



Position Specification

Fair Labor Association
President and Chief Executive Officer

Our Client

The Fair Labor Association (FLA) is an international non-profit organization with a 20 plus year track record in promoting business and human rights in the global supply chains of leading multinational corporations. It is an international network of companies, universities, and civil society organizations collaborating as a multi-stakeholder initiative to ensure that millions of people working at the world's factories and farms are paid fairly and protected from risks to their health, safety, and well-being. The FLA is headquartered in Washington, D.C., with a permanent global staff of nearly 50 supply chain experts who work in the US, Europe, Asia, Latin America, and Africa in addition to nearly 80 board approved assessor partners who support our work across the globe. It has an annual operating budget of about \$8 million. It is governed by a 19-member Board of Directors that includes six representatives from each of its three principal constituencies and an independent chair. The FLA builds expertise and drives innovation to improve business policies and practices that benefit workers around the world. FLA's unique model means that its members are making tangible changes in business policy.

FLA has worked for more than 20 years toward a future where responsible business means that fair working conditions are the standard, not the exception. The organization holds leading brands accountable to the highest international human rights standards for global supply chains. Fair Labor Association Accreditation evaluates company performance and business practices against those standards to ensure that industry member brands have policies and systems in place to support the workers who make their products. The accreditation process evaluates company performance, focusing on identifying and remedying instances of significant noncompliance with its standards in the facilities from which member companies, suppliers, or universities source their products. FLA conducts leading-edge research on critical topics such as fair compensation/living wage, supply chain innovation, and forced labor/child labor—ultimately allowing it to provide their members/affiliates and other stakeholders with evidence-based advice and tools to improve labor practices.

For more information, visit [their website](#).

The Role

Working in partnership with and reporting to the FLA's 19-member Board of Directors, the President and CEO has the responsibility and is accountable for management of the strategic, programmatic, and financial operations of the organization. The Board of Directors includes representatives of industry, civil society and universities, reflecting the multistakeholder nature of the organization. This includes responsibility for developing and articulating a vision for maximizing the impact and effectiveness of the organization on behalf of workers in global supply chains, and for implementing that vision through strategic planning and measurable outcomes to ensure accountability. It includes responsibility for building, motivating and managing a strong global staff that is based in multiple countries across several continents. And it includes responsibility for ensuring sound financial and programmatic management, and for the overall financial well-being of the organization.

One of the great strengths of the FLA is the engagement of multiple stakeholders who work collectively to achieve the goals of the organization. A central responsibility of the President/CEO is to foster effective relationships with and among these stakeholders. This requires strong communications, extraordinary mediation and facilitation skills, internally and externally, and effective partnership with companies, including manufacturing suppliers/factories, civil society, inclusive of unions and advocacy organizations, and universities/university licensee members. They must be trusted by all stakeholders.

The President and CEO will:

- Lead a multi-faceted international non-profit organization dedicated to protecting workers' rights around the world, increase understanding of labor issues in global supply chains and test innovative ideas to improve working conditions.
- Provide deep intellectual leadership, fostering an environment for thought leadership, creativity, and expertise among FLA staff and stakeholders.
- Continue to grow and globalize the organization, its membership and affiliations, and increase its public profile, in order to support its programs and staff, through strategic initiatives that will enhance the rights of workers.
- Weave FLA's programs (current and future) into a cohesive and ambitious strategic narrative for external audiences.
- Engage with industry, university, civil society, government and human rights leaders on a regular basis and communicate FLA's mission and vision to audiences of stakeholders at the state, federal and international level.
- Drive institutional advancement and resource development by expanding a diverse constituency of current and future members and supporters.
- Ensure that governance, asset management, and programs are ethical, transparent, accountable, aligned with the organization's values and aims, and are led by dedicated, diverse and creative staff; and
- Contribute to trusted, solutions-oriented, diverse thought leadership that will change the global labor rights discourse.

Candidate Profile

The President/CEO should have relevant senior management and/or executive-level experience in non-profit management, ideally in the fields of corporate social responsibility, human rights, workers' rights, and or multi-stakeholder initiatives. They need to be highly consultative yet decisive, creative yet pragmatic, capable of listening carefully and of representing the organization compellingly, and willing to travel but also capable of preparing other members of the senior leadership team to travel on behalf of the FLA. The President/CEO must be fully committed to the mission of the FLA and demonstrate the highest possible standards of integrity, resourcefulness, determination, and courage. FLA is seeking a leader of significant accomplishment with strong strategic and visionary leadership skills, management capacity, intellectual breadth and rigor, communication skills, external convening power, and practical experience within the nonprofit, government, academic, and/or business sectors. The successful candidate should have experience working closely with a Board of Directors, membership, skilled staff, prominent stakeholders, funders, and other constituents to achieve organizational objectives.

The ideal candidate should be a passionate and dynamic spokesperson who excels in written and oral communication. This individual should have the experience and credibility to build effective coalitions and influence multi-stakeholder decision-makers. They should have a demonstrated commitment to developing strategies and programs that enhance national and global human rights, a sophisticated understanding of the issues surrounding these areas, and experience working with senior government officials. The candidate should be someone who can listen to and learn from key stakeholders inside and outside the organization. This next leader should have the capacity to foster constructive and transparent dialogue and collaboration among people, at times on opposing sides of sensitive issues.

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

Strategy & Vision

The President and CEO should have a fidelity and dedication to FLA's public interest mission. They will have the capacity to lead the organization and Board in setting forth FLA's vision and implementing its five-year strategic plan for achieving FLA's mission, including its ambition to grow the organization in terms of membership, visibility, and influence. They will possess the ability to make clear, timely decisions and set limits even in the face of resistance, while producing a solutions-oriented, adaptive, and self-regenerating institution that meets the urgency of the moment. The successful candidate will have the ability to effectively balance the desire/need for broad change with an understanding of how much change the organization is capable of handling, to create realistic goals and implementation plans that are achievable and successful. The next CEO will bring an entrepreneurial and creative approach to evaluating and maintaining focus on the core functions of FLA while developing new ideas that will stretch the organization and push the boundaries within the industry, for example integrating the FLA's work with expanding regulation of supply chains by governments in Europe and elsewhere.

Membership Expansion and Driving Change

FLA's next leader will have the ability to sustain and grow the organization's membership. More change will happen if FLA is able to expand and empower its membership. The next CEO must also have an ability to expand the FLA's membership on a significant scale, which will help to meet and increase the organization's annual operating budget while preserving and protecting the integrity of the institution. The ideal candidate will be a risk taker who seeks data and input from others to foresee possible threats or unintended circumstances from decisions; someone who takes smart risks.

Communication

The ideal candidate will be a strong communicator, both in presenting to larger audiences, but also in private settings. They will possess the ability to convey a sense of excitement and purpose to the institution. It will be imperative for this individual to excel at connecting with a range of people, serving as an ambassador of the issues and organization, in many different venues. They will bring the capacity to maintain and grow a supportive and exciting intellectual environment, while raising the resources to invest in intellectual capital and innovative programming. They will be a substantive, charismatic, and trusted advocate with a track record of success in conceptualizing and executing complex strategies. They will have the capacity and credibility to work with a growing universe of companies, civil society organizations, and universities to enable the FLA to build on its standing as a leading multi-stakeholder organization.

Team Leadership

The candidate should have the capacity to lead an organization of motivated professionals with a diverse set of skills and perspectives. They should foster a culture of diversity, inclusion, engagement, and empowerment. The ideal candidate will have a track record of leading teams through significant growth (in reach, budget, people, etc.). They will have the interpersonal skills and intellect needed to recruit, retain, motivate, inspire, and mentor accomplished professional staff. They will be a leader who is self-reflective and aware of their own limitations and leads by example and drives the organization's performance with an attitude of continuous improvement by being open to feedback and self-improvement. The next CEO will create a sense of purpose/meaning for the team that generates followership beyond their own personality and engages others to the greater purpose for the organization as a whole.

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Contact

Russell Reynolds Associates has been exclusively retained for this search. Given the need for confidentiality throughout this process, prospective candidates are invited to apply directly by sending their resume and brief expression of interest to FLAPresident@russellreynolds.com.