



# MCA

DETROIT

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www.mcadetroit.org



**Mechanical Contractors Association of Detroit**

36200 Schoolcraft Rd. • Livonia, MI 48150

## Chief Operating Officer

Position Description, Essential Functions, and Accountability Matrix

**Level:** Executive

**Division:** All Association Divisions and Business Operations

**Reports to:** Chief Executive Officer

**Supervisory Responsibility:** All internal functions and employees of MCA Detroit

### Positional Overview

Under direction from the Chief Executive Officer (CEO), the Chief Operating Officer (COO) is responsible for implementing MCA Detroit's vision, mission, and initiatives, through the coordination of cross-functional divisions (Safety, Education, Labor Relations, Government Affairs, Public Relations, Industry Development) and their respective leadership staff. It is expected that the COO will work to enhance the overall effectiveness of MCA Detroit through the three fundamental pillars of culture, strategy, and change, while leading, designing, evaluating, and/or innovating the policies, procedures, workflows, system, and the structure that guides effective business administration and development. The COO is a largely inward facing role, prioritizing organizational excellence through a sequential, continuous, and repeating process that revolves around culture, strategy, and change within the Association.

### Qualifications

#### *Required Education and Experience:*

- Master's degree in business or public administration (MBA/MPA).
- High-level understanding of staff management, business strategies, and industry specific competencies.
- Demonstrable competence in strategic planning, business development, and personnel management.
- Minimum of eight (8) years' experience in an executive leadership/management role.

#### *Preferred Experience:*

- Experience as an executive (within a mechanical contractor highly preferred).
- Experience working with Associations (with Construction Associations highly preferred).
- Working knowledge of data analytics and performance/operation metrics.
- Experience in the leadership of cross-functional teams/divisions.

#### *Required Core Competencies:*

- |                                 |                           |                           |
|---------------------------------|---------------------------|---------------------------|
| • Business Acumen               | • Finance                 | • Facilities Management   |
| • Team Leadership               | • Human Resources         | • Internal Communications |
| • System/Workflow Creation      | • Operations Management   | • Public Relations        |
| • Data Analytics                | • Risk Management         | • Sustainability          |
| • Culture Building              | • Governance              | • Marketing               |
| • Strategic Planning            | • Legal                   | • Safeguarding            |
| • Change/Integration Management | • Compliance              |                           |
| • Information Technology        | • Supply Chain Management |                           |

#### *Additional Eligibility Qualifications:*

- System-based mindset, with strong leadership and managerial skills to ensure proper implementation.
- Highly articulate, with demonstrated competence in written and verbal communication.
- Able to influence teams with dynamic strengths to accomplish tasks/goals.
- High level of organizational skills with the ability to work under pressure.
- Able to prioritize work activities based upon financial impact to desired business goals.
- Must have the ability to simultaneously handle a large and diverse number of projects, tasks and issues with tact, collaboration, and persistence.

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## Executive Eligibility Qualifications (C-Suite Positions Only):

### Professional Experience

- A sincere willingness and ability to create and implement partnerships.
- Proven success in a leadership role with complex and distributed organizations having a strong value-driven mission and culture.
- Strong management background across public, private and/or non-profit sectors, which demonstrates financial acumen, managerial sophistication, understanding of organizational behavior and culture, commitment to accountability, and ability to deliver results.
- Direct experience working effectively with a Board of Directors of a mission-driven organization.

### Setting Strategy

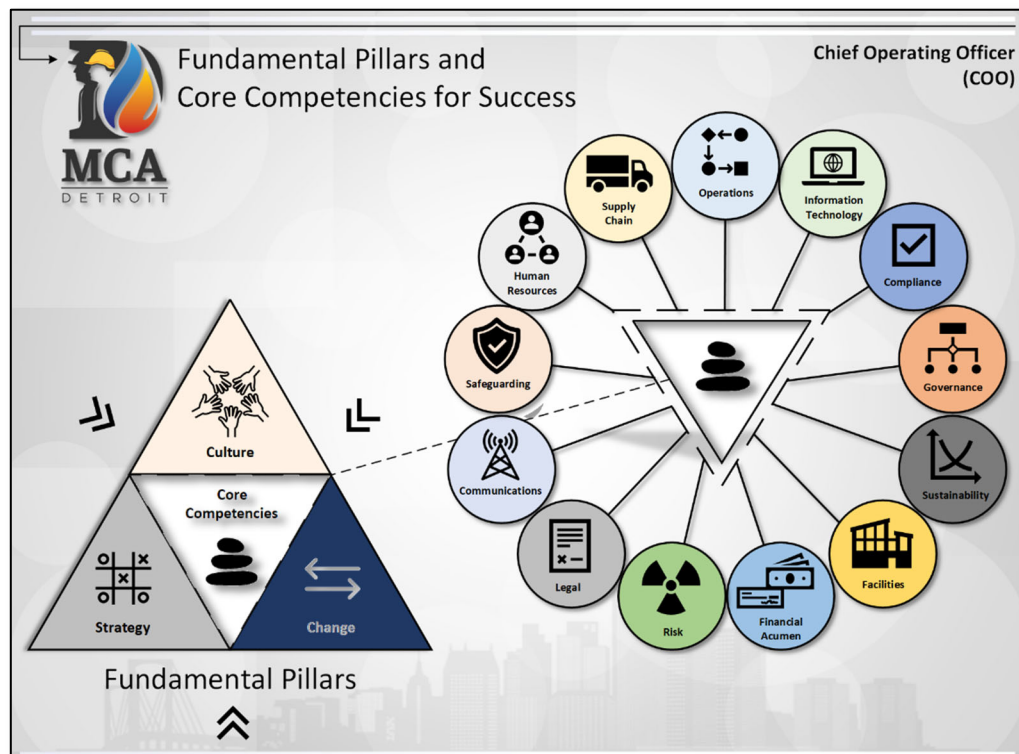
- The ability to create and articulate an inspiring vision for the organization.
- The inclination to seek and analyze data from a variety of sources to support decisions and align others with MCA Detroit's overall strategy.
- An entrepreneurial and creative approach to developing new, innovative ideas that will stretch the Association and push the boundaries.
- The ability to effectively balance the desire/need for broad change with an understanding of how much change the Association is capable of handling; to create realistic goals and implementation plans that are achievable and successful.

### Executing for Results

- Someone who takes smart calculated risks.
- Tenacious and accountable in driving results.
- The ability to set clear and challenging goals while committing the organization to improved performance.
- Comfortable with ambiguity and uncertainty; the ability to adapt nimbly and lead others through complex situations.
- A visionary who seeks data and input from others to foresee possible threats or unintended circumstances from decisions.
- A leader who is viewed by others as having a high degree of integrity and forethought in their approach to making decisions; the ability to act in a transparent and consistent manner while always considering what is best for the Association.

### Leading Teams

- The ability to attract and recruit top talent, motivate the team, delegate effectively, celebrate diversity within the team, and manage performance; widely viewed as a strong developer of others.
- The ability to persevere in the face of challenges and exhibit a steadfast resolve and relentless commitment to higher standards, which commands respect from followers.
- A leader who is self-reflective and aware of their own limitations; leads by example and drives the Association's performance with an attitude of continuous improvement by being open to feedback and self-improvement.
- Naturally connects and builds strong relationships with others, demonstrating strong emotional intelligence and an ability to communicate clearly and persuasively.
- An ability to inspire trust & followership in others through compelling influence, powerful charisma, passion in their beliefs, & active drive.
- Encourages others to share the spotlight and visibly celebrates and supports the success of the team.
- Creates a sense of purpose/meaning for the team that generates followership beyond their own personality and engages others to the greater purpose for the organization.





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**Essential Functions**

*General Business Administration:*

1. Implement the vision as set by the CEO.
2. Implement the Association's mission as set by the Board of Directors.
3. Hold the team accountable to the Association values.
4. Oversee the internal business operations and staff of MCA Detroit.
5. Design, implement, and manage business systems, strategies, plans, and procedures.
6. Design and maintain company collateral (websites, calendars, signatures, paperwork, presentations, templates, etc.).
7. Regularly provide performance and professional development feedback, coaching, and guidance to MCA Detroit staff.
8. Develop, implement, and administrate the Association Impact Metrics (AIM).
9. Lead MCA Detroit through an organizational excellence program, annually.

*Financial Management:*

1. Develop, implement, and maintain the Association's budgeting SOP.
2. Assist in monitoring and controlling the approved budgets.
3. Approve all financial expenditure.
4. Evaluate each division's profit/loss, implement changes to increase revenue and minimize expenses.
5. Ensure that the financial operations of MCA Detroit are carried out in an ethical, responsible manner.

*Divisional Leadership:*

1. Lead 1:1 meetings with division leadership.
2. Maintain cross-functional collaboration between all association divisions.
3. Provide feedback and collaboration on the divisional WIPs.
4. Work to develop the divisions in a manner that aligns with the initiatives of the Association.
5. Manage accountability within the divisions by ensuring adherence to policies and procedures.
6. Ensure division team members have appropriate training and other resources needed to perform their jobs.
7. Work with the division teams to assess areas of efficiency and growth potential, forecast requirements; prepare an annual budget; schedule expenditures; analyze variances; initiate corrective actions.

*Business Development:*

1. Develop and direct the Association's Key Partner Program (KPP).
2. Develop and direct the team member's Individual Business Development Plan (IBDP).
3. Provide accountability in achieving year-over-year growth within MCA Detroit's partnerships.
4. Lead monthly Pipeline Communication Meetings (PCM).
5. Oversee any marketing initiatives and digital presence to ensure vision compliance.
6. Assist in managing relationships with partners/vendors.

*Board of Directors*

1. Attend MCA Detroit Board of Director's meetings.
2. Assist the CEO in Board management, succession, and other logistics, as requested.
3. Deliver appropriate and effective executive-level communication regarding Association operations, project milestones, deliverables, dependencies, risks, and issues, short-term and long-range considerations; providing information and commentary pertinent to deliberations; recommending options and courses of action; implementing directives.

*Executive:*

1. Attend and come prepared to weekly 1:1 with the CEO.
2. Maintain an open and transparent partnership, where all Association information is shared to maintain continuity.
3. Constantly push the Executive Team to strive for innovation, excellence, and accomplishment.
4. Other duties and activities assigned by the CEO.

*Trust Funds*

1. Develop, implement, and assist the CEO in managing the Trust Fund Rotation Strategy (TFRS).
2. Serve as the trust fund's Association Lead, as assigned.
3. Ensure compliance with federal, state, and local regulations.

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4. Attend all necessary trust fund meetings and events.
5. Work to advance the strategy, mission, goals, initiatives, and plans of the management team.
6. Address and resolve any issues or disputes related to trust fund administration.
7. Maintain a professional, collaborative environment at trust fund meetings and events.

***Labor Relations:***

1. Build collaborative relationships with Union leaders and staff.
2. Assist in negotiations on behalf of the Association.
3. Become a subject matter expert in the Local 98 and 636 Collective Bargaining Agreements (CBA).
4. Become a subject matter expert of the Mechanical Contractor's Association of America (MCAA).

**General Requirements:**

- The above statements are intended to describe the general nature and level of work being performed by the person assigned to this position. They are not intended to be a complete list of responsibilities, duties, and skills required of personnel assigned.

**Independence of Action:**

- Many Key Performance Indicators (KPIs) and desired results are defined. Aside from these items, it is expected that employees independently seek ways of advancing their position and division through the setting of personal goals and determining how to accomplish results, with few or no guidelines to follow.

**Physical Demands**

- The physical demands described here are representative of those that must be met by an employee to successfully perform the key duties and responsibilities of this job. Reasonable accommodation may be provided to enable individuals with disabilities to perform critical tasks.
  - Environment: Work is performed primarily in a standard office environment with staff contact and frequent interruptions.
  - Physical: Primary functions require sufficient physical ability and mobility to work in a standard office setting; to stand or sit for prolonged periods of time; to occasionally stoop, bend, kneel, crouch, reach, and twist; to lift, carry, push, and/or pull light to moderate (up to 20 pounds) amounts of weight; to operate office equipment requiring repetitive hand movement and fine coordination including use of a computer keyboard; may be required to travel to other locations using various modes of private and commercial transportation; and to verbally communicate to exchange information.
  - Vision: Ability to see in the normal visual range with or without correction.
  - Hearing: Ability to hear in the normal audio range with or without correction.

**Position Type and Expected Hours of Work**

- Normal business hours, Monday - Friday, 7:00 a.m. to 5:00 p.m.
- This is a full-time (45+ hours/week) position, with multiple after-hour commitments.
- Evening and weekend work required, as job duties demand.
- Modifications to the COO's standard schedule will be at the discretion of the CEO.

**Travel Requirements**

- Travel is required.

**Special Conditions of Employment**

- Active driver's license and clean driving record.
- Pre-employment Background Check.
- Standard drug screen.
- Maintaining credentials.

**Professional Development Expectations**

- Update job knowledge by participating in educational opportunities, reading professional publications, maintaining personal networks, and participating in professional organizations.
- Constantly seek awareness and understanding of federal, state, and local legal requirements, study new and existing legislation; anticipate future legislation; be able to advise partners on products, services, or equipment adherence to requirements.