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| **Current terms of reference**  | **Proposal of changes** |
| *“15. Modify the “Terms of Reference for Contracting Personnel of the Technical Support Unit (TSU)” approved at the VII RCM with regard to the selection of personnel as follows:* 1. *Contracting of the Coordinator of the Technical Secretariat will be approved by the Vice Ministers of the RCM for an initial period of one year, which may be extended for a maximum of two additional years;*
2. *Contract extensions will depend on the result of performance evaluations to be made by the Vice Ministers at the end of each contract year, based on the report to be submitted by the Presidency Pro Tempore; and*
3. *The vacancy in the position of TS Coordinator will be communicated directly to the RCM Vice Ministers at the beginning of the last year of the maximum period or immediately, when circumstances require.”*
 | **United States suggests adding to the following subsection:**Subsection a: ”…may be extended for up to two years, in one year increments, with each annual extension approved by a majority of Member States;”**Mexico suggests adding to the following subsection:**Subsection b: In case of deciding [not] to renew the contract of the acting Coordinator of the Technical Secretariat, the selection procedure will begin –immediately- putting in charge, for a period not exceeding one year, a representative of the IOM**Honduras suggests:**In regard with subsection b: consider establishing the minimum parameters of evaluation that should reflect the report that the PPT presents as for the performance of the Coordinator of the Technical Secretariat.  |
| Text taken from paragraph #15 of the Decisions of the Vice Ministers adopted during the IX Regional Conference on Migration held in Panama City, Panama, the 20th and 21st of May 2004.  | Suggestions taken from the comments sent by the Member Countries indicated. |

**Consultation on the guidelines for the hiring and replacement process for the Coordinator of the TS of the RCM**

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| **Desirable Terms of Reference of the Coordinator of the RCM Technical Secretariat (TS) according to current guidelines** | **Proposal of changes** |
| 1. *“National or citizen of one of the RCM Member Countries;*
2. *University degree in Social or Political Sciences;*
3. *Full command of the RCM official languages (English and Spanish);*
4. *Minimum of five years as project/program director in migration affairs;*
5. *Liaising with governmental and diplomatic authorities as well as international and civil society organizations;*
6. *Thorough knowledge and experience in migrant’s assistance, migration management, development programs, technical cooperation and regional consultation/dialogue processes on migration;*
7. *Excellent oral and written communication skills;*
8. *Diplomatic and negotiation abilities;*
9. *Flexible, open and results-based management style, able to effectively manage resources;*
10. *Ability to work effectively and harmoniously with colleagues from varied cultures and professional backgrounds;*
11. *Ability to lead teams to achieve the desired goals;*
12. *Knowledge of and experience in the Regional Conference on Migration (RCM), its Plan of Action and related projects; and, IOM administrative-financial standards is an advantage.”*
 | **United States suggests modifying the following subsections:** * Subsection b: change to “University degree in a relevant field of study”
* Subsection d: change to “A minimum of ten years management experience, including at least five years at the Director level, in migration affairs or a related field”
* Subsection e: change to “Ability to liaise with government and diplomatic…”
* Subsection h: change to “Bilateral, regional, and multilateral negotiation skills and abilities.”
* Subsection i: change to “Demonstrated open and results-based management style, and ability to effectively manage resources.”
* Subsection k: change to “Ability to lead teams to achieve the desired goals. Knowledge of and experience in the Regional Conference on Migration (RCM), its Plan of Action and related projects and IOM administrative-financial standards is an advantage.”

**United States suggests adding the following qualifications:*** “Demonstrated ability to organize and facilitate meetings, seminars, workshops and other events.”
* Consider also capturing ability to develop and manage budgets and financial reporting for programs/projects;
* “Commitment to fostering an inclusive workplace that promotes fairness, honesty, integrity and openness; respects the opinions of others and treats all with equality and dignity without regard to gender, race, colour, creed, ancestry, place of origin, political beliefs, religion, marital status, disability, age, or sexual orientation.”

**Honduras suggests modifying the following subsections:** * Subsection b:Having college degree related to the field of work of the Technical Secretariat of the RCM, preferably accompanied by a Masters or PhD.
* Subsection c: Proficiency in the RCM official languages ​​(English and Spanish) and preferably with proficiency of some other language.
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| Text taken from the document “Updated Terms of reference of the Technical Secretariat”, which were included as an appendix of the Document of Santa Fe, adopted during the XVI meeting of the RCM (La Romana, Dominican Republic, 10th – 11th of June 2011).  | Suggestions taken from the comments sent by the Member Countries indicated. |

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| **Assessment of the Qualifications of the Applicants for the Position of Coordinator of the Technical Secretariat (TS)** | **Proposal of changes** |
| *There are no guidelines on this matter.*  | **Canada suggests**: * Knowledge and experience of the RCM and/or other regional consultative process.

**United States suggests**:1. *“Thorough knowledge and experience in migrant’s assistance, migration management, development programs, technical cooperation and regional consultation/dialogue processes on migration.*
2. *Demonstrated ability to work with governmental and diplomatic authorities as well as international and civil society organizations;*
3. *Demonstrated ability to organize and facilitate meetings, seminars, workshops and other events”*

**Honduras suggests:** 1. “Having occupied a charge of management of migratory processes, whose performance has been positively recognized internationally.
2. Having received award or international recognition for contributions made to the regional immigration issue”
 |
| *There are no guidelines on this matter.* | Suggestions taken from the comments sent by the Member Countries indicated. |

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| **Role of the T.S Coordinator according to current guidelines** | **Proposal of changes** |
| 1. *“Execute all management activities necessary for the effective work of the Technical Secretariat;*
2. *Provide technical and logistical support to the President Pro Tempore for the planning, organization and implementation of meetings, seminars, workshops and other events of the RCM and the Regional Consultation Group on Migration (RCGM) agreed to be held within the framework of the RCM;*
3. *Responsible for the implementation, evaluation and monitoring of the activities included in the Plan of Action of the RCM and other activities agreed on by the Vice-Ministers;*
4. *Draft and/or assist in the development of work and reference documents for the meetings of the RCM;*
5. *Coordinate the management and administration of the Virtual Secretariat (VS) of the RCM;*
6. *Prepare financial and activity reports and other general reports on the activities of the TS of the RCM;*
7. *Prepare budgets for the operations of the TS as well as for other activities, as required;*
8. *Advise RCM Member Countries on migration affairs;*
9. *Maintain contact and regularly coordinate with government officials and international organizations as well as civil society representatives with the aim of achieving the objectives of the RCM;*
10. *Develop and update the terms of reference and job descriptions of the staff of the TS;*
11. *Perform any other tasks related to the management of the TS as requested by the President Pro Tempore of the RCM.”*
 | **United States suggests modifying the following subsections:*** Subsection a: consider including what some of those management activities are.
* Subsection i:change to: *“Serve as the RCM representative to other organizations and institutions on migration and coordination matters, and liaise with governmental and diplomatic authorities as well as international and civil society organizations.”*

**United States suggests adding the following role:** * *“Maintain an inclusive workplace that promotes fairness, honesty, integrity and openness; respects the opinions of others and treats all with equality and dignity without regard to gender, race, color, creed, ancestry, place of origin, political beliefs, religion, marital status, disability, age, or sexual orientation.”*

**Mexico** **suggests adding the following roles:*** *“Strengthen links with the focal points of the CRM by using technological resources available;*
* *Inform the Member Countries the linking opportunities of the RCM agenda with the agenda of other specialized forums and consultative processes;*
* *Inform the RCGM on possible mechanisms to enhance collaboration and coordination with specialized international organizations.*
* *Follow up plans and activities pending implementation.”*

**Honduras suggests modifying:** Subsection f: change to *“Prepare monthly financial, operational and other general reports on the activities of the TS-RCM, which will be available to the countries of the RCM."***Honduras suggests adding following role:** * Manage and update the RCM´s website.
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| Guidelines taken from de Vacancy used for hiring the Coordinator of T.S in 2015.  | Suggestions taken from the comments sent by the Member Countries indicated. |

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| **Evaluating the Performance of the Coordinator of the TS according to current guidelines**  | **Proposal of changes** |
| “*Contract extensions will depend on the result of performance evaluations to be made by the Vice Ministers at the end of each contract year, based on the report to be submitted by the Presidency Pro Tempore.*”Furthermore, regarding reports for evaluation, the TS prepares and submits a Financial and Activity Report at each session of the Regional Consultation Group on Migration (RCGM) to inform technical government officials about the work carried out by the TS.  | **Mexico suggests adding the following:** * “Performance evaluations could be conducted every six (6) months, these would be presented during the first meeting of RCGM and the vice-ministerial meeting.”

**United States suggests adding the following:** * “Member States will be requested to provide feedback on the performance of the Coordinator and his/her management of the Secretariat in advance of the review of the Coordinator [this could be through a simple survey (i.e. 5 questions) that is conducted].”

**Honduras suggests adding the following:** * “Compliance Report of the activities planned in the action plan of the CRM."
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| Text taken from paragraph #15, subsection C of the Decisions of the Vice Ministers adopted during the IX Regional Conference on Migration held in Panama City, Panama, the 20th and 21st of May 2004. | Suggestions taken from the comments sent by the Member Countries indicated. |

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| **Posting of the Vacancy Notice for the Position of Coordinator of the TS according to current guidelines** | **Proposal of changes** |
| To date, the only guideline concerning the vacant position of Coordinator of the TS establishes that the vacancy will be directly announced to the Vice-Ministers immediately, if required. The vacancy notice will include the terms of reference for the position, the employment conditions and the contact information for submitting applications. | **Mexico suggests adding the following:** “1. The Technical Secretariat after prior coordination with the Presidency Pro Tempore should make the publication of the vacancy notice.2. The publication must be made to knowledge of the member countries through the Technical Secretariat and through its publication on the website of the RCM.3. The vacancy notice must be open 3 days as minimum4. The number of candidates that should be presented as a minimum to proceed with the elaboration of a short list is from 4 to 6 candidates. 5. An extension of the announcement can be made in case of not having the minimum number of participants in the indicated lapse of time. 6. The Troika along with the interested countries in joining the Selection Committee will be the ones in charge of the selection process.7. IOM will provide guidance in drafting the vacancy notice and the criteria to be considered for selection, in accordance with its role as a administrative body supporting the T.S.”**United States suggests adding the following:** 1. “The RCM Secretariat should publish the vacancy announcement on its website in both Spanish and English – and all Member States should receive a communication from the Secretariat the day the announcement is posted that provides the link to the vacancy.
2. The vacancy notice should be open for 30 calendar days.
3. There should be no minimum number of applicants. All candidates who have submitted a completed application by the closing date should be considered.
4. The position should only be re-advertised if the candidates in the first vacancy announcement are not fully qualified for the position and additional candidates are required.
5. We recommend that the selection committee include a panel of three members. One member from Central America, one member representing the United States or Canada, and one member who is jointly selected by Central American Members and the United States and Canada. The successfully candidate should be unanimously approved by all three members of the Selection Committee.
6. IOM should play a role in the recruitment process for S.T”

**Canada suggests adding the following:**1. “The vacancy notice should be posted by the T.S and the IOM;
2. The vacancy notice should be posted by all means available;
3. The vacancy notice should stay open for a month at least;
4. If not enough applications are received, the vacancy notice should be posted a second time;
5. The Selection Comittee should include representatives of all interested member countries with the advice of the IOM;
6. The OIM should have only on an advisory role in the hiring process.”
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| Guidelines taken from the document named “Guidelines for the Selection of the Coordinator of the T.S of the RCM”, prepared by the IOM for the RCM as response to the request of the latter.  | Suggestions taken from the comments sent by the Member Countries indicated. |

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| ***Assessing Candidates to Develop a Shortlist according to current guidelines*** | **Changes proposals** |
| In the document entitled “Selection Guidelines for the Position of Coordinator of the Technical Secretariat of the RCM” IOM suggests that a scale of “weighting factors” be added to enable giving more or less weight to the skills to be assessed. However, the RCM has yet to express a position regarding this recommendation.In that document, the IOM notes the need to add a scale of "weighting factors". In order to adjust the "short list" and that no more than 3 candidates are interviewed. To adjust this short list it is proposed to make a weighting scale for the selection criteria, so that some candidates have greater weight in the selection given their profile. The latter being a task of the RCGM. | **United States suggests adding the following:** * The selection tools of the amended terms of reference.
* The prior experience should be heavily weighted (perhaps 50%) and the Liaising would each be 25%. The Nationality and Language criteria should not be weighted – they should be either a YES or NO with no weighting.
* Minimum should be three – and with a goal of up to five if we have five qualified candidates (which should also be the maximum).
* The candidates should be rank ordered if weighting criteria are used. If no qualitative weighting method is used – then all individuals who meet the requirements must be reviewed by the panel.

**Honduras suggests adding the following:** * In regard to the weighting factors these should include the stages of the Background Assessment, Technical Evaluation, Assessment of Personality and Job Interview, which will gain a deeper understanding of the knowledge, skills and competencies of candidates.

**Canada suggests:*** In the short list there should be at least 6 candidates.
* Until the established maximum numbers of candidates have been shortlisted this should be left to the discretion of the Selection Committee.
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| Guidelines taken from the document named “Guidelines for the Selection of the Coordinator of the T.S of the RCM”, prepared by the IOM for the RCM as response to the request of the latter.  | Suggestions taken from the comments sent by the Member Countries indicated. |

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| **Interviewing the Shortlisted Candidates according to current guidelines** | **Proposal of changes** |
| In order to conduct interviews with pre-selected candidates in the short list, the tools used has been this questionnaire which is implemented by the Coordinator of the Technical Secretariat (ST) of the CRM. The questionnaire is made up of the following 6 questions:Question No. 1 (10 minutes)Describe your experience regarding the management of projects or programmes relating to migration, highlighting the following aspects:* The type and level of contacts with government authorities, international organizations and non-governmental organizations, and
* Your knowledge or practical experience relating to administrative and financial standards of international organizations. Please provide examples.

Question No. 2 (10 minutes)Excluding the Regional Conference on Migration, describe your knowledge and experience relating to assistance to migrants, development programmes and technical cooperation actions, as well as regional consultation processes or regional dialogue on migration, including the organization, financing and logistics of international events.Question No. 3 (5 minutes)Provide examples of cases where you have used your diplomatic and negotiating skills. Elaborate on situations where you have participated in the writing of texts requiring the consensus of different actors, and the aptitudes needed for the consolidation of positions. *This question was sent to you by e-mail prior to this interview, and you had 20 minutes to write an answer in your second language/not your native language. Your answer has been distributed to the members of the interviewing panel to be considered in the general evaluation.* During the interview you may answer in your native language and you may use the answer that you wrote in your second language prior to the interview.Question No. 4 (10 minutes)Describe your experience regarding the following:1) Human and financial resource management;2) Working with colleagues from different cultures and professional backgrounds; and3) Competency in leading teams or working groups.Please mention the problems you faced and explain how you solved them.Question No. 5 (15 minutes)Describe the role of the RCM Technical Secretariat and its Coordinator during one calendar year, explaining which would be the key actions as part of your duties in the work of RCM, explaining the role of its different components, such as the closed-door Vice-Ministerial Meeting, the Writing Committee, and the Plan of Action, including the relationship between the Technical Secretariat and the International Organization for Migration (IOM).Regarding activities, workshops and working meetings, how do you visualize the role of the coordinator? Elaborate on the definition of several logistics details for the success of the events and exhausting working days. Question No. 6 (10 minutes)Explain, which migration issues should be prioritize by the RCM as a forum for multilateral consultation on short and medium term? | **United States suggests:** * Delete question 5 because it is unfair for outside talent and will automatically provide preference to individuals who have worked on the RCM in the past.
* The group that is on the Selection Committee should come to a consensus as to the qualifications of all applicants who have been interviewed. Therefore, it is critical that interviews happen either on the same day, or in the days immediately before or after the day in which the majority of interviews are scheduled.

**Honduras suggests adding:** * On the ability and experience for control, management and accountability.

**Canada considers:*** This questionnaire has been used a few times before. The selection committee needs to develop a new set of questions for the new competition to ensure that candidates don’t have an unfair advantage.
* The experience and knowledge about migration management and on the RCM should be rated the highest.
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| Guidelines taken from the document named “Guidelines for the Selection of the Coordinator of the T.S of the RCM”, prepared by the IOM for the RCM as response to the request of the latter.  | Suggestions taken from the comments sent by the Member Countries indicated. |

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| **Systematizing of Results and Appointment according to current guidelines** | **Changes proposals** |
| After the interviews, the practice has been that each member of the Selection Committee submits the results of his/her evaluation to the TS to be systematized in order to develop a table with the final scores of each candidate. Once the information has been systematized, the TS coordinates the development of a report on the selection process with the Selection Committee. The report is submitted to the Vice-Ministers and Focal Points of the RCM by email, listing the scores of the interviewed candidates in descending order.Should the leading candidates get the same score, the tiebreaker criterion or mechanism will be conducting a second round of questions for candidates with the same score.In practice, once the Selection Committee has identified the candidate with the highest score, this candidate is then submitted to the Vice-Ministers of the RCM Member Countries for consensus and final approval. If any of the Vice-Ministers objects to the candidate, the candidate with the second highest score is submitted for consideration. | **Unites States suggests:** 1. “If several candidates have the same score an additional interview should be held to select the candidate.
2. The vice ministers shouldn’t take more than five calendar days to express their views about the candidate who should fill the position. If a Vice Minister fails to respond – the Secretariat will consider that as concurrence in the candidate.
3. The same applies if answers from all 11 countries have not been received after the term established for the Vice-Ministers has expired.
4. If consensus between all countries cannot be reached we recommend that a small committee of three individuals (one representative from Central America, one representative for Canada and the United States, and one representative jointly selected by Central America and Canada/United States vet and select the candidate unanimously.
5. If the term of the current Coordinator expires and the position continues to be vacant then an interim Coordinator should be selected.”

**Canada considers:**1. It is very unlikely that several candidates have the same score, and if this does happen, it should be left to the discretion of the Selection Committee.
2. The vice ministers should have two weeks after a recommendation is done to express their views about the candidate.
3. The RCM functions by consensus, so if no agreement is reached, it should run a second time.
4. If the term of the current Coordinator expires and the position continues to be vacant One has to consider having another interim Coordinator.
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| Guidelines taken from the document named “Guidelines for the Selection of the Coordinator of the T.S of the RCM”, prepared by the IOM for the RCM as response to the request of the latter.  | Suggestions taken from the comments sent by the Member Countries indicated. |

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| **Absence of a Coordinator**  | **Changes proposals** |
| *There are no guidelines on this matter.* | **United States suggests:** 1. In case of resignation:
2. The Coordinator should provide a minimum of 30 days notice of his/her resignation to the President Pro Temp, with all Member State Vice Ministers simultaneously informed by the Secretariat.
3. The process to hire a new Coordinator should be initiated as soon as the Coordinator provides notice of their intent to resign. The process should be initiated by the Secretariat in coordination with the President Pro Temp.
4. The role of IOM in regard to the administrative matters involved in a resignation should be to facilitate the resignation in any way that it can.
5. Termination of contract:
6. The contract should immediately be terminated for cause for financial impropriety, criminal offenses, for any validated allegations of workplace violence or bullying, for cases of sexual harassment or for any form of discrimination. The contract should normally also be terminated if the Coordinator is not meeting their performance goals, which also warrant the non-extension of a contract.
7. The termination of the contract should be proposed by the PPT or by any Member State Vice Minister, approved by the Troika, and then final approval provided through a majority vote of member states.
8. The PPT should notify the Coordinator of the decision.
9. If the contract is terminated for cause for financial impropriety, criminal offenses, for any validated allegations of workplace violence or bullying, for cases of sexual harassment or for any form of discrimination – it should be immediate. Otherwise, 30 days notice.
10. The President Pro Tempore, with the approval of the Troika, may appoint an individual for up to six months while a new candidate is sought out. Any extension beyond the six months would require the approval of a majority of Member States. An interim Coordinator should not be permitted to serve for more than 12 consecutive months.

**Honduras suggests adding:*** The clear process of rescission of the contract of the Coordinator of the T.S.

**Canada suggests:** 1. In case of resignation:
2. The Coordinator should notify the PPT with copy to IOM.
3. The coordinator should give at least 1 month notice before leaving the office.
4. The process to hire a new coordinator should be initiated by the PPT in consultation with RCM member countries.
5. Once the PPT has accepted the resignation and informed the member countries, the PPT should inform the IOM which will follow applicable established procedures.
6. Termination of contract:
7. The Coordinator is appointed for one year, there’s no obligation to extend the contract if the vice ministers choose so; this is the reason why they assess performance based on the PPT’s report.
8. The Vice Ministers decide to appoint, the VMs decide to rescind, all coordinated by the PPT.
9. The PPT, on behalf of the Vice Ministers should notify the coordinator of the decision.
10. The PPT, on behalf of the Vice Ministers, should notify IOM.
11. The coordinator should give one month notice before leaving as is the norm, however, it will all depend on the particular circumstances of the situation.
12. If for any reason the position of the Coordinator of the T.S is vacant the PPT, in consultation with Vice Ministers, should propose a course of action in a non-objections basis.
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| There are no guidelines on this matter | Suggestions taken from the comments sent by the Member Countries indicated. |