

DALBY, WENDLAND & CO., P.C.
ADMINISTRATION
JOB DESCRIPTION

POSITION:	Chief Operating Officer
EDUCATIONAL REQUIREMENTS:	Four year degree; MBA, CPA, and related professional designations considered for additional experience, but not required
EXPERIENCE/SKILLS REQUIREMENTS:	Ten years or more of professional services operational management experience; strong leadership, interpersonal and coaching skills; process and systems oriented; strong multi-tasking skills; highly organized.
COMMUNICATION ABILITIES:	Must be able to communicate clearly and concisely with supervisors, employees, and the public; Effective writing and speaking abilities.
JOB AND SUPERVISORY RESPONSIBILITY:	Responsible for overall operational management of the Firm overseeing Administrative Management and Staff team; Effectively work as a leader to implement vision, strategic direction, and projects of the Firm
ACCOUNTABILITY:	Reports to the Chief Executive Officer, in conjunction with the Board of Directors.
PHYSICAL REQUIREMENTS:	Standing, sitting, lifting, occasionally carrying an estimated 20 to 40 pounds; Daily/weekly repetitive motion, computer and desk work.
FIRM EXPECTATIONS:	<i>Trust:</i> Building confidence with others <i>Responsibility:</i> Taking ownership of your actions <i>Respect:</i> Having regard for others

ESSENTIAL DUTIES, FUNCTIONS, AND RESPONSIBILITIES:

Essential duties, functions, and responsibilities are those that are central and necessary to the adequate performance of the job. These are duties, functions, and responsibilities the person performs as a normal activity as required throughout the year.

1. Operations -- Implements the Firm's organizational values, directions, and performance expectations by overseeing:
 - a. Governance/Regulatory
 - b. Planning/Vision
 - c. Human Resources/Recruiting/Training
 - d. Finance/Insurance/Benefits
 - e. Marketing/Business Development
 - f. Technology/Communication Systems
 - g. Facilities/Operations

Chief Operating Officer

2. Governance/Regulatory
 - a. Plans corporate meetings, minutes, processing ownership documents, stock redemptions, and the maintenance and administration of the corporate documents archiving
 - b. Directs and complies with external compliance reporting requirements, including leadership and ownership changes for all jurisdictions
 - c. Coordinate with advisors involving corporate, client, and employee planning and legal matters
3. Planning/Vision
 - a. Oversees vision, strategic direction, goal setting and action planning, deployment of plans, and how accomplishments are measured and sustained.
 - b. Continually evaluates and improves the effectiveness of all policies, processes, and controls that support the achievement of the Firm's short and long term plans/goals
 - c. Measures and analyzes performance and manages organizational knowledge to drive improvements and organizational competitiveness
 - d. Recommends criteria and coordinate negotiations for the merger or acquisition of practices and development of new offices
4. People
 - a. Oversees recruitment process, working with offices, teams, and vendors to meet talent needs
 - b. Directs human resources compliance, legal, and onboarding/offboarding operational procedures
 - c. Ensures people practices are evaluated, improved and implemented, including creating, inspiring, and maintaining a high-performance workplace and developing employees talent and experience to adapt to change
 - d. Creates and oversees people and team development training programs and events
 - e. Plans people evaluations and career planning program and processes
 - f. Develops and maintains an effective management coaching and mentoring teams to implement the the talent and succession plan
 - g. Oversees employee events, activities, and recognition
5. Finance/Insurance/Benefits
 - a. Oversees financial controls to achieve the Firm's goals, including financial reporting, budget management, control of work-in-process and receivables, and determination of reserves or lines of credit for firm cash flow
 - b. Serves on leadership committee for firm compensation system
 - c. Provides and maintains adequate insurance/benefit coverage including: professional liability, health care, 401k, and other appropriate policies and benefits, working with Plan Administrator, Third-Party Administrators, and Vendors
 - d. Contracts/Agreements – Approves contracts between the Firm and outside agencies/vendors, including leases, suppliers, software/hardware/ furniture, and related operational services
6. Marketing/Communications
 - a. Ensures industry and community surveys, market research, client relationship management input, and other data is gathered and analyzed

Chief Operating Officer

- b. Oversees Firm message, branding, and position in the marketplace through various internal and external media
 - c. Is aware of social media, web, community, and marketplace activities
7. Technology/Communications Systems
- a. Assures technology and communications system performance meets the needs of employees and the Firm
 - b. Planning for future technology needs and their timely implementation.
8. Facilities/Operations
- a. Assures building, offices, work locations, and equipment meet firm standards
 - b. Identifies and anticipates operational needs in advance and updates as needed

OTHER DUTIES:

This job description is not intended to be an exhaustive list of all duties, responsibilities, or qualifications associated with the job. Duties and responsibilities may be revised or changed.

2019 TRANSITIONAL PROJECT ASSIGNMENTS (Revised - January 21, 2019):

The following list of duties is included to describe project planning in anticipation of this position's transition in 2019. Most, if not all of these projects, are in conjunction with the 2019 transition of the Firm's Chief Executive Officer, with the COO working in conjunction with the CEO on many of these projects:

1. Be an Integral Leader for Vision Implementation (In its Second of a Five-Year Plan)
2. Improve Decision-Making Speed (For the Firm, Governing Bodies, and Projects)
3. Directly Supervise Human Resources Function (And Evaluate Future Needs for a People Manager in this Role)
4. Establish People & Team Development Career Training Program (Resources, Curriculum, and Tracking)
5. Develop a Principal Annual Evaluation Program
6. Establish a Principal Compensation Structure and Compensation Committee
7. Update Firm Financial Controls (with CEO, Treasurer, Financial Manager, and Controller)
8. Review Owner Non-Qualified Deferred Compensation Plans
9. Plan Technology Projects for: (1) Document Management, (2) Work Flow, (3) Practice Management, (4) Webinar Conferencing (and any program suites related to these topics)
10. Keep Service Line Initiatives and Branding On-Task (Serve with CEO, Director of Client Accounting Services, and Marketing Manager)
11. Work with Directors of Audit and Tax on Quality Controls (Such as Peer Review, Engagement Processes, Licensing, Firm Data for Insurance Renewal Applications, Periodic Reports, Filings)
12. Establish Networks/Alliances Resources for National and International Technical Advice and Operational support