

Organizational and Staffing Plan

This section of the strategic plan provides a commentary on the organizational and staffing structures necessary to support the implementation of the strategic plan.

Organizational Plan

It is anticipated that the organizational structure as it relates to the Council, Board, independent standard-setting boards and panel will remain in place, and that these groups will continue to use various task forces or other sub-groups to support their activities. In addition, the Board will seek to establish public interest oversight for the IPSASB, and evaluate the findings of the Monitoring Group's review of the effectiveness of the 2003 reforms.

The structure of the PAODC, PAIB Committee and SMP Committee will be revised based on the recommendations flowing from the reviews conducted by the Board in 2009-2010.

The Board will continue to be supported by the Audit Committee, the Planning and Finance Committee, the IFAC Regulatory Liaison Group and other working groups as required from time to time. It is anticipated, however, that the mode of operation for many of these groups will change over time to reflect various factors, such as the growing use of technology, the costs of physical meetings, and the need for IFAC to contribute to a greener future.

In addition to the existing structures, it is anticipated that proposed new activities or services will require new groups of experts to be formed. It is not anticipated that these groups will hold any decision-making authority within IFAC's governance structures, unless considered appropriate by the Board, but will provide access to greater expertise or input on particular projects.

IFAC continues to be reliant on the commitment and expertise of volunteers and their supporting organizations to the various boards, committees and other groups to achieve its strategies and deliver its services. The amount of time devoted by these individuals has increased across most of IFAC's activities over recent years and it is anticipated that, for some activities, further increases may be necessary during 2011-2014. Each of the independent standard-setting boards and technical committees have significant projects, events or other activities planned during the course of this strategic plan that will only be achieved through the efforts of dedicated volunteers and staff.

While independent of IFAC's organizational structure, the PIOB will continue to have oversight over several IFAC activities, including the IAASB, IAESB, IESBA and Compliance Advisory Panel. In performing its oversight functions, representatives of the PIOB will observe meetings of each of the above groups and the associated Consultative Advisory Groups, the Nominating Committee and the IFAC Board. During the course of this strategic plan, IFAC will also work towards establishing public interest oversight for the IPSASB.

Also independent of the IFAC structure, the Forum of Firms (the Forum) continues to be supportive of the activities of IFAC. It shows its support directly through the work of the Transnational Auditors Committee, the nomination of volunteers to support the work of the IAASB, IAESB and IESBA, as well as through its financial contributions to the IFAC budget.

Staffing Plan

For the longest time, IFAC has been operating with very limited staff resources. In 2009-2010, the financial and economic crisis affected IFAC's plan to invest in its resources and expand its capacity. This strategic plan reinforces the continued support for IFAC's core services, while facilitating an enhanced focus on public sector financial reporting and regulation and public policy, a new focus on governance and sustainability, and a constituency-focused approach necessary in the current environment. Successful implementation of this plan is dependent on sufficient resources.

The staffing required to support the four service areas and the operational activities of the organization will increase during the strategic plan period. At present, IFAC's staff comprises 66 positions, including vacancies for some existing positions. The planned staffing complement at the end of 2011 is 72 positions, with further consideration given to the need for new positions to be added during 2012-2014. The allocation of staff to the different activities is presented in the operational plan.

Many of IFAC's existing and planned positions are highly specialized and require significant efforts to identify and attract the right person for the role. While IFAC has in recent years enjoyed a stable base of upper and middle management across both technical and operational areas, it is also recognized that it is important to continually assess approaches to retaining staff. Senior management is considering approaches to attracting and retaining staff, as well as succession planning at all managerial levels, but particularly at the senior management level. IFAC has also benefited from an administrative team that provides strong supports for its technical activities.

To support the objective of having a strong staff base, efforts have been made to secure an acknowledged international status within the United States of America. IFAC plans to evaluate the prospects of a successful application and, depending on the outcome, may progress this project during 2011.

Office Facilities

IFAC's main office will remain in New York City, United States of America. The Board and senior management continue to believe there are substantial benefits to operating from New York City.

IFAC operates smaller offices in Toronto, Canada and Melbourne, Australia. The office in Toronto houses the core of the staff supporting the IPSASB. It is anticipated that up to 15 staff will be based in Toronto at any one time. Toronto's proximity and time zone ensure a strong link with the New York City office.

The offices in New York City and Toronto cannot accommodate the staff referred to in the Staffing Plan. Senior management, in consultation with the Planning and Finance Committee, has reviewed various options in relation to staff accommodation and meeting space in these locations. The preferred option is presented in the operational plan for 2011. These expansions will have a significant effect on the budget during 2011-2014.