

## **Agenda Item: 7.5 Recruitment of our next Director General**

### Background

Director General Alvaro Bermejo is due to complete his second and, under IPPF procedures, final term on 28<sup>th</sup> February 2026.

To ensure a smooth transition and allow for the possibility of an incoming DG attending the 2025 General Assembly, the recruitment process will need to commence this year.

This paper sets out a proposed timeline for that, addressing the proposed role to be played by the Board of Trustees (BoT) and presenting a recommendation on these matters for the Board's approval.

### 1. Attraction and selection

#### **Stage 1: Select a search partner (Sep – end Oct 2024)**

To facilitate access to global markets, attract a wide and diverse group of suitable applications, manage candidate relations, assist with initial assessment of the applicant pool, and provide IPPF with expert advice, a search partner will be engaged.

Selection of a search partner will be done through the appropriate procurement process, using a set of agreed criteria.

#### **Stage 2: Design the recruitment process (Nov 2024)**

The appointed search partner will advise on the design of the recruitment process, providing input on the overall market, job prospectuses, and advising on best approaches to assess the suitability of candidates and ensure full confidentiality throughout. Lessons learned from previous DG recruitment campaigns will be considered, with risks also identified and mitigated for.

#### **Stage 3: Develop a role description and search criteria (Nov – Dec 2024)**

At this stage, the search partner will consult with agreed key cohorts from within the Federation and with external stakeholders, for example, all trustees, the DG, DLT, Secretariat staff, MA Executive Directors, donors and partners. The focus will be on gathering advice about and suggested inputs on the DG role specification and accompanying messages about IPPF's achievements and challenges. The final role specification and search criteria will be presented to the Board for endorsement.

#### **Stage 4: Conduct the search (Jan – end Feb 2025)**

The search partner will launch the search across all regions, managing all applications and all communications with prospective candidates. They then will provide the Steering Group with a long list of suitable applicants, based on agreed criteria. A short-list of candidates for first round interviews will be finalized by the Steering Group.

### **Stage 5: Run the selection process (Mar – Apr 2025)**

The selection process is foreseen to involve at least first and second stage interview panels comprised of Trustees and representatives of other stakeholder groups, as agreed. Other methods for identifying and advising on candidates' strengths and weaknesses are likely to be deployed as appropriate (i.e. role plays, psychometric testing etc.)

Candidates who then reach the very final stage will meet with the full BoT. The proposed successful appointee will then be ratified by the Board once professional references checks are completed and prior to a final offer being made.

## **2. Offer and On-boarding**

### **Stage 6: Offer and background checks (Apr – May 2025)**

The Secretariat's Human Resource team will arrange for background checks on the final candidate/s, supported by the DPOC and then manage details of the final offer to the successful candidate (the incoming DG).

### **Stage 7: Onboarding and General Assembly (Oct – Dec 2025/Jan 2026)**

Once the incoming DG becomes available to commence duties with IPPF a full induction programme will be arranged. This will include, among other activities, a structured handover from the current DG and a full briefing by the BoT. It is also hoped that the incoming DG will attend the 2025 General Assembly, even if they do not commence their term until early 2026.

## **3. Overviewing the Process**

### **Establishing a steering group**

It is recommended that, at its June 2024 meeting, the BoT establish a four/five-person steering group to oversee the entire process. (It should be noted that members of the Steering Group may or may not be members of the interview panels).

Steering Group membership could be three to four Trustees along with the Board Chair. The Group's meetings would also be routinely attended by the Director People Organisation and Culture (DPOC) and, eventually, the search partner. Other staff would attend for select agenda items as required.

The Steering Group's role would be to oversee the recruitment process beginning to end, acting as the client of the search partner, steering all related communications (see below) and ensuring the process runs on schedule, to cost and in accordance with IPPF governance requirements. The Steering Group will report to the Board.

Serving on the Steering Group will be a significant time commitment, with the most intense periods likely to be from September to December 2024, and then March to May 2025. Trustees who are willing to join the Group are asked to ensure they can meet the requisite time commitment. Trustees will have other opportunities to be directly involved, for example, when interview panels are constituted in early next year.

### **Communications strategy (Aug 2024 – Nov 2025)**

It is vitally important that the recruitment process maintain full confidentiality, particularly for all candidates, and at the same time not distract IPPF unduly, or in any way undermine the important work of our current DG as he completes his final term.

To this end, a communication strategy will be developed both to guide messaging on the process, and to help manage expectations, within the Secretariat, the Federation and beyond. The strategy will be developed and implemented by the IPPF communications team and will be approved and overseen by the Steering Group.

#### **Action Required:**

The request to the Board of Trustees is:

- To approve and constitute a Steering Group to oversee the recruitment of a new DG.