



PROCEDURE FOR THE ELECTION OF THE DIRECTOR

INTRODUCTION

1. During its 55th Session in May 2013, having noted that the selection process for the International Agency for Research on Cancer (IARC) Director had not followed a consistent set of procedures, the Governing Council requested the Secretariat to prepare a report for its consideration in 2014.
2. During the Governing Council's 56th Session in May 2014, the Office of the Legal Counsel, World Health Organization (WHO), in conjunction with the IARC Secretariat, presented a report entitled: "Clarification on the procedure for the election of the Director"¹. The report provided a detailed overview of the main steps of the process leading to the selection of the IARC Director.
3. In Resolution [GC/56/R18](#), the Governing Council noted that a consistent set of procedures would benefit the process for selection of the Agency's Director. It requested the Secretariat to report back to the Governing Council at its 58th Session in May 2016 with options and proposals for discussion and/or action.
4. In accordance with Resolution GC/56/R18, a report entitled "Options and proposals regarding the procedure for the election of the Director" (document GC/58/14)², was prepared by the Office of the Legal Counsel, WHO, in conjunction with the IARC Secretariat, for consideration by the Governing Council. The report addressed aspects of the selection procedure that were not foreseen in the [Rules of Procedure](#) (see Rule 46).
5. To be in place before the next selection of the Director, which is scheduled to take place at the Council's 60th Session in May 2018, any additions or changes to the selection process have to be decided at the current 59th Session of the Governing Council.
6. Following consideration of GC/58/14 and in accordance with Resolution [GC/58/R11](#) the present report prepared by the Secretariat presents a set of specific proposals for the selection procedure of the IARC Director, reflecting the views expressed by the Governing Council during its 58th Session.
7. The Governing Council is requested to consider and approve a final version of the selection procedure.

¹ Annex 1 – see [Document GC/56/20](#)

² Annex 2 – see Document [GG/58/14](#)

Part I – Submission of candidatures

8. 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 a curriculum vitae may be submitted directly by individuals. The Director holding office may be a candidate without having to be proposed if he or she so requests and is eligible for re-election.¹

9. The following four aspects of the candidature submission stage are not addressed in the Rules of Procedure and were thus subject to proposals for future adoption:

- (i) criteria for appointment;
- (ii) the nature of a curriculum vitae;
- (iii) whether a curriculum vitae is needed when a serving Director is a candidate for a second term; and
- (iv) the publication of names/curriculum vitae.

10. Each of these aspects were discussed at the 58th Session of the Governing Council and the process was agreed as follows:

(i) Criteria for appointment

11. The IARC Statute and 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 (i.e. the selections that occurred in 1993 and 2003).

12. The Governing Council decided to draw on the agreed “characteristics and attributes” used for the selection of the Director in 1993 and 2003; the criteria used to guide Member States for the election of the Director-General, WHO; the criteria used to select Directors of other major research institutes; and other relevant sources of information (e.g. the criteria for the selection of the Director, Pan American Health Organization (PAHO)), to set the criteria for selection of the Director, IARC as now specified in Annex 3.

(ii) Curriculum vitae – standard form

13. The Rules of Procedure require candidates for the post of Director to provide a curriculum vitae (see Rule 46.2). In the last two IARC selections (2008 and 2013) candidates were encouraged to use a standard form that was available on the IARC/WHO website, however its use was not required. The Governing Council decided to require the use of the curriculum vitae standard form previously used for the 2013 selection of the Director, IARC (see Annex 4), supplemented with a Written Statement (see the section beginning “Please evaluate your qualifications and suitability....”) and with reference to the “characteristics and attributes” required for the post (Annex 3).

¹ Eligibility is determined under Rule 46.6 of the IARC Statute, Rules and Regulations.

(iii) Curriculum vitae – serving Director, candidate for second term

14. The Rules of Procedure do not expressly address whether a serving Director who wishes to be a candidate for a second term must submit a curriculum vitae.

15. The Governing Council decided to ask all candidates to submit a curriculum vitae, including a serving Director. This would also apply when a serving Director runs for a second term unopposed.

(iv) Publication of names/curriculum vitae of candidates

16. In Resolution [GC/54/R21](#), the Governing Council decided that for the 2013 selection “...*the names of the candidates to be interviewed will be published on IARC’s website, unless a candidate requests his or her name not be published*”.

17. The Governing Council decided to maintain the above practice and to publish the names and *curricula vitae* of candidates, unless a candidate requests his or her name not be published, to provide a balance between transparency and encouragement of the best possible field of candidates.

18. In addition, the Governing Council may request references for the short-listed candidates in advance of the interview process at its 60th Session. The Governing Council may invite the opinion of the Chair and Vice-Chair of the Scientific Council in relation to evaluation of references received.

Part II – Short-list of candidates

19. 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 determined. Rule 46.5 simply provides that “... *The Governing Council shall elect a person by secret ballot from among the candidates proposed. ...*”.

20. The Governing Council decided to continue to select a short-list of candidates following the approach used for the two previous selections of the Director in 2008 and 2013.

21. The Governing Council decided that shortly after receipt of all the eligible candidatures (as described in Rule 46.3 of the Rules of Procedure) each Participating State will convey to the Chair of the Governing Council the names of up to five candidates whom it proposes to be interviewed for the position of Director. The Chair will identify the candidates with the highest number of proposals for interview and whom at least four Participating States have proposed for interview, in a number not exceeding five.

Part III – Interviewing of candidates

22. Interviewing of candidates by the relevant governing body, or committee of the governing body, is the norm within WHO, including in IARC, where the Governing Council interviewed short-listed candidates in the previous two selections¹.

Interview modalities

23. The interview method used at IARC involves all Participating States participating in the interviewing of short-listed candidates. The interviews occur on the day preceding the election, and include each candidate giving a presentation setting out his or her vision for IARC followed by questions and answers. Procedures are put in place to ensure the fair and equal treatment of all candidates, e.g. concerning the order of interviews; the duration; and the method of choosing questions, which are all agreed by the Governing Council at the opening of the session at which the interviews take place².

24. The Governing Council decided to interview up to five short-listed candidates using the procedures and format used in IARC for the 2008 and 2013 selections.

CONCLUSION

25. The Governing Council is requested to consider the above procedures for adoption and application for the selection of the Director that will take place during its 60th Session in May 2018.

¹ In 2008, nine candidates were interviewed; in 2013 the sole short-listed candidate (the serving Director) was interviewed.

² The procedures were described in a letter from the Chairman of the Governing Council to Participating States that was sent before the session (Annex 5).

List of Annexes

- Annex 1 Document [GC/56/20](#) "Clarification on the procedure for the election of the Director"
- Annex 2 Document [GC/58/14](#) "Options and proposals regarding the procedure for the election of the Director"
- Annex 3 Characteristics and attributes sought in candidates for the post of Director
- Annex 4 Standard form for curriculum vitae for candidates to the post of IARC Director
- Annex 5 Letter from the Governing Council Chair (dated 23 January 2013) to Participating States concerning the interview and selection processes for the post of Director, IARC

Annex 3

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
 - 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;
 - ability to build consensus effectively within IARC, with Participating States and more broadly.
- Managerial ability
 - proven ability to manage a research organization, to coordinate studies in national and international settings, to analyse organizational problems and find solutions, to motivate and inspire staff;
 - excellent communication and advocacy skills.
- Integrity
 - proven ability to withstand pressures from various interest groups which are contrary to the principles of sound science and public health administration;
 - sensitivity to cultural, social and political differences.
- Personal qualities
 - genuine personal commitment to the aims of the Agency;
 - 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.

Annex 4

Standard form for curriculum vitae for candidates to the post of IARC Director



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

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
----------	------	--------	---------------------

Annex 4 – Page 3 of 6

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 as well as the following qualities: international experience; leadership; managerial ability; consensus building; communication and advocacy skills; integrity; sensitivity to cultural, social and political differences;
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) 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) 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 circumstances 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.

Annex 5



20, AVENUE APPIA – CH-1211 GENEVA 27 – SWITZERLAND

[...]

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.

Annex 5 – Page 3 of 4

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