EUROPEAN UNION
THE COUNCIL

Brussels, 21 December 1993

11020/93

RESTREINT

ENFOPOL 59

N O T E

from : the Project Team

dated: 14 December 1993

Subject: Recruitment of the senior management for the provisional phase of EDU

Please find herewith a note by the project team on recruitment of the senior management for the provisional phase of EDU.

RECRUITMENT OF THE SENIOR MANAGEMENT FOR THE PROVISIONAL PHASE OF EDU

I. INTRODUCTION

1. As the European Council of 29 October 1993 gave the site of EUROPOL to the Netherlands, the Ministerial Agreement of 2 June 1993 establishing EUROPOL Drug Unit (EDU) takes full effect; EDU will come to an end when the EUROPOL Convention now being drafted comes into force.

2. At their meetings on 16 and 17 November 1992, Senior Officials decided to divide the pre-Convention period of EUROPOL into a start-up phase of EDU and a provisional phase of EDU.

3. In its start-up phase, EDU will be managed by a caretaker co-ordinator and an assistant caretaker co-ordinator. This start-up phase will last the time necessary until the senior management appointed for the provisional phase comes into office.

   In this provisional phase, EDU will be managed by a co-ordinator aided by two assistants respectively in charge of administrative and intelligence services. They will be responsible for the daily functioning of the Unity and shall head a team of liaison officers and analysts supported by auxiliary staff. This provisional phase will last until the coming into force of the EUROPOL Convention now being drafted.

II) Recruiting procedures of Senior Management for the EDU provisional phase

4. The Ministerial agreement mentions that Senior Management will be appointed by Ministers after consulting Senior Officials or any body established after the agreement.

5. On 29 June 1993, TREVI Ministers approved recruiting and selection procedures of Senior Management for the provisional phase. These are the following :

   - the sending by the Presidency of an official invitation to each Member State. This invitation will include a description of the post, a list of required qualifications and the deadline for handing in C.V.'s.

   - a) applicants for the post of co-ordinator whose application meets the required qualifications on the basis of selection criteria previously established by [Senior Officials] will be summoned for an interview with [Senior

Officials] or with a group selected by [Senior Officials].

b) the applicants for the positions of assistant co-ordinators whose applications meet the required qualifications on the basis of selection criteria set up by [Senior Officials] will be summoned for an interview with [Senior Officials] or with a Group selected by [Senior Officials].

- [Senior Officials] will hand out the minutes of the interviews and will recommend one or several applicants per position.

6. On 29 June 1993, the TREVI Ministers also entrusted [Senior Officials] with making sure that recruitment and selection procedures be applied.

7. On 11 November 1993, Steering Group II entrusted the Ad Hoc Group on EUROPOL with determining the criteria for the recruitment of Senior Management on the basis of the principles agreed on.

III. DECISIONS TO BE TAKEN BEFORE ANY RECRUITMENT

8. In accordance with the principles determined by Ministers on 29 June 1993, the Ad Hoc Working Group on EUROPOL should decide on the following items :

1) designating the group in charge of interviews,
2) describing each of the 3 jobs,
3) determining the required qualifications,
4) determining the assessment criteria used during interviews with the group responsible for interviewing.

9. The Group is invited to examine the items in the light of the papers herewith enclosed drawn up by the Project Team.

Project Team
EUROPOL

Strasbourg, 04.Nov.1993
File No: 2331-9

EUROPOL / EDU - Co-ordinator

Introduction

In the first instance he / she will be appointed to lead a team of Europol Liaison Officers and a small group of Analysts, supported by auxiliary staff.
The Co-Ordinator will be supported by two Assistant Co-ordinators and together they will form the Senior Management of the Unit.[1]
In order to ensure the proper operationing of the Unit and to fulfill the required functions laid down in the job description[2] the following essential criterias are to be met by the applicants for the post of the Co-ordinator.

Qualifications

- Experience in the field of international (law enforcement) Co-operation[3]
- Experience in modern methods of crime control[4]
- Experience in the management od complex police organizational units with comprehensive staff[5]
- Experience in the combatting of international crime (organized crime), especially in the drugs field[6]
- Knowledge of international treaties and conventions on international co-operation in mutual legal and police assistance and in the fight against drugs criminality and other forms of organized crime.
- Experience in modern information technology[7]
- Excellent communication skills in the EUROPOL working language(s). Possessing such ability in other EC languages will be an advantage[8]

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[1]see also File No: 2331-9.A2W in Appendix 2, Para 1.1.1.
[2]see File No: 2331-9.A3W in Appendix 3
[3]agreed by the AHWG on Europol on 14.Sept.92 in London (see also File No: 2331-9.A1W in Appendix 1
[4]s.a.
[5]s.a.
[6]s.a.
[7]s.a.
[8]see File No: 2331-9.A4W in Appendix 4 (in accordance with the AHWG meetings' discussion held on 19/20 April 93 in Copenhagen)

APPENDIX 1 File No: 2331-9.A1W

EDU/EUROPOL - Staffing and Management[1]

1. Preliminary remarks

The staff requirements of the European Drugs Unit (EDU) depend on the nature and extent of the mission to be performed, and of the modalities laid down for the performance of the tasks.

2. Level of staffing

The level and structure of staffing is represented in an organization chart in Annex 1.

2.1 The level of staffing is largely dependent on the decision on a central or decentralized data input. In case of central input, a considerable number of data input staff will be required as the data are made available by Member States in a traditional way: their number will depend on the volume of the data to be handled. This is why the number of staff is represented alternatively for either of the two input options.
On a short- and medium-term basis, data will be recorded centrally by EDU staff.
It is only in the long run - after the solution of data protection legislation and technical problems - that a decentralized data input by the national intelligence services can be envisaged.

2.2 In addition to the data input staff required for central data input, personnel from Member States law enforcement agencies will be required for the following fields:

- strategic analysis
- analysis to support investigations
- analysis starting investigations.

2.3 In addition, personnel will be needed for data processing technology, operation, planning and development of data processing equipment, other auxiliary services (telecommunications, drivers, typists) as well as for administration and finance.

[1] revised and agreed version by the AHWG on Europol on 14.Sept.92 in London

2.4 The need for a 24 hour service (7 days a week) will have to be examined. The EDU's data stock is initially too limited; inquiries will not be very fruitful and can hardly be expected. One might even abandon the idea of a 24 a hour service if Member States were given the possibility of direct data polling from the future EUROPOL data base.

It has to be clarified from a political, legal and technical point of view as to whether such possibility should be provided. In the light of practical experience to date, a 24 hour service for the sole purpose of carrying out urgent analyses is not deemed necessary.
The provision of a 24 hour service is, at any rate, not advisable during the provisional phase of the EDU.

3. Management

3.1 The EDU should be managed by a board consisting of the director and two deputy directors.
The EDU should be headed by a director who is experienced in the field of international co-operation, in modern methods of crime control and the management of complex police organizational units with comprehensive staff and experience in the field of anti-drugs work.

The two deputies should be responsible for activity in one of the major groupings (data processing/administration on the one hand, intelligence work on the other). Even more so than the director, the deputies should have special knowledge in their respective field of activity (especially in combatting international crime and other forms of organized crime, and in DP application). Longer professional experience is desirable, gained by working at an international or multinational authority or an institution of criminal prosecution.

3.2 The question as to whom the management of the EDU will be accountable will have to be discussed by the forerunner group charged with this problem area.

4. Working language(s)

4.1 To a decisive degree, the functionning and efficiency of the EDU will depend on the working language(s). A majority in the ad hoc working group is in favour of limiting the number of working languages to one. This appears to be imperative, in particular with regard to the data processing equipment available to the "intelligence" grouping and the necessity of ADP-suited input and analyses. With more than just one working language, one would have to recruit highly qualified staff for input and anaysis. Furthermore, translators would be necessary to deal with more complicated texts.
Limiting the number of working languages to just one would, in

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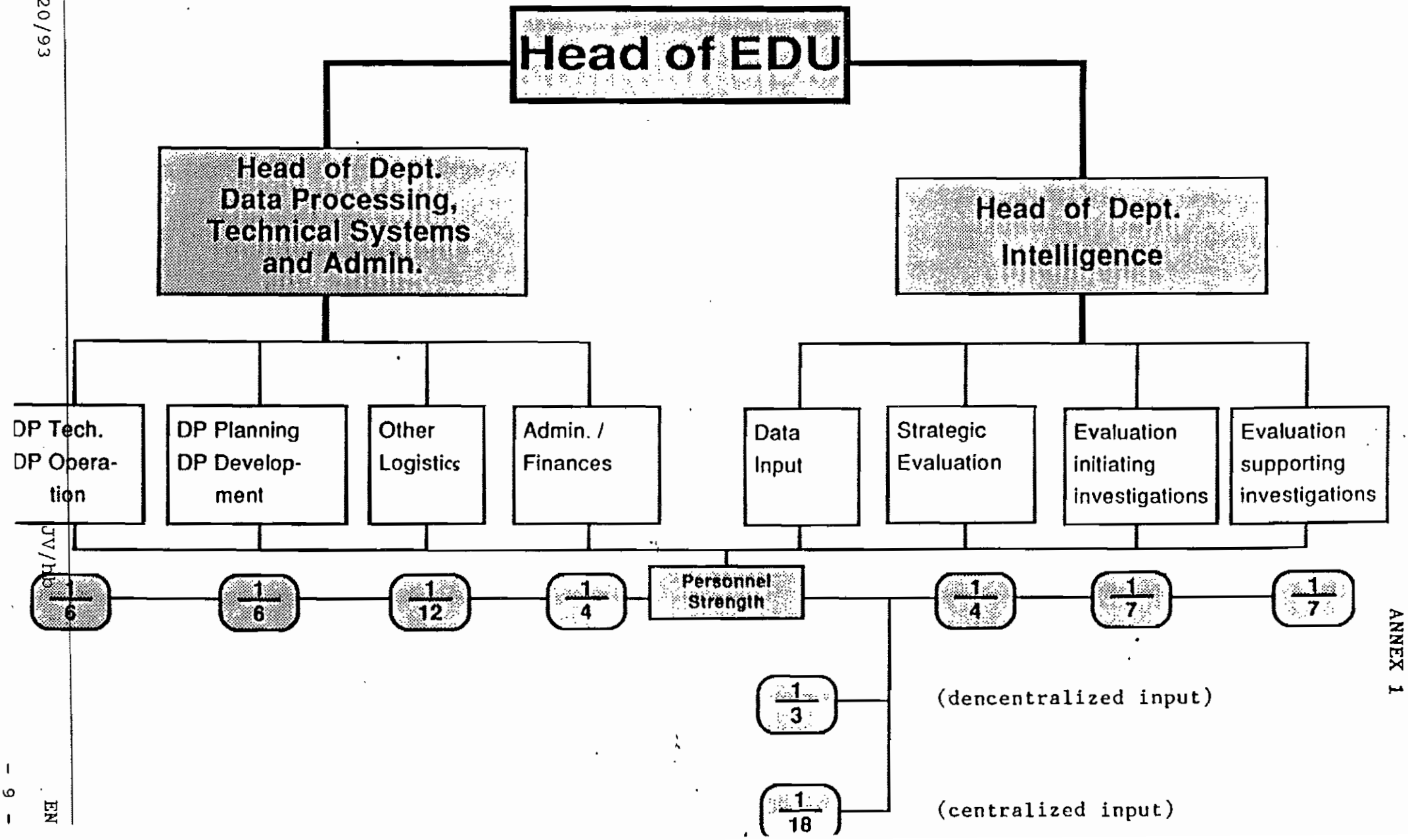
5.4 In order to ensure that each post is filled by the best suited candidate it will be necessary to define the job profiles in as detailed a way as possible and to coordinate the secondments from the various Member States. Job profiles for important posts at the EDU are enclosed (Annex 2).

6. Finance

Complete funding of EDU/EUROPOL from Member States' contributions should be the prime objective. This would ensure the independence of the staff from their respective sending states.

In the short run it will be necessary that the sending states directly pay the officials to be seconded to the EDU. However, a seperate budget is needed for operating expenses and local staff such as typists, drivers, caretakers.
The question remains to be examined whether the number of staff seconded by a given Member State should be taken into account when it comes to sharing the other costs between the Member States.
The competent sub-working group will elaborate on the overall funding. To support their work, we enclose a survey of the grading of the posts in accordance with the system applied by the European Communities (Annex 3).

Organisation Chart for the EUROPOL DRUGS UNIT (EDU)



ANNEX 1

Annex 2

1. Data input staff	* command of the working language(s) * basic knowledge in ADP/ADP experience
2. Analysts (strategic analysis)	* command of the working language(s) * experience in drug enforcement, particulary in the field of intelligence * basic knowledge in ADP * strongly developed analytical capabilities
3. Analysts (for supporting or starting investigations)	* see no. 2 above * additional experience in the field of investigations
4. Management	* command of languages (one working language and two other languages) * experience in the managment of major organizational units

Annex 3

Grading of posts at the EDU

	Grade	Title of post	Career*
Management			
1 Head of EDU	A 2	Director	(leo)
1 Head of section (Intelligence)	A3	Head of Division	(leo)
1 Head of section (Administration)	A3	Head of Division	(leo/leb)
DP Technology/DP Operation			
1 Official in charge	A 6	Principal Administrator	(civ)
2 staff members	A 5	Principal Administrator	(civ)
4 staff members	B4/B5		(civ)
DP Planning/DP Development			
1 Official in charge	A4/A5	Principal Administrator	(leo)
3 staff members	A5/A6	Administrator	(civ)
3 staff members	B2/B3		(leo)
Other auxiliary services			
1 Official in charge	A6	Administrator	(leb)
2 Personal secretaries	B2/B3		(civ)
5 Typists	C3		(civ)
4 Door keepers	C5		(civ)
1 Caretaker	C2/C3		(civ)

(civ) = civilian official
(leo) = law enforcement
(leb) = law enforcement background

Administration/Finance			
1 Official in charge	A4	Senior Administrator	(civ)
1 Assistant for staff matters	B2		(civ)
2 Assistants for financial matters	B2		(civ)
1 Assistant for legal affairs'organization	B2		(civ)
Data input			
1 Official in charge	A4/A5	Senior Administrator/ Administrator	(leo)
3 resp. 18 staff members for data input	B2/B4		(civ)
Strategic analysis			
1 Official in charge	A4/A5	Senior Administrator/ Administrator	(leo)
4 staff members	A8-B3		(leo/leb)
Analysis starting investigation			
1 Official in charge	A4/A5	Senior Administrator/ Administrator	(leo)
7 staff members	A8-B3		(leo/leb)
Analysis supporting investigations			
1 Official in charge	A4/A5	Senior Administrator/ Administrator	(leo)
7 staff members	A8-B3		(leo/leb)

Annex 3 is only a guide to the staffing requirement for EUROPOL. The staffing requirement of 60 personnel relates only to the first phase of EUROPOL. A much greater staffing requirement is needed when EUROPOL becomes fully operational.

APPENDIX 2

Strasbourg, 04.Nov.1993
File No. 2331-9.A2W

Recruitment of management in the provisional phase[1]

1. Senior Management

1.1. Co-ordinator

EDU will be managed by a Senior Management consisting of a Co-ordinator and two Assistant Co-ordinators. The importance of these posts has been acknowledged. It is essential therefore that the highest quality of applicant should be sought .

1.1.1. Recommendations on the Selection of the Co-ordinator.

In the first instance he / she will be appointed to lead a team of Europol Liaison Officers and a small group of Analysts, supported by auxiliary staff.

The Co-ordinator will be supported by 2 Assistant Co-ordinators and together they will form the Senior Management of the Unit. The Co-ordinator will be directly responsible to a controlling authority yet to be determined.

The attached draft advertisement (Appendix 1) and draft Job Description (Appendix 2) identify the experience and skills necessary to lead the organisation through the provisional period.

The future Co-ordinator should be either the Chief of a Police Department or occupy such a position as to be closely involved in high policy matters of that organisation.

1.1.2. Recruiting Strategy

In the absence of an E.C. Police publication, distribution of the advertisement should be left to Member States, which should be given the widest possible circulation. The attached draft advertisement might be used by all Member States as the method of initiating the process in order to have an uniform approach.

Interested persons should be invited to contact a central point within the Member State requesting an application form (see recommended format at appendix 3). The detailed Job Description should be included with the

[1]Draft revised version in accordance with the AHWG meetings' discussion held on 19/20 April 93 in Copenhagen

application form when sent to the enquirer and this should be accompanied by conditions of employment, such as salary, allowances etc.

Despite the wide variety of rank structures and salary scales throughout the law enforcement services of the E.C. countries and similar disparities of conditions of employment of civilians in Police agencies, it is recommended that guidelines should be drawn up for salary and allowances.

A closing date for receipt of completed application forms should be at least 3 weeks after the advertisement has appeared. It is suggested that the forms should return to the Member State central authority through the applicants supervisors so that comments on his / her suitability for the post can be added. Before the applications are forwarded to the Selecting Body it is imperative that the appropriate Ministry of the Member State provides a clear statement indicating support, or otherwise, for the applicant.

Ministers have agreed that candidates whose applications meet the essential qualifications for the post will be interviewed[2]. This could be by the full meeting of TREVI Senior Officials, who will consider each candidate on the basis of his / her interview and curriculum vitae. Alternatively, TREVI Senior Officials may wish to appoint a smaller interview panel.
Each candidate will be considered against a set of weighted criteria, agreed in advance of the interview by TREVI Senior Officials.
TREVI Senior Officials will report on the selection process to TREVI Ministers and recommend one or more candidates for appointment to the post of Co-ordinator.

1.2. Assistant Co-ordinator

1.2.1. Recommendations on the Selection of the Assistant Co-ordinator

Both Assistant Co-ordinators would be directly accountable to the Co-ordinator for their respective management responsibilities.

The skills required will be fundamentally the same as those for the Co-ordinator except for the specialisms identified in their respective titles. These particular skills or experience requirements are shown in the Job Descriptions to be found in appendices 4, 5 and Draft advertisement, appendix 6.

It should be noted that it is recommended that the post of Assistant Co-ordinator (Support) should be open also to civilians with appropriate Police Department experience as well as to Senior Police Officers.

[2]Agreed by TREVI Ministers (extraordinary meeting on 29 June 1993 in Copenhagen)

1.2.2. Recruiting Strategy

The same system of recruiting should be followed for these posts as recommended for the post of Co-ordinator.

The Ad Hoc group has already agreed that the Members of the Senior Management should be able to speak and write the Europol working language(s) and moreover, taken together, they should be able to speak and read at least four (preferably more) E.C. languages.

1.3. Timetable

If the above recommendations are accepted we envisage the following sequence of events:

Date of decision on location / language etc.	1 Day
Member States requested to publish / circulate advertisements	21 Days
Application forms completed and returned to Member State	21 Days
Application forms sent to Presidency	7 Days
Arranging Interviews	7 Days
Senior Officials will interview all candidates put forward who had the backing of their Member States[3]	2 Days
Post offered and accepted in writing	3 Days
Minimum period for candidate to take up post	28 Days
TOTAL	90 Days

[3]Agreed by TREVI Ministers (extraordinary meeting on 29 June 1993 in Copenhagen)

APPENDIX 3 File No: 2331-9.A3W

JOB DESCRIPTION - CO-ORDINATOR

- The Co-ordinator is responsible for ensuring that EUROPOL/EDU operates within its' terms of reference and in a lawful manner, particularly in respect of data protection legislation.

- As Head of the Senior Management of the unit he will maintain a close working relationship with the controlling authority and will produce for them general or specific reports as and when required.

- He will ensure that the unit provides a dynamic intelligence service in support of large scale investigations into major drug trafficking/ money laundering activity involving 2 or more Member States.

- He will promote and maintain the widest possible mutual assistance between all N.D.I.U./ N.C.I.S. of the Member States.

- As part of this process he will attend in person the advisory group meetings thereby keeping the Heads of National Intelligence Services fully informed of the development of this new structure.

- He will steer the development of the organisation to enable it to take on intelligence work in other designated areas of major crime.

- The Co-ordinator and his Assistants will form the Senior Management who will be responsible for ensuring staff are properly trained supervised and supported by a sound management structure.

- By personal contacts he will ensure that all other legitimate sources of information, national, regional or multi-national are available to support the work and meet the objectives of EUROPOL/EDU.

- He must ensure that proper budgetary control measures are in place and, where appropriate, prioritise expenditure so that EUROPOL/EDU operates in the most effective and economic matter.

- By personal attendance, or by representation, he must ensure that EUROPOL/EDU obtains maximum benefit from participating in appropriate National and International Conferences and Seminars.
  For this reason all the management staff should be able to speak and write the EUROPOL working language(s). Moreover, the management staff taken together should be able to speak and read at least four (preferably more) EC languages.[1]

- He will prepare the organisation for change when it progresses from the Provisional Phase to the Post Convention Phase.

- He will be responsible for the good order and discipline of the personnel working in the Unit but he will delegate to one of his Assistant Co-ordinators the responsibilities for the oversight of enquiries of a discipline nature.

- He will be appointed initially for a period of 3 years or until the Convention comes into operation whichever is the soonest. Extensions to this initial period are negotiable.

[1]Agreed by the AHWG on Europol on 14 Sept. 92 (revised doc. EDU/EUROPOL - Staffing and Management) in London

APPENDIX 4 File No: 2331-9.A4W

ADVERTISEMENT FOR CO-ORDINATOR

Applications are invited from suitably qualified Senior Police Officers for the post of Co-ordinator of EUROPOL/EDU, a new criminal intelligence organisation due to commence operation in The Hague/Netherlands on 1st Jan. 1994.

Initially the new organisation will be a European Drugs Unit who's purpose will be to provide intelligence support for criminal investigations into drug trafficking and money laundering activity effecting two or more Member States of the E.C. Other areas of major crime will be included in the near future.

To be a successful candidate you will need to be currently holding a post as Director or Chief of a Police Department or occupy a position where you are closely involved in the development of high policy issues for your organisation.

You will be experienced in the control of major criminal investigations, have been engaged in work involving international co-operation and be familiar with the use of information technology and the production of criminal intelligence. You will have had recent close involvement with anti-drugs work.

This will be a demanding job. Directing and developing a multi-national organisation will call for flair and imagination but of greater importance will be the need for excellent communication skills. A proven record of high quality management of human and technical resources will be essential as will the ability to comprehend and communicate the EUROPOL working language(s). Possessing such ability in other E.C. languages will be an advantage.

Application forms, together with a more detailed job description can be obtained by telephone from ---------- or by writing to ----------.

Project Team
EUROPOL

Strasbourg, 04.Nov. 1993
File No: 2331-10

EUROPOL / EDU - Assistant Co-ordinators
ADMINISTRATION/DATA PROCESSING and INTELLIGENCE

Introduction
In the first instance he / she will be appointed to assist the Co-ordinator in leading a team of Europol Liaison Officers and a small group of Analysts, supported by auxiliary staff.
Together with the Co-ordinator they will form the Senior Management of the Unit. Both Assistant Co-ordinators would be directly accountable to the Co-ordinator for their respective management responsibilities. The skills required will be fundamentally the same as those for the Co-ordinator exept the specialisms identified in their respective titles. These particular skills or experience requirements are shown in the Job Descriptions to be found in the appendices.[1]
In order to ensure the proper operationing of the Unit and to fulfill the required functions[2] the following essential criterias are to be met by the applicants for the post of the Assistant Co-ordinators.

Qualifications
- Experience in the field of international (law enforcement) Co-operation[3]
- Experience in modern methods of crime control[4]
- Experience in the management od complex police organizational units with comprehensive staff[5]
- Experience in the combatting of international crime (organized crime), especially in the drugs field[6]
- Experience in modern information technology[7]
- Excellent communication skills in the EUROPOL working language(s). Possessing such ability in other EC languages will be an advantage[8]

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[1]see File No: 2331-9.A2W Recruitement of Management in the provisional phase (in accordance with the AHWG meetings' discussion held on 19/20 April 93 in Copenhagen
[2]see File No: 2331-10.A2W and 2331-10.A3W in the App. 2 and 3
[3]agreed by the AHWG on Europol on 14.Sept.92 in London (see also File No: 2331-9.A1W)
[4]s.a.
[5]s.a.
[6]s.a.
[7]s.a.
[8]see File No: 2331-9.A4W in Appendix 4 (in accordance with the AHWG meetings' discussion held on 19/20 April 93 in Copenhagen)

APPENDIX 1 File No: 2331-10.A1W

JOB DESCRIPTION

ASSISTANT CO-ORDINATOR
INTELLIGENCE

1. He will be responsible to the Co-ordinator for the performance of the Intelligence Division of EUROPOL and will ensure that the work of the E.L.O.'s and analysts is properly supervised and co-ordinated so that a dynamic intelligence service is provided in support of large scale investigations into major drug trafficking/ money laundering activity involving 2 or more Member States.

2. He will have regular and frequent contact with the Heads of National Criminal Intelligence Services in pursuit of the promotion and maintenance of the widest possible mutual assistance between all N.D.I.U.'s / N.C.I.S. of the Member States.

3. He will develop and maintain contacts with other legitimate sources of information of a national, regional or multi-national nature that might assist the Division in meeting its' objectives.

4. With the Co-ordinator and the other Assistant Co-ordinator he will form the Senior Management which will be responsible for ensuring staff are properly trained, supervised and supported by a sound management structure.

5. He will assist the Co-ordinator in fulfilling his obligations to the governing body / controlling authority.

6. At the request of the Co-ordinator he will attend appropriate National and International Conferences and Seminars. He must be prepared to make presentations on the work of EUROPOL.

7. He will play a key role in planning and implementing systems and redesigning structures enabling the Division to take on intelligence work in other designated areas of major crime.

8. He will also assist in the longer term planning so that the Intelligence Division is properly prepared to move from the Provisional Phase to the Post Convention Phase.

9. During the prolonged absence of the Co-ordinator, or for any shorter period determined by him, he will assume the responsibilities of the senior post, with the exception of creating new policy or altering existing policy.
   N.B.
   The appointment will initially be for 3 years or until the Convention comes into operation, whichever is the soonest. Extensions to this initial period will be negotiable.

APPENDIX 2 File No: 2331-10.A2W

JOB DESCRIPTION

ASSISTANT CO-ORDINATOR
ADMINISTRATION/DATA PROCESSING

1. With the Co-ordinator and the other Assistant Co-ordinator he will form the Management Board which will be responsible for ensuring staff are properly trained, supervised and supported by a sound management structure.

2. He will assist the Co-ordinator in fulfilling his obligations to the governing body / controlling authority.

3. He will be responsible for implementing the financial policy of the organisation. He will prepare forecasts of future needs for the short and long term.

4. He will ensure that expenditure is properly supervised and remains within budget.

5. He will be responsible for recruitment, developing appropriate policies in line with expansion.

6. He will be directly responsible for the creation of a contended workforce, giving particular attention to conditions in the work place and equipment made available to the staff.

7. He will be responsible for overseeing internal enquiries into alleged cases of indiscipline by the staff and directly responsible for deciding whether formal action should follow.

8. He will be responsible for welfare issues and be the custodian of personal records of the staff.

9. He will oversee the development in the automation of the organisation based on an information plan.

10. He will oversee the build up and maintenance of the procedures and forms in respect of the automation.

11. He will ensure the proper development and maintenance of the automated systems.

12. He will see that the systems are exploited to provide maximum support to the managers and other users.

13. He will be responsible for developing strategies for change, in particular the planning necessary to ensure a smooth transition from the Provisional to the Post Convention Phase.

    He will be appointed initially for a period of 3 years or until the Convention comes into operation, whichever is the soonest. Extensions to this initial period are negotiable.