flexibly by facilitating activity in all areas of finance and administration by any available staff member.

Implementing the remaining core characteristics will be addressed as part of the overall change management process and Council will be updated as work proceeds.

4. Corporate Visual Identity

As part of the corporate identity of IALA work will be undertaken to change the visual identity of the organisation. A professional company will be engaged to assist IALA and make proposals for a set of guidelines that should govern how the identity is applied and confirm approved logo, supporting devices, colour palettes, typefaces, page- and documents layout and also physical HQ facilities.

5. Next steps

In the coming months it is anticipated that the following activities related to implementation of the Review will take place:

- Development of a change management plan
- Recruitment of the IT/admin position and the technical seconded officer
- Creation of a new Corporate Visual Identity of IALA
- Finalisation and implementation of new style templates for IALA documents and web site

Council is requested to:

- . Note progress in the implementation of the Secretariat Review
- . Consider areas of expertise that may be able to be harnessed through the 'Expert' role and advise how this process may be able to be implemented

