

May 2026

Role Profile and Candidate Specification

## Director of Operations

### ICARS



INTERNATIONAL CENTRE FOR  
**ANTIMICROBIAL RESISTANCE**  
SOLUTIONS

## Introduction Role Profile

ICARS is an autonomous, self-governing non-profit organisation, international in character, established by the Danish Government to support low- and middle-income countries in developing evidence-based and context-specific solutions to antimicrobial resistance (AMR). Working across the One Health sectors and in close collaboration with governments, research institutions, and global partners, ICARS bridges the gap between research, policy, and implementation.

As ICARS continues to grow and expand its international engagement, the organisation places increasing emphasis on strengthening its operational backbone to support its mission. Over the past 6 years, ICARS has grown from a small team to approx. 50 staff members, and this year a regional hub has been established in Africa. Current annual budget is around 100m DKK, and the growing project portfolio now includes more than 70 projects (60 active in implementation) in more than 30 countries. The Director of Operations role has been central to building this foundation and continues to be of key importance to the organisation's overall functioning and development.

The Director of Operations will ensure that ICARS remains a well-functioning, efficient, and accountable organisation, capable of delivering high-quality results in a complex international environment. The oversight of ICARS has from 2026 moved from the Ministry of the Interior and Health to the Ministry of Foreign Affairs. The Director of Operations will lead the continued transition processes in relation to this transfer.

This role profile and candidate specification contains, first, a description of the key tasks the new Director of Operations will be responsible for (see the section "Role Profile"). Second, it provides a description of the competencies that ICARS expects the new Director of Operations to possess (see the section "Person Specification").

At the end of the profile, you can read more about the recruitment process and find information about where to access further details about ICARS and the position.

## Role Profile

### ICARS in Its Next Phase

ICARS has, over a relatively short period of time, developed into a well-functioning and respected organisation with a clear identity in the global antimicrobial resistance (AMR) landscape. As the organisation enters a phase of consolidation and international expansion, the continued strengthening of its internal foundations becomes increasingly important.

With a growing portfolio of projects, an expanding network of partners and donors, and increasing organisational complexity, ICARS must ensure that its internal systems, processes, and infrastructure evolve in line with its ambitions.

The organisation is characterised by strong professional and international environments and a collaborative culture, and it now seeks to further strengthen its operational backbone to support sustained growth and impact.

Within this context, the Director of Operations will play a key role in ensuring that ICARS remains a well-functioning, efficient, and trusted organisation, capable of delivering high-quality results while meeting increasing expectations from partners, donors, and stakeholders.

### **Purpose of the Role**

The Director of Operations is responsible for the overall leadership and development of ICARS' operational functions, ensuring that the organisation's core infrastructure, governance frameworks, and administrative systems effectively support its strategic objectives.

Reporting to the Executive Director and being a part of the senior leadership team, the Director of Operations will ensure that ICARS operates with a high level of organisational integrity, efficiency, and accountability. The role bridges strategy and day-to-day operations, translating organisational needs into robust systems, clear processes, and effective support functions. A central task is to maintain and further develop a coherent organisational framework that enables ICARS to scale responsibly, while safeguarding its agility, culture, and ability to operate in complex international environments.

As part of the senior leadership team, collaboration with the Director of Science and Programmes will also be crucial, to enable ICARS to deliver on its strategic purpose, including research project implementation in various and often demanding settings in low- and middle-income partner countries.

### **Operational Leadership and Organisational Development**

The Director of Operations leads ICARS' support functions and holds overall responsibility for the organisation's operational infrastructure. This includes areas such as HR, finance, IT, facilities, legal and compliance, travel and security, and governance support.

A key responsibility is to ensure that these functions are not only effective individually but also operate as part of a coherent and integrated system supporting the entire organisation. The Director of Operations will further strengthen a structured and systematic approach to organisational development, risk management, and operational excellence.

This includes:

- Ensuring that the organisation attracts, retains, and develops a capable and diverse international workforce, and that staff operate within a safe and sustainable working environment
- Maintaining robust governance, compliance, and risk management frameworks that meet legal, regulatory, and donor requirements
- Securing reliable and efficient digital and physical infrastructure that enables staff and partners to focus on ICARS' core mission.

The Director of Operations will play a central role in continuously assessing organisational needs and translating these into improvements in systems, processes, and ways of working, thereby supporting ICARS' ongoing maturation as an international institution.

### **Governance, Risk and Compliance**

A core dimension of the role is to ensure that ICARS operates efficiently within clear and well-functioning governance and compliance frameworks.

The Director of Operations will oversee the development and maintenance of policies, procedures, and internal controls, ensuring that the organisation meets its obligations vis-à-vis donors, partners, and regulatory authorities. This includes responsibility for risk identification, monitoring, and mitigation, as well as supporting internal and external audit processes and ensuring transparency and accountability across the organisation.

The role also involves close interaction with the Executive Director and the Board in matters related to governance, organisational risk, and reporting, ensuring that decision-making is supported by reliable data and well-functioning processes.

### **Financial and Administrative Stewardship**

The Director of Operations is responsible for sound financial management and administrative practices across ICARS

and ensures that financial systems support effective planning, budgeting, reporting, and grant management. This includes oversight of accounting processes, resource allocation, and financial compliance, as well as supporting the organisation's ability to meet donor requirements and manage a complex project portfolio.

At the same time, the Director of Operations ensures that administrative processes are efficient, fit-for-purpose, and aligned with ICARS' growth, enabling the organisation to operate smoothly across geographies and functions.

### **Supporting Programme Delivery and Partnerships**

While ICARS' programme and scientific work is anchored elsewhere in the organisation, the Director of Operations plays a critical enabling role in ensuring that project implementation is supported by robust operational systems.

This includes ensuring that grant management, contractual frameworks, reporting systems, and administrative support functions are aligned with programme needs and partner expectations. The role contributes to creating an environment in which project teams can operate effectively. In close collaboration with the Department of Science and Programmes and the Partnerships, Advocacy and Communications team the Operations Department supports efficient and smooth implementation of projects while maintaining compliance with our guidelines and policies, based on clear processes and high-quality operational services.

## **Leadership and Collaboration**

The Director of Operations will lead a diverse team of approximately 10 specialists and play a key role as part of ICARS' Executive Management group.

The role calls for a leader who can create clarity, build coherence across functions, and foster a collaborative and service-oriented mindset within operational teams. The Director of Operations will work closely with colleagues across the organisation, ensuring that operational perspectives are integrated into strategic discussions and that solutions are developed in close dialogue with users and stakeholders.

At the same time, the role requires the ability to balance structure and flexibility, maintaining appropriate levels of formalisation and control, while preserving ICARS' agility and collaborative culture.

## **A Role Focused on Consolidation and Maturity**

With a well-functioning organisational foundation already in place, the emphasis of the role is not on building systems from scratch, but on refinement, integration, and continuous improvement.

The Director of Operations will ensure that ICARS' operational framework remains aligned with the organisation's evolving needs, enabling sustainable growth, strengthening organisational resilience, and reinforcing ICARS' position as a credible and trusted international partner.

In addition, the role involves driving the continued development and modernisation of financial and project management processes, including the increased use of digital tools, automation, and AI to strengthen efficiency, data quality, and decision support.

## **Person Specification**

### **Professional Background and Expertise**

The ideal candidate brings solid experience from an operational leadership role in a comparable public or mission-driven context.

Given ICARS' status under Danish law, a good understanding of Danish administrative frameworks is essential, including governance, regulatory requirements, and compliance obligations. Experience operating at the intersection of international activities, including with partners in low- and middle-income countries, and Danish rules will be a clear advantage.

Strong financial expertise is a core requirement. The candidate must have documented experience with budgeting, financial management, reporting, and oversight in a donor-funded or project-based environment.

### **Leadership Experience and Operational Capability**

The candidate has proven experience in leading and developing operational functions and creating clarity and well-aligned processes across areas such as finance, HR, compliance, and administration.

The role requires the ability to balance strategic development with hands-on operational oversight, ensuring both effective day-to-day operations and continued strengthening of systems and processes.

Experience from organisations undergoing growth or increasing complexity will be an advantage.

### **Financial Leadership and Governance**

The candidate brings strong financial leadership capabilities and is comfortable ensuring sound financial governance and compliance.

This includes experience with:

- Budgeting and financial planning
- Donor and regulatory compliance
- Financial oversight and risk management

A solid understanding of governance, risk, and compliance frameworks is essential, along with the ability to translate requirements into well-functioning organisational practices.

### **Personal Leadership Style and Competencies**

The Director of Operations is expected to bring a structured, collaborative, and enabling leadership style.

Key qualities include:

- Strong organisational and analytical skills
- High integrity and a strong sense of accountability
- Ability to create clarity and prioritise in a complex environment
- Clear and effective communication, including on financial and administrative matters
- Ability to prioritize tasks during high workload and take swift decisions on complex situations for instance in terms of operational challenges in partner countries.

The candidate should be motivated by supporting ICARS' mission and ensuring a robust operational foundation for its continued development and impact.

## Recruitment Process

ICARS has established a recruitment committee which, with support from Genitor, will carry out the recruitment process.

You can apply for the position via Genitor's website: [www.genitor.dk](http://www.genitor.dk). The application deadline is **3 June 2026**. Please attach your CV to your application.

The recruitment committee will meet **4 June 2026** to select candidates for the first interview round. If you are selected, you will be notified shortly thereafter. We will conduct two interview rounds. First-round interviews will take place on 9 June, and second-round interviews will take place on 25 June.

Between the two interview rounds Genitor will conduct a test assessment process and collect references.

The assessment process includes:

- The NEO-PI-3 personality test, which is one of the most broadly founded and well-documented tests on the market. The test is completed online and takes 30–40 minutes.
- The cognitive test IST-Screening, a nuanced test used to assess general intelligence. This test is taken at Genitor and takes approximately 30 minutes.
- A follow-up assessment interview of 1.5 hours at Genitor, during which—based on the personality and cognitive tests—we will discuss your competencies in relation to the person profile, and you will receive verbal feedback from the consultant.

We collect references to validate information and assessments. Typically, three references are obtained, and always by prior agreement with you.

We prepare a written candidate assessment report, which constitutes the full documentation of the assessment and reference process. The assessment includes:

- The results of the personality and cognitive tests
- An assessment of your competencies in relation to the person profile
- A general evaluation of your leadership behaviour
- A specific evaluation of your leadership strengths and development areas in relation to the position
- A conclusion regarding your match with the role

We will send the assessment report to you prior to the second interview round, where you will have the opportunity to comment on it in dialogue with the recruitment committee. We will present and review the assessment with the committee during the second interview round.

During the second interview round, you will be presented with a case assignment.

We expect the recruitment committee to nominate candidates following the second interview round, and that a final hiring decision will be made shortly thereafter. The expected start date is **1 August 2026** or the soonest possible date thereafter.

## **Salary and employment Conditions**

The employment is a fixed-term appointment ("åremålsansættelse"), salary group 1 ("LR 37") for a period of five (5) years and may be extended for a further period of three (3) years.

The employment is subject to the framework agreement on the contractual employment of managers in the Danish State, as amended from time to time, and the principles of the agreement on salary and other terms and conditions of employment applicable to fixed-term appointments in the Danish State (the fixed-term appointment agreement), as amended from time to time.

The salary package consists of a base salary, a negotiable monthly supplement based on qualifications, and a fixed-term allowance. The expected total monthly salary will be between DKK 72,000 and DKK 75,000. In addition to your salary, a contribution equivalent to 18.07% of the total salary will be paid into a pension scheme. The contribution is paid in full by the employer.

In addition, the employee is entitled to holiday allowance in accordance with Danish law and applicable collective agreements, currently 2,02% of the total salary.

Vacation is granted in accordance with Danish law and applicable collective agreements. Up to 30 days of paid annual leave are accrued per year.

If an extension of the fixed-term appointment is agreed, such extension shall be made on unchanged fixed-term terms and conditions.

### **For candidates from outside Denmark**

Tax:

The chosen candidate will be taxable in Denmark thereby also gaining access to public services such as free health care (read more here: [Your guide to working in Denmark | Skat.dk](#)). Depending on the personal background, the candidate may be eligible to the tax scheme for highly paid employees (read more here: [Tax scheme for researchers Skat.dk](#)).

On SKAT's website and on other public websites, you can familiarize yourself with tax regulations and other important conditions of a personal financial nature in Denmark.

Work permit:

ICARS will apply for work and residency permit for you, your spouse/partner and children under the age of 18 as well as covering the official fees linked to the application.

ICARS will not cover costs related to renewing passports and translation of documents e.g. marriage certificate and other needed documentation for the application.

Relocation:

Relocation to Denmark is a requirement for candidates not currently living in Denmark.

- ICARS covers economy class tickets to Denmark for you and accompanying family.
- ICARS provides a package for relocation supporting you with assistance in:
  - finding temporary accommodation and/or long-term accommodation
  - legal registration in Denmark
  - signing up for the public free health care system (dental care for adults not included)
  - establishing a Danish bank account
- ICARS covers other expenses linked to the relocation by providing a lumpsum (taxable). For a single person the lumpsum is DKK 30000 for relocation within Europe and DKK 40000 from outside Europe. If there is an accompanying spouse/partner an additional DKK 10000 will be added and again additional DKK 10000 if also children are reallocating.
- Please note that ICARS does not fund the costs of housing or of international schools for accompanying children.

## Further Information

ICARS has a very informative website: <https://icars-global.org/>. Here you can find further information about the organisation and much more. We expect that you, as a candidate, have familiarised yourself with the website.

If you have questions about the position, you are very welcome to contact Executive Director Helle Engslund Krarup at +45 2485 2974 or Genitor Partner Martin Isenbecker at +45 2565 9231 or [mi@genitor.dk](mailto:mi@genitor.dk).

If you would like a confidential discussion about your potential in the role, you are also very welcome to contact Martin. All enquiries will be treated confidentially.

We look forward to hearing from you.