

WMO Constituent Bodies Reform

Transition Plan

Approved by EC-70 (Resolution 36 (EC-70) refers)

V. 1.5 (12.09.2018)

1. Introduction

During the last ten years a number of UN agencies have undertaken a review, realignment and reform process. There are several major drivers for this but they all could be summarized as alignment with 21st century realities, priorities and dynamics.

The WMO Constituent Bodies Reform (WMO CBR) has been carried out in accordance with the directions given by Cg-17 (2015) and the following EC sessions in 2016 and 2017. The scale of the discussed changes to the constituent bodies is unprecedented in the history of the WMO. The EC Working Group on Strategic and Operational Planning (WG-SOP) has been given the task to discuss, plan and design the reform elements and process, and to develop coordinated mature proposals for the structural changes, related working mechanisms and transition processes to be considered by the Cg-18 in June 2019.

As an interim step, Decision 68 (EC-69) tasked the WG-SOP with support from the Secretariat to develop, for consideration by EC-70, a set of recommendations for Cg-18, which address the key issues identified in the proposal for the WMO CBR, including the transition and change management processes.

The reform will affect the structure of the organization, its strategy and priorities, its work programmes realignment, its processes and finally the Secretariat. It is also a cultural change. Thus, the success of the reform depends to a large extent on a well elaborated change management process and scheduled transition. Communication with Members, partner organizations and users to explain the rationale, expected improvements and benefits of the reform and to receive feedback during the process is another key to success of the planned restructuring and realignment.

2. Objective

The Transition Plan describes how the changes of the structure will be implemented. The objective is to ensure a scheduled approach and to assign governing and reporting functions along the process. It focuses on changes that are anticipated, planned ahead of time.

The Transition Plan is based on decisions/resolutions of the EC-70 (June 2018) (Resolution 36 (EC-70)). A revision is envisaged based on decisions by extraordinary session of the Commission for Hydrology (CHy-Ext, February 2019), and Cg-18 (June 2019) to ensure timely and effective follow up on the agreed actions related to the CBR. The transition plan is aligned with the (draft) WMO Strategic Plan 2020–2023 (to be adopted by Cg-18) with a view to synchronize the reform process with the planned activities in all technical and capacity development areas and ensure continuity of work needed to achieve its strategic objectives.

It is understood that the reform will be an evolving process which requires flexibility and readjustment of the implementing actions while maintaining the main objectives, milestones and targets. Therefore, the transition plan will be a living document continuously monitored and reviewed with well-established feedback mechanisms and ability for corrective actions.

3. Definitions

To ensure consistent understanding of the formats and roles of the new types of subsidiary bodies, the following working definitions¹ should apply:

Advisory or Coordination Committee of Executive Council: a committee established by the Executive Council comprising members of the Council and/or additional experts invited by the Council, with a main task to address a specific area of work of WMO and provide advice to EC to inform its decisions.

Standing Committee of a technical commission: a quasi-permanent expert body established by and reporting to a technical commission in accordance with the general terms of reference of technical commissions, items 2 and 3 (Annex II to the General Regulations) and with the specific terms of reference of the commission concerned with limited scope and terms of reference defined by the parent commission; normally, established for a period of 4 years. Standing committees are expected to deal mostly with the required normative work in accordance with their Terms of Reference, and submit recommendations and suggestions on behalf of the committee to the respective commission.

Inter-agency (Standing) Committee: a committee established jointly by the WMO and one or more partner organization(s) to address cross-cutting areas of interest of these organizations. The establishment of an inter-agency committee should be through an Agreement to be signed by the cooperating organizations establishing inter alia the scope of the Committee, the responsibilities of the signatories, the working mechanisms and a summary of the signatories respective reporting structures.

Study Group: an expert body established by and reporting to a technical commission in accordance with the general terms of reference of technical commissions, item 1 (Annex II to the General Regulations) and with the specific terms of reference of the commission concerned to study an identified technical issue in order to provide guidance and assess the feasibility/necessity of development of technical regulations on the subject. The study group should be established for a fixed time period with a limited scope and clearly defined deliverables.

4. Transition process

The transition process will take into consideration the "Current Situation" (current constituent body structure and working mechanisms) and an outline of the current realm of organizational elements that will be impacted by the reform. This will be followed by a clear outline of the "New Situation" (agreed new constituent body structure and working mechanisms).

The main element of the transition process will be to form a clear vision of the "Current"-to-"New", i.e., how the necessary changes to any affected area are going to occur. The change elements that will be considered in the process include:

¹ To ensure flexibility in establishing effective sub-structures, these working definitions are not included in the WMO General Regulations, with the understanding that Regulations 33 to 45 will be applicable to any new subsidiary structure to the constituent bodies.

- Organizational culture
- Organizational structure
- Clear roles and responsibilities
- Skills and knowledge
- Policies/Procedures
- Workflow and processes

The Executive Council will establish a CBR Task Force to coordinate, manage and oversee the transition process.

Changes described here should serve to identify key issues to address in the **Communication Plan**, in particular the key issues for applicable stakeholders; and the **Risk Management**.

5. Transition Schedule

Note: This schedule outlines the transition milestones, phases and intermittent targets, and related tasks; the target dates are to be further refined by the Constituent Bodies Reform Task Force (CBR-TF).

5.1 A high-level schedule (major milestones only) is provided below:

Milestone A: EC WG-SOP (April 2018)

Agree in principle on proposals for restructuring (EC bodies, TCs, Research Board, other bodies reporting to EC and Congress) and submit recommendation for consideration by EC-70;

Agree on the need for establishment by the EC of a Constituent Bodies Reform Task Force (CBR-TF);

Advise SG to establish change management plan of Secretariat;

Endorse a draft (outline) of the Transition Plan.

Milestone B: EC-70 (June 2018)

Endorse final draft proposal for WMO Governance Review, including the establishment of technical commissions and Research Board for the next financial period with respective recommendations for consideration of Cg-18;

Establish a new EC structure with main bodies: Policy Advisory Committee (PAC), Scientific Advisory Panel (SAP)¹ and Technical Coordination Committee (TCC);

Establish the CBR-TF, decide on the CBR-TF Chair and members, and decide on the terms of reference;

Endorse the Transition Plan and the Communication Strategy;

Decide on any other planning and implementation needs including performance evaluation (of the reform process), etc., identified by EC.

Milestone C: Cg-18 (June 2019) and EC-71 (June 2019)

Cg-18:

Adopt WMO Strategic Plan and the Operating Plan and Budget 2020–2023;

Adopt WMO Constituent Body Reform document package (EC-70 recommendations 22-25), including:

the procedure for acting Officers of the Organization; amendments of terms of reference for regional associations; establishment of new technical commissions, Research Board, Science Advisory Panel and Joint WMO-IOC Committee for Oceanography and Meteorology;

Adopt amendments to the General Regulations;

Adopt Procedural Handbook for constituent bodies;

Elect presidents and vice-presidents of the new technical commissions;

Report of CBR-TF with Transition Plan with a final timeline and targets for operationalizing the new structure;

Establish high-level communication with international partner organizations for planning and coordination of joint activities;

EC-71: Activate new EC structure.

Milestone D: EC-72 (June 2020)

New EC structures (PAC, SAP, TCC) to meet in spring 2020 to elaborate decisions for the EC-72;

The new technical commissions and the Research Board report on their major outcome of their first sessions, including fully established new working structure, working programmes and plans with milestones;

Final Report of CBR-TF on the completion of the transition phase;

Plan performance evaluation and follow up.

5.2 Intermittent arrangements and targets:

Phase 1: A to B (between WG-SOP and EC-70)

Target A2B-1: Final draft proposals submitted to EC-70 (WG-SOP and Secretariat, May 2018);

Target A2B-2: TOR of the CBR-TF prepared for approval by EC-70 (WG-SOP and Secretariat, May 2018);

Target A2B-3: Secretariat Change Management Committee (CMC) established to support the CBR-TF work according to the reform proposal endorsed by EC-70 (Secretariat, July 2018);

Target A2B-4: Finalize the Communication Strategy (WG-SOP and Secretariat, May 2018);

Target A2B-5: Governance Reform website functional (Secretariat, May 2018).

Phase 2: B to C (between EC-70 and Cg-18)

Target B2C-1: Meetings of CBR-TF scheduled, including consultations and joint session with presidents of RAs and TCs;

Target B2C-2: Active consultations with stakeholders on WMO Reform: Members (RA III, V and I sessions, other relevant events), experts (CIMO-17, CHy-Ext (2019), management groups and research bodies, other events), partners (including co-sponsors of joint programmes/structures), and staff (Secretariat, during the Phase 2);

Target B2C-3: Communication implementation plan developed and maintained up-to-date (Secretariat, September 2018);

Target B2C-4: Communication toolkit developed and maintained up to date (messages, standard presentations, other visuals) for easy access and use by the reform champions - CBR-TF members and other EC members (Secretariat, September 2018);

Target B2C-5: System for tracking feedback on the effectiveness of the communication tools and actions (e.g. feedback sheets accompanying materials; monkey survey among Members) (Secretariat, September 2018).

Target B2C-6: Procedural Handbook(s) for constituent bodies (both technical commissions and regional associations; including sub-structures definitions and working methods) developed, reviewed by CBR-TF and WG-SOP, and submitted to Cg-18 (Secretariat, no later than 3 March 2019);

Target B2C-7: General Regulations amendment proposal (EC-70/Doc. 18.2(2)) reviewed by WG-SOP and submitted to Cg-18 (Secretariat, no later than 3 March 2019);

Target B2C-8: Procedure for election at Cg-18 of presidents and vice presidents of new technical commissions and the Research Board drafted, reviewed by EC WG-SOP and submitted to Cg-18 (Secretariat, no later than 3 March 2019);

Target B2C-9: Analyse existing structures and experts; develop recommended future structures focused on the SP/OP-2020-2023 and submit to Cg-18 for endorsement as the guidance for new bodies (Secretariat, April 2019); CHy-Ext (2019) outcome taken into consideration, reviewed by EC WG-SOP and provided to Cg-18 (Secretariat, April 2019);

Target B2C-10: List of core technical activities to be carried out during the transition period (Secretariat, January 2019).

Target B2C-11: Change/risk management plan developed for each group of stakeholders: Members, staff, experts, partner organization. (Secretariat, January 2019).

Target B2C-12: Informal information session on reform for Cg-18 delegates prior to Cg-18 (Secretariat, June 2019).

Target B2C-13: Complete expert database and open access and provide access to Members through CPDB (Secretariat, January 2019);

Target B2C-14: Proposal for the schedule and logical framework of future sessions of future TCs, RAs submitted to Cg-18 for approval (Secretariat, January 2019);

Target B2C-15: Develop process of how TCs/RB and RA collectively support Members' capacity development; (Secretariat, January 2019); propose to EC-71 to include capacity development explicitly in the terms of reference of the EC TCC (CBR-TF, June 2019).

Phase 3: C to D (between Cg-18 and EC-72)

Target C2D-1: Finalize and publish Procedural Handbook (Secretariat, September 2019);

Target C2D-2: Communicate to Members and relevant partner organizations the unified list of required technical competence/expertise for the new TCs/RB sub-structures and request nominations/confirmation/update through the CPDB (Secretariat, July 2019);

Target C2D-3: Extended preparatory meeting of CBR-TF with the current PTCs and PRAs, PTCs and VPTCs elect and RB Chair/Vice-chair – to coordinate proposals for the establishment of the sub-structure of the new commissions and Research Board, agree on transition schedule and prepare for joint TC/RB session in 2020 (TBD by Cg-18) (Secretariat, end 2019);

Target C2D-4: Communication continued as per the plan;

Target C2D-5: Conduct the first sessions of the new technical commissions and the Research Board (conjointly if so decided by Cg-18) to formally establish the new working structure, working plans of the commission, with expected deliverables and milestones (Secretariat, April 2020);

Target C2D-6: Final report of CBR-TF for consideration by EC-72. EC-72 to consider whether the term of CBR-TF should be extended until Cg-Ext (2021) (EC-72 (2020)).

6. Change management

An effective transition requires effective organization-wide change management. Acknowledging the scope and magnitude of the proposed changes in the WMO structure and processes, which are unprecedented in the history of the Organization, the change management plan is a key element for the success of the reform.

Generally, the change management plan (CMP) should cover three phases:

- Phase 1: Prepare for change
- Phase 2: Manage the change

- Phase 3: Reinforce the change

To ensure a synergetic approach, the CBR-TF defined above should also serve as the main change management body throughout the three phases. In addition, change management entity should be created in the Secretariat to ensure an all-inclusive process.

The following are the generic elements of a CMP, to be considered for a list of planned actions:

- A. Demonstrate reasons for the change.
- B. Define the type and scope of change.
- C. Describe stakeholder support.
- D. Create a change management team.
- E. Develop an approach with organization management.
- F. Draw up a plan for each stakeholder.
- G. Create a communication plan.
- H. Track resistance.
- I. Address roadblocks.

The Secretariat Change Management Committee will be chaired by the Secretary-General. A schedule of change management meetings/events covering the above elements A to I should be established in due course. Change management champions from all departments should also be appointed and engaged in the process.

More details about the change management plan elements are provided in **Appendix 1**.

7. Risk Management

Identification and mitigation of risks should be incorporated in the transition and change management processes. The implementation of the reform as a vehicle to a new level of organizational culture and relevance to society may impose risks to meeting the needs and expectations of the Members during and after the transition phase. Continuity of performance and quality should be ensured along with a scheduled approach in introducing the changes. A mechanism for continuous feedback from stakeholders, in particular Members States, on the success of the reform elements and potential performance impacts should be put in place.

In the risk assessment of the reform elements the following factors should be considered (as advised by the WG-SOP deliberations):

- a) Doing no harm – WMO core business is, at a minimum, maintained during and after transition to the new structure;
- b) Building all WMO Members' resilience to the consequences of weather, hydrological and climate hazards;
- c) Yielding improved relevance, effectiveness and efficiency through a flexible structure, improving WMO's ability to deliver its core functions and respond to change;

- d) Evolution toward a seamless Earth system approach whilst minimizing the gap between research and operations;
- e) Aligning structure with the value chain in provision of hydrometeorological services;
- f) Improving strategic and structural alignment of the constituent bodies, improving the inter-relationships and adaptiveness among the TCs and other constituent bodies, specialized regional centres and RTCs;
- g) Strengthening of user and client focus through a holistic fit and synergy with other key international, national, and regional organizations;
- h) Optimizing WMO resources through the ability to attract and use all the best experts, including from outside the NMHS community.

ELEMENTS OF THE CHANGE MANAGEMENT PLAN

The following are the generic elements of a CMP, to be considered for a list of planned actions:

A. Demonstrate reasons for the change

- List factors that led to the decision to change, such as performance gaps, new technology, or a shift in the organization's mission. One approach is to describe the current situation of the organization, and the future situation this plan intends to create.

B. Define the type and scope of change

- Briefly describe the expected nature of the reform and related need for change management;
- Determine whether this will affect roles, process changes, policy changes, and/or structural organization. List departments, work groups, systems, or other components that may undergo change.

C. Describe stakeholder support

- List all stakeholders affected by the plan, for example officers, managers, sponsors, users, and/or employees affected by the change. Define how each stakeholder would support the change;
- Consider a chart to communicate this clearly and succinctly. One possible template lists Awareness, Degree of Support, and Influence for each stakeholder, rated on a scale of High/Medium/Low;
- Conduct meetings and/or interviews to gauge support.

D. Create a change management team

- This team is responsible for communicating with all stakeholders, listening to concerns, and ensuring that the change goes as smoothly as possible. Choose people with high credibility in the organization, and good communication skills;
- This should include a change sponsor at the senior executive level;
- Stress that this involves active work promoting the changes, not just a sign-off on the plan.

E. Develop an approach with organization management

- Complete support from organization heavyweights is critical for the success of the change. Allow each senior staff member to provide feedback on the change, and work with each one to create an active role in demonstrating and championing the changes.

F. Draw up a plan for each stakeholder

- For each stakeholder, including those who support the change, assess the risks and concerns involved. Assign the change management team the task of addressing these concerns.

G. Create a communication plan

- Communication is the most important component of change management. Communicate frequently with every group and person affected. Reinforce the reasons behind the change, and the benefits it will bring;
- Stakeholders should receive personal, two-way communication. Face to face meetings are essential;
- Communication should come from the high-level change sponsor, from the direct supervisor of each employee, and from any additional spokespersons the stakeholder trusts. All communication should have a consistent message.

H. Track resistance

- There is always resistance to change. This happens on the individual level, so communicate with stakeholders personally to discover the cause. Monitor grievances so the change management team can address them. These concerns commonly include:
 - (i) No motivation to change, or no sense of urgency;
 - (ii) No understanding of the bigger picture or why the change is necessary;
 - (iii) Lack of input in the process;
 - (iv) Uncertainty concerning job security, future role, or future job requirements and skills;
 - (v) Failure of management to meet expectations concerning change implementation or communication.

I. Address roadblocks

- Many grievances should be met by an increase in communication, or a change in communication strategy that addresses specific issues. Others require additional approaches, which may be included in your plan or left to the change management team to implement as necessary. Consider which of these is right for your organization:
 - (i) For any change in job roles or process, make employee training a top priority;
 - (ii) If you expect low morale or a stressful transition, alleviate this with a company event or employee perks;
 - (iii) If stakeholders are not motivated to change, provide incentives;
 - (iv) If stakeholders feel left out of the loop, hold a meeting to gather feedback and consider alterations to the plan.
-

APPENDIX 2

Transition Schedule of WMO CBR Reform – tracking tool

Milestone/target		Tasks/Outcomes	Target date	Responsible	Status
Milestone A: EC WG-SOP (April 2018)		<ul style="list-style-type: none"> • Agree in principle on proposals for restructuring (EC bodies, TCs, Research Board, other bodies reporting to EC and Congress) and submit recommendation for consideration by EC-70 • Agree on the need for establishment by the EC of a Constituent Bodies Reform Task Force (CBR-TF) • Advise SG to establish change management plan of Secretariat • Endorse a draft (outline) of a Transition Plan 	15 April 2018	WG-SOP	Completed
Phase 1: A to B	<i>Target A2B-1</i>	Final draft proposals to EC-70 (EC-70 docs published)	EC-70	Secretariat	Completed
	<i>Target A2B-2</i>	TORs of the CBR-TF prepared for approval by EC-70	EC-70	Secretariat	Completed
	<i>Target A2B-3</i>	Secretariat Change Management Committee (CMC) established to support the CBR-TF work	EC-70	SG	Completed
	<i>Target A2B-4</i>	Finalize the Communication Strategy	EC-70	SOP Team	Completed
	<i>Target A2B-5</i>	Governance Reform website functional	EC-70	Secretariat	Completed

<p>Milestone B:</p> <p>EC-70 (June 2018)</p>		<ul style="list-style-type: none"> • Endorse final draft proposal for WMO Governance Review, including the establishment of TCs and RB for the next financial period with respective recommendations for consideration of Cg-18 • Establish a new EC structure with main bodies: Policy Advisory Committee (PAC), Scientific Advisory Panel (SAP) and Technical Coordination Committee (TCC) • Establish the CBR-TF, decide on the CBR-TF Chair and members, and decide on the terms of reference • Endorse the Transition Plan and the Communication Strategy • Decide on any other planning and implementation needs including performance evaluation (of the reform process), etc., identified by EC 	<p>30 June 2018</p>	<p>Secretariat WG-SOP</p>	
<p>Phase 2: B to C</p>	<p><i>Target B2C-1</i></p>	<p>Meetings of CBR-TF</p>			<p>planned</p>
	<p><i>Target B2C-2</i></p>	<p>WMO Reform discussed at the RA V, III and I sessions and other regional events</p>			<p>planned</p>
	<p><i>Target B2C-3</i></p>	<p>Draft Procedural Handbook(s)</p>			<p>not started</p>
	<p><i>Target B2C-4</i></p>	<p>Prepare the General Regulations amendment proposal</p>			<p>planned</p>
	<p><i>Target B2C-5</i></p>	<p>Communication – through website and other publications (FAQs, explanatory memoranda, videos, etc.)</p>			<p>on-going</p>
	<p><i>Target B2C-6</i></p>	<p>Final draft proposals to Cg-18 including proposals for the presidents and vice presidents of new TCs and</p>			<p>not started</p>

		the RB, preliminary mapping of the tasks of the current TCs to the new structure, etc. (Cg-18 docs published)			
	<i>Target B2C-7</i>	Extraordinary session of CHy (Dec 2018) – proposal for hydrological bodies			planned

<p>Milestone C:</p> <p>Cg-18 (June 2019) and EC-71</p>	<ul style="list-style-type: none"> • Adopt WMO Strategic Plan (2020–2023) and the Operating Plan • Adopt WMO Governance Review document package, including the establishment of new TCs and Research Board • Endorse new EC structure (PAC, SAP, TCC) and provide further advice • Adopt necessary amendments to the General Regulations • Adopt amendments to the TORs of the regional associations • Elect presidents and vice-presidents of the new technical commissions • Update the Transition Plan with a final timeline and targets for operationalizing the new structure • Establish high-level communication with international partner organizations for planning and coordination of joint activities • EC-71 to complete the new composition of EC (PAC, SAP, TCC fully established with respective governance and work programmes) 	<p>30 June 2019</p>	<p>CBR-TF Secretariat CMC</p>	
--	--	---------------------	---------------------------------------	--

Phase 3: C to D	<i>Target C2D-1</i>	Extended meeting of CBR-TF with the current PTCs and PRAs, PTCs and vice presidents elect – to make proposals for the establishment of the sub-structure of the new commissions and Research Board – standing committees; map the tasks of the current commissions to the new structure and create transition schedules; and communicate with Members for nominations (standing committee chairs, experts, etc.)			
	<i>Target C2D-2</i>	Alignment of the new technical commissions and the Research Board structure with the subsidiary bodies of the regional associations and create transition plan			
	<i>Target C2D-3</i>	Finalize and publish Procedural Handbooks			
	<i>Target C2D-4</i>	Communication – provide updates on the reform phases through website and other publications (FAQs, explanatory memoranda, etc.); ensure two-way communication to receive feed-back from Members and others concerned			
	<i>Target C2D-5</i>	Conduct the first sessions of the new technical commissions and the Research Board (possibly – conjointly) to formally establish the new working structure, working plans of the commission, with expected deliverables and milestones; EC-71 (after Congress) to decide on the schedule for these sessions, e.g., before EC-72			
	<i>Target C2D-6</i>	Final report of RMTF for consideration by EC-72			

<p>Milestone D:</p> <p>EC-72 (June 2020)</p>	<ul style="list-style-type: none"> • New EC structures (PAC, SAP, TCC) to meet in spring 2020 to elaborate decisions for the EC-72 • The new technical commissions and the Research Board report on their major outcome of their first sessions, including fully established new working structure, working programmes and plans with milestones • Endorse Final Report of CBR-TF on the completion of the transition phase • Plan performance evaluation and follow up 	<p>30 June 2020</p>	<p>CBR-TF Secretariat CMC</p>	