

# Recruitment of the CEP Secretary General

## Introduction

The President and Board of CEP are seeking to recruit a new Secretary General to take up the post in the autumn 2022.

The post will be:

- A full time role;
- For an initial four year term with the possibility of an extension up to an eight year term;
- The basis for employment may be, with the agreement of the CEP Board,
  - a) as a secondment by a member organisation, Ministry or other body,
  - b) a direct time-limited contract with CEP for the provision of Secretary General servicesor,
  - c) an alternative contract model.

The President and CEP Board have decided that the successful candidate must have:

1. Vision to lead probation in Europe;
2. Experience of probation and criminal justice to ensure focus on doing the right things to benefit probation work in a variety of settings;
3. Ability to identify the right priorities for projects and events;
4. Management and leadership skills for governance of the CEP staff and the delivery of successful projects;
5. Representational skills to work effectively with European institutions, international bodies, national authorities and CEP members and partners;
6. Relationship and engagement skills to win support and deliver long term CEP's priorities.

The recruitment pack will contain:

- A covering letter from the President;
- Job description – functions of the Secretary General;
- Essential and Desirable skills, experience and attributes;
- An outline of the recruitment principles, process and timetable;
- Details on the work and role of CEP;
- Contact points for any additional information;
- Details on how to apply for the position.

Candidates with appropriate skills, knowledge and experience are encouraged to submit an application for this unique and important international position that is central and vital in the development of justice, rights and citizenship across Europe.

# 1. Covering letters from the CEP President

Dear Applicant,

Thank you for your interest in the post of Secretary General of the Confederation of European Probation (CEP). Detailed information on the selection process with job description, desirable skills and experience, an outline of the recruitment principles, timetable as well as important contacts are part of this recruitment pack.

I would like to take this opportunity to briefly introduce CEP, the organisation of which I am the President. Being a Board Member since 2013 and President since 2016 has given me unique chance to gain an in-depth knowledge of the strengths of CEP, its staff and, most importantly, its members and its work. Probation bodies and professionals, Ministries of Justice, researchers, universities and many others, not only from across Europe but from across the world, are at the core of CEP and its commitment to sanctions and measures in the community.

Over the years, members and others have established strong links in CEP's network as well as accessing considerable support and assistance. CEP's role has been to build that strong probation network and to continue the professionalisation and development of probation in Europe. CEP also works to raise the profile of probation on a national and European level and being the voice of probation for European institutions and bodies. These actions would not be possible without the active contribution and participation of its members.

The appointment of a new Secretary General in 2022 is a very important step for CEP. It is a post of high responsibility and great importance representing CEP and probation in Europe, being a key point of contact on probation matters for the European Commission, Council of Europe, partner organisations and CEP members. The Secretary General will be responsible for developing and implementing the CEP strategic plan in line with the priorities set by the CEP General Assembly and the CEP Board. The Secretary General will also manage the day-to-day internal organisation of the office, supervise staff, manage the budget and provide financial reports. Leadership, communication, creativity and flexibility will be essential in the post and for the achievement of CEP's objectives and goals.

With this letter, I would like to encourage qualified candidates to apply for the important post with CEP, an energetic, forward-looking and unique organisation leading the development of community sanctions and measures in criminal justice in Europe, and across the world.

With kind regards,

Gerry McNally  
CEP President

## 2. Job Description - Functions of the Secretary General

<p><b>Strategy</b> Developing and implementing the strategic plan in line with the priorities set by the General Assembly. Agreeing the annual business plan with the CEP Board.</p>	<p>Working with the CEP Board and Officers, providing strategic leadership to the organisation. Monitoring and providing progress reports to the CEP Board. Strategy and vision for the further development of the CEP.</p>
<p><b>Management</b> Managing the strategic plan. Delivering the actions and activities within the plan. Providing effective team leadership.</p>	<p>Staff supervision and accountable processes to ensure the delivery of quality services that are efficient and good value for money. Ensuring the work is undertaken as planned. HR management.</p>
<p><b>Finance</b> Managing the CEP budget with the CEP Board and Treasurer.</p>	<p>Managing expenditure efficiently and maintaining financial stability. Providing financial reports and accountability to the CEP Board, partners and the European Union as required. Managing the EC operating budget efficiently ensuring value for money with the CEP Board and Treasurer. Oversee Income Generation.</p>
<p><b>Representation</b> Ensuring that CEP has an effective voice across Europe &amp; internationally based on professional knowledge, research and the interests of probation organisations.</p>	<p>Representing CEP, under the President's delegation, at relevant international events and to European institutions and legal bodies like the EU and the CoE to further the work of probation in Europe and internationally.</p>
<p><b>Stakeholders</b> Developing and maintaining partnerships, contacts and services for the benefit of Member organisations and probation in general.</p>	<p>Identifying &amp; delivering appropriate international services for probation organisations. Ensuring effective consultation and processes are in place and utilised to shape CEP's plans and activities.</p>
<p><b>Projects</b> Displaying innovation and creativity in developing and leading CEP and other international projects.</p>	<p>Leading and being accountable for the efficient and effective management of CEP and other involvement in programmes / funded projects and events ensuring quality control. Ensure excellence, as a leader or partner, in European Union and other Funded Projects in which CEP participates.</p>

### **3a. Essential Requirements for the Secretary General Position**

- Leadership experience in work at a senior management level, preferably within probation, with a good track record of achievement. Candidates from other criminal justice backgrounds, or with experience in work at an international level will be considered.
- Fluent in spoken and written English.
- Available to manage the CEP administrative office in Utrecht (this will require regular attendance at the office).
- Available to travel extensively throughout the year on behalf of the CEP.
- Knowledge of the role, purpose, composition and functions of the relevant European and other institutions.
- The candidate will display vision and initiative in relation to the development of probation, community sanctions and measures.
- Able to act as an ambassador for CEP with excellent presentation skills.
- An ability to comprehend and apply relevant financial and employment legislation and regulations.
- Influencing skills to support professional relationships with the diverse range of the CEP stakeholders.
- Excellent written, verbal and other IT communication skills.

### **3b. Desirable Attributes for the Secretary General Position**

- Experience in work with relevant EU, national and international institutions and authorities.
- Experience in chairing conferences and leading workshops.
- Experience with EU and other projects.

## 4. Process of Recruitment

### a) Principles

The CEP Board has agreed the process for selection with the aim that it will be open, fair and transparent. The functions and personal specification documents for the post have been approved by the CEP Board which has representation from many different countries and types of probation organisations.

The Secretary General post will be:

- Advertised widely;
- Subject to open competition;
- Pitched at National Director, Deputy Director or senior management level – as a level transfer or promotion;
- Offered to the best candidate from what ever background, gender, sexual orientation, race, experience, religion or country;
- Appointed for four years with the possibility of an extension up to a maximum of eight years, dependent upon satisfactory annual assessment and performance;
- The basis for employment may, with the agreement of the CEP Board, be
  - as a secondment by a member organisation, Ministry or other body,
  - a direct time-limited contract with CEP for the provision of Secretary General services or,
  - an alternative contract model;
- The successful candidate will not necessarily be whole-time resident in the Netherlands and can be facilitated in undertaking the appointment at an office or home base other than Utrecht;
- The successful candidate will be required to provide an efficient management of the staff in Utrecht by a combination of visits and use of ICT – it is expected that the candidate will need to be at least once in a month at the Utrecht office;
- With the agreement of the CEP Board limited relocation expenses may be paid in particular circumstances if necessary.

### b) Timetable

- **Tuesday 11 January 2022** – first circulation of an e-advert to members, European organisations, placed on the website and social sites; offer of an additional telephone contact with the current Secretary General.
- **Monday 28 February 2022**– deadline for electronic applications to be sent via email - received at the Utrecht Office.
- **Monday 7 March 2022** - applications to be sifted against essential criteria and candidates to be considered for shortlisting will be circulated to the selection panel.
- **Monday 21 March 2022 by 10 am (CET)** - the selection panel scores will be collated by the Executive Officer and a video conference will take place **on Monday 21 March 2022** (time to be decided) to decide shortlist and allocate questions for preparations.
- **Thursday 24 March 2022 at the latest** - invitations will be sent to shortlisted candidates and unsuccessful candidates will be informed with an offer of feedback from the selection panel.

- **Wednesday 20 April to Thursday 21 April 2022** – an interview of max 4-5 candidates and a 10 minute presentation will take place at the Utrecht office.
- **Monday 2 May 2022** - the President will provisionally notify the successful candidate and initiate the negotiations with the Interim Secretary General on:
  1. salary,
  2. starting date,
  3. employment status,
  4. secondment or contractual arrangements,
  5. the drafting of a formal job offer and contract,
  6. any other relevant issues and questions.
- **Monday 4 July 2022 at the latest** - following agreement with the Presidium, the formal offer will be made with a view to announcing the appointment and start date.
- **1 October 2022** - the appointee is expected to take up the post (depending on notice required).

### c) Selection Panel

The selection panel will be comprised of the President, a Vice-President and one other Board member.

The panel will be supported by the Policy Officer with administrative support from the Executive Officer – neither will take any part in the interviews or decision-making.

### d) Interview Process and Components of Selection

The components of final selection will be:

1. A written statement of application (in English);
2. Europass CV – see Appendix 3;
3. 2 References;
4. Interview (in English) – set questions for all candidates;
5. A short presentation to the panel – *‘My vision for CEP’s work – The future for Community Sanctions and Measures’*;
6. Decision – candidates will be contacted about the outcome within one week after the interviews. There will be an offer of feedback for unsuccessful candidates via the Chair of the Panel.

### e) Transitional arrangements

The out-going Secretary General will be available for a time to facilitate the necessary transfer and briefing. Depending upon the start date, the Secretary General will prepare briefing and handover reports. The transitional work will be completed by 30th December 2022 at the latest.

## 5. Details on the work and role of CEP

- Leaflet Introduction to CEP (Appendix 1)
- CEP Statement on Probation Values and Principles (Appendix 2)
- Official website [www.cep-probation.org](http://www.cep-probation.org) and other communication channels

## 6. Contacts for additional information

The following staff will be pleased to provide additional information by phone or email:

- Mr Willem van der Brugge, email: [willem@cep-probation.org](mailto:willem@cep-probation.org), + 31 6 11391969

## 7. How to apply for the CEP Secretary General position

Applicants are invited to submit their application in English only, for consideration by the selection panel by noon (European Time Zone) **Monday 28 February 2022**.

The applications should be sent electronically to: [hrm.cep@cep-probation.org](mailto:hrm.cep@cep-probation.org).

Subject to the email: Secretary General job position - to Willem van der Brugge, Secretary General and Martine Herschel, Executive Officer.

*Receipt of all applications will be acknowledged by email.*

Applicants will need to submit a covering letter confirming contact details and be available for an interview and presentation **on Wednesday 20 April and Thursday 21 April 2022** in Utrecht, the Netherlands and attach the following documents:

1. A written statement of application – outlining the applicant’s case and reasons for, how the applicant’s skills and experience meet the requirements and opportunities of the role of the CEP Secretary General – no more than 800 words.
2. A completed Europass CV – use the template attached as Appendix 3 (For more information, examples and notes to assist in completion of the Europass go to <https://europa.eu/europass/en> and download instructions from Curriculum Vitae section).
3. A separate sheet providing details of two Referees – name, organisation, role, how long they have known the applicant and the nature of the relationship, contact details including email address, postal address and telephone number. Please indicate that CEP may approach the referees as part of the shortlisting process.

## **Appendix 1 – Introduction to the work and role of CEP**

The Confederation of European Probation (CEP) is a network organisation operating since its inception in 1981 to promote probation and develop community sanctions in Europe. CEP is a non-profit private organisation regulated under Dutch administrative law. CEP is funded by membership subscriptions, EC DG Justice and Consumers Operating Grant and other minor funding. CEP has a secure financial basis. The working language of CEP is English. CEP has its headquarters in Utrecht, the Netherlands.

CEP is an organisation that unites authorities and bodies within the CoE MS that provide probation services, or that carry responsibility for such services, as well as non-profit private organisations that do not engage in probation service provision, but support, facilitate or promote it, to universities and tertiary educational institutions, and private persons who support the aims of CEP. Membership is open to organisations operating within jurisdictions in the CoE MS.

In recent years, European institutions have developed a growing interest in probation. For example, in 2010 the Council of Europe adopted its Recommendation on probation, in 2014 Recommendation on electronic monitoring, in 2017 Recommendation on community sanctions and measures. In addition, the European Union has adopted several regulations which directly apply to the everyday practice of probation services operating in the EU. The most obvious are the Framework Decisions on the transfer of non-custodial sanctions and measures, and on the transfer of alternatives to pre-trial detention. Another example are the EU regulations on free movement, which describe the mutual recognition of professional qualifications among Member States. As such it is possible that probation officers are trained in one Member State, but eventually work in another.

CEP's primary target are probation bodies and officers whose core tasks are the preparation of pre-sentence reports for courts, the preparation of assessments for other criminal justice bodies, supervision of persons and the implementation of community sanctions. Other relevant institutions and stakeholders in the criminal justice field are reached via the cooperation with other partner organizations and with the European Commission itself. For this purpose CEP has affiliate agreements with other network organizations in Europe: the International Corrections and Prisons Association (ICPA), the European Organisation of Prison and Correctional Services (EuroPris), the European Forum for Urban Security (EFUS) and other worldwide organizations. CEP also actively liaises and cooperates with international organizations in Counter-Terrorism including Radicalization Awareness Network (RAN) of the European Commission DG Migration and Home Affairs, the International Centre for Counter-Terrorism (ICCT) and the European Forum for Urban Security (EFUS). Through collaboration with other network organisations, such as EuroPris and the European Forum for Restorative Justice (united with CEP in the Criminal Justice Platform Europe), the European Network for Work with Perpetrators, Victim Support Europe (VSE), the Academy of European Law, the European Judicial Network, Fair Trials, Terre des Hommes and other partners, and through the cross-cutting actions, interdisciplinary cooperation, sharing of knowledge, expertise and multiplier-effect, the impact of the CEP work engages an increased audience in the EU criminal justice sector.

CEP has 86 members representing 39 EU countries and 42 EU jurisdictions. The CEP network of members include the following EU Member States: Austria, Belgium, Bulgaria, Croatia, Cyprus,



Czech Republic, Denmark, Estonia, Finland, France, Germany, Greece, Hungary, Ireland, Italy, Latvia, Lithuania, Luxembourg, Malta, Netherlands, Poland, Portugal, Romania, Slovakia, Slovenia, Spain, Sweden. The candidate EU MS that are CEP members: Albania, Montenegro, Macedonia and Turkey. Of the two EU MS potential candidates one is a member: Kosovo. Other non-EU MS but represented in CEP are: Armenia, Georgia, Jersey, Liechtenstein, Norway, Moldova, Russian Federation, Switzerland, Ukraine and United Kingdom.

Member organisations with voting rights decide on the policy and the CEP Board in a General Assembly every 3 years. The CEP Board consists of a President, 2 Vice-Presidents, a Treasurer and a maximum of 8 ordinary Board Members with a regional, organisational size and gender balance, nominated by CEP members. The Board is the CEP governing body exercising oversight and decision-making authority in between General Assemblies.

**The overall goals of CEP are formulated as follows:**

- to bring together practitioners, managers, academics, stakeholders and others working in the field of probation and criminal justice from all over Europe;
- to improve professionalism in this field;
- to raise the profile of probation on a national and a European level;
- to strengthen the internal governance, managerial and executing structure of CEP.

CEP achieves these goals through the following actions and activities: exchanging knowledge, experience and information; identifying, transferring and sharing of good practices; promoting innovation in probation practice; compiling and disseminating information concerning legislation, jurisprudence and probation practice in European countries in the field of community sanctions and measures; working with the EC, CoE and other EU bodies; identifying solutions to common problems; influencing public opinion and raising awareness; supporting and contributing to scientific research in the field of community sanctions and measures; organising conferences, seminars, workshops, meetings, webinars, expert group meetings and other face-to-face, online and hybrid activities; participating in and contributing to trans-national projects, where appropriate, for the development and dissemination of new initiatives in community sanction measures; providing expert assistance in the development of legislation and practice regarding community sanctions and measures; meeting regularly with officials of the EU and its agencies to coordinate activities and develop shared objectives; publishing information on developments and best practices relating to probation, community sanctions and resettlement of offenders in Europe, funding opportunities under the Justice Programme in media managed by CEP, e.g. the CEP Newsletter, CEP website and 4 social media; using online communication tools and developing innovative tools such as animations, vodcasts, YouTube videos etc.

## **Appendix 2 - CEP STATEMENT ON PROBATION VALUES AND PRINCIPLES**

### **Introduction**

Probation works with offenders in the community to protect the public and to reduce offending. The Probation Services across Europe work with offenders in the community, on court orders, through community sanctions and measures, or on release from custody. Probation work has its roots in voluntary and religious organisations working with offenders over two hundred years ago.

It is now a major force within the criminal justice system, offering a range of community based options to the courts, with skilled and professional staff. It also supports and seeks to rehabilitate and resettle those from penal institutions who are being reintegrated back into the community. Probation agencies are distinguished by their emphasis on assistance, guidance and persuasion in working with offenders.

Society has a duty to protect the vulnerable, including those who may be victims of crime. In some jurisdictions, probation agencies offer services to victims of crime. Probation staff members work with people who are in the main from the most disadvantaged and socially excluded groups in society, who themselves have frequently been victims of crime as well as perpetrators. Some of them pose a significant risk to themselves and to others, that must be managed very carefully in the community. However, we believe that, in principle, people are able to change their behaviour and take responsibility for their actions. Probation gives them that chance to change. The harm caused by offenders to victims and communities should be acknowledged by them and further harm reduced by effective sanctions. Offenders are encouraged to make reparation for this harm.

**Probation stands for the following beliefs and values:**

1. Probation works towards rehabilitation through working with offenders to help and encourage them to lead law-abiding lives. This includes creating opportunities for offenders, helping them to acquire the skills they need to make good use of these opportunities and motivating them to do so.
2. Probation services play an essential role in contributing to a reduction in the prison population. Community sanctions and measures are appropriate for many people who are now in prison or remand centres and in many cases community intervention would be both fairer and more effective.
3. Social inclusion is a requirement of social justice and a key guiding principle in probation practice. Since people who do not have fair and reasonable access to the services and institutions of civil society (social exclusion) are more likely to offend, probation's commitment to social inclusion also helps to reduce offending. Motivation, the opportunity to make reparation and positive citizenship experiences for offenders can achieve better results than simply punishment and blame alone.
4. Probation services must work in close partnership with the agencies of civil society and individual volunteers, to increase offenders' social inclusion. Coordinated and complementary inter-agency work is required for meeting the complex needs of offenders.
5. Each person is unique and their differences are to be respected and valued. Probation services shall ensure that in all their work they respect the diversity of those who use their services and challenge all unfair discrimination. To ensure that everyone is dealt with well and fairly, services must take full account of individual circumstances and needs.
6. All probation practices must respect the interests and rights of victims of crime, as well as working with offenders to make them aware of the harm that they have caused. Offenders should be held accountable for the hurt they have caused victims and their families through the sentences of the court. Probation services should develop and support development of restorative justice programs and elements in their judicial practice.

7. Some offenders pose significant risks to the public, but this risk can often be managed and reduced through co-coordinated inter-agency public protection arrangements. Although probation and the police often lead these arrangements, for effectiveness they must be able to call on the skills and willing commitment of a range of relevant agencies.

8. One important measure of society is how offenders are treated. Since sanctions administered by probation services are imposed as a consequence of an offence, they constitute a form of penalty and involve a limitation of the rights of offenders. Any restrictions on offenders' rights must be justifiable either as a retributive penalty or as a requirement of public protection. In accordance with the European Convention on Human Rights, restrictions on offenders' rights must not exceed what is proportionate to the seriousness of the offence or what is necessary to protect the public from a real risk of substantial harm. The concept of proportionality should also extend to mandatory conditions of community sanctions and measures and to interventions through specific work programmes to effect change.

9. Probation aims to be a reliable and credible sanction in the eyes of the judiciary and the public. The aspects of control which are built into community sanctions and measures are therefore an important visible demonstration of the consequences of the offence. Supervision should aim to combine assistance and control, appropriate to the individual case and risk profile. Probation can build on the positive aspects, aspirations and strengths of individuals who have offended. Research suggests that building on strengths is particularly effective in achieving desistance.

10. Where probation works with defendants before conviction, any intervention must take place with their consent and shall be without prejudice to their right to be presumed innocent. Probation staff need to ensure that there are no conflicts of interest which may affect any subsequent court proceedings.

11. High quality assessments and advice to the judiciary are central to effective interventions with offenders. These assessments must be objective and not meant to serve as mitigation documents. Their prime purpose is to inform the judiciary and accurately offer a professional opinion of the offender.

12. National law shall specify the agencies that provide probation and aftercare to offenders, their duties and responsibilities and their relationship with the authorities and other agencies.

13. Work with offenders by probation services should involve research-based methods which have demonstrated effectiveness. Probation Services have a professional duty to contribute to the advancement and dissemination of knowledge about the delivery and effectiveness of the services they administer. The delivery of effective services is supported by being carried well qualified and appropriately skilled staff to carry out probation work.

14. Probation agencies shall be accountable to, and take instruction from, the appropriate authorities and shall be subject to monitoring and inspection. In specific cases, they shall give account to the judiciary or other criminal justice agencies under whose authority they undertake their work.

15. Probation services shall be accorded an appropriate standing as one of the main criminal justice agencies, with due recognition of their expertise, and shall be adequately resourced. Probation staff members need to be well trained, developed and supported to achieve successful outcomes.

16. Probation agencies shall explain their work and its significance to the public, to criminal justice and to other agencies. Their policies and practices must be open and must command the confidence and trust of the community. They should be willing to continuously improve.

17. Users of the services of probation must have access to a clear and impartial procedure for investigating any complaints.

18. Probation agencies throughout Europe and wider afield should seek both to work collaboratively and wherever possible to support legislation and practice that achieves this aim.

## Appendix 3 – Europass CV template



### Europass Curriculum Vitae

Insert photograph. Remove heading if not relevant (see instructions)

#### Personal information

First name(s) / Surname(s)

**First name(s) Surname(s)** (remove if not relevant, see instructions)

Address(es)

House number, street name, postcode, city, country (remove if not relevant, see instructions)

Telephone(s)

(remove if not relevant, see instructions)

Mobile: (remove if not relevant, see instructions)

Fax(es)

(remove if not relevant, see instructions)

E-mail

(remove if not relevant, see instructions)

Nationality

(remove if not relevant, see instructions)

Date of birth

(remove if not relevant, see instructions)

Gender

(remove if not relevant, see instructions)

#### Desired employment / Occupational field

**(remove if not relevant, see instructions)**

#### Work experience

Dates

Add separate entries for each relevant post occupied, starting from the most recent. (remove if not relevant, see instructions)

Occupation or position held

Main activities and responsibilities

Name and address of employer

Type of business or sector

#### Education and training

Dates

Add separate entries for each relevant course you have completed, starting from the most recent. (remove if not relevant, see instructions)

Title of qualification awarded

Principal subjects/occupational skills covered

Name and type of organisation providing education and training

Level in national or international classification

(remove if not relevant, see instructions)

#### Personal skills and competences

Mother tongue(s) **Specify mother tongue** (if relevant add other mother tongue(s), see instructions)

Other language(s)

Self-assessment

*European level (\*)*

**Language**

**Language**

<b>Understanding</b>		<b>Speaking</b>		<b>Writing</b>			
Listening		Reading		Spoken interaction		Spoken production	

(\*) [Common European Framework of Reference for Languages](#)

Social skills and competences

Replace this text by a description of these competences and indicate where they were acquired.  
(Remove if not relevant, see instructions)

Organisational skills and competences

Replace this text by a description of these competences and indicate where they were acquired.  
(Remove if not relevant, see instructions)

Technical skills and competences

Replace this text by a description of these competences and indicate where they were acquired.  
(Remove if not relevant, see instructions)

Computer skills and competences

Replace this text by a description of these competences and indicate where they were acquired.  
(Remove if not relevant, see instructions)

Artistic skills and competences

Replace this text by a description of these competences and indicate where they were acquired.  
(Remove if not relevant, see instructions)

Other skills and competences

Replace this text by a description of these competences and indicate where they were acquired.  
(Remove if not relevant, see instructions)

Driving licence

State here whether you hold a driving licence and if so for which categories of vehicle. (Remove if not relevant, see instructions)

**Additional information**

Include here any other information that may be relevant, for example contact persons, references, etc.  
(Remove heading if not relevant, see instructions)

**Annexes**

List any items attached. (Remove heading if not relevant, see instructions)