

Board of Trustees
17-18 November 2020

Refers to
agenda item 8

RE-STRUCTURING AND THE UNIFIED SECRETARIAT

Intro.

At the last BoT meeting we presented the rationale and process we were going through to arrive at a unified, bottom up, Secretariat plan and budget. We also presented our commitment to rebalancing the funding allocation made to the Secretariat with that made to the Member Associations working on the frontline; a commitment to reduce the Secretariat's draw on core income to 30%.

This paper presents an outline of the finalised process, outcomes achieved, and lessons learned. It then goes on to outline next steps that should bring some standardisation to how we label and evaluate jobs, streamline and harmonise HR policies, and how we remunerate Secretariat staff.

Finalised process. Outcomes achieved.

We designed a very consultative process, guided by an Advisory Committee and with strong staff engagement. We decided to organize the Secretariat following primary focus of the roles/teams (i.e. those externally focused will be together; those MA focused will be together and those internally focused will be together. Those with an MA focus will be preferentially located close to the MAs (regional offices) and those with and those with an external focus close to their main partners. For those internally focused we looked for more cost-effective locations.

For the first time in decades we took a Secretariat-wide look and thought of ourselves as one, unified Secretariat rather than 7 mini-Secretariats in regional locations and London. There were a number of positions that had remained vacant (and out of budget) for years but there were also very difficult decisions we had to make to reduce the Secretariat's size and cost.

Location	Positions Pre-Restructure	Positions Post-Restructure
Africa RO	114	75
Arab World RO	33	29
Central Office	117	94
East, South East Asia & Oceania RO	41	34
Europe Network RO	27	23
South Asia RO	32	21
Secretariat Total	*364	276

* WHR was initially part of the exercise but has been excluded from the table following withdrawal

As a result, we are writing this paper having had to say goodbye to 60+ staff across the globe – a painful process. We recognize how much they have given to this Federation, many over numerous years of dedicated service, and we recognize the shock and sadness that this brings for them and for all staff who have worked with them.

Lessons

We are really pleased to have seen the newly formed Staff Association taking on its mandate, and challenging us to do better, to communicate more. We also thank our London Union for their continued engagement throughout this process and for also asking for more clarity and making constructive counterproposals.

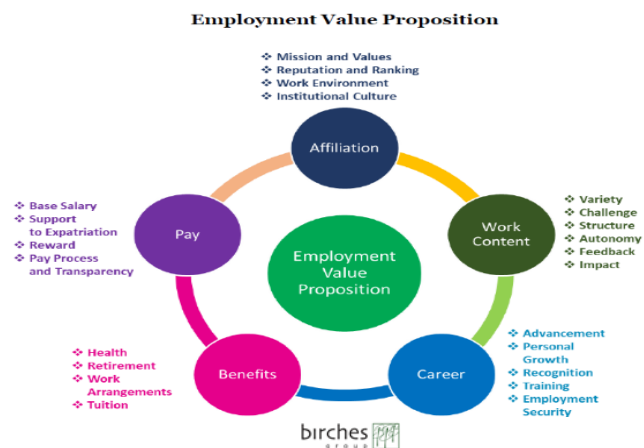
The starting point was one of no cross-Secretariat data or visibility, no common system to name or evaluate jobs and the most diverse range of benefits imaginable. No common budgeting structures. Less than ideal when having to manage a change process across 10 different jurisdictions! We should have planned better, particularly to understand what each job was contributing to the organisation and be more ready; we would have wanted more time to better understand the financial structure, particularly the contribution of restricted projects; we could have communicated better with staff. It was a very significant task done at speed, in spite of the disruptions caused by Covid and WHR withdrawal.

Next steps

We realise that no number of organograms or flow charts is going to make us an efficient, unified secretariat. We will build it together and with an expert in organizational development, we have outlined the principles of matrix management and set an initial platform which we will share and start to build upon.

We have engaged Birches Group to provide guidance and assistance in the areas of compensation and organization design. The primary focus is on salary benchmarking and benefits review, but the scope of work includes compensation policy, job evaluation, market assessment and salary scale updates, and an analysis of gender pay gaps. The outcomes we are looking for include:

- Updated compensation philosophy
- Job evaluation and job structure
- Market assessment and revised salary scales in all markets
- Gender pay gap/equity analysis
- Assistance to establish proper transition measures



7

We will revert to C-FAR with the market analysis as developed by Birches to show how IPPF compensation and benefits compare in each location to the market and against relevant comparators. We will seek its guidance to determine where we need to be and what steps should be considered to close any potential gaps.