



Agenda Item 11  
**Document SC18-13c**  
**For information**  
**(Article 6.1 d), CGIAR System Framework)**  
Issued: 28 April 2023

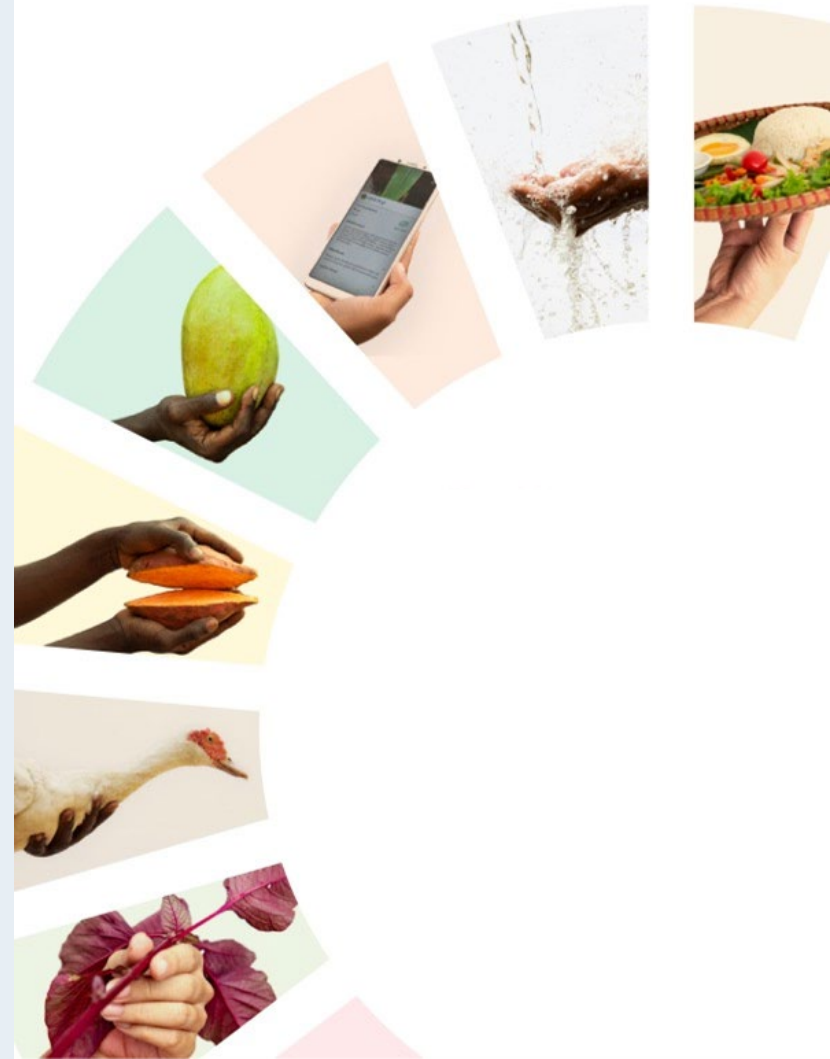
## The EMD Search Process

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### Update to the System Council

**Purpose:** This document sets out an update as at 26 April 2023 on the process of search and selection of a successor for CGIAR's Executive Managing Director in 2023.

**Prepared by:** Chair, EMD Search Committee supported by Global Director, People & Culture



# Key elements



1. One of the key processes for One CGIAR (reference to the Integration Framework Agreement in which Centres committed to a phased approach to an operational integration and to operate in an integrated matrix structure)
2. A tight time frame. EMD Search Committee operating efficiently and at speed to identify a preferred EMD candidate by 4<sup>th</sup> August at the latest
3. An inclusive and transparent process with all steps documented (including exchanges and criteria)
  - TORs of the EMD Search Committee
  - Composition of the EMD Search Committee (SB, BCN, SC, independent member)
  - Job description
  - Identification of the Search Firm
4. A challenging position: the final EMD job description approved
5. A preferred executive Search Firm (Spencer Stuart) identified through a transparent and competitive process including a Request for Proposal to seven firms, to which four firms responded
6. Engagement with the Search Firm
  - Job description shared for the preparation of the advertisement
  - Consultation starting 26 April
7. Organizing and planning the transition

# The EMD Search Committee

## TORs

- Select an executive search firm and engage with them to develop and agree on a comprehensive search and selection process, based on clear deliverables and timelines, with consideration to diversity and inclusion.
- Establish selection criteria, including appropriate weighting, to be used in determining a shortlist of candidates.
- Participate in interviews with longlisted candidates.
- Recommend to the System Board a shortlist of up to five candidates for the position of EMD, including any key elements for consideration in the contract negotiations.
- Through the Chair, communicate regularly with the System Board on the progress of the Search Committee in an appropriate, agreed upon manner. The Chair of the Search Committee is the official and only spokesperson for the Search Committee.

## Composition

- Three System Board members : Patrick Caron, Chair (and Vice Chair of the System Board), Alice Ruhweza, Alyssa Jade McDonald-Baertl
- Two Centre Board Chairs: Elsa Murano (Co-convener Board Chairs Network, Chair ILRI Board), Cao Đức Phát (Chair IRRI Board)
- One System Council representative : Alan Tollervey
- One Independent member

# The Job description

## 3 components

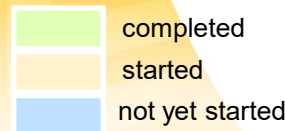
- “The EMD is the chief executive of CGIAR: an inspirational and visionary individual working under the guidance of and reporting directly, through its Chair, to CGIAR’s System Board, which is non-executive by nature and provides oversight and strategic guidance and ensures accountability”
- “The EMD shall be responsible for providing coordinated leadership to the Groups in the Integrated Matrix Structure and is accountable for ensuring that the Groups are appropriately managed. The EMD will work in a collaborative manner with each Center’s DG to address any issues that may affect the Center’s mission, in consultation with the Center’s Board of Trustees as appropriate.”
- “The EMD serves as the Executive Director of the CGIAR System Organization, an international organization based in Montpellier, France, and has direct oversight of the management of the CGIAR System Office.”

## Duties and responsibilities

- Lead and manage
- Inspire
- Vision

## Key competencies accordingly

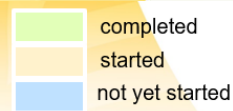
# EMD Search – Status at 26 April 2023



Process Step	Process Sub-step	Completed by:
<b>1. Preparation of EMD job description</b>	1.1 Zero draft prepared and shared with System Board to support co-creation of first draft	13 <sup>th</sup> February
	1.2 First draft enhanced by Communications, and shared with CGIAR EMD for input; input received and incorporated	15 <sup>th</sup> February
	1.3 Second draft shared with Center Board Chairs for input; input received and incorporated	27 <sup>th</sup> March
	1.4 Final job description approved and shared with rest of CGIAR SLT, other stakeholders, including ICRISAT, CIFOR/ICRAF Board Chairs for awareness/information	12 <sup>th</sup> April
<b>2. Nominations Committee created (and already operational)</b>	2.1 Nominations Committee Chair appointed, and secretariat and advisory support assigned	15 <sup>th</sup> February
	2.2 TOR for Nominations Committee finalized by the SB	30 <sup>th</sup> March
	2.3 Nominations Committee created; comprised of System and Center Board members/Chairs, (BCN) and of SC representatives; Committee diverse (in discipline, origin, gender etc.) bringing capacity to evaluate science leadership credibility, strategic management ability, partnership skills, resource mobilization capacity, and change management expertise	7 <sup>th</sup> April <i>(to identify the independent member, invite and confirm)</i>
	2.4 Conflict of Interest & Confidentiality agreements signed by Nomination Committee	30 <sup>th</sup> March

In discussions with #1 preferred candidate independent member

# EMD Search – Status at 26 April 2023



Proposed Process Step	Proposed Process Sub-step	Completed by:
<b>3. Executive Search Firm Engaged</b>	3.1 Nominations Committee establish sub-group	22 <sup>nd</sup> March
	3.2 Request for Proposal (RfP) drafted, approved by Committee Chair, and sent to 7 firms	30 <sup>th</sup> March
	3.3 Proposals from 7 firms received	9am 6 <sup>th</sup> April
	3.4 Review of 7 firms completed; 3 shortlisted firms identified by the sub-group	COB 6 <sup>th</sup> April
	3.5 Shortlisted firms deliver presentation to the sub-group	7 <sup>th</sup> April
	3.6 Meeting of Committee Chair with sub-group to formulate a decision	7 <sup>th</sup> April
	3.7 Formal written report sent to rest of Search Committee	10 <sup>th</sup> April
	3.8 Chair makes report on progress to the System Board	11 <sup>th</sup> April
	3.9 Contracting of chosen firm initiated by the System Organization procurement team, on Chair's instruction	12 <sup>th</sup> April
<b>4. Search Firm prepares &amp; advertises</b>	4.1 Consultation and Briefing meetings conducted by Search Firm with Internal and External Stakeholders	Begins on 26 <sup>th</sup> April
	4.2 Detailed Person Specification, Candidate Pack & Advertisement prepared; and approved by Nomination Committee	3 <sup>rd</sup> May
	4.3 Advertisement goes live; Search Firm's research and candidate engagement phase commences – weekly update reports are given by the Search Firm to the Nomination Committee	4 <sup>th</sup> May
	4.4 Advertisement period closes; research and candidate engagement ends	19 <sup>th</sup> May
<b>5. Longlisting begins</b>	5.1 Longlist Review documentation sent by the Search Firm to the Nominations Committee	26 <sup>th</sup> May
	5.2 Longlist Review meeting held by the Search Firm with Nominations Committee, resulting in creation of agreed longlist	01 June
	5.3 Executive Search Firm interviews longlisted candidates on behalf of Nominations Committee	16 <sup>th</sup> June

Advertisement in parallel with other outreach being done by the Search Firm

# EMD Search – Status at 26 April 2023



Proposed Process Step	Proposed Process Sub-step	Completed by:
<b>6. Shortlisting begins</b>	6.1 Shortlist Review Documentation created, based on the outcomes of the Longlisted Interviews conducted by the Search Firm, and sent to Nominations Committee	20th June
	6.2 Shortlist Review Meeting by the Search Firm with Nomination Committee, resulting in agreed early shortlist of candidates for first round virtual interviews	22nd June
	6.3 First round virtual interviews held by Nominations Committee; Nomination Committee decides on final shortlist, and instructs Search Firm to conduct further probing	23rd June
<b>7. Early shortlist probing</b>	7.1 Psychometric Testing and other Leadership Assessment conducted; Early reputational probing	30th June
	7.2 Nomination Committee briefs System Board, recommending final shortlisted candidates; System Board approval triggers preparations for final in person interviews, candidates notified	7th July
<b>8. Final shortlisted candidates interviewed in person</b>	8.1 References taken; Background checks completed prior to in person interviews	21st July
	8.2 In person interviews held in Montpellier	25-28 <sup>th</sup> July
	8.3 Decision taken and offer made	4 <sup>th</sup> August