

EXECUTIVE POSITION PROFILE

President and Chief Staff Officer (CSO)



The ESOP Association

This search is being conducted by:

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I. Position Description

The Opportunity

The ESOP Association (TEA) was formed in 1979 by the merger of two organizations with similar goals: the ESOP Council and the National Association of ESOP Companies. Today, the association is the only organization that advocates for all corporations that sponsor employee stock ownership plans, or ESOPs. Corporate membership is open to all ESOP companies, and most corporate members are closely held businesses, including both C and S corporations across all industries. TEA is headquartered in Washington, DC. The **President and CSO** reports to the Chair and the Board of Directors. The President and CSO oversees governance, finances, and operations of The ESOP Association. He or she will also serve as President of TEA's separately incorporated Foundation, The Employee Ownership Foundation., and the head of the ESOP PAC.

Scope of Position

This is an outstanding opportunity for a high-performing and forward-thinking executive to lead and expand the organization dedicated to supporting the principles of employee stock ownership plans. TEA seeks an innovative leader who can continue to build the organization and increase awareness and understanding of the employee stock ownership model, which enables employees to share in the wealth they help create. The new President and Chief Staff Officer will assume the executive leadership of a well-respected organization with an appetite for forward movement

and passion for the model it represents. TEA currently has 2,900 members (1,600 ESOP Corporate Member companies and 1,300 firms that provide services to ESOP companies), an annual operating budget of approximately \$6 million, 18 chapters, and a staff of 11. Working in concert with the Board, the President and CSO will ensure that TEA is the unified voice and advocate for ESOPs and that its mission is fulfilled through strategic planning, advocacy, meetings, education, and networking. He or she will continue to strengthen TEA's advocacy program to maintain bipartisan support and enhance tax benefits for all ESOPs.



Attendees gather at our 2017 Las Vegas Conference & Trade Show. This is the largest ESOP conference in the world, with roughly 1,700 attendees annually, yet remains friendly and collaborative enough that attendees know each other and readily gather to share ideas. The ease with which members interact in this organization is unique.

Key Accountabilities

In overarching strategy and planning, the President and Chief Staff Officer (CSO) will:

- Collaborate with the Board of Directors to develop, plan, and implement the strategic direction of the association ensuring that an outcome-based strategic plan is in place with appropriate annual metrics.
- Develop a dashboard or regular process to review the Strategic Plan, reporting progress to ensure that priorities and resources align. Course correct as needed based on environmental factors, with agreement from the Board of Directors.
- Oversee the day-to-day operations of TEA to provide for the growth of the organization.

In Communications, Public Relations, & Partnerships, the President and CSO will:

- Serve as a key internal and external spokesperson for ESOPs and TEA in conjunction with the Board Chair, speaking for the Association to the media and public.
- Lead efforts to enhance organizational visibility and awareness, including further developing relationships with relevant partner organizations.
- Ensure continued productive partnerships with federal policy makers, legislators, regulators and collaborating organizations.
- Ensure regular and ongoing effective communications with all TEA constituent groups.
- Develop an annual and cohesive marketing and communications plan that includes the production of high-quality and persuasive pieces, using both print and digital technology, to raise the visibility of TEA and to tell the story of the importance and benefits of employee ownership.

In Governance, Compliance, & Risk Management, the President and CSO will:

- Ensure the Board of Directors and Board of Governors are kept fully informed on the condition of the organization and all the important factors that influence it.
- Ensure good communication up, down, and laterally within the governance and staff structure.

- Maintain and enhance the integrity of the national/chapter relationship and support and encourage the vitality and relevance of each chapter.
- Foster and encourage active volunteer leadership, participation, and development across all levels of the organization, the foundation, and its related interest areas.
- Ensure the maintenance of official records and documents consistent with TEA policies, and compliance with federal, state, and local regulations.
- Ensure compliance with Super-Governance policies, especially as they apply to succession and turnover in the leadership roles within the various governing bodies of the Association and the Foundation.

In Program Development and Advocacy, the President and CSO will:

- Collaborate with staff, board, and volunteers, overseeing and managing the development and execution of policy goals and tactics aligned with the strategic plan.
- Focus intently on issues that are relevant to the members. Actively engage with and pursue input from the membership base to address issues and needs.
- Develop superior programs that serve the TEA constituency and represent the breadth and quality to be expected from the leading association for ESOP companies and professionals.
- Champion members in ways that clearly advance their professional status. Ensure the association's program delivery and solutions are relevant, consistently high-quality, and member-centered.
- Engage volunteers and staff to oversee the development of learning resources, tools, and activities.
- Lead the active engagement of TEA in appropriate coalitions, think-tanks, and other policy groups.
- Encourage participation in grass roots advocacy activities by making it easy, informative, satisfying, and efficient.
- Monitor federal agencies and policy issues to ensure a proactive role in influencing regulations or legislation that could affect ESOPs and TEA constituents.



The Governor of Vermont visited Carris Reels, an ESOP Association member, in October 2017. This photo captures several important elements at once:

- During his visit, the governor signed a proclamation recognizing October as Employee Ownership Month in Vermont. (We celebrate October as Employee Ownership Month nationally, and always value recognition such as this at the state level.)
- This event doubled as a chapter meeting, hosted by Carris Reels. Chapter events are vital to The Association's efforts, and provide smaller, local opportunities for face-to-face networking that perfectly supplement our larger national meetings.
- Visits by elected officials to our member companies are a vital element of our advocacy efforts. When members of Congress visit an ESOP company, they typically are impressed by the level of employee engagement and become ESOP supporters on Capitol Hill. (For a list of Congressional members who publicly support ESOPS, visit www.esopassociation.org/advocate/esop-advocates-in-Congress)

- Encourage and leverage constituent engagement in advocacy efforts aligned with TEA's goals.
- Ensure oversight of the development of TEA communications strategies related to advocacy matters.

In the Employee Ownership Foundation (EOF), the President will:

- Maintain relationships with key volunteers and donors.
- In conjunction with the EOF Board, help set the strategic direction of the Foundation and enable the implementation of all EOF initiatives.
- Seek to increase fundraising activities and support for new programs.

In Organizational Culture, the President and CSO will:

- Champion organizational culture and values. Build effective working relationships with all employees. Contribute to creating a positive work environment that promotes staff development and satisfaction.

- Practice servant-leadership internally and externally, ensuring good talent management—whether staff or volunteers, and adherence to best practices and applicable employment law.
- Facilitate organizational operating stability, by attracting, engaging, and retaining high caliber staff.
- Develop and manage an effective staff team to achieve the strategic goals and to conduct the business of the organization successfully.
- Ensure that human resources are allocated in a manner that promotes and supports a positive results focused work environment.

In Financial Management and Performance, the President and CSO will:

- Work with staff to propose an annual organizational budget for Board of Directors' approval based on an assessment of needs, external environmental factors, and TEA's strategic plan.

- Ensure financial stability and report clearly and regularly to the Board of Directors and the Board of Governors.
- In conjunction with TEA's staff and volunteer groups, ensure the achievement of the annual operational plan and financial goals with appropriate resource allocation, goals, and performance metrics.
- Ensure a financial management strategy that promotes good stewardship throughout the organization and makes certain both systems and strategies are managed well.

Qualifications and Experience

The next President and Chief Staff officer of TEA should have significant leadership experience and a passion for employee stock ownership. Specific skills and abilities include the following:

- Bachelor's degree required
- Six to 10 years' executive experience in an association or similar organization
- Six to 10 years' experience with employee stock ownership plans highly desired
- Experience working in a chapter-based organization
- Strong strategic thinking ability and experience in both planning strategically and translating those plans into operations
- Experience in advocacy—positively affecting legislation and regulation
- Demonstrated ability to raise the visibility of an organization
- Experience in developing and executing fundraising plans highly desirable
- Experience in building partnerships or coalitions to advance common goals
- Experience in developing and overseeing professional education programs
- The ability to build commitment and excitement around a common vision with a diverse constituency
- Excellent verbal and written communication skills
- Experience in marketing an idea or product and raising "brand awareness" with the media
- Experience in growing a membership and delivering member value

- High level experience in the digital delivery of member services or products
- Demonstrated ability to create revenue programs
- Experience reporting to a Board of Directors
- Experience in attracting high quality board members and developing a cohesive, committed, and highly effective leadership
- Experience in working with volunteers to create a network of leaders that are engaged and outcome-oriented
- Superior team builder, mentor, and manager of highly-skilled staff

Personal and Professional Qualities

The successful candidate will possess a wide range of personality traits, work habits, and social skills necessary to work in a demanding nonprofit environment. He or she will have both personal and professional integrity, strong communication skills, and a professional presence. S/he will have an independent nature, preference for a growth culture, highly-developed people skills, and a strong desire to succeed—both personally and for the organization. In addition, the successful candidate will have a combination of the following:

- **Leadership** – The ability to build a sense of shared purpose and commitment in others; a dynamic presence that inspires commitment and trust.
- **Communicator** – the ability to present ideas verbally and in writing in an interesting, understandable, and succinct manner; the ability to give impactful speeches before large audiences
- **Listener** – Allowing others the time to fully express their thoughts and ideas and to be truly "heard"
- **Passion** – the ability to become excited and moved by a concept or philosophy and to transfer the same excitement to others
- **Collaborator** – a natural tendency to build partnerships and foster alliances within a professional community to meet shared objectives and accomplish common goals.

- **Integrity** – honest, trustworthy, and a leadership style that mirrors the values of the organization
- **Innovator and Forward Thinker** – Moves beyond standard methods and solutions, seeing not only what is, but what can be, resulting in bold new programs and a boost in creative thinking
- **Action-oriented** – Embraces new opportunities and challenges with a sense of urgency, high energy, and enthusiasm and can create the tools necessary for success
- **Life-long learner** – continuously building knowledge and willing to implement new concepts, technologies, and methods
- **Mentor** – Approachable, supportive, and open-minded, he or she models best practices and guides others in performing effectively while also providing professional development opportunities for staff

Measures of Success

The specifics regarding measures of success and metrics will ultimately be agreed upon by the candidate and the TEA Board, but three years after the President and CSO has begun work, the Board would expect the following:

- A smooth transition of leadership has occurred: the new President and CSO has established trusting relationships with Board members, other volunteer leaders, staff, partners, members, and other stakeholders.
- TEA has increased its involvement with its partners and other member organizations
- Awareness of ESOPs has grown and more attention is being given to this organizational model
- The number of ESOPs in the United States has grown.
- TEA has a positive relationship with and support in the DOL
- TEA has a stable and high-performing staff



A copy of the Vermont proclamation.

- TEA has developed successful programs to attract the next generation of leaders
- TEA continues to build strong relationships within the Congress
- Membership has grown and TEA has developed new chapters
- More TEA products and services are delivered digitally, and TEA has a greater presence on social media
- Attendance at TEA meetings has increased, and attendee satisfaction with educational content is high
- Funding opportunities and total donations to the Employee Ownership Foundation have increased significantly and the Foundation has funded new programs

II. Organization Review

About The ESOP Association

The ESOP Association is America's largest employer-sponsored advocacy and education association focused on employee stock ownership plans (ESOPs). Founded in 1978, the Association seeks to enhance federal laws governing ESOPs, provide members with expert information, and fund research via the Employee Ownership Foundation (an affiliate).

The ESOP Association is a national non-profit organization with 18 local chapters. Its members include ESOP companies, companies considering an ESOP, and service providers that assist in setting up and maintaining ESOPs.

ESOP has a budget of \$6 million and a staff of 11.

Vision

“We believe that employee ownership improves American competitiveness...that it increases productivity through greater employee participation in the workplace...that it strengthens our free enterprise economy and creates a broader distribution of wealth...and that it maximizes human potential by enhancing the self-worth, dignity, and well-being of our people.

“Therefore, we envision an America where employee ownership is widely recognized as a catalyst for economic prosperity...where the great majority of employees own stock in the companies where they work...and where employee ownership enables employees to share in the wealth they help create.

And we look for our nation to become for all the world an example of prosperity with justice through employee ownership.”

Mission

To educate and advocate about employee ownership with emphasis on ESOPs.

Advocacy

The ESOP Association is the only organization that advocates on behalf of all companies that have or are



This photo was posted on Twitter by one of our member companies. It is one of many examples of employee owners celebrating the fact they own a piece of the business. We see photos and videos like this frequently. Explaining what employee ownership is from a technical or emotional standpoint can be challenging, especially since the way ownership is manifested will vary company to company, based on culture, history, and the like. But the fact that employee owners feel differently about work because they are owners is undeniable.

considering an ESOP. TEA offers a strong voice before Congress and regulatory agencies who govern ESOPs, as well as an important advocacy role in cities across the country. Through its advocacy efforts, TEA seeks to create an army of employee owners who interact continuously with elected officials to prove that pro-active positions for employee ownership and ESOP laws will improve America's economy in a way that is fair to all wage earners.

Chapters

Currently, The ESOP Association includes 18 state or regional chapters, and all members of the association are automatically enrolled in their local Chapter. Chapters provide members with a unique opportunity to meet, network, and learn from local ESOP companies and ESOP service providers at ESOP-related meetings held throughout the year.

Publications

The ESOP Report, the association newsletter, is published 10 to 12 times per year. Included in the annual membership dues, the Report provides information to help TEA members get the most out of employee ownership. Content covers regulatory and case law updates, Capitol Hill briefings, technical and managerial advice from ESOP professionals, tips on winning ESOP companies and employee owners, and Association news.

The ESOP Association Blog is authored by members of Advisory Committees and dedicated to fostering an open discussion about employee ownership in the US, while keeping readers informed of new developments on the legislative front and linking to relevant articles.

The ESOP Association also produces publications authored by experts on employee ownership, including titles such as *The ESOP Fiduciary Handbook*, *ESOP Accounting Standard*, *An Introduction to ESOP Valuations*, *The ESOP Administration Handbook*, and others. The information included in these publications is essential to the successful management of an employee-owned company.

Meetings

The ESOP Association offers both national and local meeting, and more than 11,000 people attend ESOP Association meetings every year.

■ Chapter Meetings

The ESOP Association's 18 chapters offer more than 100 meetings each year. Focusing on local and national issues alike, these are relatively intimate gatherings where networking is easy and sharing ideas is the norm.

■ National Meetings

Each year, TEA and its affiliate, the Employee Ownership Foundation, present five national conferences with best-in-class content especially suited to key audiences in the ESOP community:

- **ESOP Professionals' Forum.** *March, New Orleans, LA*
Intended for those who provide professional

services to ESOP companies—including valuation, legal and tax advice.

- **Annual Conference.** *May, Washington, DC*
The largest ESOP event, this meeting focuses on workplace culture and ESOP communication. The conference offers outstanding programs for executives and fiduciaries.
- **CEO Leadership Program.** *July and Nov., Philadelphia, PA*
Leaders of ESOP companies tackle the unique challenges of leading in an ownership setting in this in-depth two-week program.
- **Employee Owner Retreat.** *August, Chicago, IL*
This retreat helps employee owners create strategies for developing champions for their ESOPs throughout their organization. Companies may send up to six people to this educational event.
- **Las Vegas Conference & Trade Show.** *Mid-November, Las Vegas, NV*
This conference is the premiere event for ESOP executives and service providers and is the world's largest ESOP conference. The program includes high-quality content on the financial and legal aspects of running an ESOP as well as strategies for ensuring that company culture maximizes the benefits of the ESOP.

In addition to face-to-face meetings and publications, TEA offers convenient online learning opportunities for members to continue their education on ESOP topics.

■ Networking

Recognizing that networking is one of the best ways to build knowledge and create relationships, TEA has created several ways for members to get in touch with each other for conversation, problem-solving, or finding a service provider.

- **ESOP Experts** – an easy to use category-by-category listing of specialized services offered by professional members of TEA.
- **The ESOP Yellow Pages** – a listing of ESOP Association Corporate members and the products and services they offer, organized alphabetically under headings that generally conform to the U.S. Department of Commerce's

Standard Industrial Code (SIC) numbers. Each listing contains a brief description of the company's principal line(s) of business.

- **The ESOP Association Membership Directory** – a listing of Association members alphabetically, geographically, by industry, and ESOP specialty.
- **Social Networking** – Members can connect with TEA through Twitter, Blog, LinkedIn, Flickr, YouTube.

The ESOP Association Awards Program

The ESOP Association's Awards Program seeks to identify and promote excellence throughout the ESOP community.

National Awards

Each year, the Association presents awards in several categories:

- ESOP Company of the Year
- Employee Owner of the Year
- Chapter of the Year
- Outstanding Chapter Officer
- Member Recruitment Award--for a Professional Member who excels at recruiting Corporate Members

In addition, the awards committee may present awards to deserving individuals in two other categories:

- Outstanding Board of Governors Member
- Life Services Award—for a member of the Association who has made significant long-term contributions to the Association and employee ownership

Annual Award for Communications Excellence (AACE)

The AACE competition recognizes those companies that excel at communicating with employee owners and the larger community. Categories include: Video, Printed Materials, Intranet, Employee Ownership Marketing, One Special Event, Series of Special Events, and Total Communications.



The 1993 Future of the American Workplace Conference featured such notable figures as President Bill Clinton and Treasury Secretary Robert Reich. It also included a little known Massachusetts machinist named Robert Zicaro, wearing a purple t-shirt emblazoned with the words "employee owners." In a panel discussion, Zicaro spoke passionately about the ability of employee ownership to help companies thrive and to change the dynamic between employees and management.

"I have ownership, not just a sense of ownership," he told the panel. "There is a difference."

(Video is available at: www.youtube.com/watch?v=cUWWz54u5ro&t=2s)

Silver ESOP Awards

This award recognizes corporate members of The ESOP Association that have celebrated 25 years of ESOP operation. ESOPs were once considered a flash in the pan, but the 418 companies that hold the Silver ESOP Award provide concrete evidence that ESOPs are stable and resilient.

Board of Directors

- **Cindy Turcot**, *Immediate Past Chair*
President
Gardener's Supply Company
- **David Fitz-Gerald**, *Chair*
Vice President & CFO
Carris Reels, Inc.
- **Gary Shorman**, *Vice Chair*
President
Eagle Communications

- **Ali Jamshidi**, *Secretary/Treasurer*
VP of Finance & CFO
CTL Engineering, Inc.
- **Lynn Dubois**, *Chair, Advisory Committee's
Chairs Council*
Partner
ESOP Law Group
- **Mark R. Lomele**, *Chair, Employee
Ownership Foundation*
Senior VP & Chief Financial Officer
Recology
- **Missy (McManigle) Pieske**, *State & Regional
Chapter Council Chair*
Executive Assistant & Meeting Planner
The Walman Optical Company
- **Ted M. Becker**, *At-Large Member*
Partner
Drinker, Biddle & Reath LLP
- **Susan Butler**, *At-Large Member*
Chair, Board of Directors
Butler Till Media Services, Inc.

- **Derrick Vick**, *At-Large Member*
VP, CFO
Freedom Industries Inc.

The ESOP Association Board of Governors

In addition to the Board of Directors, TEA's governance includes a 41-person Board of Governors (BOG). Members of the BOG are expected to be knowledgeable about the Association and its operations, to serve as a potential resource to the Board of Directors, and to elect or remove (if necessary) members of the Board of Directors. To ensure that the BOG is well versed in Association activities, members meet at least twice a year and are provided with monthly reports on all major operational aspects of The ESOP Association as well as minutes from the Board of Directors meetings.

Web Presence

www.esopassociation.org

III. About Vetted Solutions

The ESOP Association has retained Vetted Solutions to serve as its partner for this search. For confidential consideration, please contact the search partners below. Interested candidates should submit a cover letter and resume/CV directly to Vetted Solutions.



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