

## Fletcher Galeano - Role Offer

## Who I Am

I'm an operations and systems leader with over 16 years of experience helping organizations grow confidently while reducing unpredictability. My work focuses on turning intent into clear, documented, and standardized systems that teams use like second nature.

I specialize in stepping into growing/ambiguous environments and leaving them with:

- Clear operating systems.
- Durable documentation.
- Reduced dependency on individuals.
- Predictable workflows across teams.

I operate across product, engineering, operations, support, and leadership.

Based in Colombia, working remotely with North American companies for the past 6 years.

## Proposed Role

**Title:** Director of Operations & Documentation

**Reports to:** CEO

This role exists to ensure that company growth does not outpace systems and allows for straightforward work. This role is designed to reduce drag in operations, remove hidden bottlenecks, and prevent the CEO from becoming the only source of truth.

## Authority

To be effective, this role requires direct authority to:

- Redesign workflows across teams.
- Standardize, replace, or retire tools.
- Define, enforce, and maintain documentation standards.

**NOTE:** *Direct access to the CEO is required for decisions that affect the full operating system or cross functional execution.*

# What goes into the Scope of Ownership

## Operating Systems

**Outcome:** *Work moves from idea to reality without relying on isolated knowledge, or constant C-suite intervention.*

Ownership includes:

- Translating CEO priorities into clear systems which don't hinder productivity.
- Designing and maintaining workflows across Product, Engineering, Operations, Support, and Leadership.
- Ensuring handoffs between teams are explicit and reliable.
- Identifying bottlenecks, dead steps, and failure points.
- Maintaining coherence between tools and processes.

I would serve as the owner and fixer of systems such as Jira, Monday, or equivalent platforms.

## Tool Governance

**Outcome:** *Tools support the business instead of adorning it or worse, becoming obstacles or formalities.*

Ownership includes:

- Defining the criteria for adding new tools.
- Making decisions about the way a tool is used/implemented.
- Retiring tools that create redundancy or confusion.
- Preventing tool sprawl.

## Documentation Infrastructure

**Outcome:** *The organization has a reliable single source of truth that survives growth and turnover.*

Ownership includes:

- Establishing a clear documentation architecture if one doesn't exist already.
- Enforcing the principle that all paths lead to the docs.
- Recording and maintaining key decisions.
- Supporting both internal and external documentation where appropriate.

## Onboarding and Enablement

**Outcome:** *New hires become effective faster with less dependency on senior staff.*

Ownership includes:

- Designing role-specific onboarding paths.
- Reducing time from day zero to productivity.
- Lowering the cognitive load on experienced team members.

## Executive Partnership

**Outcome:** *The CEO spends less time clarifying, repeating, and correcting.*

Ownership includes:

- Acting as a thinking partner for the CEO.
- Translating intent into operational reality.
- Surfacing systemic risks early.

## Data Visibility

**Outcome:** Leadership understands how the operations are running without excessive meetings.

Ownership includes:

- Designing clear operational dashboards.
- Reducing on-demand reporting requests.
- Eliminating unnecessary status meetings, especially for the CEO.

## What would NOT go into the Scope of Ownership

To avoid overlap and confusion, this role does not own:

- Writing an entire knowledge base *alone*.
- Ticket-based *support*.
- Scrum or project management *ownership*.

I can lead and support specialists in these areas, but the execution remains with the respective owners.

## Operating Model

I design and own systems at a high level, and teams execute within those systems.  
Accountability is explicit and visible.

## Success Metrics

This role is successful if:

- Repeated operational questions are reduced *measurably*.
- Onboarding time *decreases* based on a baseline established within the first 30 days.
- CEO meeting load is *reduced* significantly.
- Execution becomes predictable instead of reactive.
- Ownership is immediately clear when systems break.

## Failure Signals

This role is not successful if:

- Systems exist but they're not used as designed.
- Documentation drifts without ownership.
- Knowledge becomes outdated or unusable.
- The CEO becomes the primary source of truth again.

## Operating Cadence

**First 30 days:** Audit and system mapping. Bottlenecks and pain points identified.

**By 60 days:** Priority fixes implemented. Documentation structure stabilized.

**By 90 days:** Dashboards live. Onboarding paths operational. Systems visible and in use.

## Working Hours

My availability is structured to provide consistent coverage throughout the week, *including lighter coverage on non-core days*, to ensure operational continuity and timely decision support.

## Cost of Not Hiring This Role

Without this function:

- Headcount grows faster than systems do.
- Knowledge continues to live in people instead of docs.
- The CEO continues to be the operational bottleneck. Teams route around broken processes instead of fixing them.
- Client experience becomes increasingly inconsistent

## Compensation

- \$5000 USD per month, up to 20 hours a week.
- One-time signing bonus equal to *one month of pay* to reflect the initial audit and overhaul phase

If scope expands materially over time, compensation should be revisited collaboratively.