



**Non-paper, submitted by the President of 4MSP on the subject **CCM ISU establishment: recruitment of Director ISU - proposed process, panel and secretariat****

At the 2<sup>nd</sup> Meeting of States Parties in Beirut, a Directive was adopted by the Meeting outlining the manner in which the Implementation Support Unit (ISU) as a whole shall conduct its work (*attached*). Furthermore it was established that work shall be conducted on the basis of the principles of independence, inclusiveness, transparency, accountability to the States parties, efficiency and effectiveness (*Final document 2MSP CCM, paragraph 29. B Ref: CCM/MSP/2011/5*).

The overall goal of the ISU is to support the President, President – designate, Coordination Committee and States parties to the Convention on Cluster Munitions (CCM) in their implementation of the provisions of the Convention.

The ISU is to demonstrate an active and strategic engagement with States parties assisting them in the furthering of the overall goals of the Convention including in partnership with other States not yet party and actors vital for the successful implementation of the Convention.

The ISU shall serve as the interface of States parties with the international community on issues related to the implementation of the CCM. It shall support State parties fulfilment of obligations and responsibilities with respect to provisions of the treaty and its agreed architecture, the Coordination Committee and its various Working Groups under the lead of Coordinators and Working Group Chairs.

It shall be hosted by the Geneva International Centre for Humanitarian Demining (GICHD), who shall provide administrative support and necessary infrastructure to the unit, the ISU should consist of 2.5 staff; a Director, a Programme Specialist and an Administrative Assistant, part time.

The Director reports to the President of the MSP (or Review Conference), is accountable to States parties and contributes to the successful implementation by States parties of the CCM. The Director supports the Presidency, President-designate, Coordinators and States parties in overseeing and guiding the functioning of the Convention, both in areas of management and substantive policy/programmes, and in ensuring effective coordination with the rest of the community.



## Recruitment of the CCM ISU's Director

Creating and recruiting for this job, a job analysis and/or in some cases a task analysis is suggested to document the actual and intended requirements of the job. From these, the relevant information is captured in a job description or **Terms of Reference (ToRs)**. It is proposed that the Beirut Directive forms the basis of, and is expanded into, the specified **ToRs** for the post that will be advertised ensuring it adequately **describes the level of and tasks at hand**, reflects **present day requirements** and states for **how long** it is expected to reflect relevant requirements. (*draft for discussion attached*)

It is further suggested that the Directive and ToRs be **reviewed regularly** to ensure applicability with the needs of the Convention, as a minimum on a cycle of 5 years, in connection with the regular review process of the Convention. When needs and hence also the ISU requirements and associated staff ToRs are significantly altered or changed, any renewal of incumbent contract should be reviewed in light of these changes to determine applicability of qualification and experience.

It is suggested that a **Person Specification** or post profiling should also be included to the ToRs indicating the objective of the post and the required core and functional competencies desired. The input for a person specification should be provided by the recruiting entity, i.e. States parties or their representative(s), and outlines the type of person the entity wishes to have. A person specification is used to match the right person to the job. It describes the desirable personal attributes of the job holder.

In sourcing potential candidates for the post **a Secretariat** is proposed to undertake all the preparatory and administrative work of the recruitment under the overall guidance and decision making of a **Recruitment Panel**. The Secretariat is expected to provide services and advice directed to State parties interests and matters in undertaking the process to find the right candidate to lead the work of an ISU of the CCM aimed at furthering the goals of the Convention.

### **Secretariat**

The services required from a secretariat would include:

- (a confirmation of) job analysis and elaboration of a person specification;
- the sourcing of candidates and application by networking, advertising, and/or other search methods;
- matching candidates to job requirements and screening individuals using testing (skills or personality assessment);
- assessment of candidates' motivations and their fit with "mission" requirements by interviewing and other assessment techniques.



The recruitment process may also include the making and finalizing of job offers and the induction and onboarding of a new employee.

To safeguard and advance the interests of State parties of the CCM, **the entity of 84 States parties** (as of 27.03.2014) for which the recruited is to serve, it is expected that the secretariat of this recruitment process holds the **capacity and code of conduct commensurate with professional recruitment processes** displaying the highest standards and ethics to ensure that a prospected candidate will be acceptable to all.

As most State parties represented in Geneva do not have technically skilled dedicated human resource and/or recruitment specialists available that could be pooled to undertake the recruitment work it is suggested that **an external recruitment provider** is procured to act as the secretariat. This would off-load State party representative's charged with undertaking the recruitment and ensure the transparency of the recruitment process required to ensure State party buy-in.

An external commercial recruitment provider is a form of business process outsourcing where the employer outsources or transfers all or part of its recruitment activities to an external service provider, i.e. when a provider acts as a company's internal recruitment function for a portion or all of its jobs.

### **Recruitment panel**

The secretariat can manage the entire recruiting/hiring process from job profiling through the onboarding of the new hire, including staff, technology, method and reporting but can only succeed together with a **well-defined staffing strategy** and the **entity's interest in managing the process**. The role of the **recruitment panel** would therefore be essential as the recruitment process activities must be managed, providing initial direction to the secretariat and continued monitoring of the process to assure good results.

To this end it is proposed that a recruitment panel is assembled composed of representatives from **5 States parties that reflect a sensible geographic spread**. It is further suggested that the panel members consist of states representatives that have demonstrated active engagement in the CCM process and are familiar with the CCM mechanics, annual framework and programme of work, i.e. MSPs, intersessionals, Coordination Committee, etc. **to transmit a well-articulated and descriptive frame for implementation support needs**.



Lastly it is of essence that State party members of the panel have offices located in Geneva to facilitate the convening of the panel and its secretariat. A practical suggestion of a group which would also save State parties from the need to develop further ToRs for a potentially wieldy nomination process, is to nominate the 5 first Presidents to the MSPs of the CCM: Lao PDR, Lebanon, Norway, Zambia and Costa Rica, a group which holds the suggested requirements. In this context an indicative framing of the expectations on time and engagement of a panel member could be, but is not limited to:

- Meeting with secretariat, outlining expectations, guidance and input to staff profile/person specification, etc., 1 ½ hrs
- correspondence with secretariat approving advertisement
- pre-interview meeting with secretariat (i.e. shortlisting) 2 ½ hrs
- correspondence with secretariat on criteria listing/scoring based on ToRs and person specification
- correspondence with secretariat on division of work during interviews
- correspondence with secretariat for scheduling of interviews
- conduct 5 interviews x 2 hrs
- post-interview debrief/scoring/selection meeting 2 ½ hrs

In screening and selection once a sizable pool of interested applicants have been identified/gathered, the major task of the secretariat would be to determine the suitability of candidates for the job, typically assessed by looking for relevant skills knowledge, aptitude, qualifications and education or job related experience. These can be determined through screening *CVs*, *job applications* and *interviews* and the secretariat can use applicant tracking systems to perform the filtering process, along with software tools for psychometric testing<sup>1</sup> and performance and competency based assessments. Long listing and then determining a shortlist of candidates for interviews in consultation with the recruitment panel is suggested as a straightforward process undertaken by the secretariat. Before that, a few issues in determining the technical criteria for the procurement of an external recruitment provider could be useful for State party consideration as well as other aspects that State parties would wish to guide the work of the secretariat, including issues such as:

**Performance based assessment:** a process to find out if job applicants perform the responsibilities for which they are applying. **Competency based interviews** can also help in determining the experience of an applicant in applying the competencies identified as important for the job at hand. In many countries and organizations employers are legally mandated to ensure their screening and selection processes also meet **equal opportunity and ethical standards**.

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<sup>1</sup> Psychometrics is the field of study concerned with the theory and technique of psychological measurement, which includes the measurement of knowledge, abilities, attitudes, personality traits, and educational measurement