



Position Specification

The City of Houston
Chief of Police

Private and Confidential

Our Client

The City of Houston is the largest city in the state of Texas and the fourth largest in the United States. With a population of more than 2.2 million people, the City of Houston is home to the second largest concentration of Fortune 1000 companies in the country, Texas Medical Center (the largest medical center in the world), five professional sports teams (Astros, Texans, Rockets, Dynamo, and Dash), and one of the largest museum districts in the country. The City of Houston is considered to be the most diverse city in Texas and has been described as the most diverse in the United States.

In January 2016, Sylvester Turner was sworn in as the 62nd Mayor of Houston. Mayor Turner has demonstrated a consistent and solid commitment to public safety. Mayor Turner is committed to implementing a strong community policing model, adding new police officers and improving both transparency and accountability. Key to the commitment is his strong support for the Houston Police Department and its leadership.

The Houston Police Department (HPD) protects and serves the City's residents, as well as millions of workers and visitors on a daily basis. The mission of HPD is to enhance the quality of life in the City of Houston by working cooperatively with the public to prevent crime, enforce the laws, preserve peace, and provide a safe environment.

The mission is obtained by upholding the following values:

- Preserve and Advance Democratic Values
- Improve the Quality of Community Life
- Improve the Quality of Work Life
- Demonstrate Professionalism by Embracing the Core Values: Honor, Integrity, and Respect

Today, Mayor Turner seeks to recruit a new Chief to lead the Department and to serve the citizens of the City of Houston. The next Chief must have the skills and experience to transform the department into a role model for all large metropolitan cities.

The Role

Reporting to the Mayor Turner, the Chief of Police will represent and stand accountable for the activities of HPD. Specific duties will include management and coordination of the Chief's Command, Chief of Staff Division, Strategic Operations, Investigative Operations, and Field Operations so as to protect life and property by enforcing all statutes, laws, ordinances, and regulations of the City and state.

The Chief will direct the activities of a 6,500 person department that includes 5,200 officers sworn to protect life and property. He or she will be responsible for managing an operating budget of over \$800 million (FY 2016).

This high-profile role requires a considerable amount of interaction and transparent communication with citizens and neighborhoods, City Council, the Executive Branch, special interest groups, and high level policy making bodies at the city, county and state levels. As the largest municipal police department in the state of Texas, the HPD must coordinate with other local, state and federal agencies. The Chief must be comfortable openly engaging with others to address a variety of potentially volatile issues and situations. He or she must always operate with a high degree of professionalism and diplomacy, communicating effectively both internally and external to the department.

Key responsibilities of the Chief will include but not limited to:

- Enhancing Community Safety and Security
- Maintaining Public Confidence and Satisfaction
- Increasing Accountability to the Community
- Maintaining or Increase Productivity
- Increasing Professionalism within the HDP

Candidate Profile

The successful candidate must demonstrate a track record of progressive leadership responsibility, including at least ten years of senior supervisory experience in a progressive law enforcement organization. This individual must have a broad background, including budget, field operations, personnel management, planning, recruiting, and reporting responsibility. Additionally, this individual must have a proven track record of leading/supporting transformative leadership initiatives in a culturally diverse environment. A Bachelor's degree in business or public administration, criminal justice, social science, or a related field is required. A Master's degree or other advanced, graduate-level credentials are strongly preferred.

In terms of the skills and competencies required for this position, candidates should demonstrate the following abilities:

Commitment to Community Policing

- Ability to demonstrate a successful track record of creating and implementing programs that support the core values of Community Policing
- Partner with local community members to develop and implement training programs that address specific needs and concerns of these communities
- Ensure that training for law enforcement officers and effective de-escalation procedures are in place for both officer safety and the public
- Ensure that body cameras are being used fairly and effectively to ensure transparency in police interactions with the public
- Provide regular opportunities for the public to voice their concerns and, importantly, to influence department policy
- Commitment to supporting the ongoing diversity of Houston, Texas

Executive/Strategic Leadership

- Define, develop, and execute a strategic plan that provides clear vision and direction for the department
- Ensure that professional standards, policies, and procedures are established and enforced within the department
- Make critical decisions based on facts and input from key stakeholders
- Ensure departmental compliance with external oversight
- Support the use of technology when cost justified
- Bring financial discipline to all aspects of department management

Team Leadership

- Develop and execute a plan of manpower retention and departmental growth to meet the needs of the strategic plan
- Enable members of the department to be effective in their roles while holding individuals and units organizations accountable for performance and results
- Advocate and support recruiting, training, and development initiatives within the department
- Delegate responsibilities effectively and appropriately in order to develop leadership skills and career advancement opportunities within the organization

Integrity

- Demonstrate a strong moral compass, and sense of personal values
- Operate as a strong yet humble force, respected by peers, superiors, subordinates, and constituents
- Be sensitive to cultural issues and possesses an ability to respond to the needs of a diverse constituency

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Position Specification

Secretary
Smithsonian Institution

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Position Specification

**Secretary
Smithsonian Institution**

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Our Client

The Smithsonian Institution was established as an independent trust instrumentality of the United States by an act of Congress in 1846 with an ambitious mission: the increase and diffusion of knowledge. The Smithsonian is now the world's largest museum and research complex, consisting of 19 museums, nine scientific research facilities, and a zoological park. It exerts national and international impact in science, history, art, culture and education. The Smithsonian currently employs approximately 6,200 federal civil service and trust-funded staff members, supplemented by more than 6,000 volunteers, interns, fellows and visiting artists and scientists. The Board of Regents is the Smithsonian's governing body, and the Secretary the Chief Executive Officer.

The Smithsonian annually attracts 30 million visitors to its museums, 180 million visits to its websites, and millions more through the use of social media. Additional millions read Smithsonian magazine and view the Institution's growing cable television channel. Admission is free for the vast majority of Smithsonian venues and programs. The Smithsonian's annual budget is approximately \$1.2 billion, with about two-thirds from federal appropriations. The Smithsonian competes for and receives over \$100 million a year in government grants, raises about \$180 million annually in gifts from individuals, foundations, and corporations, and generates over \$150 million in revenue from its television channel and magazine, memberships, museum shops, concessions, licensing, and other business-like activities. The Institution's \$1 billion endowment provides additional support.

For more information on the Smithsonian Institution, please visit the website at www.si.edu.

The Role

The Smithsonian Institution seeks a dynamic leader of significant stature who possesses both the vision and skill to build upon its impressive history and the initiatives and accomplishments of retiring Secretary Dr. Wayne Clough. The new leader must embrace the mission, brand, tradition, culture and history of the Smithsonian, while also possessing the vision, business acumen and transformational leadership skills to guide the entity through continuing evolution as it seeks to become even more relevant in the 21st century. He/she will shepherd the Smithsonian's movement toward becoming an even "Greater Smithsonian", where the whole is greater than the sum of its parts, in a manner that is respectful of the mission and important position the Institution holds in our nation.

Reporting to the Board of Regents, the Secretary will lead the organization, strategically addressing how to preserve our heritage, discover new knowledge and share the Smithsonian's resources with an even broader audience, domestically and globally. The new Secretary will bring bold yet pragmatic thought leadership to the entity, addressing strategic imperatives including: positioning the Smithsonian as a leader in education and research, leveraging new digital opportunities, extending the Institution's reach as a national resource to inspire and capture the imagination of young Americans,

and building and/or growing multiple revenue streams. He/she will be responsible for ensuring that the vision, strategic plan and budget are aligned with the mission and priorities of the Smithsonian.

He/she will work closely with the Regents, staff, scholars, leadership across the Smithsonian's museums, research facilities and programs, and external constituencies to achieve ambitious goals. The successful candidate must have the intellectual credibility to lead and inspire individuals within the Smithsonian as well as the many external constituencies, stakeholders and partners. He/she will listen to and learn from key stakeholders inside and outside the organization. The Secretary will be skilled at hiring, developing and leading a committed and mission-driven team, and promoting a collaborative and innovative culture across this diverse institution.

Externally, the Secretary must be a strong and credible ambassador and advocate for the Smithsonian. He/she will connect with important constituencies to ensure an understanding of the accomplishments of the Smithsonian and instill excitement about the possibilities for the future. He/she will have the skill and gravitas to develop and build good relationships and effective partnerships with important constituencies, including on the Hill and in the Administration, as well as with the public, donors, educators, business partners, leaders in science, arts, culture and the humanities, academia, and other relevant organizations and constituencies. He/she must be able to navigate effectively in the local, national and international arenas. The Secretary will gain the confidence of the external world, and inspire investment of resources to secure the future of the Smithsonian.

Importantly, the new Secretary will guide the Smithsonian in its focus on the "Four Grand Challenges": Unlocking the Mysteries of the Universe; Understanding and Sustaining a Biodiverse Planet; Valuing World Cultures; and Understanding the American Experience. Because these four challenges form the overarching strategic framework for Smithsonian programs and operations, it will be essential that the new leader help integrate the work of many disciplines within and across Smithsonian museums and research centers, as well as broaden external collaborations.

Candidate Profile

The Smithsonian seeks an exceptionally broad-gauged and visionary leader. The new Secretary will be a poised, experienced executive with unquestionable integrity, operational excellence, intellectual breadth and curiosity, convening power and diplomatic skills. He/she will have demonstrated successful executive leadership of a large, complex organization and have a track record of achieving results.

Because the Smithsonian is an entity of such great scope and depth, and no individual will possess expertise in all relevant areas, the new leader could come from a variety of backgrounds including academia/education, business, science, research, arts and culture, public service or the broader nonprofit community. Regardless of background, the new Secretary must have the skill and acumen to understand and lead a complex institution that is part Federal, non-profit, academic and corporate, and is located in the center of our nation's capital. He/she must possess an innovative and creative mindset about the possibilities of the future, balanced with the organizational acumen to achieve results across a high-profile, decentralized institution. In addition, the successful candidate will have a track record of fostering a collaborative culture, and creatively building and developing partnerships in order to accomplish goals.

In terms of the performance and personal competencies required for the position, we would highlight the following:

Strategic, visionary leader who can achieve results:

- A creative and future-focused individual with the business acumen and organizational skills to move the Smithsonian forward in its vision and strategy during a time of great change; he/she must be able to communicate the vision and strategy in a persuasive and inspiring manner
- Entrepreneurial, yet analytical, disciplined and focused; creative and pragmatic; decisive, yet adaptable and nimble, able to navigate effectively in ambiguous situations
- Possesses excellent judgment – shows wisdom in decision-making, with the ability to balance multiple complex and nuanced internal and external perspectives and considerations to achieve optimal outcomes
- Experienced at change management, while respecting the institution’s culture, history and mission
- Quickly grasps the key drivers, challenges and opportunities – facing both the mission and business aspects of the Smithsonian – and leads the team to explore new ideas for the future, develop plans and goals, and achieve implementation
- Able to manage a large budget and significant infrastructure in a fiscally responsible manner; seek to find the right balance of financing for the institution, including enhancing new and existing revenue streams and exploring new ones
- Will lead the Smithsonian’s exploration of technology, digital platforms and new media innovations to ascertain how these can be used to further the mission and enhance and broaden engagement and reach, domestically and globally
- Sets compelling and ambitious, yet realistic, goals to achieve continuous evolution and positive change for the Smithsonian; pursues long-term visionary goals in tandem with achieving short-term results

Ambassador to build effective partnerships and alliance externally

- Serves as an articulate ambassador and “face” for the Smithsonian in a wide range of venues, and with all external constituencies, including the public, lawmakers, administration officials, donors, educators, scientists, arts and culture leaders, business executives, the media and the broader non-profit community
- Builds relationships with partners, stakeholders and constituencies and is able to leverage those to accomplish the mission and goals of the Smithsonian; actively promotes and broadens the brand of the institution domestically and internationally
- Possesses outstanding communications skills as well as the intellectual heft to convincingly and persuasively connect and “tell the story” of the Smithsonian; will encourage collaboration and productive, innovative partnerships that will help advance the institution

- Seamlessly navigates the local, national and international arenas; possesses an understanding of the unique position the Smithsonian holds in our nation and the complexity of operating in the Washington, DC environment
- Skilled at and comfortable with fundraising and development, with the ability to successfully work through the federal appropriations process and complete a large capital campaign; able to attract diversified funding and revenue streams
- Projects executive presence and stature through manner, bearing and behavior; possesses the gravitas needed to operate at the highest levels

An inspiring and motivational leader of internal teams

- He/she will be an ambassador internally – expressing the mission and a vision to take the Smithsonian to its next phase of excellence – and will inspire the team to follow and participate as the institution transforms for the future; he/she will connect the past with the future
- A direct, effective communicator and good listener who can connect with, and promote unity and collaboration across, the Regents, leadership of the museums and research centers, and the staff
- Skilled at developing and leading an energized, motivated and collaborative team – promotes a creative, entrepreneurial and results-focused spirit
- Has an eye for talent and able to develop, retain and recruit as necessary, top talent across the Smithsonian who will bring positive change, yet also fit culturally
- Fosters a culture of collaboration, strategic engagement, mutuality, respect and teamwork throughout the institution; appreciates staff and recognizes contributions
- Manages performance – translates goals into actionable performance objectives and holds teams accountable

Interpersonal Skills

- Possesses the interpersonal skills, savvy and cultural acumen to lead a complex, multi-faceted institution comprising many different entities – ranging from 19 museums and a zoo, to multiple and diverse research centers spanning science, arts and culture – all possessing unique perspectives and priorities
- Charismatic and diplomatic leader with the ability to respect, relate to and communicate with people at all levels; understands the experiences, values and motivators of others
- Has a transparent, open and authentic style; is serious and thoughtful yet exudes a commitment, energy and enthusiasm for achieving the work and mission of the Smithsonian
- He/she must be confident, but balance that with humility and approachability
- High degree of self-awareness, understanding his/her own strengths and weaknesses
- Possesses a sense of humor with the ability to see the lighter side of difficult situations

Passion for Mission and Shared Values

- Passionate about the mission of increasing and sharing knowledge, and thinks creatively about what this will mean in the future, especially in light of new technologies and the changing world of education
- Intellectually curious about science, arts and culture: has a contagious and infectious thirst for knowledge about the world around us
- Has a genuine excitement and passion about the Smithsonian's programs, museums, research facilities and National Zoo, and a desire to inspire others to engage and share in those
- Exhibits and lives by the highest personal and ethical standards; strong moral compass to do the right thing



Position Specification

Chief Executive Officer
American Public Power Association

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Position Specification

**Chief Executive Officer
American Public Power Association**

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Our Client

The American Public Power Association (APPA), based in Washington, D.C., represents the nation's more than 2,000 community-owned electric utilities. Collectively, these utilities serve more than 47 million Americans. Public power utilities are operated by local governments to provide communities with reliable, responsive, not-for-profit electric service and are directly accountable to the people they serve through local elected or appointed officials. Some of the nation's largest cities – Los Angeles, San Antonio, Seattle and Orlando – operate publicly owned electric utilities, but many public power communities are small with their utilities serving 3,000 or fewer customers.

APPA was created in 1940 as a nonprofit, non-partisan organization to advance the public policy interests of its members and their consumers, and provide member services to ensure adequate, reliable electricity at a reasonable price with the proper protection of the environment. At the time of its establishment in September 1940, the nation's municipal utilities recognized their need to unite, given the impending war, in support of national defense as well as to create a national service organization that would represent their common interests. Today, the increasing complexity of the electric utility industry and federal government involvement in it has intensified the need for a national association.

APPA is dedicated to the development and continuation of programs that support the needs of its members. These include:

- **Advocacy:** A key facet of APPA's work is its advocacy on behalf of its membership. Policy positions emphasize the importance of hometown decision making that puts customers first and ensures a stable supply of electricity while protecting the environment. Since two-thirds of public power systems do not generate their own electricity and instead buy it on the wholesale market for distribution to customers, securing competitively priced and reliable wholesale power is a priority.
- **Education:** The APPA Academy offers many opportunities to learn from and network with colleagues, utility experts, and local and national policymakers. The National Conference is the largest annual public power meeting. Other annual meetings cover business and finance, engineering and operations, legal, and customer and community services topics. APPA also conducts smaller professional-development courses and provides a variety of continuing education and consumer-oriented materials.
- **Research Funding:** The Demonstration of Energy & Efficiency Developments (DEED) program provides grants to APPA-member utilities and students from public power communities. Projects explore techniques and technologies that could be widely applicable to public power.
- **Industry Recognition:** Major awards are given at APPA's National Conference to executives and policymakers who have advanced public power's goals, as well as to utilities that have met the

highest standards. Throughout the year, others are recognized for safety records, reliability, annual reports, lineworker skills, continuing education, and dedication to energy innovation.

- **Group Purchasing Benefits:** Hometown Connections, a subsidiary, secures group discounts for APPA members in a variety of areas, including engineering and operations, customer service, business and finance, and system improvement.

The executives and elected and appointed policymakers who work for and oversee APPA's member organizations are its guiding lights. APPA is governed by a 37-member board of directors, which is comprised of 30 elected members from 10 geographic regions, five officers, and the chairs of the Policymakers Council and the Advisory Committee. More than 4,500 men and women participate in specialized APPA committees, task forces, and online forums that help to develop an array of policy positions and services. About 60 staff members serve the membership and the association has a budget of approximately \$16 million.

To learn more about APPA, please visit: <http://www.publicpower.org>.

The Role

The Chief Executive Officer (CEO) reports to the Board of Directors of APPA and is responsible for providing leadership and direction for the association's activities. He/She will work closely with the 37-member Board on the development and implementation of the Association's strategic vision and plan, as well as policies and programs to advance the interests of the membership. The new CEO will be charged with building upon a rich history and strong foundation to make the Association an even more vibrant organization, designed to effectively serve its members and take innovative and strategic leadership roles on business and policy issues facing the public power industry. It will be critical for him/her to work to create increased coordination among APPA's diverse membership groups, as well as other utility associations/organizations, encouraging collaborative efforts by stakeholders with disparate interests for the benefit of the industry. In close partnership with the Executive Committee, the CEO will work to set the direction and priorities for the Association and then lead the members and staff to achieve the specific goals and objectives needed to accomplish that strategy.

The successful candidate will have responsibility for leading the implementation of the association's public policy priorities and its effective advocacy to governments, regulators, policymakers, opinion leaders and other relevant constituencies, both domestically and internationally. The Chief Executive Officer will be called upon to act as a spokesperson and "face" for the association and the industry to a wide body of key constituents and the public, and will be expected to be actively engaged in issues facing the industry. Further, he/she will maintain a continual awareness of and contact with public officials who may have an impact on the public power industry. He/She will also be expected to enhance and further develop APPA's close working relationships with state associations, allied organizations, such as EEI and NRECA, other utility-related coalitions, legislators, regulators, the media, the public and other interested parties, to enlist support for issues of importance to its members. In addition, the CEO must be capable of fostering cooperation and collaboration among APPA's diverse member base. He/She will be expected to enrich existing relationships as well as cultivate new lines of communication with those who are not actively engaged in APPA.

The CEO will also be responsible for the overall management of the association and will be expected to act as a steward, managing APPA's fiscal and personnel resources with efficiency, competence and integrity. The CEO will work to oversee the continuation and development of programs that meet the members needs, and will serve as an inspirational leader to a highly skilled staff. The CEO will also have a solid understanding of the operational aspects of running a business, and will work with the staff to ensure that the association is being run in a fiscally prudent manner

Candidate Profile

The vision of the APPA Search Committee is that at the end of the process, the Committee will have selected a successful candidate who will be quickly embraced by major stakeholders including the membership, employees and the industry. With that in mind, APPA seeks an individual with demonstrated success in the public power industry, trade association, or federal government public policy arena. Further, this individual will have a track record of accomplishment that will demonstrate the ability to lead the development and tactical implementation of strategies related to external relations, messaging, advocacy and constituent/stakeholder education. The Chief Executive Officer must be a skillful advocate, as well as a good manager. He/She is expected to possess, or quickly acquire, a comprehensive understanding of the key issues facing public power and become broadly informed and sensitive to the diverse needs and concerns of APPA's member community. The successful candidate will be respected for his/her integrity and have the ability to work well with the broadest range of people, spanning member companies and external constituencies.

In terms of the performance and personal competencies required for the position, we would highlight the following:

Visionary and Strategic Leadership Skills

- The new CEO of APPA will be a strategic leader with strong political acumen and interpersonal skills. He/She will have outstanding judgment and be a critical thinker, able to make strategic decisions, in consultation with the Executive Committee of the Board of Directors, about the direction of the organization from both a business/operational perspective as well as a public policy perspective. The next leader must be able to assimilate and balance the many different interests of all the various constituents, generate ideas from the membership and help the members arrive at consensus. He/She must be able to rally the membership and the staff around common goals and drive to achieve positive results. The leader must have the focus and tenacity to lead toward the pursuit of goals and objectives even in the face of obstacles.

Interpersonal Acumen and Communication Skills

- While the successful candidate must be a decisive, strategic leader, this individual must also have outstanding interpersonal skills and a genuine passion for public power. He/She must be an enthusiastic and effective spokesperson and advocate for APPA's members and the public power system. Given the importance of the CEO representing APPA externally, including before the media, it is critical that this individual have the executive presence, manner and style to represent the Association and its membership with distinction. Further, knowledge of public power issues, gained through experience in a leadership role in the industry, or within an association representing the energy sector is strongly preferred, and would allow a successful candidate to more quickly integrate

into the role. If the individual does not have a relevant substantive background, he/she must quickly learn about the industry and its issues and become a voice for public power. The new CEO must be highly articulate and able to convey important messages in a clear and compelling manner – both in writing and orally. Moreover, the person must be able to communicate extraordinarily well with different audiences, in groups and one-on-one.

Building Relationships and Using Influence

- While the successful candidate must be a decisive, strategic leader, this individual must also have outstanding interpersonal skills. He/She will be a diplomat, collaborator, motivator and relationship builder. He/She must have the ability to build and sustain relationships and use influence effectively to accomplish the goals of APPA. This individual must also have the executive presence, manner and style to represent the industry well externally in all venues. It is critical that the CEO have the sensitivity and leadership style to be successful in the range of communities represented by APPA's members, from large urban areas to very small towns. The CEO must be service-oriented, always looking out for the members and best interests of the organization as a whole. The individual must also have the ability to generate consensus – diplomatically – among the membership around the strategic vision and all association activities/positions. In order to do this, he/she must be an outstanding communicator: articulate and persuasive, able to convince others to act on information or recommendations based on compelling logic or common best interests.

Public Policy Savvy

- Ideally, the successful candidate will possess an understanding of how the political, public policy and advocacy apparatus operates in Washington and in international venues. He/She will have a bipartisan presence and credibility in Washington, will be highly respected and have the ability to deal across the political aisle and with all branches of government, including leaders from the Department of Energy, FERC and NERC. He/she needs to be politically savvy, and have the ability to cultivate strong relationships with all key external constituencies, opinion leaders, regulators and policy makers, regardless of political affiliation.

Management and Organizational Abilities

- The ideal candidate will possess management experience along with a demonstrated track record of effectively running a team or organization. The candidate will have strong personnel management skills, including experience conducting team assessments and reviews. He/She must work well in a team environment and be able to inspire and motivate a talented staff as well as the membership. The new CEO will understand how to leverage his/her staff, as well as the resources of the membership. The candidate will have prior experience successfully managing a budget and people. The successful candidate will value talent and inspire and motivate teams to work together with a clear direction and purpose.