

**OAK  
LAND  
MUSEUM  
OF  
FCA**

**DIRECTOR OF PEOPLE**

**Executive Recruitment**

Conducted by



**THE BYERS GROUP**

EXECUTIVE SEARCH AND C-SUITE CONSULTING

## THE OAKLAND MUSEUM OF CALIFORNIA (OMCA)

### MISSION

*The Oakland Museum of California mission is to inspire all Californians to create a more vibrant future for themselves and their communities.* As a community gathering place, OMCA creates a sense of welcome and belonging for visitors – to connect with one another and to better understand our shared history and experiences. As a museum, OMCA is a trusted steward of California’s cultural and environmental heritage, with literally thousands and thousands of stories to tell through our collections and exhibitions, especially untold and under-told stories.

### BACKGROUND & CONTEXT

OMCA opened its doors fifty years ago in 1969 uniting, three historically independent disciplines—art, history, and natural sciences—under one roof. This progressive multidisciplinary approach allowed its visitors to celebrate the many facets of California through a more immersive and holistic sensory experience. OMCA’s collections are comprised of more than 1.9 million objects, including seminal art works, historical artifacts, ethnographic objects, natural specimens, and photographs. OMCA’s exhibitions and programs are carefully constructed to present its collections such that they explore and reveal the factors shaping California’s character, identity, and relevance -- from its extraordinary natural landscapes to successive waves of migration, to its unique culture of creativity and innovation.

Ten years ago, OMCA undertook a major renovation and transformed its collection galleries in order to build on the Museum’s original multidisciplinary and civic-minded intent by improving integration of OMCA’s collections and programs, strengthening its role as a public forum, and creating new opportunities for visitor participation. The collections are animated by innovative interpretive tools and interactive features; and new gathering spaces and program areas engage visitors and encourage them to share their own perspectives, questions, and stories. OMCA is currently completing another phase of its campus renovation with the transformation of its landmark gardens and creation of two new entries that connect the campus with the surrounding neighborhood. The \$15 million renovation was funded through the \$85 million “All In: The Campaign for OMCA,” which also included \$30 million for operating support over five years and \$40 million for growth of endowment and investment funds. The campaign will conclude on June 30, 2021 and has already surpassed the goal.

OMCA nurtures its deep ties to the community by offering many educational and outreach programs. OMCA welcomes schools, scholars, local audiences, and all visitors to participate in its events and activities and to discover their place in California’s past, present, and future. In the most recent year prior to its closing in March 2020 due to the pandemic, more than 25,000 K-12 students experienced OMCA’s programs and more than 350,000 people visited the museum, 30% of whom were first-time visitors and 56% of whom are people of color.

OMCA has recently undertaken a staff organizational redesign that places equity, inclusion and anti-racism at the center of its organizational structure. The organizational design includes three broad functional units (Advancement and Engagement, Content and Experience, and Organizational Effectiveness/Shared Resources) as well as self-directed cross-functional teams designed to support equity, innovation, collaboration, and leadership development at every level of the organization. For more information, please visit [www.museumca.org/](http://www.museumca.org/)

## **THE POSITION**

OMCA is leading the national Museum community with its organizational redesign efforts to become a cultural institution that serves the community and fosters a culture of equity, innovation, collaboration and leadership development. The Director of People is imperative to OMCA's organizational culture transformation. The position is responsible for partnering with senior staff, Board and vendors/partners to conceive, create, implement and execute People Strategy solutions that drive business results and ensure people are valued and that positions are staffed and functioning at the highest capacity to achieve institutional goals. The position also acts as a liaison between staff and the aforementioned parties to ensure compliance, create practices that attract, reward, and retain talented staff in service of advancing OMCA's mission and goals.

The Director of People is a member of the six-person Senior Leadership Council and reports to the Executive Director. The position oversees two (2) positions within the Human Resources Department. *The Director of People works collaboratively in a co-leadership model with the CFO to co-lead the Operational Effectiveness/Shared Resources unit within the new organizational structure, providing coaching, support, and broad oversight to staff leaders for the Museum's Volunteer Program, Institution-wide Project Management, and Visitor Evaluation and Insights functions of the Museum.* The position also works in collaboration with team members in the Advancement and Engagement, and Content and Experience business units.

The key priorities for the Director of People will be to:

- Navigate organizational and culture change and the impact on people, policies, and systems.
- With a specific lens for workforce diversity, recruit for mission critical positions within the organization workforce.
- Continue to develop innovative Learning & Development curriculum and on-boarding tools/strategies that align all employees with the OMCA's anti-racism, DEI culture, mission and values.
- Lead and expand OMCA's HR compensation/classification, talent acquisition and recruitment, on-boarding, training and development, benefit strategies and all related processes and systems.
- Manage OMCA's cross-functional team charged with managing learning and training initiatives to support and guide the Museum's efforts to embrace and celebrate diversity, equity, inclusion and anti-racism.

## **POSITION DUTIES & RESPONSIBILITIES**

### **Institutional/Organizational Leadership**

As a member of the Senior Leadership Council, the position is expected to:

- Provide leadership to the overall institution, ensuring the Museum's vitality and success through active communication, problem-solving, and inclusive decision-making.
- Develop, embrace, model, inspire and communicate institutional mission, vision and goals, sharing leadership of the entire Museum as well as advocating for and directing departmental functions.
- Lead OMCA's Diversity, Equity, Inclusion and Anti-Racism (DEIA) initiatives and strategy.
- Demonstrate exceptional leadership skills in motivating staff, delegating tasks, encouraging independent problem-solving by individuals and teams, and providing an understanding of the institutional vision as a context for individual and department work plans.
- Implement and empower strategic thinking that actively takes into account broader institutional implications for decision-making.
- Provide leadership for institutional planning, annual priorities, and institutional initiatives

such as advancing diversity.

- Contribute to the prudent and ongoing monitoring of OMCA annual budget and financial demands to ensure a sustainable future.
- Keep apprised of trends and developments in the museum and non-profit field and ensure that OMCA maintains leadership as a model for a 21<sup>st</sup> century museum in service to the public.
- Work with specific Board committees as assigned.
- Act as ambassador for the institution and represent the Museum as needed with a broad range of stakeholders, local, statewide and nationally.

### **Strategic Planning**

- Understand and have a passion for 21<sup>st</sup> century human capital management and administration, labor laws, and best and next practices.
- Partner with Board and Senior Leadership Council regarding organizational priority setting aligned with the strategic plan and organizational priorities.
- Drive change management initiatives with a focus on shifts to culture, leadership and management requirements, and systems and processes.
- Build and lead large scale structural and organizational design changes.
- Develop and implement institutional digital communication platforms and HR/payroll technology systems.
- Act as a key member of organizational steering teams responsible for staff capacity-building aligned with organizational culture and equity initiatives.
- Partner with various departments regarding specific reporting requirements related to grants and institutional volunteer management.
- Partner with the evaluation department to develop and measure staff engagement and other metrics.
- Provide Human Resource and financial planning metrics and modeling to help drive organizational decision making.
- Participate as an advisor for internal project teams as well as external community partners.
- Lead board advisory team responsible for compensation and performance of Executive Director & CEO.
- Partner with Executive Director on key initiatives as needed.

### **Benefits Management & Compensation**

- Responsible for ensuring a market competitive and internally equitable compensation and reward structure and philosophy.
- In conjunction with a partner broker, responsible for procurement, compliance, evaluation, and communication of medical and fringe benefit plans. Select, evaluate and contract with brokers, negotiate pricing and finalize elections.
- Manage worker's compensation program including, broker selection, contracts, training, compliance and partner relationships. Process employee claims, responsible for annual reporting related to OSHA.
- Partner with vendors for audit requirements including non-discrimination testing, 403B audits in collaboration with finance, Safe Harbor compliance, etc.
- Manage COBRA process including partnership with COBRA administrator and ensure proper enrollment.
- Partner with Associate Director of Finance and Human Resource team to ensure appropriate management of HRIS system and payroll practices.
- Design and manage health and wellness programs for organization.
- Chair the 403B Fiduciary Committee, responsible for compliance and management of institutional retirement plan.

## **Staffing & Development**

- As Co-Leader of the unit charged with shared resources and services, serve as coach and facilitator for staff leaders for the Museum's Volunteer Program, Institution-wide Project Management, and Visitor Evaluation and Insights.
- Assess, develop and coach executive and senior management teams and other staff.
- Analyze data in partnership with key stakeholders, lead and manage the workforce planning and succession planning processes including the development and maintenance of career paths and associated programs.
- Provide ongoing support of the OMCA community into the new organizational design structure, cross-functional roles and partnerships.
- Responsible for development and management of employment life cycle process including: Recruitment, On-boarding, Development, Off -Boarding and Alumni.
- Manage immigration related needs for staff and vendors.
- Develop and manage organizational performance management system including development plans, 360 feedback, goal planning and others as needed.
- With support from cross-functional teams and Senior Leadership Council and outside facilitators, design develop and implement organizational staff learning including management training programs.
- Provide practical and consistent guidance and advice to managers on grievance, attendance, disciplinary, and performance issues.

## **Compliance**

- Responsible for annual benefit and governmental audit requirements: EEO1, OSHA 300, Vet 100/100A, etc.
- Ensure appropriate required postings and notifications are provided to staff.
- Develop and communicate policies including employee handbook, volunteer compliance, and other people related policies.
- Evaluate all independent contractor agreements for compliance with labor laws.

## **Additional Duties**

- Partner with facilities to ensure compliance with OSHA and help to develop practices and policies around workplace wellness and safety, space planning and business continuity.
- Co-lead with the Director of Marketing, Communications, and Visitor Experience the internal communications program that clearly expresses OMCA's values of justice, equity, inclusion and anti-racism, and ensures that these values are reflected and internalized in all Museum activities, in strategic institutional goals, and in employee engagement.
- Partner with other departments and key stakeholders on adjunct task forces as needed.

## **THE IDEAL CANDIDATE**

The Museum is looking for an experienced people-centric, mission-driven leader and strategic human resources business partner to serve as its Director of People. The ideal candidate will be a demonstrated leader with a proven track record of affecting operational change and a big picture thinker who builds up the people infrastructure of the organization. The ideal candidate has a strong hands-on HR generalist background including experience in employee/labor relations, performance management, investigation, recruitment, employee development, talent management, classification/compensation who is able to perform and direct the various HR functions.

As the leader of OMCA's DEIA initiatives and strategy, the Director of People will be consultative, promoting open dialogue across the organization, synthesizing divergent views, and coalescing the organization around a shared and inclusive vision for the Museum's culture and future. The leader will ensure that communications are streamlined and consistent, providing clarity on Human

Resources related policies and procedures across the organization. This leader is an individual with unquestioned integrity, ethics, and values; someone who can be trusted with highly confidential and sensitive information.

The successful Director will be deeply committed to and have a passion for the Museum's mission, work and values of equity, inclusion and antiracism. The Director will be a team builder who possesses a coaching and mentoring leadership style and fosters a culture of ongoing curiosity, growth, learning creativity, and community engagement. The commitment to working collaboratively within a co-leadership model in an anti-racist organization and the eagerness to work closely at every level of the organization is paramount to the success of the new Director as well as the following experiences and qualifications:

#### **EXPERIENCE**

- 10+ years of experience with progressive growth towards senior leadership
- 5+ supervisory experience
- Previous experience in leading a human resources department as the Director or Assistant Director.
- Demonstrated achievements as an adaptive change agent, collaborator, coach, and team and coalition-builder.
- Knowledge of Federal, State and Local employment law, compensation and benefit management practices, organizational change processes, staffing strategy and workplace safety practices.

#### **EDUCATION**

- B.A. degree in relevant field such as human resource management, business administration
- M.A. or M.B.A or SPHR/PHR preferred but not required.

#### **COMPENSATION AND BENEFITS**

The salary range for position is \$120,000 to \$140,000. OMCA offers a competitive full employment benefits package.

#### **APPLY**

The position will remain open until filled. First consideration will be given to applications received by **August 31, 2021**. To apply for this outstanding opportunity, please electronically submit your resume, letter of interest to The Byers Group at: [dir.people@byersgroupca.com](mailto:dir.people@byersgroupca.com). The letter of interest should outline why you are interested in joining OMCA and your relevant accomplishments. Please provide two examples of why you would be a strong candidate and the key attributes you would bring to this position.

Confidential inquiries are encouraged and can be directed to: Ms. Brett Byers, 323-403-8279, [brett@byersgroupca.com](mailto:brett@byersgroupca.com) and/or Mr. Cary Jordan, 718-753-4008, [cary@byersgroupca.com](mailto:cary@byersgroupca.com).

#### **EEO STATEMENT**

The Oakland Museum of California is dedicated to diversity, inclusion, accessibility and equity. We are an equal opportunity employer and all qualified applicants will receive consideration for employment without regard to age, race, color, religion, sexual orientation, gender identity, national origin, ability/disability status, protected veteran status, or any other characteristic protected by law. We highly encourage our diverse community to apply for available employment, internship, fellowship and volunteer positions at the Museum, as we aim to ensure our staff reflects the diversity of our visitors and surrounding community. In compliance with the Americans with Disabilities Act, OMCA will provide reasonable accommodations to qualified individuals with disabilities.