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#### **Appointment of a regional search group**

The Regional Committee appointed a regional search group (RSG) for candidates for the post of Regional Director in 1989, 1994, 1998 and 2003, and charged it with applying criteria adopted in Regional Committee decisions and resolutions EUR/RC38(3), EUR/RC40/R3 and EUR/RC43/R5. These criteria were most recently amended in 1997 (resolution EUR/RC47/R5). The Rules of Procedure of the Regional Committee governing the membership and method of work of the RSG were further amended in 2001 (resolution EUR/RC51/R1).

The Regional Committee should now appoint its fifth RSG to search for, evaluate and short-list candidates for the post of Regional Director. This document sets out the RSG's terms of reference; its membership and selection procedure; its method of work and timetable; as well as the criteria for candidates for the post of Regional Director.

The Regional Committee is invited to appoint the members and alternates of the RSG, after considering a list of names proposed by Member States in the Region in accordance with Rule 14.2.2 of the Rules of Procedure of the Regional Committee.



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## Introduction

1. Rule 47 of the Rules of Procedure of the Regional Committee for Europe stipulates that “At its session preceding the one at which a person is due to be nominated as Regional Director, the Regional Committee shall appoint a Regional Search Group composed of three members chosen from delegations of the Members attending the Regional Committee, based on equitable geographical representation, to make a preliminary evaluation of candidates for nomination in the light of the criteria specified by the Regional Committee and to perform related functions as set out in this Rule. The Regional Committee shall also appoint three alternates to the Regional Search Group.”
2. Under the terms of Rule 47, the Regional Committee at its fifty-eighth session should therefore appoint a Regional Search Group (RSG) to make an evaluation of candidates for nomination to the post of Regional Director by the Regional Committee at its fifty-ninth session.

## Terms of reference

3. The terms of reference of the RSG are as set out in document EUR/RC40/4 and approved by the Regional Committee in resolution EUR/RC40/R3, namely:
  - “to enter into dialogue with Member States and encourage them to nominate suitable candidates;
  - if no names of candidates are submitted by Member States or if, in the opinion of the RSG, the candidatures submitted do not offer an adequate choice, to actively search for further candidates;
  - to consult with and consider the views of the Director-General concerning the candidates;
  - to interview all candidates, consider their written statements and evaluate their views and intentions in relation to the requirements of the post;
  - to evaluate the candidates and report thereon to the Regional Committee.”
4. Additionally, the Regional Committee at its forty-seventh session adopted amendments to Rule 47 of its Rules of Procedure, which include the following (the numbering of the paragraphs changed following the amendments adopted in 2001):
  - “47.6 From the outset of its work, the Regional Search Group shall **search actively** for suitable candidates who meet the criteria agreed to by the Regional Committee. The candidature of such persons shall be submitted in accordance with the procedure set out in Rule 47.4.
  - 47.10 [...] the Chairperson of the Regional Search Group shall send, under confidential cover, the evaluation report of the Search Group on all candidates, and **an unranked short-list** of not more than five candidates who in its opinion most closely meet the criteria laid down, to the President, the Executive President and the Deputy Executive President of the Committee, to each Member State of the Region according to the Regional Office’s list of official contacts, and to the Director-General.”

## Membership and selection procedure

5. It will be recalled that the Regional Committee at its fifty-first session (by resolution EUR/RC51/R1) established a standing mechanism for appointing an RSG to evaluate candidates for the post of Regional Director, by amending the relevant parts of Rule 47 of the Rules of Procedure of the Regional Committee.
6. In accordance with the foregoing decisions, the RSG shall be composed of three members chosen from delegations of the Members attending the Regional Committee, based on equitable geographic representation. The Regional Committee shall also appoint three alternates to the RSG. Rule 47.2(a)

provides that the selection of the members and alternates of the RSG shall be carried out, *mutatis mutandis*, in accordance with the procedure set forth in Rule 14.2.2, provided however that no person who represents a Member State on the Standing Committee shall be so selected.

7. Accordingly, the Regional Director informed Member States of the Region that he would receive nominations for membership in the RSG. The list of nominations received within the deadline of 14 March 2008, as set forth in Rule 14.2.2(a), is reproduced in document EUR/RC58/7.

8. As to the modalities for the appointment of the members and alternates of the RSG, Rule 47.2(a) provides that, in case of an election pursuant to Rule 43, the allocation of seats for members and then alternates shall be made in accordance with the order in which members receive majority votes.

9. Pursuant to Rule 47.2(b), members and alternates shall cease to serve on the RSG if a candidate is presented by the Member State on whose delegation they served at the Regional Committee when they were appointed.

## Work of the RSG

10. Once appointed, members of the RSG will recall the criteria for candidates for the post of Regional Director as discussed, affirmed and adopted by the Regional Committee at its forty-seventh session (resolution EUR/RC47/R5). These criteria are reproduced in Annex 1.

11. As noted in section 3 of document EUR/RC40/4, "it is suggested that, in future, candidates be invited to present to the RSG a written statement outlining their views on the future strategy, policies and role of WHO in Europe". Members of the RSG would therefore be expected to use both written statements and interviews in evaluating individual candidates. It should also be noted that, pursuant to Rule 47.8 of the Rules of Procedure, the RSG may, if it deems it desirable, make arrangements for all candidates to give an oral presentation at a meeting to which all Member States of the Region are invited.

12. The RSG may, should it so wish, seek the opinion of outside public health experts and other bodies.

13. The attention of RSG members and alternates will be drawn to the need for confidentiality on all discussions regarding the assessment of candidates.

## Conclusion

14. The Regional Committee is invited to appoint members and alternates of the RSG, following which the RSG will meet as soon as possible to decide upon its programme and method of work. A provisional timetable of events is given in Annex 2.

*Annex 1*

**Criteria for Candidates for the Post of Regional Director**

The following criteria were adopted by the Regional Committee at its fortieth session (resolution EUR/RC40/R3) and affirmed and supplemented at its forty-seventh session (resolution EUR/RC47/R5).

**(a) The candidate must have a commitment to WHO's mission**

The candidate should be committed to the values, role and policies of WHO and notably the goal of health for all. There should be clear evidence of his/her personal involvement in furthering that commitment.

**(b) The candidate must have proven leadership qualities and integrity**

The candidate must be dynamic and must have demonstrated long-term and consistent leadership qualities. A commitment to outcomes and effective results – as opposed to merely a concern about processes – is essential. Ability to communicate in a clear and inspiring way is an important requirement. Such communication skills need to be effective with widely different target groups, including the mass media, and involve direct personal contact with political and other leaders in the public health field, health personnel, a wide range of academic and other professional groups outside the health sector, and WHO staff, etc. In view of the high goals of WHO and its impartial international character, the personal integrity of the candidate and the ability to withstand pressures from official or private sources contrary to the interests of the Organization are essential.

**(c) The candidate must have proven managerial ability**

The person should have demonstrated clear ability to manage a complex organization in the health field. His/her performance in that role should have demonstrated a determination to make a thorough analysis of the problems and possibilities for solving them; the setting of clear goals and objectives; the design of appropriate programmes for optimal use of the total resources; the efficient use of those resources; and a careful process for monitoring and evaluation. Importance should be attached to the candidate's skills in fostering teamwork – with appropriate delegation of responsibility – and in creating a harmonious working environment. In view of the need for the work of the Region to interact with and actively support the efforts of other regions and headquarters, the candidate's ability to work effectively with leaders, at both national and international levels, in health and other sectors, is an important element.

**(d) The candidate should be a person professionally qualified in the field of health and having a sound knowledge of public health and of its epidemiological basis**

This type of qualification and background would greatly assist the candidate in the performance of his/her duties, and in contacts with national health administrations.

**(e) The candidate must have a broad understanding of the health problems and social, political, cultural, ethnic and other sensitive issues in the Region**

In view of the above, it follows that the candidate would normally be a national of one of the Member States of the Region. The candidate should be fluent in at least one of the working languages of the Regional Committee, and knowledge of others would be an asset.

**(f) The candidate must be sufficiently healthy to carry out the duties of the post**

It is acknowledged that being sufficiently healthy to carry out the duties of the post would not preclude a physically handicapped person from being considered.

*Annex 2*

**Provisional timetable for the work of the Regional Search Group 2008–2009**

September 2008	<p>The Regional Committee appoints an RSG to prepare for nomination of the Regional Director at the next session.</p> <p>The RSG meets to decide on its programme of work.</p> <p>From the outset of its work, the RSG shall search actively for suitable candidates who meet the criteria agreed to by the Regional Committee.</p>
October 2008	<p>The Director-General informs Member States that candidatures for the post of Regional Director should be submitted by 13 February 2009.</p>
February 2009	<p>Deadline for submission of candidatures: 13 February 2009.</p> <p>No more than two weeks later the Director-General transmits a list of names and all particulars of candidates received to the Chairperson of the RSG.</p>
February 2009	<p>The President of the Regional Committee, on the proposal of the Chairperson of the RSG, decides whether or not the deadline for submitting candidatures should be extended, in which case the President of the Regional Committee notifies the Director-General, who in turn informs the Member States in the European Region, who may then submit names.</p>
March/April 2009	<p>The RSG commences its review and interviews and makes an evaluation of the candidates, holding consultations with the Director-General as required.</p>
May 2009	<p>The RSG may make arrangements for all candidates to give an oral presentation at a meeting of all Member States of the Region.</p>
End June/July 2009	<p>The Director-General sends the list of candidates and their particulars to Member States (i.e. to the Regional Office's list of official contacts) and to the Chairperson of the RSG.</p> <p>Simultaneously, the Chairperson of the RSG sends its evaluation report, and an unranked short-list of not more than five candidates, under confidential cover to the President, the Executive President and the Deputy Executive President of the Regional Committee, to each Member State in the Region (according to the Regional Office's list of official contacts), and to the Director-General.</p>
September 2009	<p>The Regional Committee nominates a candidate for the post of Regional Director and submits its nomination to the Director-General for forwarding to the Executive Board.</p>