



PUBLIC ADVOCATES ORGANIZATION

Public Advocates Inc. is a leading nonprofit law firm and advocacy organization that challenges the systemic causes of poverty and racial discrimination by strengthening community voices in public policy and achieving tangible legal victories advancing education, housing and transit equity. Since 1971, Public Advocates has spurred change through collaboration with grassroots groups representing low-income communities, people of color and immigrants, combined with strategic policy reform, media advocacy and litigation, “making rights real” across California.



VISION

Communities that were once excluded and marginalized are energized by partnering with Public Advocates to build their power to shape public decisions and achieve justice. As a result of this engagement, all Californians have the building blocks to thrive and to create vibrant communities – excellent public schools, affordable housing, reliable public transportation, good job opportunities, economic security and a healthy environment.

THEORY OF CHANGE

Public Advocates believes that by engaging in strategic partnerships, policy and media advocacy and litigation, it will increase the capacity of grassroots organizations to shape public policy and discourse, and that it can also positively influence public opinion, the media, policy makers and courts to hold business and government accountable. Public Advocates does this to promote the

expansion of civil rights and resource equity and create a mobilized community base, to ensure that all Californians have the fundamental rights and equitable allocation of resources they need to build vibrant communities. Public Advocates chooses to address areas such as education, housing, transportation, and climate equity that are fundamental to enabling individuals and communities to fulfill their potential, and Public Advocates chooses to challenge systemic problems in ways that will achieve maximum impact.

ORGANIZATIONAL DIVERSITY VISION

Public Advocates reflects the rich diversity of California and is committed to creating a work environment and society free of all forms of oppression. Public Advocates respects each person in the organization as unique and empowers each other to contribute and lead. Its workplace honors the individual and collective identities and fosters the ability to work effectively in cross-cultural situations and engage in courageous conversation about power, privilege and identity. Public Advocates’ cultural competence enables it to form long-term and honest relationships with community allies, working as partners to achieve shared public policy and community empowerment goals.





THE POSITION

The Director of Talent (DoT) is Public Advocates' chief strategist, advocate and champion of talent management and organizational development. As a member of the organization's senior leadership team, the DoT reports to the CEO and is a key advisor and HR consultant to the CEO and the Management Team on all talent matters. The position's primary responsibility is managing the entire employee life cycle: recruiting, hiring, developing and retaining the people who are critical to Public Advocates' success. Of critical importance to this work will be the DoT's leadership and engagement in and commitment to the organization's diversity, equity, and inclusion work. Working collaboratively with all departments, the Director recommends and implements strategies and programs to ensure the organization is resourced to effectively meet current and future workforce demands.

THE TALENT DEPARTMENT

The Human Resources Department is a newly created department responsible for leading and promoting an organizational culture that reflects Public Advocates' progressive values and ensures the highest levels of service to the workforce. The Department will: provide- timely, responsive employee relations and human resources services, ensure fairness and equity in all people matters, lead the growth and development of talent, and support organizational efforts to be an "employer of choice." The Department serves a workforce of approximately 30 FTE with the provision of HR activities including: candidate recruitment and selection; training; organizational and employee development; employee relations; policy development; performance management; promotion of the organization's diversity, equity and inclusion initiatives and actions; and related talent functions.



The key priorities for the inaugural DoT will be to:

1. Conduct an employee engagement survey to assess the organization's talent climate and employee experience, and to capture the holistic needs and opportunities for all employees.
2. In collaboration with the Management Team, create and implement an organization-wide professional development strategy - one that will both address immediate skill/knowledge gaps and establish career growth plans.
3. Develop an organization-wide workforce plan that includes succession plans for Management Team and other senior-level positions.
4. Develop a supervisor training, support and assessment program that incorporates management best practices and ensures supervisors are equipped to provide high-quality supervision.





SPECIFIC RESPONSIBILITIES INCLUDE:

Recruitment and Hiring

- Partner with senior leaders to develop and execute short- and long-range staffing plans for all teams.
- Cultivate diverse internal and external candidate pools for current and potential positions with an explicit focus on developing and growing a pipeline of Black and Latinx attorneys, advocates and law clerks.
- Ensure that the recruiting process is inclusive and accessible to all qualified prospective candidates, as well as rigorous and responsive to staffing needs.
- Use feedback from all participants (interviewers and interviewees) to improve participant experience and effectiveness/outcomes of the hiring process.

- Work with team leaders to develop and implement a consistent on-boarding process that fully supports and empowers new hires and newly promoted staff.
- Oversee and support program teams with clerk/fellow/policy intern recruitment processes and summer programming.

Talent Development and Retention

- Work with senior leaders to identify staff with the potential to assume greater responsibility and possible leadership roles and create career development plans explicitly focused on retaining these staff.
- Develop and maintain a high-quality collection of staff development and training resources; facilitate participation in external and internal training/development opportunities.

Performance Management

- Lead and support the performance evaluation process and calendar.
- Refine evaluation tools and components as needed, incorporating feedback from all participants.
- Partner with supervisors to identify performance issues/concerns early; develop plans to meaningfully and productively address these issues/concerns; and recommend and implement corrective and disciplinary action as needed.
- Develop and facilitate an ongoing process for calibrating supervisor expectations across the organization.
- Provide guidance and support with enhanced coaching skills for all managers.

Diversity, Equity and Inclusion (DEI)

- Lead implementation of the organization's DEI vision, culture, goals and needs within the HR function, including recruitment, development, evaluation and the success of diverse and underrepresented groups.
- Partner with and hold management accountable for promoting a positive -workplace culture that centers on inclusion and belonging and addresses incidents of misconduct.
- Participate as a permanent member of the internal, staff-led Diversity Committee.
- Create space for affinity groups focused on advancing the career development of diverse/underrepresented groups.

Other

- Develop and implement a systematic off-boarding process that ensures smooth transitions and minimal disruption, working with external counsel to negotiate separation terms as needed.
- Serve as the lead investigator of formal complaints submitted by employees and work with external counsel to resolve those complaints as needed.
- Work with the Director of Finance & Administration (DFA) to ensure that HR policies, programs and practices are modern, law-compliant and consistent with organizational values and objectives. Note that the DFA will continue to oversee the implementation and execution of HR administration involving benefits and compensation but will look to partner with the DoT on the development of related policies.
- Lead special projects to develop and strengthen the organization's talent management system as needed.

THE IDEAL CANDIDATE

The DoT position is a unique opportunity to fulfill this newly created leadership role and provide much needed talent management support to a growing organization. Public Advocates is looking for an experienced, people-centric, mission-driven leader and strategic human resources business partner who has an expressed deep passion and commitment to racial and social justice.

The new DoT will be a demonstrated leader with a successful track record of effectuating organizational change, workforce engagement and strategic approaches to talent development in the nonprofit sector.

Successful candidates will have strong hands-on HR generalist backgrounds and are able to perform and direct the various HR functions with solid experience and with organizational development and training. The ideal candidate will personify facilitative leadership and possess outstanding interpersonal skills and a forward-looking collaborative approach to managing talent in the non-profit sector, as well as the following experiences and attributes:

- At least 8 years of experience in a similar role, leading or consulting with senior management on talent-related issues.
- A forward and strategic thinker knowledgeable of current human resources best practices and trends including innovative approaches to talent management, succession planning and recruitment strategies to attract and retain a high-performing and diverse workforce.
- Track record of demonstrated leadership accomplishments and superior performance, including excellent professional judgment and decision-making ability.
- High degree of professional maturity, emotional intelligence, presence and judgment to establish credibility and respect among senior management leadership and staff.
- Demonstrated ability to recommend and/or make sound decisions that balance the needs of the organization and the staff.
- Strong verbal and written communication skills, including the ability to listen empathetically and effectively at all levels throughout an organization.
- Skilled and experienced in giving and receiving constructive feedback and teaching others to do the same.
- Strong relationship-building skills; ability to work effectively across a range of diverse demographic and personal and professional experience levels.
- Experience visioning and designing HR programs and processes and implementing the details.
- Experience navigating issues of diversity, equity and inclusion in the workplace, and demonstrated success achieving and maintaining racial equity, diversity and inclusion - with a track record of holding people accountable to these values.
- Demonstrated ability to share information to educate, inform, create consensus; to work to calm situations, de-escalate issues and mediate conflict.
- An empathetic listener with strong interpersonal skills: energetic with an inspirational, empowering and approachable demeanor.



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

The position is a full-time, exempt position. The starting salary range is \$110,000 - \$140,000 depending on experience. Benefits include full health and dental insurance for employee and eligible family members; life and long-term disability insurance; generous vacation and paid holidays; 403(b) retirement plan; and paid sabbatical after 7 years.

Public Advocates is open to California-based remote candidates who live outside the San Francisco/Sacramento regions but prefers candidates based in these two regions. Our San Francisco headquarters is currently located on the Embarcadero near the Ferry Building in San Francisco. Our downtown Sacramento office is located a few blocks from the Capitol. Both are convenient to public transit and we offer access to tax-advantaged commuter benefits.

*At the time of this posting all of our staff are working from home. We anticipate a return to the office when it is safe to do so but have not yet confirmed a return date. We are also in the process of designing a return to the office that meets the needs of both the organization as well as the staff.



APPLY

The position will remain open until filled. First consideration will be given to applications received by **October 22, 2021**. To apply for this outstanding opportunity, please electronically submit your resume and letter of interest to **The Byers Group at: dir.people@byersgroupca.com**. The letter of interest should outline why you are interested in joining Public Advocates and your relevant accomplishments. Also, please provide two examples of why you would be a strong candidate and the key attributes you would bring to this position.



THE BYERS GROUP
EXECUTIVE SEARCH AND CONSULTING

Confidential inquiries are encouraged and can be directed to:

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and/
or

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Public Advocates seeks to fill this position with someone who shares our values, including our organizational commitment to diversity, equity & inclusion. We encourage all interested individuals to apply — especially Black, Indigenous and People of Color; women; people from low-income backgrounds; people with disabilities; people who are lesbian, gay, bisexual or transgender or anyone belonging to any other federal or state protected category.