DIAGNOSTIC REPORT ON VOLUME OF WORKLOAD BY PROFESSIONAL PROFILE OF THE SECRETARIAT

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International Commission for the Conservation of Atlantic Tunas ICCAT

WORKLOAD REPORT

ORGANIZATION

International Commission for the Conservation of Atlantic Tunas (ICCAT),

UNITS / AREAS

Each and every one of the areas that make up the Secretariat.

PURPOSE OF THE REPORT

Analysis and diagnosis of the current situation of the professional profiles and workload of the Secretariat

DATA REPORTS	2021

Start date of work	Date of completion of work
June 2021	July 2021

NUMBER OF SHEETS

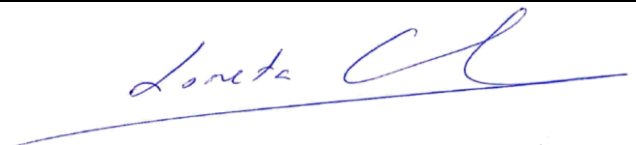| Summary:	1	Detailed report:	7	Attachments:	-

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1. INTRODUCTION

The International Commission for the Conservation of Atlantic Tunas, hereinafter referred to as ICCAT, is an intergovernmental fisheries organization charged with carrying out the objectives proposed in the 1966 International Convention for the Conservation of Atlantic Tunas, which emerged during the days of the Conference of Plenipotentiaries held in Rio de Janeiro from May 2 to 14, 1966. ICCAT is composed of the delegations of the **Contracting Parties**.

As regards the Contracting Parties, there are currently 52 and any government that is a member of the United Nations (UN), any UN specialized agency or any intergovernmental economic integration organization constituted by States that have transferred competence over matters related to the ICCAT Convention may join the Commission.

Instruments of ratification, approval or accession may be deposited with the Director-General of the Food and Agriculture Organization of the United Nations (FAO), and membership is effective from the date of such deposit. There are currently 52 Contracting Parties.

Furthermore, the Commission can also grant **Cooperating Status** following the procedure described in the Recommendation by the ICCAT.

The Commission is currently composed of:

- ✓ Standing Committee on Finance and Administration (STACFAD)
- ✓ Standing Committee on Research and Statistics (SCRS)
- ✓ Subcommittees
- ✓ Conservation and Management Measures Compliance Committee (COC)
- ✓ Permanent Working Group for the Improvement of ICCAT Statistics and Conservation Measures (PWG)
- ✓ Standing Working Group to Enhance Dialogue between Fisheries Managers and Scientists (SWGSM)
- ✓ Other Groups
- ✓ Secretariat

Mr. Camile Jean Pierre Manel is the Executive Secretary of the Secretariat, and his key functions are focused on the administration and coordination of all the work required by the Commission. The ICCAT Executive Secretary has always emphasized the work carried out by the Secretariat, as well as the involvement and commitment of all its staff; that is why the increase in the volume of activities assumed by the Secretariat in recent years is evident and a study of the workload of each of the areas that form part of the Secretariat is necessary. In addition, the situation brought about by COVID-19 has led to an increase in tasks, with a substantial increase in the virtual meetings of the Commission.

2. SCOPE OF REVIEW

The scope of the study is based on the activities carried out by each of the departments into which the Secretariat is divided and the amount of time that it takes to perform each task.

As presented at an initial meeting by the Executive Secretary, Assistant Executive Secretary and Director of Administration and Finance, the Secretariat has experienced in recent years a gradual increase in the normal activities related to administration, statistics, compliance, translation and publication, among others.

This increase has meant a much higher workload than initially expected, affecting both the management of work and tasks and increasing staff fatigue.

At present, the Secretariat's organizational chart is as follows:
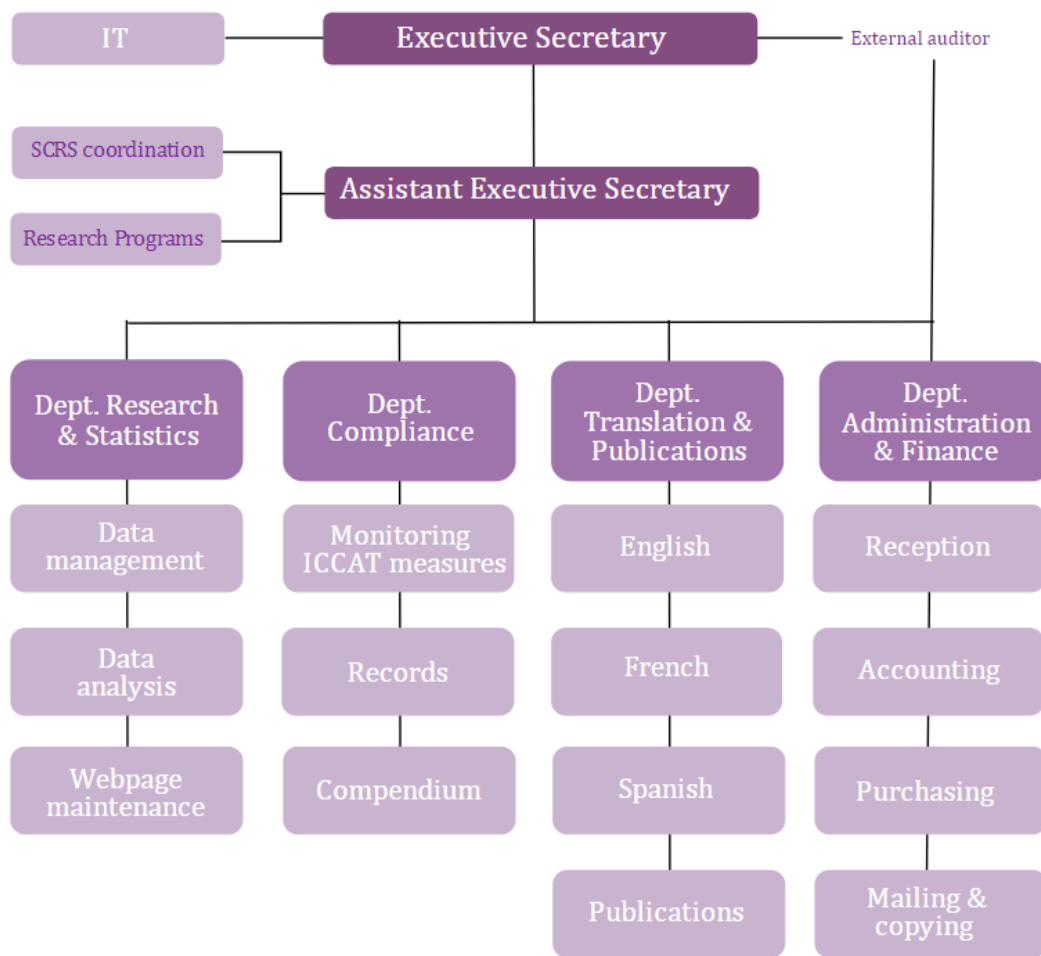
In accordance with the above, the draft workload study has covered all departments within the Secretariat and under the Executive Secretary.

Within the framework of the implementation of Recommendation 130 of the second "Report of the Independent Performance Review of ICCAT" adopted by the Commission, the Executive Secretary commissioned this study and analysis to determine the activities carried out by each of the persons that make up each department, as well as the workload involved in carrying out these activities throughout the year.

3. DESCRIPTION OF THE WORK DONE

The workload study has been carried out in the usual way that Crowe has been doing for this type of projects.

- **Job Description and Analysis (JPA)**: to start with, we carried out a series of questionnaires that were sent to all the staff of the Department of Administration and Finance to collect all the activities that were carried out, determine how much time was dedicated to them and their frequency. To this end, we based ourselves on the activities reflected on the ICCAT website. The areas to which we referred were:

  o Accounting, Purchasing, Reception and Mail / photocopying.

- **Request for the description of job profiles**: here we request the job description sheets where the activities to be undertaken by the person are described, as well as their responsibilities, hierarchical and functional dependency relationships.

  o Some of the job advertisements that were issued at the time, reflecting the duties and responsibilities of the vacant position, were provided.

  o At the same time, we were provided with the evaluations and self-evaluations of each of the people who are part of the departments and where, in some way, the most updated tasks and/or activities carried out were reflected.

- **Preparation and sending of a work template reflecting the current activities**: in a more specific and updated way, we created some templates in Excel format, where we transferred for each of the people, all the activities that were reflected in the self-evaluations and, in those cases in which we did not have them, we reflected the activities that were reflected in the announcements of the positions.

  o We create the template or work sheet for each employee, and we send them to the employee and to the Department Director.

  o We asked that for each activity that was reflected, they should try to reflect the time consumed in carrying it out and the frequency with which they carried it out. In any case, we indicated that, if when filling in the template they did not see any of the activities they carried out reflected, they should try to include it together with the time spent on them.

- **Review of the work templates received**, after receiving most of the templates, trying to understand reported times and noting possible doubts to be solved in the next step. Those templates that were not reported were requested.

- **We arranged interviews with each of the people.** To confirm both activities and times reported in the templates and to corroborate with them that the volume of times was in line with what they had initially reported, we held a meeting giving the opportunity to correct, modify or explain activities and times.

- **Standardization of data.** In view of the various initial results collected and after the interviews, we defined a workload analysis structure based on the "effective" time/work standard, in accordance with the provisions of the ICCAT *Staff Regulations and Rules* (2018), where it is determined that:

  o Article 2, paragraph 2.2: The normal work schedule shall be eight hours daily, Monday through Friday, for a total of **40 hours weekly**.

  o Article 24, paragraph 24.1: Staff members shall be entitled to annual leave with pay at a rate of **two and one-half workdays for each full month** of service. **We take as a reference 30 working days of leave per year**.

- o To obtain this standardization in the calculations, we have not taken into consideration other aspects of overtime compensation for each of the ICCAT staff.

Based on the above premises, the annual calculation of the "effective" / standard time was:

- o Daily hours (8)

- o Number of days of the week (5)

- o Hours per week (8 x 5) = 40

- o Number of weeks in the year (52)

- o Number of days of leave (30) →Number of weeks of leave (30/5) = 6 weeks

- o Number of working weeks per year (52 - 6) = 46 weeks

- o Number of working hours per year (46 x 40) = 1,840 hours/year

We would like to add that, at first, we considered the option of making the calculations based on 7 effective hours/day, i.e. 8 hours discounting the 1 hour for lunch; however, we considered adjusting to what is established in the ICCAT Staff Regulations and Rules.

The methodology used by Crowe in this type of project does not take into account the variable of holidays, days off or personal matters. It is a variable that is not included in the assessment of activities and workload of the staff.

- • **Processing the information collected and obtained from the interviews.** We use the work template and outline the tasks described by the staff, calculating the percentage of workload for each activity/task they perform.

It is important to point out that, at all times, we have maintained contact with the Secretariat, the Under-Secretariat and the Financial Directorate in order to monitor the project and communicate any aspect that we considered important reciprocally.

It should also be noted that the results of our work are based on the analysis of the data collected and, on the information, provided by each of the persons interviewed by ICCAT during the course of the study.

Finally, it should be noted that the work carried out by Crowe Advisory has been limited to the records and documentation received and the annotations provided by ICCAT, so our conclusions could vary if there is any information that was not provided for the carrying out of this work.

4. EXECUTIVE SUMMARY

This conclusion comes from the analysis of the workload times reported by the people in the different departments, as well as from the interviews held with them, where we have been able to understand in more detail the tasks that are carried out, as well as possible events that occur and make it more or less difficult to carry them out.

The following are some of the observations detected throughout the work:

a) In general, most of the Secretariat's departments carry out activities linked to the meetings that are held throughout the year; the volume of meetings has increased over the last three years or so, which has led to a significant workload within the rest of the activities that are carried out and undertaken in the Secretariat. This, along with the fact that there has been no change in the human resources available, causing an overload of work for the staff.

b) Practically 90% of the Secretariat staff exceeds the number of standard working hours, as established in the ICCAT Staff Regulations and Rules (2018). In addition, due to the workload, there are staff within the Secretariat that, throughout the year, accumulate an enormous volume of overtime that must be compensated a posteriori as established in the ICCAT Staff Regulations and Rules and in accordance with the restriction defined therein *"... but unused leave in excess of 60 workdays may not be carried beyond the end of each calendar year".* This creates a difficulty for the Management which must compensate overtime with days off and maintain the Secretariat's service throughout the whole year. This in turn reduces the quality of the activities carried out (late deliveries or late deadlines) and, on occasion, in the outsourcing of some of the work entrusted to the Secretariat.

c) Job description sheets are not always available to provide a clear understanding of the activities performed by each employee profile, responsibilities, and hierarchical and functional dependencies that provide a clear understanding of the tasks performed by each employee. In some cases, we were provided with the "job description" (vacancy announcement) when it was issued; most of these are obsolete and outdated.

d) Following the dynamics and evolution of the work that has been taking place over time, the Secretariat has been adapting to the needs, which sometimes has not been reflected in an update of the activities reflected in the job description sheets. As a result, the activities carried out by Secretariat staff have been modified with respect to those reflected in the vacancy notices that were issued at the time.

e) The greatest usage of time by Secretariat staff is focused on the administration tasks carried out prior to the holding of the meetings, ranging from the request for data, provision of all documentation, reports necessary for the correct conduct of the meetings, to the generation (translation, publication, etc.) of all documents arising therefrom, in addition to the continuous communication with the contracting parties and collaborators.

f) Based on the staff of the Secretariat, we have observed that there are staff who have and maintain a vast knowledge of the activities and tasks carried out in the Secretariat and who are close to concluding their work in ICCAT (going into retirement). Currently, there is no Manual describing the "succession or handover process" that would allow the Secretariat to renew these individuals with sufficient guarantees so that there is no risk of the knowledge of these individuals being lost. Although it has been observed that the appropriate measures are implicitly taken to ensure that the activity does not suffer.

g) Linked to the previous section, the Secretariat does not have written internal procedures that describe, among other things, how activities should be undertaken, who should carry them out, what controls are carried out in order to complete them, etc.

h) Finally, and in order to obtain more information on the tasks of the personnel, we were sent the personnel Evaluations and Self-Evaluations that are carried out annually and which are the vehicle for evaluating the work performed and for promotion. In this case, we consider that it would be appropriate to develop more evaluation criteria, for example, to include scales for each criterion.

i) With regard to possible incidents reported at the meetings, which directly influence the time spent on activities, with the communication processes related to communication processes, specifically in the formats and communication channels. On some occasions, data is received late and forms are received in inadequate formats.).

j) Furthermore, we must state that the workload has increased in Secretariat due to the fact that most of the time is dedicated to the review, checking and cleaning of the data reported in the forms or records submitted.

k) It should be noted that the Information Technology Department consists of a single person who provides support to the entire Secretariat, from maintenance to systems security. We understand that the time burden reflected in the table of activities reported is a concern that the Secretariat should address as a matter of priority, but we would like to point out that nowadays, since most of the processes of an organization are based on systems, having only one person to attend to this area is an unnecessary risk that the Secretariat is currently running.

l) In general, we observed through the interviews conducted that there are certain people who perform main tasks / activities that are misaligned with the activity of the department where it is located or simply a department encompasses two different areas with different functions that support the rest of the departments of the Secretariat.

It is important to mention the high level of collaboration that we have received from ICCAT staff, as well as their great willingness to adopt the proposed recommendations and to solve the identified deficiencies as soon as possible.

5. ANNEX I. TABLE OF RECOMMENDATIONS - PRIORITIES

Observed Fact	Risk	Recommendation	Criticality Proposed Date
90% of the Secretariat staff exceeds the number of standard working hours, in accordance with the ICCAT Staff Regulations and Rules (2018). This is directly related to the increase in the number of meetings held throughout the year and the necessary pre- and post-meeting activities to be undertaken. The workload creates the need to work overtime, which, according to the staffing tables, is sometimes much higher than the hours of leave that can be paid. As established in the ICCAT Staff Regulations and Rules and in accordance with the restriction defined therein *"... but unused leave in excess of **60 workdays** may not be carried beyond the end of each calendar year"*. This creates a difficulty for the Management, which must compensate overtime with days off and maintain the Secretariat's service throughout the year.	a) Affects the quality of the work in the activities carried out (late deliveries) and sometimes tasks assigned to the Secretariat are neglected. b) Overburdening of the Secretariat staff Discomfort (bad working environment). c) The pressure on staff in terms of the volume of tasks to be carried out and the time taken to complete them can lead to work-related illnesses (work-related stress, higher labor costs).	*We recommend that staff resources be increased at the Secretariat so as to ensure the quality of service being provided to ICCAT and to ensure that the demand for activity can be met in a timely manner, as it is understood that this demand will continue to grow or at least continue at the current rate.*	High Short Term (2022)
We have observed that job description sheets, which allow us to know the activities performed by each employee profile, responsibilities and hierarchical and functional dependence that provide a clear understanding of the tasks performed by each employee, are not available in all cases. We were provided with "job description" (vacancy announcement) when issued; most of these are obsolete and out of date. We were sent the personnel Evaluations and Self-Evaluations that are carried out annually and which are the vehicle for evaluating the work performed and for promotion. In this case, we must point out that the evaluations of the employee's performance, although they include objective criteria, it would be appropriate to expand these criteria and include a scale of these criteria. Currently, salaries are applied in the Secretariat, following the official United Nations salary tables that are published monthly.	Not having a job description means that you do not know what activities are performed and by whom, a basic aspect as a reference for future candidates, The experience and skills required for the job are not defined or established. We have no evidence of the criteria defined and supported for employee performance evaluations (salary increases, goal setting, promotions, career development, etc.).	We believe that it is appropriate to incorporate an expert in the Human Resources area, who will carry out an analysis and evaluation of the jobs in order to ensure that they fit within the remuneration policy of the Organization and to adapt this policy to the current regulations on risk prevention and other current legislation. Furthermore, this person in charge should be responsible for the management of training and communication for the improvement of competences and the working environment. Currently, there is only one person who is the Head of the Administration and Finance department and the HR area; according to the workload times reported, the latter area devotes approximately 60% of its annual time, with the feeling of not performing several tasks that should be carried out. With the incorporation of an HR Professional, the Secretariat will benefit in terms of organization and transparency in labor aspects with regard to the employees, improvement of the working environment and improvement in **motivating the staff and** reaching a balance between the volume of work to be done and personal life, always trying to ensure the welfare of people in the Secretariat by undertaking the necessary tasks.	High Short Term (2022)

Based on the staff of the Secretariat, we have observed that there are staff who have and maintain a vast knowledge of the activities and tasks carried out in the Secretariat and who are close to concluding their work in ICCAT (going into retirement). Currently, there is no "succession or handover process" that would allow the Secretariat to renew these persons with sufficient guarantees so that there is no risk of the knowledge of these persons being lost.	Departure of more experienced personnel (loss of talent) - Talent drain. Inability to communicate how activities are carried out and how they are managed.	We recommend the incorporation of an expert technician in the HR area, who will help in the description and implementation of succession processes / staff relief / staff relief / staff relief. In addition, it would be convenient to describe the Personnel Selection and Evaluation processes, defining the criteria followed.	High Short Term (2022)
The Secretariat does not have written internal procedures describing, inter alia, how activities are to be undertaken, who is to carry them out, what controls are in place to complete them, etc. In relation to procedures, it should be noted that there are no defined or represented processes in the Secretariat that make it possible to clarify, coordinate actions.	Lack of knowledge of internal processes and procedures that define how activities are carried out. There are work habits that are repeated "because it has always been done that way", wasting time or violating current regulations. In the event of an "Incident" no one takes responsibility or directives are needed and it is not known who makes the decision, generating discomfort, work stress and lack of cooperation. If there is no Determination of this by the Management, which is responsible for establishing how the activities should be carried out, the prestige of the Secretariat is put at risk.	The necessary measures are undertaken to: Describe and establish the key processes and support of the Secretariat that makes it possible to know and make known the activities that are performed, how they are performed and who performs them. (Improvement of processes = Improvement of activities) Elimination of redundant activities and efficiency of activities. **Plan the work (**Establish objectives with milestones and dates for their fulfillment). Comply with the proposed Planning, acquiring commitment from the staff.	High Short Term (2022)
It should be noted that the Information Technology Department consists of a single person who provides support to the entire Secretariat, from maintenance to systems security. We understand that the time burden reflected in the table of activities reported is a concern that the Secretariat must address as a priority, but we would like to point out that nowadays, since most of the processes of an organization are based on systems, having only one person to attend to this area represents an unnecessary risk that the Secretariat is currently running.	System crashes. Failures/Security Breaches, with ignorance of open doors. Ignorance of the Continuity Plan. Ignorance of compliance with current legislation.	Strengthen the area of Information Technology with technical staff to support the entire Secretariat.	High Short Term (2022)

From an organizational point of view, we have observed that there are certain hierarchical dependencies that may not correspond to a functional dependency line.	One of the situations that cause greater dissatisfaction for the staff and that affects job performance, is the functional disorientation within an organization. A strained working environment that is causing unease in the Secretariat. It can affect the work being carried out and the work of employees.	It would be opportune to carry out a more exhaustive analysis of the tasks/activities that are performed in certain areas; this review will lead to a change in the structure of the team, improving the working environment and resulting in an improvement of the activity.	Media Medium Term (2023)
We have detected that the Deputy Executive Secretary is also the Head of the Translations and Publications Department. In the latter task, there are 6 people who report directly to him, with the resulting workload associated with it. In addition, along the same lines, we should point out that the Research and Statistics Department is headed by a Department Manager who is in charge of both areas. According to what has been analyzed, they are different functional areas, firstly, Statistics with a specific activity and established objectives, and secondly, Research.	Work overload of the Assistant Executive Secretary, which prevents him from being able to carry out more efficiently other tasks assigned to his position.	Possibility of being able to appoint a person in charge of the Translation Department to serve as a filter for supervision and control of the area. Reorganizing the structure of the Secretariat in terms of the break up of the Research Area and the Statistics Area would improve the coordination and specialization of each area, establishing for each area a specialist Head to supervise and control the activity carried out.	Media Medium Term (2023)
Finally, we would like to point out that, although there is a Compliance Department, whose objective is to ensure compliance with the regulations issued by ICCAT, we are lacking a Compliance area that has an impact on the possible "criminal offenses" that the organization faces (Secretariat). We refer to the non-existence of a Crime Prevention Model that assures the Secretary, Assistant Executive Secretary and, in short, the Secretariat that the appropriate measures and controls are carried out to resolve any type of complaint that could arise from aspects related to Criminal Compliance.	Penalties / Fines reflected in the Penal Code. Art. 50.3 P.C.	It would be advisable to define and implement a Criminal Offences Model that allows the Secretary to show and demonstrate with regard to any complaint made, that it implements all the measures that are in its power to be able to control the Risks linked to any Criminal Offence that could arise, as a Legal Entity.	Media Medium Term (2023)