

# ACLU

CHIEF HUMAN RESOURCES OFFICER



## ABOUT THE ACLU

The American Civil Liberties Union was founded more than 100 years ago and is our nation's guardian of liberty. The ACLU works in the courts, legislatures, and communities to defend and preserve the individual rights and liberties guaranteed to all people in this country by the Constitution and laws of the United States. Today, the organization is headquartered in New York City with a 50-state network of staffed, autonomous affiliate offices. In the last 5 years, the ACLU has experienced exponential growth, essentially doubling in size, which has enabled their efforts nationally and locally.

In 1920 the U.S. Supreme Court had not yet upheld a single free speech claim, white women had just earned the right to vote, violence against Black people was routine, and constitutional rights for lesbians and gays, bisexual and transgender people were unthinkable. So, activists Roger Baldwin, Crystal Eastman, Albert DeSilver, Helen Keller, and others founded the ACLU to defend and secure these rights and to extend them to people who had long been excluded from their protection – including Native Americans and other people of color; lesbians, gay men, bisexuals, and transgender people; women; mental patients; prisoners; people with disabilities; and the poor.

In the ACLU's first year, it fought the harassment and deportation of immigrants whose activism put them at odds with the authorities. In 1939, the ACLU won in the U.S. Supreme Court the right for unions to organize. It stood almost alone in 1942 in denouncing the government's round-up and internment in concentration camps of more than 110,000 Japanese Americans. Furthermore, the ACLU has been at the center of nearly every major civil liberties battle in the U.S. for more than 100 years including the following historical court battles: *Brown v. Board of Education* (segregation in public schools is unconstitutional), *Miranda v. Arizona* (right to remain silent and obtain an attorney while in custody), *Loving v. Virginia* (overturning all state anti-miscegenation laws), *Obergefell, et al. v. Hodges* (constitutional right to gay marriage), and *RG & GR Harris v. Aimee Stephens* (illegal sex discrimination to fire someone because they are transgender).

The ACLU continues to tackle the thorniest issues confronting our nation: racism, sexism, homophobia, religious intolerance, and censorship. As it was in 1920, the ACLU's mission remains to realize the promise of the Bill of Rights for all and create a more perfect union.



## ABOUT THE ACLU [CONTINUED]

The ACLU fights for liberty and justice in the courts, in the legislatures, in the streets, and at the ballot box. The ACLU is committed to defending and advancing rights by focusing on five priority issue areas. Its efforts to protect and advance civil rights and liberties will center on:

- **Abortion:** Build towards federal protections, increase and protect access in the states, and use SCOTUS to keep the narrative.
- **Immigrant's Rights:** Stop the ongoing attacks on our asylum system, mitigate the harm of growing anti-immigrant sentiment, and prepare for a pathway for legalization through changing the narrative.
- **Systemic Equality:** Challenge systemic educational inequalities, bridge the racial wealth gap, and advance a new vision of community safety.
- **Transgender Justice:** Fight in the state legislature and SCOTUS, bringing more people with us.
- **Voting Rights:** Ensure fair and free elections and prepare for the 2024 election.

The ACLU also continues to do its important First Amendment work, including challenging book bans in schools and libraries and defending free speech, even if the speech is contrary to the values of the ACLU. In addition, the ACLU invests heavily in our core state-based initiatives, with a renewed focus on building power and increasing innovation. We recognize the critical role our affiliates play as our partners in this high-stakes election year and in our overall quest to preserve and expand civil liberties and civil rights. Our state-based initiatives include:

- **Battleground States Initiative:** Prepare our battleground affiliates for the 2024 election.
- **Southern Collective:** Continue our long-term investment in the South.
- **State Supreme Court Initiative:** Grow our legal presence in state and supreme courts.

## THE CHIEF HUMAN RESOURCES OFFICER POSITION

People are at the center of the ACLU's mission and work. The ACLU is dedicated to cultivating the careers and well-being of an employee base of 650+ people (of which 425 sit within two separate unions) who are the heart of the institution.

The ACLU seeks a strategic, people-centric, collaborative, and visionary Chief Human Resources Officer. The Human Resources team invests in the welfare and development of the ACLU's employees by creating a place where people love to work, grow their careers, and contribute to the success of the organization. The Human Resources department oversees the entire employee lifecycle and strives to create a best-in-class employee experience through its recruiting and outreach efforts, total rewards, onboarding, learning and development initiatives, and ongoing employee engagement. The Human Resources team is responsible for creating, strengthening, and sustaining the programs, processes, and policies that empower and grow its people, support and advance the institution, and enable the ACLU to deliver on its mission.



Reporting to the Chief Operating Officer, the Chief Human Resources Officer (CHRO) is a critical member of the senior leadership team. The CHRO is the key advisor, expert, and strategic business partner to the CEO, and the Senior Leadership team on all Human Resources and People matters. The CHRO develops and leads the people strategy that aligns with the ACLU's organizational goals and values to operationalize the ACLU's strategic vision and mission. The CHRO leads the development of policies and the shaping of the culture that impacts the ACLU's most valuable resource, its staff. Alongside its team of 13 HR professionals, the CHRO helps create an environment that both meets the collective needs of our workforce and cultivates an inclusive, accessible, and high-performing organizational culture.

The successful CHRO candidate will be an experienced Human Resources leader with deep generalist expertise in the core HR functions, a strategic and trusted advisor to senior leadership who balances strategic influence with effective employee advocacy, and a dynamic and influential people manager. They will also have experience leading complex, highly unionized organizations with hybrid and remote staff and have a demonstrated passion for the work of the ACLU.





## STRATEGIC OBJECTIVES FOR THE CHIEF HUMAN RESOURCES OFFICER AT ACLU

The Chief Human Resources Officer will drive a transformative agenda to immediately position the HR organization to strategically support and respond to the continuously changing demand of the focus of the ACLU as an impactful and influential organization. Your leadership will be critical to achieving three overarching strategic objectives:

### **1. Cultivate a Unified, Cohesive HR Vision Aligned with Organizational Goals:**

Create a clear, cohesive vision for HR that aligns with the organization's broader strategy and culture, positioning HR's role as a strategic partner who not only shapes and facilitates the people strategy for the organization but also champions people-first policies and practices that reflect compassion, equity, inclusivity, and respect for individual needs. Support post-union contract efforts to unify staff and reinvigorate the organizational culture, emphasizing that all staff, regardless of role, are part of "One ACLU."

### **2. Build a High-Impact, People-Centered HR Function**

Conduct an in-depth assessment of HR's existing structure, processes, practices and HRIS to ensure alignment with the ACLU's compensation and talent management organizational objectives. Collaborate with the COO and CFO to refine compensation policies and practices that promote talent acquisition and retention while aligning with the organization's short- and long-term financial goals.

### **3. Strengthen Talent Retention, Development, and Succession Planning**

Build a sustainable talent pipeline that cultivates and empowers employees to grow, thrive, and stay engaged with the ACLU's mission, especially as the organization evolves in response to internal and external challenges. Establish workforce planning and succession frameworks, implement data-informed retention strategies that address evolving staff expectations around growth opportunities, and formalize professional development to support staff growth, retention, and seamless transitions for mission-critical roles. Support managers with tailored training to effectively manage staff within a unionized environment.

## The CHRO's essential duties and responsibilities include:

### ***Leadership & Strategy***

- Develop and implement a comprehensive vision and strategy for the ACLU's human resources function that centers staff experience, aligns with organizational goals and values, and ensures compliance with internal policies and relevant government regulations.
- Serve on the Senior Leadership Team, providing expert guidance to organizational leadership on matters of workforce planning, employee relations, compensation, benefits, performance management, people management culture, and other HR topics to help shape organizational practices, guide strategic planning and resolve active and anticipated issues.
- Partner with the Strategy and Culture Team and organizational leadership to advance the culture of the ACLU, including embedding principles of equity, diversity, inclusion, accessibility, and belonging in all HR work, including organizational practices and policy and program development and application.
- Staff the board Retirement Committee, overseeing the preparation of meeting content and providing counsel to management and committee members on matters related to the ACLU's defined benefit and defined contribution retirement plans. Participate in various board and board committee meetings as necessary.

### ***HR Operations***

- Oversee the day-to-day operations of the Human Resources team, including talent acquisition and development, employee engagement, performance management, employee and labor relations, compensation, benefits, pipeline programs, on- and off-boarding, compliance, HRIS systems, records, and data.
- Effectively lead and manage the Human Resources team, driving results using data, direct feedback, and strong accountability in a supportive and learning environment that fosters high staff engagement, high performance and professional growth.
- Lead and direct the HR team in designing and implementing effective HR programs, policies, training, and initiatives that drive employee engagement and manage performance, support ongoing and strategic professional development and retention that ensures the ACLU is an "employer of choice "while aligning with organizational objectives and government regulations.
- Lead the evaluation of HR programs, policies, and systems. Assess their efficacy in maintaining the desired workplace environment, staff culture, management practices, and administrative procedures. Effectively uses data to inform decision-making, guide policy and evaluate performance of projects and initiatives
- Oversee the HR department's annual budget and quarterly forecasts, ensuring efficient and effective use of the organization's resources.
- Oversee the design and monitoring of metrics that provide useful insights into organizational staffing trends and HR team service performance.
- Stay abreast of the evolving legal landscape in areas such as labor law and ERISA regulations in partnership with in-house counsel team and implement strategies to mitigate HR-related financial, regulatory compliance, and litigation risks.

# THE IDEAL CANDIDATE

The ACLU is highly interested in a visionary and transformative CHRO with the drive and expertise to transform the HR function into a strategic business partner service delivery model that aligns with the ACLU's mission, values, and strategic objectives. The CHRO will champion a progressive, people-centered HR approach that balances empathy with the organizational savvy required to support a decentralized, policy-oriented, and advocacy-driven environment. Bringing extensive leadership and operational experiences across HR disciplines, the CHRO will be a collaborative, influential partner who is dedicated to embedding Diversity, Equity, Inclusion, and Accessibility (DEIA) into every layer of the organization's culture and operations.

Leveraging their significant experience in leading the HR function for complex, policy-oriented organizations and staff represented by labor unions, this leader will build trust and alignment through consultative leadership, operational rigor, and a commitment to employee well-being, growth, and professional development. As a forward-thinking and strategic HR executive, the CHRO will guide cultural transformation, ensuring that the ACLU is positioned to adapt, thrive, and withstand the economic realities that emerge as a result of various presidential elections while meeting the diverse needs of its dedicated workforce.

The successful candidate will possess the following background, experiences, and attributes:

## Background and Experience

- **Comprehensive HR Leadership with a Unionized Workforce:** Proven expertise across HR disciplines and a command for the fundamental HR best practices, including talent management, workforce planning, and succession planning, with a strong foundation in compensation frameworks. Demonstrated success in directing the negotiation and administration of collective bargaining agreements, enabling the CHRO to lead a holistic, strategic HR function.
- **Progressive, Strategic Vision:** Brings a track record of developing and executing forward-thinking HR strategies that align with an organization's mission and evolving goals, including experience leading organizational restructuring toward a more strategic HR model.
- **Adaptability in Cultural Transformation:** Skilled at navigating organizational culture shifts, with DEIA as a guiding principle and a clear vision for defining and integrating internal values within a complex and evolving organizational environment.
- **Experience in Decentralized, Mission-Driven Environments:** Extensive experience in large, decentralized, expert-driven organizations where consultative leadership and collaborative influence are crucial.
- **Advocacy and Policy Familiarity:** Background in advocacy, nonprofit, or policy-focused workplace environments

# THE IDEAL CANDIDATE [CONTINUED]

## Key Attributes

- **People-Centered and Empathetic:** Embodies a deep commitment to supporting staff and prioritizing the human experience, approaching challenges with sensitivity and a nuanced understanding of diverse employee needs.
- **Influential and Confident Communicator:** A high-EQ leader skilled in navigating complex conversations and building trust through clear, authoritative, and thoughtful communication that resonates with a diverse, mission-driven workforce. Capable of translating complex HR policies and strategies into clear, accessible messages that engage and resonate with varied audiences across the organization.
- **Strategic and Creative Problem Solver:** Brings a consultative, solution-focused approach to complex issues, from policy design to talent strategy and workforce planning, always prioritizing both the people and mission of the organization.
- **Collaborative, Humble, and Resilient:** Leads with humility and resilience, fostering a collaborative team environment and navigating tension with strength and diplomacy in high-stakes situations.
- **Visionary Builder of Internal Culture:** Drives internal culture transformation by defining and embedding values that resonate with staff and align with the ACLU's mission, fostering genuine engagement and alignment at every level.
- **Integrity-Driven with Operational Expertise:** Maintains a high degree of operational insight, uses excellent judgment and upholds a high level of discretion in handling confidential information. Combines strong values with ensuring policies and procedures are both robust and adaptable, safeguarding the organization while fostering an environment of transparency and trust.

## COMPENSATION

The ACLU values equity, transparency, and clarity in pay. Consistent with the ACLU's compensation philosophy there is a set salary for this role. The ACLU also has a locality adjustment policy that applies to salaries. The annual salary for this position is **\$365,861** (Level A), reflecting the salary of a position based in New York, NY. This position is subject to a hybrid schedule of 2 days/week or 8 days/month in-office. To complement the salary, the ACLU offers robust employment benefits.





The position is open until filled. First consideration will be given to applications received by January 6, 2025. To apply for this outstanding opportunity, please electronically submit your resume and a cover letter of interest to The Byers Group: [ACLU.CHRO@byersgroupca.com](mailto:ACLU.CHRO@byersgroupca.com). The letter of interest should outline why you are interested in joining the ACLU and your relevant accomplishments.



**THE BYERS GROUP**  
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## **THE ACLU'S COMMITMENT TO EQUITY, DIVERSITY & INCLUSION**

Equity, diversity, and inclusion are core values of the ACLU and central to our work to advance liberty, equality, and justice for all. For the ACLU, diversity, equity, and inclusion are not just check-the-box activities, but a chance to make long-term meaningful change. The ACLU is a community committed to learning and growth, humility and grace, transparency and accountability. They believe in a collective responsibility to create a culture of belonging for all people within its organization – one that respects and embraces difference; treats everyone equitably; and empowers its colleagues to do the best work possible. The ACLU is as committed to anti-oppression and anti-racism internally as they are externally. Because whether they're in the courts or the office, they believe 'We the People' means all of us.

With this commitment in mind, the ACLU strongly encourages applications from all qualified individuals without regard to race, color, religion, gender, sexual orientation, gender identity or expression, age, national origin, marital status, citizenship, disability, veteran status, and record of arrest or conviction, or any other characteristic protected by applicable law.

The ACLU is committed to providing reasonable accommodation to individuals with disabilities. If you are a qualified individual with a disability and need assistance applying online, please email [benefits.hrdept@aclu.org](mailto:benefits.hrdept@aclu.org). If you are selected for an interview, you will receive additional information regarding how to request an accommodation for the interview process.

The Department of Education has determined that employment in this position at the ACLU does not qualify for the Public Service Loan Forgiveness Program.