

Board of the Centre

82nd Session, Geneva, 25 October 2019

CC 82/7/b

FOR INFORMATION

SEVENTH ITEM ON THE AGENDA

Report of the Employers' Training Committee

37th Meeting of the Employers' Training Committee – Geneva, 24 October 2019

Members present:

Harry Kyriazis (Chairperson of the Employers Group for ITC Board)
Farooq Ahmed (Member of the Employers' Group)
Adnan Abu Al Ragheb (Member of the Employers' Group)
Hamidou Diop (Member of the Employers' Group)
Penny Liu (Member of the Employers' Group)
El-Mafhoud Megateli (Member of the Employers' Group)

Akustina Morni (Secretary of the Employers' Group)

Rafael Gijon von Klein (Deputy Director ACT/EMP – ILO)
Luis Gonzalez de Aranda (Senior Adviser ACT/EMP – ILO)

Yanguo Liu (Director ITCILO)
Andreas Klemmer (Director, Training Department ITCILO)

Jorge Illingworth (Secretary of the Employers' Training Committee)

Observers:

Mthunzi Mdwaba, Spokesperson of the Employers' Group and ILO GB Vice Chair
Roberto Suarez-Santos, IOE Secretary General
Barbara Maino, ACT/EMP Turin
Sandro Pettineo, ACT/EMP Turin
Paolo Salvai, ACT/EMP Turin
Jeanne Schmitt, ACT/EMP Turin

Conclusions of the Employers' Group and report on the discussion with the Centre management

1. The morning session was dedicated to the presentation by ACT/EMP Turin Programme manager, Mr Illingworth and his team, of the following items:
 - Report on 2018 activities
 - Training portfolio
 - New products
 - Delivery and results
 - Training Impact Evaluation of the Employers Programme (2018-19)
 - Perspectives for 2019-2020
 - Items to be raised at the meeting with the Centre Management
2. In the afternoon session, the Employers' Group Spokesperson highlighted 7 points for the consideration of the Centre Management:

1) **Joint Academies**

The Group put forward a proposal to discuss the possibility of setting up joint academies on skills and productivity (no longer than one week) to be led by ACT/EMP Programme at the Centre - in cooperation with the ITCILO EPAP and EMLD Programmes. Skills and productivity are two priorities for the Employers' Group.

Conclusion/comments: The Director of Training, Mr Klemmer welcomed the proposal for a Joint academy and considers it to be a good opportunity to work with EPAP and EMLD on productivity.

2) **Terms of Reference pursuant to the IGDS**

The Group proposed that, in the spirit of ILO IGDS 536, the Centre Management adopts a similar document for the ITCILO, defining the Terms of Reference for ACTRAV and ACT/EMP. The Group envisages the adoption of this document before the ILO March 2020 GB session. The Centre Management should initiate the process with a first draft, on which ACTRAV and ACT/EMP would comment.

Conclusion/comments: Mr Klemmer offered the support of his office on this task.

3) **Accepting revisions to the Manual for the ILS Course for Judges, Lawyers and Legal Educators**

In reference to the above-mentioned manual, the Group took note that the ILO NORMES unit would need to be involved, in order for the proposed amendments to be discussed. The Group asked the Centre Management to facilitate the first technical working meeting with ILO NORMES, so that there would be a better understanding on the content of the remarks made on the manual. The Group suggested the meeting could take place at the ILO in Geneva among the legal experts (from the IOE and ILO/ACTEMP), NORMES and the Employers' Group Spokesperson.

The Group recognised the work undertaken so far by the Quality Assurance Group. . The early alert email system (notifying upcoming courses with a certain marker on ILS, Social Dialogue or Tripartism) adopted by the ITCILO was found to be helpful. This was very important because it helps improve the quality, relevance of courses as well as the inclusion of the Employers' perspectives. This was also seen to help build up internal trust among various parties and a better use of resources. The Group encouraged improvements such as this.

Conclusion/comments: Mr Klemmer highlighted that he can facilitate the working meeting with ILO NORMES– he will raise it and took note though that the meeting will be beyond the control of the Centre.

4) Change in HR zero growth policies

The Group acknowledged that the zero growth policy on staff levels was previously decided in order to contain costs and reduce overhead. In certain cases, however, it was seen as restraining the capability of the Centre to produce more work. It is possible to scale up distance learning but with regards to face-to-face learning, it is vital to increase capacities in order to enhance more market penetration. This policy may need to be decentralised as it also requires management time, selling and marketing time. The Group tabled a proposal to rethink these existing restrictive policies. The Group suggested for the Centre Management to be on the look out for signals from other units of the Centre, which may also give the same feedback. There may be flexible ways to address the policy again.

Conclusion/comments: the Director of the Centre, Mr Liu stated that there is a need to have consultations on the matter – although there is recognition in forward thinking, taking into account the new changing world environment for training. There is a need to be more innovative, taking into account the changing demands for training needs. Mr Klemmer highlighted that there are capacity constraints – he agreed that distance learning is scalable, but Face to Face needs “all hands on deck”. This needs to be raised with Board Members, to be able to change the course of the Centre. There may be consultations on this and the Centre Management can provide scenarios – for when there is an increase of capacities or change in models.

5) Revamping the ITCILO website

The Group took note of the improved aesthetics, and highlighted that new, due to the service they provide to ILO constituents both the ACTRAV and ACT/EMP programmes require more visibility on the new website. The Group suggested a few improvements and changes that should be taken on board with the concerned technical programmes. The Group noted that it is a continuous improvement **Conclusion/comments:** Mr Klemmer stated that revamping the website was a major exercise because 9 out of 10 participants contact the Centre through the website. He acknowledge that there is a need to update the content, some documents have been left dormant and have remained outdated. Ms Hansong Liu (China) also suggested to have Chinese translation on the website to enable Chinese companies to access the site. Mr Illingworth highlighted the need to ensure that Workers and Employers activities are listed under the topics of interest, to increase the visibility of both constituents programmes in the site.

6) Policy of carrying over unused funds from one year to another

For the Employers’ programme to better manage the yearly allocation of captive funds in relation with its work plan, the Group requested that Management allows for structural changes so that the unspent portions of these funds can be carried over to the second year of the biennium.

Conclusion/comments: Mr Liu stated that the carryover of unused amounts will be taken into consideration, depending on the financial performance of the Centre.

7) Allocation of the remainder of the 2017 surplus for ACTRAV and ACT/EMP

This matter is not yet resolved until today, it is still an open item. Regardless of the size of the unallocated amount, the matter needs to be resolved.

Conclusion/comments: Mr Klemmer confirmed that these funds are available and alerted that once the 2018 surplus is allocated, the amount will increase considerably.

With regards to the topics for future courses, the members of the ETC suggested the following topics:

- Risk management – a cross cutting issue which affects businesses (HR, business financial investments, environmental regulations, political risks)
- Strategic planning – tapping into intelligence networks
- Skills gap assessment.