



Position Specification

Gavi, The Vaccine Alliance
Chief People and Experience Officer

Gavi, the Vaccine Alliance

Gavi, the Vaccine Alliance is a public-private partnership that helps vaccinate half the world's children against some of the world's deadliest diseases. Since its inception in 2000, Gavi has helped to immunise a whole generation – over 981 million children – and prevented more than 16 million future deaths, helping to halve child mortality in 73 lower-income countries. Gavi also plays a key role in improving global health security by supporting health systems as well as funding global stockpiles for Ebola, cholera, meningococcal and yellow fever vaccines. After two decades of progress, Gavi is now focused on protecting the next generation, above all the zero-dose children who have not received even a single vaccine shot. The Vaccine Alliance employs innovative finance and the latest technology – from drones to biometrics – to save millions more lives, prevent outbreaks before they can spread and help countries on the road to self-sufficiency.

Gavi is a co-convenor of COVAX, the vaccines pillar of the Access to COVID-19 Tools (ACT) Accelerator, together with the Coalition for Epidemic Preparedness Innovations (CEPI), the World Health Organization (WHO) and United Nations Children's Emergency Fund (UNICEF). In its role, Gavi is focused on procurement and delivery for COVAX: coordinating the design, implementation, and administration of the COVAX Facility and the Gavi COVAX AMC and working with its Alliance partners UNICEF and WHO, along with governments, on country readiness and delivery. Gavi has secured more than US\$ 12 billion in funding for COVAX, which has now shipped more than 1.7 billion COVID-19 vaccine doses to 146 economies¹.

The Vaccine Alliance brings together developing country and donor governments, WHO, UNICEF, the World Bank, the vaccine industry, technical agencies, civil society, the Bill & Melinda Gates Foundation and other private sector partners. View the full list of donor governments and other leading organisations that fund Gavi's work [here](#).

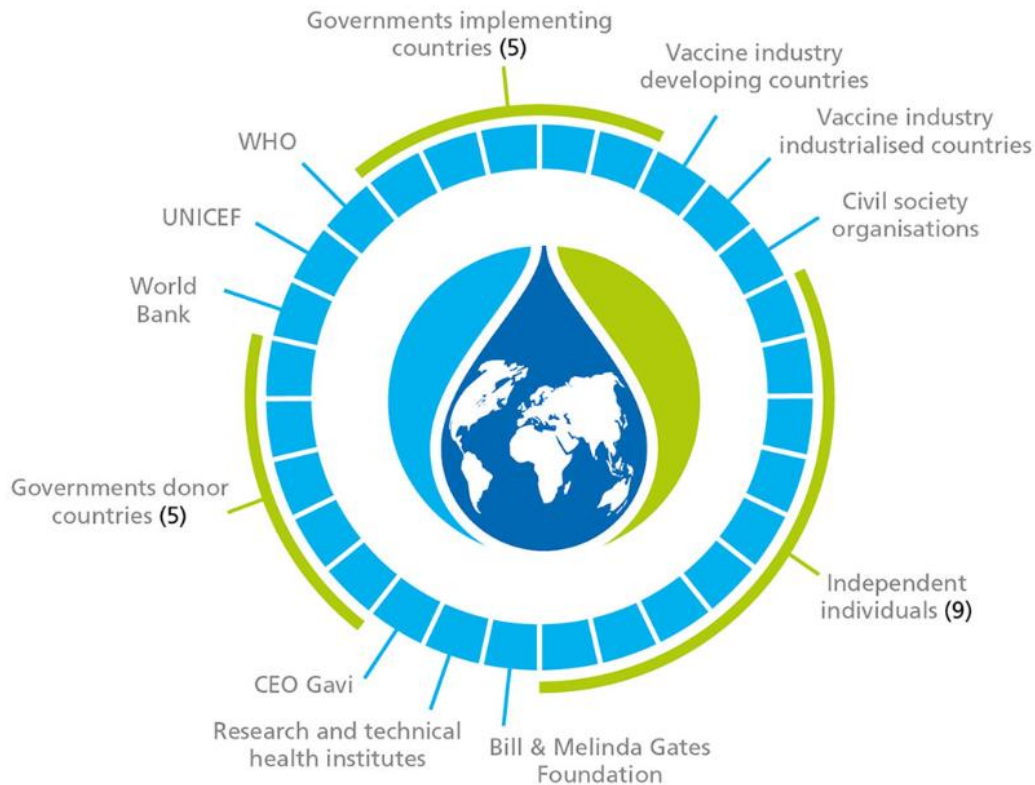
Given the context of the ongoing COVID-19 pandemic, Gavi's mission to save lives and protect people's health by increasing equitable and sustainable use of vaccines is more relevant than ever. As an Alliance, Gavi is working to safeguard routine immunisation and scale its reach to zero-dose children and missed communities, while continuing to fight the COVID-19 pandemic and integrate COVID-19 vaccination into its core programming. Gavi is seeking to appoint a Chief People and Experience Officer (CP&EO), who will be a key member of the Senior Management.

The Gavi governance structure

Originally hosted by UNICEF at its launch in 2000, Gavi became a Swiss foundation in 2009 and has been granted international institution status in Switzerland with special privileges and immunities. The Gavi Board, comprising 28 members from governments (donor and implementing countries), partner organisations, civil society organisations and the private sector, is chaired by José Manuel Barroso, former President of the European Commission.

¹ As at 19 October 2022

Gavi’s Board composition



More information on the Gavi governing board’s function and composition can be found here:
<https://www.gavi.org/about/governance/gavi-board/>

The Gavi Secretariat

The Gavi Secretariat is a knowledge-based global strategic health/development partnership. The Secretariat is responsible for managing the operations of the Gavi business, including strategy and policy development; advocacy and resource mobilisation; programme delivery, incorporating programme monitoring and evaluation; approving and disbursing funds; collaboration and coordination with other global health agencies; legal and financial management; and support and administration of the Gavi Board and Committees. Offices are located in Geneva and Washington DC.

The Secretariat is led by the CEO, Dr Seth Berkley and the COO, David Marlow, with seven key divisions: Country Programmes, Policy & Programme Design and Delivery Support, Vaccine Markets & Health Security, Resource Mobilisation Private Sector Partnerships & Innovative Finance, Public Engagement & Information Systems, Governance and Enabling Functions (directly under the COO).

The Secretariat is a multi-cultural organisation with over 70 nationalities, and is committed to creating a work environment that is safe and professional where employees can work together in an atmosphere of mutual trust. Gavi has six core values that guide our work: teamwork, respect, openness, accountability, innovation and country-driven, which means we put the Gavi-implementing countries at the centre of everything we do.

The Mandate

The Gavi Secretariat has experienced significant change and growth in the last few years with the evolution of Gavi's strategy to focus on reaching zero-dose children and missed communities, as well as Gavi's role in COVAX to respond to the COVID-19 pandemic. In addition, the Gavi Secretariat continues to operate in an increasingly uncertain context in terms of the trajectory of the pandemic and the ongoing impact on global health and immunisation, as well as increasing geopolitical tensions and an uncertain macroeconomic environment. Therefore, given the upcoming transition of the CEO in 2023, ensuring the Gavi Secretariat has a resilient and sustainable workforce with engaged and motivated employees is critical to Gavi's success. The mandate of the CP&EO will be to build on the immense strengths of Gavi and continue to build a diverse and engaged Secretariat, which lives the Gavi values. This person will work with the CEO and COO and the rest of the senior management team in equipping Gavi with a best-in-class HR function, as well as support ongoing cultural change based on Gavi values with a focus on diversity, equity and inclusion, and employee health and wellbeing.

The Role

The role of the CP&EO reports to the COO. The position will be based in Geneva, Switzerland.

The CP&EO will lead the HR team and ensure the delivery of high-quality, fit-for-purpose HR services across Gavi, with a strong focus on strategic business partnering and collaboration with relevant enabling functions teams (finance, legal, operations). In addition, the CP&EO will drive ongoing cultural change within Gavi, aligned with Gavi values and with a keen focus on diversity, equity and inclusion, as well as employee health and wellbeing.

The key responsibilities and duties of the role are:

- Transform and optimize the HR function to ensure that HR processes are best-in-class and fit-for-purpose reflecting the increased size and complexity of the Secretariat team and operations.
- Lead a high-performing HR team of strongly aligned individuals that are trusted by the business.
- Ensure knowledge, understanding and consistent interpretation and application of HR policies and procedures across the organization.
- Identify gaps and develop HR policies, procedures and practices with due regard to employment best practices and applicable labour laws.
- Ensure the continuous review and communication of Gavi's employee value proposition, including compensation and benefits, and make sure offerings are fair, competitive and linked to performance, where relevant.
- Champion a conscious and systematic approach to diversity, equity and inclusion as well as employee health and wellbeing.
- Work with senior management to develop an engaged and motivated workforce, including enhancing employee engagement through concrete actions informed by periodic surveys and feedback to create an employer-of-choice environment.
- Create trust and credibility with the executive team, Board and governance forums, and act as a thought partner in ensuring a resilient, engaged and sustainable workforce, and a strong culture based on Gavi's values.
- Drive ongoing culture change informed by Gavi's values and leadership competencies.

Candidate Profile

The ideal candidate will bring the following background and experience:

- A well-rounded track record as a HR leader, covering all major aspects of the function;
- Experience working for highly complex organizations of the public as well as the private sector;

- High energy, high resilience, and high gravitas;
- Track-record of delivering successful transformation of the HR function with impact on the whole organization;
- High-delivery focus, willingness and ability to work hands-on;
- Highest levels of integrity, loyalty and trustworthiness;
- Excellent and convincing communication skills and the ability to engage stakeholders at all levels and across multiple cultures and disciplines.

Competencies

Setting strategy

- The ability to formulate and present strategy and policy at a high level, and provide collaborative leadership in the development of global policies, directions, new approaches and methodologies in the assigned areas for Gavi, and within a changing environment;
- The ability to formulate appropriate, evidence driven, ambitious strategies for change, in service of Gavi's mission;
- The inclination to seek and analyse data from a variety of sources to support decisions, monitor corporate performance, and to align others with the organisation's overall strategy;
- The capacity to use data and information to diagnose and resolve multiple, concurrent problems; a conceptual and strategic analytical capacity, with the ability to provide high quality advice and identify alternatives or options in planning and decision-making.

Performance focus: drive execution through values and results

- The ability to set clear corporate goals, priorities and their measurement while committing teams to improved performance; tenacious and accountable in driving results;
- The ability to successfully drive and anchor change in a complex, evolving organisation by demonstrating agility and stimulating creativity and innovation;
- Comfortable with ambiguity and uncertainty; demonstrates the ability to adapt nimbly and lead others through complex situations;
- Highly driven and focused on organisational and individual performance and managing for results; demonstrates strong operational skills and superior judgment in evaluating opportunities and risks;
- The ability to act in a transparent and consistent manner, while serving the best interests of the organisation;
- The ability to persevere in the face of challenges, and exhibit a steadfast resolve and relentless commitment to higher standards, which commands respect from followers.

Leadership and building effective teams

- Outstanding organisational and leadership abilities; strategic, results-oriented, with a strong commitment to Gavi's cause;
- Proven ability to identify, motivate, develop and retain a highly professional multicultural staff by fostering a culture of feedback and development; collaborative leadership style;
- Leads others to formulate solutions to complex problems, promotes agility, and empowers teams to respond nimbly in a fast-changing world;
- Creates a sense of purpose/meaning for the team that generates followership beyond their own personality and engages others to the greater purpose for the organisation as a whole;
- A leader who is self-reflective and aware of their own limitations; leads by example and drives the organisation's performance with an attitude of continuous improvement by being open to feedback and self-improvement.

Effective relationships

- Highly developed interpersonal skills and a demonstrable ability to inspire, collaborate and influence a wide range of stakeholders, to drive impact and change;
- The ability to present credibility and confidence to high-level political figures across the Alliance, building positive and constructive relationships;
- An ability to inspire trust and followership in others through compelling influence, powerful charisma, passion in their beliefs, and determination;
- Highly proficient manager of stakeholders of wide-ranging seniorities; adept builder of enduring relationships, able to work through difficulties to establish and achieve shared goals within complex environments and at pace;
- Political sensitivity; strong oral, written and interpersonal skills, with the ability to relate and work effectively and strategically with colleagues and partners at all levels.

Adaptive mindset

- Demonstrates an open-minded approach to understanding different ideas, views and perspectives, and promotes policies that are sensitive to the needs of a diverse workforce;
- Able to effectively adapt to changing circumstances and expectations, adjusting approaches to respond to new information;
- Fosters a climate of learning and experimentation, promoting collaboration and knowledge-sharing.

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