

**Board of the Centre**

82nd Session, Geneva, 25 October 2019

**CC 82/7/b**

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**FOR INFORMATION**

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SEVENTH ITEM ON THE AGENDA

**Report of the Employers' Training Committee**

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## **37<sup>th</sup> Meeting of the Employers' Training Committee – Geneva, 24 October 2019**

### **Members present:**

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

Akustina Morni (Secretary of the Employers' Group)

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

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

Jorge Illingworth (Secretary of the Employers' Training Committee)

### **Observers:**

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

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

1. The morning session was dedicated to the:
  - Report on 2018 activities
  - Training portfolio
  - New products
  - Delivery and results
  - Training Impact Evaluation of the Employers Programme
  - Perspectives for 2019-2020
  - Items to be raised at the meeting with the Centre Management
2. In the afternoon session, the Employers' Group Spokesperson highlighted 7 points for the consideration of the Centre Management:

### 1) **Joint Academies**

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

**Conclusion/comments:** Mr Klemmer welcomed the proposal for a Joint academy – it is a good idea to work with EPP and enterprise on productivity.

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

The Group proposed a similar IGDS document for the ITCILO, in the format of a Terms of Reference. A plan of milestones can be drafted before the March GB session. The Centre Management may initiate this draft, or if it would be more productive, both ACT/EMP and ACTRAV may work together to produce a first draft.

**Conclusion/comments:** Mr Klemmer can help support the Office with a roadmap, with dates.

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

In reference to the ILS Academy for Judges, Lawyers and Legal Educators Manual, the Group took note that the ILO NORMES unit would need to be involved, in order for the proposed amendments to be discussed. The Group asked the Centre Management to facilitate the first technical working meeting with ILO NORMES, so that there would be a better understanding on the content of the remarks made on the manual. It may be a meeting at the ILO in Geneva among the legal experts (from the IOE), NORMES and the Employers' Group Spokesperson. The Group recognised the good work of the QAG already. The early alert systems notifying upcoming courses was found to be helpful. This was very important because it helps improve the quality, relevance of courses as well as the inclusion of the Employers' perspectives. This was also seen to help build up internal trust among various parties and a better use of resources. The Group encouraged improvements such as this.

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

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#### 4) **Change in HR zero growth policies**

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

**Conclusion/comments:** Mr Liu stated that there is a need to have consultations on the matter – although there is recognition in forward thinking, taking into account the new changing world environment for training. There is a need to be more innovative, taking into account the changing demands for training needs. Mr Klemmer highlighted that there are capacity constraints – he agreed that distance learning is scalable, but F2F need all hands on deck. This needs to be raised with Board Members, to be able to change the course of the Centre. There may be consultations on this and the Centre Management can provide scenarios – for when there is an increase of capacities or change in models.

#### 5) **Revamping the ITCILO website**

The Group took note of the improved aesthetics, and highlighted that new, few improvements can be made once the teams return to Turin. A small group of different people can provide recommendations on how content can be better researched and retrieved. The Group noted that it is a continuous improvement process – first batch of comments can be made back at centre.

**Conclusion/comments:** Mr Klemmer stated that revamping the website was a major exercise – 9/10 participants contacts the Centre through the website. There is a need to update the content, some documents have been left dormant and have remained outdated. Penny (China) also suggested to have Chinese translation on the website to enable Chinese companies to access the site. Jorge highlighted also the need to ensure workers and employers activities are listed under the topics of interest, to increase the visibility of the Employers Programme in the site.

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

To better manage the yearly budget, the Group sought for some flexibility on the current funding policy. The flexibility could be provided on unused percentages.

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

#### 7) **Allocation surplus**

This is not yet resolved until today, it is still an open item. Although it is a small amount it stills needs to be resolved.

**Conclusion/comments:** Mr Klemmer mentioned that the money is there in wait, the challenge would be with the default carry over, the amount will increase.

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

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