

ISO Central Secretariat

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Håkan Murby

President of ISO

Your ref.
Our ref. SG

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Organisation internationale de normalisation
International Organization for Standardization
Международная Организация по Стандартизации



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

Recruitment of the next Secretary-General – Call for applications

Dear Sir or Madam,

The ISO Secretary-General, Mr. Alan Bryden, has informed Council, at its meeting on 13-14 March 2008, that he is at the disposal of the Organization to initiate the process for his succession, so that a new Secretary-General might be in place during the first quarter of 2009 in order to support and monitor the preparation of the next *ISO Strategic Plan*. Council has indeed decided that the next *ISO Strategic Plan* should cover the period 2011-2015 inclusively and be preceded in 2009 by the consultation of the ISO members and governance, as well as of key international and regional partners and stakeholders. This *Strategic Plan* would then be developed by Council, finalized at its March 2010 meeting and submitted for approval by the General Assembly in September 2010.

Mr. Bryden is committed to exercise his duties fully until a successor is effectively in a position to take over and to facilitate this succession to the best of his ability. Council thanked Mr. Bryden for his contribution to the development and sustainability of ISO since his taking of office on 1 March 2003 and for his readiness to enable a smooth transition.

Council has consequently decided to initiate the succession process and approved a *procedure for the recruitment of a new Secretary-General* attached as **Annex 1**. An executive search firm has been appointed to assist the Selection Committee and Council. It is commissioned to search and assess candidates, identified by ISO members or from outside the ISO membership. I therefore invite you to publicize the opening of this position, so that candidates may submit their applications, together with a curriculum vitae and a letter of motivation, **before 1 June 2008**. I attach as **Annex 2** the *job specification and selection criteria*, containing the address to which applications should be forwarded. Applications will be treated confidentially. Preference will be given to candidates having a positive record of top level management in an organization or company making an extensive use of IT tools, of international relations and of responsibilities in the areas of standardization and/or conformity assessment.

It is planned that the appointment will be made on the recommendation of the Selection Committee at the Council meeting in Dubai on 17 October 2008. The taking of office of the



new Secretary-General and the departure of the current incumbent would then be organized in accordance with their respective contractual employment conditions and to ensure an efficient handover.

I thank you for giving the appropriate publicity to this announcement in your country.

Yours truly,

A handwritten signature in black ink, appearing to read 'Håkan Murby', written over a thin, light-colored line that extends downwards.

Håkan Murby

Enclosures

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



PROCEDURE FOR THE RECRUITMENT OF A NEW SECRETARY-GENERAL

The current Secretary-General has indicated to the other Officers, and then to Council, that he is at the disposal of the Organization to organize his succession before the end of 2008, so that a successor be in office at the latest during the first quarter of 2009 and in a position, *inter alia*, to implement the process for the development of the *2011-2015 ISO Strategic Plan*. The timeframe of this process was formally approved at the March 2008 Council.

The opening of the position of Secretary-General is decided by Council, taking into account the situation concerning the Secretary-General in function, and related contractual obligations. The appointment of the Secretary-General is done by Council (cf. *Statutes*, Article 14).

This note outlines the procedure proposed for the recruitment of a new Secretary-General, similar to the procedures implemented in the past and offering modalities and a timeframe allowing for transparency and the eventual selection of the best candidate.

1 Publication of the opening of the position

The publication of the opening of the position is to be done by a circular letter from the President to the ISO members, with an indicative date of taking of office (first quarter 2009). It will be accompanied by a job description, the timeframe and the procedure for the presentation and examination of candidacies, as well as for the final selection.

2 Selection Committee

A Selection Committee is formed, comprising the President, the President-Elect, the Immediate Past President, the two Vice-Presidents and the Treasurer.

3 Consultant

An external independent consultant is appointed by the President to assist in the selection by:

- publicizing the position beyond the ISO membership;
- answering requests for further details on the position from potential candidates;
- reviewing and screening candidacies to check the data and references and to make a general assessment of adequacy with the job description and profile;
- suggesting a first short list of up to twelve candidates and consulting the members of the Selection Committee on this list of candidates;
- refining further the assessment of the candidates retained in this first short list, including through direct contacts with the candidates and his/her references (as suggested and authorized by the candidates);
- organizing auditions in Geneva by the Selection Committee of a final short list of three candidates;
- ensuring the correspondence with the candidates related to the selection process;
- reporting on the selection process to Council (see item 4 below).

The members of the Selection Committee and the consultant are expected to respect the confidentiality of candidacies and deliberations.

4 Final selection

Consensus will be sought within the Selection Committee to rank the three final candidates and to present one candidate for appointment by Council, with a report from the consultant who will summarize the selection process and its outcome.

If consensus is not reached in Council on the candidate proposed by the Selection Committee, candidates ranked second, and if necessary third, may be presented.

The decision should be taken by Council at its October 2008 meeting in Dubai.

The Officers and Council members are expected to respect the confidentiality of deliberations on this decision.

5 Notification and taking of office

The notification to the selected candidate will be through a letter from the President, together with a proposal for a work contract to be refined and finalized subsequently with the candidate, in liaison with the Treasurer, and according to the principles for compensation approved by the President, in consultation with the other ISO Officers.

Taking into account the time and contractual constraints of the selected candidate, the date of his/her formal taking of office will be agreed with the President and the termination of the contract of the current Secretary-General will be notified. A transition period may be considered.

As soon as the contract with the selected candidate will have been signed, the ISO membership will be informed by circular letter.



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

ISO (the International Organization for Standardization) is a non governmental international organization and a world leader for the production of 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 157 countries. It maintains and promotes a collection of some 17 000 International Standards, with a current monthly production of approx. 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 600 other international and regional governmental and non governmental organizations.

Job profile

The Secretary-General is responsible to the ISO Council and, following its directives, for the effective operation of the ISO System according to its *Statutes and Rules of Procedure*. His/her responsibilities cover not only the monitoring of and support to the decentralized standards development process performed by some 3 000 ISO committees and working groups with the assistance of specific IT tools and e-services, but also the management of the ISO Central Secretariat (ISO/CS) based in Geneva. ISO/CS employs 154 staff of 24 different nationalities and is in charge of supporting the standards development process, their editing, publication and promotion in collaboration with and support of ISO members. As the Chief Executive Officer of the Organization, the Secretary General is responsible for the preparation and execution of yearly budgets and medium term financial orientations approved by the ISO Council and supporting a long range *Strategic Plan*, submitted for approval to the General Assembly.

The position is not a political appointment subject to a specific term of office or re-appointment at given intervals. The Secretary-General serves at the pleasure of the ISO Council under the terms of an employment contract under Swiss law.

Job specification

The successful applicant will be expected to have demonstrated competence and achieved positive results in:

- high level operational managerial positions, preferably in organizations and companies relying extensively on constantly updated collaborative IT tools and e-services;
- diversified international relations;
- responsibilities related to standardization and/or conformity assessment;
- consensus building amongst diverse stakeholders.

In addition, external and internal communication skills are required, as the Secretary-General is the CEO of a medium size central entity, whilst also being frequently involved in public performances and high level discussions. An established stature is therefore required for dealing on equal terms at senior levels from government, industry, civil society and other international organizations.

Academic qualifications

As a minimum, education sanctioned by a University degree is required. Higher education in management as well as in technical/scientific matters related to one or several of the areas covered by ISO are welcome.

Languages

The official languages of ISO are English, French and Russian. Fluency in written and spoken English is indispensable. Skills in other widely spoken languages will be additional assets.

Personal qualities

Through their career, applicants should have acquired sound and balanced judgments, an ability to design and implement strategies and business plans and diplomatic skills, including for developing partnerships. They should have demonstrated creativity and leadership abilities. Full tolerance of cultural differences is essential, together with personal ethical values consistent with the *ISO Code of Ethics*. Stamina and a good health are necessary, in particular to sustain extensive travelling. Commitment to reside in Geneva and ability to exercise the position for a sufficient period of time, with the proviso of Council satisfaction, are imperative.

Compensation

Salary and compensation levels are comparable and competitive with equivalent high level executive positions in the Geneva international environment.

Selection procedure and taking of office

The appointment to the position should be decided by the ISO Council at its meeting in Dubai on 17 October 2008. A selection procedure has been approved by Council, including the composition of a Selection Committee. The latter 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 auditioned in September 2008 by the Selection Committee. Confidentiality will be ensured. Targeting the first quarter of 2009, the taking of office of the new Secretary-General and the departure of the current incumbent would then be organized in accordance with their respective contractual employment conditions and to ensure an efficient handover.

Applications

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

SpencerStuart
Att. François E. Clerc
2, Bd Jaques-Dalcroze
CH-1204 GENEVA
Switzerland

The closing date for receipt of applications will be 1 June 2008, 24:00 Geneva time