



COUNCIL OF EUROPEAN MUNICIPALITIES AND REGIONS
CONSEIL DES COMMUNES ET RÉGIONS D'EUROPE

RECRUITMENT PACK

SECRETARY-GENERAL

June 2009

CLOSING DATE FOR SUBMISSION OF APPLICATIONS
- 28th September 2009 -

Conseil des Communes et Régions d'Europe ? Council of European Municipalities and Regions
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RECRUITMENT PACK

for the position of

SECRETARY-GENERAL

**COUNCIL OF EUROPEAN MUNICIPALITIES AND REGIONS (CEMR)
CONSEIL DES COMMUNES ET REGIONS D'EUROPE (CCRE)**

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Conseil des Communes et Régions d'Europe
Council of European Municipalities and Regions

Vienna, June 2009

Dear colleague,

Thank you for your interest in the position of Secretary-General of the Council of European Municipalities and Regions (CEMR), one of the most diverse and interesting jobs on the European scene.

Local and regional governments across Europe share very similar problems and challenges. We want a stronger local and regional democracy and self-government with adequate powers and finances. We need to influence a lot of European legislation which has an impact on our territories. We are committed to improving our local and regional public services. And we want to play a positive role through international co-operation.

We are now looking to recruit a successor to our current Secretary-General, Jeremy Smith who finishes his mandate at the end of 2009 after nearly 8 action-packed years with us. In this time, CEMR has "grown" geographically, and now includes – amongst our members in 37 countries – associations in the Ukraine and the western Balkans. At the same time, our staffing and financial resources remain fairly modest!

We are therefore looking for a special individual who, having a truly European perspective, is an excellent leader and manager (within a political environment), and also a diplomat and communicator. Whilst a sense of common European identity is slowly developing, Europe remains a diverse continent, and CEMR's Secretary-General must be able to understand the different perspectives and cultures, and bring our members together around common themes and objectives.

The recruitment pack contains further information on CEMR, and you can find out a lot more by going to our main website at www.ccre.org.

If you think you have the right mix of experience, skills and qualities for this position, we would be delighted to receive your application.

Yours sincerely,

Dr Michael Häupl
President of CEMR

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ABOUT CEMR

Who we are

The Council of European Municipalities and Regions was founded in 1951. It is Europe's oldest and broadest association of local and regional governments, bringing together over 50 of their national associations from 38 countries. Between them, our member associations represent the large majority of Europe's 100,000 communes, municipalities, districts, cities, provinces, counties and regions. In short, CEMR (in French CCRE) reflects and represents the diversity and unity of the infra-national spheres of government.

Where we are

CEMR's secretariat is based in two offices. Our legal "seat" is in Paris, close to the Louvre, where we currently have a staff team of 7 members. This team deals with international affairs and co-operation; citizenship, twinning and gender equality; organise our official meetings; and look after our financial administration.

Our second office is in Brussels, close to the European Parliament, in our new "House of Cities, Municipalities and Regions". CEMR moved here in 2007, together with 19 of our member associations' Brussels representation, and also with Eurocities and a number of individual cities. The Brussels office currently has a staff team of 11 members, who deal with EU policies and legislation, as well as CEMR's communications and public affairs work.

In line with the decision of CEMR's Policy Committee, the work of CEMR's Secretary-General is mainly carried out from the Brussels office, though of course he or she must regularly attend the Paris office.

How we are governed

The main governing body of CEMR is the Policy Committee, on which all members have a number of seats defined according to the size of population. It meets twice a year.

The current President of CEMR (since 2005) is Dr Michael Häupl, the Mayor and Governor of Vienna. His recent predecessors as President were Mr Pasqual Maragall, then Mayor of Barcelona, and M.Valéry Giscard d'Estaing, in his capacity as President of the Auvergne region of France. The first Vice-President is Mr Anders Knappe, President of the Swedish Association of Local Authorities and Regions (SALAR).

In addition to the Policy Committee, CEMR has an Executive Bureau, comprising the senior political office-holders, and also a Financial Management Committee. All of the above office-holders are elected for a 3 year term.

Further details of CEMR's governing bodies, and of our statutes and rules of procedure, are available on our website www.ccre.org

What we do

CEMR has an annual work programme which, in recent years, has been organised under four main objectives:

- Strengthening the role of local and regional governments in governance, active citizenship and the development of democracy
- Influencing European legislation and policy, and promoting good practice
- Strengthening the contribution of Europe's local and regional governments in the international arena
- Strengthening CEMR as an effective organisation on behalf of its members

CEMR has always worked to promote a strong united Europe, based on the self-government of its regions and municipalities. We have therefore been actively engaged, for example, in promoting a better role for local and regional government in the European Treaties and constitutional framework. We draw inspiration from the Council of Europe's European Charter of Local Self-Government, and have supported similar initiatives for regional self-government.

An enormous proportion of European Union legislation falls to be implemented in some shape or form by local and regional governments, so it is natural that a very important part of our work concentrates on influencing the European policies and legislation which have a significant impact on our sector. This work covers the whole life-cycle of policy development, from the formative stages with the European Commission, through to drafting amendments for consideration by the European Parliament. This work is undertaken in close co-operation with members interested in the specific subjects.

CEMR also plays a role in the EU's social dialogue process, acting as secretariat on the employers' side for the sectoral social dialogue on local and regional government.

Since its foundation, CEMR has supported the European town twinning movement, and has co-ordinated actions in support of twinning. CEMR receives at present an operating grant in support of this work on twinning and active European citizenship. In 2008, we have created a "double-headed" new website (www.twinning.org) for twinning, which has one part dedicated to European twinning actions, and one for international twinings and partnerships for development. Both have a partner search function. Our members have helped to translate the European twinning part of the site into over 20 languages

Our work in the international domain has increased in recent years, and many of our member associations are involved in international decentralized co-operation. CEMR is the European regional section of our world organization, United Cities and Local Governments (UCLG), and we play an active role in its activities. We have set up a World Affairs Committee to prepare and co-ordinate our international activities and our European contribution to UCLG.

CEMR has also established, and acts as secretariat for, a new Platform of local and regional authorities for development, which brings together European, international and national associations together with some cities, and aims to provide a common voice towards the European institutions. The Commission is providing financial support for a 2 year period from January 2009.

How we do our work

Much of CEMR's practical policy work is undertaken through our committees and working groups. These cover issues such as the environment, energy, transport, public services and procurement, cohesion and territorial policy, social policy, employers' platform, and information society. Apart from the working meetings themselves, a programme of seminars and exchanges of practice are organised throughout the year, for example the Local Governments' Day on water in Vienna in September 2008, and the joint seminar on demographic change and cohesion in Lille in December 2008.

We also organise major European conferences and seminars on a wide range of subjects. Every three years, we organise a major General Assembly, open to everyone active in local and regional government, which brings together around 1000 representatives. The last Assembly was in Malmö, Sweden, from 22 – 24 April 2009. Its theme was "Fit for the Future? How Europe's local and regional governments are preparing"

Recent major conferences have included "Twinning for Tomorrow's World" (Rhodes, 2007), "Acting Locally for Equality" in Pisa (2008); seminars in 2008 have included "South-east Europe – meeting the challenges" (Vienna) and "Changes in Europe's Local and Regional Government" (Copenhagen). Each of these had participation of some 20 to 30 countries.

CEMR also draws up Charters or Codes of Practice which provide the basis for specific campaigning activities. For example, our European Charter for Equality of Women and Men in Local Life – translated into some 20 languages – has now been signed up to by some 800 local and regional governments.

How we are funded

The large majority of CEMR's funding (some 85% of the main budget) comes from its members' annual subscriptions. These are calculated for each country, based on a formula which combines GDP and population, and produce a total of some Euro 1.6 million. In addition, in recent years we have benefited from an operating grant from the European Commission of Euro 200 000 + per year. This grant is from now on to be subject to a competitive process. In addition, CEMR also undertakes a small number of projects which are co-financed by the European Commission.

Our websites

Our main website can be found at: www.ccre.org .This site gives further information on CEMR and its activities, and lists our member associations.

In addition, in 2008 CEMR has created its new twinning website (see above) which is at: www.twinning.org . The website of our world organization, United Cities and Local Governments, is at: www.cities-localgovernments.org

ABOUT THE POSITION OF SECRETARY-GENERAL

The Secretary-General of CEMR is elected by the Policy Committee for a term of 6 years (which can be renewed). According to the statutes of CEMR, the post-holder is responsible for the good administration of the organization, and implementing the decisions of its governing bodies.

The Secretary-General is an ex officio member of the Executive Bureau, and is expected to play a major role in the strategic development of the association, and of its main line of policy, subject to the control of the President and governing bodies.

By decision of the Policy Committee, the work of the Secretary-General is to be mainly based in the Brussels office. However, the post involves a great deal of travel, since the Secretary-General must often act as the principal representative of the association at important conferences or general assemblies etc.

The salary for the post depends on the experience of the candidate. The employer's budget including the social costs to be paid by the employer amounts to circa 200.000 euros/year.

The official working languages of CEMR are English and French, which are used by both offices. In practice, the policy papers drafted by the Brussels office use English more often as the drafting language, and vice versa in Paris. Communication with members is, wherever possible, in both languages.

Twice a year, the Secretary-General convenes meetings of Secretaries-General and Directors of the member associations (in practice, involving also the senior officers responsible for European affairs). These meetings discuss the main issues and priorities and give advice and feedback to the secretariat.

JOB DESCRIPTION
for
THE POST OF SECRETARY-GENERAL,
COUNCIL OF EUROPEAN MUNICIPALITIES AND REGIONS

Under Article IX of the Statutes of CEMR, the Secretary-General is elected for a term of 6 years. He/she is responsible for the good administration of the association, and in particular for directing its administrative services, as well as for implementing the decisions taken by its official bodies. The Secretary-General acts under the supervision of the President of CEMR. By decision of the Policy Committee, the work of the Secretary-General is mainly based in Brussels.

MISSION

Within agreed policies, priorities and resources, to ensure that CEMR is and remains an effective, influential, well-managed and respected European organisation which

- promotes strong and effective local and regional democracy and self-government,
- encourages mutual learning and capacity-building, and
- successfully acts to further and protect the interests of local and regional governments and their associations, in particular towards the European Union.

MAIN RESPONSIBILITIES

Strategy, policy and representation

1. To advise the Presidency, the Policy Committee and the Executive Bureau on the overall strategy, objectives and priorities of the organisation, in order to maximise its influence and effectiveness.
2. To advise the Policy Committee and Executive Bureau on all key issues of importance to European local and regional governments, providing good quality research and analysis.
3. To bring forward, wherever possible, proposals for common positions and solutions, which serve to unite the diverse perspectives and interests of European local and regional governments.
4. To act as a leading ambassador for the organisation, and advocate for the interests of local and regional governments in Europe and – as appropriate – worldwide.
5. To promote CEMR's policies and objectives effectively to the European Union (in particular in relation to EU legislation), the Council of Europe, and to other relevant European and international organisations.
6. To work closely and positively with CEMR's member associations, taking into account their priorities and perspectives.

7. To co-ordinate the networking activities of CEMR and its national associations in joint work to influence the decision-making of the European Union and other institutions.
8. To provide CEMR's members with a range of relevant services, including timely information and advice on major developments.
9. To ensure that CEMR's external communications (for members, the wider local/regional government world, and the public at large) are effective and attractive, and make use of the opportunities provided by modern technologies.
10. To ensure good relations and partnership working with other relevant organisations, in particular the range of European institutions and associations representing local and regional government.
11. To ensure effective co-operation and partnership with United Cities and Local Government, and ensuring that CEMR plays a positive role as the European section of the world organisation.

Management

12. To be responsible for the overall good management of CEMR's offices and teams, ensuring high quality, cost-effective work and services.
13. To ensure that the budgets and finances of CEMR are effectively managed, and that its financial health is maintained, in line with the decisions of the Financial Management Committee and Policy Committee; and working co-operatively with the internal and external auditors.
14. To ensure that budgets are closely monitored, that externally funded contracts are well managed, and that good quality financial reports are made to the relevant bodies.
15. To draw up an annual or multi-annual work programme for the organisation, based on clear objectives and priorities, in consultation with the member associations, for approval by the Policy Committee.
16. To ensure that, within resources, the organisation's human resources are best organised and deployed to deliver the work programme.
17. To lead, motivate and develop the staff teams, in line with the organisation's values, ensuring the highest standard of professionalism and performance, including their capacity to take on new challenges.
18. To ensure that modern office technologies are effectively deployed, within resources, to maximise efficiency and quality of work.

PERSON SPECIFICATION

Experience

1. A proven track record of success in leading, managing and improving a complex organisation within a fast-moving political environment.

Experience of working within a local or regional government environment and / or European / international organisation is an advantage.

Knowledge and understanding

2. Very good understanding of the key international issues and challenges facing Europe and the world, and of their impact on local and regional government.
3. Very good understanding of the working of the European Union, in particular its decision-making processes, and of the Council of Europe.
4. Knowledge of the general systems of local and regional government across Europe.

Abilities and skills

5. Strong strategic analytical skills, including the ability to prioritise effectively.
6. Diplomatic skills, including the ability to negotiate consensus solutions to sensitive problems, where relevant across political party and national boundaries.
7. Excellent interpersonal, co-operation and communication skills (written and oral).
8. Proven advocacy skills in promoting the organisation's objectives to external decision-makers.
9. Proven ability to lead, manage and motivate a small multinational team in a continually changing context.
10. Proven ability to manage finances and other resources effectively.
11. Proven ability to deliver practical results in a timely manner

Personal attributes

12. A commitment to the principles and values of local and regional democracy and self-government.
13. Integrity, loyalty, discretion and respect for others.

Languages

14. Excellent knowledge (oral and written) of either English or French, and a high level of competence in the other. Knowledge of other major European languages is an advantage.

The post-holder must be available for a large amount of travel, in Europe and sometimes beyond, including frequent overnight and longer absences.

HOW TO APPLY

If you are potentially interested in this position and wish for additional information before deciding whether to apply, please contact the office of the Secretary General by phone on +32 2 500 0532, or by e-mail at jeremy.smith@ccre-cemr.org.

The deadline for formal applications is **28th September 2009**. They should be sent by e-mail to myriam.lambert@ccre-cemr.org.

A hard copy can also be sent to us, addressed to:
Myriam Lambert,
SG dossier
Council of European Municipalities and Regions
Square De Meeûs 1,
B-1000 Brussels

Applications should comprise the following:

- ***A letter of motivation***, explaining briefly why you are interested in the post, and what main qualities you would bring to it.
- ***A Curriculum Vitae (CV)*** giving information about yourself, in particular your employment history (including salary information), educational / professional qualifications, language skills, and other relevant matters.
- ***A short statement explaining how you meet the points set out in the person specification*** (*this can be combined with the letter of motivation if you prefer*).
- ***The names and contact details of two persons who can give a reference on your behalf***. Please state if you do not wish us to contact (either of) them without your express prior agreement.

The letter of motivation and the statement of how you meet the requirements of the person specification should be in both English and French. The CV may be in either language at this stage.

THE APPOINTMENT PROCESS

Once the application deadline has passed at the end of September 2009, a shortlist of candidates will be drawn up to be invited for interview by a political panel comprising the President and senior political office-holders of CEMR. These interviews will take place in late October or November 2009. This political panel will then decide whom to recommend to the Policy Committee for formal election.

These formal interviews may be preceded by preliminary discussions / interviews with candidates, who may also be asked to make a presentation or undertake written tests.

The meeting of the Policy Committee which is due to elect the Secretary-General is due to take place in Berlin in late 2009.