

**JOB NUMBER: WDC-18-011**  
**JOB TITLE: Chief Operating Officer**  
**Supervisor: Chief Executive Officer**  
**Status: Full Time**  
**Location: Grand Rapids, MI**

Waséyabek Development Company, LLC (WDC) is a legal entity, created and wholly owned by the Nottawaseppi Huron Band of the Potawatomi (NHBP), a Federally recognized Indian Tribe. WDC is committed to fostering the development of a stable, diversified economy for members of the Band which will contribute to their long-term wealth and economic self-sufficiency while managing risk and creating quality employment opportunities. WDC is the holding company of an investment portfolio consisting of commercial real estate, Federal operating companies, and Commercial operating companies.

## **POSITION SUMMARY**

The Chief Operations Officer (COO) reports to the Chief Executive Officer (CEO) is a member of the Executive Management Team and will work closely with the CEO. This executive is responsible for providing leadership for the company's operations, as well as achieving operating and financial objectives, overseeing the quality of services, and providing Executive oversight to projects including subsidiary development, internal systems builds and implementation, improving ongoing financial growth, managing a sovereign wealth fund, acquisitions, transitions and responding to industry needs. The COO will focus on bringing continuous improvement and best practice into the company. Will identify and implement strategies to improve overall operating income and have an in-depth understanding of the financial and operation implications of those strategies. The COO will work with the CEO on long term strategy, mergers and acquisitions.

## **ESSENTIAL FUNCTIONS**

- Direct and oversee all operations to achieve planned performance goals
- Ensure that each department is properly organized, staffed, and directed to fulfill its responsibilities
- Assure the development of operation-level planning and control systems and other management systems that may be required to ensure effective control of the company
- Supervise immediate subordinates and prescribe broad areas of responsibilities for each subordinate and authority levels regarding policies, contractual commitments, expenditures, and personal actions
- Generate all applicable reporting to corporate; assuring compliance with internal policies and procedures
- Maintain accurate, timely and transparent information regarding employee performance
- Utilize progressive discipline practices to address sub-standard performance in a timely manner and carry out with dignity and respect

- Invite and accept feedback and provide upward feedback
- Responsible for own continual individual self-development and improvement of WDC's

## **FINANCIAL/RISK MANAGEMENT**

- Recommend periodic revenue and profit goals for WDC and Subsidiaries
- Develop and administer overall operating budgets and direct capital expenditures within your authority to keep the company competitive
- Identify new and enhance existing processes designed to promote growth, customer service, cost reduction and expense control
- Understand the monthly financial statements and comprehensively explain variances and results in the monthly operations review meeting
- Report each subsidiary's performance versus profit plan goals and recommend corrective actions for underachievement

## **RESOURCE DEVELOPMENT**

- Responsible for the controlled development of the organization, personnel, products, services, technology, and select financial resources to secure the position of the company and to facilitate its planned growth
- Ensure the attainment of objectives through the selection, development, motivation, evaluation, and promotion of human resources

## **COMMUNICATION**

- Present and support varied points of view relative to corporate strategy and decision making to the CEO
- Support the company's values, principles, vision, mission
- Serve as the voice of the customer between subsidiary and functional leadership

## **STRATEGIC PLANNING**

- Work with the CEO to develop the company's strategic plan, the annual tactical business plans, and the annual budgets
- In collaboration with the CEO analyze and interpret market information in order to develop marketing and sales responses to gain market share and improve profitability
- Constantly analyze current or potential weaknesses within the company and develop solutions for each problem and potential problem
- Develop procedures to monitor and achieve the annual tactical plans
- Contribute to the development of the company's vision and mission

## **OPERATIONS**

- Implement and utilize processes throughout operations to achieve profit objectives
- Prepare and review contracts for final review by the CEO

- Develop and implement key operational performance metrics to manage COO's areas of responsibility, plus those of subordinates
- Provide oversight to the operations of all subsidiaries
- Develop new and grow existing relationships with key customer streams and support sales to ensure customer satisfaction
- Maintain compliance with all legal requirements and assist CEO to ensure that company and all subsidiaries are meeting them
- When needed, work with the CEO to implement the expansion of equipment and facilities to meet short and long-term growth projections
- Review actual performance to plan and take appropriate actions to meet plan

## **LEADERSHIP**

- Develop for CEO approval: Company-wide strategy, business objectives, budgets, policies, and plans which will achieve company growth and profitability goals
- Communicate business objectives and plans within the company
- Ensure that plans and policies are consistently understood, correctly interpreted and administered by subordinate managers
- Carry out the vision for the company's relationships with its employees, suppliers, and customers through management actions and written/verbal communication
- Instill at all levels of operations the philosophy of continuous improvement. The following key metrics should be targeted for implementation and continuous improvement: Revenue Earning initiatives, EBITA profit margins, operating expenses, cash flow, on time delivery, lead times, quality, and inventory
- Attract, hire, train, develop and direct a staff of professional managers to oversee each of their specific areas of responsibility to achieve company goals and objectives
- Provide timely, ongoing and consistent direction, performance coaching and honest feedback through one-on-one meetings, year-end appraisals and informal in-the-moment coaching
- Working with the CEO identify and evaluate potential mergers and acquisitions that will strengthen the company
- Working with the CEO to identify & evaluate methods to grow the Federal Division

## **MINIMUM QUALIFICATIONS**

- Ten (10) years of executive leadership
- Minimum five (5) years of senior operations experience
- Five (5) years of private equity experience
- Two (2) years Federal Contracting knowledge and experience
- Ten (10) years of proven success in a senior management role in achieving substantial improvements in business operations across multiple industries resulting in significant and steady increases in profitability over the course of several reporting periods
- Certified Turnaround Professional Certification preferred

- Strong financial implications experience within Federal and commercial businesses and proven vertical growth with prior P & L responsibilities
- Must have extensive state-wide (MI) network of bankers, PE firms, CPA's, attorneys, and business-related organizations to support WDC and subsidiary activities
- Must have demonstrated success at managing all functions including finance, HR, sales & marketing, customer service, quality, scheduling, purchasing and information systems
- Strong knowledge of and experience with planning and budgeting
- Business degree or commensurate experience
- Three (3) years of experience in Indian Country
- Ability to obtain and maintain a Top-Secret Clearance
- Ability to pass an extensive background investigation, including but not limited to personal and professional financial history, nationwide criminal record search, credit check and other relevant background information deemed necessary by WDC
- Ability to pass a pre-employment drug screen

### **PHYSICAL REQUIREMENTS**

- Ability to focus on computer screens for extensive periods of time. The employee is occasionally required to stand and reach. The employee must occasionally lift and/or move up to 25 pounds

### **WORK ENVIRONMENT**

- Normal office environment

### **INDIAN PREFERENCE**

- WDC Indian preference will be applied in the selection of qualified applicants in accordance with the WDC Indian Preference policy