



# FAMILY OPERATIONS DIRECTOR

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# THE ORGANIZATION

## ABOUT J.M. HUBER CORPORATION

Established in 1883, J.M. Huber Corporation (Huber) is a diversified, global supplier of specialty and commodity chemicals, hydrocolloid solutions, engineered wood products, and natural resources to customers spanning a wide variety of industries. With approximately \$3 billion in sales and 4,000 employees worldwide, Huber has a material presence in more than 20 countries.

From its founding to this day, Huber remains family-owned and is one of the largest privately held companies in the United States. As shareholders, members of the Huber family are committed to the continued growth and success of the company in accordance with the Huber Principles.

## ABOUT THE HUBER FAMILY BOARD

The Huber Family Board (HFB) exists to represent the diverse views and interests of all members of the Huber family, serving as a conduit between the family, Huber, and its related enterprises. The HFB seeks to advance the family's mission, principles, and goals; promote responsible ownership by the family shareholders through education; and develop family leaders by providing education and training opportunities.

## HUBER FAMILY MISSION

To continue to foster a family and a business we are proud to share with future generations.

## HUBER FAMILY VALUES

- **Inclusive** - We believe in equality and value our many differences.
- **Informed** - We are educated and engaged.
- **Honest** - We are truthful and trustworthy.
- **Generous** - We commit to sharing our good fortune.
- **Innovative** - We honor the past while building for future generations.
- **Patient** - We have a long-term view.



## HUBER FAMILY PRINCIPLES

These principles reflect the Huber family's values as owners of the J.M. Huber Corporation and related enterprises.

- **Safety and Sustainability** - We have the patience for long-term value growth, and we care deeply about the legacy we leave behind. We remain committed to reducing our footprint, pioneering new solutions for a sustainable future, and ensuring the health and safety of Huber people, our customers, and the planet.
- **Ethical Behavior** - We operate with transparency, integrity, reliability, and accountability.
- **Excellence** - We are not satisfied with the status quo. We constantly strive to build for future generations an enterprise that fosters continuous growth through operational excellence and generates strong financial returns.
- **Respect for People** - We value one another above all else. As a family, we insist that all voices are heard. Within the corporation, we will continue to build a more diverse, inclusive, equitable, and rewarding workplace. In our communities and the larger society, we will dedicate ourselves to causes that improve and heal the world.
- **Family Ownership** - Our ownership is what binds our family and drives our success.

# THE ORGANIZATION (CONT.)

## HUBER FAMILY BOARD STRATEGIC PILLARS

- **Learning** - We believe education is core to our success, both as responsible stewards of our family enterprise and responsible citizens of our communities. We are committed to continuously learning, identifying relevant expertise, and creating ongoing educational opportunities for our family.
- **Leadership** - We will govern professionally, transparently, and efficiently while holding ourselves accountable for our actions and performance.
- **Innovation** - We will be innovative in our approach to problem solving and governing. We will maintain agility and flexibility while continuously evolving our best practices.
- **Stewardship** - We will protect our family legacy, uphold our family principles, and pass our family values onto the next generation to ensure we



have an enterprise we are proud to tell our grandchildren about.

- **Connection** - We will foster engagement both within the family and between the family and the company through robust communication, development opportunities, and social interactions that enhance our family “glue”.



*Family representatives accept award honoring the Huber Family Enterprise from Northwestern University's Kellogg School of Management.*

# THE POSITION

The Family Operations Director (FOD) collaborates with the HFB in the design and execution of family governance objectives with the support of the Huber Family Office (HFO). The FOD is a full-time, compensated, remote position, and reports to the Huber Family Board, with the Board Chair(s) serving as primary contact and oversight.

The FOD develops and oversees programs and events to foster connection and education for the family and shareholders. Key duties include, but are not limited to:

## COMMUNICATIONS/ENGAGEMENT:

- Design, implement, and manage plans to achieve the family's strategic engagement goals.
- Oversee the development of a communications strategy that includes methods to gather feedback and implement performance metrics.
- Manage execution and contribute to regular and ad hoc family communications (newsletters, website, emails, etc.).
- Develop strategy and orchestrate execution of all family governance events and programming such as the annual shareholder meeting, family education and engagement weekends, and

regional gatherings.

- Oversee family philanthropic initiatives such as the Huber Family Action Fund, a collective family philanthropic effort, and family service days.
- Reimagine and revitalize the family corporate ambassador program, a program designed to connect volunteer family members with company events.
- Serve as a point of contact for the family.

## EDUCATION & DEVELOPMENT:

- Oversee the development of a comprehensive education curriculum for family members tailored to different age ranges and stages of life, including what it means to participate in ownership of a large corporation. Identify source content, vendors, and providers.
- Support HFB Co-Chairs in managing HFB member mentorship program.

## MANAGEMENT & ADMINISTRATION:

- Direct supervision and management of the full-time Communications Specialist and the Family Project Manager including 360 performance evaluations and professional development.
- Develop and manage the Family Governance budget.

# PRIORITY ACTIVITIES FOR THE FAMILY OPERATIONS DIRECTOR

In collaboration with members of the Huber Family Board (HFB) and subcommittees:

## FAMILY GOVERNANCE STRUCTURE & PROCESSES

- Define the structure of operations for the HFB, including composing governance documents (well underway) and creating a strategy for family engagement.
- Define annual family engagement goals/metrics including compiling data for current family engagement, determining annual engagement targets, defining, and implementing family outreach group activities.
- Define and communicate family governance

succession plan including reviewing subcommittees' succession planning recommendations; performance management; creating a plan for strategic influx of new talent, including methods for encouraging participation; crafting succession planning guidelines; and designing a developmental family governance member program.

- Select external partner to design, implement, and manage ongoing performance evaluation process for HFB.
- Establish clear, transparent, and equitable processes for hiring key family governance positions such as the Communications Specialist. A job description is under development with a hiring target in the 3rd quarter of 2024.

## **FAMILY ENGAGEMENT**

- Develop personal connections with the family through travel, meetings and other forms of communication. Listen to, capture, and begin to address the concerns and interests of family members.
- Refresh and re-engineer communications amongst family members and establish and circulate a calendar/schedule to inform family members of when they will receive information.
- Supervise and support Family Project Manager in planning and execution of family gatherings and events.
- Generate new ideas for collective family activities designed to foster solidarity and a sense of cohesion among family members, and connection to the company.
- Understand the level and types of interest in more strategic philanthropy and collective giving opportunities across the Huber family through data collection, and convening and hosting discussions and conversations.
- Define a process to identify future family leaders, then develop and provide the necessary resources for their future success.
- Determine strategy for external recognition and awards in collaboration with the corporation.

# **LEADERSHIP ABILITIES/WHAT YOU BRING**

Candidates will be evaluated on the full range of their lived and learned experience, professional background, volunteer experience, and direct and transferable skills. We welcome candidates with a range of lived experience, business management experience, personal identities, and backgrounds. The Huber Family Board is seeking candidates with a compelling combination of demonstrated experience and skills in the following areas:

### **INTEREST IN AND ABILITY TO:**

- Connect to and understand the extended Huber family. Receive feedback and engage with input from the family.
- Shape how the family interacts and engages with each other, Huber, and any related enterprises.
- Build strategic plans around priorities identified by the HFB.
- Be an open and active listener.
- Consider different points of view, while also understanding the difference between a majority and minority perspective.
- Practice proactive, collaborative, and approachable

communications.

- Speak independently while respecting the collaborative process.
- Demonstrate good judgment and present ideas clearly and rationally.
- Work independently and meet deadlines.
- Effectively manage a team and foster a professional, productive, and positive work culture.
- Develop, manage, monitor, and report on a budget.
- Demonstrate effective project management skills.
- Collaborate simultaneously on a variety of initiatives with different stakeholders across the family, Huber, and HFO.
- Manage with kindness.

### **OTHER SKILLS AND ATTRIBUTES**

- Excellent written and oral communication skills
- Self-starter and engaged learner
- Transparent
- Flexible – willingness to travel and be available for evening and weekend events.
- Collaborative

# COMPENSATION AND BENEFITS

The Huber Family Board strives to provide competitive and equitable compensation and benefits to all employees.

The starting salary range for this position is **\$150,000 - \$200,000**, with bonus potential.

The comprehensive benefits package includes:

- Medical (Aetna), dental (Cigna), and vision (EyeMed) insurance
- J.M. Huber Corporation 401(k) Savings Plan with employer match of 125% on the first 5% of employee's contribution. In addition, Huber will provide a tax-deferred annual non-elective

contribution of 5% of employee's eligible pay after employed for the 12-month continuous period ending on December 31 of the eligible plan year.

- Health Savings Account (HSA), Health Care Flexible Spending Account (FSA), Dependent Care FSA
- Basic life insurance and accidental death and dismemberment insurance
- Short-term disability and long-term disability
- Tuition reimbursement, 529 college savings program with company match, identity theft protection, legal services, pet insurance, and employee perks and discounts for airlines, hotel, technology, and more.
- Employee Family Assistance Program

## TO BE CONSIDERED

The position is open until filled, with a priority deadline of **June 28, 2024**.

Candidate materials are reviewed on an on-going basis and initial interviews will begin by mid-May. Please submit a resume and a two-page (or less) cover letter addressed to Huber Family Board Co-Chairs Olivia Seely and Sam Huber, at:

[valtasgroup.hire.trakstar.com/jobs/fk0v8j7/](https://valtasgroup.hire.trakstar.com/jobs/fk0v8j7/)

You may direct questions to Ed Rogan at [ed@valtasgroup.com](mailto:ed@valtasgroup.com) or 206.697.8428 or Emily Lee at [emily@valtasgroup.com](mailto:emily@valtasgroup.com) or 425.298.5855.

*The Huber Family Board is an Equal Opportunity Employer. We do not discriminate on the basis of race, religion, color, sex, gender identity, sexual orientation, age, non-disqualifying physical or mental disability, national origin, veteran status or any other basis covered by appropriate law. All employment is decided on the basis of qualifications, merit, and business need.*



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