



POSITION SPECIFICATION

POSITION: Director of Human Resources

ORGANIZATION: Stupski Foundation

Stupski Foundation is a private, operating foundation whose mission is to improve life options for children of color and poverty. The foundation does so by helping education leaders accelerate academic achievement so that all students graduate with the knowledge, skills and aspirations that will enable them to thrive in college, career and life.

The foundation's goal is to develop and implement the instructional components and system metrics — the Learning System — needed to deliver 21st century college readiness by fostering collaborative cross-sector research and development (R&D) and the capacity for innovation in public school districts.

The Stupski Foundation has annual start-up budget of approximately \$15 million and 20 current full-time staff, with plans for significant expansion.

New Strategic Direction. In this last year, the Stupski Foundation undertook an intensive assessment of its strategy and programs in order to understand more deeply the potential of philanthropy to ensure greater life options for children of color and poverty in this country. As a result of this assessment, the foundation is radically reinventing itself around a new set of goals and approaches. While the Stupski Foundation mission remains the same — improving life options for children of color and poverty — its goal and approaches have changed dramatically. These are detailed in the foundation's document "Strategy and Program Overview," available at <http://www.stupski.org/publications.htm>.

LOCATION: The Stupski Foundation is currently located in Mill Valley, California, but is in the process of moving to downtown San Francisco by the end of 2008.

REPORTING

RELATIONSHIPS: The Director of Human Resources will report directly to the Chief Financial Officer/Chief Administrative Officer. The Director of Human Resources will work closely with the CEO and with all members of the senior management team. Reporting directly to the Director of Human Resources will be a Human Resources (HR) Specialist.

EDUCATION: A Bachelor's Degree in Human Resources or a related field is required. A Masters degree is highly desirable. SPHR® (Senior Professional in Human Resources) Certification is a plus.

**CANDIDATE
BACKGROUND:**

The successful candidate for this position will be a seasoned HR professional with at least 8 to 10 years of generalist experience in increasingly responsible human resources positions and at least 2 years experience managing a staff. Additionally, the ideal candidate will have a minimum of 2 years experience as the Senior Human Resources Leader/Business Partner for a small to mid-sized company or a business unit of a large organization which has been in a growth mode. Specifically, the candidate will have experience recruiting and staffing an organization. The successful candidate will also have the seasoning and personal qualities that will enable him/her to act as a leader who can partner with the Executive Team to achieve the objectives of the Foundation. The ideal candidate will be a very credible and approachable employee relations partner who can balance differing employee needs, considering the best interests of the Foundation and its goals.

The successful Director of Human Resources candidate will possess hands-on experience in at least two of the major HR disciplines: employee relations, performance management, compensation, benefits, HRIS, recruiting/staffing, employee training and development. Additionally, he/she will have recent experience in, and knowledge of, California Labor Law. The ideal candidate will have experience designing and facilitating training sessions and group processes, setting and managing a wide scope of HR activities and priorities and executing to those priorities using internal resources and/or consultants.

**POSITION
RESPONSIBILITIES:**

The Director of Human Resources will be a strong leader who will partner with the executive team to develop and implement short and long term strategies to maximize the talent, effectiveness and employee experience of the Foundation's human resources.

The responsibilities and scope of the position fall within 5 primary functions:

1. Human Resources Business Partner
2. Talent Acquisition
3. Talent Management, Training & Development
4. Human Resources Operations
5. Compensation & Benefits

Specific responsibilities for each of these functions are detailed below:

1. Human Resources Business Partner

- Partner with Executive Team to develop, implement and support the Foundation's mission, values and culture.
- Provide thought partnership and guidance to managers in support of their work.
- Collaborate with Executive Team to lead an integrated performance management process, including aligned job descriptions, goal setting, evaluation and assessment procedures, personal development planning and compensation review.
- Design strategies to retain talent and maximize employee engagement.
- Support Senior Management and the workforce to help facilitate a positive environment for all team members.
- Lead and support the Foundation in creating positive cultural change and in living its desired cultural attributes and values.
- Manage employee relations concerns proactively, with caring and urgency. Provide a positive environment for conflict resolution.

2. Talent Acquisition

- Create recruitment strategies, refine job requirements and determine effective means to develop top candidate pools for key positions.
- Establish guiding principles for the selection and hiring process, fostering a climate of respect and open communication with candidates and recruiting partners.
- Develop a strategy to seek out and attract candidates from diverse backgrounds and experiences.
- Partner with the Executive Team for sourcing of candidates on a national level by tapping into internal and external networks, developing relationships with relevant associations and organizations.
- Partner with the Executive Team to develop appropriate communications materials (web, paper, other) for the hiring process.

- Establish metrics to measure talent acquisition success.
- Oversee a very effective and efficient hiring process from start to finish.
- Provide behavioral interviewing training and other related training to staff involved in hiring.
- Design and implement a robust new hire on-boarding process.

3. Talent Management, Training & Development

- Play a lead role in developing employee capacity to meet the needs of the Foundation.
- Work with internal/external staff to design and deliver programs aimed at increasing the knowledge, skills and attributes of the Foundation staff.
- Manage processes to assess talent and potential for all staff.
- Conduct various assessment profiles (e.g. DISC, CARE) and create avenues to use these tools internally.
- Communicate information regularly to staff in large and small group sessions (performance review process, benefits information, etc.).
- Act as a facilitator for various Foundation meetings.

4. HR Operations

- Manage the HR Specialist, who is responsible for managing benefits programs, HRIS and providing general HR administration and recruiting support.
- Ensure payroll and other processes which support employees are created and managed with a high level of consistency, accuracy and quality. Partner with Finance and IT on shared policies and processes.
- Ensure the Foundation's policies and practices are in compliance with all local, state and federal laws. Review and revise the employee handbook annually to keep up with the changing laws. Interface with outside legal counsel on complex legal issues.

5. Compensation & Benefits

- Lead the Foundation in developing a compensation and benefits philosophy to attract, motivate and retain employees.
- Manage compensation and benefits strategies and programs which support the long term goals of the Foundation
- Manage and evaluate relationships with external benefits consultants, advisors, and providers.
- Develop and manage a comprehensive pay program for the Foundation, including performance management, setting of salaries, and external benchmarking

**PERSONAL SKILLS &
CHARACTERISTICS:**

The ideal candidate will possess the following personal skills and characteristics:

1. The ability to set high standards for excellence and develop effective HR systems that facilitate the highest levels of accuracy and follow-through.
2. Understanding of the interdependence of the organization and the ability to align HR plans accordingly.
3. High professional standards, integrity and confidentiality and the ability to win commitment and respect through action.
4. Excellent leadership skills and the ability to attract, motivate, train and retain a dynamic HR team.
5. Maturity that will enable him/her to act as a business partner to the senior management team.
6. Sense of urgency, results orientation, a hands-on ability and a “roll up your sleeves” attitude. The ability to be flexible and to manage through ambiguity.
7. Excellent interpersonal and communication skills (both verbal and written) with the ability to be an effective, balanced advocate of both senior management and the general employee population.
8. The ability to work as a model team member – communicating effectively, collaborating with others, connecting with individuals with a variety of work styles, and maintaining flexibility.

9. Self assured, forthright and decisive. Must command the utmost confidence and respect and create an atmosphere of openness and trust.
10. Should be a quick learner, a good listener and possess strong analytical process skills.
11. Strong negotiation, facilitation and influence management skills.
12. Good common sense/judgment and the ability to think strategically about the Foundation beyond the human resources function.
13. High energy level and a strong work ethic.

COMPENSATION: The total compensation and benefits package includes a competitive base salary and excellent benefits.

AFFIRMATIVE ACTION / EQUAL OPPORTUNITY EMPLOYER:

If interested and qualified, please submit resume to:
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