

## Position and Candidate Specification



Water Environment Federation

### **Executive Director**

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January 2019

Assignment: 64424-001

Leadership. Passion. Collaboration. Scholarship. Service. These are the core values that guide the Water Environment Federation (WEF) and its members in fulfilling its mission of protecting public health and the environment. Since 1928, the Water Environment Federation and its members have protected public health and the environment. As a global water-sector leader, the mission is to:

- Connect water professionals;
- Enrich the expertise of water professionals;
- Increase the awareness of the impact and value of water and;
- Provide a platform for water-sector innovation.

The Water Environment Federation (WEF) is a not-for-profit technical and educational organization of 35,000 individual members and 75 affiliated Member Associations representing water quality professionals around the world. Since 1928, WEF and its members have protected public health and the environment.

Previously called the Federation of Sewage Works Associations (1928), the Federation of Sewage and Industrial Wastes Associations (1950), and the Water Pollution Control Federation (1960); the name was changed to the Water Environment Federation in 1991 to reflect an expanded focus of non-point and point sources of pollution.

WEF and its global network of members and Member Associations (MAs) provide water quality professionals around the world with the latest in water quality education, training, and business opportunities. WEF's diverse membership includes scientists, engineers, regulators, academics, utility managers, plant operators, and other professionals. WEF uses this collective knowledge to further a shared goal of improving water quality around the world. Through its Young Professionals group, WEF embraces and is working to prepare emerging leaders in water quality, providing professional development and networking opportunities for this critical cohort of future leaders in the water quality sector.

## Advocacy

WEF advocacy activities aim to educate WEF members and the water sector on public policy issues related to water quality and water resources and equip them to play a greater role in water policy discussions. WEF engages in appropriate and nimble advocacy on legislative and regulatory issues to improve the scientific and technical foundation for water quality laws and regulations, support the need for continued progress in controlling pollution, protect public health and the health of aquatic ecosystems, and promote sustainable management of water resources.

## Governance

The Board of Trustees serves as the governing body of WEF and holds legal authority and fiduciary responsibilities on behalf of the federation and its membership. The Board of Trustees also provide guidance and direction to implement the WEF Strategic Plan. The Board consists of the President, President-elect, Vice President, latest living Past President, Treasurer, and six WEF members recommended by the WEF Nominating

Committee and confirmed by the House of Delegates (HOD) – the member advisory body of the Board. The WEF Executive Director serves as Secretary of the Board.

The HOD is the deliberative and representational body of the Federation. It advises the Board on matters of strategic direction and public policy development and has authority to elect and remove Trustees only to the extent provided for in the Constitution and Bylaws.

As a membership organization, WEF understands the value of member engagement and using the collective knowledge of an entire profession to further its mission of improving water quality around the world. More than 2,500 WEF members participate in WEF committee activities. WEF technical committees provide the expertise that makes WEF one of the world's leading water quality organizations. Each committee focuses on a different aspect of the water sector. The Students and Young Professional Committee fosters professional development and cultivates emerging leaders in the sector. The volunteer leaders who serve as chairs and vice chairs of these committees comprise the Committee Leadership Council (CLC), which promotes communication between WEF's committees, staff, Board of Trustees, and Member Associations (MAs) through the HOD

The Board of Trustees, HOD and WEF Committees are committed to advancing WEF's mission to provide bold leadership, champion innovation, connect water professionals, and leverage knowledge to support clean and safe water worldwide.

To learn more about WEF, please visit <https://www.wef.org/> and review the current WEF strategic plan at <https://www.wef.org/globalassets/assets-wef/1---about/house-of-delegates/wef-strategic-plan-9.2018.pdf>.

### **KEY WATER ENVIRONMENT FEDERATION FACTS**

- Founded in 1928
- Headquartered in Alexandria, VA
- Budget of \$27M
- Staff of ~100
- Global membership of 35,000 professionals and 75 affiliated regional member associations

The Executive Director of the Water Environment Federation will work collaboratively with the Board of Trustees and volunteer leadership including the HOD, Committee Leadership Council, and Member Association leaders to develop and lead a strategic vision for the future of WEF and a plan to execute on the strategic vision. Responsible for the leadership and overall management of the organization, the Executive Director will enhance and modernize the Federation's value proposition to effectively engage WEF's increasingly diverse and evolving membership. S/he will cultivate and leverage the next generation of staff and volunteer leadership to drive consensus for an organizational change agenda that positions WEF to effectively and efficiently serve members.

## KEY RELATIONSHIPS

<b>Reports to</b>	Board of Trustees
<b>Direct reports</b>	Deputy Executive Director (2) Deputy Executive Director/CFO
<b>Other key relationships</b>	House of Delegates Membership Associations ("MAS") Partner Associations Committee Leadership Council ("CLC") WEF Committees

## DESIRED OUTCOMES

- An inclusive and clearly defined strategic vision for the future of WEF developed in partnership with volunteer leadership in collaboration with staff.
- Modernizing and enhancing WEF's programs, products, and services to better serve and engage a diverse and evolving membership.
- Continue to build on WEF as an invaluable resource to the water field and a contemporary federation that leverages modern systems and fosters next generation leaders within the staff and volunteer ranks.

## IDEAL EXPERIENCE

### Significant senior leadership experience

A track-record of results in an organization of similar scale, scope, and complexity

### Robust stakeholder management experience

Experience collaborating with, and driving consensus among, a broad range of stakeholders to define and achieve a common goal

### A poised spokesperson who has served as the face and voice of an organization or sector

### A track-record building, cultivating, and leading a high-performing team through a change management process

Experience modernizing an organization's systems, structure, and offerings to optimize effectiveness, efficiency and value

### Knowledge of or direct experience in the water field will be considered an asset

Prior engagement in a membership organization is required

### Undergraduate degree required

Advanced degree or certification in a relevant field is preferred

## CRITICAL LEADERSHIP CAPABILITIES

### Strategic Vision and Leadership

- Leverages astute listening skills and collaborative engagement with volunteer leaders to define and drive consensus for the future of the water quality industry, WEF's value to the evolving industry, strategic alliances with the broader water sector, and the roles of WEF volunteers and staff in leading the way there.
- Partners with the Board and volunteer leadership in collaboration with staff to enhance and execute an evolving strategic plan to achieve the course charted for the future of WEF.
- Anticipates future challenges and adapts the plan as needed to ensure the success of the strategic plan.

### Building Team and Organizational Capability

- Fosters a culture of continual growth and innovation, and member service.
- Cultivates talent and supports career progression within WEF; identifies potential successors to key roles within the Federation based on an understanding of the organization's evolving needs.
- Leads the review and enhancement of systems and processes to support a contemporary professional society that operates at optimal efficiency, delivers maximum impact, and respectfully leverages volunteer contributions.

### Leading Change

- Drives a change agenda to position WEF as the leading water organization by solidifying the future of WEF in collaboration with the Board, other volunteer leaders, members, and staff and by promoting innovation both internally and externally.
- Serves as a WEF ambassador who identifies and builds strategic alliances with partner organizations and a broad range of stakeholders to advocate for the “One Water” vision.

### OTHER PERSONAL CHARACTERISTICS

- Strong executive presence with an authentic, transparent approach
- Humble servant leader who recognizes value in others
- Agile and energetic, with knowledge of best practices

Please submit applications and nominations to [WEFED@SpencerStuart.com](mailto:WEFED@SpencerStuart.com).