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ROLE SPECIFICATION



NARUC
National Association of
Regulatory Utility Commissioners

NARUC Executive Director

April 15, 2024

THE ORGANIZATION

Founded in 1889, the National Association of Regulatory Utility Commissioners (NARUC) is a non-profit organization dedicated to representing the state public service commissions who regulate the utilities that provide essential services such as energy, telecommunications, power, water, and transportation.

NARUC's members include all 50 states, the District of Columbia, Puerto Rico, and the Virgin Islands. Most state commissioners are appointed to their positions by their governor or legislature, whereas commissioners in 10 states are elected by the public and in two states by the general assembly. Under state laws, NARUC's members have an obligation to ensure the establishment and maintenance of utility services as may be required by law and to ensure that such services are provided at rates and conditions that are fair, reasonable, and nondiscriminatory for all consumers. Here is the link to the [NARUC Constitution](#).

Mission

NARUC's mission is to serve the public interest by improving the quality and effectiveness of public utility regulation.

Purposes

- To provide a forum for the exchange of information and ideas among members and between members and other relevant organizations;
- To act as an effective advocate for members by coordinating activities and increasing members' influence with federal and State decision-makers;
- To provide and support the education and training opportunities for members; and
- To collaborate with international partners, leaders, and influence international decision-makers.

Key benefits of membership are provided across the advocacy, educational, and convening roles that NARUC plays.

1. Advocacy

The Policy Department leads NARUC's myriad advocacy efforts on behalf of state regulators. In particular, NARUC:

- Actively advocate various regulatory causes before the federal courts and agencies and enlist expert testimony when needed.
- Track Congressional bills of regulatory interest and present the views of the Association on those of particular interest.
- Provide members with timely updates and notices on legislation and regulatory activities that affect state regulatory policies, including frequent updates on decisions of the FERC and FCC.
- Work with the Association's Committees to provide weekly and biweekly conference call briefings on activities and developments in Washington and in the individual states.
- Influence policy in collaboration with states as a key voice in national debates from clean water to reliable and fairly priced energy and telecommunications services.

2. Education

The average tenure of a utility commissioner is approximately 3.5 years. NARUC offers unparalleled and essential educational opportunities for its members, with topics ranging from rate-case basics to ethical considerations. NARUC helps new commissioners learn their challenging jobs in an expedited manner.

3. Convening

NARUC and its affiliates, through national and regional conferences and committee meetings, seek to improve the knowledge base and collaboration among the membership. The major annual events include:

- i. Winter Policy Summit held in February;
- ii. Summer Policy Summit - this will be held this year on July 14 - 17 in West Palm Beach, FL; and
- iii. Annual Meeting - this will be held this year on November 10 - 13 in Anaheim, CA. Along with a series of general sessions and concurrent panels highlighting topics of interest to regulators and stakeholders, the Annual Meeting serves as the meeting when new leadership is elected.

The Meetings Department works with both Association staff and Commissions to:

- Develop agendas that are relevant
- Enlist knowledgeable speakers
- Provide ample opportunities for speaker engagement
- Offer a forum for peer-to-peer networking
- Facilitate professional growth and expertise through committee activities
- Provide the New Commissioner Orientation Program
- Present the Commission Chair Summit

NARUC Programs

- [Policy & Advocacy](#)
- [Center for Partnerships & Innovation](#)
- [NARUC International](#)
- [Regulatory Training Initiative](#)
- [Federal Government Collaboratives](#)

Board of Directors

NARUC is a member-driven organization supervised by the Board of Directors. The Board consists of 20 members, plus the Association's President, the First and Second Vice Presidents, and each Past-President, who is still an active NARUC member. The chair of each standing committee is also a member of the Board. Members are appointed by the current NARUC President and serve four-year terms. As the supervisory body, the Board oversees the Association's general and financial functions and approves resolutions that serve as the Association's policy.

Executive Committee

The Executive Committee includes NARUC's principal officers - the President, First Vice President, Second Vice President, Treasurer, and two appointed members. These officers serve as the "face" of the Association and are responsible for the organization's overall direction. [Link to the Executive Committee Roster](#)

Officers and Staff

NARUC's Washington-based staff is led by an Executive Director, who ensures that the Association is carrying out the mission and goals of its members. The staff is divided into six departments: Policy, Finance, Meetings, Center for Partnerships & Innovation, International Programs, and Communications/Public Affairs. [Link to the staff roster](#)

Governing Policies

- [Policies and Procedures](#)
- [Code of Ethics for Members](#)
- [Conflict of Interest Policy and Disclosure Form](#)
- [NARUC Business Plan: Purposes, Strategic Goals and Strategies](#)

Key Statistics

Organization	National Association of Regulatory Utility Commissioners (NARUC)
Headquarters	Washington, D.C. area
Annual Budget	\$10 - \$15 million
Employees	45
Website	www.naruc.org

THE OPPORTUNITY

NARUC's long-serving Executive Director since December 2015, Greg White, will be retiring from this important role at the end of the year. Under Greg's steadfast leadership, NARUC has become a well-respected organization at the North American and international level. NARUC's Board of Directors seeks a new Executive Director to carry on Greg's excellent work in continuously evolving NARUC's programs to best serve the needs of its members.

THE POSITION

Position Title: Executive Director

Location: Washington, D.C. area

Reports to:

- 1) NARUC Board of Directors (for policy direction);
- 2) NARUC Executive Committee (for management direction and oversight);
- 3) NARUC President (for employment contract administration, performance evaluation).

Position Overview

The Executive Director is responsible for all NARUC programs, activities, and functions and serves as the chief staff advocate on behalf of state public service commissions.

Duties and Responsibilities:

- Responsible for all NARUC programs, activities, functions, strategic planning, financial planning, and implementation of approved plans.
- Member relations and outreach with external constituencies are primary responsibilities.
- Serves as staff liaison to the Board of Directors and to the Executive Committee. The Executive Director's relationship with the Board of Directors is one of partnership.
- Ensures that all Association committees are supported in their activities and that members' requests are handled appropriately.
- Working with the President, oversees the development and implementation of the Association's business plan.
- Ensures that the Association's goals and objectives are resourced appropriately and are compatible with long term strategic goals.
- Working with the Executive Committee, standing Committee leadership, and the General Counsel, is responsible for managing the Association's advocacy of policies established by the Board of Directors.
- Responsible for overseeing the development of the annual operating budget, including the identification and implementation of new revenue programs and the identification and elimination of threats to existing revenue programs, for Board of Directors' approval.
- Working with the Senior Director of Finance and appropriate staff, the Executive Director is responsible for compliance with all grant-related requirements of Federal grants applicable to NARUC domestic and international activities.
- Directly supervises senior management staff and an executive assistant. Is responsible for the successful implementation of a performance evaluation and a salary administration program.
- Working with the Treasurer, Investment Committee, Senior Director of Finance, and appropriate staff, oversees the Association's investments.,
- Oversees the Association's personnel and administrative functions. As such, is responsible for overseeing the successful recruitment and retention of staff and ensuring an efficient, safe, and productive work environment.

THE PERSON

Characteristics, Qualifications, and Experience

The successful candidate will:

- Demonstrate outstanding leadership, communication (oral and written), and interpersonal skills.
- Be a strategic and critical thinker who is self-motivated, organized, and creative, and possesses strong negotiation, consensus building, conflict resolution, and managerial skills.
- Able to effectively interact with NARUC members, staff, industry leaders, regulators, legislators, and other government officials along with stakeholders related to, or allied with, NARUC.
- Promote cooperation and information sharing in a way that engenders trust and renders them a valuable, fair, and balanced conversation partner and reliable information provider in the areas that have a bearing on policy, legislation, and other matters that affect the industry.
- Have the knowledge and seasoned judgment to interpret how myriad stakeholders interact and influence the industry.
- Be knowledgeable and understanding of key federal, state, and local government stakeholders across the NARUC footprint and alert and flexible about opportunities and challenges of a swiftly changing industry.
- Have the knowledge and presence necessary to be a steady developer/promoter of mutual acquaintance and respect among the NARUC members and their respective employees and officers, subordinates, co-workers, and stakeholders in the industry, as well as the Board of Directors.
- Be earnest in the performance of their duties, and have a thorough understanding of business administration, concepts of performance evaluation, and management principles, including budget accountability, dues structures, basic business accounting and legal experience commensurate with a trade association/organization of NARUC's size and scope.
- Experienced with recruiting, developing, aligning, and motivating a highly skilled leadership team and technical workforce to ensure quality ready successors at all levels of the organization.
- Capable of managing staff involved in a wide range of programs and activities with strong leadership skills to establish and maintain effective working relationships.

Industry Experience

- A thorough understanding of utility regulation.
- A solid understanding of the energy and power sector.
- At least ten years' experience working in a government, nonprofit, or association environment in a senior-level leadership position.
- Extensive experience in state and federal government relations.
- Experience leading an organization that receives grant funding is a plus.

Culture Fit and Impact

- Highest personal integrity.
- Commitment to reinforce NARUC's values as member-focused and non-partisan while striving for operational excellence.
- Commitment to continuous improvement. Open-minded to possibilities and able to make decisions to advance NARUC through accelerating industry changes.
- Commitment to building a diverse workforce to advance the capabilities of the organization.
- Emotional intelligence to listen empathetically and lead by example.
- Self-confidence to cope effectively with pressure, while responding positively to challenges.
- Ability to develop supportive relationships with the members, Board of Directors, staff, regulators, and any other key stakeholders.
- Ability to be diplomatic in all interactions, with the patience to acknowledge and value the input of diverse stakeholders.
- Transparent management style, with decision-making based on data, logical reasoning, and sound moral principles.
- Passion, energy, and confidence, with an ability to motivate and inspire an organization to focus on key priorities, commit to a course of action and achieve results.

Other Credentials

- Bachelor's degree in political science, public policy, or related area is required.
- An advanced degree in business management, public administration, law, or other related field is desirable.

LEADERSHIP AND MANAGEMENT COMPETENCIES

Governmental Affairs and Stakeholder Management Experience

It is critical that the Executive Director of NARUC be adept in government relations. The successful candidate will have a demonstrated track record of success working closely, and over long timeframes, with key governmental and regulatory bodies and a complex array of stakeholders in leading the determination of cause and effect of changing legislation, regulatory, and operational policies concerning an industry. The ability to anticipate the impact of current and impending matters rests on a strength in relationship management. These relations could include legislators, government officials, and industry groups that monitor and influence policy at local, state, and national levels. It is preferred that candidates have proven leadership in the development of governmental and regulatory relationships in multiple jurisdictions. The individual should have demonstrated strong political instincts and sagaciousness, patience and pacing when dealing with legislative and regulatory matters and a broad stakeholder/member base.

Collaboration and Influencing

As the external spokesperson for an organization that must always be on the leading edge and in the conversations that impact the state public service commissions and the utilities industry, the Executive Director's audience and relationships will be wide and diverse. The Executive Director candidate must have the ability to connect with different audiences and deliver messages with executive presence and polish. The candidate will have built consensus and influence, where appropriate, a diverse group of external stakeholders, and agencies to advance an agenda. As such, this person will have developed networks and built alliances to advance his/her respective position. The ideal candidate will have a demonstrated ability to work with, and be accepted by, representatives of various political views and interest groups as business partners. The position will require the ability to persuade, convince and influence others to garner support or achieve consensus on matters.

Experienced Organizational Leadership and Culture Shaping Capabilities

The successful candidate will have a strong track record as an organizational leader including assessing talent, measuring performance, and holding people accountable. The candidate must demonstrate the ability to attract, develop and retain high-caliber talent from a national talent pool. The candidate will have a proven ability to lead, develop and mentor people on the leadership team across all dimensions of an organization, especially in the context of formal succession planning and development. The ideal candidate will have demonstrated experience in building a healthy, high-performance culture that involves changing the behaviors of the individuals and teams that make up the organization. The candidate will have shown the ability to inspire and motivate the organization in ways that ensure value for members/stakeholders while creating cohesiveness and a sense of purpose for all employees for the betterment of the entire organization.

Strategic Orientation

The stakeholders/members rely on NARUC being informed on and abreast of the latest developments in an increasingly complex and rapidly changing utilities industry and regulatory environment. The successful candidate will require a strong ability to impart this news and information to the membership. Leading and maintaining a relevant, value-adding member service organization requires recognizing and capitalizing upon opportunities to enhance the organization while adhering to the organization's mission and vision. The candidate should be adept at integrating and communicating the political, regulatory, operational, technical, and industry trends and their effect on its members.

Change Management

The utility industry, especially electric utility, has been experiencing, and continues to experience, significant change. As a result, long term, sustained success in an organization like NARUC requires a strong ability to anticipate and lead with a proactive posture in a rapidly changing environment. The ideal candidate will have experience in organizational transformation. This person would have a solid track record of communicating a clear, compelling new direction, setting well-defined targets in line with a larger change effort and engaging others, both internally and externally, by making the case for change. The candidate will also have taken specific actions to drive and reinforce the desired change such as redesigning organization structures, processes, and systems.

Results Orientation

As it is largely funded through member dues and grant funding, NARUC is expected to be efficient in its administration and day-to-day activities. NARUC's work requires well-reasoned and precise presentation. The ideal candidate will have presided over an organization with attention to detail and high standards for precision. Moreover, the candidate will have the ability to consistently deliver positive and predictable operating and financial results. The candidate will have introduced substantive improvements to processes, operations, or practices throughout a large portion of the business.

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PROJECT TIMELINE

The key dates and timeline of steps leading up to this decision are as follows:

Key Dates	Steps
6/5	Submittal of Qualified Candidate List to NARUC Executive Committee.
6/7	Shortlist determination. You will be notified by Lyceum after this date on your selection outcome for candidate interviews.
6/20 and/or 6/21	First round candidate interview with NARUC Executive Committee. The interview will be conducted virtually in a panel format. You will be notified by Lyceum on/after 6/5 on your selection outcome for Second Round candidate interviews. All interested candidates should tentatively hold these dates and provide best availability upon request.
Week of 6/24	Finalist Candidates moving forward to Second Round interviews to complete an online Psychometric Assessment (1½ hours) and 1-hour virtual interview with industrial psychologist. All interested candidates should tentatively hold time during this period and provide best availability upon request.
7/13	Second round candidate interview with NARUC Executive Committee. Interviews are to be conducted in-person in panel format. Candidate to prepare 30-minute presentation followed by Q&A. Location TBD. You will be notified by Lyceum after this date on your selection outcome. All interested candidates should tentatively hold this date and provide best availability upon request.

CANDIDATE SUBMISSION INSTRUCTIONS

Qualified candidates should submit their current resume/CV and cover letter to Eela Javid, Engagement Manager, at eela.javid@leadershiplyceum.com. Please reference “NARUC Executive Director” in the subject line.

All submissions must be received by **Friday, May 17, 2024**, for consideration.

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