



**RIPE NCC**

RIPE NETWORK COORDINATION CENTRE

# Hiring a New Managing Director

# Overview



- How did we end up here?
- What is this presentation about?
- Axel stepped down after 20 years of service
- The board had to appoint a new Managing Director
- But also ensure stability and operations in the meantime
- This is how we did it

# Thanks to..



- Axel for being the MD for 20 years
- Gwen, Felipe and Kaveh for being the Interim MDs
- Carolien (HR)
- All staff who supported us in the selection but also who went with us through this journey

# Two subcommittees



- Transition Committee
  - Ensuring we have a working MD and a stable NCC in the transition time
  - Remco, Ondřej, Christian
- EB Selection Committee
  - Hiring a new MD
  - Salam (Chair), Falk, Piotr, Christian and Carolien (HR)

# Guiding Principles



- Be as transparent as possible
- Involve staff and the Works Council (the OR) as advisors
  - In the job description creation
  - But also in the final interviews
- Have the new MD join before the next RIPE Meeting
- Be as inclusive as possible in the job description but also in the interview process
- Finding the best-fit candidate - complementary to the organisation and existing Management

# Preparation



- Creating a committee
- Writing a job description and defining a framework
- Sending a tender to three exec search companies
- Reviewing the exec search proposals and selecting one
  - Hagoort & Partners chosen

# Searching for a new MD



## The search process – step 1

*November 20<sup>th</sup>, 2019*

**Purpose: explanation of the search process**

- Chair of the Executive Board explains the search process
- Introduction of the search firm
- Explaining the process and timelines

# Searching for a new MD



## The search process – step 2

*November 21<sup>st</sup> - 27<sup>th</sup>, 2019*

Reviewing the concept of the Job Description and announcement and finalize them

- Management Team
- Department Heads
- OR



# Searching for a new MD



## The search process – step 3.1

*November 28<sup>th</sup> - December 31<sup>st</sup>, 2019*

Job announcement published internally and externally and broadcast to members and community

- All applicants are screened and selected by the search firm

# Searching for a new MD



## The search process – step 3.1.1

*December 13<sup>th</sup>, 2019*

### *(Skype) session with EB*

- Update on the process so far
- Review first batch of applicants
- Discuss target company list

# Searching for a new MD



## The search process – step 3.2

*November 28<sup>th</sup> - December 31<sup>st</sup>, 2019*

### Executive Search based on market research

- Candidates are approached, engaged, interviewed and selected by the search firm

# Searching for a new MD



## The search process – step 3.3

*November 28<sup>th</sup> - December 31<sup>st</sup>, 2019*

Executive Search based on target companies and candidates proposed by RIPE NCC EB and staff

- Candidates are approached, engaged, interviewed and selected by the search firm

# Searching for a new MD



## The search process – step 3.4

*January 3<sup>rd</sup> 2020*

### Executive Search Update

- Candidates are approached, engaged, interviewed and selected by the search firm
- Discuss applicants after official deadline closing

*January 15<sup>th</sup> 2020*

### Executive Search Update

- Pre-discuss potential shortlist candidates

# Searching for a new MD



## The search process – step 4

*January 24<sup>th</sup>, 2020*

### Short list presentation of 5 candidates to the Executive Board

- Skype conference with EB Selection Committee
- Review of the search & selection process
- Introduction of 5 Short list candidates

# Searching for a new MD



## The search process – step 5

*February 4 - 5, 2020*

### Interviews Short list candidates by the EB

- Face-to-face meeting with EB Selection Committee in Amsterdam

# Shortlisted Candidates (1)



- 5 people
- 3 woman and 2 men
- CEO experience or Higher Management experience
- From the Industry and/or Community
- Understanding the various stakeholders and ecosystem
- Presentation about their first 100 days
- Extensive questioning about motivation and vision



# Searching for a new MD



## The search process – step 6

*February 6 - 7, 2020*

### Best candidates (2)

- 2<sup>nd</sup> interview planned with EB Selection Committee and RIPE NCC staff (representatives from MD team, Heads, OR)

# Shortlisted Candidates (2)



- 3 People
- 1 woman and 2 men
- Staff representation
  - Works Council
  - Senior Management
  - Middle Managers

# Searching for a new MD



## The search process – step 7

*February 7<sup>th</sup> - 23<sup>rd</sup>, 2020*

### Hiring preparations for the final candidate

- Reference checks
- Offer made to candidate
- Negotiation on terms and conditions
- Work on legal implications / work permit / removal

# Searching for a new MD



## The search process – step 8

*February 29<sup>th</sup>, 2020*

### Signing of contract by the new CEO

- Candidate will start April 1<sup>st</sup> - June 1<sup>st</sup>
- Starting date depends on notice period

# Searching for a new MD



## The search process – step 9

*May 11<sup>th</sup> - 15<sup>th</sup>, 2020*

### Introduction of the new CEO

- Candidate will be introduced to RIPE NCC Community
- Personal introduction at RIPE NCC Meeting in Berlin

# Searching for a new MD



## The search process – step 10

*Starting date >>> 2020*

### On boarding of the CEO

- On boarding process guided by Hagoort

# Searching for a new MD



## The search process – step 11

*May 18<sup>th</sup> - 22<sup>nd</sup>, 2020*

### Search & selection process evaluation

- Search, selection and hiring process evaluated by Hagoort
- Stakeholders: EB, MT, OR

# Some reflections



- It's a lot (a lot!) of work (hundreds of hours)
- It's an awesome board-management team-building exercise
- Having a good and experienced Exec Search company is key
- Involving staff was time-consuming but so worth it
- We are very happy with our selection and that Hans Petter accepted
- But let's not do this again anytime soon :-)





# Questions



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