Joint Staff Development Programme
2018
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FOREWORD

Since 2011, the Human Resources Development Department (HRD) and the International Training Centre of the ILO (the Centre) have worked together to deliver a joint development and training programme for ILO staff. The objective of this learning partnership is to contribute to the overall capacity development services of the ILO and to create greater synergies and efficiencies in the provision of these services by the Centre and the ILO.

The fifth edition of the Executive Programme on Leadership and Strategic Management took place in January 2018, building on the experience and recommendations arising from the 2014-17 editions. In September 2018, the Centre will furthermore offer the third edition of a training course for ILO Field Office Directors, incorporating the findings of the external evaluation of the 2015 and the 2016 editions.

The 2018 joint staff development programme also offers tailored training courses for new ILO officials, blending the popular face-to-face orientation workshop with e-learning activities including the e-induction programme. The Learning Journeys for ILO development cooperation practitioners and the Green Jobs certification programme are two other examples where technology is being harnessed to provide innovative multi-step learning experiences, bringing together colleagues from across the Office in events and activities focussed on thematic areas of key importance to the success of ILO’s work. 2018 also brings a further stage in the regional rollout of the ILO Effective Programming workshop, which culminates in a training activity delivered in partnership with the Regional Office for Africa.

Beyond the list of joint staff development activities centrally financed by HRD, you are also invited to review the shortlist of standard training courses run by the Centre at the end of this catalogue. These courses are of particular relevance for ILO staff since they relate to topical world-of-work themes, such as the link between the ILO Decent Work Agenda and the 2030 Sustainable Development framework. Financial support for these courses may be requested from decentralized staff development funds.

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STRENGTHENING LEADERSHIP AND MANAGEMENT SKILLS

Executive Leadership and Strategic Management Programme

In collaboration with the Human Resources Development Department and the United Nations System Staff College

To support a strong and diverse future pipeline of leaders, the ILO has been delivering a flagship Executive Leadership and Strategic Management Programme (ELSM) on an annual basis since 2014. Already 114 current and future leaders have honed their leadership skills through participating in this event over the past years.

For 2018, the ELSM has been revised in order to strengthen the transformational leadership skills that are essential to support the Office in meeting its aspirations to deliver on the Decent Work Agenda and contribute positively to the 2030 Agenda.

This edition focuses primarily on strategic leadership, change management and innovation to align more closely to these agenda and empower participants to demonstrate the characteristics and ways of working outlined in the UN System Leadership Framework.

The unique 4-day interactive programme draws on a wealth of experience from outstanding international leaders and practitioners as well as renowned academics. Participants expanded and refined their leadership potential and skills by exploring innovation through cutting-edge tools and approaches, effective strategies for driving systemic change and critical behaviours to enact transformational leadership.

Target group

The programme participants were a combination of ELSM alumnae/alumni and ILO officials who have assumed management and leadership roles within the last three to four years, or who have the potential to assume such roles over the next three to five years (normally at the P5 or D1 level). Participants were nominated by the DDGs selected by the Senior Management Team, taking into consideration gender parity and geographical diversity.
Further information

Cost: The workshop fees, full board and lodging in Turin, and bus transport (Geneva-Turin-Geneva) of all participants were covered by HRD centrally managed staff development funds. For HQ-based staff, partial DSA for miscellaneous costs in Turin was funded from the department’s staff development funds. For field-based staff, travel related costs were covered by the staff development funds available at the organizational unit/project level. Depending on available funds, cost-sharing arrangements were applied.

Dates: 8 – 12 January 2018.

Venue: Turin.

Contact: leadership@ilo.org

Maximizing Field Office Performance: A Capacity-Building Programme for ILO Office Directors

In collaboration with the Human Resources Development Department

The objective of the programme is to strengthen the delivery capacity of ILO Office Directors on operational aspects of office management and administration. Participants will gain greater clarity of what is expected from them with regard to financial and administrative accountabilities, thereby enabling them to effectively fulfil these obligations. The long-term outcome is enhanced management capacity of ILO Field Office Directors in key operational areas, thereby increasing the efficiency and effectiveness of service delivery to the ILO’s constituents.

The learning activity includes a pre-course preparation phase and a five-day face-to-face training course on the campus of the Centre in Turin. To ensure baseline knowledge of operational aspects of office management and administration, participants are expected to have completed the ILO Internal Governance e-learning Programme prior to the course. During the face-to-face training phase in Turin, the participants will explore the governance system of ILO Field Offices; cascade the ILO results framework for 2018-19 to the level of field offices and along with subject matter experts, discuss resource mobilization strategies that facilitate the implementation of Decent Work Country Programmes; take part in a multi-step simulation exercise to formulate an office response to a post-crisis scenario; and have an opportunity to engage with subject matter experts from ILO HQ on key aspects of daily finance and administrative office management as part of a targeted clinic.
Target group

The activity is targeted at ILO officials who have recently assumed the position of Field Office Director.

Further information

Cost: The workshop fees, full board and lodging in Turin, and bus transport (Geneva-Turin-Geneva) of all participants are covered by HRD centrally managed staff development funds. For HQ-based staff, partial DSA for miscellaneous costs in Turin is funded from the department's staff development funds. For field-based staff, travel related costs are covered by the staff development funds available at the organizational unit/project level. Depending on available funds, cost-sharing arrangements may be considered.


Venue: Turin.

Contact: leadership@ilo.org
WELCOMING NEW OFFICIALS

ILO e-induction course

What is at the heart of the ILO? What are the milestones that have shaped the way we work today? How are decisions taken in the ILO? What are the key areas in which the ILO adds value? Who are our partners and how do we organize ourselves to contribute to the global development agenda?

The ILO e-induction course provides answers to these and other questions. Through this course, new ILO staff will discover more about the ILO, hear a special message from the DG and feel a sense of pride in being part of the ILO family. The course has been developed in collaboration with subject matter experts from the three Portfolios, combining historical knowledge with some of the latest developments. Even staff who are not so new to the Office may learn things they did not know before.

This three-hour self-learning programme guides you through four interactive modules and is accessible worldwide in three languages (English, French and Spanish) via ILO People.

Target group

New ILO staff.

Further information

Access the course through ILO People
Orientation workshop for new ILO officials

_In collaboration with the Human Resources Development Department_

Each year, a number of new officials join the ILO. While they are recruited in relation to their relevant skills and competencies, their backgrounds are diverse and their experience with and understanding of the ILO differs. The orientation workshop aims to create a common understanding of the ILO’s mandate, principles, and policies, foster a sense of belonging to the same working community and build the identity of ‘One ILO’. The workshop has been designed as an interactive event that takes place both at the Turin Centre and in Geneva. Participants will explore key areas in which the ILO works and essential mechanisms for achieving Decent Work as well as its history, vision and strategic direction.

Participants enhance their understanding of the ILO’s culture and values as well as objectives, structure and working relationships. It is also an opportunity to build new networks and increase collaboration among new officials.

Target group

This workshop is targeted at new officials who have been recruited over the past 12 months on fixed-term (FT) contracts. Potential participants are nominated by individual work units and confirmed through HRD.

Further information

**Cost:** The workshop fees, full board and lodging in Turin, and bus transport (Geneva-Turin-Geneva) of all participants are covered by HRD centrally managed staff development funds. For HQ-based staff, partial DSA for miscellaneous costs in Turin is funded from the department’s staff development funds. For field-based staff, travel-related costs are covered by the staff development funds available at the organizational unit/project level. Depending on the funds available, cost-sharing arrangements may be considered.

**Dates:** 23 – 26 April and 19 – 22 November 2018.

**Venue:** Turin and Geneva.

**Contact:** capability@ilo.org
UPGRADING SKILLS AND TECHNICAL EXPERTISE

Development Cooperation Learning Journeys

*In collaboration with the Department of Partnerships and Field Support (PARDEV)*

Based on the successful experience in the previous biennium, the Turin Centre and PARDEV present a new series of learning journeys for ILO staff engaged in Development Cooperation (DC). The implementation of the 2030 Agenda, the Financing for Development paradigm as well as the UN reform, call for strategic, impactful ILO development cooperation and partnerships. Staff can select from six thematic learning journeys those, most relevant to their work.

- **Applying results-based management in DC:** Aligned to the ILO’s Task Force on RBM, this learning journey will translate recommendations into actionable steps for strengthened work-planning, monitoring and evaluation frameworks, and an increased capacity to communicate results. Reinforcing the “theory of change” approach will generate more holistic solutions and a better measurement of results.

- **Delivering on the SDGs through effective DC:** Building on the 2018 ILC discussion on effective DC in support of the SDGs and its follow-up, this learning journey will discuss related policy and practical implications for ILO DC.

- **Managing risks in DC:** This learning journey strengthens capacities to define and assess risks in the project cycle and structure a project risk register in support of enhancing risk management practices associated with ILO DC which are often implemented in high-risk, complex and uncertain environments with the involvement of multiple stakeholders.

- **Linking environmental sustainability and DC:** To clarify the nexus between the Decent Work Agenda and environmental sustainability, this learning journey will look at the linkages between green jobs, sustainable development, environmental protection and ILO partnerships to strengthen capacities to integrate environmental, green economy and climate change concerns in DC and its monitoring and reporting frameworks.

- **Mainstreaming ILS and Human Rights Based approaches in DC:** Aiming at a better and more consistent integration of International Labour Standards in DC, this learning journey will also build awareness for opportunities to reflect Human Rights principles in all phases of the project cycle, including assessment and analysis, planning and design, implementation, monitoring and evaluation.
• **Building partnerships for Decent Work in DC:** Diverse financial and non-financial partnerships are key in achieving decent work outcomes in countries. This requires good understanding of the key players in development funding and finance, as well as of non-financial partnerships, south-south and triangular cooperation and multistakeholder approaches, including from a One UN perspective. This learning journey will enhance ILO staff capacities in strategically engaging with diverse partners and seek for innovative finance opportunities.

Learning journeys will comprise a series of online learning activities, such as self-guided modules and webinars, combined with individual feedback to assignments and face-to-face training workshops to enable participants to practically apply the knowledge gained. Learning journeys are carried out over an extended period and require participants to engage throughout to further application of knowledge and technical skills acquired for enhanced ILO effectiveness in DC.

**Target group**

ILO development cooperation practitioners on regular and extra-budgetary contracts working in the field or at HQ. Participants in these learning activities must have completed the ILO Internal Governance e-learning Programme.

**Further information**

**Cost:** The costs for the design, development and facilitation of the various learning activities are covered by HRD centrally managed staff development funds. The travel and DSA costs for staff traveling to attend the workshops are covered from staff development funds available at the organizational unit/project level. Venue costs (if required) are covered from staff development funds available in the Region.

**Venue:** Online and Turin, Italy.

**Contact:** sdp@itcilo.org
Effective ILO programming

In collaboration with the Strategic Programming and Management Department (PROGRAM), the Human Resources Development Department and the Regional Offices

This training course aims to strengthen the capacity of ILO programme officers/assistants in the regions, by enhancing and deepening their knowledge of Results-Based Management (RBM), programme planning, reporting and resource allocation, as well as the programming principles, products and procedures applied in the ILO. The course also facilitates sharing of knowledge and practical experience, and peer-to-peer learning among the participants. Informed by the lessons drawn from the previous three editions, the course will:

- review the ILO’s results-based programming cycle;
- promote programming at country level through Decent Work Country Programmes (DWCPs) in the context of the priorities set in the ILO Programme and Budget for 2018-19, United Nations Development Assistance Frameworks (UNDAFs) and the Sustainable Development Goals (SDGs); and
- introduce operational tools for supporting the design, implementation, monitoring and reporting of DWCPs, based on the 2016 updated guidebook and the online toolkit on this subject.

The training course comprises a pre-course distance-learning phase and a face-to-face learning phase. During the two-week distance learning phase, participants will be introduced to key documents related to RBM, DWCPs and SDGs. During the five-day face-to-face learning phase, participants will discuss and practice the use of programming tools and techniques.

Target group

For 2018, the training course will be tailored to the context of the Africa region. The face-to-face learning phase will take place in Abidjan, Côte d’Ivoire. The programme will target officials coming primarily from ILO Offices that service French-speaking countries in the region, in particular programme officers/assistants who will be involved in the development and the roll-out of the DWCPs and UNDAFs and, to a lesser extent, senior staff with programming responsibilities such as DWT/CO Directors or Deputy Directors, technical specialists and ILO National Coordinators. French-speaking candidates from other regions will be considered subject to the availability of seats and are therefore invited to apply.

In order to be considered, participants must have completed the ILO Internal Governance e-learning Programme.
Further information

**Cost:** Workshop fees and 5 days DSA are covered by HRD’s central training credits. Travel-related costs and additional DSA are covered by the staff development funds available at the organizational unit/project level.

**Dates:**
- Distance-learning phase: 5 – 18 February 2018
- Workshop: 19 – 23 February 2018

**Venue:** Abidjan, Côte d’Ivoire.

**Contact:** sdp@itcilo.org

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**Evaluation Manager Certification Programme (EMCP)**

*In collaboration with the Evaluation Office*

With the introduction of Results-Based Management in the ILO, evaluations have become a more important accountability tool. The Evaluation Office (EVAL) implements the ILO evaluation policy by independently evaluating ILO strategies, policies and programmes. It also coordinates and provides quality control for a growing number of project evaluations undertaken throughout the organization.

With 40 to 50 independent project evaluations annually, most project evaluations are managed in a decentralized manner by ILO staff who volunteer to perform this task in the interest of the organization, with guidance and oversight provided by EVAL. To adequately equip evaluation managers, maintain the pool of qualified candidates and to upgrade the quality of evaluation management, EVAL has established this certification programme. Successful participants are formally certified and are then eligible to join the network of Evaluation Managers.

The evaluation manager certification programme is composed of two stages:

- 3-day workshop during which trainees are exposed to the technical requirements and the tools and techniques required to successfully manage an evaluation;
- guided practice during which trainees will manage an evaluation under supervision applying the acquired know-how, management tools and techniques provided during the workshop. Upon satisfactory completion of the practicum, a certificate signed by the DG will be issued.

EVAL, in collaboration with the ITCILO, has already implemented eight rounds of the certification programme which targeted mainly staff located in the field. A grand total of 136 trainees have gone through the workshop. Seventy-seven (77) have completed all of the requirements for EMCP certification.
Target group

The 2018 edition of the programme will be held in Geneva and targets HQ staff only. The programme is open to professional ILO staff who have interest in evaluation management of Development Cooperation projects. In order to be considered, participants must have completed the ILO Internal Governance e-learning Programme EVAL and ITCILO are also available to work with Regional or Country Offices who wish to use their devolved staff development funds to organize EMCP events for staff in the field.

Further information

Cost: The cost of participation in this certification programme is covered by central funds provided by HRD.

Dates:
- Distance learning phase: 15 – 26 October 2018
- Workshop at HQ Geneva: 30 October – 1 November 2018
- Practicum: 2019

Contact: eval@ilo.org and sdp@itcilo.org

Internal Evaluation Certification Programme (IECP)

In collaboration with the Evaluation Office

Beyond frameworks and theories, the operationalization and integration of Results-Based Management into the daily work of the organization demand the establishment of feedback loops that aim at continuous improvement and organizational learning. To harmonize evaluation practices and enhance quality, the ILO Evaluation Office (EVAL) has published evaluation policies, guidance, tools and instruments, and introduced capacity building initiatives targeting ILO staff.

Piloted for the first time in 2017, this programme builds on the success of the ILO Evaluation Manager Certification Programme (EMCP) and seeks to increase the frequency and enhance the quality of internal evaluations, to improve their utility, and to contribute to organizational learning - in line with the institutional goal of achieving the effective application of a results-based management principles.

The training programme combines distance learning, a face-to-face workshop and a guided application phase:

- **Phase 1**, the distance learning comprises three webinars and individual assignments. This three-week phase introduces basic evaluation concepts and
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requires 12 hours of work from participants. Passing the tests for phase 1 is a prerequisite for Phase 2.

- **Phase 2** involves a five-day face-to-face workshop. The training methods, developed by EVAL and the ITCILO, are based on a combination of theoretical presentations, group work and individual assignments in which participants apply evaluation concepts and techniques.

- **Phase 3**, requires each participant to design and conduct an internal evaluation with guidance and coaching provided by EVAL experts. Participants who complete all of the requirements will be certified as ILO Internal Evaluators and receive a certificate signed by the ILO Director-General.

**Target group**

This training is intended for ILO staff who have interest and aptitude for conducting internal evaluations of ILO projects and programmes. Participants who have already completed the Evaluation Manager Certification Programme are given priority. In order to be considered, participants must also have completed the ILO Internal Governance e-learning Programme.

**Further information**

**Cost:** The cost of participation in this certification programme is covered by central funds provided by HRD.

**Dates:**
- Distance learning phase: 16 April – 4 May 2018
- Workshop at the ITCILO: 7 – 11 May 2018
- Practicum: 2018 and first half of 2019

**Venue:** Turin, Italy.

**Contact:** eval@ilo.org and sdp@itcilo.org

**Green Jobs Certification Programme**

*In collaboration with the Green Jobs Programme*

Concern for sustainable development reverberates in the conclusions adopted by the 102nd International Labour Conference in June 2013 on sustainable development, decent work and green jobs, which indicated a wide range of policy areas in which constituents could take action. The Strategic Action Plan, endorsed by the Governing Body in October 2013, emphasizes the need to gain further knowledge to inform evidence-based policy guidance and country implementation strategies. The
Guidelines for a just transition to environmentally sustainable economies and societies for all, endorsed by the ILO in November 2015, provide a practical tool to inform evidence-based policy guidance and country implementation strategies to protect jobs and promote decent work creation in low-carbon and climate-resilient sectors. Furthermore, with the adoption of the Environmental Sustainability Policy in January 2016, the ILO has further reinforced its responsibility to protect the environment through a dual approach, which involves reducing the impact of ILO operations while progressively mainstreaming environmental sustainability in the Office’s result-based management frameworks, policies and programmes, Decent Work Country Programmes and projects.

This renewed programme builds on the achievements of the implementation of the Green Jobs Certification Programme in 2016-2017. This training is framed in the context of the Programme & Budget cross-cutting policy driver on “Just transition to environmental sustainability” and its implications in terms of ILO’s work. This programme furthermore takes into consideration the overarching objectives of the ILO’s Environmental Action Plan, which foresees the greening of ILO’s programmes, projects, operations and offices. A Community of Practice will be added to enable sharing of knowledge and materials across offices and staff that has taken part in previous editions of the Certification Programme.

Target group

The programme is aimed at national and international ILO staff in the field and at headquarters currently or potentially involved in the promotion of green jobs through their respective areas of work. Participants will be technical specialists or project staff responsible for designing, delivering and evaluating capacity development activities with constituents and other stakeholders.

Further information

The certification scheme foresees the participation in one distance learning course and one face-to-face workshop, to be selected by the participant among a list of eligible courses available at www.itcilo.org/greenjobs for a minimum of 60 hours training. An additional estimated 30 hours should be allocated throughout the certification period to complete the mandatory assignments.

Cost: Support for the development and delivery of the programme is provided from HRD centrally managed staff development funds. Subsistence costs for face-to-face workshops in Turin will also be covered, depending on the availability of funds. Travel-related costs are covered by the staff development funds available at the organizational unit/project level.
Application: Candidates will have to submit their application (registration form and motivation letter) and will be jointly selected by the ILO’s Green Jobs Programme and the International Training Centre of the ILO to ensure a balance between headquarters and regions, gender and technical areas.

Dates: See list of eligible courses available at www.itcilo.org/greenjobs

Venue: Online and Turin, Italy.

Contact: greenjobs@itcilo.org

Mainstreaming environmental sustainability across the ILO’s work: Executive course

In collaboration with the Green Jobs Programme

In alignment to the ILO Centenary Green Initiative, the adoption of an Office-wide Environmental Action Plan and the foreseen implementation of the ILO Policy Guidelines for a just transition towards environmentally sustainable economies and societies for all, this executive course will enhance the understanding of the strategic role of the ILO in the promotion of sustainable development and environmental sustainability.

Through an intensive one-day programme, ILO directors, including heads of Global Technical Teams and Outcome Coordination Teams, will review and discuss the mainstreaming of environmental sustainability across the ILO’s work, through the greening of programmes, projects and operations and the promotion of strategic partnerships to support the delivery of the ILO just transition agenda.

Target group

The activity is targeted at ILO officials who serve in management and leadership roles in headquarters at the D1, D2 and DDG level.

Further information

Cost: The cost of participation in this executive course is covered by central funds provided by HRD.

Venue: Geneva, Switzerland.

Contact: greenjobs@itcilo.org
PROMOTING A JUST TRANSITION TO ENVIRONMENTAL SUSTAINABILITY

Overview of the ILO policy guidelines and programming tools

In collaboration with the Green Jobs Programme

This online self-guided learning course introduces new officials to the ILO Guidelines for a just transition towards environmentally sustainable economies and societies for all and examples of how to make them actionable through the ILO’s work. The Guidelines are both a policy framework and a practical tool to help countries at all levels of development manage the transition to low-carbon economies and can also help them achieve their Nationally Determined Contributions and the Sustainable Development Goals. Through a series of readings, quizzes, case studies and examples ILO officials will become familiar with the vision, guiding principles, policy areas and institutional arrangements included in the Just Transition Guidelines. Furthermore, they will get an understanding of the Cross-Cutting Policy Driver (CCPD) and related markers on “just transition to environmental sustainability” in the 2018-19 ILO Programme & Budget.

The module consists of a six-hour self-learning journey combining theory and practice, accessible through the ITCILO e-Campus in English, French and Spanish.

Target group

This self-guided distance learning course is aimed at all ILO officials. Every staff member has a responsibility to familiarize themselves with the Guidelines for a just transition towards environmentally sustainable economies and societies for all, to see examples of how to make them actionable through the ILO’s work and to take steps to make change happen.

Further information

Contact:  greenjobs@itcilo.org
OTHER COURSES ORGANIZED BY THE CENTRE OF PARTICULAR RELEVANCE FOR ILO STAFF

Decent Work and the 2030 Agenda for Sustainable Development: How to achieve the Sustainable Development Goals through Decent Work

*In collaboration with MULTILATERALS*

Decent work and productive employments are at the centre of the new development agenda. This is most prominent in SDG 8 on decent work and sustainable and inclusive growth; decent work is present in many others of the new set of goals and their targets. To further facilitate understanding of the linkages between the ILO decent work agenda and the 2030 Agenda for Sustainable Development, the Office developed the “Decent Work 4 Sustainable Development Resource Platform” (DW4SD). The DW4SD resource platform is an interactive tool, which provides guidance and support to position decent work in SDG processes at the national level.

This course is built around the DW4SD Resource Platform and will foster an in-depth understanding of the Decent Work-Sustainable Development (DW-SD) nexus. Participants will be able to design and conduct structured discussions and workshops around the centrality of employment and decent work in national SDG processes, both at the formulation stage and at the implementation and monitoring stages. Sessions will cover: the 2030 Agenda and its 17 goals and their targets; the implementation of SDGs through integration of decent work in national sustainable development policies and processes, SDG indicators and good practices on working on the DW-SD nexus, and resource mobilization within the 2030 Agenda framework. The course will take place in Turin.
Target group

ILO staff involved in technical programmes in employment-related matters with a strong interest in sustainable development. This course is of particular interest for officials active in One UN Joint Programmes with Decent Work components.

Further information

Cost:  
- Tuition cost: 1,600 Euros  
- Subsistence cost: 615 Euros  
- Total cost: 2,215 Euros  


Venue: Turin.  

Contact: sdp@itcilo.org

Green Office Gamification Programme

_In collaboration with the ILO Field Offices_

The purpose of the Green Office Gamification Programme is to make all staff reflect upon the environmental impact of daily actions at workplace level and understand how everyone can contribute to make ILO offices and operations greener.

Participants will be challenged to assess their lifestyle and test their environmental consciousness, through a series of quizzes, videos and team exercises. Based on the Green Campus Game designed and developed by the ITCILO Environmental Sustainability Committee, the Green Office Gamification Programme is meant to be delivered through a mobile-app for learning and its learning activities tailored to the needs of Field Offices. The preparation and delivery of the game should be ideally channelled through existing eco-committees or it could be conducive to their establishment.

Target group

This mobile learning offer is aimed at all ILO staff in Field Offices. Tailored proposals will be defined jointly upon expression of interest from Country Office Directors.

Further information

Contact: greenjobs@itcilo.org
International Labour Standards

Since its foundation in 1919, the ILO has been adopting international labour standards, promoting their ratification and application in its member States, and supervising their application as a fundamental means to achieving social justice. International labour standards take the form of Conventions and Recommendations, and cover all work-related subjects.

The course will examine the substance of a wide range of international labour standards and their application at the national level. It will also explore the procedures of the international labour standards system, including the reporting obligations under the ILO Constitution. Finally, the course will provide materials and methodologies to promote training in this field.

Target group

Government officials responsible for issues relating to international labour standards; representatives of employers’ and workers’ organizations responsible for ILO issues; ILO staff (field offices, projects and headquarters) working on or interested in international labour standards.

Further information

The training course is part of the International Labour Standards Academy, designed to provide knowledge to a varied audience, building bridges and understanding between professionals from all regions.

It will be conducted in English, French and Spanish, with simultaneous interpretation.

The course will benefit from contributions from members of the ILO supervisory bodies and subject-matter specialists from the International Labour Standards Department.

Cost:
- Tuition cost: 2,450 Euros
- Subsistence cost: 1,950 Euros
- Total cost: 4,400 Euros


Venue: Turin, Italy and Geneva, Switzerland.

Contact: ils@itcilo.org
Knowledge Management Academy

*In collaboration with the ILO Knowledge Management Team*

Knowledge Management (KM) is a wide ranging and essential skill, function, and emerging discipline. It is often considered in terms of its enabling technologies - the IT applications, websites, platforms and databases that facilitate interactions with data and other content, and facilitate connections between individuals and networks. The KM Academy covers such technologies but also goes much further, to take a more rounded approach.

The KM Academy covers the individual perspective, on how to manage one’s own knowledge effectively, through to how teams, organizations and groups of all kinds can engage in effective KM. Such KM enables communities and networks to engage in joint sense-making and helps to frame issues for analysis and consideration. It helps to establish the common ground necessary for social dialogue and concerted action by workers’, employers’ organizations, and governments. A working knowledge of KM is quickly becoming a baseline requirement in our increasingly knowledge driven society.

The KM Academy is a five-day programme that provides an in-depth exposure to state-of-the-art KM principles, tools and practices. The Academy’s objectives are to further its participants’ understanding of KM principles and practices, and equip them with tools and methods to:

- rapidly build or obtain subject matter expertise necessary to advance a project or programme of work, and maintain such expertise if needed over the longer term;
- access, gather and leverage diverse experiences, to learn from the many and diverse settings, participants and ways in which world of work issues are addressed;
- work together in new, innovative and collaborative ways; and
- foster an enabling environment for KM that values open inquiry, exploration and learning.

**Target group**

ILO staff in ILO Headquarters and ILO field offices.

**Further information**

**Contact:**  delta@itcilo.org
Master in Industrial and Employment Relations

In a fast-changing environment in which governments, workers’ and employers’ organizations are having to continuously adapt their strategies, a better understanding of the contemporary trends and challenges in industrial and employment relationships in different parts of the world is a compelling need.

The Centre, in partnership with the University of Turin (Italy), is offering a Master in Industrial and Employment Relations. This one-year programme, to be held in English, comprises a distance-learning phase, a face-to-face residential phase at the Turin Centre, and a second distance-learning phase for the preparation of the Master’s thesis. This Master’s Programme aims at developing specialized multidisciplinary knowledge in the field of industrial and employment relations from a comparative viewpoint. It will provide participants with a deep theoretical and practical understanding of industrial and employment relations systems in the world, by looking into recent changes and trends in the major economic and geographical areas. It will also provide a range of learning situations in which participants can enhance their analytical and problem-solving skills. The programme combines the sound academic background of the University of Turin with the international training experience of the Centre. An international approach has been applied to the content and methodology, as well as to the composition of the faculty. At the end of the Master’s Programme, participants will be able to apply multi-disciplinary knowledge to industrial relations-related decision making; apply tools and methodologies for effective labour-management relations at different levels of the economy from individual enterprises to the national and international level; and advise governments and employers’ and workers’ representatives on industrial and employment relations issues.

Further information

Cost:  
Tuition fees: 8,000 Euros. This covers tuition, use of training facilities and support services, routine medical care and medical insurance.  
Subsistence fees: 3,390 Euros, including single-room accommodation at the ITCILO campus and breakfast during the residential phase of 11 weeks.

Dates:  
The Master’s Programme will be divided into three phases:

Phase 1: Distance-learning phase from 8 October 2018 to 18 January 2019 (15 weeks);
Phase 2: Residential face-to-face phase at the ITCILO campus in Turin, Italy, from 21 January to 5 April 2019 (11 weeks);
Phase 3: Distance-learning phase from 6 April to 8 September 2019 (22 weeks).

Venue: Distance learning and Turin, Italy.

Application: Applications should be submitted on this link: http://intranetp.itcilo.org/STF/A9711111/en

Contact: mier@itcilo.org
Master in Management of Development

The programme, with its focus on project interventions to address development issues, is most suitable as a springboard for ambitious and talented junior to mid-career officials who are willing to invest further in their careers and have aspirations to contribute to development.

This Master offers an applied learning opportunity to explore theoretical, conceptual and operational frameworks for the management of development projects from a multidisciplinary perspective. Topics covered include development economics, rule of law and factors influencing the design and effective operation of development institutions. In addition, the programme explores the full spectrum of managerial and analytical competencies needed for programme and project cycle management (PPCM) and some related interpersonal skills.

The Turin Centre, in partnership with the University of Turin, offers this Master as an intensive blended learning programme with a succession of three phases: internet-based distance learning, interactive classroom attendance of 4 months, and practical research work. The final paper of the programme consists of a full project document, which participants have to develop throughout the course. This Masters programme, conducted in English, is in its 18th edition and has been successfully pursued by approximately 540 participants from more than 80 countries worldwide.

Further information

More information is available at:

Cost: Tuition cost: 8,500 Euros.
Dates: 15 October 2018 – 18 October 2019
Venue: Distance learning and Turin, Italy
Contact: mandev@itcilo.org
Master in Occupational Safety and Health

Becoming a safety and health professional requires multidisciplinary training. The OSH profession calls for a broad-based educational background combined with specialized knowledge in physical sciences (medicine, physics, chemistry and engineering) and social sciences (behaviour, motivation and communication), together with the principles and concepts of management.

The International Training Centre of the ILO, in partnership with the University of Turin (Italy) and the International Commission of Occupational Health, is offering a one-year Master course in Occupational Safety and Health (OSH). This programme, held in English, comprises a four-month Internet based distance-learning phase, an eleven-week face-to-face residential period on the Centre’s campus in Turin, and a five-month second distance-learning phase in preparation for the dissertation. The programme combines the advantages of academic learning with the international training experience in OSH of the organizing partners. An international approach has been applied to the contents and methodology development, as well as to the composition of the training team. This programme involves participants from both developing and developed countries, who will thus have an opportunity to share their different experiences. It also provides a range of learning situations in which participants can enhance their analytical and problem-solving skills.

OSH professionals need a multidisciplinary background to successfully operate in the broad field of OSH, therefore the programme incorporates training sessions on all of the topics and disciplines relevant to OSH. The training focuses not only on OSH issues but also on the development of organizational, managerial and interpersonal skills. Study visits to 13 different productive settings are planned in order to offer direct interaction with experts in the field.

Target group

The course has been specifically designed for hygienists, physicians, chemists, engineers, inspectors, practitioners and officers with a university degree but without previous specialization in OSH, who are working, or wish to work, as OSH specialists.

Further information

More information is available at:
Cost: The training cost in the Master course is 8,150 Euros, payable in advance by the participant or his/her sponsoring organization.

Dates: 10 September 2018 – 30 September 2019
(- Distance learning: from 10 September 2018 to 11 January 2019;
 - Residential phase: from 14 January to 29 March 2019;
 - preparation of the thesis at Distance: 30 March to 31 September 2019.)

Venue: Distance learning and Turin.

Contact: spgt@itcilo.org