

POSITION DESCRIPTION

Job Title:	Executive Director
Reports To:	Board of Directors, TLE, Inc.
FLSA Status:	Exempt
Approval Date:	October 16, 2015

POSITION SUMMARY

The Executive Director serves as the Chief Executive of TLE, Inc., a wholly owned entity of the Habematolel Pomo of Upper Lake, a federally recognized Indian Tribe (“Tribe”). TLE, Inc. is the parent corporation to Upper Lake Processing Services, Inc. (“ULPS”) and Pomo One Marketing, Inc., d/b/a ArrowShade (“ArrowShade”). ULPS and ArrowShade are both in sectors of the short-term lending/financial services business. However, the Tribe anticipates diversification of its economic endeavors through TLE, Inc. The Tribe also anticipates creation of a Section 17 Corporation¹, and the Executive Director will play a key role in that process and ultimately in the administration of the Section 17 Corporation. Together, the Board of Directors of TLE, Inc.², (“Board”) and the Executive Director assure TLE, Inc.’s accomplishment of its mission and vision, including successful operation of ULPS and ArrowShade and any other entities that TLE, Inc. may operate.

The Board delegates responsibility for management and day-to-day operations to the Executive Director, and he or she has the authority to carry out these responsibilities, in accordance with the direction and policies established by the Board. The Executive Director provides direction and guidance to the Board as it carries out its governance functions.

The Executive Director will be required to spend a great deal of time, in person, with the Board in Upper Lake, California. However, he or she will also be required to travel to Kansas, Florida and other states in connection with oversight of ULPS and ArrowShade.

ESSENTIAL DUTIES, RESPONSIBILITIES & ACCOUNTABILITIES

1. Legal Compliance

- a. Assures filing of all legal and regulatory documents and monitors compliance with relevant laws and regulations. Presently, such laws and regulations relate primarily to those affecting the short-term lending/financial services industry. However, as stated above, the Tribe anticipates diversification of its economic pursuits. Thus, additional laws and regulations will become relevant as diversification occurs.

2. Mission, Policy and Planning

- a. Helps the Board determine TLE, Inc. and its subsidiaries’ values, mission, and short and long-term goals;
- b. Helps the Board monitor and evaluate TLE, Inc. and its subsidiaries’ relevance to the community, the clients and customers it serves, its effectiveness, and its results;
- c. Helps the Board manage both ULPS and ArrowShade, including mediation of business and other disputes that may arise between them periodically;
- d. Keeps the Board fully informed on the condition of TLE, Inc. and all of its subsidiaries, including but not limited to ULPS and ArrowShade, as well as all important factors impacting these entities;
 - i. Identifies problems and addresses them;

¹ A federally chartered tribal corporate entity created under the authority of the Indian Reorganization Act, 24 U.S.C. §477.

² The Board of Directors of TLE, Inc. exactly mirrors the Executive Council (the Tribe’s governing body).

- ii. Identifies opportunities and addresses them;
- iii. Brings problems and opportunities to the Board's attention, as appropriate, with specific suggestions regarding related actions;
- iv. Facilitates discussion and deliberation with the Board and TLE, Inc. subsidiaries;
- v. Informs the Board and any committees about trends, issues, problems, and activities in order to facilitate policy-making and prudent business decisions that will advance the interests of TLE, Inc. and its subsidiaries;
- vi. Recommends policy positions.
- e. Remains informed of developments in the financial services sector, human services, corporate and tribal governance, fund development, and potential investor and partnership opportunities for TLE, Inc. and its various subsidiaries.

3. Management and Administration

- a. Provides general oversight of all TLE, Inc. activities, manages the day-to-day operations, and assures a smoothly functioning, efficient organization;
- b. Assures program quality and organizational stability through development and implementation of standards and controls, systems and procedures, and regular evaluation;
- c. Assures a work environment that recruits, retains and supports quality staff at all levels of TLE, Inc. and its various subsidiaries, including development, implementation and maintenance of processes for selecting, developing, motivating, and evaluating staff;
- d. Recommends staffing and financing to the Board, and in accordance with Board action, recruits personnel, negotiates professional contracts, and sees that appropriate salary structures are developed and maintained;
- e. Specifies accountabilities for management personnel and evaluates performance regularly.

4. Governance

- a. Assists the Board in articulating, understanding, and adhering to its own role and accountabilities and that of any committees and individual members, and helps evaluate performance regarding same regularly;
- b. Works with the Chairperson of the Board to enable the Board to fulfill its governance functions and facilitates the optimum performance by the Board, its committees and individual Board members;
- c. With the Chairperson of the Board, focuses the Board on long-range strategic issues as well as timely completion and progress of immediate and intermediate steps required for fulfilling long and short-range goals;
- d. Manages the Board's due diligence process to assure timely attention to core issues;
- e. Works with Board officers and committee chairs to get the best thinking and involvement of each member and to stimulate each member to give his or her best;
- f. Recommend persons to participate in the Board and its committees.

5. Financing

- a. Promotes programs and services that are produced in a cost-effective manner, employing economy while maintaining acceptable quality;
- b. Oversees the fiscal activities of the organization, including budgeting, reporting and audit of TLE, Inc. and its subsidiaries;
- c. Works with the Board to ensure financing to support short and long-term goals;
- d. Acts as guarantor to the extent required for TLE, Inc. as well as any of its subsidiaries (with protection of indemnification agreement).

6. Community Relations

- a. Facilitates the integration of TLE, Inc. and its subsidiaries into the fabric of the community by using effective marketing and communications activities;
- b. Acts as an advocate, within the public and private sectors, for issues relevant to and affecting TLE, Inc. and its subsidiaries, their services and constituencies;
- c. Listens to clients, employees, vendors, and others in order to improve services and promote retention and positive business relationships;
- d. Serves as the chief spokesperson for TLE, Inc. and its subsidiaries, assuring proper representation of the same to all levels of the communities in which TLE, Inc. and its subsidiaries operate.
- e. Initiates, develops, and maintains cooperative relationships with key constituencies.
- f. Works with legislators, regulatory agencies, lobbyists, attorneys, industry representatives, and industry groups to promote the legislative and regulatory policies that affirm Tribal sovereignty and promote the interests of the Tribe, TLE, Inc., and its subsidiaries.

EXECUTIVE DIRECTOR LIMITATIONS: See relevant Board policy and Tribal law.

QUALIFICATIONS, EDUCATION and/or EXPERIENCE

To perform this job successfully, the Executive Director will preferably possess at least a Bachelor's Degree in a relevant field (e.g., business administration/management, economic development, Native American studies, accounting, and similar courses of study) with a minimum of 3 years' relevant experience in a senior management position. As the Chief Executive, this individual will demonstrate critical competencies in four core categories: (1) commitment to results; (2) business savvy; (3) leading change and innovation; and (4) motivation. Each is summarized below.

1. **Commitment to Results:** The Executive Director is a systems thinker who is customer focused and goal driven. This individual identifies relevant information and then distills and transforms this information into individual and organizational knowledge and learning. The Executive Director is action oriented and innovative. He or she translates broad goals and opportunities into achievable steps, and then manages the execution of those steps through achievement of the goal or realization of the opportunity. He or she anticipates and solves problems and takes advantage of opportunities, is a self-starter, and a team player who realizes the value of creating a team that will challenge other members and drive toward goal and opportunity achievement.
2. **Business Savvy:** As TLE, Inc.'s leader, this position requires an individual with knowledge of and experience in management and administration. Further, given that TLE, Inc. is a tribal entity operating throughout Indian Country, it is equally important that the Executive Director has knowledge and experience in working with tribal government entities. The position requires demonstrated experience in integrating and coordinating diverse areas of management as well as a diverse group of people coming from many different cultural, professional, social, educational and other backgrounds.

Knowledge in the following areas is required: human and financial services and personnel; oral and written communications; planning and evaluation; corporate governance;

Some experience in the areas of tribal administration, operations, and governance is preferred.

A high level of personal skills is required to make formal, persuasive presentations to a diverse range of groups (e.g., tribal members, the Board, congressional representatives, trade

groups, etc.) and deal effectively with people from all segments of society.

The Executive Director must be comfortable with diversity and adversity, and respectful of a wide range of faiths, beliefs, and experiences.

3. Leading Change: The Executive Director must possess the skills and implement the functions of a true, modern, leader. He or she shares the Tribes and TLE, Inc.'s values, mission, and vision. He or she consistently displays integrity, models behavior, develops people, and builds teams using positive, constructive, and efficient methods. Often, this leadership will be especially required to navigate demanding situations with multiple points of contention/conflict. Thus, the Executive Director must design and implement interventions when required.
4. Motivation. The Executive Director manages continuity, change, and transition. He or she knows how to influence and enable others. He or she also proactively addresses the impact of attitude and action on TLE, Inc. and its subsidiaries.

COMPUTER/TECHNICAL SKILLS

This position requires a working knowledge of personal computers, the Microsoft Office Suite (Word, Excel, PowerPoint, Outlook, OneNote, etc.), QuickBooks, and various other software systems typical of those found in a diverse business environment that involves transactional matters, legal/compliance reporting, and other similarly complex matters.

LANGUAGE SKILLS

The ability to read, analyze, interpret, and edit various materials written in English is required. Similarly, the ability to effectively communicate in English is required, as is the ability to effectively present information and respond to questions from colleagues, clients, potential clients, vendors and the general public in English.

MATHEMATICAL SKILLS

The ability to add, subtract, multiply and divide with all numbers, and work with mathematical concepts such as numerical correlation is required. In addition, the ability to apply concepts such as fractions, percentages, ratios and proportions to practical scenarios is necessary.

REASONING ABILITY

The ability to define problems, collect, develop, and analyze data and information, establish facts and draw valid and supported conclusions is required.

PHYSICAL DEMANDS

This is a high-stress position based on full responsibility for all TLE, Inc. operations, including all subsidiaries. The position involves handling detailed, complex concepts and problems, balancing of multiple tasks simultaneously, balancing of multiple board members' demands simultaneously, and making rapid decisions regarding administrative and operational issues.

The Executive Director will be planning, implementing, and managing programs and business ventures in different industries and opportunities available to the Tribe. In this capacity, the Executive Director must be able to establish strong and appropriate relationships with the Board, committees,

staff, consultants and other similar persons. Similarly, the Executive Director must be capable of planning and meeting deadlines, maintaining a flexible work schedule that will often involve meeting with people, in person and via telephone/video conference, located throughout the United States to meet the demands of the Board. Hours may be long and irregular, and travel may be substantial.

The Executive Director must also be capable of conveying a professional and positive attitude, demonstrating a commitment to continued professional growth and development.

While performing the duties of this job, the Executive Director is regularly required to: use a computer, at a desk, use hands to finger, handle or feel; reach with hands and arms; stoop, kneel, crouch, or crawl. In addition, the Executive Director is frequently required to sit, stand, walk, and balance. Specific vision abilities required by this job include close vision, distance vision, and color vision.

WORK ENVIRONMENT

The work environment characteristics described here are representative of those an employee encounters in a tribal office environment, while performing the essential functions of this job. Reasonable accommodations will be made to enable qualified individuals with disabilities to perform the essential functions of this position.