

### **Agenda Item: SECRETARIAT ALIGNMENT**

At the end of April, we reached the start of transition to the new structure having completed the internal interviews and made offers to colleagues whose jobs were at risk. The most up-to-date organogram has been circulated to Board of Trustees by the Director-General, with around 70% of positions filled.

At 24 March 2023, and following conclusion of the consultation process, there were 89 people whose jobs were at risk. We are extremely thankful to all who put themselves forward into the internal recruitment process reserved for those at risk of redundancy. We were humbled by the commitment and passion for IPPF that we saw during the interviews and recognise the talents each person brings to their work.

The mixed interview panels and DLT collective decision-making brought objectivity and different perspectives to the process and final decisions were not made easily or lightly. Internal interviews were completed on time and, at end of April 2023, sadly we confirmed around 66 colleagues will be leaving us due to redundancy. Of the 66, the proportion of those who identify as female (c.64%) in comparison with those who identify as male (c. 36%) reflect the proportions in the total workforce.

We remain enormously grateful to those leaving as they have made a difference and helped this fantastic organisation deliver what it has.

For those staying, we look forward to building a new Secretariat with them and are very excited: together we shall deliver the transformational Strategy 2028 you, the Board, led and had approved by the GA in Colombia.

We are now out to market to fill 86 vacancies, incorporating new approaches and channels to reach diverse candidates. We will invest in attracting the capabilities we need and are combining the use of direct recruitment, executive search and agencies. This is a significant task and it is important to maintain momentum as we continue our unified approach to recruitment and selection, engaging newly appointed colleagues in the process. Within a short time, we have co-created a unified landing page on the IPPF website providing a pathway to all jobs in the Secretariat and branding inviting change-makers to join our transformation journey. Social media ads have been produced to amplify our message and we have created a new way to apply for jobs breaking down barriers to entry and walking the talk of diversity.

In the meantime, transition is underway.

- Handover: The core handover period runs between April to September 2023 with most colleagues leaving in June.
  - Finance will be phased to complete audits in June and set-up of Hub by September 2023
  - Restricted Project timelines managed to end dates up to end of 2023
  - Extension of contracts to ensure back-fill to deliver priorities

➤ **Building back:**

- Prioritisation of work for 2023 agreed by DLT
- Engaging colleagues in new ways of working
- Induction to support both new starters and those moving into new roles, which will be curated into a planned programme to make sure people receive training and support in a systematic way. The intention is to start this programme from September 2023.

### **Supporting Leavers**

All those leaving have been offered outplacement including CV writing, personal marketing, interview training. Redundancy payments are being paid in line with statutory, contractual or policy requirements. Psychological counselling has also been provided.

Once notice has been given, colleagues have reasonable time off to attend interviews. We will also try our best to accommodate requests to have notice periods shortened.

### **Supporting those Staying**

It has been a difficult and emotional time for colleagues and the momentum is now to shift our focus to the positive and the future, opening opportunities to engage and work in more unified ways to build closer relationships and deliver together.

During the internal recruitment process there have been opportunities to offer development moves with development plans attached which has enabled us to leverage talent and diversity from within and we will build on this through distributed leadership across the Secretariat.

Psychological counselling has also been offered to those staying.

### **Costs and KPIs**

We have aligned Finance and HR numbers to inform the reforecast and maintain the cost model for the new structure.

Redundancy costs are forecast to fall within the US\$2million designated fund. Total cost of change, including HR Change Consultant support and recruitment will be managed within our overall forecast and agreed cost envelope for 2023. The HR Change Consultants support has proved highly beneficial in securing a professional approach to the process, managing appeals and ensuring we stay within statutory requirements in each jurisdiction.

We expect to provide data on how the new structure is meeting KPIs the DLT set at the outset (ie: gender by grade; youth; diversity; number of posts based outside London and closer to MAs) at the Board Meeting.