



Growing Tribal Economies  
Strengthening Tribal Finance

---

1101 30<sup>th</sup> Street, NW • Suite 500 • Washington, DC 20007 • 202-558-8040

## POSITION DESCRIPTION

### ABOUT THE POSITION

<b>Title:</b>	Executive Director
<b>Classification:</b>	Full-time; exempt
<b>Work Environment:</b>	Home office; some required travel
<b>Reporting:</b>	Reports to the Board of Directors

### ABOUT NAFOA

NAFOA is a national non-profit organization (“Organization” or “NAFOA”) providing leadership for the advancement of independent and culturally-vibrant American Indian and Alaska Native communities by promoting excellence in financial management, advocating sound economic and fiscal policy, developing innovative education initiatives, and providing essential information, resources, and support to meet the challenges of economic growth and change.

### POSITION OVERVIEW

The Executive Director serves as chief executive officer of the organization, and is responsible for overseeing the administration, programs, and strategic plan of the organization. The position reports directly to the Board of Directors.

### General Responsibilities of the Executive Director

**Board Governance.** Works with the Board in order to fulfill the organization’s mission.

- A. Responsible for leading NAFOA in a manner that supports and guides the organization’s mission as defined by the Board.
- B. Responsible for communicating effectively with the Board and providing, in a timely and accurate manner, all information necessary for the Board to function properly and to make informed decisions.

**Financial Performance and Viability.** Develops resources sufficient to ensure the financial health of the organization.

- A. Responsible for the fiscal integrity of NAFOA, to include submission to the Board of a proposed annual budget and monthly financial statements, which accurately reflect the financial condition of the organization.
- B. Responsible for fiscal management that generally anticipates operating within the approved budget, ensures maximum resource utilization, and maintenance of the organization in a positive financial position.

- C. Responsible for fundraising and developing other resources necessary to support NAFOA's mission.

**Organization Mission and Strategy.** Works with the Board and staff to ensure that the organization's mission is fulfilled through programs, strategic planning, and community outreach.

- A. Responsible for implementation of NAFOA's programs that carry out the organization's mission, including the acquisition and retention of Members.
- B. Responsible for strategic planning to ensure that the organization can successfully fulfill its mission into the future.
- C. Responsible for the enhancement of NAFOA's image by being active and visible in Indian country, the community generally, and by working closely with Tribal, federal, state, and local governments as well as other professional, civic and private organizations.

**Organization Operations.** Oversees and implements resources to ensure that the operations of the organization are appropriate.

- A. Responsible for the administration of NAFOA's operations.
- B. Responsible for recruiting, hiring, managing (including disciplining), and retaining competent, qualified staff.
  - 1) All staff members will report directly to the Executive Director through an organization chart established by the Executive Director.
- C. Responsible for signing all notes, agreements, and other instruments made and entered into and on behalf of the organization.

## **POSITION RESPONSIBILITIES**

Position responsibilities include, but are not limited to, the following:

1. Overall management and implementation of NAFOA programs, and its strategic, tactical and daily operations; and all financial operations;
  - a. Coordinate the development or implementation of budgetary control systems, recordkeeping systems, or other administrative control processes.
  - b. Direct, plan, or implement policies, objectives, or activities of NAFOA to ensure continuing operations, to maximize returns on investments, or to increase productivity.
2. Oversee and direct all legal and legislative affairs of NAFOA;
  - a. Negotiate or approve contracts or agreements with suppliers, distributors, federal or state agencies, or other organizational entities.
3. Ensure effective and cost-efficient operating policies and procedures, recordkeeping systems, and reporting protocols;
4. Direct all activities that support NAFOA conference and meeting functions;
5. Provide regular reports to the Board including, contracts, grants, programs, financial, and other relevant categories;
6. Develop, implement, and manage high-quality strategic plans and goal-setting, while ensuring that short- and long-term goals are met or exceeded;

7. Review and analyze legislation, laws, or public policy and recommend changes to promote or support interests of tribal nations.
8. Make presentations to legislative or other government committees regarding policies, programs, or budgets.
9. Act as a catalyst for meaningful and relevant policy change;
10. Oversee all aspects of talent management including, but not limited to, recruiting, screening, hiring, onboarding, ongoing personnel management, training, and discipline;
  - a. Appoint department heads or managers and assign or delegate responsibilities to them.
  - b. Analyze operations to evaluate performance of NAFOA or its staff in meeting objectives or to determine areas of potential cost reduction, program improvement, or policy change.
  - c. Implement corrective action plans to solve organizational or departmental problems.
  - d. Establish departmental responsibilities and coordinate functions among departments and sites.
  - e. Review reports submitted by staff members to recommend approval or to suggest changes.
11. Ensure that staff performance and engagement remain high, are rigorously ethical and aligned with subject matter issues affecting the interests of tribal nations;
12. Oversee all aspects of the NAFOA Institute.
13. Lead by example, provide clear/consistent performance standards, manage performance issues decisively, enable good communication practices, and motivate staff to maximize engagement, results, and performance;
14. Develop and retain a high performing managerial team across all functional groups, and support work efforts and goals by providing strategic and functional leadership, regular feedback, and direction;
15. Develop and strengthen NAFOA's capacity to serve its membership through fundraising, legislative and policy work, advocacy, education, awareness and public relations initiatives, alliances, partnerships, fundraising, communication, and meeting forums;
16. Oversee and direct the development of policy and programmatic issues and provide analysis, information, and recommendations to assist the Board in developing policy positions, and priorities;
17. Serve as the principal staff liaison to tribal nations, federal contracting agencies, and other funding sources regarding project development, contract/grant development, and negotiations, including implementation and management in a way that best serves NAFOA and its membership;
18. Serve as principal liaison with tribal nations, the U.S. Congress, Congressional Committees and Sub-Committees, and the President's Administration related to tribal advocacy activities;
19. Coordinate and communicate with all involved in the advocacy process, oversee the development of testimony, briefing papers, reports, marketing and educational materials as may be required to follow up and track legislation, policy issues and

other matters of concern to tribes, and provide timely communication with all involved in the advocacy process including the use of social media;

- a. Interpret and explain policies, rules, regulations, or laws to organizations, government or corporate officials, or individuals.
20. Foster relationships with NAFOA partners by convening and regularly communicating with an array of tribal nations and national, regional, and tribal organizations focused on a broad range of policy priorities;
21. Develop relationships and contacts that are necessary to further the overall mission and responsibilities of NAFOA, including interaction with federal partners, national and regional organization partners, constituent inquiries, and correspondence;
22. Serve as the principal external liaison with the media, other Native organizations, non-Native support groups, and federal and state agencies;
23. Serve as a public relations liaison in a manner that preserves, protects, and strengthens the reputation and integrity of NAFOA;
24. Participate on external committees, boards and/or commissions with full disclosure to the Board, and serve on internal ad hoc, permanent committees or task forces of NAFOA as a member or ex-officio member at the discretion of Board;
25. Effectively serve as an adviser and executive staff member for the Board as elected officials that were elected by member tribal nations to steer the organization and directly reflect the views, values, and ethics of the tribal nations that NAFOA represents, and execute their vision for the organization;
26. Maintain regular and ongoing communication to build strong relationships with the entire Board, providing leadership and support to members at all times, including communicating effectively with the Board by providing members with all information necessary to continually function properly and make informed decisions in a timely and accurate manner; and
27. Other responsibilities as reasonably determined or assigned.

## **KNOWLEDGE AND SKILLS**

### **Knowledge**

- **Administration and Management** — Knowledge of business and management principles involved in strategic planning, resource allocation, human resources modeling, leadership technique, production methods, and coordination of people and resources.
- **Personnel and Human Resources** — Knowledge of principles and procedures for personnel recruitment, selection, training, compensation and benefits, labor relations and negotiation, and personnel information systems.
- **Law and Government** — Knowledge of laws, legal codes, court procedures, precedents, government regulations, executive orders, agency rules, and the democratic political process.
- **Accounting** — Knowledge of accounting principles and practices.
- **Education and Training** — Knowledge of principles and methods for curriculum and training design, teaching and instruction for individuals and groups, and the measurement of training effects.

## Skills

- **Judgment and Decision Making** — Considering the relative costs and benefits of potential actions to choose the most appropriate one.
- **Complex Problem Solving** — Identifying complex problems and reviewing related information to develop and evaluate options and implement solutions.
- **Critical Thinking** — Using logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions or approaches to problems.
- **Speaking** — Talking to others to convey information effectively.
- **Coordination** — Adjusting actions in relation to others' actions.
- **Management of Personnel Resources** — Motivating, developing, and directing people as they work, identifying the best people for the job.
- **Social Perceptiveness** — Being aware of others' reactions and understanding why they react as they do.
- **Active Listening** — Giving full attention to what other people are saying, taking time to understand the points being made, asking questions as appropriate, and not interrupting at inappropriate times.
- **Management of Financial Resources** — Determining how money will be spent to get the work done, and accounting for these expenditures.
- **Negotiation** — Bringing others together and trying to reconcile differences.
- **Persuasion** — Persuading others to change their minds or behavior.
- **Time Management** — Managing one's own time and the time of others.
- **Writing** — Communicating effectively in writing as appropriate for the needs of the audience.
- **Management of Material Resources** — Obtaining and seeing to the appropriate
- **Instructing** — Teaching others how to do something.
- **Learning Strategies** — Selecting and using training/instructional methods and procedures appropriate for the situation when learning or teaching new things.

## WORK HOURS

This is a Forty (40) hours per calendar week position, fifty-two (52) weeks per calendar year; provided, however, during the time periods leading up to, during, and immediately following Organization conferences and similar events, involvement up to Sixty (60) per week will be required.

## COMPENSATION

Annual Salary: Negotiable based on experience and skill set related to the qualifications stated.

## **WORK ENVIRONMENT**

Work from a home office as set out in Attachment A to this Position Description, and meet with NAFOA staff and partners in person as directed. Domestic travel is required for developing and working with higher institutions, attendance at classes, seminars, conferences, client relationship building, staff meetings, and similar events or undertakings.

## ATTACHMENT A

### REMOTE OFFICE LOCATION

#### *Home Office Generally*

This position offers the flexibility inherent in working from home. To offer this benefit NAFOA expects and considers it to be a job requirement that the Executive Director create a workspace ("home office") in his/her dwelling conducive to performing his/her duties on behalf of NAFOA.

The Executive Director is responsible for (i) basic office furniture costs, (ii) the rent and utilities of the home attributable to the office, and (iii) other general supplies to perform the work.

#### *Phone and Internet*

The success of this position is founded on the use of the Internet and the telephone. Consequently:

- NAFOA will provide the Executive Director with a cellphone and laptop computer for his/her use at home or travel, and an external hard drive to be used for backing-up all NAFOA related files of any nature and type.
  - Executive Director shall provide the NAFOA Operations Director the user name(s) and passcode(s) for all telephonic, computer, printing, copying, scanning, faxing and/or similar equipment and application programs, websites and all other user name and/or passcode access controlled sites related to any and all NAFOA provided equipment and/or software at the time any such information is first established or changed. This provision of access-related information shall be a continuous and ongoing duty; and essential job function.
- The Executive Director may use the NAFOA provided cellphone for personal use that does not cause any additional charges to NAFOA. Outgoing messages or voicemail messages must clearly and professionally indicate the Executive Director's role with NAFOA and the ability for someone to leave a message for the Executive Director in this capacity.
- The Executive Director will be responsible for backing up his/her computer files at least once a calendar month on the hard drive that NAFOA provides, and storing that hard drive in a safe place. In addition, the Executive Director will have a NAFOA email account that automatically receives and forwards all emails sent from or received by the Executive Director's NAFOA email address. Periodically and at least quarterly, the Executive Director must send him/herself and NAFOA's Operations Director a compressed file of his/her NAFOA hard drive to his/her respective NAFOA email accounts, that will serve as a backup in case of a local disaster.

NAFOA's remote working office environment is functional thanks to many tools and protocols the Organization has adopted. This position requires regular communication with fellow colleagues and NAFOA staff, NAFOA Partners, member Tribes, suppliers, vendors, consultants, contractors, and others via email, telephone, conference calls, web conferencing, website posting, blogs, wiki participation, and instant messaging; as well as other forms of communication which may become available in the future. The Executive Director will need to become familiar and comfortable with using these communication options in order to facilitate an effective working environment for all.