



POSITION PROFILE

Chief of Staff Executive Office

Position Description

The **Chief of Staff** has a wide range of responsibilities for association headquarters management, assisting the Chief Executive Officer (CEO) with association governance and providing overall operational support to the CEO. Provides advice and counsel to the CEO on strategic planning, association governance, organization and staffing and overall management operations. Working with the CEO, supports volunteer leadership in governance and leadership policy, procedures, training and problem resolution.

Serves as Staff Liaison to the Leadership Development Committee in their recruitment, vetting and selection of candidates for SNA Board of Directors and the Leadership Development Committee positions and management of the annual national election.

Internal operations management includes responsibility for human resources and catering for in-house meetings.

About SNA

The School Nutrition Association (SNA) is a national, nonprofit professional organization representing more than 55,000 members who provide high-quality, low-cost meals to students across the country. Recognized as the authority on school nutrition, SNA has been advancing the availability, quality and acceptance of school nutrition programs as an integral part of education since 1946.

Position Requirements

Education

Bachelors' degree in a related field.

Experience & Knowledge

- Ten plus years working in a non-profit or association environment providing senior level support to staff executives and volunteer leadership.
- Demonstrated experience advising and coaching CEO's and managers on a wide range of sensitive association management and human resources issues and developing politically and culturally sensitive, constructive solutions.
- Eight years or more of experience developing and managing human resources programs and services to match organization culture, comply with Federal and state laws and regulations and achieve organization goals.

- Eight years or more of experience managing human resources staffs to deliver programs and services with an internal customer service focus.
- Knowledge of association management and governance best practices, association strategic planning processes, Board management and volunteer leadership development.
- Work experience which demonstrates results utilizing “out of the box” thinking.
- Demonstrated experience working closely with volunteer member leaders in the areas of association management, governance and human resources.

Competencies

- Demonstrated skills in developing timelines and implementation plans, identifying resources required, organizing collaborative partners, following through on details of implementation, tracking changes and reporting progress for major areas of responsibility.
- Demonstrated skills in developing and implementing human resources policy consistent with compliance requirements that are realistic, fit the culture and within the resources available.
- Demonstrated skills managing human resources staff to teach, coach and mentor them for strong procedural consistency and customer service performance.
- Demonstrated skills in counseling managers, employees and volunteer leaders through challenging and sensitive situations, with credibility and respect, for constructive approaches and solutions.
- Highly developed writing and editing skills for policy documents, employee communications, leadership talking points, training materials, presentations, and sensitive association communications for various internal and external audiences.
- Demonstrated high level of presentation skills for briefings and training on leadership development and human resources.
- Demonstrated skills in working behind the scenes to build consensus through strong listening and negotiating skills.

- Ability to juggle multiple projects and meet deadlines while responding to fast paced daily workload demands and changing priorities.
- Strong problem-solving skills with ability to think creatively and design solutions that are realistic, achievable and responsive to the challenge.
- Conduct reflects strong ethical values and integrity, respect for confidentiality and ability to role model professional performance and conduct.
- Ability to use Microsoft Word applications.
- Ability to be flexible and adapt to organizational change.

Position Responsibilities

Internal: Works with SNA staff, SNA volunteer leadership and staff.

External: Works with vendors, association management consultants, insurance brokers and agents, staffing agency representatives and search firm principals and staff.

Support to CEO

- Provides advice and counsel to the CEO on Headquarters management and overall association management policy, procedures and practices.
- Reviews and problem solves a wide range of sensitive issues, concerns and challenges with the CEO.
- Keeps the CEO informed on Headquarters management operations issues, providing written and verbal updates, alerts and recommendations for problem solving.
- Working with CEO, implements Strategic Plan/ Annual Plan of Action strategies related to governance, organization and staffing and volunteer leadership development.
- Writes briefing material, emails, talking points, power point slides and sensitive communications for both internal and member audiences.
- Works with Senior Management Team members to problem solve issues and concerns and develop recommendations before presenting to CEO.
- Serves as “Acting” in the CEO’s absence, as needed.

Support to Executive Committee and Board of Directors

- Working with the CEO, provides advice and counsel to the Executive Committee members on governance, association management and leadership development related issues.
- Participates in Executive Committee meetings and conference calls.
- Provides input in development of Board of Directors' strategic planning sessions and development of annual goals/strategies; participates in special planning sessions with the Board.
- Develops annual recommendations for Board professional development and training; provides training, works with President on annual training priorities and resources to support them.
- Provides staff support to Vice President for annual CEO performance management process, including Board briefings, conducting reviews, compensation research, employment contract reviews and renewals.
- Serves as liaison between compensation consulting firm, President and the Board during compensation audits of CEO compensation.
- Develops Leadership Manual for incoming Vice President and working with the CEO, provides orientation and support between the election and installation.

Leadership Development

- Provides staff support to Leadership Development Committee for national nominations/election process and leadership development within the association.
- Oversees communications with candidates on eligibility and required paperwork for nominations, nomination letters and paperwork and follows up directly with candidates on policy interpretation, such as conflict of interest.
- Reviews and approves draft communications to promote nominations and election process to members.
- Supports Committee Chair and Vice Chair with briefings, updates, talking points and agendas for conference calls. Provides advice and counsel on committee operations, policies and procedures and sensitive matters.

- Oversees development and distribution of tracking grids for eligible candidates and required paperwork.
- Works with candidates and Legal Counsel on conflict of interest issues for policy interpretation and resolution.
- Oversees preparation of comprehensive briefing books for committee members to review and evaluate candidates at annual committee meeting in October.
- Develops and recommends interview process for VP and Secretary/Treasurer positions.
- Trains and coaches committee members on interviewing skills and goals, develops committee procedures and talking points for following up with selected and not selected candidates.
- Reviews and approves draft communications for announcement on selected candidates on web site and blast emails, working with Communications and Marketing staff team.
- Liaisons with election services vendor for national annual election support. Leads staff team to develop eligible voting list, vet member eligibility questions, and address member questions during elections.
- Provides recommendations and input for overall initiatives on SNA leadership development in the Strategic Plan to identify, cultivate and develop leaders for the future.

Human Resources

- Develops recommendations for strategic and business planning to align staffing resources with association mission and business goals.
- Responsible for developing policies, programs and activities to ensure that experienced and skilled staff are hired, compensated, developed and evaluated in order to carry out the mission and goals of the association.
- Provides direction and management for employment policy, recruitment and hiring, staffing, benefits policy, performance evaluation, training, new employee orientation, compensation, benefits, reporting and records management.
- Responsible for development and updating of human resources policy and procedural documents, including handbooks, manuals and CEO updates for compliance with Federal, state and local laws and regulations.

- Monitors national and state human resources trends and developments to identify issues and new laws and regulations impacting SNA and makes recommendations to the CEO on implementation.
- Provides one on one support to CEO and managers in implementing policies and procedures and practices; provides support to employees on policy and procedural interpretation.

Recruitment and Hiring

- Directs for overall recruitment and hiring process, including authorizations to fill positions, recruitment strategy for vacancies, recommendations to the CEO on exceptions to hiring salaries, issues and challenges in the process, compliance with Federal and state laws and regulations, review and approval of offer letters.
- Oversees negotiation of agency agreements for CEO approval and addresses performance and conduct issues of temps and temp to hires with agencies.

Staffing

- Develops recommendations for staffing and organization challenges, staff realignments/ and reorganizations, provides planning for timelines and management of implementation.
- Provides counseling and guidance to managers and employees on confidential, sensitive or challenging performance and conduct cases.
- Develops Senior Management Team, Senior Staff and All Staff meeting agendas, power points and handouts.
- Coordinates with center heads to schedule and plan charity drives and holiday events throughout the year.

Training

- Working with CEO, Senior Management Team and Sr. HR Manager, oversees development and implementation of an annual training plan and identifies priorities for limited training resources.

Performance Management System

- Provides overall management of SNA Performance Management System, including annual

Performance Objectives, Six Month Reviews and Annual Evaluations for all employees.

- Works with CEO and Staff Vice President for Finance and Information Technology/Controller to assign merit increases with budgeted funding, based on managers' recommendations.
- Reviews and approves manager and employee communications, conducts new employee training sessions, assists managers in writing performance objectives and evaluations.

Compensation and Benefits

- Working with Staff Vice President for Finance and Information Technology/Controller and Sr. Manager, HR, manages review of annual carrier rate proposals and works with broker to change benefits when needed to stay within SNA funding for benefits, reviews and approves Open Enrollment Guide and Open Enrollment employee communications and procedures.
- Directs internal individual and organization compensation reviews, reports and presentations, researches comparables and makes recommendations to CEO. Manages planning and implementation of compensation audits with compensation consulting firms.
- Assists managers in writing/updating job descriptions and reviews for consistency with internal guidelines.
- Reviews FLSA compensation audits.
- Makes recommendations and directs documentation for variable compensation, including performance bonuses, retention agreements, acting bonuses, etc.

Separations

- Responsible for managing voluntary and involuntary separation procedures and exit processes.
- Manages involuntary process with managers. Oversees development of documentation required, severance agreements, separation/severance paperwork and coordination with the Staff Vice President, Finance and Information Technology/Controller on financial provisions and the Sr. HR Manager. Reviews involuntary separation documentation with CEO and Legal Counsel for approval.

Office Services

- Responsible for management of food and beverage services for SNA conference facilities used by staff and outside hosts. Oversees planning and implementation of requested service.
- Oversees maintenance of kitchen operations, kitchen duty roster schedule and support to staff in maintaining clean and safe kitchen operations.
- Oversees maintenance of inventory of catering items (disposable and non-disposable).
- Oversees purchases of kitchen, cleaning and catering supplies purchases.
- Responsible for researching, developing recommendations and implementing approved office decorating, furniture and art work decisions.

Reports and Records Management

- Responsible for confidential handling of all human resources related materials, files and documents and compliance with Federal and state requirements and best practices.
- Develop report data and analysis as needed.

Management

- Participates in Board of Directors sessions for strategic planning, annual goal setting and organizational realignments to provide expertise and recommendations for deliberations of the Board.

- Maintains confidentiality on all sensitive and proprietary matters, in accordance with association policy and as directed by the CEO.
- Responsible for annual center budget, including detailed accurate projections and planning for revenue and expenses; reviews, reconciles and processes invoices; tracks data monthly alerting CEO and Staff Vice President Finance and Information Technology/Controller of any issues or concerns that may impact revenue and expense goals; tracks historical experience data; and meets budget goals.
- Hires, coaches, trains and evaluates staff to deliver programs and services to meet strategic pan goals and strategies, provide professional development opportunities and maximize use of resources.
- Stays current in association and non-profit trends in areas of responsibility; makes recommendations to CEO for changes or updates.
- Manages areas of responsibility to reflect understanding and sensitivity to the importance of broader association issues and concerns, beyond immediate area of responsibility.
- Represents CEO with members, SNA leadership and other stakeholders, as requested.

Supervisory Responsibilities

- Supervises the Senior Manager, HR and the Operations Associate.

This search is being conducted by:

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