

Executive Director Search

Pennsylvania Center for Employee Ownership

Updated September 29, 2015

The Pennsylvania Center for Employee Ownership (PCEO) is seeking its founding Executive Director. The PCEO is an emerging nonprofit organization dedicated to employee ownership in Pennsylvania. Its core goal is to create more employee-owned companies through education, primarily for business owners and secondarily for people who interact with them.

The executive director will ensure that the PCEO plays a vital role in a fundamental change in the U.S. economy. As baby boomers reach retirement age, more than \$1 trillion will change hands from this generation of business owners to the next. This may be the biggest business succession period this country will ever see, and the PCEO will be out in front of it, making sure these business owners have the right information. With the ongoing income inequality debate currently playing out across the country, ESOPs and broad-based employee ownership appeal to prominent leaders in both political parties. The wave of retiring baby-boomer business owners create a need for sustainable business succession solutions that benefit selling owners, employees, companies, and communities.

The PCEO seeks an executive director with a strong commitment to employee ownership, enormous enthusiasm for the work of creating more of it, and the ability to lead the organization to financial sustainability and professionalism. This position requires a strategic and motivating leader who maximizes the organization's potential by working collaboratively with the staff of the National Center for Employee Ownership (NCEO), the PCEO's Strategic Activities Committee (SAC), volunteers, and allied organizations; delivers exceptional programs; assertively promotes the organization; and ensures fiscal and organizational sustainability. The executive director will be the person primarily responsible for the successful launch of this new organization.

This most recent version of this job posting is available online as a [web page](#) and a [PDF](#).

Performance Expectations

The primary measures of the Director's success are the effectiveness and sustainability of the PCEO. The Director will be involved in setting the outcome targets, which will include measures such as the number of business owners reached, the number of relationships built with allied organizations, the amount of content developed, the quality and traffic on the website, outreach to service providers, and, if possible, number of new employee-owned companies attributable to the PCEO.

The Director will know he or she has been successful when within 12 months he or she has:

- Established relationships with targeted Pennsylvania-based trade and business organizations;

- Organized multiple townhalls for priority legislators at employee-owned companies around the state;
- Secured multiple speaking slots for PCEO volunteers at appropriate business events around the state;
- Delivered multiple mentions of the PCEO and/or employee ownership in print, online, or visual media;
- Helped the NCEO successfully develop its presentation modules and best practices handbook;
- Recruited effective volunteers and provided them with introductory training;
- Assessed the feasibility of hosting a full day PCEO seminar/conference in Philadelphia, Pittsburgh, or Harrisburg;
- Routinely engaged the volunteer base with a periodic email update;
- Tracked activities and outcomes and reported to the volunteer leadership and to the NCEO; and
- Secured diverse sources of funding to allow the PCEO to pursue its programs well into the future.

Responsibilities

The Director provides overall leadership and ensures maximum programmatic effectiveness and impact. The Director is responsible for the overall direction and management of the organization's programs, services, resource development, finances, personnel, contracts, and assets in accordance with the organizational mission and operational policies.

Specific responsibilities include:

Program Oversight and Direct Program Activities

- Coordinate PCEO programs and activities, such as maintaining a website and social media presence, making in-person and virtual presentations, and managing government relations (promoting awareness and action by Pennsylvania's executive and legislative branches).
- Ensure that programs and projects are carried out with high standards of quality and in keeping with the PCEO's mission and strategic plan;
- Coordinate volunteer presenters and authors;
- Write articles and other materials and make presentations; and
- Contribute to the PCEO's programmatic activities by developing and coordinating PCEO educational and training offerings.

Resource Cultivation, Networking, and Marketing

- Work closely with appropriate volunteer committees and other stakeholders to leverage connections, maximize fund development, and diversify funding sources;
- Attract financial supporters to the organization through active solicitation of foundations, individual donors, and public entities;
- Manage relationships with current donors and funders;
- Act as the PCEO's spokesperson, ambassador, and advocate with a variety of diverse constituents; actively promote the PCEO and its value in the community; and
- Develop concise and effective messages that convey PCEO programs, impact, and value.

Vision, Strategy, and Business Planning

- Provide leadership to the volunteers and other stakeholders in clarifying, refining, and implementing the vision and strategy; and
- Ensure consistency among the vision, mission, values, strategic plan, and day-to-day operations.

Financial and Organizational Management

- Administer day-to-day operations of the organization;
- Ensure compliance with legal, reporting and regulatory requirements;
- Oversee contract execution and administration for funding sources and subcontractors;
- Ensure deliverables, deadlines, and contractual obligations are met;
- Work with the volunteer leadership and the NCEO to ensure the financial health of the organization by providing sound business models, budgeting and financial management; and
- Facilitate the work of the volunteer leadership, recommend program and operating policies, and propose appropriate action when indicated.

Documentation

- Work with the outreach coordinator of the NCEO to document the PCEO's activities with the explicit goal of making the PCEO's successes as transferable as possible to other state employee ownership centers;
- Collaborate in the development of appropriate outcome measures of the PCEO's success; and
- Maintain and periodically report on a number of those outcome measures.

The Director's specific tasks will be guided by an action plan, currently in development, that will organize, prioritize, and set completion targets for the specific tasks that make up the various activities above. The Director will be part of the team that finalizes the action plan.

The Director will report to an individual member of the volunteer governing body (the Strategic Activities Committee) and secondarily to the executive director of the National Center for Employee Ownership.

About the PCEO

The PCEO is a soon-to-be incorporated Pennsylvania nonprofit organization. It has three years of basic funding, although its third year is contingent on the success of the first 18 months. It is a subsidiary organization of the National Center for Employee Ownership and primarily governed by Pennsylvania-based volunteers through a Strategic Activities Committee (SAC).

The PCEO is intended to supplement the work of existing organizations, not to compete with them. As a result, it will not have members, will focus on outreach to companies that are not yet employee-owned, will engage with all forms of employee ownership, will not provide feasibility assessments, and will seek to collaborate with existing organizations.

For more on the PCEO and its mission, see: www.ownershippennsylvania.org.

Qualifications

The ideal candidate will have a track record of successful and progressively responsible experience in management, strategy, relationship building, marketing, and resource development. The successful candidate will demonstrate a clear passion for the mission of the PCEO and excitement about its potential. Successful candidates may come from the nonprofit, business, foundation, or government sectors.

Candidates will not necessarily have all of the qualifications listed below, but people lacking many of these qualifications are unlikely to be strong candidates.

- At least five years of related professional experience;
- Demonstrated organizational development, management, and planning skills including skills in developing and implementing strategy and business plans;
- Understanding of the principles and main forms of employee ownership, including employee stock ownership plans (ESOPs), equity compensation, and worker cooperatives;
- Experience in developing curriculum and presenting educational events or trainings;
- Excellent written and oral communication skills that are effective with diverse audiences;
- Ability to work closely with professionals in the multiple fields related to employee ownership;
- Financial and operational acumen sufficient to understand an organization of this size and scope; direct experience with budget and P&L responsibilities;
- Ability to lead fundraising and resource-generating efforts;
- Experience working with a board of directors or other governing body preferred;
- Willingness and ability to work from home;
- Knowledge of the political climate in Pennsylvania; and
- Willingness to travel throughout the state.

The PCEO does not have an office and so the right candidate will have a place to work that is comfortable, professional, and conducive towards PCEO goals. The position will require substantial travel around the entire state, so the right candidate will need to be able to travel extensively.

Compensation and Application Process

The Director will receive a competitive compensation package, including incentive pay. Benefits include 100% employer-paid health insurance, an automatic 3% employer contribution to a 401(k) plan (after three months), and work-schedule flexibility. The actual compensation package will depend on a variety of factors, and will be discussed during the interview process.

Applicants should submit a cover letter, résumé, writing sample, and salary history to **jobs@nceo.org**. Applications without a cover letter may not be considered.

Individuals from diverse backgrounds are encouraged to apply. The PCEO is an Equal Opportunity Employer.