

EuroGOOS selection and hiring procedure for a Secretary General

August 15, 2025 BX

Timeline and Methods:

The EuroGOOS member delegates were informed by the Chair via e-mail on May 07, 2025 that the EuroGOOS SG position would be readvertised.

The open vacancy for the position of SG was announced to the public the same day, and applications were solicited with a deadline on June 01, 2025.

We received twenty-one applications. After applying our selection criteria, the Board decided to invite five candidates for interviews. These criteria involved experience/knowledge in/with:

- marine sciences
- operational oceanography
- project management, especially in marine sciences
- knowledge about EuroGOOS
- knowledge about European institutions
- international collaboration, especially within the EU and work with senior officials
- developing and/or leading international projects
- office management
- collaborative and multi-cultural work and work environments

The interview, selection and hiring process for the new EuroGOOS SG was decided by a Board meeting on June 16, 2025 to follow these guidelines:

- The interviews were to be conducted in the similar manner as the interviews during previous interview process, i.e., questions were to be asked covering a wide variety of fields of expertise:
 - Strategy and vision
 - Members collaboration and expansion
 - Technical expertise and knowledge
 - Management and operations
 - Personal style and motivation
- An HR consultant was to be hired to help with the interview and hiring process

The consultant who was hired attended the interviews and provided guidance and recommendations during the entire process. She reviewed our catalog of questions and made suggestions regarding the structure of the interviews and the emphasis on intrinsic motivations. She actively contributed to the interviews by leading the questions to reveal candidates' personal style and intrinsic motivations. In the discussions following the individual interviews she provided feedback and shared her analysis of the candidates' strengths and weaknesses.

For the interviews the Board created an evaluation matrix that considered the performance of the candidates regarding the fields of expertise listed above. The interviews were conducted between July 04 and 10.

The results of the interviews led to a short list of three candidates who were invited for a second interview. These interviews were conducted on July 16 and 17. The questions for the second round of interviews covered the same areas as before but were determined with advice of the HR consultant to go into more detail and discuss scenarios.

Evaluation of candidate and hiring process:

The Board is unanimously of the opinion that Dr Renuka Badhe is the most qualified candidate for the position. We were positively impressed by the following points:

- She is familiar with European structures in general, knows the EC system well and has good experience in the policy advice process
- She has experience with developing concrete strategies from visions
- She is familiar with necessary tool such as strategic frameworks, KPIs etc.
- She has many years of experience working with institutions that are member-based and have a similar structure than EuroGOOS
- She has a record of working with member institutions and with acquiring new members
- She is skilled in mediating between stakeholders with different interests
- She has a background in marine science
- She is knowledgeable about data infrastructures and data handling
- She is skilled in presenting complex issues to expert and non-expert audiences
- She has a solid background in management and operations
- She has led a European-level secretariat for nearly a decade, overseeing budgets, reporting, staffing, and board coordination. She shows an understanding of HR, procurement, reporting, and risk procedures in an association setting
- She appeared in the interviews as a very stable professional person that operates with transparency and directness, reflects calm and support
- She gave excellent answers, short and precise and was honest when she wasn't familiar with or knowledgeable about a topic
- She provided suggestions for organizational issues from her experience that were well thought out and geared towards EuroGOOS

There are certain points that will need training and attention:

- She is not intimately familiar with EuroGOOS's position in the European maritime field
- She lacks familiarity with the members of EuroGOOS, as well as with the EU marine landscape

- She does not have hands-on experience with technical ocean observing systems (which was not explicitly asked for in the job description)

The Board does believe that these few points can be taken care of relatively straightforwardly. All Board members have offered their experience and expertise to guide and train Renuka Badhe. She is aware of these points and addressed them openly during the interview process.

The Chair has initiated negotiations with Renuka Badhe to make sure that the compensation and other expectations are within the limits of what EuroGOOS can and is prepared to offer. This is the case.

The Board is happy to have found an excellent candidate for the position of the EuroGOOS Secretary General. We invite all member delegates to send us their feedback, questions and possible concerns as soon as possible but not later than September 02. 2025 to give us and the candidate the opportunity to react to them.



Holger Brix
Chair
For the EuroGOOS Board

August 15, 2025