



# Director of Operations

Candidate Brief  
September 2023



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of our first Director of Operations
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# WELCOME

Thank you for your initial interest in becoming our first Director of Operations.

We are an international NGO. Established in 1984 our focus is the protection of wildlife, forests, oceans and the climate. We turn the evidence we gather in the field into hard-hitting reports targeted at authorities who can make a difference, and campaign for new legislation, improved governance and effective enforcement.

Over the decades we have honed a methodology combining intelligence gathering, analysis and tenacious advocacy which make us a highly effective campaigning organisation tackling the gravest global challenges of our time. We have a proud track record of achievements including a ban on the international ivory trade and increased protection for whales and dolphins. We have also contributed to a legislation against imports of illegal timber in major consuming markets and a global agreement to curb the use of climate-damaging chemicals. We have spearheaded moves to create a global treaty on plastic pollution and we continue to expose those behind environmental crimes such as wildlife trafficking and illegal logging through our undercover investigation.





As an organisation EIA UK has seen rapid growth over the past few years. Recognising the need to ensure our effectiveness and ensure we are future-proof, at the beginning of 2022, and with external specialised support, we initiated a change and transition programme. Focussing on strategy, culture and structure, as well as strengthening leadership and teamworking, we embarked on an ambitious consultative process across the organisation that included all staff and Trustees. Based on our own campaigning work, we are fully aware that no lasting or meaningful change happens overnight, so we are in this for some time to come. The resulting change processes are underway and while there is much yet to do, we are optimistic that we are positioning ourselves to achieve all our strategic goals while at the same time ensuring EIA UK is the best organisation it can be.

This is an exciting time to join EIA UK. This role will be central to this next chapter in designing and implementing these changes. As anyone who has been involved in such a process can attest, this is no small undertaking and is made all the more challenging by progressing in addition to, and in tandem with, the 'day jobs' of the entire EIA UK team.

I hope you are motivated to continue reading this candidate brief and feel inspired to apply. We are excited to have a new Director of Operations on board!

**Mary Rice**

Executive Director



# ABOUT US

## **Quite simply, we investigate and campaign against environmental crime and abuse.**

Our undercover investigations expose transnational wildlife crime, with a focus on elephants, pangolins and tigers and forest crimes such as illegal logging and deforestation for cash crops such as palm oil. We work to safeguard global marine ecosystems by addressing the threats posed by plastic pollution, bycatch and commercial exploitation of whales, dolphins and porpoises. Finally, we reduce the impact of climate change by campaigning to eliminate powerful refrigerant greenhouse gases, exposing related illicit trade and improving energy efficiency in the cooling sector. We use our findings in hard-hitting reports to campaign for improved governance and more effective enforcement.

Our field experience is used to provide guidance to enforcement agencies and we form partnerships with local groups and activists and support their work through hands-on training.





## OUR VISION

A future where humanity respects, protects and celebrates the natural world.

## OUR MISSION

To defend the natural world from environmental crime and abuse.

## OUR VALUES

**Courage** – We are brave and resolute. We are not afraid to take risks.

**Collaboration** – We are inclusive and diverse. We know we can't do it alone.

**Impact** – We are rigorous and evidence based. We are trailblazers that inspire others to achieve real change.

## OUR BELIEFS

<b>We believe...</b>	In protecting the health of the planet	In the importance of trustworthy evidence
In cross sector and intersectional working	In breaking down unjust power structures	In ensuring accountability and consequences for environmental crime



## OBJECTIVES AND PUBLIC BENEFIT

The objectives of our organisation are:

- The conservation, protection and restoration of the natural environment, ecosystems and wildlife and plant life of the world.
- To advance the education of the public in environmental matters, the preservation and conservation of the natural environment and the causes and effects of environmental degradation.
- To further such other exclusively charitable purposes according to the law of England and Wales as the Trustees in their absolute discretion from time to time determine.
- The objects are fulfilled by effective delivery of EIA UK's robust campaigns and public outreach.

### OUR GOAL BY 2026

To have made timely, relevant and inspirational contributions toward the recovery of nature and a safer climate.



## EIA UK'S THEORY OF CHANGE

The below diagram represents EIA UK's Theory of Change and explains how it will guide EIA UK's work through to 2030. It sets out the long-term outcome we want to see in the world and explains what the organisation and its campaigns will do to achieve it. It also describes a series of organisational initiatives EIA UK is undertaking to increase the ability to achieve the desired change.



## FOR MORE INFORMATION

There is a wealth of information on [our website](#) describing our history, who we are, what we do, and our successes.

Read our latest accounts [here](#).





# CONTEXT FOR THE APPOINTMENT OF OUR FIRST DIRECTOR OF OPERATIONS

The Director of Operations is a new post and the appointment is part of a phased approach to transition to a working model that will future proof the organisation. Working with Departmental Heads and other colleagues, the successful candidate will play a key role in contributing to the delivery of EIA UK's overall strategy as well as facilitating and encouraging effective collaboration across all functions.

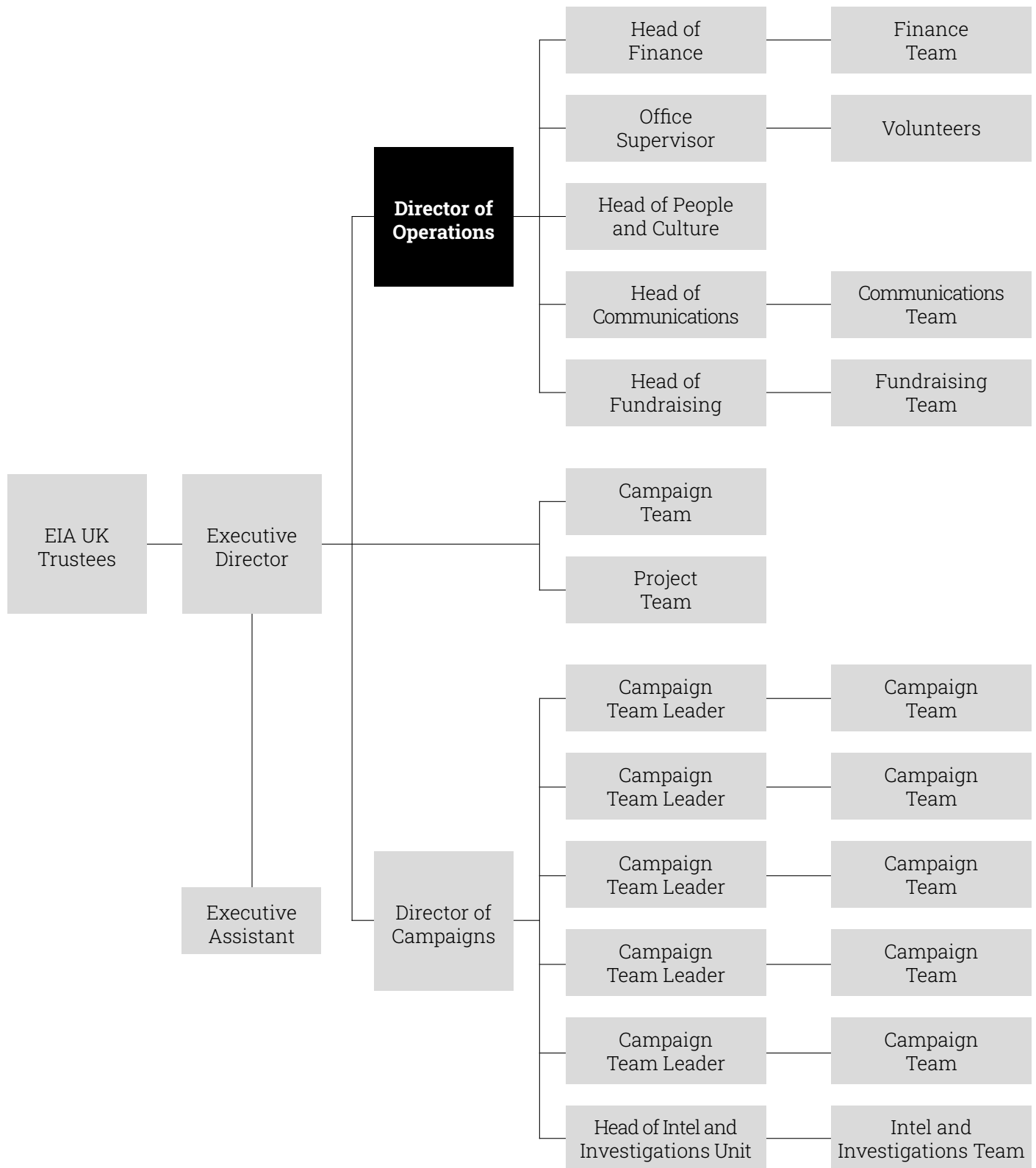
As a member of the Senior Leadership Team, the successful candidate will work closely with the Executive Director and Campaigns Director to ensure the effective and efficient use of financial resources, management of operating risks, and oversight of the human resources, communications, fundraising, operational and administrative functions in the organisation.

The ideal Director of Operations will have significant experience overseeing finance and operations with demonstrated leadership skills. They will have demonstrated expertise in empowering, developing, and retaining high performing and dedicated teams. As we are going through long term structural changes so would ideally like someone who has led a team through this and can build effective working relationships across departments and teams.

Crucially, the successful candidate will bring a deep personal commitment to the vision and strategic direction of EIA UK.



# EIA UK'S ORGANISATIONAL CHART





# JOB DESCRIPTION

<b>Job title</b>	Director of Operations
<b>Salary</b>	£70,000 – £75,000
<b>Hours</b>	35 hours per week (excluding an hour for lunch)
<b>Contract</b>	Full time, permanent contract
<b>Department</b>	Executive Team
<b>Report to</b>	Executive Director
<b>Direct reports</b>	Head of Communications / Head of Finance / Head of Fundraising / Head of People and Culture / Office Supervisor
<b>Location</b>	London Islington hybrid arrangement (at least two days in the office, more expected during probation and induction period)

## Key internal contacts

- Leadership and management staff
- Board of Trustees
- Consultants
- Volunteers



## Key external contacts

- Strategic partners in the UK and overseas e.g. voluntary organisations, local authorities services
- Funding organisations – principally trusts and foundations
- National organisations relevant to partnership development or strategic policy
- Regulatory bodies, e.g. Charity Commission
- Suppliers, e.g. outsourced service organisations such as IT, HR

## Financial dimensions

Responsible for the overall income and expenditure budget of the charity.

# KEY AREAS OF RESPONSIBILITY

## Strategic planning

- Contribute towards EIA UK's long-term strategic planning process to identify clear goals and strategic objectives.
- Ensure the alignment of each department's strategy with the overall strategy of EIA UK.
- Together with the Executive Director and Campaigns Director, responsible for delivering to the Board, organisational development strategic plans throughout integrated planning processes involving all departments.
- Responsible for the strategic operational development of EIA UK offices, including proposals to the Board for future office needs (within the UK and abroad) and relocation, with attention to governance and service arrangements, office accommodation and facilities, good business practices, and compliance with statutory requirements.



- Work closely with the Executive Director, Campaign Director, Departmental Heads and Campaign Team Leaders to develop plans and timetables for drawing up strategic plans and budgets for forthcoming years.
- Coordinate and liaise with EIA's US office as required.

### **Operational management**

- Manage the development, execution and compliance of contemporary operation policies, procedures, and guidelines throughout the organisation in line with UK statutory and regulatory requirements.
- Oversee the development and implementation of EIA UK's environmental sustainability policy to assess and minimise the impact of our operations.
- Provide concise information to the Executive Director and Board members through agendas, briefing papers, policy proposals and progress reports.





- Attend EIA UK Board meetings as required, ensuring implementation of actions arising.
- Work with the Office Supervisor/Manager to oversee the efficient maintenance of EIA UK's premises, ensuring compliance with statutory requirements such as Health and Safety and fire regulations.
- In consultation with the Communications Team and Office Supervisor/Manager, responsible for the provision of efficient, future-proofing IT systems throughout the organisation.
- Work with the Campaigns Director to ensure effective and robust travel security protocols are in place.
- Support the Executive Director and Senior Leadership Team in identifying and managing all aspects of organisational risk, including financial, legal, and reputational risks.
- Ensure that risk assessments are carried out and associated documents are updated as required, including ensuring that the Directors and Board are updating their risk registers.
- Serve as a member of the Senior Leadership Team.
- Serve on Boards of EIA-linked legal entities as appropriate.
- Other tasks and projects related to the efficient operation of EIA UK as agreed by the Executive Director.

### **Partner management**

- Represent the organisation as required.
- Work closely with service providers and other stakeholders as required.

### **Human resources management**

- Line manage the Heads of People and Culture, Communications, Finance, Fundraising and the Office Supervisor including setting up 121s, carrying out performance reviews, identifying training and progression opportunities and acting as a mentor.

- Provide support and leadership to the Head of People and Culture and EIA UK's HR function to ensure human resources are managed effectively and consistently across the organisation, including the development and implementation of HR guidelines and standards across EIA UK, and overseeing the facilitation of an effective performance and talent management system.
- Working with the Head of People and Culture, oversee good employment practices regarding recruitment, staff terms and conditions, remunerations, management and appraisal, staff development, equal opportunities and health and wellbeing.
- Support the Head of People and Culture in ensuring strong internal awareness and support for EIA UK's values, including our commitment to nurturing a strong culture of equality, diversity and inclusion.
- Work with the Head of People and Culture to develop and oversee strategic training and risk succession programmes across the organisation.





## Fundraising

- Work with the Head of Fundraising to provide support and leadership to the Fundraising Team to ensure appropriate staffing, technology systems, strategies, and infrastructure are in place to support the funding needs of the organisation as a whole.
- Participate in other fundraising activities as required.

## Communication

- Work with the Head of Communications to provide support and leadership to the Communications Team to ensure appropriate staffing, technology systems, strategies, and infrastructure are in place to support the communications needs of the organisation as a whole.
- In liaison with the Executive Director, Campaigns Director and Department Heads, be responsible for ensuring effective internal collaboration and communications within teams and across departments to support organisational development programmes, including setting up and chairing cross-functional meetings as required.
- Produce effective, clear internal communications that facilitate Board decision-making and enable integrated planning and management of the organisation.

## Finance

- Work with the Head of Finance, to provide strategic leadership for the development and implementation of medium and longer-term financial strategies for EIA UK.
- Oversee the development and implementation of sound accounting and financial policies, procedures, and systems in EIA UK, including the introduction of new technology to streamline financial processes.
- Ensure financial compliance in accordance with statutory and donor requirements.





- Provide support and leadership to the Finance Team to ensure efficient financial management across the organisation.
- Work with the Executive Director, the Senior Leadership Team and Finance Team to oversee the annual budget process, ensure the provision of required financial information by budget holders and the smooth operation of the organisational budgets.
- Drive operational efficiency and ensure the generation of timely information for decision-making for management, the Finance Committee and the Board.
- Serve on the Finance Committee.





# PERSON SPECIFICATION

## Essential experience

- Significant proven leadership experience at Director level, working across multiple functions, e.g. Finance, Operations, HR, Communications and Fundraising, ideally in non-profit organisations.
- Broad international experience, with multiple formal and informal partners.
- Solid financial management experience, including budgeting and forecasting, statutory account preparation and auditing processes, including familiarity with UK statutory and regulatory requirements for financial management of charities.
- Demonstrated experience in successfully implementing significant, lasting organisational and cultural change in organisations.
- Experience working with remote and overseas staff.
- Proven track record of being able to perform satisfactorily in a pressurised environment.
- Strong computer literacy in all standard applications, including Microsoft 365, and a good general understanding of the IT environment.
- A general understanding of conservation and sustainable development.

## Essential knowledge/qualifications

- Strong understanding of project management process and delivery (including setting KPIs) and experience working with donors, grantees, and cost recovery models.

## **Desirable knowledge/qualifications**

- High-level management/leadership qualifications.

## **Essential skills and abilities**

- A leader who promotes and supports an inclusive culture, with a focus on empowering and working through others.
- Effective at identifying, analysing and resolving complex problems with practical solutions.
- Able to demonstrate initiative, adaptive management, and collaborative decision making.
- Strong inter-personal skills and an ability to effectively handle challenging conversations and situations.
- Able to work flexibly and under pressure, juggling multiple activities and effectively prioritise workload.
- Able to inspire people about organisational development and work in an entrepreneurial, effective way to bring about change.
- Able to communicate persuasively and informatively to a range of audiences about challenging issues.
- Able to develop effective relationships with a wide range of partners, stakeholders and team members and promote teamwork.
- Prepared to take ownership and holding yourself accountable for the duties that you are responsible for.
- Committed to the pursuit of EIA UK's goals.



# TERMS AND CONDITIONS

4-8% pension contribution

25 days annual leave (+ days off between Xmas and New Year) + Bank Holidays, with an additional day per year up to a max of 29 days.

Flexible and hybrid working arrangement

Working from home allowance

Mental health and wellbeing support programme

Free financial guidance

Contribution towards eye tests and glasses

Fresh fruit, tea and coffee provided in the office



# HOW TO APPLY

For an informal conversation about the role, please contact our recruitment partner, NFP Consulting:

**Carroll Lloyd** Director | NFP Consulting  
07765 001 033 [carroll.lloyd@nfpconsulting.co.uk](mailto:carroll.lloyd@nfpconsulting.co.uk)



Apply online at [www.nfpconsulting.co.uk/eia](http://www.nfpconsulting.co.uk/eia)

Application is by way of CV and a Supporting Statement, which should outline your motivations for wanting to be our first Director of Operations and set out your credentials.

## SELECTION PROCESS AND TIMESCALES

**CLOSING DATE: MIDNIGHT SUNDAY 8TH OCTOBER 2023**

After the closing date NFP will conduct informal interviews regarding your current circumstances and motivations for applying.

### **First interviews: Tuesday 17th October 2023**

The first face to face interviews will be conducted at the organisation's offices. The interview panel will include the Chair of Trustees, Executive Director and Executive Assistant.

### **Second interviews: Week commencing 23rd October 2023**

The final face to face stage will involve a panel interview conducted by the Chair of Trustees, Executive Director and Trustees along with the opportunity for candidates to meet staff members and key stakeholders as part of the process.



## ACCESSIBILITY

Please let us know if you have any special requirements which we might need to consider in relation to the selection process, e.g. for attending interview. Any requests will not affect the decision-making process.

**Thank you for considering working with us to make enduring and impactful change for the good!**

