

## **Agenda item 5 – REPORT BY THE SECRETARY GENERAL**

### **5.3 – Recruitment of the new Secretary General**

#### Report by the Selection Panel

#### **1. Background**

On 26 September 2014 Gary Prosser informed the Council of his intention to resign from the position of IALA Secretary General at the end of the current year. The President had been informed the day before, 25 September.

Due to the very short time frame an advertisement was developed, sent by e-mail to the whole IALA Membership and participants in the Committees, posted to the IALA Website and printed in the IALA Bulletin issue No. 2014-3.

The closing date for applications was set at 3<sup>rd</sup> November 2014, 1200 French time.

Concurrently, under the President's direction, a Selection Panel was formed within the Council, consisting of:

- IALA President Juan Francisco Rebollo
- IALA Vice President Lim, Hyun-churl
- IALA Treasurer Ian McNaught
- IALA Past President David Gordon

For good governance the outgoing Secretary General was not involved and secretarial support to the Selection Panel was provided by the IALA Administration Manager Marie-Hélène Grillet.

#### **2. Process**

The Panel met by telephone on 13<sup>th</sup> October to set up a suitable process for selection, on 6<sup>th</sup> November of a first short list of 5 candidates to be interviewed, and on 7<sup>th</sup> November to agree a format for the interviews, which were due to take place at Trinity House on 21<sup>st</sup> November.

At the end of the interviews the Panel would establish a second short list of a maximum of 3 candidates to be considered at an extraordinary meeting of the IALA Council on 8<sup>th</sup> December, with a recommendation from the Panel to appoint one of the three as the next IALA Secretary General.

#### **3. First short list**

A scoring system was established to evaluate the 10 applications received by the deadline of 3<sup>rd</sup> November<sup>1</sup>, using the 5 selection criteria published in the job advertisement, i.e.

- proven experience at senior executive level
- high level of leadership and judgment
- productive relationship with stakeholders
- effective communication
- understanding of the maritime environment.

Each Panel member gave his own scoring for each candidate. The total scores obtained allowed the panel to select five candidates for the interview session. It is worth noting that all scores were consistent, demonstrating a consensus within the Panel.

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<sup>1</sup> One candidature was received after the deadline. The Panel unanimously decided not to retain it for the selection process.

Among the selected five, two had to withdraw their candidatures, one for personal reasons, the other being unavailable for an interview until the second half of December<sup>2</sup>. The Panel then invited the next two to be interviewed.

The 5 candidates finally retained for the interview session were, in scoring order:

- Francis Zachariae
- Esteban Pacha
- Seung-gi Gug
- Omar Frits Eriksson
- Philip Day

#### 4. Interviews

The interviews took place on 21<sup>st</sup> November at Trinity House at two hour intervals. Similar questions had been prepared and asked to each candidate, assessing their:

- Ambassadorial leadership
  - Ability to negotiate with stakeholders having differing interests
  - Ability to maintain and/or create international networks
- Long term commitment
  - Understanding of the organisation
  - Support and grow the IALA Vision
  - Commit to the change of status
  - Commit to a long term appointment rather than a stepping stone
- Technical knowledge
  - Understanding technical terminology and developments (e-Navigation and traditional AtoN)
  - Understanding the impact of technical in the global environment
- Organizational learning
  - Understanding of the intellectual resources
  - Leveraging the expertise within IALA in a sustainable manner
  - Ability to contribute significantly to the IALA WWA.
- Motivational fit
  - Understanding of the constraints of working within French legal/labour structure
  - Tolerance for out of control administrative process
  - Long periods of separation from family
  - Frequent travelling
  - Moving to France with family

Scores ranging from 1 (not suitable) to 5 (outstanding) were given to each aspect for each candidate and by each panel member. They were then confronted to reach a consensus.

#### 5. Second short list

The final results showed that two candidates were high rated with a total score of 19.5 and 19 respectively, while the others ranged from 16 to 13 with a lower ability to take over as IALA Secretary General.

The Panel therefore decided to limit to two the number of candidates to be considered by the Council, i.e.

- Francis Zachariae, at present Deputy Director General of the Danish Maritime Administration, Member of the IALA Council and Chair of the IALA Legal Advisory Panel (score: 19.5); and
- Esteban Pacha, outgoing Director General of IMSO (score: 19).

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<sup>2</sup> Due to the very tight timeframe there was no flexibility in the date decided for the interviews, which had to be in November.

Recognizing the high qualifications of both candidates the Selection Panel concluded that they would recommend to Council the appointment of Francis Zachariae, who will be able to take the position of IALA Secretary as early as January 2015.

All five candidates were provided with the draft employment contract and they indicated that they were in agreement with the terms and conditions.

## **6. Presentation to Council pre-meeting on 8<sup>th</sup> December**

The Selection Panel invited those Council Members taking part in the meeting according to the invitation sent on 24 October to discuss and adopt the final recommendation for submission to the Plenary Council meeting on 9 December.

Twenty one Council members attended the meeting, which opened at 1400.

The participants expressed their appreciation to the Panel for a transparent and very professional process, which demonstrates their ability to react within a short time frame. This however points out the lack of a replacement procedure for the Secretary General, which should task the Secretary General to elaborate such a procedure for Council's approval in the near future.

The extensive lobbying initiated by Mr. Pacha using diplomatic channels surprised many participants. The Selection Panel made clear that lobbying had not been envisaged during the interviews and was the candidate's own initiative.

Questions were raised about the very small difference in the final score between the two candidates and how the recommendation made to the Council may be justified. The answer was that long discussions took place after each interview, weighing the ability of the candidate to give the best to IALA. During these discussions it became clear that Mr. Pacha had a good experience of a change of status, having successfully run IMSO through the process. Mr Zachariae, with his present involvement in IALA activities and his experience of the IALA environment, displayed far more commitment for the change of status process to remain an inclusive one thereby ensuring ongoing and sustainable support to IALA by its members, hence the recommendation made by the Selection Panel to the IALA Council.

All but one Councillors who took the floor during the discussions supported Mr. Zachariae. **The meeting therefore strongly recommends the Council to appoint Mr. Francis Zachariae as the new IALA Secretary General.**

**Elaborating a procedure for future replacements of the IALA Secretary General is also recommended.**

## **7. Reference documents**

The list of candidatures received by the deadline of 3<sup>rd</sup> November is at Annex A.

The résumés provided together with their applications by the candidates selected for the interview session are attached as annexes B to F, in alphabetical order.

## Annex A

### Applications received

- BERGMANN, Michael, Jeppesen
- CARSON-JACKSON, Jillian, Australian Maritime Safety Authority
- CEHRELI, Tuncay, Directorate General for Coastal Safety, Turkey
  - Chair of the IALA VTS Committee
- DAY Phillip, Northern Lighthouse Board, UK (**résumé at Annex B**)
  - Chair of the IALA ARM Committee
- ERIKSSON, Omar Frits, Danish Maritime Authority (**résumé at Annex C**)
  - Chair of the IALA ENAV Committee
- GOWARD, Dana, US Coast Guard (Rtd.), PNT Foundation (**candidature withdrawn**)
  - Former IALA Council representative for the US Coast Guard
- GUG, Seung-gi, Korean Maritime and Ocean University (**résumé at Annex D**)
- LAMBERT, Nick, UK Hydrographic Office (**candidature withdrawn**)
- PACHA Esteban, Director General, IMSO (**résumé at Annex E**)
- ZACHARIAE Francis, Danish Maritime Authority (**résumé at Annex F**)
  - IALA Council representative for Denmark, Chair of the IALA Legal Advisory Panel

## ANNEX B

# Phillip James Day

## Personal Details

**Address:** 26 Frankfield Crescent  
Dalgety Bay  
Fife  
KY11 9LW

**Tel:** **Home:** +44 (0)1383 824070 **Office:** +44 (0)131 4733190 **Mobile:** +44 (0)7785 300366

**Email:** phild@nlb.org.uk

**Date & place of birth:** 9<sup>th</sup> December 1967, Barnet Hertfordshire UK

**Nationality:** British

**Status:** Married with two children

## Profile

As a member of the Executive and Board member at the Northern Lighthouse Board I am involved with governance, management of risk, finance and the operational aspects of an AtoN National Authority. I am confident and effective at departmental, governmental and International levels and have made a significant contribution to the continued development of IALA, the evolution of the NLB and the General Lighthouse Authorities.

I am a strategic thinker who quickly gets to the heart of a problem. I am motivated, adaptable, diplomatic and an excellent leader. I am able to allow my team room to operate and contribute to their full potential but I take control and give direction when needed. Setting the overall strategy and maintaining progress, I ensure I get the best of people at all levels encouraging them to engage with each other as well as with myself.

I am an experienced mariner in both military and civil environments, having worked in a variety of operations, ship types, regions, in vessel management and ownership. I have terminal and harbour operations experience as well as a good understanding of the construction, systems and technologies used in Aids to Navigation as well as their practical and evolving use. Working with a number of bodies including IALA, UK Coastguard, Chamber of Shipping, UK & Scottish Government and partner General Lighthouse Authorities. I have excellent relations at a senior level with them as well as internationally through a wide network of AtoN Authorities and manufacturers.

## Work Experience

**Dec 07 – Present: Director of Marine Operations, with the Northern Lighthouse Board** a member of the Executive and Board I am also responsible for the Board's statutory duties of Superintendence of Local Light Authorities and other providers of Aids to Navigation as well as NLB tenders; NLV Pharos and Pole Star, support base, and the operation of the NLB contract helicopter. I direct a staff of 85 with a budget of £6.5M and have delivered departmental restructuring, savings and increased commercial income. I have been Chair of the IALA ANM/ARM committee since 2010, leading an international group to become a far more cohesive and inclusive team and complete its 2010/14 work program. I have contributed significantly to the strategy of IALA being an early advocate of change and taking a full and active part in the development of its vision and strategy.

**July 04 - to Dec 07: Marine Team Leader BP Hound Point marine terminal:** Initially Berth Supervisor I became Team Leader in 2005. Responsible for all aspects of the safe operation of the marine terminal handling crude oil exports & vapour recovery for vessels up to VLCC with cargoes valued up to \$140M as well as marine matters for BP's nearby gas terminal. I was a member of the BP management team responsible for delivering a challenging safety culture and performance improvement across the site. I made a significant contribution to the successful management of change associated with the previously heavily integrated site being split and sold.

**June 01- March 04: Northern Marine: Master in command** of an 87000 tonne sophisticated Dynamic Positioned (DP) Shuttle Tanker owned by Chevron. I had overall responsibility for all aspects of vessel operations, maintenance and liaison with owners, managers and charterer as well as onboard budget control.

**Sep 98 – June 2001: Northern Marine: Chief Officer /DP Operator** on the DP Shuttle Tanker. I was responsible for safe loading and discharging of vessel, crude oil washing, inert gas and over bow loading at offshore installations. I oversaw all deck equipment maintenance, the safe dry docking of the vessel and was senior DPO.

**Oct 95 – Aug 98: BP Shipping Ltd: Second Officer & Chief Officer VLCC's** trading worldwide. I was initially responsible for navigation/cargo watch, passage planning, bridge management and the Safety Officer role. After promotion in Dec 1996 I was responsible for all cargo operations, all deck equipment maintenance, and crew safety.

**Sep 86 – Oct 1995: Royal Fleet Auxiliary: Deck Cadet, Third Officer and Second Officer** on a variety of vessel types supporting the Royal Navy worldwide. I was trained to a high standard in navigation practise and techniques. I gained experience in helicopter operations, ship handling, and small boat work.

### Education & Qualifications

<b>1997</b>	South Tyneside College, South Shields Class 1 Master Mariner Certificate of Competency
<b>1992 – 1993</b>	South Tyneside College, South Shields Class 2 (Deck) Certificate of Competency HND Nautical Science
<b>1986 – 1990</b>	College of Maritime Studies, Warsash Class 3 (Deck) Certificate of Competency OND Nautical Science
<b>1979 – 1986</b>	Easingwold Comprehensive, North Yorkshire Ordinary level: English language, History, Geography, Mathematics, Computer Studies, Physics, Design, Geology Advanced level: Geography

### Applicable Professional Training

- 2014 Helicopter Under Water Escape
- 2012 Crisis Media Skills
- 2012 Presenting to large audiences
- 2009 Mental Health at work
- 2008 Managing Absence
- 2007 Nebosh general certificate

- 2006 Port Facility Security Officer
- 2006 Practical Emergency Management
- 2004 BP Task Based Risk Assessment
- 2004 MCA Oil Spill foundation (ports & harbours)
- 2000 Bureau Veritas Internal Auditors course
- 2000 DPO Certificate

### Interests/Activities

Gardening, reading, current affairs, DIY and maritime affairs

### References

Former NLB CEO

Admiral Roger Lockwood CB Springbank

2 Bellenden Grove Dunblane

FK15 0FD, UK

Phone +44 1786 824004

e-mail [roger.lockwood@aol.co.uk](mailto:roger.lockwood@aol.co.uk)

NLB Chairman

Capt H Michael Close 34 North Latch Road Brechin

Angus

DD9 6LE, UK

Phone +44 01356 622907

e-mail [closem@btinternet.com](mailto:closem@btinternet.com)

Captain Scott Smith

Marine Transportation Systems

U.S. Coast Guard (CG-5PW) 2100 2nd Street SW Washington DC 20593-0001 USA

Phone +1 202 372 1505

e-mail [Scott.J.Smith2@uscg.mil](mailto:Scott.J.Smith2@uscg.mil)

## ANNEX C

**Omar Frits Eriksson****Education**

My educational background includes a masters degree in Management of Technology and Innovation (executive MBA, MMT) and a bachelor degree in Telematics (BScEE), as well as a number of courses in Quality management (ISO9000), Environmental management (ISO14000) and project management (PRINCE2).

**Experience**

Most of my professional experience is harvested within the scope of Safety of Navigation, more specifically within the business of providing Aids to Navigation services and related international work. Have had some success in bringing people together endeavoring to make a difference within the maritime domain.

**Danish Maritime Authority,**

- *Director, Maritime Technology and Business Development*, January 2012 – Present.  
National, regional and international work on innovative concepts, systems and technologies that may lead to radical changes in the maritime world.

**Danish Maritime Safety Administration (DaMSA)**

- *Head of Innovation and Project Division*, January 2009 – January 2012  
Strategic Think Tank, Innovation Agents, Project Management, Service Development
- *Head of Aids to Navigation Division*, June 2006 – December 2008  
Operation of Visual Aids to Navigation (Buoys, Lighthouses), radionavigation as well and the Danish Coastal Search and Rescue Service.
- *Head of Technical Division*, 1996 – June 2006 (10 years)  
Responsible for all technical infrastructure including all Aids to Navigation, 4 buoy tenders, 20+ SAR vessels, 20+ pilot vessels, both maintenance and newbuildings.

**IALA-AISM,**

- *Chairman e-Navigation Committee*, September 2014 – Present
- *Board member IALA World-Wide Academy (WWA)*, December 2011 – Present
- *Chairman EEP Committee*, April 2004 – September 2014

My resume and peer endorsements can be found on my LinkedIn profile:

[http://www.linkedin.com/profile/view?id=6185006&trk=tab\\_pro](http://www.linkedin.com/profile/view?id=6185006&trk=tab_pro)



## ANNEX D

**Seung-gi, GUG**

KMOU, 727 Taejongro, Youngdo, Busan 606-791, Republic of Korea Tel. +82-51-410-4227 e-mail  
 cooksg@kmou.ac.kr

**EDUCATION**

1998	Doctor of Engineering	Hydraulic Civil Engineering
	Graduate School	Kyushu University (Japan)
1993	Master of Engineering	Marine Transportation Engineering
	Graduate School	Korea Maritime and Ocean University (formerly Korea Maritime University)
1986	Bachelor of Engineering	Nautical Science
		Korea Maritime and Ocean University

**CAREER HISTORY**

1998-present	Korea Maritime and Ocean University
	Department of Coast Guard Studies, Professor

*Extra-magisterial duties*

- Chief Executive Officer of R&D Business Foundation (2012-2014)
- Director of Marine Venture Development Center (2010-2012)
- Deputy Director General of Planning Affairs (2007-2008)
- Head of Department of Coast Guard Studies (2001-2003, 2010-2012, and present)
- Head of Aids to Navigation Research Group, Research Institute of Maritime Industry (2006-present)
- Academic Advisor of the Dormitory for Boarding Life (2014-present)
- Director of Teaching and Learning of Training Ship (1999-2000)

*Magisterial Duties*

- Giving Lectures for Navigation (Coastal and Celestial), Aids to Navigation, Cargo Work Operations, Maritime Safety, Marine Pollution, etc. to both undergraduates and graduate students
- Carrying out Research Works for Maritime Safety and Aids to Navigation (Lead researcher or research manager for 75 research reports)

*Textbooks written*

- Basic Maritime Safety (2000)
- Navigation Practice (2001)
- Advanced Maritime Safety (2001)
- Introduction to Coast Guard Studies (2002)
- Marine Environmental Engineering (2003)
- Basic Navigation Practice (2003)
- 100 Year History of Korean Lighthouses (2004)
- Aids to Navigation (2013)

#### *Journal Papers*

- 31 papers published (Bibliographic information not listed because nearly all titles are in Korean only)

1992-1994 Korea Maritime and Ocean University Training Ship  
Hannara, Instructor & Officer

1990-1992 Korea Maritime and Ocean University  
Dormitory and Department of Navigation Science, Assistant Instructor 1986-1989  
Hanjin Shipping, Ship Officer

#### **EXTERNAL ACTIVITIES**

2014-present Non Executive Board Member, Korea Association of Aids to Navigation

2014-present Director of International Affairs, Korean Institute of Navigation and Port Research (KINPR)

2008-2009 Sabbatical Professor of TRINITY HOUSE (General Lighthouse Authorities)

2006-present Chairman of Far East Radionavigation Service (FERNS) Technical Working Group

2004-present Korea Governmental Advisor to IALA (Council Meeting, Technical Committees)

#### **AWARDS**

2010 Minister's Award Ministry of Land, Transport and Maritime Affairs

2010 President's Award Korea Maritime and Ocean University 2008 President's Award

Award Korea Maritime and Ocean University

#### **MEMBERSHIPS**

Member, Royal Institute of Navigation (RIN) Member, Korean Society of Safety (KOSOS)

Member, Korean Institute of Navigation and Port Research (KINPR) Member, Korean Society of Marine Environment and Safety (KOSOMES) Member, Korean Society of Global Navigation Satellite System (KGS)

**Names of Three Referees**

1. Mr. Tamotsu IKEDA, Japan Association for Aids to Navigation Tel : + 81-3-3230-1470,  
Mobile : +81-90-5404-9899  
e-mail : [ikeda\\_t@jana.or.jp](mailto:ikeda_t@jana.or.jp)
2. Mr. Martin Bransby, GLAs (Trinity House), UK and Ireland Tel : +44-1255-245-  
042, Mobile : +44-777-026-5652  
e-mail : [martin.bransby@gla-rrnav.org](mailto:martin.bransby@gla-rrnav.org)
3. Capt. Ahmad bin Othman, Light Dues Board Peninsular Malaysia Tel : +60-3-3346-76-  
01, Mobile : +60-19-2393-232  
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## ANNEX E

# Esteban Pacha Vincente

## VACANCY

### Secretary General

International Association of Marine Aids to Navigation and Lighthouse  
Authorities IALA-AISM

## APTITUDES

Top academic qualifications

Recognized professional

prestige

Broad professional expertise in shipping and

maritime affairs Proven international and diplomatic

leadership

## EDUCATION

### DOCTOR, NAUTICAL SCIENCE AND ENGINEERING

Polytechnic University of Catalonia - BarcelonaTech, 2014.

### DIPLOMA OF ADVANCED STUDIES, SCIENCE AND TECHNIQUES OF NAVIGATION

University of Cadiz, Department of Industrial Engineering, 2008.

### DIPLOMA, PUBLIC ADMINISTRATION SENIOR MANAGEMENT PROGRAM

Higher School of Public Administration, National Institute of Public Administration, 2000.

### CAPTAIN/MASTER MARINER (STCW UNLIMITED CERTIFICATE)

Ministry of Transport of Spain, 1996.

### MASTER OF SCIENCE. MARITIME STUDIES

## EXPERIENCE

### DIRECTOR GENERAL, INTERNATIONAL MOBILE SATELLITE ORGANIZATION (IMSO)

2007- 2015

CEO and Legal Representative of this intergovernmental organization, integrated by 98  
Member States and headquartered in London. IMSO was established by IMO in 1979,

## **EXPERIENCE (CONT.) DEVELOPMENT**

### **FOUNDER COMMISSIONER, UN BROADBAND COMMISSION FOR DIGITAL**

#### **2010 - current**

Established by ITU and UNESCO in response to the call from the UN Secretary-General Ban Ki-Moon to step up international efforts to meet the Millennium Development Goals, it engages in advocacy and high-level leadership to demonstrate that broadband networks are basic infrastructure in a modern society. Satellite-based broadband connectivity at sea is fundamental for safe and efficient shipping.

### **VISITING PROFESSOR, POLYTECHNIC UNIVERSITY OF CATALONIA, SCHOOL OF PROFESSIONAL & EXECUTIVE DEVELOPMENT**

#### **2002- current**

Lecturer, University post-graduate degree 'Master in Shipping Business' (60 ECTS)

<http://www.talent.upc.edu/ing/professionals/presentacio/codi/204700/shipping-business/>

### **GOVERNOR, WORLD MARITIME UNIVERSITY (WMU)**

#### **2000-2014**

As member of the Board of Governors, responsible of formulating the principles and policies which govern the activities and operation of the University and approving its work program and budget. Established by IMO in 1983, the aim of WMU is to further enhance education, research, and capacity building to ensure safe, secure, and efficient shipping, and the protection of the marine environment.

### **COUNSELLOR FOR TRANSPORT, EMBASSY OF SPAIN IN LONDON**

#### **PERMANENT REPRESENTATIVE OF SPAIN TO THE INTERNATIONAL MARITIME ORGANIZATION**

##### **2000-2007**

Head of Delegation to the IMO's governing bodies (Assembly and Council) and technical meetings (Committees and Subcommittees), including 8 Diplomatic Conferences. Driver of numerous proposals and initiatives aiming to improve maritime safety and security and preservation of the marine environment. Representative of Spain to the IOPC Funds and IMSO, as well as the Executive Committee of EQUASIS and to the Consultative Shipping Group (CSG). Chairman of the IMO FSI Subcommittee, President of the IOPC Fund Assembly and Chairman of the IMSO Advisory Committee. Auditor of the IMO Member State Audit Scheme, and Team Leader in different IMO's technical cooperation missions.

### **REGIONAL DIRECTOR, MINISTRY OF DEVELOPMENT OF SPAIN**

##### **1997-2000**

Regional Director with overall jurisdiction on civil infrastructures and transports, including ports and airports, roads; maritime, aviation and terrestrial transport; housing; hydrology; telecommunications; natural environment; and coastlines. Responsible for some 300 members of staff and a budget of €60 million in this period.

### **HARBOUR MASTER AND VICEPRESIDENT OF THE PORT AUTHORITY OF CEUTA, SPAIN**

##### **1993-1997**

Harbour Master, with full jurisdiction over the supervisory activity of Port State Control, Flag State implementation, registry of shipping, seafarers, fishing and fisheries, maritime safety and security, maritime communications, search & rescue and prevention of marine pollution. As Vice-President of the Port Authority, responsible for port management, as well as managing the ship/port interface and port facilities, including aids to navigation and lighthouses. As acting President, responsible for the administration of the port and managing 120 members of staff with an annual budget of €7 million.

EXPERIENCE (CONT.)	<p><b>MARITIME SAFETY INSPECTOR/VTS OPERATOR, SPANISH MARITIME ADMINISTRATION</b></p> <p>1988-1993</p> <p>Involved in the preparations to ratify and implement the 1979 SAR Convention at national level and the commissioning of the national MRCC. Co-author of the first Spanish National SAR Plan. Coordinator for the Port and Maritime Self-Security Plan during the 1992 Olympic Games held in Barcelona. Head of the VTS/MRCC of Barcelona responsible for vessel traffic control, maritime communications, aids to navigation, maritime search &amp; rescue and marine pollution prevention.</p>
SPECIFIC TRAINING	<p><b>LEAD AUDITOR, ISO 9001/ISO</b></p> <p><b>19011 AUDITOR ISO 19011:2002</b></p> <p><b>EMS/QMS</b></p>
ASSOCIATIONS AND OTHER PROFESSIONAL, CIVIC AND SOCIAL ACTIVITIES	<p>Fellow Member, Nautical Institute (NI)</p> <p>Fellow Member, Institute of Marine Engineering, Science and Technology (IMarEST) Fellow Member, Royal Geographical Society - Institute of British Geographers (RGS-IBG) Member International Institute of Space Law (IISL)</p> <p>Fellow Member, Spanish Merchant Marine Association (COMME)</p> <p>Fellow Member, Literary, Artistic and Scientific Athenaeum of Cadiz (Spain)</p> <p>Member of the Advisory Board, American University Washington College of Law (AUWCL) Programme on International ICT Policy and Regulation</p> <p>Participant, Unification of Marine Education and Training (UniMET) Project</p> <p>Participant in numerous Conferences, Seminars and Workshops at national and international level President (2004-2007), Maritime Attaches' Club of London</p> <p>Vice-Commodore (2010-2014), Kingsmead Sailing Club, London</p>
PUBLICACIONES	<p>More than 50 publications registered with Open Researcher and Contributor ID No. 0000-0002-1249-7830 (<a href="http://orcid.org">http://orcid.org</a>), published in professional magazines and academic journals such as Marina Civil (ISSN 0214-7238), Ingenieria Naval (ISSN 0020-1073), MarNews (ISSN 1690-6411), Recalada (ISBN Bi-1389-94), Fairplay (ISSN 1751-1984), Seaways (ISSN 0144-1019), Revista del Ateneo (ISSN 1579-6868), Maritime Transport (ISSN 978-84-7653939-2).</p>
LANGUAGES	<p>Spanish (mother tongue)</p> <p>English (excellent command - Certificate of Proficiency in English, University of Cambridge) French (intermediate level)</p>
DECORATIONS	<p>Order of Isabelle the Catholic (Spain), 2007</p> <p>Golden Anchor Lifetime Achievement Award (Turkey), 2010</p>

## ANNEX F

## Francis Zachariae Deputy Director General Emiliekildevej

18

2930 Klampenborg, Denmark

Phone. +45 25361607

e-mail fza@dma.dk

Experience	2011 -	<p><b>Deputy Director General</b>, Danish Maritime Authority.</p> <p>I am responsible for 120 employees. My main areas of work are tasks related to maritime regulation, safety of navigation and pilotage in Danish, Greenlandic and Faroese waters.</p>
	2007–2011	<p><b>Deputy Director General</b>, Danish Maritime Safety Administration.</p> <p>The Danish Maritime Safety Administration had some 830 employees and was responsible for navigational information, aids to navigation, coastal rescue, pilotage and regulatory tasks in Danish, Greenlandic and Faroese waters until 2011 when the agency was merged with the Danish Maritime Authority. I was responsible for the overall operation and primarily engaged in forming the institution's focus and long-term strategy.</p>
	2006–2007	<p><b>Commandant</b> at the Naval Academy.</p> <p>The Naval Academy employs some 42 officers and teachers and educates 210 cadets to masters and marine engineers annually. During my time at the academy it underwent a comprehensive modernization towards a modern academic institution.</p>
	2003–2005	<p><b>Branch Chief and advisor</b> at the EU Council Secretariat, Brussels.</p> <p>As an advisor at the EU Council Secretariat, I was responsible for maritime subjects and civil/military coordination. During my time at the Secretariat, I learned how the EU policy process functions in practice.</p>
	1994–2003	<p><b>Head of Section</b> and from 1998 <b>Head of Division</b> in the Ministry of Defence.</p> <p>I was mainly responsible for education and the armed forces' contractual and collective bargaining agreements.</p>
	1992–1993	<p><b>Project Manager</b> at Naval Materiel Command.</p> <p>As a project manager my main responsibility was the STANDARDFLEX ship project. A purchase project, which was one of the Navy's largest ship building projects.</p>

Education	1990-1992	<b>Commanding Officer</b> , patrol vessel HAVKATTEN. HAVKATTEN was the third of the Navy's then new STANDARFLEX ships. The job gave many challenges and experiences. a young naval officer
	1988-1990	<b>Aide-de-camp</b> with the Minister of Defence. As Aide-de-Camp I dealt with the Minister of Defence's relations to the press, the armed forces and the citizens.
	1983-1988	The early years at sea with several naval ships. In the beginning I worked primarily as a duty officer on the bridge, but gradually I specialized in communication and tactics.
	2001-2003	Master of Science, Public Administration (MPA), Copenhagen Business School
	1993-1994	Collège Interarmées de Défense, Paris
	1979-1983	Naval Academy
	1978	N. Zahles Gymnasium
International Representation	Member of Administrative Board, EMSA, EU Member of Council and Policy Advisory Panel, IALA Chairman of Legal Advisory Panel, IALA	
	Heading work at the IMO on safety of navigation and e-Nav	
Language	English	Negotiation level – fluent written and spoken skills
	French	Written and spoken skills
	German	Written and spoken skills

Personal data

p

Born in Copenhagen on 16 January 1960

Married to Jane, who is an economist,  
father of Frederik (23) and August (20)