



John Walter
Vice-President (policy)

Ref. Council 2016 / Selection Committee

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**TO THE CHIEF EXECUTIVE OFFICERS
OF THE ISO MEMBER BODIES,
CORRESPONDENT MEMBERS AND
SUBSCRIBER MEMBERS**

Selection of the future ISO Secretary-General – Call for applications

Dear colleagues,

As you are aware, Council established an expanded Selection Committee to lead a revitalized search process to identify a new Secretary-General. In that regard, Russell Reynolds Associates has been chosen by the Selection Committee to assist in that search.

ACTION BY ISO MEMBERS

In parallel, we are now seeking your assistance. The Selection Committee has reached the stage where we want to solicit nominations from among the wider ISO membership. We hope that you will encourage your staff and colleagues to consider this opportunity. We look forward to receiving applications from members of your staff you deem to be qualified and who are interested in this position. Application letters and CV should be sent directly to Marianne Barge at Russell Reynolds (marionne.barge@russellreynolds.com) **by 1 September 2016**.

Please refer to the attached Position Specification, which has recently been approved by Council ([Council Resolution 22/2016](#)).

If you have any questions on the application process, please do not hesitate to contact Marianne.

Thank very much for your support – it is appreciated.

Yours sincerely,

John Walter
Chair of the Selection Committee

Enclosure

cc. President
Vice-President (technical management)
Vice-President elect (technical management)
Vice-President (finance)
Treasurer
Acting Secretary-General
Marianne Barge, Russell Reynolds Associates

Position Specification

ISO - International Organization for Standardization

Secretary-General

Our Client

ISO (the International Organization for Standardization) is a non-governmental international organization and a world leader for the production of global and market-relevant, consensus based standards addressing a broad scope of technologies, industries, management systems, services and related conformity assessment. Its members are the National Standards Bodies of 161 countries. As a member-based organization, it maintains and promotes a collection of some 20 000 International Standards, with a current monthly production of approximately 100 new or revised standards. ISO is not part of the United Nations Organization, but has multiple collaborations with the UN System, the World Trade Organization and over 700 other international and regional governmental and non-governmental organizations.

The Role

The role has two key functions: Secretary-General of the Organization and the Chief Executive Officer (CEO) of the Central Secretariat (ISO/CS) of the Organization.

The Secretary-General is responsible to the ISO Council and, following its directives, for the effective operation of the ISO System (comprising the ISO members, ISO committees and ISO Central Secretariat) according to its *Statutes and Rules of Procedure*. His/her responsibilities include:

- With an efficient organizational structure of ISO/CS, supporting the ISO members managing the decentralized standards development activities performed by more than 3 000 ISO committees and working groups with the assistance of specific IT tools and e-services.
- Driving the implementation of a long term Strategy, approved by the ISO General Assembly.

The CEO of the Central Secretariat is responsible to Council, his/her responsibilities include:

- The preparation and execution of yearly budgets and medium term financial orientations, approved by the ISO Council.
- Developing ISO/CS in line with the ISO Strategy and the ISO Council decisions.
- The management of the ISO Central Secretariat based in Geneva. ISO/CS employs 136 staff of 19 different nationalities and is in charge of supporting the standards development process, their editing, publication and promotion in collaboration with and the support of ISO members.

Key accountabilities:

- ISO Council decides the authority and scope of work of the Secretary-General and the rules for conducting the affairs of the Organization.
- The President, in consultation with the other Officers, is responsible for the review, performance and compensation of the Secretary-General and his/her top-level managers, taking into consideration the authority and scope of work of the Secretary-General as defined by Council.

The position is not a political appointment. The Secretary-General is appointed by the ISO Council for a five-year term of office, eligible, at Council's option, for one further term.

Candidate Profile

In terms of the performance and personal competencies required for the position, we would highlight the following:

Leadership

- Setting and implementing strategic direction.
- Planning and organizing.
- Delivering results.

Skills

- Reputation for dealing honestly and openly with issues and staff; recognized and highly respected by peers and staff. Personal ethical values consistent with ISO Code of Ethics.
- Ability to lead and manage a large team, motivate staff and encourage good performance.
- Mature judgement and initiative; proven ability to provide strategic direction, to plan and establish priorities, and ensure an effective work structure to maximize productivity and achieve goals.
- Strong interpersonal and diplomatic skills dealing with a wide range of stakeholders and cultural differences.
- Ability to actively listen, understand and be understood.

Knowledge and understanding

The following is essential:

- Understanding of the differences between the role of the Secretary-General of the ISO family, as opposed to the role of Chief Executive Officer of the Central Secretariat.
- Understanding that the fundamental role of ISO as a family of members is to develop International Standards.

The following are considered as assets:

- Understanding of the fundamental role of Council in directing the organizational activities.
- Understanding of international and regional practices of standards and/or conformity assessment.
- Knowledge of standardization.
- Knowledge of international trade trends and development issues.

Experience

- Extensive senior level management experience.
- Proven leadership and management of an international member-based organization.

Academic qualifications

- As a minimum, candidates should be educated to University degree level.

Languages

- The official languages of ISO are English, French and Russian. Fluency in written and spoken English is a prerequisite. Skills in other widely spoken languages will be a definite advantage.

Success measures

- Successful implementation of ISO Strategy 2016-2020, including taking action to address technological, economic, legal, environmental, societal and political challenges facing the Organization.
- Effective management of the Organization as determined by ISO Council and in line with the principles of a decentralized, member-based organization.

Salary and working environment

- Salary and compensation levels are comparable and competitive with equivalent high-level executive positions in the Geneva international environment.
- The position requires extensive travelling and participation in many meetings.
- Commitment to reside in Geneva or its environment is essential.

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Contact

Marionne Barge
Russell Reynolds Associates
Boulevard Saint-Michel 27
1040-Brussels
Belgium
Tel: +32-2-743-12-20
Direct: +32-2-743-12-39
Mobile: +32-475-306-171
marionne.barge@russellreynolds.com