



CLARIFICATION ON THE PROCEDURE FOR THE ELECTION OF THE DIRECTOR

INTRODUCTION

1. During its 55th session in May 2013, having noted that the selection for the International Agency for Research on Cancer (IARC) Director has not followed a consistent set of procedures, the Governing Council requested the Secretariat to prepare a report for its consideration during its 56th session in May 2014.

2. This report was drafted by the Office of the Legal Counsel, WHO in conjunction with the IARC Secretariat and provides an overview of the main steps of the process leading to the selection of the IARC Director. The report provides relevant information on WHO procedures for election of the Director-General and Regional Directors, but does not extend to analogous procedures within other international or leading national cancer research organizations. Overall, the report, identifies:

- (i) selection procedures that are determined by the Rules of Procedure of the Governing Council;
- (ii) supplemental selection procedures that are *not* determined by the Rules of Procedure and which have instead been decided by the Governing Council on an *ad hoc* basis; and
- (iii) issues for consideration for potential standardization of procedures.

BACKGROUND

3. The second five-year term of office of the current Director, Dr Christopher P. Wild, expires on 31 December 2018. Directors of the Agency are eligible for a maximum of two five-year terms¹. As a result, Dr Wild will not be eligible for reappointment when his current mandate ends.

4. The World Health Organization (WHO), of which IARC is an integral part, has revised or updated its procedures for the nomination and appointment of the Director-General and Regional Directors, within the broad framework of WHO's reform.

5. The position of IARC Director is particular since it requires an outstanding scientist with an excellent professional standing in the field of scientific research in causes and prevention of

¹ Resolution GC/38/R6 and Rule of Procedure 46.6

cancer, coupled with the leadership and diplomatic qualities required of the head of an international agency that is part of WHO but has an independent governance structure.

CURRENT PROCEDURES FOR THE SELECTION OF DIRECTOR, IARC

6. What follows is a description of the current procedures for the selection of the Director of the Agency, as established by the Governing Council in its Rules of Procedure, in particular Rule 46 (**Annex 1**). The description is divided into the seven main steps of the selection process. At the end of relevant sections there is reference to aspects of the process that are *not* foreseen in the Rules of Procedure. The Governing Council may consider it desirable to clarify and formalize these unforeseen aspects, and possibly other aspects, for future selections.

TIMING

7. To be in place before the next selection of the Director, which is scheduled to take place at the Council's Sixtieth session in May 2018, any additions to or changes of the selection process would have to be decided no later than the Governing Council's Fifty-ninth session in May 2017. In fact, it would be desirable for any changes to the current procedure to be approved before 2017, so as to avoid any perception that changes to the procedures were influenced by the 2018 election.

STEP ONE: Invitation to submit candidatures

8. The selection process begins when WHO's Director-General informs WHO Member States of the upcoming vacancy of the post of Director. This occurs *"not less than six months before the opening of a session of the Governing Council during which the Director of the Agency has to be selected"* (Rule 46.1). Since the Governing Council traditionally meets in mid-May, this means that WHO Member States are informed of the vacancy no later than mid-November of the year preceding the Governing Council session during which the Director will be selected.

STEP TWO: Submission of candidatures

9. Any WHO Member State may propose one or more candidates, and must attach to the proposal the curriculum vitae of the candidate(s). In addition, proposals with curriculum vitae may be submitted directly by individuals. If he or she has so requested, the Director holding office may be a candidate without having to be proposed, if eligible under Rule 46.

10. Proposals must reach WHO's Director-General *"not less than twelve weeks before the opening of the Session"*, i.e. normally by mid-February of the selection year (Rule 46.2).

Procedures not prescribed by the Rules:

11. There are four aspects of the submission of candidature stage that are not addressed in the Rules of Procedure, namely: **(i)** criteria for appointment; **(ii)** the appropriateness of direct applications by individuals; **(iii)** curriculum vitae; and **(iv)** publication of names/curriculum vitae. Each of these is addressed below.

(i) Criteria for appointment

12. The Statute of IARC and the Rules of Procedure do not prescribe the criteria to be applied when selecting a Director. In past selections this was left unaddressed, except on the two occasions when the Governing Council decided to establish a search committee to assist in the identification of suitable candidates. The agreed "characteristics and attributes" of the Director for those two selections (i.e. the selections that occurred in 1993 and 2003) are found in **Annex 2a and 2b**, respectively². Also attached are the criteria used to guide Member States for the election of WHO's Director-General (**Annex 3**³).

➤ For consideration:

13. The Governing Council may wish to consider the desirability of establishing criteria that prospective candidates must satisfy and against which proposed candidates will be assessed.

(ii) Direct applications by individuals

➤ For consideration:

14. Rule 46.2 provides that an individual may submit his or her candidature directly and this has been the case in the past. This permits outstanding scientists from anywhere in the world to apply for the position. Processes in WHO for the election of the Director-General and the six Regional Directors do not allow for direct application by individuals. The Governing Council may wish to consider whether to maintain the possibility of direct applications by individuals.

(iii) Curriculum Vitae

➤ For consideration:

15. Although Rule 46 requires that a candidate proposal includes a curriculum vitae, the format is not prescribed. The Governing Council may wish to prescribe a standard form curriculum vitae; a copy of the form used for recruitment of the IARC Director in 2008 is attached as an example (**Annex 4**).

16. In addition, Rule 46 does not expressly address whether a serving Director who wishes to be a candidate for a second term must submit a curriculum vitae. In the case of WHO Regional Directors who express their availability for appointment to a second term, there is no requirement to submit a curriculum vitae.

17. The Governing Council may wish to consider the desirability of a serving Director who is available for appointment for a second term submitting a curriculum vitae.

² GC/34/Inf.Doc. No.1, Annex 1; and GC/43/18, Annex 5

³ WHA65.15, paragraph 1 (f)

(iv) Publication of names/curricula vitae of candidates

18. In Governing Council Resolution GC/54/R21 (**Annex 5**), the Governing Council decided that for the 2013 election "...*the names of the candidates to be interviewed will be published on IARC's web site, unless a candidate requests his or her name not be published*". This is consistent with the approach taken for the election of WHO's Director-General and two of the six Regional Directors⁴.

➤ For consideration:

19. The Governing Council may wish to consider the desirability of formalizing the publication of the names and curriculum vitae of candidates on the IARC and WHO websites after they have been submitted to IARC's Participating States, unless a candidate requests otherwise.

STEP THREE: Participating States receive information on proposed candidates

20. Rule 46.3 provides that "*not less than ten weeks before the opening of the Session*" WHO's Director-General sends to each Participating State the names of all proposed candidates with copies of the curriculum vitae. Given the traditional mid-May date for regular sessions of the Governing Council, Participating States normally receive the list of candidates and curricula vitae in mid-March.

STEP FOUR: Short-list of candidates

Procedures not prescribed by the Rules:

21. The Rules of Procedure do not address whether a short-list of candidates is drawn from the full list of proposed candidates and, if so, how the list is determined⁵. Rule 46.5 simply provides that "... *The Governing Council shall elect a person by secret ballot from among the candidates proposed. ...*".

22. Within WHO, including IARC, there are three main models for the short-listing of candidates, as described below:

23. The ***first model***, which is used to nominate the Regional Director for the European Region, is a Regional Evaluation Group. The main functions of the Regional Evaluation Group are: to arrange for oral presentations by the candidates; to prepare an evaluation report on the candidates; and to prepare an unranked short-list of not more than five candidates whom the Group considers most closely meet the criteria for selection. However, the Regional Committee nominates the Regional Director from among *all* the candidates, not only those short-listed by the Regional Evaluation Group.

⁴ *Ibid.*

⁵ The "short-listing" of candidates refers to the process of either (i) eliminating identified candidates from further consideration; or (ii) recommending identified candidates in preference to others, without eliminating any candidate from further consideration.

24. The Evaluation Group has characteristics similar to a **Search Committee**. IARC has used a Search Committee twice, i.e. for the 1993 and 2003 selections of the Director. The Search Committee for the 1993 selection agreed on the “characteristics and attributes sought in candidates”, gave the Governing Council its assessment of the candidatures received and suggested a short-list for the consideration of the Council⁶. The terms of reference of the “Working Group” (i.e. Search Committee) established for the 2003 selection were similar to those used for the 1993 selection. They included: outreach to identify qualified candidates; the interviewing of candidates; and the submission of a ranked short-list to the Governing Council for consideration⁷. The committees appointed for the 1993 and 2003 selections were composed of five members of the Governing Council; two members of the Scientific Council; and one member designated by WHO’s Director-General.

Advantages and disadvantages of a Search Committee

25. *Possible advantages of a Search Committee* include the systematic and thorough review of all candidates, with a view to ensuring that the Governing Council is well-advised concerning which candidates appear to be the most suitable. Such a Committee may also perform an outreach function, encouraging qualified candidates to be proposed.

26. *Possible disadvantages of a Search Committee* include the time and cost associated with what might be an administratively heavy process. In addition, depending on what functions are delegated to the Committee, some Participating States, in particular those not represented on the Committee, may be concerned that their unfettered right to consider all candidates on an equal footing may be restricted.

27. The *second model* used to arrive at a short-list of candidates is that used for the **nomination of WHO’s Director-General by the Executive Board** and, with some modifications, for nomination of four of the six Regional Directors by their respective Regional Committees.⁸

28. In summary, in the case of the election of WHO’s Director-General, if there are more than five candidates, a short-list of five candidates is determined by secret ballot. The five short-listed candidates are interviewed by the Executive Board as a whole; interviews are normally held a few days after the establishment of the short-list. Later in the session, a secret ballot is held among the short-listed candidates, normally resulting in three persons being nominated by the Executive Board. At the next session of the World Health Assembly, which occurs approximately four months later, the Assembly appoints the Director-General from among the three nominated candidates.

⁶ Thirty-five nominations/applications were received. The Search Committee decided not to explore further “a number of candidatures”. The Committee identified “a number of candidates” who were invited to meet with the Committee and/or submit a strategy paper. Thereafter the Committee proposed to the Governing Council two candidates “as equal first preferences” and another candidate as “third preference”.

⁷ Thirty-two applications were received; eight candidates were interviewed by the Working Group; and a short-list of two candidates, ranked by preference, was submitted by the Working Group to the Governing Council.

⁸ The Regional Directors for the following regions: Africa; Europe; Eastern Mediterranean and Western Pacific.

29. This model is dependent on the process occurring at a governing body session lasting several days, and also involves two levels of governing bodies – i.e. the Executive Board and the World Health Assembly. Given that normally IARC Governing Council sessions last two days, and given that the Governing Council is the sole governing body involved in the selection of the Director, the Governing Council may not consider the second model to be the most suitable.

30. The *third model* used to arrive at a short-list of candidates is that used **by the Governing Council for the two previous IARC selections** (i.e. those held in May 2008 and May 2013). For each of these selections, the Governing Council agreed, through the adoption of a resolution, on a method to determine the short-list of candidates⁹. Specifically, several weeks before the selection, each Participating State had the opportunity to convey to the Chairperson of the Governing Council its views concerning the candidate(s) whom it proposed be interviewed. The Chairperson, in consultation with WHO's Director-General¹⁰, determined the short-list of candidates to be interviewed, applying the mechanism decided by the Governing Council as set out in each resolution.

31. Resolution GC/49/R20 (**Annex 6**), which was adopted by the Governing Council in May 2007 for the May 2008 selection, provided that:

"...upon receipt of the copies of proposals referred to in Rule 46(3) of the Rules of Procedure of the Governing Council, each Participating State will convey to the Chair of the Governing Council the names of up to eight candidates whom it proposes to be interviewed for the position of Director.

The Chair of the Governing Council will identify the eight candidates with the greatest number of requests for interview from Participating States to be invited for interview by the Governing Council at its May 2008 session. ..."

32. Resolution GC/54/R21 (**Annex 5**), which was adopted by the Governing Council in May 2012 for the May 2013 selection, provided that:

"...upon receipt of the copies of proposals referred to in Rule 46(3) of the Rules of Procedure of the Governing Council, each Participating State may convey to the Chair of the Governing Council the names of up to three candidates, in addition to the present Director, whom it proposes to be interviewed for the position of Director;

...the Chair of the Governing Council, together with the Director-General of WHO, will identify the three candidates with the highest number of requests for interview and for whom at least four Participating States have expressed such request, for interview by the Governing Council at its May 2013 session. ..."

➤ **For consideration:**

33. The Governing Council may wish to consider whether it is desirable to establish a permanent mechanism to arrive at a short-list of candidates and, if so, the nature of such a mechanism and the number, or maximum number, of candidates to be short-listed.

⁹ Resolution GC/49/R20 (**Annex 6**) and GC/54/R21 (**Annex 5**)

¹⁰ Consultation with WHO's Director-General was prescribed for the 2013 election only.

STEP FIVE: Candidate interviews

Procedures not prescribed by the Rules:

34. The Rules of Procedure do not address whether proposed candidates are interviewed and, if so, the interview modalities.

35. While the format of the interview may differ, the interviewing of candidates by the relevant governing body, or committee of the governing body, is now the norm within WHO¹¹. This is true also for IARC, where the Governing Council interviewed short-listed candidates in the previous two elections¹².

Interview modalities

36. The interview modalities used for the last two IARC Director selections followed an accepted model, namely that used for the nomination of WHO's Director-General by the Executive Board. In so doing, it was recognized that this model was already a part of WHO's governance, was familiar to Participating States, had withstood the test of time and was generally considered by IARC Participating States to be an effective and thorough process.

37. However, there was no Governing Council resolution that prescribed the use of this accepted model. Instead, the Chairperson of the Governing Council described the interview modalities in a letter to Participating States and proposed their use. A sample of this communication from the 2013 selection is attached (**Annex 7**).

38. On the opening day of the 2008 and 2013 Governing Council sessions, the Chairperson reviewed the interview modalities as they had been described in his earlier communications to Participating States. He then sought the confirmation of the Council that there was agreement to proceed with the interviews in the manner described. On both occasions the Governing Council agreed and the interviews proceeded on that basis. However, had the Council *not* agreed, and had last-minute changes been introduced, this could have affected the perception of the legitimacy and regularity of the election process.

➤ *For consideration:*

39. The Governing Council may wish to consider whether it is desirable to formalize the interview modalities and, if so, to agree on those modalities.

¹¹ Interview formats include: interviewing by an evaluation committee (all Member States in the region may be invited); interviewing by the full body that will nominate candidate(s) to the appointing body; and a candidates' forum.

¹² In 2008, nine candidates were interviewed; in 2013 the sole short-listed candidate (the serving Director) was interviewed.

STEP SIX: Casting of ballots

40. The casting of ballots by way of secret ballot for the position of Director, IARC is well described in Rules 42 and 46.5 of the Governing Council's Rules of Procedure. The method of conducting a secret ballot vote in an inter-governmental context is also well established.

Procedures not prescribed by the Rules:

41. When an election year coincides with the admission of a new Participating State, the question arises: should the item on the admission be placed on the agenda before or after the item on the selection of the Director? The placement on the agenda has implications for the vote, since immediately upon admission a new Participating State has all the rights of other Participating States, including the right to vote for the Director. Normally, the agenda item on the admission of a new Participating State is placed on the agenda immediately after the opening of the session and before the selection of the Director, although there has been at least one exception¹³.

➤ *For consideration:*

42. The Governing Council may wish to consider whether to retain the normal practice of admitting new Participating States before the election of the Director and, if so, whether to formalize this practice.

STEP SEVEN: WHO Director-General appoints Director, IARC

43. Pursuant to Rule 46.6 of the Rules of Procedure, the name of the person selected by the Governing Council is submitted to WHO's Director-General. The Director-General then "*effects the appointment on such terms as the Governing Council may determine*". The terms of appointment are standard, and cover such issues as the level of the position; salary scale; duration of appointment; and participation or otherwise in the United Nations Joint Staff Pension Fund.

CONCLUSION

44. The Governing Council is requested to note this report and bearing in mind that the Governing Council has until its Fifty-ninth session in May 2017 to introduce any changes to the selection process (in order for those changes to be in place for the selection scheduled for May 2018), and taking into account the discussion of the Governing Council at its current session, the Governing Council may decide to either:

- (i)** Request the Secretariat to report back to the Governing Council at its Fifty-seventh session in May 2015 with options and proposals for discussion and/or action; or
- (ii)** Form a Working Group of the Governing Council on the Selection of the Director, to consider options and proposals for discussion and/or action, and to report back to the Governing Council at its Fifty-seventh session in May 2015.

¹³ At the Governing Council's Fiftieth session in 2008 (an election year), a WHO Member State applied for admission as a Participating State of IARC. Because the application had been received after the deadline provided for in the Rules of Procedure, the Governing Council decided to defer consideration of its admission until after the Subcommittee on the Admission of Participating States met later during the Session. The result was that the election of the Director occurred before the State was admitted as a Participating State of IARC. The new Participating State did not, therefore, take part in the vote for the Director.

INTERNATIONAL AGENCY FOR RESEARCH ON CANCER

RULES OF THE GOVERNING COUNCIL

Rule 46

1. Not less than six months before the opening of a session of the Governing Council during which the Director of the Agency has to be selected, the Director-General of the World Health Organization shall inform each Member State of the Organization of the vacancy of the post.
2. Any Member State of the Organization may propose one or more candidates, attaching to each proposal a *curriculum vitae*. Proposals with *curriculum vitae* may also be submitted directly by individuals. Proposals shall be addressed to the Director-General of the World Health Organization so as to reach him not less than twelve weeks before the opening of the Session. If he has so requested, the Director of the Agency holding office may be a candidate without having to be proposed.
3. Not less than ten weeks before the opening of the Session, the Director-General of the World Health Organization shall send to each Participating State copies of all proposals, and their attachments, received within the period specified, and shall indicate whether or not the person holding office is a candidate.
4. If only one or no proposal has been received by the Director-General of the World Health Organization in time for transmission to Participating States in accordance with this Rule, he will inform the Participating States within the period specified in the preceding paragraph. In these cases, during its Session, the Governing Council shall itself establish a list of candidates composed of the names proposed by the representatives present, to which the *curricula vitae* should be attached. The same procedure will also be followed by the Governing Council in cases where the post of Director of the Agency falls vacant within the period of six months laid down in paragraph 1 of this Rule.
5. The selection of the Director of the Agency shall take place at a closed meeting of the Governing Council. The Governing Council shall elect a person by secret ballot from among the candidates proposed. If, in the first ballot, no candidate obtains the majority, additional ballots shall be taken and the candidate who obtains the least number of votes shall be eliminated at each ballot. If the number of candidates is reduced to two and there is a tie between these two candidates after three further ballots, the procedure established by this paragraph shall be recommenced. In this event the Governing Council may propose additional candidates.
6. The name of the person so selected shall be submitted to the Director-General of the World Health Organization to permit him to effect the appointment on such terms as the Governing Council may determine. The term of office of the Director of the International Agency for Research on Cancer shall be five years, and he or she shall be eligible for reappointment once only.

**CHARACTERISTICS AND ATTRIBUTES SOUGHT
IN CANDIDATES FOR THE POST OF DIRECTOR,
INTERNATIONAL AGENCY FOR RESEARCH ON CANCER**

- **Substantial scientific reputation in the field of cancer research, preferably in epidemiology and/or carcinogenesis (experience limited to clinical oncology would be insufficient);**
- **International experience**
- **Demonstrated qualities of leadership:**
 - . ability to obtain concrete results,
 - . ability to communicate effectively both orally and in writing,
 - . ability to deal effectively with the mass media, academic groups, industry representatives, political leaders and public health specialists;
- **Demonstrated qualities of integrity:**
 - . proven ability to withstand pressures from various interest groups which are contrary to the principles of sound science and public health administration;
- **Demonstrated managerial ability:**
 - . proven ability to manage a research organization, to coordinate studies in national and international settings, to analyze organizational problems and find solutions, to motivate and inspire staff;
- **Personal qualities:**
 - . genuine personal commitment to the aims of the Agency,
 - . since normal retirement age is 62, the preferred age would be between 40 and 55;
- **Languages:**
 - . Excellent knowledge of English or French and preferably a good working knowledge of the other; knowledge of other languages would be an asset.

**CHARACTERISTICS AND ATTRIBUTES SOUGHT
IN CANDIDATES FOR THE POST OF DIRECTOR,
INTERNATIONAL AGENCY FOR RESEARCH ON CANCER**

- Substantial experience and outstanding scientific reputation in the field of cancer research, including an understanding of cancer genetics, epidemiology, public health research and health policy issues. Experience limited to clinical oncology would be insufficient.

- International experience

In addition to good links with the international cancer research community, experience of working with international organizations and member states.

- Leadership
 - ability to lead and motivate the Agency,
 - ability to set out a vision for the Agency and translate this into action,
 - ability to deal effectively with the media, academic groups, industry representatives, political leaders and public health specialists.

- Managerial ability
 - proven ability to manage a research organization, to co-ordinate studies in national and international settings, to analyse organizational problems and find solutions, to motivate and inspire staff.

- Integrity
 - proven ability to withstand pressures from various interest groups which are contrary to the principles of sound science and public health administration.

- Personal qualities
 - genuine personal commitment to the aims of the Agency,
 - preferred age range 40-55 years,
 - health record compatible with carrying out duties of the post.

- Languages
 - excellent knowledge of English or French and preferably a good working knowledge of the other. Knowledge of other languages would be an asset.

SIXTY-FIFTH WORLD HEALTH ASSEMBLY**WHA65.15****Agenda item 19.1****26 May 2012**

Election of the Director-General of the World Health Organization: Report of the Working Group

The Sixty-fifth World Health Assembly,

Guided by the purposes and principles of the Charter of the United Nations, *inter alia*, Article 101, paragraph 3;

Having regard to the Constitution of the World Health Organization, including Article 31;

Recalling resolution EB128.R14 on the Election of the Director-General of the World Health Organization, which established a time-bound and results-oriented working group on the process and methods of the election of the Director-General of the World Health Organization with a view to enhancing fairness, transparency, and equity among the Member States of the six regions of the Organization with respect to the process of nomination and appointment of the Director-General of the World Health Organization;

Reaffirming that the qualifications of the candidates are of paramount importance in the selection and nomination process of the Director-General, and that due regard should be paid to the importance of recruiting future Directors-General on as wide a geographical basis as possible from Member States of the six regions of the Organization;

Reaffirming the critical importance of the role of the Executive Board in the screening and nomination, and of the World Health Assembly in electing and appointing the Director-General, and therefore the need to consider ways to strengthen and improve relevant elements of these procedures;

Having considered the report of the Working Group on the process and methods of the election of the Director-General of the World Health Organization,¹

1. **DECIDES** that:

- (a) due regard shall be paid to the principle of equitable geographical representation in the overall process of nomination, election and appointment of the Director-General of the World Health Organization, being mindful at the same time that candidates appointed to this post have so far only come from three out of the six regions of the Organization, and that the paramount consideration of the necessity of securing the highest standard of efficiency, competence and integrity in the election and appointment of the Director-General shall be maintained;

¹ Document A65/38.

(b) the Executive Board will nominate three candidates for the Health Assembly's consideration for the appointment of the Director-General of the World Health Organization, paying due regard to equitable geographical representation;

(c) in exceptional circumstances, where the above is not practicable, such as where there is only one or two candidates, the Executive Board may decide to nominate less than three candidates for consideration by the Health Assembly for appointment as Director-General of the World Health Organization ;

(d) a code of conduct, in line with Recommendation 7¹ of the report of the Joint Inspection Unit "Selection and Conditions of Service of Executive Heads in the United Nations System Organizations",² which candidates for the post of Director-General of the World Health Organization and Member States should undertake to observe and respect, will be developed by the Secretariat for consideration by the Sixty-sixth World Health Assembly through the Executive Board;

(e) a candidates' forum, open to all Member States,³ shall be established to provide a non-decision-making platform for candidates to make themselves and their vision known to Member States on an equal basis; the modalities of the candidates' forum will be developed by the Secretariat to be considered by the Sixty-sixth World Health Assembly through the Executive Board;

(f) the Executive Board should ensure that the nominated candidates fulfil the following criteria, while underscoring the paramount importance of professional qualifications and integrity and the need to pay due regard to equitable geographical representation, as well as gender balance in the process leading to the nomination of the candidate(s) that should be submitted to the Health Assembly; he or she should have:

- (1) a strong technical background in a health field, including experience in public health;
- (2) exposure to and extensive experience in international health;
- (3) demonstrable leadership skills and experience;
- (4) excellent communication and advocacy skills;
- (5) demonstrable competence in organizational management;
- (6) sensitivity to cultural, social and political differences;
- (7) strong commitment to the mission and objectives of WHO;

¹ Recommendation 7: "The legislative/governing bodies of the United Nations system organizations should condemn and prohibit unethical practices such as promises, favours, invitations, gifts, etc., provided by candidates for the post of executive head or their supporting governments during the selection/election campaign, in return for favourable votes for certain candidates."

² Document JIU/REP/2009/8.

³ And, where applicable, regional economic integration organizations.

- (8) good health condition required of all staff members of the Organization;
- (9) sufficient skill in at least one of the official working languages of the Executive Board and the Health Assembly;
- (g) appropriate tool(s) to enhance the Executive Board's effective application of the revised list of criteria will be developed by the Secretariat for consideration by the Sixty-sixth World Health Assembly through the Executive Board;
- (h) an evaluation, open to all Member States,¹ will be conducted by the Executive Board² within one year from the appointment of the next Director-General of the World Health Organization, to assess the efficacy of the revised process and methods, in order to discuss any need for further enhancing fairness, transparency and equity among the Member States of the six regions of WHO;
2. REQUESTS the Executive Board to give effect to all the provisions outlined in paragraph 1 above and to submit a report on the implementation of this resolution to the Sixty-sixth World Health Assembly, with the exception of the report referred to in paragraph 1(h) which will be submitted to a later session of the Health Assembly;
3. FURTHER REQUESTS the Executive Board, in implementing paragraph 2, to do so on the understanding that some of the existing procedures of the Executive Board and Health Assembly such as those involving secret ballots, shortlisting, voting and interviewing of candidates have proven to be useful and effective and should be continued; the Executive Board will also consider that the Director-General should be appointed by a clear and strong majority at the Health Assembly;
4. REQUESTS the Director-General to propose to the Executive Board amendments to the Rules of Procedure of the Executive Board in order to implement this resolution.

Tenth plenary meeting, 26 May 2012
A65/VR/10

= = =

¹ And, where applicable, regional economic integration organizations.

² This agenda item shall be an open meeting as provided in Rule 7(b) of the Rules of Procedure of the Executive Board.



FORM FOR CURRICULUM VITAE

| | |
|--|---|
| Family name (surname) : Dr/Mr/Mrs/Ms/Miss | |
| First/other names : | |
| Place and country of birth : | Date of birth (Day/Month/Year) : |
| Present nationality : | |
| Has your nationality ever been changed or is it in the process of being changed : <input type="checkbox"/> No <input type="checkbox"/> Yes (explain) | |
| Address to which correspondence should be sent : | Telephone _____ Fax _____ E-mail _____ |

Degrees/Certificates obtained

(Please indicate here a maximum of three degrees/certificates obtained – particularly in the field of public health – with dates and names of institutions.)

| LANGUAGE KNOWLEDGE | | Speak | Read | Write |
|---|--|---|---|---|
| <p>Mother tongue</p> <p>.....</p> <p>For languages other than mother tongue, enter appropriate number from code below to indicate level of your language knowledge</p> <p>CODE: 1. Limited conversation, reading of newspapers, routine correspondence.</p> <p>2. Engage freely in discussions, read and write more difficult material</p> <p>3. Speak, read and write (nearly) as in mother tongue</p> | <p>ENGLISH.....</p> <p>FRENCH.....</p> <p>OTHERS</p> | <p><input type="checkbox"/></p> <p><input type="checkbox"/></p> <p><input type="checkbox"/></p> | <p><input type="checkbox"/></p> <p><input type="checkbox"/></p> <p><input type="checkbox"/></p> | <p><input type="checkbox"/></p> <p><input type="checkbox"/></p> <p><input type="checkbox"/></p> |

Positions held

Please indicate here the positions held during your professional career, with the corresponding dates, duties and responsibilities, and your reasons for leaving these positions. Please attach additional pages as necessary.

| Position | Date | Duties | Reasons for leaving |
|----------|------|--------|---------------------|
|----------|------|--------|---------------------|

Please state any other relevant facts which might help to evaluate your application. List your activities in civil, professional, public or international affairs.

In view of the technical and scientific work carried out by the Agency and the latter's relationship with WHO, it is important to safeguard the impartiality and objectivity of the Agency. Therefore, the Director of the Agency must be perceived as impartial and acting in the exclusive interest of the Agency. For these reasons, it is important to have a clear picture of any interests you, your spouse and any dependent children may have which overlap or conflict with the mandate of the Agency, and which you are requested to list below. Please refer, for guidance, to the declaration of interests form for designated WHO staff annexed hereto, which the successful candidate to the post of Director will in any event be required to complete before appointment. The information you provide below will be treated confidentially, though reference to such interests might be necessary in certain circumstances as part of the IARC Governing Council's consideration as part of the selection process.

Please attach a list of your main publications - especially in the field of public health, with names of journals, books or reports in which they appeared. (Do not attach the publications themselves.)

Please evaluate your qualifications and suitability for the post of Director, IARC, bearing in mind the description of IARC and its work (see cover sheet). In so doing, please make reference to specific elements of your curriculum vitae to support your evaluation.

I certify that the statements made by me on this form are true, complete and correct. I understand that any false statement or required information withheld may provide grounds for the withdrawal of any offer of appointment or the termination of any contract of employment with the Organization.

Date and place : Signature :



DECLARATION OF INTERESTS FOR DESIGNATED WHO STAFF¹

In compliance with Staff Rule 110.7.2 and WHO Manual II.5.910, designated staff are required to complete this form in respect of themselves, their spouses and any dependent children.²

What type of interest needs to be declared?

Designated staff must report any interest in (including association with) any entity with which they may be required, directly or indirectly, to have official dealings on behalf of the Organization,³ or which has a commercial interest in the work of WHO, or a common area of activity with WHO. In addition, as a result of WHO's strong stance against tobacco use, and the need to ensure impartiality in relation to commercial pharmaceutical entities, it is considered relevant for designated staff to disclose to the Organization whether they, their spouses or dependent children have any relationship with any part of what may be called "the tobacco industry" and/or the pharmaceutical industry.

Different *types of interests* can be envisaged. The following non-exhaustive list is provided for guidance:

1. a proprietary interest in a substance, technology or process (e.g., ownership of a patent), relevant to WHO's work;
2. a financial interest, e.g., shares or bonds, in a commercial entity with which a staff member may be required, directly or indirectly, to have official dealings on behalf of the Organization, or which has a commercial interest in the work of WHO, or a common area of activity with WHO (except share holdings through general mutual funds or similar arrangements where the staff member has no control over the selection of shares⁴);
3. an employment, consultancy, directorship, or other position or association, whether or not paid, in any entity with which a staff member may be required, directly or indirectly, to have official dealings on behalf of the Organization, or which has a commercial interest in the work of WHO, or a common area of activity with WHO, or an ongoing negotiation concerning prospective employment or other association with such entity;
4. performance of any paid work or research commissioned by an entity with which a staff member may be required, directly or indirectly, to have official dealings on behalf of the Organization, or which has a commercial interest in the work of WHO, or a common area of activity with WHO; and
5. a family interest in which, for example, a spouse or dependent child is employed by an entity from which goods and/or services are purchased on behalf of WHO.

How to complete this Declaration: Please complete this Declaration and submit it under confidential cover to the Office of the Legal Counsel (LEG)

Assessment and outcome: The Director-General decides on the compatibility of any interest declared by a staff member with Article I of the Staff Regulations, and on any action to be taken. Information disclosed on this Declaration by staff members may be made available to their supervisor when the Director-General considers this to be in the interests of the Organization. This information may be made available to persons outside of WHO only when the objectivity of the work of WHO has been questioned such that the Director-General considers disclosure to be in the best interests of the Organization, and then only after the staff member concerned has had an opportunity to comment.

¹ Nothing in this Declaration should be interpreted as suggesting that serving staff are entitled to be employed by, or have other types of associations with, outside entities, when such employment/association might otherwise be prohibited under the Staff Regulations and Rules.

² For the purposes of this Declaration, "spouse" includes a legally recognized domestic partner (see Information Note 22/2006). "Dependent children" is defined in Staff Rule 310.5.2. As a rule of thumb, if a dependency allowance is received for children, they should be included in the Declaration.

³ When identifying entities with which a staff member "may be required" to have dealings, any entities in which it is reasonably possible during the course of the staff member's official duties that he/she might be called upon to have contact, even though no such contact is immediately foreseen, should be included. Of course, if what was reported as a mere possibility of future contact actually materializes as an impending contact, the staff member should immediately report this fact to the Director-General in advance of undertaking any actual contact.

⁴ This exception would not apply to funds or similar arrangements which focus on industries which have commercial interests in the work of WHO or common areas of activity with WHO.

Please respond to the following three requests for information:

Declaration:

1) Have you, your spouse or dependent child(ren)⁵ any interest in (including association with) any entity with which you may be required, directly or indirectly, to have official dealings on behalf of the Organization, or which has a commercial interest in the work of WHO, or common area of activity with WHO, including any interest in a pharmaceutical company/product?

Yes: **No:** **If yes, please give details in the box below.**

2) Do you, your spouse or dependent child(ren)⁶ have an employment or other professional relationship with any entity: (i) directly involved in the production, manufacture, distribution or sale of tobacco or any tobacco products or pharmaceutical products; or (ii) directly representing the interests of such an entity?

Yes: **No:** **If yes, please give details in the box below.**
(If additional space is needed, please continue on a separate page.)

| Type of interest, e.g. patent, shares (including number and current market value); employment, association, payment (including details on any compound, work, etc.); | Name of entity | Indicate whether held by you, or your spouse, or your dependent child(ren)? |
|--|----------------|---|
| | | |

3) Is there anything else that could affect your objectivity or independence in the performance of your duties for WHO, or the perception by others of your objectivity and independence? **If yes, please specify below.** (If additional space is needed, please continue on a separate page):

I hereby declare that the disclosed information is correct and complete. I recognize that the completion of this Declaration is without prejudice to my obligations under the WHO Staff Regulations and Rules, in particular Article 1 of the Regulations setting forth the duties, obligations and privileges of staff members. I undertake to update this Declaration in the event of any material change in these circumstances⁷ and, in any event, at least annually.

Signature

Date

Name (please print)

Title (please print)

⁵ For the purposes of this Declaration, "spouse" includes a legally recognized domestic partner (see Information Note 22/2006). "Dependent children" is defined in Staff Rule 310.5.2. As a rule of thumb, if a dependency allowance is received for children, they should be included in the Declaration.

⁶ See footnote 5 above.

⁷ The concept of "material change" allows for some flexibility of interpretation, thus in the event of any doubt the staff member should consult the Office of the Legal Counsel. However, as an example, any change in the companies in which stocks are held should be reported, but it is safe to assume that any change of less than 20% in the *number* of a stock of a company already held would not be a material change. An increase in the *value* of stock, without a change in the number, would not by itself be a material change.

GC/54/R21 The Governing Council,

1. DECIDES that, upon receipt of the copies of proposals referred to in the Rule 46 (3) of the Rules of Procedure of the Governing Council, each Participating State may convey to the Chair of the Governing Council the names of up to three candidates, in addition of the present Director, whom it proposes to be interviewed for the position of Director;
2. AGREES that the Chair of the Governing Council, together with the Director-General of WHO, will identify the three candidates with the highest number of requests for interview and for whom at least four Participating States have expressed such request, for interview by the Governing Council at its May 2013 session. In the event of a tie, the Chair of the Governing Council, together with the Director-General of WHO, may decide to invite more than three candidates for interview;
3. Also AGREES that the serving Director will automatically be invited for interview without regard to the process described in this resolution, if he expresses his interest;
4. AGREES that the Governing Council will elect a person by secret ballot from among the candidates invited for interview; and
5. DECIDES that the names of the candidates to be interviewed will be published on IARC's web site, unless a candidate requests his or her name not be published.

May 2012

GC/49/R20

The Governing Council decides that, upon receipt of the copies of proposals referred to in Rule 46 (3) of the Rules of Procedure of the Governing Council, each Participating State will convey to the Chair of the Governing Council the names of up to eight candidates whom it proposes to be interviewed for the position of Director.

The Chair of the Governing Council will identify the eight candidates with the greatest number of requests for interview from Participating States to be invited for interview by the Governing Council at its May 2008 session. In the event of a tie, the Chair of the Governing Council may decide to invite more than eight candidates for interview.

The serving Director will automatically be invited for interview without regard to the process described in this resolution.

The Governing Council will elect a person by secret ballot from among the candidates invited for interview.

May 2007



Tel. direct: +41 22 791 4754
Fax direct: +41 22 791 4158
E-mail :

[...]

In reply please
refer to:

Your reference:

23 January 2013

Dear Member of the Governing Council, IARC,

Subject: Selection, Director, International Agency for Research on Cancer

You will recall that I wrote to you by electronic mail on 8 November 2012, providing an update concerning the process leading to the selection to the post of Director, IARC, which will take place at our meeting in May 2013. A copy of that message is enclosed for ease of reference, including with regard to important dates. In particular, I remind you that the end of working hours in Geneva on 20 February 2013 is the deadline for the receipt by the WHO's Director-General of proposals for candidates. I also note that the 8 November message referred to end March 2013 as an approximate deadline for receipt by me of communications from Participating States of the names of up to three candidates whom each Participating State proposes be interviewed (noting that the current Director will be automatically invited for interview). Following consultation with the Legal Counsel, this date will be 10 April 2013.

As explained in my earlier message, I have consulted further with the Director-General and WHO's Legal Counsel and with the Vice-Chairman of the Governing Council, Dr Mark Palmer, concerning the interview and selection processes. In light of these consultations, I am now writing to you with further details.

General

In order to ensure that all candidates are treated fairly, and the legitimacy of the process is respected, it will be essential to adhere strictly to the Governing Council's Rules of Procedure as supplemented by GC Resolution 54/R21, a copy of which is enclosed for ease of reference. In addition, there are aspects of the process that are not foreseen in the Rules and Resolution, in particular, the manner in which the candidates will be interviewed. For these aspects, it is best to rely on an accepted model, namely that used for the nomination of WHO's Director-General by the Executive Board. This model is already a part of WHO's governance, will be familiar to Participating States, has withstood the test of time and is generally considered by Member States as an effective and thorough selection process.

With this as background, it is proposed to proceed as follows:

1) **Candidates to be interviewed**

In accordance with GC/54/R21, together with WHO's Director-General, I "will identify the three candidates with the highest number of requests for interview and for whom at least four Participating States have expressed such request, for interview by the Governing Council at its May 2013 session. In the event of a tie, the Chair of the Governing Council, together with the Director-General of WHO, may decide to invite more than three candidates for interview".

As also stated in the Resolution, "the serving Director will automatically be invited for interview without regard to the process described in this resolution, if he expresses his interest". Dr Wild has written to the Director-General and informed her that he would like to put himself forward as a candidate for a second term. As a result, in the absence of a tie, there will be at most four candidates to be interviewed.

In accordance with GC/54/R21, the names of the candidates to be interviewed will be published on IARC's web site, unless a candidate requests that his or her name not be published.

I will inform WHO's Legal Counsel of the names of the candidates to be interviewed. WHO will contact these candidates to make administrative arrangements and to describe the interview format. Candidates will be required to be present in Lyon on 16 May 2013.

2) **Order of interviews**

All interviews will be conducted on the first day of the Governing Council's 55th Session, namely 16 May 2013, during a closed session. Before the interviews begin, I will draw by lot the order in which the candidates will be interviewed.

3) **Interview format**

Each interview will last one hour. Thirty minutes will be allotted for a presentation and thirty minutes for a question and answer session.

(i) Presentation

The subject of the presentation will be two-fold: a short introduction during which the candidate will explain why he or she should be selected for the position, followed by a presentation of the candidate's "vision for IARC, future priorities and how you would address them". Candidates will be timed, and will be advised when they are three minutes from the expiry of the allotted time for the presentation. Once the thirty minutes have expired, I will advise the candidate accordingly and request him or her to terminate the presentation.

(ii) Question and Answer session

While each candidate is making his or her presentation, each Governing Council member will be invited, if he or she wishes, to write down one interview question in English or French. At the end of each candidate's presentation, the papers upon which the questions are written will be collected and put into a box. I, as Chairman, will randomly pull a paper from the box, and the question will be read to the candidate. The question will be asked in the language in which it is written, and candidates will be told they may reply in English or French. When reading the question, I will also identify the Governing Council member who posed the question, thus each question should include the identity of the member who posed it.

Three minutes will be allotted for the answer to each question. Candidates will be timed, and will be advised when they are approaching the end of the time allotted. Questions will be posed until the candidate has used up his or her thirty minutes.

The same process will be carried out anew for each candidate. In practical terms, this means that the candidates will not be asked the same, or at least not all of the same, questions. (Only if a Governing Council member were to ask the same question of two candidates, and only if that question were to be pulled from the box during the question and answer session for both candidates, would two candidates be asked the same question). This process avoids, to the extent possible, candidates being given advance information concerning the questions to be posed. It no doubt goes without saying that all persons involved in the selection, including Governing Council members, are obliged to respect the confidentiality of the proceedings.

4) Discussion of candidates

Discussion among Governing Council members regarding the relative merits of the candidates must not occur during or between interviews. Experience has shown that any such discussion may give rise to future challenges or questions concerning the regularity of the electoral process. The short-listing and interview processes are deemed to be sufficient for each Governing Council member to make a well-informed voting decision.

5) Voting

Voting will occur upon the conclusion of the interviews. Depending on the number of candidates who are interviewed and the wish of the Governing Council, we may decide to take a short lunch break between the conclusion of all of the interviews and the vote.

In accordance with Rule 46.5 of the Rules of Procedure: "The selection of the Director of the Agency shall take place at a closed meeting of the Governing Council. The Governing Council shall elect a person by secret ballot from among the candidates proposed. If, in the first ballot, no candidate obtains the majority, additional ballots shall be taken and the candidate who obtains the least number of votes shall be eliminated at each ballot. If the number of candidates is reduced to two and there is a tie between these two candidates after three further ballots, the procedure established by this paragraph shall be recommenced. In this event the Governing Council may propose additional candidates."

This Rule was supplemented by GC/54/R21, which states that "the Governing Council will elect a person by secret ballot from among the candidates invited for interview".

After the voting is completed, the closed session will be suspended for approximately 15 minutes, during which time I will inform the candidates of the outcome. The session will then re-commence, and the results of the vote will be announced in open session. Members will be presented with a draft resolution for the purpose of submitting to WHO's Director-General the name of the person selected by the Governing Council "to permit [her] to effect the appointment on such terms as the Governing Council may determine" (Rule 46.6 of the Rules of Procedure).

The work of the Governing Council will then continue with the next item on the agenda.

7) New Participating States

At the time of writing, one WHO Member State – namely, Brazil - has formally applied for admission as a new Participating State of IARC. In accordance with Rules 50 and 51 of the Rules of Procedure, this application will be the first item on the agenda of the 55th session. Once admitted as a Participating State, Brazil will participate in the selection process as described in this letter in the same way as all other Participating States.

I am not aware of any other WHO Member State that has formally applied for admission as a new Participating State of IARC. However, if any other application were to be received in accordance with the Rules, the application would be considered immediately after the application of Brazil.

Conclusion

I trust the foregoing provides you with a detailed description of the interview and selection process. At the outset of our closed session on 16 May 2013 I will confirm with the Governing Council that the process described above will be followed. Please bear in mind that there will be insufficient time at that stage to debate at length alternative approaches, and that the candidates will be waiting for the interviews to begin. Let me add in this connection that, for obvious reasons of fairness and transparency, I will have to inform the short-listed candidates in advance concerning the detailed modalities of the interview. This will, in particular, allow them to prepare themselves for their presentations. Consequently, any last-minute change to those modalities may negatively affect them and, most importantly, will affect the perception of the legitimacy and regularity of this important process. It is absolutely essential to avoid any such perception. I am certain that I can rely on your cooperation for the smooth running of our proceedings, so that the legitimacy of the selection is ensured and all candidates are treated with objectivity and fairness.

Yours sincerely,

Dr Pekka Puska
Chairman, Governing Council, IARC