INTERNATIONAL
OIL POLLUTION
COMPENSATION
FUNDS 1971 AND
1992

IMPLEMENTATION OF ORGANISATIONAL CHANGES WITHIN THE SECRETARIAT

Note by the Director

Summary:	A report has been submitted by the consultant engaged to make a review of the implementation of the decisions taken by the Assemblies on the new working methods and organisational changes within the Secretariat.
Action to be taken:	Information to be noted.

1   As indicated in documents 92FUND/A.4/14/1 and 71FUND/A.22/14/1, a consultant was engaged to make a review of the implementation of the decisions taken by the Assemblies on the new working methods and organisational changes within the Secretariat.

2   The consultant's report is reproduced in the Annex.

3   **Action to be taken by the Assembly**

The Assembly is invited to take note of the information contained in the report.

* * *

ANNEX

Whitmuir Report

**International Oil
Pollution Compensation
Funds
Consultancy Review**

August 1999

1.0. Introduction

1.1. Background

During 1997, external management consultants were asked to conduct a review of organisational structures and working methods within the International Oil Pollution Compensation Funds Secretariat. The overall aim of the review was to ensure that the 1971 and 1992 Funds were managed as efficiently and cost-effectively as possible. The review was conducted during 1997 and 1998, and the resulting report was submitted in 1998.

The review addressed a range of issues, including the organisation structure of the Secretariat; the systems used for handling claims for compensation; the use and selection of external experts; authority levels and delegation; and the distribution and structuring of work across the Secretariat.

The review resulted in a number of recommendations for change, most of which have subsequently been implemented during 1998 and 1999. These included:
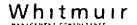
- The introduction of a new management structure, characterised by the establishment of specific departments and a management team

- Improvements in management processes and systems

- A review of the Secretariat's requirements and capabilities in respect of Information Technology

- Changes in the management and handling of claims, including the appointment of a Head of the Claims Department

- Proposals to consider developing additional and more flexible approaches to the provision of translation services.

In April 1998, the Assemblies approved a number of the consultants' recommendations, including the establishment of a new structure of the Secretariat . As some time has elapsed since then, the Director decided that it would be appropriate to conduct an assessment of the impact of the changes, both to evaluate the effectiveness and impact of the implementation process and to identify any outstanding organisational issues.

1.2. Review Objectives

To meet this overall aim, the current review has focussed on three core objectives:

- To review the impact and effectiveness of the organisational changes that have been made following the recommendations of the 1998 review. This includes consideration both of the extent to which the original recommendations have been implemented and sustained in practice, and of the continuing effectiveness of the new arrangements in the light of changing needs and circumstances.

Whitmuir

- Specifically to review the IOPC Funds' requirements in respect of translation services and to identify the most appropriate means of meeting these. In recent months, the IOPC Funds have increasingly begun to handle their own translation work. In addition, the IOPC Funds have now committed to providing Spanish translation for documents relating to the 1992 Fund.

- To review the organisational and staffing implications of the proposals for developing the IOPC Funds' Information Technology infrastructure. The Secretariat recently commissioned an analysis of the IOPC Funds' IT requirements, which sets out detailed recommendations for developing the IT infrastructure over the next two years and beyond. In the light of these recommendations, the current review identifies the likely staffing and structural implications.

1.3. Review Methodology

The review was conducted on the basis of individual interviews with all staff in the organisation. The length of the interviews varied depending on the individual's role and seniority, with the most detailed interviews being conducted with the Director, the Legal Counsel, and the Heads of Departments and with those individuals who have direct involvement in the key areas under review. Interviews were also conducted with Dominique Bertaud, Deputy Director Translation Services, with Catherine Grey, the external consultant who conducted the recent review of the IOPC Funds' IT needs and with Dudley Lashmar of the National Audit Office and with Ian White and Hugh Parker of ITOPF.

In addition, a range of relevant documents and papers were collected and reviewed in the course of the interview programme.

2.0. Review Findings

Implementation and Impact of the New Organisation Structure and Practices
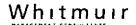
2.1.1. Organisation Structure

The 1998 review recommended the introduction of a new organisation structure, characterised by specific departments with clearly defined roles and responsibilities. The Director, the Legal Counsel and the Heads of Departments would then comprise the Secretariat's management team, which, together with the Director would manage the operation of the Secretariat.

The Management Team is working well, with the Director taking the lead in developing new ways of working. It is a body that does not take decisions itself but assists the Director in his management of the organisation. From a formal point of view, the decisions still rest with the Director and the Director alone, except to the extent that he has delegated authority to other officers.

 The new structure also involved the creation of two new roles, the Head of Claims Department and the Head of External Relations and Conference Department, and the establishment of more formal management processes. The intention was that the new structure would provide greater clarity of individual roles and accountabilities, as well as supporting more effective management of communication, individual and departmental performance, and staff development.

Considerable progress has been made in implementing the recommendations, and in general the required changes have been made rapidly and with minimum disruption to the operation of the Secretariat. Moreover, a number of continuing initiatives have been established to ensure further improvement in the efficiency and effectiveness of the Secretariat – for example, by further developing management skills and systems. Although there is of course scope for further development, in practice this will be a continuing, incremental process, which also needs to take account of the IOPC Funds' developing needs and range of activities.

In general, views of the new structure are very positive. The majority of those interviewed felt that individual roles and accountabilities were now defined more precisely, and that there was much greater clarity about departmental focus and priorities. Considerable progress has been made in ensuring that decisions and accountabilities are delegated to appropriate levels in the organisation. Specifically, the Director has delegated significant authority in respect of claims settlements and the payment of claims to the Head of the Claims Department, as well to the Legal Counsel and the Claims Officers. In addition, he has delegated authority to make payments to various other Officers. It is clear that this has enabled the Director to devote more time to issues of policy and strategy, as well as to major tasks such as the winding up of the 1971 Fund. These changes were viewed positively by the Heads of Department and by other Officers, who felt

that the delegation had enabled the Director to increase his contribution on matters of major strategic importance, while also improving operational efficiency in the Director's absence.
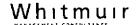
The strengthened Claims Department and the Legal Counsel have made considerable progress in the establishment of improved monitoring processes of external experts and local claims offices.

Most interviewees perceived improvements in communications within each department. In particular, it is evident that staff perceive significant benefits in regular departmental meetings, which provide a mechanism to review and reinforce priorities and goals as well as ensuring effective communication about issues or developments relevant to the department. Overall, there was general acknowledgement that the new structure has produced significant improvements in the Secretariat's efficiency and effectiveness in managing the IOPC Funds.

The specific roles and responsibilities of the new departments are generally clear and well understood, and there appear to be appropriate demarcations of activity between the respective areas. Following the various changes and new appointments that were made as a result of the original review, the individual departments are generally well-resourced and are able to cope effectively with their current workloads and demands.

The only significant exception to this is the External Relations and Conference Department, which still seems under-resourced to deliver its diverse responsibilities. In part, this reflects the changes that have been taking place in the handling of the translation services, which are considered elsewhere in this report. However, at present, the primary focus of the Department is on the co-ordination and production of documentation for the Assemblies, Executive Committees and Working Groups. In practice, the production and co-ordination of these materials constitute a continuing substantial workload, which impedes progress in addressing less time-critical but arguably equally important development work in the External Relations area. In revising the Department's structure to reflect the changing translation requirements, consideration should be given to splitting the external relations and the conference aspects of the Department's work, enabling resource to be allocated specifically to external relations development (e.g., the establishment of a Web site for the IOPC Funds).

More broadly, some concerns were also expressed about the current and potential impact of the new structure, from both an individual and an organisational perspective. From the individual perspective, some felt that the new structure was likely to constrain opportunities for personal and career development within the Secretariat. Previously, it had been relatively easy for individuals to take on roles or duties in other areas, and there are a number of examples of individuals who have progressed from junior secretarial or administrative roles into more substantial positions. Some expressed concern that it would become increasingly difficult for individuals to develop outside

their existing department, and that opportunities for progression would therefore become more limited.

While there may be some validity in these concerns, they are likely to be a product of the increased size of the Secretariat, which in turn requires increasing levels of specialisation and a more formalised administrative structure, rather than simply being a function of the new structure. At present, there is evidence that, where appropriate, individuals are still able to develop and progress into other areas. However, given the inevitable limitations on career opportunities within a relatively small Secretariat and the relatively high levels of skills and qualification of its staff, the IOPC Funds should develop a more systematic approach to personal and career development. Some detailed proposals to address these issues are set out in Section 3 below.

From the organisational perspective, there is also some concern that the departmental structure could impede communications and co-operation between the different areas of the operation. A number of interviewees mentioned instances -- albeit to date largely trivial -- where information could be more effectively communicated between respective departments.
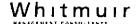
Some practical steps have been taken to improve communication. The Secretariat circulates a day-file of general correspondence among officers. This is generally perceived as valuable in raising awareness of issues and activities, but tends to be circulated relatively slowly, with the result that the information is often dated. The use of the day file also raises some problems of access to the contents, and for this reason the equivalent file of incident correspondence is now kept in the filing room rather than being circulated.

It is likely that communications difficulties will grow with the increased size of the Secretariat. Again, therefore, it will be necessary to take more formal steps to improve inter-departmental communications. Alongside this, it will also be necessary to balance the increasing departmental focus by introducing mechanisms to communicate and promote organisation-wide goals, priorities and issues -- for example, briefing documents or meetings for all staff. Again, detailed proposals to address these issues are set out in Section 3 below.

2.1.2. Management Processes and Development
In addition, many of those interviewed identified additional opportunities to improve the effectiveness of the new structure by making further improvements in management processes, skills and disciplines within the organisation. Specific issues identified include:

* The quality and consistency of departmental meetings. In general, these were seen as a critical contributor to departmental effectiveness, but many felt that they were held too infrequently and were often insufficiently structured. To be effective, departmental meetings need to be held regularly and to be relatively tightly disciplined, with clear objectives.

Whitmuir

- The use of individual performance appraisal and feedback. Several interviewees commented on the absence of feedback on their performance, either through a formal appraisal process or through informal discussions with their manager. A number of interviewees also expressed a desire for more discussion with their managers about their goals, priorities and performance.

- The allocation of work within and between departments. There appear, at times, to be significant disparity in workloads between individuals and departments, with some apparently short of work while others are over-stretched. There is perhaps the potential for the management team to identify a variety of departmental and inter-departmental tasks that could be undertaken when day to day work commitments are limited. Clearly, this would need to take account of the varying skill and knowledge requirements involved in specific activities, but we believe there are likely to be a number of general development or administrative tasks which could be shared more generally across the Secretariat.

- The absence of a structured approach to staff development. Although there has been some useful investment in providing specific training for individuals, there is currently no overarching training plan, and there has been little systematic analysis of skill levels or training needs across the Secretariat. Given that a relatively substantial training budget has been allocated for the coming year, there is a need for careful prioritisation and planning of training investment, reflecting the needs of both individuals and the organisation as a whole.

Considerable progress has been made in improving management skills since the new structure was introduced, but it is clear that there is scope for further development, particularly in areas such as objective-setting and performance review.

2.1.3. Accommodation and Office Facilities

The overall effectiveness and efficiency of the Secretariat is undoubtedly being undermined by the inadequacy of the current office accommodation. Space is extremely limited, and a number of staff are currently working in cramped conditions. The Secretariat currently has no internal meeting rooms. This is a constraint on departmental and other communications meetings, which can be held only in the larger management offices. There is little scope for holding more spontaneous meetings, for purposes such as project planning, communication or problem solving. In terms of its external profile, the IOPC Funds currently have no meeting or waiting rooms for visitors, and have no designated reception area. Accommodation for filing is also extremely limited, resulting in difficulties in file management.

The IOPC Funds are currently in the process of identifying alternative office accommodation. Although the intention is to obtain suitable accommodation in the local area, the IOPC Funds will inevitably lose access to some of the

Whitmuir

facilities, such as catering, which are at present provided by the IMO. It is essential therefore that the new accommodation meets the IOPC Funds' developing needs in terms of:

- Office accommodation for staff

- Meeting and incident rooms

- Reception and waiting areas for visitors

- Filing, archiving and library facilities

- Catering facilities for both staff and visitors

- Other facilities for staff

Staff perceptions of the impending move are generally very positive, with most staff recognising the shortcomings of the current accommodation. There appear to be few concerns about travel or other personal implications, so long as the move is relatively local. There is some evidence that the current division of the Secretariat across two floors impedes effective communications, and several expressed the view that they would prefer accommodation on a single floor if possible.

Translation Services

2.2.1. Background
Until this year, the IOPC Funds' translation services have been provided on a contract basis by the IMO. In effect, the IOPC Funds paid for the equivalent of a translators' salary and relevant on-costs (around £70000), and received a commitment to translate up to 220000 words per year into French.

Although this contractual service has generally met the IOPC Funds' past requirements, there has been growing awareness in recent years that, for a number of reasons, it is not fully appropriate to the IOPC Funds' developing needs. Issues include:

- Difficulties in ensuring an appropriate balance between the respective priorities of the IMO and the IOPC Funds. Although the IMO has generally provided an adequate service, the nature of the IOPC Funds' conference deadlines means that it would be helpful for the Secretariat to have greater control over its translation resources, particularly at key points in the year

- Issues about formatting the translated material. The translation services received from the IMO tend to result in 'cut and paste' documents, which then need to be transferred into the IOPC Funds' required formats. When translation is carried out in-house by the IOPF Funds', it is possible for the required formats to be built in, so reducing the subsequent workload
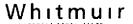
- The growing volume of translation requirements. The annual volume of French translation now carried out for the IOPC Funds is in excess of 400000 words – that is, nearly double the provision of the previous IMO contract. This means that, increasingly, a significant volume of translation work is in any case carried out for the IOPC Funds by a range of freelance translators. In addition, there is often a need for documents to be translated within a very short period of time, which can be assured only by in-house translation. The IOPC Funds have encountered some difficulties in sustaining the required quality of translation when using freelancers. There is a recognition therefore that this will require both increasingly tight management and the availability of in-house expertise to provide quality control. It is also recognised that it will be easier to recruit high quality freelancers if it is possible to guarantee them a relatively sustained stream of work.

- In addition, the 1992 Fund has decided to provide Spanish translation of its documents. The requirement for Spanish translation will grow substantially over the next two years, and the IOPC Funds will need to identify the most appropriate means of providing these translation services. Again, the expectation is that, for the immediate future, this work will be carried out by external freelancers. It is believed, however, that the need to recruit an in-house Spanish translator will have to be considered as the required volume increases.

- In addition to professional translation services, the IOPC Funds also require support at the 'translation assistant' level. The role of the translation assistant is to carry out referencing work to prepare documents for translation either in-house or by external translators, to format translated documents as appropriate, and to carry out final proof reading and checking of documents prior to publication. It is also expected that the translation assistant would carry out some administrative, typing and database activities.

2.2.2. Issues and Options
Against this background, the IOPC Funds wish to identify the most appropriate means of resourcing its current and future translation requirements. Several specific factors need to be addressed:

- **Ensuring that the required volumes and pace of translation can be sustained across the year.**

  At present, only limited analysis has been carried out of the precise levels and variation in translation requirements across the year, although there are clearly some peaks in demand associated with the cycle of conferences. The major demand is for the Assemblies in October. Material for the Assemblies comes from a variety of sources and often arrives relatively late, placing considerable demands on the translation services. Requirements for the Executive Committees and other meetings are also

Whitmuir

substantial and require significant resource operating to demanding deadlines. In addition, there are requirements for overnight report translation during the sessions, and translation requirements for other documents, such as the Annual Report.

Although demand intensifies in the period prior to the Assemblies, therefore, there appears to be a relatively constant level of demand for translation services across the year, with the IOPC Funds generating in excess of 400000 words translated into French each year.

There appears to be little consensus on the levels of productivity that one might reasonably expect from an experienced translator operating in this kind of specialist field. With the IMO, for example, levels of productivity appear to vary considerably between individuals and across time, and need to be balanced against other factors such as quality, accuracy, complexity of material. However, the IMO contract provided for the translation of up to 220000 words per year. If this figure is taken as at least an approximate benchmark, it is clear that the IOPC Funds' requirements easily justify the appointment of at least one full-time French translator, at a senior/experienced level.

- **Providing appropriate control of the quality and accuracy of translation**

    Quality control appears to be a significant issue in the management of the IOPC Funds' translation services. Past experience suggests that the quality of freelance translation varies greatly from one translator to another. In many cases, there have been a significant number of errors and requirement for rework. The IOPC Funds' objective is to identify a core team of good quality translators who can be called upon as required. However, as good translators are always in high demand, this will probably require the IOPC Funds being able to provide these individuals with a relatively substantial stream of work.

    In addition to specific quality problems, there are also less definitive issues of uniformity in terminology. The IOPC Funds' recent experience in arranging the translation of documents into Spanish indicates that there are likely to be differences in terminology even between highly experienced and skilled translators. The key requirement here is to establish consistent policies for all IOPC Funds documentation, which in turn implies the need for some central control of all translation activity to ensure consistency.

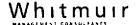- **Ensuring the most effective translation services**

    The IMO service was not closely aligned to the requirements of the IOPC Funds. On receiving translated documents back from the IMO, there was generally a substantial requirement for the documents to be reformatted. When the translation work is carried out in-house or by external translators working directly for the IOPC Funds, it is possible for these formatting requirements to be built in. This in turn reduces the administrative work needed to support the translation process.

Overall, this indicates that there would be significant benefits to the IOPC Funds in using a mixture of in-house and freelance translation. Efficiencies are also likely to be achievable through the increased use of translation software. Although some development work has been carried out in the past using the Trados system and other packages, the focus in recent months has been on the translation activity itself. Although there is some scepticism about the 'mechanistic' nature of such packages, the evidence from the IMO and other sources indicates that they provide a useful support tool, which can both save time and improve the consistency of specialist translation. The IOPC Funds should invest in the training and development activity required to ensure effective use of these packages.

Overall, therefore, these factors indicate that the IOPC Funds should take the following steps in meeting its translation requirements:

1. Appoint an experienced, senior level French translator on a full-time basis to carry out the core French translation work. The expectation would be that this individual would carry out at least 50% of the IOPC Funds' overall French translation requirement – in practice, the proportion is likely to be greater than this. This individual would also play a quality control role in relation to the use of external translators, and would ensure consistency on matters of terminolgy, with the overall aim of ensuring sustained adherence to the IOPC Funds' required standards.

2. Identify a core team of experienced, high quality freelance translators to carry out the remainder of the IOPC Funds' French translation activities. The aim should be to be in a position to guarantee a relatively substantial level of work to these translators, on a 'preferred supplier' basis, both to attract high quality translators and to ensure that they have a close understanding of the IOPC Funds' needs, standards and formats. Our recommendation would be that this team should be managed by the Head of External Relations and Conference Department, who would liase closely with the in-house senior translator on technical and quality control issues.

3. In 12 months time, review translation volumes to decide whether the appointment of a second in-house French translator can be justified. At present, the required volumes appear to be below this level, but not substantially so. It is clearly necessary to balance the additional employment costs that would be incurred against the potential costs, difficulties and inconsistencies that will inevitably arise in the management of a team of freelancers. This judgement will be further coloured by the potential further growth in translation volumes over the coming year, and the productivity levels that may be achieved under the new arrangements.

4. A similar judgement will be required in respect of Spanish translation. It is not yet fully clear what volume of Spanish translation will be required over the coming year, but initial calculations indicate that the requirement could potentially be in the order of 150000-200000 words, taking account of the Annual Report. Our recommendation would be therefore that, for the

Whitmuir

present, this should be undertaken on a freelance basis. However, given the terminology issues that have already arisen, the IOPC Funds should identify an experienced Spanish translator who is able to ensure consistency in such matters of expression and policy. Again, it would be appropriate for the IOPC Funds to review their requirements for Spanish translation in 12 months.

5. There is clearly a requirement for a translation assistant role to undertake referencing, formatting, proof-reading and database work in respect of both French and Spanish translation. The evidence suggests that, at least for the time being, there is likely to be insufficient work in these areas to justify the appointment of an assistant in each language, although there is certainly some feeling among the staff that this would be appropriate. This suggests that the option of recruiting an assistant covering both languages is likely to be the most suitable approach. In practice, the key question is likely to be whether it is possible to identify a candidate who possesses both languages at the required level, along with the required administrative and other skills. If it is not possible to identify such a candidate, our recommendation would be that the translation assistant role should be reviewed in the wider context of resourcing within the External Relations and Conference Department. As indicated in Section 2.1. above, this department currently appears to be generally under-resourced. There would be potential benefit, therefore, in appointing two translation assistants, one covering each language, who could also undertake a range of other duties currently carried out elsewhere in the department – for example, proof-reading English language documents. This would then help to release resource to undertake some of the developmental activities which are currently not being addressed.

Information Technology Resourcing

2.3.1. Background

As a result of a recommendation of the 1998 organisation review, the IOPC Funds recently commissioned an analysis of the Secretariat's IT requirements. The review, conducted for the IOPC Funds by Catherine Grey, resulted in a detailed series of recommendations which have been well received in the organisation.

The analysis provided detailed consideration of the IOPC Funds' IT requirements across the following areas:

- IT Strategy

- Basic office systems

- Databases

- External communications

- Systems management

Whitmuir

- Implementation

The key conclusions and recommendations from the review can be broadly summarised as follows:

- There is a need to develop a more strategic perspective on IT issues, among both the management team and the IT group, supported by appropriate levels of practical understanding and by suitable processes and contractual arrangements

- Update the basic office systems to ensure appropriate standardisation at levels which support the IOPC Funds' requirements

- Develop appropriate databases and related support systems

- Develop appropriate internal and external communications systems, drawing on expert advice and support as necessary

- Introduce appropriate systems management arrangements, including ensuring Year 2000 compliance
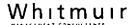
The analysis also provided an outline implementation timetable to take forward these recommendations over the next two years.

The key question left unresolved by the IT analysis was the type and level of internal staffing required to support the implementation of the recommendations. The report acknowledges the enthusiasm and potential capability of staff, but advises that at least one additional staff member will be required to undertake the volume of work implied by the report. The report concluded by identifying two options to meet this staffing requirement:

- A relatively junior IT co-ordinator, responsible for implementation, but closely supervised by the Management Team and IT Group; or, alternatively

- A more senior appointment, capable of taking a more strategic role in influencing the Management Team.

The report acknowledges the potential difficulties that may be encountered in identifying a suitable candidate to undertake the second of these roles.

At present, the management of IT within the IOPC Funds is led by the IT Group, which comprises representatives from varying levels and functions across the Secretariat. The IT Review acknowledges the important contribution made by this Group, but also identifies its relatively low levels of technical knowledge and the general absence of a strategic perspective in its activities. In practice, the IT Group tends to make recommendations to the Management Team in isolation, rather than operating within the context of an overall IT strategy which has been determined by the Management Team. This in turn causes problems in

terms of identifying priorities, evaluating potential IT investment, and assessing potential IT solutions or approaches.

At a practical level, IT support is currently handled by one of the Claims Clerks and one of the Clerk-Secretaries in the External Relations and Conference Department, who each devote up to 50% of their time to these duties. Although they are seen to make a very valuable contribution within the constraints of their current roles, it is generally recognised that this is an unsatisfactory arrangement. There is a need to clarify the nature of these roles, while also ensuring that the IT implementation plan is supported by appropriate levels of resource and expertise.

2.3.2. Issues and Options

Although there are clearly a wide range of IT issues facing the IOPC Funds, the most critical requirement is the establishment of a clear IT strategy which is fully owned by the Management Team. Although the recent IT review provides the components of such a strategy, these various elements need to be fully debated and co-ordinated by the Management Team so that there is a full and common understanding of the key objectives and priorities. This strategic vision will then provide the foundation for future decisions on, for example, investment levels, evaluation of technical options and alternatives, and the scheduling and prioritisation of work.

For this reason, we believe that the IOPC Funds should aim to identify a relatively experienced and senior appointment to lead the implementation of its IT development. The individual would need a comparatively high level of technical knowledge and awareness, but, more important, must have the skills and credibility to assist the Management Team in establishing its IT strategy. This individual should have considerable practical experience of implementing IT infrastructures in environments similar to that of the Secretariat. The individual should also be able to develop the new IT needs of the Secretariat particularly with respect to database and communication requirements. On a continuing basis, the appointee should also be able to question, challenge and advise the Management Team in making specific IT decisions – for example, about particular technologies or investments.

We recommend that the appointee, as IT Co-ordinator, should report to the Director, but would not be part of the Management Team itself. The role of the IT Co-ordinator should be to assist the Management Team in developing its IT strategy, and then to develop and lead detailed plans for its implementation. The existing IT Group should be retained, but positioned as an advisory group led by IT Co-ordinator. The specific role of the IT Group would be to ensure, on a continuing basis, that the developing IT infrastructure was appropriate to the operational and management requirements of the IOPC Funds. The members of the IT Group would also be responsible, under the guidance of the IT Co-ordinator, for championing relevant implementation activities within their own areas.

The IT Co-ordinator would also be responsible for overseeing the development of in-house expertise, both through formal training and through appropriate involvement in the continuing implementation process. The aim should be that, after a few years, there is an appropriate level of in-house expertise to maintain and develop the IT infrastructure as necessary. It might also be appropriate for the IT Co-ordinator specifically to develop one or more individuals to undertake relevant aspects of the role in the future.

3.0. Summary of Conclusions and Recommendations

3.1. Organisation Structure

• In general, the new, departmentally-based organisation structure appears to be operating effectively. It has brought significant benefits to the IOPC Funds in terms of clarity of role and focus, and has improved overall efficiency and effectiveness.

• Resourcing levels generally are satisfactory, following the various new appointments which were made as a result of the 1998 review. However, it appears that the External Relations and Conference Department remains under-resourced. At present, because of the need to give priority to the Conference work, it is not possible for the Department to devote sufficient resource to development work in the External Relations area.

• Although the new structure has improved communications within individual departments, there are still opportunities to improve further.
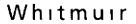
We recommend:

• The recruitment of a senior translator and the recruitment of a translation assistant. For more detail see section 3.4.

• The External Relations and Conference Department has not so far recruited the additional secretary as authorised by the Assembly in 1998. We recommend that this is done.

• We recommend the introduction of more formal communications processes to ensure effective communication across the Secretariat as a whole. This should include periodic meetings for all staff, held at least every six months, to provide an update on key developments, current activities and plans. The meeting should incorporate brief presentations from all members of the Management Team, as well as opportunities for questions and discussion. Consideration should also be given to introducing a brief newsletter, issued periodically, providing a similar update. This could be co-ordinated by the Director's PA, which would also provide her with an opportunity to liase with the other departments. The Director's PA could also attend some staff meetings of other departments so as to be more knowledgeable about their issues and activities.

• We recommend the introduction of a more systematic approach to individual development and career planning. This is considered in more detail in Section 3.2 below.

3.2. Management Processes and Development

• Overall there is scope for further improvements in management skills and practices to underpin the new organisation structure. Key issues here include the quality and consistency of departmental meetings, the use of individual

Whitmuir

performance appraisal and feedback, allocation of work, and the systematic development of staff.

- We recommend that:

  - Departmental meetings are given appropriate priority, and are held at least monthly. The meeting should take place whether or not individual department members are absent, and Department Heads should identify representatives to lead the meetings in their absence. All meetings should operate to a standard agenda, with a focus on departmental goals, performance, issues or problems, and plans and developments for the coming period.

  - We recommend that the management team hold a short meeting every Monday to review their respective diaries and to share with each other key activities that are envisaged in the week ahead. In addition the team should review the workload of the general staff across all departments to ensure that people are effectively utilised. This meeting should last no more than between fifteen and thirty minutes.

  - The Secretariat should introduce a simple but thorough performance appraisal system. This should focus on setting clear objectives and reviewing performance against these. It should also identify any training or development needs, and specify how these will be addressed. The formal appraisal should take place annually, but with informal updates and discussions on at least a quarterly basis. On the basis of the outcomes from the appraisal process, the IOPC Funds should establish an annual training plan, covering all staff. This should be discussed and agreed by the Management Team, including priorities, investment levels, and any requirements for organisation-wide training.

  - The members of the management team should identify their own personal needs for training and development so as to enable them to fulfil their roles better.

  - The Management Team and individual Department Heads should develop clearer performance goals and priorities, which can then be used as the basis for prioritising and allocating work across the Secretariat. We recommend that the Management Team hold an annual planning event in order to define clear performance goals, prioritising and working relationships between the respective departments. The outcomes of this meeting would then be clearly communicated to staff, and would in turn form the basis of departmental and individual performance planning.

Whitmuir
MANAGEMENT CONSULTANTS

3.3. Accommodation and Office Facilities

- The IOPC Funds hope to move from the IMO Building in the course of 1999. It is clear that the overall effectiveness and efficiency of the Secretariat is being constrained by the inadequacy of the current office accommodation, and particular difficulties are caused by the absence of meeting rooms and appropriate facilities for visitors.
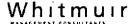
- We recommend that:

  - In identifying the new office accommodation for the IOPC Funds, particular attention is paid to ensuring appropriate provision not only for individual offices and filing areas, but also for meeting rooms and visitor facilities. The availability of a meeting room largely enough to take all Secretariat staff, for example, would be a valuable contributor to overall communications. In addition, the new accommodation should also meet the Secretariat's needs for an incident room; a suitable reception area; filing, archiving and library facilities; and catering and other facilities for staff.

3.4.   Translation Services

- Following the termination of the IOPC Funds' contract with the IMO for translation services, the intention is now to provide translation services through a combination of in-house staff and external freelancers. The IOPC Funds has substantial year-round requirements for French translation, and increasing requirements for Spanish translation.

- In developing its translation services, the IOPC Funds need to ensure that it is possible to sustain the required levels of volume and pace, particularly at the critical points in the annual conference cycle. Alongside this, there is a need to maintain appropriate levels of quality, accuracy and consistency in translation, while ensuring that the service is as cost-efficient as possible.

- We recommend that:

  - The IOPC Funds should appoint an experienced, senior level French translator on a full-time, permanent basis. This individual would also be responsible for overall quality control and consistency of terminology for all French translation.

  - The IOPC Funds should identify a core team of experienced, high quality freelance translators to carry out the remainder of the French translation requirement, on a 'preferred supplier' basis. This team would be managed by the Head of External Relations and Conferences, who would liase with the in-house senior translator on technical and quality control issues.
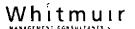
Whitmuir

- Arrangements should be made to acquire an appropriate terminology database.

- A similar team should be identified to carry out the IOPC Funds' Spanish translation activities. The IOPC Funds should also identify a senior external Spanish translator who should be consulted to ensure consistency of terminology. Again, this team would be managed by the Head of the External Relations and Conferences Department.

- The IOPC Funds should review the overall translation requirements in 12 months, in the light of changing volume requirements and the productivity achieved through the above arrangements. Consideration should be given at that stage to the potential benefits of appointing a further in-house French translator and an in-house Spanish translator.

- The IOPC Funds should appoint at least one in-house translation assistant. This requirement should be considered as part of the wider resourcing requirements for the External Relations and Conference Department (discussed in Section 3.1 above). Depending on the availability of suitable candidates, the IOPC Funds should appoint either two single language translation assistants (covering French and Spanish respectively) who would also undertake other administrative duties, or a dual language translation assistant plus the secretary already approved by the Assembly. The latter option would be preferable, as it would enable a clearer focus on the respective translation and External Relations requirements, but in practice it may prove difficult to identify a suitable dual-language candidate.

3.5. Information Technology Resourcing

- The IOPC Funds have recently commissioned an analysis of the Secretariat's IT requirements. The analysis is very comprehensive and has been well received. In addition to identifying a range of requirements to develop the IT infrastructure, the analysis also identified the need for a more strategic perspective on IT issues. The analysis also indicated the need for additional IT resource.

- We recommend that:

  - The IOPC Funds should appoint an experienced IT Co-ordinator at a relatively senior level, with the skills and credibility to assist the Management Team in developing and implementing the IT strategy. This individual would also be responsible for managing day-to-day maintenance and support of the IT systems, with responsibility for ensuring an appropriate mix of internal skills and knowledge with external service contracts.

Whitmuir

- Catherine Grey should be asked to provide a detailed job specification which clarifies the experience and competence requirements for this role.

- The IT Co-ordinator should report to the Director, but should not be a member of the Management Team. The existing IT Group should be retained, positioned as an advisory group, led by the IT Co-ordinator, and responsible for ensuring that the IT infrastructure is appropriate to the operational and management needs of the IOPC Funds. The IT Group members should also be responsible for championing implementation activities in their own departments.

- The IT Co-ordinator should also be responsible for overseeing the development of in-house skills, with the specific aim of ensuring that designated individuals are able to undertake relevant aspects of the IT Co-ordinator role in the future.

Interviewees

Mr Måns Jacobsson	Director
Ms Kim Wise	PA to Director
Mr Satoru Osani	Legal Counsel
Mr Joe Nichols	Head of Claims Department
Ms Sally Gregory	Claims Officer
Mr Jose Maura	Claims Officer
Mr Miles Morgan	Claims Clerk
Ms Laura Plumb	Claims Clerk
Ms Elizabeth Adams and	Secretary to Head of Claims Department
	Legal Counsel
Ms Chrystelle Clement	Claims Secretary
Ms Hilary Warson	Head of External Relations and Conference Department
Ms Jill Copley	Clerk-Secretary
Ms Melanie Burnell	Clerk-Secretary
Ms Marianne Sirgent	Translator
Mr Ranjit Pillai	Head of Finance and Administration Department
Ms Pauline Binkhorst-van Romunde	Finance Officer
Ms Rachel Dockerill	Personnel Assistant
Ms Lisa Cogan	Accounts Assistant/Secretary
Ms Latha Srinivasan	Accounts Assistant
Mr Modesto Zotti	Procurement Assistant/Archivist
Mr Laurant Tresse	Clerk-Messenger
Ms Suzete Williams	Telephonist Receptionist
Mr Dominique Bertaud	Deputy Director Translation Services of IMO
Ms Catherine Grey	IT Consultant
Mr Ian White	ITOPF
Mr Hugh Parker	ITOPF
Mr Dudley Lashmar	National Audit Office

Whitmuir
MANAGEMENT CONSULTANTS