

Chief Operating Officer (COO) Job Description

Employer: West Central Texas Council of Governments

Employment Site: Primary COO offices are in Bell County; oversees services provided in the Texas Counties of Bell, Coryell, Hamilton, Lampasas, Mills, Milam, and San Saba

Classification: Executive Leadership; Full-Time, Exempt

Reports to: Chief Executive Officer (CEO)

General Description

The Chief Operating Officer (COO) provides executive leadership for the daily operations of a regional workforce system that connects employers with talent and provides Central Texas job seekers access to employer-driven, credential-based skills training, job search assistance, career guidance, and supportive services that promote long-term employment and economic opportunity.

The COO serves as the senior Workforce Center executive and, in partnership with the CEO, translates Workforce Board priorities into an efficient, functionally integrated, compliant, performance-driven, and customer-focused system of service delivery. The COO is expected to contribute candidly and constructively to organizational decision-making, and, once direction is established, fully own and champion implementation regardless of where the original idea originated. Working with minimal supervision, the COO oversees Workforce Center operations, integrates services across programs and funding streams, and develops strategies that support consistent service delivery, effective resource allocation, cross-area staffing, and responsiveness to customer demand.

The position requires an accomplished, transformational, and future-focused leader who can navigate change, manage complex operations, develop people, build trusted partnerships, exercise good judgement, interpret and implement policy, and foster a culture of customer service, accountability, fair treatment, and continuous improvement. The COO serves as a steward of public resources and uses performance data, sound judgment, and risk management practices to achieve organizational and contractual objectives.

Executive Authority

- Serves as a member of the executive leadership team and advises the CEO on operations, performance, staffing, risk, partnerships, customer experience, and organizational strategy.
- May act for the CEO during absences or as assigned.
- Leads special projects and performs other related duties as assigned.

Essential Duties and Responsibilities

Strategic and Operational Leadership

- Translates Workforce Board and CEO direction into clear operating plans, priorities, responsibilities, performance expectations, and measurable results.
- Directs the evaluation of operational and program activities to identify gaps, risks, opportunities, and improvements.
- Establishes service standards, priorities, schedules, and operating expectations for Workforce Centers, programs, and operational teams.
- Ensures programs function as one coordinated workforce system rather than as separate worksites, funding streams, or organizational silos.

This job description summarizes the position's principal responsibilities and qualifications. It is not an exhaustive list of every duty, responsibility, or requirement, and duties may be changed or assigned consistent with organizational needs.

- Develops and implements strategies for workload distribution, staffing, and integrated delivery of Workforce and partner-funded services.
- Ensures continuity of operations, emergency preparedness, workplace safety, facilities readiness, and effective use of technology for in-person, virtual, and rural service delivery.

Program and Customer Service Delivery

- Provides executive oversight of Workforce Center operations and major program areas.
- Ensures employers receive responsive and effective talent-pipeline services.
- Ensures job seekers have timely access to workforce services, training, employment assistance, and supportive resources.
- Oversees coordination with required and strategic partners to strengthen service delivery and customer outcomes.
- Ensures priority of service for eligible veterans and spouses and accessible, responsive services for transitioning service members, military families, veterans, individuals with disabilities, rural residents, and others facing employment barriers.

Performance, Quality, and Continuous Improvement

- Establishes systems for evaluating program outcomes, operational effectiveness, service quality, and progress toward organizational and contractual goals.
- Uses performance data and monitoring results to identify trends, address deficiencies, and direct corrective action.
- Adjusts operational strategies in response to federal, state, contractual, and Workforce Board requirements.
- Promotes continuous improvement through measurable outcomes, effective processes, innovation, and customer-focused practices.

Compliance, Fiscal Stewardship, and Risk Management

- Ensures operations comply with applicable federal and state laws and regulations, Texas Workforce Commission guidance, grant requirements, contracts, Workforce Board policies, procurement requirements, records retention rules, privacy and information-security standards, and equal-opportunity and accessibility requirements.
- Works collaboratively with executive, fiscal, procurement, human resources, information-technology, compliance, and program leaders to ensure resources are used lawfully, effectively, and in support of organizational priorities.
- Oversees the development and implementation of policies, procedures, desk aids, internal controls, and operational guidelines that support compliance, consistency, and performance.
- Monitors budgets, expenditures, staffing, service levels, and operational risks and takes timely action to prevent or resolve deficiencies.
- Oversees organizational responses to monitoring reviews, audits, complaints, appeals, investigations, incidents, and corrective-action requirements.

People and Organizational Leadership

- Leads organizational change and communicates the purpose, expectations, risks, and progress associated with major operational initiatives.
- Supervises, coaches, and evaluates senior managers and other assigned staff while establishing clear expectations for performance, conduct, collaboration, and customer service.
- Builds leadership capacity and succession depth through professional development, mentoring, cross-training, delegation, and structured performance feedback.
- Establishes staffing patterns, work assignments, schedules, and priorities necessary to meet customer demand and contractual requirements.

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- Fosters a respectful, inclusive, service-oriented workplace that values teamwork, innovation, transparency, sound judgment, accountability, and continuous learning.

External Relations and Strategic Communication

- Represents Workforce at business meetings, public hearings, conferences, seminars, chambers of commerce, economic-development forums, community events, boards, panels, committees, and working groups.
- Develops and maintains productive relationships with employers, elected officials, the Texas Workforce Commission, workforce partners, military installations, educational institutions, training providers, contractors, community leaders, and other stakeholders.
- Communicates organizational priorities and operational matters clearly and persuasively with internal and external stakeholders.
- Oversees operational implementation of relevant legislative, regulatory, policy, and contractual changes.

Minimum Qualifications

- Graduation from an accredited four-year college or university with major coursework in public administration, business administration, management, human resources, workforce development, education, social sciences, or a related field. Master's degree preferred.
- Relevant leadership experience and education may be substituted for one another.
- Demonstrated experience leading complex programs, operations, public services, military organizations, business functions, or mission-driven organizations, including at least eight years in senior management or command role with responsibility for people, performance, resources, and results.
- Demonstrated experience developing and executing strategic and operational plans, establishing goals and standards, evaluating performance, and leading organizational improvement or change.
- Demonstrated experience supervising managers and multidisciplinary teams and working across organizational boundaries with government, business, education, nonprofit, military, or community partners.

Transferable Leadership Opportunity

Prior employment in the Texas workforce system is not required. Candidates with substantial military command, public-sector, education, nonprofit, human-services, or complex business operations experience are encouraged to apply and describe how their leadership, stewardship, partnership, and performance-management experience translate to the mission of Texas and local Workforce Solutions offices.

Working Conditions and Other Requirements

- Work is performed primarily in a professional office and Workforce Center environment, with travel throughout the Central Texas workforce development area and occasional statewide and overnight travel.
- Requires flexibility to attend early-morning, evening, and community events and to respond to significant operational issues outside normal business hours.
- Requires the ability to operate standard office and communications technology and perform the essential functions of the position, with or without reasonable accommodation.
- A valid driver license and ability to meet the organization's requirements for authorized driving may be required.
- Employment is subject to applicable background, eligibility, and organizational requirements.

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Knowledge, Skills, and Abilities

Knowledge of

- Local, state, and federal laws and regulations relevant to workforce programs and organizational operations.
- Executive leadership and public, organizational, and business management principles and practices.
- Strategic alignment, resource allocation, and leadership practices.
- Public administration and management.
- Workforce and economic development.
- Customer service, performance management, budgeting, internal controls, contract oversight, change management, and continuous improvement practices.

Ability to

- Direct and organize complex program activities and business functions.
- Interpret and apply complex federal and state laws, regulations, policies, grant requirements, contracts, and local procedures and translate them into effective organizational practices.
- Identify problems, assess risk, analyze data, evaluate alternatives, make sound decisions, implement practical solutions, and verify results.
- Lead through managers, develop high-performing teams, delegate effectively, develop talent, manage conflict, establish accountability, and maintain a healthy organizational culture.
- Build trust and align operational solutions with the interests of the organization, customers, partners, and other stakeholders.
- Use enterprise systems, digital collaboration tools, and technology responsibly to improve access, productivity, quality, and decision-making.
- Communicate clearly, concisely, and persuasively through written communications, executive briefings, public presentations, negotiations, difficult conversations, and Workforce Board settings.

Skills in

- Developing plans, setting priorities, establishing objectives, and setting standards that support organizational strategy.
- Designing and implementing systems aligned with measurable outcomes and performance targets.
- Executive decision-making, including risk assessment, sound judgment, and development of recommendations for leadership.
- Conflict resolution and collaborative problem-solving.

Application Information

Applicants should submit a résumé and cover letter describing their leadership experience and how it prepares them to lead a complex, partnership-based regional workforce system. Posting dates, compensation, benefits, required application materials, and submission instructions are provided in the vacancy announcement.

Equal Opportunity and Accommodations

Workforce Solutions is an equal opportunity employer/program. Qualified applicants are considered without regard to any status protected by applicable law. Auxiliary aids, services, and reasonable accommodations are available upon request to individuals with disabilities.

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