

## Position and Candidate Specification



**American  
Forest & Paper  
Association**

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### **Vice President, Government Affairs**

**PREPARED BY:**

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The American Forest & Paper Association (AF&PA) is the national trade association that serves to advance U.S. paper and wood products manufacturers through fact-based policy and marketplace advocacy.

The forest products industry accounts for approximately four percent of the total U.S. manufacturing GDP, manufactures nearly \$300 billion in products annually, employs approximately 950,000 people. The industry meets a payroll of approximately \$60 billion and is among the top 10 manufacturing sector employers in 45 states.

AF&PA's member companies represent about 85 percent of pulp, paper, paper-based packaging, and tissue products manufactured in the U.S. AF&PA also represents companies that make wood building materials. All these essential everyday products are made from renewable and recyclable resources that sustain the environment. The Association's diverse membership includes small, medium, and large companies with family, private, and public-ownership and operations in rural and urban communities across the country.

The Association has built a track record based on experience and expertise to prevail on the members' behalf in the federal, state, and international arenas where policies are shaped. AF&PA is also the leader in cutting-edge policy information and mission critical statistical and research data about the forest products industry. The monthly, quarterly, and annual statistical reports are widely regarded as the most comprehensive and in-depth available.

As a condition of membership, AF&PA member companies commit to help the industry make progress toward achieving the *Better Practices, Better Planet 2030: Sustainable Products for a Sustainable Future*, a new set of sustainability goals, and those who source wood fiber agree to comply with the Association's Forest Procurement Principles. Members are also encouraged to participate in AF&PA's voluntary program to prevent serious injuries and fatalities. AF&PA is committed to a sustainable, thriving paper and wood products industry that continues to improve tomorrow's environment today.

AF&PA's Government Affairs department, with a current staff of 10 people (including five sharing time with other functional areas) and annual budget of approximately \$2.5 million, advocates for a sustainable U.S. paper and wood products manufacturing industry on Capitol Hill, with federal policymakers and at statehouses. The American Forest & Paper Association is the go-to source for politics and issues important to the paper and wood products industry.

## KEY AMERICAN FOREST & PAPER ASSOCIATION FACTS

- Staff of 54
- Budget of \$18.5 million
- PAC of \$350,000-\$400,000 per cycle

## SEARCH PROCESS

AF&PA's search committee is being assisted in this process by Spencer Stuart, a global search firm, and welcomes comments, nominations, or expressions of interest. To express interest, please send an e-mail with any supporting materials to the confidential address: [AFPVPGA@spencerstuart.com](mailto:AFPVPGA@spencerstuart.com).

The Vice President, Government Affairs is responsible for leading and managing AF&PA's government affairs team and strategy. They are a member of the Senior Leadership Team (SLT) and, working closely with AF&PA's President/CEO, responsible for developing and executing the Association's short- and long-term advocacy goals.

## KEY RELATIONSHIPS

**Reports to** President and Chief Executive Officer, Heidi Brock

**Direct reports** Director, Federal Government Affairs (2)  
Director, State Government Affairs  
Senior Coordinator, Government Affairs  
Coordinator, Government Affairs

**Other key relationships** Members of the Senior Leadership Team  
Washington D.C. and government affairs representatives of member companies

## KEY RESPONSIBILITIES

- Refresh, modernize, and lead the strategic planning and implementation of AF&PA's legislative activities impacting AF&PA and its members in strategic alignment with the mission and objectives.
- Actively collaborate with the CEO and other members of the SLT on all matters relating to legislation, regulation, public policy, and advocacy issues of interest and concern to AF&PA and its member companies.
- Develop, maintain, and leverage relationships with key Congressional and Administration leaders.
- Collaborate with the Vice President, Public Policy to ensure effective advocacy strategies to accomplish AF&PA's priority policies by leading a collaborative effort that effectively leverages the strengths of AF&PA's membership and resources.
- Attend industry, governmental, association, and relevant coalition meetings. Provide information, advice, and perspective to senior corporate executives regarding all state and federal policies affecting the industry.
- Establish and maintain relationships with member company representatives, activating and coordinating their involvement in industry issues. Amplify AF&PA's profile as a respected, trusted, bi-partisan advocacy voice acting on behalf of its members.
- As a member of the SLT, develop and guide the human resources talent in the organization, lead retained resources, and carefully manage financial resources of the Association, set strategic priorities, identify strategic issues for consideration by the SLT, and ensure collaboration on issue identification, development, and prioritization. Ensure that AF&PA policies are followed and applied consistently, and judiciously respond to confidential/sensitive issues.
- Retain, lead, and motivate a proactive advocacy team that utilizes all the tools of a modern advocacy effort.

## IDEAL EXPERIENCE

**Experience in government relations and/or in the Washington D.C. policy community.**

Experience as an advocate and spokesperson who has successfully advanced issues through the legislative and regulatory processes utilizing grassroots, grass tops, and coalition-building techniques.

**Deep knowledge of the roles and decision points in the Executive agencies, The White House, the Senate and the House of Representatives, as well as the role of think tanks, associations, and related organizations.**

The ideal candidate will possess Administration, Congressional, and/or Agency experience.

**A demonstrated understanding of state legislation and regulatory interactions and the impact on federal policy and regulation is preferred.**

**Experienced working with and/or for membership-based organizations.**

An experienced manager of people, organizations, annual plans, and budgets.

**Familiarity with environmental and sustainability issues is desirable but not required.**

**Undergraduate degree required; advanced degree is a plus.**

## CRITICAL LEADERSHIP CAPABILITIES

### Influencing and Relationship Building

In an environment where relationships on both sides of the aisle are extremely important, this individual will be effective in helping lead, develop, prioritize, and execute AF&PA's federal and state government affairs strategies by:

- Cultivating and maintaining strategic relationships among key policy makers, government leaders, and thought leaders on both sides of the aisle.
- Leveraging relationships and resources to influence multiple constituencies, internal and external to the organization. This includes navigating and working with coalitions, representatives of member companies, industry groups, and other relevant associations to advance AF&PA's goals.
- Anticipating, analyzing, and influencing legislation and legislative trends to represent and advance members' interest and promote the industry.

### Strategic Advocacy Leadership

Working closely with the CEO, the Vice President, Government Affairs will:

- Establish legislative strategies and priorities, leading the execution and communication of those plans.
- Exhibit strong leadership skills in developing, mentoring, and motivating teams as well as building an inclusive environment, and retaining a diverse and talented staff.
- Build consensus on key issues among a diverse membership, articulating a path forward that reflects the best interests of the industry.