Future ICAR – Implementation Plan

Draft 6 – 20 June 2014.

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1 Summary

The Future ICAR Group have developed a plan for the implementation of "Future ICAR".

This report covers their work and includes the detailed plan. Key elements of the plan are:

a) Amendments to Guidelines, Bye-Laws, and Statutes through an Extraordinary General Assembley to be held "electronically".

b) Budget amendments for 2015 and 2016 to cover the cost of implementation of "Future ICAR".

c) The recruitment and appoinment of a Chief Executive.

The Future ICAR Group is now reporting back to the ICAR Board.

2 Background

The ICAR Board made the following decision at its February 2014 meeting[1]:

Motion: It was duly moved, seconded and carried that the Board endorses the "Future ICAR" report and the following conclusions:

1. Main priorities for immediate future of ICAR are: promotion & visibility, growth, and creation of an effective organization for the future.

[1] Draft Minutes of ICAR Board meeting, Rome, 27-28 February 2014.

2. The roles of ICAR Board, Service ICAR Board and ICAR Chief Executive are as identified by the Future ICAR strategy group
3. Routine and regular meetings of the Board of Service ICAR should be held independently of the ICAR Board meetings.
4. A strong, effective and efficient ICAR Executive Team under leadership of ICAR Chief Executive should be developed. The Team should report to ICAR Board and Board of Service ICAR.
5. Appoint directors to the Board of Service ICAR with experience, knowledge and enthusiasm for the services being provided through Service ICAR.
6. Create position of ICAR Chief Executive with role as defined, to replace role of Secretary General.
7. Recruit and appoint suitable person to position of ICAR Chief Executive.
8. ICAR Executive Team to review business processes in order to efficiently deliver on ICAR strategy and to operate according to world-best practice while effectively exploiting technology developments.
9. The future actions should include:
   a) Main features of the "Future ICAR" report should be presented to the General Assembly in Berlin;
   b) The Board appoints Hans Wilmink as chairman and Kaivo Ilves, Japie van der Westhuizen, Jay Mattison, Brian Wickham and Elena Couto as members of the sub-committee to develop a detailed plan for implementing the Future ICAR strategy and to report back to the ICAR Board as the work progresses. Note: Niels Henning was added to the Group by the ICAR BOARD during the Berlin meetings in May 2014.

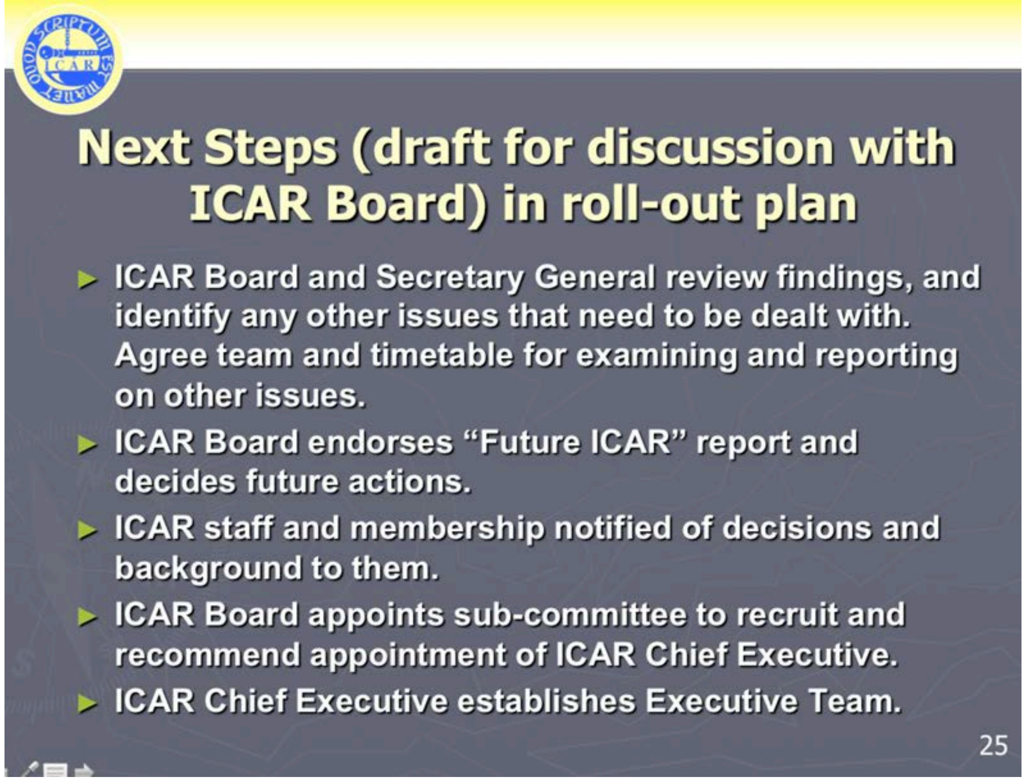


Figure 1. First draft of implementation plan.

The purpose of this paper is to be a discussion document for, and summary of, the meetings of the "Future ICAR Implementation Group" as created by the Board in February and under the Chairmanship of Hans Wilmink.

The paper is organised on the basis of a proposed implementation plan, the very first draft of which was contained in the report to the February meeting of the ICAR Board[2] and is repeated here as figure 1 (previous page).

The Group held four meetings as follows:

2.1 Group Meeting – 15th April

- **Attending:** Hans Wilmink, Kaivo Ilves, Japie van der Westhuizen, Jay Mattison, Elena Couto, & Brian Wickham.
- **Task List:** updated on basis of feedback provided during meeting. Extra task added to develop CE job description.
- **Issue List:** no changes.
- **Confidentiality:** the detailed work of the Group is to stay confidential due to the sensitive nature of the work being undertaken.
- **Next Meeting:** 13:00 CET, Wednesday 14th May.

2.2 Group Meeting – 15th May

- **Attending:** Hans Wilmink, Japie van der Westhuizen, Elena Couto, & Brian Wickham. Apologies from Jay Mattison and Kaivo Ilves.
- **Task List:** updated on basis of feedback provided during meeting.
- **Issue List:** no changes.
- **Next Meeting:** During Berlin meeting, Elena to find suitable time and venue. Initial proposal, acceptable to all attending was 16:00 to 18:00 on Monday 19th May.

2.3 Group Meeting – 21st May

- **Attending:** Hans Wilmink, Japie van der Westhuizen, Jay Mattison, Kaivo Ilves, Elena Couto, & Brian Wickham.

2 Slide 25 of "Future ICAR" presentation draft 10th February 2014 v9.

- **Deadline to finish and have report to ICAR Board –** end of June 2014.
- **Organogram –** prepare more detailed version - BW to prepare draft for consideration by rest of Group.
- **Issue of liability insurance –** raised by Jay but not considered the role of this group**.**
- **Accounts 2015 – 2016 –** the following principle were agreed:
  - CE appointed by Board of ICAR
  - CE appoints all other staff
  - Financial Controller to manage payments of all staff / contractors and related costs and to determine allocation of income and expense to accounts of ICAR and Service-ICAR according to best practice accounting standards and in full compliance with relevant tax laws.
  - Independent expert auditors will be contracted to ensure accounts reflect real situation and allocations are in accordance with best practice accounting standards and in full compliance with relevant tax laws.
  - Data will be collected in order to ensure costs can be accurately and justifiably allocated between the two legal entities.
  - Further draft of budgets to be prepared with clear line showing cost of CE.
- Job Description of CEO
  - Current draft JD to be distributed for review and comment. Hans to co-ordinate feedback and prepare updated draft.
  - Amount of time required to be estimated from JD and analysis of business processes.
- Process to recruit
  - To be part of implementation plan.
- Exec Board
  - Two layers of decision making. Decisions should only by Board, CE, Executive Team in accordance with business process documentation.
  - Cannot operate as a Board within a Board.
- **Next Meeting –** conference call 15:00 CET on Thursday 19th June.

2.4 Group Meeting 19th June

- **Attending**: Hans Wilmink, Brian Wickham, Elena Couto, Jay Mattison, Japie van der Westhuizen, Niels Henning.
- **Apology**: Kaivo Ilves.
- Draft (v5) of Implementation Plan
  - CE to replace all references to CEO in this document.
  - Describe process for making changes – in each area (Rules, Statutes, Bye-laws, Guidelines) – finalise process and relationship with appointment of CE. Brian & Elena to progress this and have ready, as part of implementation for Board meeting next week.
  - Recruitment process to be undertaken by Sub-Committee of three comprising: President (Hans Wilmink), one VP (Jay Mattison) and one of new Board members (Niels Henning). This Sub-Committee to manage search, evaluation and to make recommendation on appoint to ICAR Board which will take final decision.
  - Further consideration to be given to use of a Recruitment Agency to assist process. Expensive but may increase chance of finding the ideal candidate.
  - Organogram – OK but need to have diagram that clearly shows legal structure. Brian and Elena to put legal structure into a useful and informative diagram.
  - Business Processes – defines relationship between Boards, CE, Executive Team, processes and decisions.
- **Job Desription for CE** – draft endorsed for consideration by ICAR Board.
- **Time for CE –** consider in light of analysis of business processes, job description and budget.
  - Board needs to choose between three options for CE time:
    - Status quo – some 55% of full time, modest growth and conservative cost. Budget for CE some €60,500.
    - Growth – some 75% of full time, growth and more ambitious with some investment to achieve future growth. Budget for CE some €82,500.
    - Strong Growth – 100% full time, aim for strong growth and more aggressive approach. Budget for CE some €110,000.
  - Balance of €140,000 budget for Future ICAR to be used for IT and other developments.

- **Report to ICAR Board –** agreed that implementation report should be updated and provided to Board for consideration at its meeting on Tuesday 24th June.

3 Implementation Plan

The development on an implementation plan for Future ICAR involved a number of tasks as summarised here in table 1. Each of these tasks has been completed, with the exception of task 7, which can only be completed when the new CE is appointed. The results of the completed tasks are presented in subsequent sections of this report.

Table 1. Implementation Plan - Task List and Timetable.

Task No	Name	Description	Resp. of:
1	Identify issues	Prepare list of issues arising before and during Feb Board meeting.	Brian Wickham
2	Team and timetable	Board decision on team and timetable for implementation of Future ICAR.	President
3	ICAR Board decision on next step	Board decision on report of Future ICAR report to February 2014 meeting.	President
4	Staff notification	Inform existing ICAR team of decision taken by Board on Future ICAR.	Hans / Elena
5	Membership notification	Informing ICAR membership of Future ICAR Plans at AGM on Wed 21st May.	Hans
6	CE appointment Sub-Committee	Establish sub-committee of ICAR Board to oversee recruitment of CE for ICAR.	President
7	CE establishes Executive Team	New CE builds ICAR Executive team.	Chief Executive
8	Budget	Budget for 2015 and 2015 to be reviewed and cost of CE appointment to be identified and included.	Hans / Elena / Brian
9	Rules & Statutes	Review Rules and Statutes, identify changes required to implement Future ICAR, prepare plans and timetable for making changes.	Japie / Elena
10	Standards & Guidelines	Review Standards & Guidelines, identify changes required to implement Future ICAR, prepare plans and timetable for making changes.	Brian
11	CE job description	Review draft job description and update to be ready for recruitment process.	Hans

4 Standards and Guidelines

The Standards and Guidelines (2012 version) contains a number of references which are relevant to Future ICAR. The references and proposed changes are contained in table 2.

The process for amending the Standards and Guidelines involves the following steps:

a) Consultation with relevant ICAR Groups.
b) Decision by ICAR Board.
c) Approval by General Assembly.

Table 2. Changes to Standards and Guidelines.

No.	Name	Page(s)	Current Text	Proposed Change	Notes
1	Identification services	279, 280, 285, 291, 294.	the Secretary General of ICAR	the ICAR Services Executive, Service-ICAR	Substitution to title of responsible person for administration of identification testing services.
2	Recording device services	318	the Secretary General of ICAR on behalf of the ICAR Board	Remove this bullet point.	The body responsible for the approval of recording devices is sICAR.
3	Recording device services	318, 319	send a formal test application to ICAR/Service-ICAR secretariat	send a formal test application to ICAR Services Executive, Service-ICAR	All requests for ICAR testing and approval services are to go through sICAR and the responsible contact position is the ICAR Services Executive. The wording of the service process needs to be updated to reflect this change. Also, ensure responsibility for service decisions are made by Board of Service-ICAR as specified outcome of Future ICAR.

4	Milk analysis services	529	a formal request to the General Secretary of ICAR for evaluation, aiming to obtain ICAR approval of a well defined analyser	refer to items 1-3 above and update process for service administration to match.	
5	Secretariat	4	Secretariat of ICAR	No change.	Email address to be updated - currently E-mail: icar@eaap.org.
6	ID Device testing	278, 285(x2), 287(x3), 290(x2), 291(x2), 293(x2), 296, 297, 318.	ICAR/Service-ICAR secretariat	ICAR Services Executive, Service-ICAR	Clarify that these services are administered by Service-ICAR.

5 Bye-laws, Statutes, Term of Reference for Secretary General and Treasurer

The ICAR By-laws, Statues and Terms of Reference for Secretary General and Treasurer contain a number references which are impacted by the plans for Future ICAR. The proposed changes (draft 1) to each of these are summarised in table 3.

The process for amending the Bylaws and Statutes involves the following steps:

a) Decision by ICAR Board.

b) Approval by General Assembly.

It is recommended that an Extraordinary General Assembly be called and held electronically (in accordance with Statute Article 15.2) in advance of the appointment of a new CE to approve amendments to Guidelines, Bylaws and Statutes.

Any required changes to internal regulations, dealing for example with the Terms of Reference for Secretary General and Treasurer can be approved by the ICAR Board as and when needed.

Table 3. Changes to Bye-Laws, Statutes, TOR of Secretary General and Treasurer.

No.	Name	Page(s)	Current Text	Proposed Change	Notes
1	Replace "Secretary General" in Bye-law for General Assembly	1 and 2	Secretary General	ICAR Secretariat	Remove reference to a specific position and replace with the Secretariat that is part of the parent organisation - ICAR. Change in six places.
2	Replace "he" with "he/she" in Bye-law for General Assembly	2	he	he/she	Provide gender neutrality. Change in three places.
3	Attendance at General Assembly in Bye-law for General Assembly	1 clause 3.1	3.1 Ordinary General Assembly shall be open to attendance by all delegations, experts attending the ICAR Session and the INTERBULL Meeting, the representatives of participating international organisations and the staff of the Secretariat.	3.1 Ordinary General Assembly shall be open to attendance by all delegations, experts attending the ICAR Session, the representatives of participating international organisations and the staff of ICAR and Service-ICAR.	This change makes provision for staff and ICAR and Service-ICAR to attend leaving open the possibility that there are different staff for each organisation. The reference to Interbull is no longer needed at the Interbull meeting is part of the ICAR session.
4	Treasurer in Bye-law for General Assembly	1			We need to consider if this role has changed under future ICAR.
5	Replace **Secretariat** with **ICAR Secretariat** in Procedure For Updating And Approval Of The International Agreement On Recording Practices and ICAR Guidelines	1, 2	Secretariat	ICAR Secretariat	Make it clear that responsibility for dealing with Standards and Guidelines rests with ICAR Secretriat.
6	Replace **Board** with **ICAR Board** in Procedure For Updating And Approval Of The International Agreement On Recording Practices and ICAR Guidelines	1, 2	Board	ICAR Board	Make it clear that it is the ICAR Board, not the Service-ICAR Board, that is responsible for Standards and Guidelines. Change in 11 places.

7	Executive Boardin Procedure For Updating And Approval Of The International Agreement On Recording Practices and ICAR Guidelines	1			In 4.1 reference is made to Executive Board. Is this still required?
8	Secretary General in Statutes For International Committee For Animal Recording (ICAR)	Article 13.2	Secretary General	Chief Executive	Change in title of the leader of the ICAR Executive Team.
9	Secretary General in Statutes For International Committee For Animal Recording (ICAR)	Article 14.2	Secretary General	ICAR Secretariat	Responsibility with sending meeting notices is with the ICAR Secretariat.
10	Secretary General in Statutes For International Committee For Animal Recording (ICAR)	Article 16.1	Secretary General	Chief Executive	The ICAR Secretariat shall be under the direction of the Chief Executive.
11	Seat in Statutes For International Committee For Animal Recording (ICAR)	Articles: 4.1, 4.2, 15.1, 16.2	Various		It has been suggested that changes be made in these articles to allow for the possibility of moving the location of the Seat of ICAR within Italy and possibly outside of Italy. We need to discuss the need for this change further.
12	Logo protection in Statutes For International Committee For Animal Recording (ICAR)	Article 22.1		Interbeef Logo	Add this to list of logos for which protection has been taken.
13	Membership in Statutes For International Committee For Animal Recording (ICAR)	Article 6.1	… shall be open to organisations involved in recording and /or evaluation-related activities, accepting the ICAR Statutes ...	… shall be open to organisations involved in recording and /or evaluation-related activities, accepting the ICAR Statutes, the rules for the use of the ICAR logo(s), …	Rules on logo(s) to be part of condition of membership.

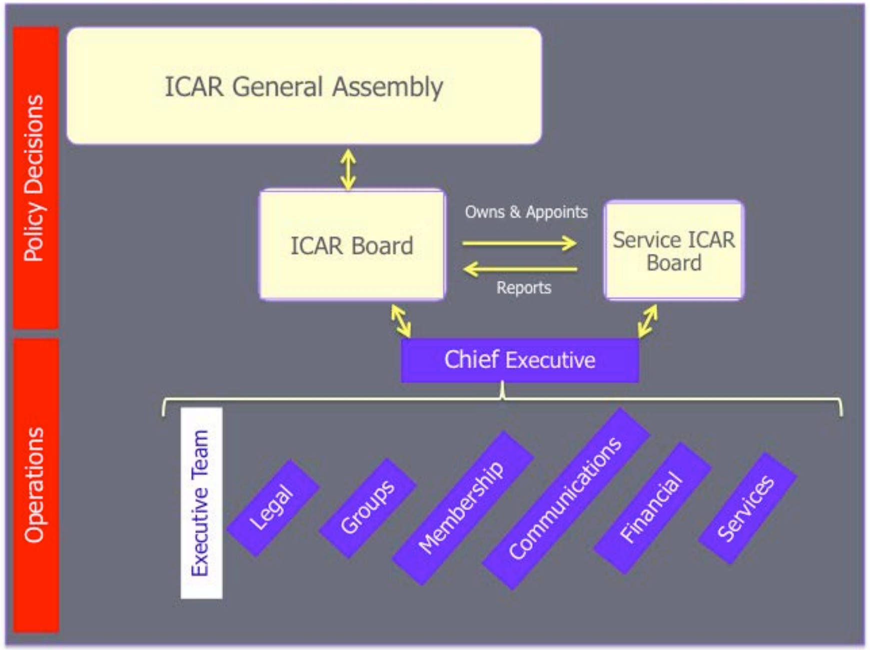
14	Associate membership in Statutes For International Committee For Animal Recording (ICAR)	Article 6.2	Associate Members will not be allowed to vote.	Associate Members will not be allowed to vote but will accept the ICAR Statutes and the rules for the use of the ICAR logo(s).	Ensure associate members also respect rules on logo(s).
15	Associate membership in Statutes For International Committee For Animal Recording (ICAR)	New article inserted between 9.2 and 9.3		Associate membership shall be forfeited if the yearly fee is not paid within the calendar year.	Associates loose rights if they do not pay fees.
16	Official languages in Statutes For International Committee For Animal Recording (ICAR)				Consider removing Italian.
17	The role and responsibilities of ICAR Vice Presidents				Consider the impact of Future ICAR on these two roles.
18	Terms Of Reference Of Secretary General				Replace with Job Description of Chief Executive.
19	Terms of Reference of Treasurer				Review in light of Future ICAR

6 Organograms

Figure 2 (to right) showing relationship between Boards of ICAR and Service ICAR with Chief Executive and Executive Team.

Key points:

- CE reports to both Boards – ICAR and Service-ICAR. Boards decide policy.
- Executive Team which comprises staff and contractors with relevant skills in the range of disciplines required by the operations of ICAR and Service-ICAR



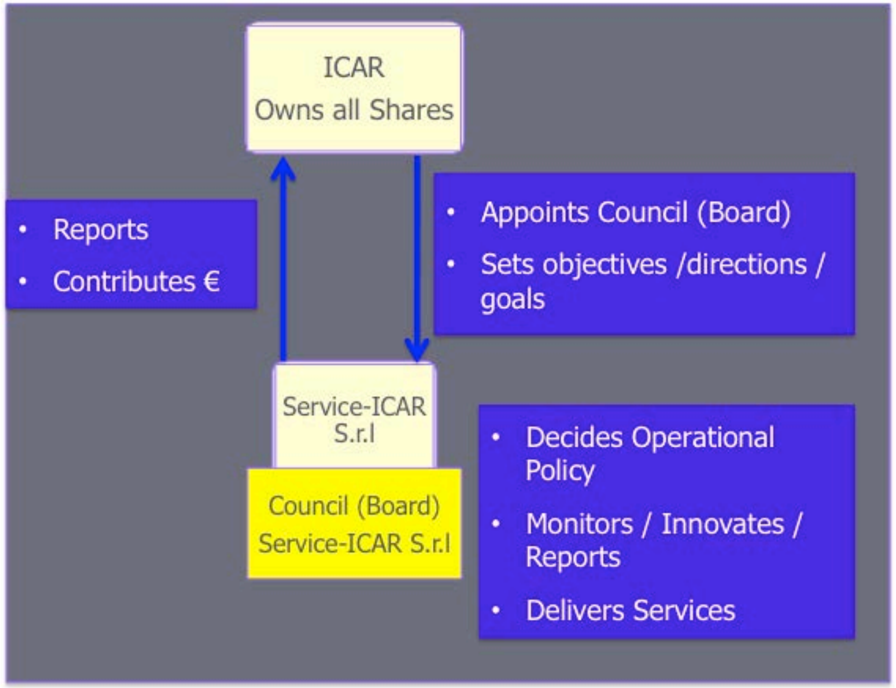


Figure 3 (to left) showing the legal relationship between ICAR and Service ICAR.

Key points:

- All shares in Service-ICAR are owned by ICAR. That is, Service-ICAR only have one shareholder.
- The Council (Board) of Service-ICAR is appointed by its owner – ICAR.
- General meeting(s) of Service-ICAR deal with formal reporting and governance in accordance with the wishes of the shareholder.
- The Council of Service-ICAR is responsible for operating policy within the constraints laid down by the owner (ICAR)

7 Budgets

Table shows budget for 2015 and 2106 including costs associated with appointment of Chief Executive

BUDGETS 2015 AND 2016 ICAR AND SERVICE-ICAR SRL (All figures in Euro)

	ICAR		SERVICE-ICAR Srl		ICAR plus S.I.	
	Proposed 2015 Budget	Proposed 2016 Budget	Proposed 2015 Budget	Proposed 2016 Budget	2015	2016
INCOME						
Revenue						
Membership fees	281,329	311,850	0	0	281,329	311,850
Other contributions	8,545	8,545	0	0	8,545	8,545
Paid activities	0	0	563,000	570,000	563,000	570,000
Special projects	0	0	2,000	2,000	2,000	2,000
Total Income	**289,874**	**320,395**	**565,000**	**572,000**	**854,874**	**892,395**
					0	0
Interest and Investment Income					0	0
Bank interest income	0	0	1,600	1,700	1,600	1,700
Investment income (loss)	2,000	2,000	0	0	2,000	2,000
Total Interest and Investment Income (loss)	**2,000**	**2,000**	**1,600**	**1,700**	**3,600**	**3,700**
TOTAL INCOME	**291,874**	**322,395**	**566,600**	**573,700**	**858,474**	**896,095**
EXPENSES						
Travel and meetings expenses	50,000	50,000	17,000	20,000	67,000	70,000
Office costs (incl. Publications and supplies)	11,000	12,000	27,000	30,000	38,000	42,000
Salaries (incl. Benefits and IRAP taxes)	69,000	70,000	51,000	55,000	120,000	125,000
Professional services (accounting, legal & techn. consultants)	37,000	40,000	42,000	45,000	79,000	85,000
Special project expenses	0	0	0	0	0	0
Cost for Future ICAR (technical activities and professional support)	110,000	140,000	30,000	0	140,000	140,000
Other costs	5,000	5,000	0	0	5,000	5,000
Expenses for paid activities			352,000	400,000	352,000	400,000
Total Operating Expenses	**282,000**	**317,000**	**519,000**	**550,000**	**801,000**	**867,000**
Bank charges and investment expenses	2,200	2,300	1,500	1,700	3,700	4,000
Depreciation	550	550	1,750	1,750	2,300	2,300
Extraordinary charges	0	0	0	0	0	0
Total Non-Operating Expenses	**2,750**	**2,850**	**3,250**	**3,450**	**6,000**	**6,300**
TOTAL EXPENSES	**284,750**	**319,850**	**522,250**	**553,450**	**807,000**	**873,300**
Taxes on S.I. (40% on surplus)			17,740	8,100	17,740	8,100
NET INCOME (LOSS)	**7,124**	**2,545**	**26,610**	**12,150**	**33,734**	**14,695**

8 Appointment of Chief Executive

8.1 Job Description

Attached as appendix 1.

8.2 Recruitment Process

a) ICAR Board appoints Sub-Committee comprising: President (Hans Wilmink), one VP (Jay Mattison) and one of the new Board members (Niels Henning).

b) This Sub-Committee to manage the search, and evaluation of candidates.

c) Make recommendation on appointment to ICAR Board which will take final decision.

Reference: Macintosh HD:Users:bww:Data:Wickham Ltd:Customers:ICAR:ICAR SC WG TF:ICAR Board:Strategic Plan:Future ICAR:Stage 2 Apr to 2014:Future ICAR Implementation Plan draft 6.docx

9 Appendix 1 – CE Job Description

Draft 3rd June 2014.

ICAR draft JOB DESCRIPTION

POSITION TITLE: CHIEF EXECUTIVE

Location:	Open
Reports to:	Board of ICAR and the BOARD of Service ICAR
Appointed by:	Board of ICAR
Location of Facilities:	Rome Office, Consultants Located in Several Countries, Service Providers in Several Countries, Service Users Worldwide.

POSITION SUMMARY

To lead the ICAR Executive Team in executing the strategic plan of ICAR including goals for growth in membership, financial sustainability and services delivered through Service ICAR.

DIMENSIONS:

Number of people reporting to you:	Currently six in the ICAR Executive Team comprising three currently located in the Rome Office and three currently located in other parts of the world. Includes full/part time staff, consultants and contractors.
Annual Budget:	€1 million and expected to grow to €2 million by 2019.
Number of Members:	105 and expected to grow to 200, covering all main animal production regions of the world by 2019.

ORGANISATIONAL RELATIONSHIPS

Board of ICAR, & Board of Service ICAR

Chief Executive of ICAR

ICAR Executive Team – six people covering responsibility for Legal, Financial, expert Groups, Publications, Workshops, Services, and Membership.

MAJOR CHALLENGES

Build and maintain an effective and highly productive, ICAR Executive Team.

Grow ICAR into a worldwide, authoritative and respected, membership and service based, organization covering the field of farm animal recording.

Deliver highly relevant and highly valued services to ICAR members based on efficient ICAR business processes taking full advantage of development in technology.

Ensure that ICAR guidelines and ICAR visibility, ICAR IT infrastructure, and the ICAR web site are up to date and generate maximum benefit and exposure to all members.

MAIN RESULTS

The Chief Executive, as the appointed leader of the ICAR Executive Team, has overall responsibility for leading and managing the delivery of the main results for ICAR and Service ICAR which are:

No.	Main Result	Objective
1	Leadership	Establish and maintain an open, collaborative, mutually trusting and professional working relationship with ICAR members, the Board of ICAR, the Board of Service ICAR, and the ICAR Executive Team.
2	Direction	Ensure that ICAR's strategic plan is reviewed annually, amended to take account of changes in circumstances, and strongly supported by the ICAR Board, ICAR members and the Executive Team.
3	Operations	Build and maintain ICAR's capability to support its communications, expert Groups, guidelines, and deliver professional services (through Service ICAR).
4	Financial	Ensure the short and long term financial viability of ICAR and Service ICAR.

Achievement relative to these four main results will be the major determinate used to assess the Chief Executive's performance.

The following table lists the currently identified business processes which the Chief Executive is primarily responsible for. These may be amended from time to time in consultation with the ICAR Board. The achievement of the Main Outputs will be a consideration in assessing the Chief Executive's performance.

No.	Main Result	Objective	Outputs
A1	Contract for Annual ICAR Meeting	Negotiate and agree host and venue for annual ICAR meetings (Technical Workshop and Biennial Meetings in alternating years).	Signed hosting agreement. Notification to General Assembly three years in advance. Conference website established.
B3	ICAR Board Meeting	Hold ICAR Board meeting and create permanent record of decisions made by ICAR Board.	Decisions. Minutes.
F8	Audit	Audit of ICAR and Service ICAR by independent auditors.	Adopted audited accounts. Corrective actions based on Auditors Report.

No.	Main Result	Objective	Outputs
R1	Maintain relationship with International Body	Identify, evaluate, negotiate and maintain relationship between ICAR and an international body working in a related field to ICAR.	Memorandums of understanding signed Appointment of ICAR representative(s) Group composition modifications
ST 1	Review Staff Performance	Review performance of staff (including contractors) relative to agreed performance expectations and agree corrective actions including any further training or dismissal.	Signed and agreed performance outcomes including corrective actions and initiatives to develop skills and knowledge. Dismissal is the ultimate sanction for poor performance.
ST 2	Appoint Staff	Recruit and appoint staff (or contractors) with the skills and expertise required by ICAR or sICAR.	Staff including contractors appointed with defined contracts.
W1	Organise Special Workshops	Negotiate, and agree host, venue, program, budget for special workshop(s) to achieve defined ICAR goals.	Workshop agreement. Notification to potential interested parties. Workshop forum / website established.

DECISION MAKING PROCESSES

The following table lists the key decisions relating to ICAR Business Processes for which the Chief Executive is responsible. These are also subject to change in consultation and agreement with the ICAR Board.

No.	Name	Inputs	Outputs
A7	General Assembly	Minutes of previous meetings Decisions of ICAR Board Financial Reports President's Report Chief Executive's Report Draft Agenda Feedback from ICAR Board	Papers distributed to members in advance of General Assembly
B2	Agenda and Papers for ICAR Board	Decisions of previous Board meetings. Matters under action. Reports due from Secretariat. Input from President	Agenda. Chief Executives report. Financial Report. Other reports related to Agenda.
F4	Pay Bills	Invoices from suppliers. Orders placed with suppliers.	Suppliers paid and notified.
F5	Reimburse expenses.	Expense claims with supporting documentation. Approvals to incur expenses.	Expenses reimbursed.
F6	Member fee collection	Membership agreement. Member fees. Member details. Member payment record.	Invoices issued. Payments received. Overdue membership fees list.

No.	**Name**	**Inputs**	**Outputs**
F7	Service user fee collection	Service User agreement. Service fees. Service usage levels and related details.	Invoices issued. Payments received. Overdue membership fees list.
M1	New member	Promotion of ICAR via meetings, workshops, and individual contacts. Application for membership. Background information about applicant. Feedback from ICAR Board Feedback from existing members Type of member - full or associate	Member of ICAR.
P1	Publish Technical Bulletin	Workshop with significant technical content. Papers and presentations covering a common theme. Decision by ICAR Board and or workshop organisers to have a permanent record of workshop presentations and outcomes.	Bulletin available from ICAR website. Printed copies available where agreed and funded. Circulation through e-mail alerts.
S2	New paid service from Service ICAR	Business plan for service prepared by relevant ICAR expert Group in consultation with ICAR Executive Team and presented for approval of Board of Service ICAR.	New service from Service ICAR.

WORKING RELATIONSHIPS

Main Contacts	**Nature or purpose of contact**
President of ICAR BOARD	Information of activities, consultation in relation to decisions, identification and dealing with issues related to Members and Executive Team.
Chairperson of Service ICAR BOARD	Identification and dealing with issues related to customers and services provided by Service ICAR.
Executive Team	Building and maintaining an effective team-working environment, ensuring team members are focused and dealing with priory matters, ensuring overall team is highly productive.

KNOWLEDGE, EXPERIENCE AND COMPETENCIES REQUIRED
FORMAL QUALIFICATIONS

Essential	**Desirable**
Post Graduate qualification in one of the areas of expertise required in the ICAR Executive Team.	Masters or PhD degree in discipline relevant to animal recording.
Business management knowledge and skills.	Continuous improvement and Total Quality Management knowledge and skills.
Team Building skills.	Five years experience in leading an effective team.
Proven written and spoken	Five years experience in using full range of

communication skills at professional level.	tools and techniques for effectively communicating in an international environment.

COMPETENCIES REQUIRED

1. The ability to inspire teams, build teams, and excel in quickly establishing trust with people from all cultures.
2. Technical knowledge including competence in use of full range of information technologies for world-wide communication.
3. Effective communication – written and spoken in English.
4. Drive, and initiative with a results orientation.
5. Ability and willingness to quickly learn new skills and knowledge.
6. Ability to ensure effective communication with people who speak unfamiliar languages.

OTHER INFORMATION

Must be prepared and able to travel to all parts of the world.