



THE 360 GROUP
— EXPECT THE UNEXPECTED —

Golden Gate National Parks Conservancy

Executive Vice President, People and Culture

Position Description & Candidate Profile

Executive Vice President, People and Culture

Location

San Francisco, CA

Reports to

President and CEO

Our Client

At the Bay Area's doorstep are some of the most beautiful and diverse parklands anywhere. The Golden Gate national parks include the Golden Gate National Recreation Area, Muir Woods National Monument, and Fort Point National Historic Site, and extend from San Mateo in the south to Marin County in the north. These parks include iconic places like Alcatraz, Ocean Beach, the Presidio, and Crissy Field. These parks are one of the world's largest urban park systems and among the most popular national parks in America, with more than 17 million visitors each year.

The Golden Gate National Parks Conservancy (the Parks Conservancy) is the nonprofit organization that has worked for 39 years to help preserve these parks and enhance the public's awareness and enjoyment of these areas. The Parks Conservancy, employing 200-300 people, works hand-in-hand with the National Park Service, the Presidio Trust, and other partners to revitalize park sites, preserve historic locations, protect natural habitats through stewardship and conservation science, provide world class interpretive experiences, engage volunteers, deliver best-in-class educational and youth leadership programs, provide public programs, and offer services to park visitors. At full staff capacity, roughly half of the Parks Conservancy staff operates the business functions for this revenue-generating social enterprise.

The Parks Conservancy is viewed nationally and even internationally as a leader in its field. To date, it has provided more than \$500 million in support of park projects and programs and built a large community of Bay Area residents dedicated to conserving these iconic parks for the future. The Parks Conservancy's public programs serve tens of thousands of Bay Area residents each year. With a strong emphasis on youth and broad community access, the Parks Conservancy seeks to

welcome and engage with all Bay Area residents. Through the success of its various programs, including those focused on stewardship, conservation, education, youth engagement, volunteers, park projects, visitor services and retail, the Parks Conservancy continues to expand and grow as a source of community pride, fulfilling its vision of “Parks For All Forever.”

We invite you to learn more about the Golden Gate National Parks Conservancy at www.parksconservancy.org.

Position Responsibilities

Reporting to the President & CEO, the Executive Vice President, People and Culture (EVPPC) will serve as the Parks Conservancy’s internal resource for functional and staff strategy development, and lead human resources and culture engagement. The Parks Conservancy seeks an experienced, service-oriented leader who will oversee human resource responsibilities that align with the organization’s strategic priorities. Under the broad goal of supporting a progressive culture of collaboration, opportunity and inclusivity, the Parks Conservancy specifically commits to advancing equity, diversity and inclusion through its internal operations, programs and initiatives.

To be successful, the incoming EVPPC will ensure the professional development of staff that includes cultural competency; continue to recruit, train, support and retain talented staff; and undertake an analysis of the Parks Conservancy’s systems, operations, and practices. The EVPPC will research, recommend and implement policies and practices to foster a supportive, adaptable, productive workplace culture attractive to talented employees. The EVPPC will bring experience leading change in a complex organization, with deep knowledge and a historical perspective in the field of justice, equity, diversity, and inclusion that translates such knowledge into practical applications. Additionally, the EVPPC will lead a human resource function that values, engages and connects Parks Conservancy employees in a holistic manner, providing seamless access and inclusion to all of the Parks Conservancy’s employees. By providing inspired thought leadership, strategic and tactical planning, analysis and implementation, this role will enable the Parks Conservancy to more deeply pursue equity as it reflects the broad communities it serves. The Parks Conservancy is at an exciting inflection point and intends to strengthen internal capacity to ensure that the organization is able to fully engage in its work at the intersection of community, social justice, and climate resilience. This position offers an opportunity to be a leader in the positive cultural progress of the environmental and conservation movement, and in equitable access of public spaces.

Specifically, the responsibilities of the Executive Vice President, People and Culture will include:

Human Resources

- Proactively plan, articulate and help departmental staff to execute the Parks Conservancy's staff talent strategy, accounting for the variety of roles, work environments, schedules and responsibilities
- Plan and implement consistent onboarding, leadership, coaching, conflict resolution, and cultural competency training programs that enhance employee engagement and retention
- Apply labor and employment law knowledge to all HR activities including compliance, risk management, employee relations, benefits strategy, etc.
- Oversee transparent and adaptive strategies for talent management including staff recruitment, retention, promotion, and succession; spearhead compensation strategies, develop and refine employee performance systems, and provide high-quality HR oversight and administration
- Establish HR as a supportive and responsive partner and resource for breadth of staff at all levels of the organization
- Develop a comprehensive learning and development program which may include trainings, job exchanges, or additional pathways of support for staff members' career progress

Justice, Equity, Diversity, and Inclusion Strategy

- Implement comprehensive and holistic JEDI strategy that meets the needs of staff in all areas of the organization
- Prioritize application of an equity lens in employee engagement, compensation, and promotional pathways, with special attention to entry-level staff
- Develop, advise, implement and communicate policies, programs, and strategies that are inclusive and equitable
- Oversee organization-wide JEDI consultant contracts and partnerships within a strategic framework

Leadership and Management

- Model and instill a consistent service orientation that inspires all staff through change; manage the human resources function to best meet an evolving organizational structure

- Use organizational planning skills to implement comprehensive HR systems that facilitate necessary human resource and interdepartmental activities in a manner that promotes equity and embraces agreed-upon guiding principles and organizational values
- Collaborate with team to plan board, staff and other team meetings and retreats, applying the lens of cultural transformation, inclusion, employee development and growth
- Use well-honed management practices to model and build a healthy organizational culture that embraces inclusion, growth, safety, health and wellness, continuous improvement, and nurtures a synergistic team atmosphere
- When addressing organization-wide policies, ensure legal compliance, risk mitigation and clear, consistent communication and enforceability
- Ensure equitable access to resources in safety, health, and wellness programs

Vision

- Collaborate with the Chief Executive Officer and executive team to steward the human capital at the Parks Conservancy
- Promote a culture of high performance and continuous improvement that values transparency, learning, growth, and a commitment to quality
- Refine priorities and ensure viable planning; streamline operations to align resources and organizational goals
- Use exemplary interpersonal skills to establish relationships of trust, influence and thought partnership
- Expand and share the Parks Conservancy's cultural vision with all staff and stakeholders and deliver excellent service to all who participate in the Parks Conservancy's mission, including external stakeholders and communities

Profile of the Successful Candidate

The Parks Conservancy is known for several core competencies: its partnership acumen, focus on collaboration, commitment to quality and excellence in every area of work, entrepreneurial spirit, and its focus on the park visitor and customer service. Among its senior staff, it actively fosters a culture of “service leadership” and the ability to lead staff, community and partners with grace, humility, and a high level of emotional intelligence; comfortably share credit and gratitude; achieve agreement with evenness and good will; and bring graciousness even to the hardest challenge, problem or issue. The Executive Vice President, People and Culture will not only have these competencies, but will also contribute to the strength of the

Parks Conservancy in the depth and execution of them. This role will further refine and articulate the scope of People and Culture, including defining human resource strategies, and building relationships by employing strong management, communication, implementation, facilitation, problem-solving, and mentoring skills.

More specifically, the Parks Conservancy seeks a seasoned professional who has:

- Relevant higher education credentials and significant work history that demonstrates senior level leadership and management practice as well as a service orientation
- Prior experience in all functional areas of Human Resources preferred, with the ability to provide decisive guidance for organizational effectiveness and leading change management efforts
- Experience leading a human resources team into a contemporary paradigm that includes both administration and development orientation
- Demonstrated experience leading a holistic JEDI plan at a strategic level in an organization, with the ability to execute to make measurable progress, engaging meaningfully with board, staff and community
- Experience building, fostering and working in an inclusive intercultural environment where staff of all backgrounds and abilities can thrive
- Passion for the Parks Conservancy's vision of Parks For All Forever
- Proven track record managing a professional staff and deftly guiding colleagues and organizational stakeholders in a manner that demonstrates compassion and an abiding commitment to promoting equity
- Demonstrated ability to employ deep listening skills and empathy, create inclusivity and trust, and maintain a flexible, appropriate pace for change
- The ability to nurture a highly collaborative, professional, diverse environment within the Parks Conservancy, and extend those values to include communities served by the Parks Conservancy
- Excellent written, oral, interpersonal, and presentation skills and the ability to effectively partner with the CEO, senior management, board and staff
- Willingness and ability to be consultative when challenging the status quo
- A personal and professional style that maintains good will, collegiality, and trust with all partners, staff, and key community stakeholders – and uses these relationships to advance the Parks Conservancy's mission
- The ability to work with a wide range of cultures, including familiarity with languages relevant to the San Francisco Bay Area and parks

- Commitment to be part of a collaborative executive team that invites colleagues to share their expertise and work proactively with shared intention and values

Start Timeframe

We seek to have someone in place by Spring 2021.

Compensation

This position offers a competitive salary and includes a comprehensive benefits package. We actively welcome all candidates from a wide range of backgrounds who have the skills to fulfill this role – regardless of compensation history.

To Apply

All applications are held in strict confidence. Please submit your credentials and a letter of interest through our private applicant portal to The 360 Group at:

<https://the360group.us/portal/>

Applications should be directed to the attention of Maureen Capitolo, Principal or Melissa Ulum, Of Counsel. Applications will be reviewed on a rolling basis. Earlier applicants may receive priority consideration. To be considered, The 360 Group encourages all interested candidates to submit their applications promptly, via the confidential applicant portal linked above.

At The 360 Group, we know that a richly diverse mix of professionals makes organizations more effective. Using that principle as our “North Star,” we make diversity a hallmark of our firm, and all of our search engagements.

Learn more about The 360 Group at the360group.us.