

NPHI BEST PRACTICES SERIES: RECRUITING AN NPHI DIRECTOR

Ideally, the director of the NPHI will be a person with the vision, ability, and experience to gain the support of the highest levels of government and mobilize the NPHI's staff to achieve improved public health in the country. This requires the director to have scientific and public health knowledge and the skills and ability to provide strategic leadership and create trust among government, the public, and NPHI stakeholders.

A position description is the core of the recruitment and selection process; an authorized office, the NPHI Executive Board, or another body can prepare it. The final nomination is often made by a different body or entity, such as the President, Council of Ministers, or Minister of Health.

Processes for recruiting and selecting NPHI directors vary by country. Many countries have formalized processes for nominating and appointing an NPHI director. For example, the President of Guinea-Bissau's INASA is named by the Cabinet Council based on a proposal by the Minister of Public Health. The Chief Executive of Public Health England is appointed by the Permanent Secretary through open competition in line with civil service recruitment principles. The Director-General of the National Public Health Institute of Liberia was appointed by the President on recommendation of the institute's Board of Directors; Colombia's Instituto Nacional de Salud (INS) has a similar process. In some instances, a Parliamentary hearing is organized prior to the final nomination.

Regardless of the process, the considerations below can help increase efficiency and transparency in selecting an NPHI director and ensure that appropriate candidates are identified.

POSITION DESCRIPTION

A position description for an NPHI director might include:

[Organization Description]

Position/Title: Executive Director/President

Duration of Appointment/Term of Office: XXX

Job Summary: The Executive Director serves as chief executive of [xx] institute and is responsible for providing strategic leadership by ensuring accomplishment of the institute's mission and vision. The Executive Director plans and executes all aspects of the institute's programs and is responsible for the overall effectiveness of the

NPHI BEST PRACTICES SERIES: RECRUITING AN NPHI DIRECTOR

organization. The Executive Director maximizes all external relationships with public and private stakeholders and the community at large and serves as the visible spokesperson for the agency. The Executive Director's activities should be executed in a manner that reflects stewardship of the institute's resources and that achieves its mandate.

Scope: The Executive Director position is a full-time position. The Executive Director reports directly to XXX (e.g., the President, the Council of Ministers, the Minister of Health, the Executive Board...)

Key Duties and Responsibilities:

- Provides strategic vision and leadership for the organization
- Builds and leads the senior executive team
- Ensures that critical organizational functions are carried out according to legal and other requirements, and in ways that enhance effectiveness and efficiency in the organization. These include, for example:
 - Strategic planning
 - Financial planning and management (or financial oversight)
 - Human resources planning and management
 - Program planning, or programmatic leadership
 - Risk analysis and management
 - Partner relations and advocacy
- Encourages team-building by facilitating open communication and positive working relationships with staff

Preferred Professional Experience and Qualifications, for example:

- [XX] or more years progressive, responsible leadership or management experience in a public health or health-related organization
- Education/Professional designation (e.g., MD or PhD)
- Knowledge, skills and abilities (e.g., knowledge of leadership and management principles, knowledge of federal legislation relevant to the job)
- Proven senior-level experience in providing strategic direction and making decisions on complex issues
- Experience in building and maintaining productive relationships with diverse stakeholders
- Track record of building and leading high-performing teams