

SECRETARIAT OF THE PACIFIC COMMUNITY
THIRTY-FOURTH MEETING OF THE
COMMITTEE OF REPRESENTATIVES OF GOVERNMENTS AND ADMINISTRATIONS
(Noumea, New Caledonia, 16-19 November 2004)

APPOINTMENT OF A NEW DIRECTOR-GENERAL OF SPC

(Paper presented by the Secretariat)

BACKGROUND

1. The contract of the incumbent Director-General, Ms Lourdes Pangelinan, expires on 6 January 2006. The position will be advertised under the Six-Year Rule. It is, therefore, necessary for CRGA to mount a selection process so that a recommendation by CRGA for a new appointment can be made to the Fourth Conference of the Pacific Community, in Palau in November 2005.
2. The procedures for appointing a Director-General were established by the 36th South Pacific Conference meeting in Saipan in 1996, which stipulates:

“The Director General should be appointed by Conference based on strict criteria for selection. The position should be widely advertised in the region in order to attract a broad range of candidates. After an initial screening, CRGA should rank the candidates and recommend one to Conference for appointment.”
3. The approved selection criteria for the Director-General’s position include the following:
 - a) understands technical and regional issues;
 - b) is sensitive to the needs of the organisation and of the region;
 - c) has technical experience in areas relating to the purpose of the organisation;
 - d) understands the geopolitical aspects of the region;
 - e) is a good manager of research, technical and administrative staff;
 - f) has leadership qualities;
 - g) is a good communicator both within and outside of the organisation;
 - h) can work well with donors;
 - i) can formulate vision for the organisation.
4. SPC’s Staff Regulations include the following reference to staff selection:

“(a) Selection shall be solely on the grounds of merit. Men and women are equally eligible for all posts in the SPC and there shall be no discrimination on grounds of race or religion.

- “(b) In the selection of staff, the most important criteria shall be the technical qualifications and personal integrity of candidates. If more than one candidate for a position satisfactorily meets these criteria, priority shall be given to local inhabitants of the SPC’s Island member countries and territories. Every effort shall be made to obtain equitable national and local representation.”

THE SELECTION PROCESS

5. The appointment process for the position of Director-General was approved by CRGA (28) in 1998, when the new procedures were first put to a test. The process involves setting up a Selection Advisory Committee to CRGA to undertake an initial screening and short-listing of applicants. The Committee would screen, interview and provide a short-list of five candidates to CRGA for consideration without any ranking. CRGA would then consider and recommend one to Conference.
6. To ensure equitable representation, the Committee would be made up of six members: a representative from the host country where the Committee is to convene, and one representative each of the following groups: the donor member countries, Melanesia, Micronesia, Polynesia and the French-speaking members. CRGA (28) left it to the Committee to decide on the chair.
7. For reasons of cost-effectiveness, in 1998 CRGA agreed that the Selection Advisory Committee consist of members from those countries with representations in Fiji. The Committee composition then included Fiji, New Zealand, Papua New Guinea, FSM, Tuvalu and France.
8. It is worth noting that SPC today offers a video-conference facility that would enable meetings to take place between the Noumea headquarters and the SPC Nabua site. It would therefore be possible for Committee members to be chosen from those countries with representations in either Suva or Noumea.
9. In order to facilitate the process, the Secretariat, led by the Director-General, shall assist the Committee in its task, on the understanding that the incumbent is not seeking re-election.
10. The position should be widely advertised, through magazine and newspaper ads throughout the region, and posting on SPC’s website. A recruitment announcement will be disseminated electronically and faxed to SPC contact points in member countries and territories to stimulate applications from island administrations. Attached to this paper is the draft job announcement, including a detailed statement of duties, for the Director-General position.
11. All applications would be submitted to SPC for registration by the Secretariat. Depending on the citizenship of the candidate, the applications would then be forwarded to the particular home government concerned for screening advice against the approved selection criteria. There would be no limit to the number of candidates from a particular country or territory that may be nominated by governments and administrations.
12. It was agreed that members of the Selection Advisory Committee with candidates from their own countries or territories should make their views on their candidates known to the Committee and should then withdraw from consideration for that particular candidate in the Committee’s short-listing process, rather than from the Committee itself.

THE PROPOSED TIMETABLE

13. The selection process shall commence as early as possible, with the appointment of the Selection Advisory Committee at the November 2004 CRGA. A proposed timetable follows:

TIME FRAME	ACTIVITY
❑ December 2004	<ul style="list-style-type: none">➤ Disseminate SPC recruitment notice to official points of contact.➤ Advertise in regional newspapers and magazines.➤ Post job announcement on SPC website.
❑ 15 March 2005	➤ Closing date for applications
❑ 31 March 2005	<ul style="list-style-type: none">➤ Send applications from member countries and territories to SPC focal points for screening against approved criteria.➤ Request that SPC focal points return their assessments to the Secretariat by 30 April 2005.
❑ May 2005	<ul style="list-style-type: none">➤ Selection Advisory Committee convenes, with assistance by the Secretariat as required.➤ The Committee agrees on a shortlist of five applicants (with a reserve shortlist if necessary).➤ Secretariat seeks references for all the shortlisted candidates for the Committee's consideration.
❑ May/June 2005	<ul style="list-style-type: none">➤ Selection Advisory Committee conducts interviews of the shortlisted candidates.➤ The Selection Advisory Committee, following interviews, prepares and disseminates a written report to CRGA.
❑ November 2005	➤ CRGA/Conference considers the appointment of a new Director-General for SPC.

14. At the November 2005 meeting, CRGA would decide on the final rankings and recommend one candidate to Conference. The Conference would make the final decision as to which candidate would be offered the position.

RECOMMENDATION

15. CRGA is invited to endorse the selection process outlined in this paper, and to appoint members of the Selection Advisory Committee.

15 September 2004

ATTACHMENT 1

TO: Representatives of Governments and Administrations

No.:

FILE: STF 5/3

DATE:

SUBJECT: **RECRUITMENT OF THE DIRECTOR-GENERAL**

1. Applications are invited for the position of Director-General of the Secretariat of the Pacific Community. Those wishing to discuss the opportunity may telephone the Director-General, or in her absence, the Director of Corporate Services (tel. (687) 26.20.00). The closing date is **15 March 2005**.
2. The Director-General is the chief executive of SPC. He or she is fully responsible and accountable for the leadership and management of the organisation within the policy guidelines set by SPC's governing body, the Conference of the Pacific Community. Key documents, such as the SPC's Corporate Plan and recent Annual Reports, are available on request.
3. SPC is a technical service agency serving the 22 Pacific Island countries and territories of Melanesia, Micronesia and Polynesia. It is a bilingual organisation, with English and French as its official working languages. SPC's mission is to help Pacific Island people to make and implement informed decisions about their future.
4. The Director-General, with the help of an executive team, manages the SPC headquarters in Noumea and a regional office in Suva. Some country and field projects operate from other Pacific Island countries, such as FSM, PNG, Samoa, Solomon Islands and Vanuatu. As at 15 August 2004, SPC had a total of 292 staff, 166 based in Noumea and 126 managed from Suva.
5. The heart of SPC is its integrated work programme. This powerful combination of diverse disciplines offers a unique approach to the development of the region's land, marine and human resources. The focus of the work programme is technical assistance, education and training, delivered through courses, workshops and seminars at the in-country, sub-regional and regional levels. However, SPC also has strong applied research components, particularly in its Oceanic Fisheries and Agriculture Programmes. The work programme is based on priorities agreed by members at regional conferences and technical meetings, and is approved annually by SPC's governing body, the Conference of the Pacific Community, or by the Committee of Representatives of Governments and Administrations (CRGA) in years when the Conference does not meet.
6. The total SPC budget for 2004 is approximately USD 32 million. Assessed contributions from members account for approximately one-third of the total budget, approximately USD 7.6 million. Programme funds account for two-thirds of the SPC's operational budget and are obtained from donors and other development partners through collaborative projects that SPC implements.

7. SPC is an international organisation that enjoys the usual privileges of that status.
8. The successful candidate for this position is required to sign a two-year contract of employment with the Pacific Community. Given a continuing sound leadership performance, as judged by formal assessment, a maximum of two additional two-year contracts may be offered (i.e. a maximum service period of six years). The Director-General's duties include the need to set annual achievement objectives, both corporate and personal.
9. Candidates should submit a written application, addressing the selection criteria and specific advantages listed below. Special attention should also be given to a description of the applicant's "vision" for the Pacific Community's future. A detailed curriculum vitae should be enclosed.
10. The names of three referees, who can address the applicant's capacity relative to the selection criteria, should be provided. Referees' reports, both verbal and written, will be required by the Selection Advisory Committee if the candidate attains shortlist status.
11. Following a normal selection committee process with interviews, the final choice will be made by the Conference of the Pacific Community at its meeting scheduled for November 2005.
12. The successful candidate will be required to take up the appointment in Noumea as soon as possible thereafter on a date to be mutually agreed upon with the organisation.
13. I would be grateful if governments and administrations could advertise this post as widely as possible without incurring any cost to SPC.
14. A statement setting out the duties, responsibilities, qualifications, experience and skills required for the position, plus conditions of employment, is attached to this Recruitment Notice.

Lourdes T. Pangelinan
Director-General

Attach.

Original Text: English

STATEMENT OF DUTIES

DIRECTOR-GENERAL

SECRETARIAT OF THE PACIFIC COMMUNITY

- The key role and responsibility of the Director-General is to provide leadership for the Secretariat of the Pacific Community in pursuing the organisation's corporate goals as set out in its Corporate Plan. Thus, the Director-General must provide the **vision** for the organisation, interpreting this in terms of attainable objectives in service of the Community's member states and territories.
- Although the Director-General is the Chief Executive of the Secretariat of the Pacific Community, solely responsible for the management of the organisation and fully accountable as to outcomes, he or she must recognise the authority of its governing body, the Conference of the Pacific Community. He or she must manage within the policy guidelines decided by the Conference and its standing committee of the whole, the Committee of Representatives of Governments and Administrations (CRGA). This includes abiding by the conditions of service laid down in the Secretariat's Staff and Financial Regulations.
- Organisational policy is not a static concept. Thus, it is an important responsibility of the Director-General to maintain a vibrant policy agenda for the Community, recommending review and change for consideration by the governing body aimed at keeping the organisation fully attuned to the volatile nature of its working environment.
- The Director-General is responsible for ensuring that good communication is maintained, both within the organisation and with the Community's external constituencies. Secretariat staff are to be made fully aware of all Executive decisions, with regards both content and rationale.

A number of important, specific responsibilities of the Director-General are listed below. This is not designed as a comprehensive list, but should be seen as illustrative of the many essential duties encompassed by the Director-General in meeting his or her organisational objectives.

These specific duties are important in their own right and must be given due attention. They do not outweigh the comprehensive importance of the Director-General's key responsibilities, which include leadership and vision, communicating equity and integrity, and accepting full accountability for all decisions relating to the management of the Secretariat.

- The Director-General will set annual objectives for both the SPC Executive and for the organisation as a whole. He or she will be fully accountable for the results achieved.

- The Director-General is required to report annually to CRGA on his or her own performance relative to set objectives. This duty relates to CRGA's need to evaluate the performance of the Director-General, and this evaluation is based in part on the Director-General's self-evaluation.
- The Director-General will be directly involved in appointing the members of SPC's Executive team using the approved selection process. The current executive team includes the Senior Deputy Director-General, the Deputy Director-General, The Director of Marine Resources, the Director of Land Resources, the Director of Corporate Services and the Director of Corporate Planning. Their performances will be evaluated annually by the Director-General in determining their suitability for continued employment.
- The Director-General is responsible for the maintenance of staff quality by ensuring that objective merit-based selection methods are followed as set out under the Staff Regulations. The important balance between islander and non-islander appointments is the responsibility of the Director-General.
- The Director-General is responsible for the organisation and servicing of meetings of the Secretariat's governing body, the Conference of the Pacific Community and CRGA. This includes the timely preparation and circulation of agendas and their associated documentation.
- The Director-General is responsible for the organisation's financial security including the preparation and revision of the Secretariat's annual budgets, the monitoring of expenditure and cash flows throughout the year, and by supervision of the annual audit of Secretariat accounts.
- The Director-General is responsible for the protection, inventory control and safe custody of all Secretariat property and will ensure that such property receives proper care and maintenance.
- The Director-General is responsible for the quality and relevance of the Secretariat's work programmes and will ensure that they service Pacific Island countries and territories in keeping with regional priorities and the objectives of the Corporate Plan.
- The Director-General is responsible for developing good, cooperative working relationships with all Pacific regional organisations, acknowledging the regional political leadership of the Pacific Islands Forum and taking advantage of the Forum's CROP mechanism in achieving coordination of activities and the avoidance of wasteful duplication in work programmes.
- The Director-General is responsible for the reputation of the Secretariat, particularly as it relates to the attitudes of funding agencies and donors, including the metropolitan and island members of the Pacific Community. He or she will be required to chair annual planning meetings with the Secretariat's key donors.
- The Director-General is responsible for the timely preparation of an annual report to member governments and territories covering the Secretariat's programme activities and financial operations.
- The Director-General is responsible for identifying and pursuing opportunities for increasing the effectiveness and efficiency of Pacific Community expenditures, programmes and administrative structures.

Selection criteria

The selection criteria for the position are as follows:

- a) understands technical and regional issues;
- b) is sensitive to the needs of the organisation and of the region;
- c) has technical experience in areas relating to the purpose of the organisation;
- d) understands the geopolitical aspects of the region;
- e) is a good manager of research, technical and administrative staff;
- f) has leadership qualities;
- g) is a good communicator both within and outside of the organisation;
- h) can work well with donors;
- i) can formulate vision for the organisation.

The aspiring Chief Executive is required to address the above specific criteria in his or her written application, with particular attention given to a description of their visionary guidelines for the organisation's future.

Specific advantages

SPC operates in two official languages, French and English, so that a sound, working knowledge of both languages would be an important advantage.

Given the nature of the selection criteria, Pacific Island-born candidates have advantage given their knowledge of the Pacific region, its developmental needs, its languages, and its cultures.

SPC operates a modern communication system. Computer literacy is an important advantage.

Candidates must relate positively to SPC's stance as an organisation committed to gender equity.

SALARY, TERMS AND CONDITIONS

SALARY AND ALLOWANCES

The salary for this position will be in the range SDR 4,528 – 6,580 per month, (which is equivalent to XPF 664,258 – 965,286 per month at the prevailing exchange rate of 1 SDR = XPF 146.7) in Grade M of the SPC salary scale for professional staff based in Noumea, New Caledonia. An offer of appointment for an initial contract would be expected to be made in the lower half of this range.

In addition, an Establishment Grant will be payable to non-residents of New Caledonia. Where appropriate, other allowances such as child and education allowances may be paid. SPC emoluments are not subject to income tax in New Caledonia at the present time.

TENURE

The appointment will be for an initial term of two years with opportunity for two extensions each of two years duration dependent on the outcome of performance review.

DUTY STATION

Noumea, New Caledonia.

ACCOMMODATION

The successful applicant will be provided a furnished residence in Noumea, and to a work car.

LEAVE

Leave will accrue at the rate of 25 working days per annum of active duty service. For expatriate staff members, home leave fares are payable after 12 months service and if the contract is renewed.

SICK LEAVE

Thirty working days per annum.

MEDICAL BENEFITS

SPC's Staff Medical Insurance reimburses doctors' fees, cost of prescribed medicines, surgical and hospital costs, etc., up to certain percentages and limits. Supplementary medical insurance is available to increase these percentage reimbursements and limits.

PROVIDENT FUND

The appointee will be eligible for membership of the SPC's Staff Provident Fund. Staff members contribute eight per cent of base salary to which SPC adds a matching contribution.

FARES AND REMOVAL EXPENSES

For an appointee recruited outside New Caledonia airfares by the most direct and/or economic route for the appointee and recognised dependants, and reasonable removal expenses by sea of personal and household effects will be met by the SPC on appointment and termination.

COMPUTING ENVIRONMENT

SPC has a standardised computing environment based on Microsoft Office running under Microsoft Windows.

SMOKE-FREE ENVIRONMENT

Smoking is not permitted in the work place.

EQUAL OPPORTUNITIES

SPC is an equal opportunities employer. Recruitment to SPC staff vacancies is based entirely on merit, but in cases where two short listed candidates are judged to be of equal rank by the Selection Committee, preference will be given to Pacific Island nationals.

ADDRESS

Applications should be addressed to the Director-General, Secretariat of the Pacific Community, BP D5, Noumea Cedex, New Caledonia, **to arrive by 15 March 2005**. Applicants should provide full personal details, describe their qualifications and experience, and explain how these suit them for the specific requirements of the advertised position. Relevant previous appointments, present position and salary, and the names and addresses (including telephone, fax, email contacts) of three referees should also be provided. Testimonials may be provided with the application, but are not necessary and will not be considered a substitute for confidential referee's reports, which will be commissioned directly by SPC.

Applications may alternatively, or additionally, be submitted by email to spc@spc.int, preferably in plain text or Rich Text Format (RTF).

More can be learned about SPC through its website <http://www.spc.int>.
