IT Strategy 2018-21
Progress Report of Outcome Indicators
(period covering 2018-19)

Outcome 1 – A more efficient ILO

Indicator 1.1	
Percent increase in the number of staff who feel that improvements in IT services, tools and applications have helped them to be more productive at work	

Criteria for success	**Target**
• effective communication to ensure staff are aware of IT services that are available • effective training • IT tools, systems and applications are fit for purpose and meet the needs of staff • global connectivity is sufficient to support all aspects of work over the internet in support of remote working	10% a biennium
	Baseline To be established in January 2018
	Means of Verification Biennial staff survey

Progress

An Office-wide survey (ILO Organizational Health Survey) was carried out which included customer satisfaction scores for five major INFOTEC functions. IT functions assessed included:

- IRIS and IT Service Desk
- Shared Work Platforms
- Local Area Network Administartion / Desktop Services
- Mobile Phone Services
- Application Design / Application Development Services

The overall result of the survey was 83.8% of ILO staff being satisfied with IT Services in 2018-19. This is an increase of 10.2% over the previous biennium (73.6%).

Status

Target of 10% increase fully met (10.2%).

Indicator 1.2	
Overall compliance to IT Key Performance Indicators and Service Level Agreements	

Criteria for success	**Target**
	95% average compliance rate per quarter for candidate SLAs

clearly defined and communicated key performance indicators (KPI) and service level agreements (SLA)	**Baseline**
tools are fully implemented to monitor KPI and SLA compliance	To be established in January 2019
negotiated and agreed-upon levels of acceptable performance are established with business units	**Means of Verification** Automated data collection and monitoring of IT infrastructure and support services

Progress

Monthly meetings are held with key business units to discuss progress against IT projects, Workplan activities, Service Desk tickets and Departmental priorities and over 30 KPIs and SLAs were established for key IT services and processes during the biennium. The following is a representative sample of 10 candidate KPIs and SLAs baselined in 2019. These can be found on the INFOTEC intranet:

SLA metrics for candidate services:

- 99.99%   Email availability
- 99.96%   Skype for Business availability
- 99.99%   ILOBox availability
- 99.90%   Secure Remote Desktop availability
- 100.00% Print Services availability

KPI* metrics for candidate services:

- 90.24%   Inital PMO assessment within 48 hours from the receipt of IT request
- 73.10%   Service Desk tickets solved at first level of support
- 72.32%   Delivery of technical solutions within original estimates of effort
- 9.10%   Number of staff completing ILO Security Awarness Training
- 6.40%   Number of staff caught in simulated phishing campaign attacks

*KPI targets vary. For the 5 candidate services measured and reported, targets were fully met on three of these services in 2019.

Status

Target of 95% SLA compliance fully met (99.97%).

Indicator 1.3	
Percent of approved IT-related projects completed	
Criteria for success	**Target**
effective project management timely decision making	80% per biennium
enforcing strict change control availability of project resources timely testing	**Baseline** Number of IT projects approved by the ILO's governance process

• appropriate contingency planning	**Means of Verification**
	Sign-off from business process owners and migration of solutions into the ILO production environment

Progress

240 IT projects were approved by the ILO's IT Governance framework during the 2018-19 biennium. Of these 240 projects, 203 (84.6%) were implemented in production.

Status

Target of 80% fully met (84.6%).

Outcome 2 – A more insightful ILO

Indicator 2.1	
The quality of critical reference data use at the ILO is improved	
Criteria for success	**Target**
• relevance of the metric to improved business performance • determining and prioritizing which critical data has the most impact on administrative and operational activities • defining the rules to verify the quality of the underlying data	20% reduction in targeted critical reference data anomalies (e.g. accuracy, completeness, etc.) per year
	Baseline
	Identification of targeted critical reference data anomalies as of January 2018
	Means of Verification
	Yearly reporting on the number of targeted critical reference data anomalies

Progress

Tracking of critical reference data (organization units, people, suppliers) resulted in a 24% decrease in data anomalies betwee 2018 and 2019.

Status

Target of 20% fully met (24%).

Indicator 2.2	
Increased use of delivered web portals and dashboards for staff and constituents	
Criteria for success	**Target**
	15% year-over-year

• including feedback loops during the design phase through use of mockups, question flows, etc. • defining metrics that are meaningful to the business • focusing on visual presentation of data • ensuring graphics and data points are interactive • ensuring dashboard data is near real-time • ensuring dashboard is intuitive to use	**Baseline** To be established in January 2018
	Means of Verification Yearly assessment of web portal activity (i.e. page hits, time on website, number of return visitors, etc.)

Progress

Key Dashboards were delivered during the 2018-19 biennium in the areas of travel, leave, evaluations, programme implementation, projects and resource tracking. Several web portals were also implemented including Alliance 8.7, Equal Pay International Coalition (EPIC), Decent Jobs for Youth, Future of Work, Global Business and Disability Network and websites to support the ILO Centenary. In addition, the front page of the ILO intranet was revamped and over 20 Departmental/Office websites were migrated to SharePoint.

Data analytics captured against delivered dashboards and websites showed a 28.7% increase in use from 2018 to 2019.

Status

Target of 15% increase fully met (28.7%).

Indicator 2.3

Percent decrease in the number of documents being stored in physical archives

Criteria for success • drafting an effective data handling and use policy • implementation of effective retention and disposal policies • implementing an ERMS system • ensuring effective change management and training delivery • simplifying and automating the creation of electronic records from existing digital content (emails, publications, project documents, etc.)	10% per year
	Baseline To be established in January 2018
	Means of Verification Yearly report on the number of physical archives created.

Progress

The Building Renovation Project (BPR) Wave 3 necessitated the removal of thousands of physical documents from individual offices in 2019. Due to other priorities, funding was not approved or allocated to implement an electronic records management system (ERMS) at the ILO during the first biennium of the 4-year IT Strategy period. In this context, the management and archiving of ILO documents continued manually. The impact of the BPR in conjunction with lack of an ERMS resulted in a 5.6% increase of in documents having to be stored in the physical archives in 2019. The backlog of historical ILO documents

remaining to be physically archived continued to increase. This backlog amounts to 38.8% of all ILO historcal documents. Without and ERMS, current staffing levels are insufficient to keep pace with the increase in documents requiring physical archiving.

Status

Target of 10% reduction not met (5.6% increase).

Outcome 3 – A more collaborative ILO

Indicator 3.1

Increase in percent of staff using team sites to collaborate on specific deliverables on a monthly basis

Criteria for success	Target
• ensuring each team site has an ILO staff member assigned as a facilitator • ongoing support and training for team site facilitators • senior management commitment and contribution to the site • applying lessons learned to improve future sites	10% a year
	Baseline To be established in January 2018
	Means of Verification Yearly report on the number of individuals who have contributed content to selected team sites on a monthly basis

Progress

During the 2018-19 biennium, 30 collaboration sites were implemented to support Departments/Offices and various projects. The number of individuals who contributed content to these increased by 13.8% from 2018 to 2019 with PARDEV being the largest team site in terms of content volume.

Status

Target of 10% fully met (13.8%).

Indicator 3.2

Percent increase in use of targeted areas of ILO public website

Criteria for success	Target
• identifying the target audience and tailoring the site to their needs • identifying target areas of the ILO public website to measure • ensuring the site is simple, clean and visually appealing	10% a year.
	Baseline To be established when new ILO public website is implemented

• ensuring content is kept up to date and relevant	**Means of Verification** Yearly assessment of visitor activity

Progress

The ILO Governing Body approved funding for replacement of the ILO public website for the 2020-21 biennium. A report on progress against this indicator will take place once the new website is implemented.

Several improvements were made to the existing ILO public website as seven static sites were migrated to the current technology platform. In addition, the ILO Centenary and other related events resulted in a 6.35% increase in vistor activity on the current ILO public website from 2018 to 2019.

Status

Reporting against targets are pending the implementation of new ILO public website in 2020-21 and establishment of an initial baseline.

Indicator 3.3

Percent decrease in the number of days ILO staff travel on mission

Criteria for success	**Target**
• ensuring effective communication in promoting features and benefits of Skype for Business, VoIP and video conferencing • ensuring sufficient internet bandwidth in Field Offices • senior management commitment to a "green" ILO by promoting virtual meetings over physical meetings wherever possible	5% per year.
	Baseline To be established in January 2018
	Means of Verification Yearly reporting of total mission travel days in locations that have IRIS

Progress

There was a 40% increase in the total number of mission travel days between 2018 and 2019. This increase is likely attributed to the fact that travel is typically heavier in the second year of the biennium. In addition, 2019 was the ILO's Centenary in which events were taking place at venues across the globe requiring travel outside of the norm.

Status

Target of 5% reduction not met (40% increase).