Section 4 Organizational and Staffing Plans

Organizational Plan – Implement governance and management policies, which continue to enable IFAC to manage its resources effectively, efficiently and economically in the achievement of its strategic objectives

IFAC needs to continually review, maintain and enhance its governance and management structures so as to deliver on its strategies. This includes continual development and maintenance of its capabilities (human, knowledge, physical and financial), control and enhancement of financial performance, implementation of a sound policy and process infrastructure, and an integrated approach to the management of risks.

Description	Measure	Timeframe
Organizational governance structures • Ensure IFAC activities operate in compliance with the Constitution and Bylaws • Monitor the need for amendments to the Constitution and Bylaws	Monitor all activities that draw on the Constitution and Bylaws and report as appropriate Process and report on amendments to the Constitution and Bylaws following due consideration	Ongoing Board meetings
• Maintain high quality governance and management processes and procedures to support IFAC operations	Report on governance and management policies, processes and procedures, as necessary	Ongoing
Development and maintenance of capability – human, knowledge, physical and financial • Continued development of IFAC staff	Apply an ongoing performance management process Implement and maintain a staff development & continuing education policy	Ongoing Ongoing
• Recruitment and retention of highly qualified staff	Implement a recruitment strategy appropriate to the level and expertise required for the position Identify and act on initiatives to ensure that highly qualified staff are retained.	Ongoing Ongoing
• Ongoing management of the balance between resources and service delivery expectations	Report on staff resources and project loads, as necessary	Ongoing

Description	Measure	Timeframe
• Maintenance of IFAC's physical workplace and equipment to provide appropriate facilities and atmosphere to achieve staff objectives	Continue to maintain the physical workspace and equipment Monitor and report on the need for expansion of physical workspace and equipment in accordance with the needs of the organization	Ongoing Ongoing
• Development and implementation of information systems and processes that support the maintenance of important IFAC information	Continually develop and implement appropriate systems and processes	Ongoing
• Maintain appropriate financial management policies, processes and procedures	Monitor, update and report on financial management policies, processes and procedures, as necessary	Audit Committee, PFC and Board meetings
Financial performance • Appropriately develop and implement the budget	Report on budget development and implementation	PFC and Board meetings
• Continued monitoring and development of IFAC funding sources	Report on funding developments	PFC and Board meetings
Risk management • Continued monitoring and management of significant risks that impact on IFAC	Report on significant risk management matters as per the IFAC Risk Policy	PFC and Board meetings

Staffing Plan – Define positions which support the achievement of identified objectives and fill them with highly professional, experienced staff who are able and willing to remain with the organization for a term sufficient to accomplish stated goals

IFAC's management recognizes the need to define the structure of the staff so as to provide clear leadership, appropriate levels of time and expertise, and economical allocation of both. In addition to normal attrition and replacement of staff it is anticipated that during 2009 and 2010 several positions will be filled. These new positions include:

Title	Purpose	Hiring Timeframe
2009		
Technical Manager, IAASB (replacement)	Replacement of professional support to the IAASB to partly address the move of the Deputy Director, IAASB to the role of Director of Operations	Planned start January 2009
Administrative Assistant, Communications	Additional administrative support to the Communications Team	Planned start January 2009
Administrative Assistant, Human Resources	Additional administrative support to the human resources function as a reflection of the growing responsibilities of the function	Planned start January 2009
Technical Manager, Compliance	Additional professional support for the Member Body Compliance Program	Planned start September 2009
Technical Manager, Implementation Support	To provide a focal and coordination point for all of IFAC's implementation support activities and providing a linkage with external providers.	Planned start September 2009
Manager, Publications	Professional support for the operation of IFAC's production process for IFAC's print and electronic publications	Planned start September 2009
Administrative Assistant	Additional administrative support to various activities in the Compliance, Translations and Implementation Support areas.	Planned start September 2009

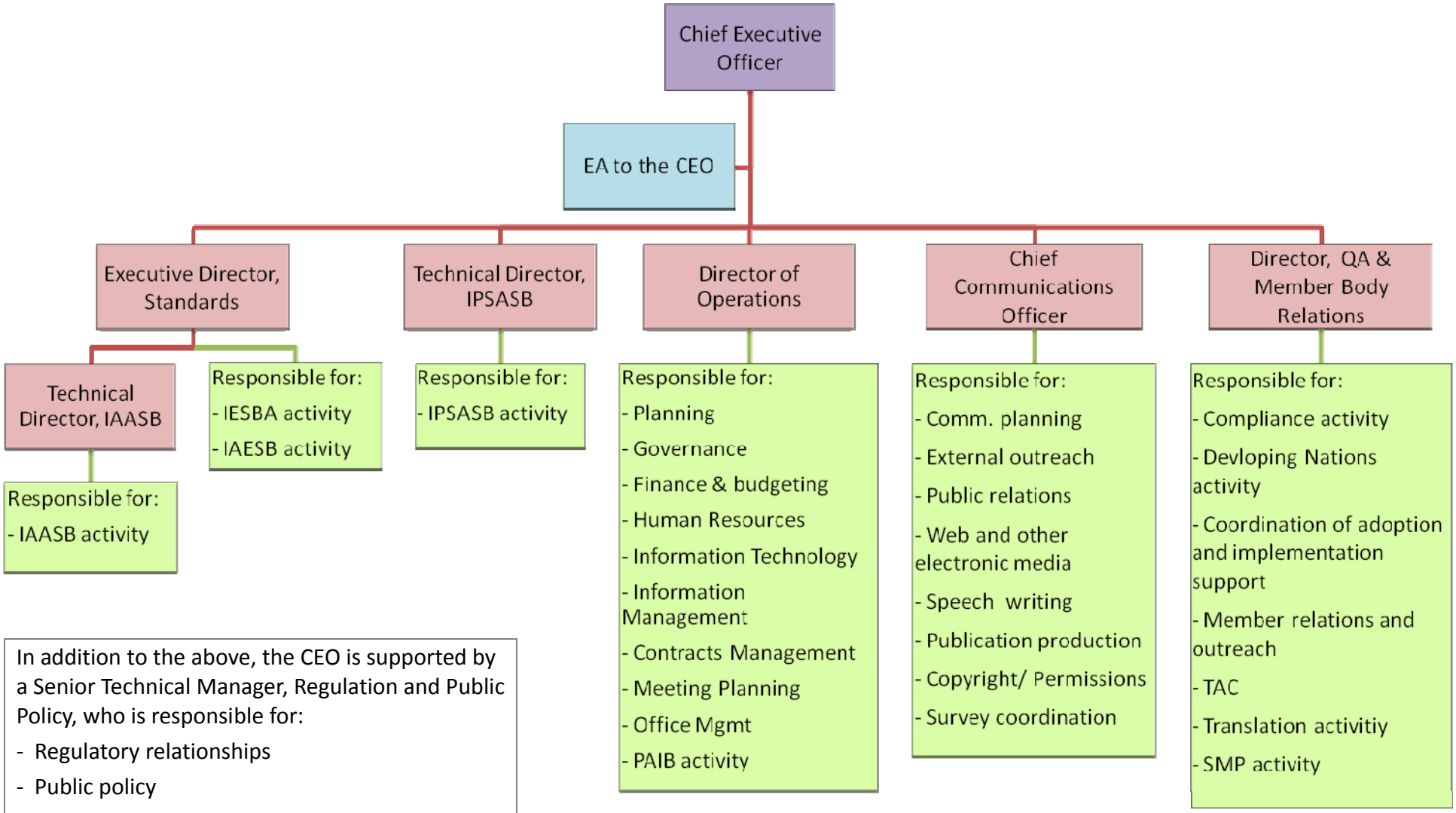
Title	Purpose	Hiring Timeframe
2010		
Technical Manager, IAASB	Additional professional support for the IAASB	Planned start January 2010
Technical Manager, Translations	Additional professional support for the expanded translations activities in relation to adoption and implementation	Planned start January 2010
Manager, Electronic Media	In-house professional support for the operation of IFAC's websites and other electronic media activities	Planned start January 2010
Research Associate	To provide research expertise to IFAC's Regulation and Public Policy activity	Planned start January 2010
Assistant Manager (Facilities)	To provide additional facilities management support	Planned start January 2010
Manager, Information Technology & Knowledge Management	In-house professional support for the operation of IFAC's information technology and knowledge management systems	Planned start January 2010

Recruitment during 2009 will be impacted by the availability of additional office space. IFAC management is currently considering options for office space and it is not anticipated that additional space will be available until mid 2009. Despite planned start dates identified for the positions in 2009 and 2010, appointment of staff in these positions is subject to a range of factors, including recruitment strategies, identification of and acceptance by appropriately qualified candidates, securing the necessary work permits, and relocation constraints. As a result, timing of appointments may vary significantly from the timeframes identified above.

The planned staff structure for the end of 2009 includes 58 positions (including three part-time positions). At the end of 2010, it is anticipated that the staff structure will include 64 positions (including three part-time positions). Currently, IFAC has 53 filled or vacant positions (including three part-time positions).

The anticipated senior management structure as at the end of 2009 is included below.

IFAC Senior Management Structure – As at the end of 2009



In addition to the above, the CEO is supported by a Senior Technical Manager, Regulation and Public Policy, who is responsible for:

- Regulatory relationships
- Public policy
- External submissions
- IRLG activity