



**Dr Zhang Xiaogang**  
President of ISO

Your ref.  
Our ref. SG

Date 2015-08-13

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

## **Call for applications for the recruitment of the next Secretary-General – Clarifications**

Dear ISO members,

Kindly refer to my [communication of 11 August 2015](#) launching the call for applications for the recruitment of the next Secretary-General.

At the request of some ISO members, the following clarifications are provided:

1. **Page 2 – Knowledge, skills, abilities** – sixth bullet – makes reference to “international and regional practices of standardization.” For purposes of clarity, the term “standardization” should have stated “standards and/or conformity assessment.”
2. **Page 2 – Success Measures – fourth bullet** – makes reference to “Exceptional execution of projects”. The statement may sound somewhat excessive and thus has been changed to “Effective execution of projects.”
3. **Page 2 – Languages** – makes reference to “Excellent in written and spoken English.” The statement may have given the impression that a disproportionate weighting was being given to native English speakers. The Languages section has been changed to “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.”

A revised version of the job specification and selection criteria, reflecting the above changes, is attached.

With kind regards,

Dr Zhang Xiaogang

Enclosure

- cc. Vice-President (policy)  
Vice-President (technical management)  
Vice-President (finance)  
Treasurer  
Acting Secretary-General



## **JOB DESCRIPTION AND SELECTION CRITERIA FOR THE NEXT ISO SECRETARY-GENERAL**

---

### **Organization profile**

---

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 162<sup>1</sup> 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.

### **Job profile**

---

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

- 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 *Strategic Plan*, 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.
- The management of the ISO Central Secretariat (ISO/CS) based in Geneva. ISO/CS employs 137 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 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.

---

<sup>1</sup> As of 3 July 2015

### **Knowledge, skills, abilities**

- The successful applicant will demonstrate extensive senior level management experience.
- Proven leadership and management of an International member-based organization will be a definite advantage.
- Experience of P&L responsibility in a not-for-profit organization.
- Proven successful implementation of strategic plans.
- Organizational financial management responsibilities.
- Understanding of international and regional practices of standards and/or conformity assessment could be an advantage.
- Strong interpersonal and diplomatic skills dealing with a wide range of stakeholders and cultural differences.
- Strong written and oral communication skills, including making presentations at senior levels from government, industry, civil society and other international organizations.
- Sound and balanced judgement throughout their career.
- Ability to actively listen, understand and be understood.
- Personal ethical values consistent with *ISO Code of Ethics*.

### **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.
- Effective delivery of capacity building of members.
- Effective execution of projects approved by the ISO Council.

### **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.

### **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 environs is essential.

### **Selection procedure and taking of office**

The appointment to the position should be decided by the ISO Council before the end of 2015. A selection procedure has been agreed by the President's Committee, which acts as a nomination committee in accordance with the Council's Rules of Procedure. The President's Committee will be assisted by the consultant indicated below. This consultant will centralize, assess and rank candidacies, progressively focusing the search to arrive at a short list of suitable candidates who will be interviewed in October/November 2015 by the President's Committee. Confidentiality will be ensured. It is intended that the new Secretary-General takes office in the first quarter of 2016. The exact date can be negotiated to take into account any existing contractual employment conditions of the appointed candidate.

## **Applications**

---

Applications, together with a curriculum vitae and a letter of motivation and, possibly, up to three personal references, should be received at:

**Egon Zehnder**  
[Alejandro.Henning@egonzehnder.com](mailto:Alejandro.Henning@egonzehnder.com)

**The closing date for receipt of applications will be 30 September 2015, 24:00 (Geneva time).**