



# International Civil Aviation Organization

## Job Description [Applicable solely to secondment]

### POSITION INFORMATION

Post Title:	Organizational Design Lead, Transformation Team, Office of the Secretary General	Duration of Secondment:	1 year with possibility of extension
Grade Level:	P-4	Deadline for applications:	Until filled
Duty Station:	Montréal	Date for entry on duty:	As soon as possible
<b>Special Notice:</b> The <a href="#">ICAO Assembly</a> recently reaffirmed its commitment to enhancing gender equality and the advancement of women by supporting UN Sustainable Development Goal 5 <b>“Achieve gender equality and empower all women and girls.”</b>			

### THE ORGANIZATIONAL SETTING

The Secretariat consists of the Office of the Secretary General, five Bureaus, seven Regional Offices, the Finance Branch, the Office of Internal Oversight, and the Ethics Office. The five Bureaus are as follows: the Air Navigation Bureau, the Air Transport Bureau, the Capacity, Development & Implementation Bureau, the Legal Affairs and External Relations Bureau, and the Bureau of Administration and Services, which are located at ICAO Headquarters in Montreal.

The position is located in the Office of the Secretary General (OSG). The ICAO Transformation Team is an expert team fulfilling Transformational Objective strategic functions on behalf of the Secretary General ensuring that ICAO is strategically aligned under the Transformational Objective, the Transformation Strategy is executed and the portfolio of Transformational Output Programmes and Projects is co-ordinated and reported centrally to give an integrated view.

The Transformational Objective consists of several Programmes and Projects, and as we embark on the Fit For Purpose Organization (organizational design assessment) Project under the People & Culture Transformation, we are seeking a Organizational Design specialist to work collaboratively on the future target organizational design for ICAO ensuring the organization is fit for purpose.

This mandate includes working, as a member of the Fit For Purpose Organization Project team, with key stakeholders ensuring effective planning, co-ordination and management of the work enabling controlled and effective completion. Once the organizational design assessment is complete, this mandate also includes implementing the change. The incumbent acts with minimal supervision, under the overall guidance of, and reporting directly to, the Chief Transformation Officer. S/he exercises initiative in the day-to-day conduct of the work, in line with the guidance provided by the Chief Transformation Officer.

### MAJOR DUTIES AND RESPONSIBILITIES

#### Function 1 (incl. Expected results)

**Manages the FFPO Project Organizational Design workstream(s) lifecycle through effective planning, co-ordination, oversight and stakeholder management, achieving such results as:**

- Define and report on deliverables, milestones, and implementation plans for the workstream.
- Maintain the workstream critical path with associated regular status updates.
- Provide and enable effective engagement and co-ordination across the Fit For Purpose Project.
- Provide and enable effective monitoring, change management, engagement, communications, reporting and Executive Sponsor level progress updates.
- Develop a robust dependency mapping, implementation plan alignment and business impact analysis for the workstream.

- Assist with schedule management of the different stakeholders for Project team sessions.
- Enable proactive stakeholder mapping, engagement, collaboration, and strategic intervention.
- Proactively manage workstream risks, issues and actions ensuring effective mitigation and delivery.

#### Function 2 (incl. Expected results)

**Provide organizational design expertise to the organizational design assessment and the subsequent implementation to transition to the target organizational design**, achieving such results as:

- Review enabling functions to assess and map the existing organizational structure, including functions and roles, against the requirements to enable the Bureaus and Regional Offices to achieve the Strategic Plan.
- Identify functions and teams which are fit for purpose and are to be maintained together with identifying gaps.
- Provide recommendations to harness synergies, maximise efficiencies, remove duplication and redundant functions through presenting a target operating model with associated recommendations on optimizing layers and spans of control.
- Define and clarify key roles and responsibilities of each Bureau and Office enabling future, and as such yet to be defined, work to be managed appropriately.
- Contribute to a modular transition plan to achieve the target operating model with clear dependencies identified and a focus on staggered workstream implementation allowing ICAO to implement in a prioritized way, either partially or fully.
- Identify associated change management activities and process mapping as required.
- Plan and implement the consolidation of duplicate functions and roles to realize synergy and maximize efficiency.
- Review the existing decentralization of functions and consider internal resources versus outsourcing opportunities to maximize efficiency.
- Provide a blueprint and associated tools to enable ICAO to complete further consolidation of functions for any new areas of focus identified through the organizational design assessment or as required in future iterations of the organizational design.

#### Function 3 (incl. Expected results)

**Develop and implement a Strategic Workforce Planning Framework**, achieving such results as:

- Develop a Strategic Workforce Planning Framework, including supporting tools, processes and guidance enabling future Bureau and Office organizational design initiatives.
- Develop a suite of generic job descriptions aligned with ICAO terminology, competencies and values enabling the simple creation of new roles for staff positions, consultants and secondees.
- Provide a refined workforce planning model enabling the consistent and robust development of resource requirements by Bureau and Office, and the automated correlation to enabling function resources, to be completed every business planning cycle and inform the ICAO succession plan.

#### Function 4 (incl. Expected results)

**Leads and delivers effective change management and communication**, achieving results such as:

- Deliver a defined change management and communications plan which can be implemented effectively to sustain the results of the change.
- Co-create, co-ordinate and manage change management activity with Change Management Specialist, including prioritizing deliverables for the benefit of ICAO personnel.
- Support Project Manager(s) to deliver robust Project business and people impact assessments, and stakeholder mapping.
- Develop effective training, internal communications, engagement and business readiness activity.
- Maintain dialogue with users and recipients of the change to ensure the deliverables meet specified business requirements.
- Manage adoption of corporate tools by users (information, training and support).
- Identify, in coordination with business, end user training requirements and coordinate training for new modules and services.

#### Function 4 (incl. Expected results)

**Leads organization design and implementation for the Human Resources Branch**, achieving results such as:

- Applies defined organizational design methodology as needs arise for ICAO Bureaus and Offices.

- Partners with ICAO leadership to plan the transition to new a operating model, implement structure changes and effectively manage the change for ICAO colleagues.
- Partners with ICAO managers to apply strategic workforce planning framework.
- Build capability in the HR team for continuous organizational design enhancement ensuring ICAO remains fit for future.

## Function 5 (incl. Expected results)

**Performs other related duties, as assigned.**

## QUALIFICATIONS AND EXPERIENCE

### Education

#### Essential

- A first-level university degree in management, business administration, information technology, human resources management, computer science, or in a related field.

#### Desirable

- Programme or Project Management qualification.
- Organizational Design practitioner qualification.

### Professional experience

#### Essential

- A minimum of ten (10) years' experience in organizational design and target operating model implementation.
- Experience in administration and implementation of strategic or operational (action) plans.
- Experience in transformation in the areas of People & Culture, Digital or Operational business change.

#### Desirable

- Experience in organizational change/transformation or operational assessment, performance monitoring and assessment, internal process reviews and/or audits.
- Experience in managing complex cross-functional change initiatives.
- Experience in an UN organization or agency and knowledge of UN policies and practices.
- Specialist information technology experience implementing organization wide systems change.
- Specialist human resources experience implementing policy and/or cultural change.

### Languages

#### Essential

Fluent reading, writing and speaking abilities in English.

#### Desirable

A working knowledge of any other language of the Organization (Arabic, Chinese, French, Russian, Spanish).

### Competencies

**Professionalism:** Demonstrable experience in change management and communications. Strong demonstrable stakeholder management skills. Proficient in Microsoft Office including Word, Excel and PowerPoint. Shows pride in work and in achievements; demonstrates professional competence of subject matter; is conscientious and efficient in meeting commitments, observing deadlines and achieving results; is motivated by professional rather than personal concerns; shows persistence when faced with difficult problems or challenges; remains calm in stressful situations.

**Communication:** Speaks and writes clearly and effectively; listens to others, correctly interprets messages from others and responds appropriately; asks questions to clarify, and exhibits interest in having two-way communication; tailors language, tone, style, and format to match the audience; demonstrates openness in sharing information and keeping people informed.

**Teamwork:** Works collaboratively with colleagues to achieve organizational goals; solicits input by genuinely valuing others' ideas and expertise; is willing to learn from others; places team agenda before personal agenda; supports and acts in accordance with final group decision, even when such decisions may not entirely reflect own position; shares credit for team accomplishments and accepts joint responsibility for team shortcomings.

**Planning and Organizing:** Develops clear goals that are consistent with agreed strategies; identifies priority activities and assignments; adjusts priorities as required; allocates appropriate amount of time and resources for completing work; foresees risks and allows for contingencies when planning; monitors and adjusts plans and actions as necessary; uses time efficiently.

**Client Orientation:** Considers all those to whom services are provided to be "clients" and seeks to see things from clients' point of view; establishes and maintains productive partnerships with clients by gaining their trust and respect; Identifies clients' needs and matches them to appropriate solutions; monitors ongoing developments inside and outside the clients' environment to keep informed and anticipate problems; keeps clients informed of progress or setbacks in projects; meets timeline for delivery of products or services to client.

**Judgement/Decision-making:** Identifies the key issues in a complex situation, and comes to the heart of the problem quickly; gathers relevant information before making a decision; considers positive and negative impacts of decisions prior to making them; takes decisions with an eye to the impact on others and on the Organization; proposes a course of action or makes a recommendation based on all available information; checks assumptions against facts; determines that the actions proposed will satisfy the expressed and underlying needs for the decision; makes tough decisions when necessary.

## MODE OF SECONDMENT

The duration of the secondment is for 1 year which can be extended. The secondee is expected to work five days per week.

ICAO may avail itself of the services of personnel seconded by governments, other international agencies or educational, scientific, research or other institutions. Seconded personnel are engaged under a Trust Funded or Gratis (detached expert) arrangement, in accordance with terms and conditions stipulated in a Memorandum of Understanding between ICAO and sponsor of the seconded person. During the period of assignment with ICAO the seconded individual will be considered an "Official" of ICAO.

Once engaged by ICAO the seconded individual will be under the sole authority of the Secretary General of ICAO and all relationship with the releasing Government/Agency will be held in abeyance during the period of employment with ICAO.

**As detached expert:** The individual is detached from the releasing Government/Agency but is assigned to work for ICAO.

**Trust Fund arrangement:** Funds are deposited by the Government/Agency with ICAO for the purpose of engaging personnel normally subject to the stipulations of a Memorandum of Understanding.

## NOTICE TO CANDIDATES

ICAO does NOT charge any fees or request money from candidates at any stage of the selection process, nor does it concern itself with bank account details of applicants. Requests of this nature allegedly made on behalf of ICAO are fraudulent and should be disregarded.