



CARLSONBECK

EXECUTIVE SEARCH FOR PHILANTHROPY & NONPROFITS

Position Specification

filoli

Vice President of People & Culture

10 October 2024, vF



Carlson Beck advises Filoli based on an exclusive consulting assignment. The following details are for your information and should be shared with discretion.



POSITION SPECIFICATION

THE POSITION: VICE PRESIDENT OF PEOPLE & CULTURE

REPORTS TO: CHIEF EXECUTIVE OFFICER

LOCATION: WOODSIDE, CALIFORNIA

ABOUT FILOLI

Mission

Filoli is dedicated to connecting its rich history with a vibrant future through beauty, nature and shared stories, so that one day all people will honor nature, value unique experiences, and appreciate beauty in everyday life.

Overview

Filoli is a vibrant landscape of the Bay Area, situated on the unceded ancestral lands of the Ramaytush Ohlone, in Woodside, California. The estate boasts 654 acres of beauty nestled along the slopes of California's coastal range. Originally built as a private residence in 1917, Filoli was opened to the public in 1975 as a 501(c)(3) nonprofit organization and site of the National Trust for Historic Preservation. The property is considered one of the finest remaining country estates of the 20th century, featuring a 54,000+ square-foot Georgian revival-style mansion, 16 acres of exquisite English Renaissance gardens, a 6.8-acre Gentleman's Orchard, and hundreds of acres of Natural Lands with five distinct ecosystems and a 1-mile Estate Trail. Today, Filoli welcomes over 400,000 guests and is a people-driven culture centered on a talented staff.

THE POSITION

Filoli is seeking a visionary executive to lead the Office of People & Culture that will distinguish Filoli as an employer of choice. The ideal candidate should possess the ability to think strategically, collaborate effectively with hands-on experience and thrive in a fast-paced, dynamic work destination.

The Executive Profile

Reporting to the Chief Executive Officer (CEO), the Vice President of People & Culture will be a strategic partner in building an organization and culture that executes effectively on goals and objectives. Specifically, the Filoli Strategic Plan has identified a goal focusing on creating a National Workplace of choice and people-drive culture. In partnership with the People & Culture team, the Vice President will provide leadership in the oversight of workplace experience, talent management, professional development, organizational development, with a focus on fostering a positive, high performing and inclusive workplace culture. The Vice President will provide regular counsel to the Leadership Team in the implementation of a forward-looking vision aimed at enhancing employee excellence, employee retention, talent experience and inclusive culture at Filoli. The position will also manage the Diversity, Equity, Accessibility and Inclusion (DEAI) program in all aspects of People & Culture.



Responsibilities

Strategic People & Culture Leadership

- Develop and implement People & Culture strategies and programs that support Filoli's mission and goals;
- Serve as a strategic partner to the CEO and C-Suite;
- Serve as a member of the Leadership Team and regularly contribute People & Culture analyses and data to inform decisions that impact employees;
- Provide effective leadership and vision for the Office of People & Culture;
- Serve as the Staff Liaison for the People & Culture Committee of the Board of Directors and regularly interact with the Board leadership to seek input on strategic direction;
- Ensure research-driven approach to cultural development using tools like Culture Amp and through regular surveys, communications, and interactions with staff;
- Lead staff communications actions to ensure broad sharing of information and provide feedback loops for continual improvement;
- Represent Filoli within the broader community of People & Culture and non-profit organizations;
- Fulfill expectations as listed in Filoli's Expectations for Directors, Managers and Supervisors

Talent Acquisition and Retention

- Offer strategic leadership for the recruitment and selection process, ensuring Filoli attracts and hires top talent;
- Develop strategies to enhance employee retention, engagement, and satisfaction;
- Evaluate and enhance onboarding programs to integrate new hires into Filoli's culture and values;
- Develop and implement organization-wide professional development programs that are accessible and equitable for staff;
- Create career ladder programs for staff including succession planning and development of promotional pathways;
- Coordinate with managers to develop flexible job design and project-based interdepartmental cross training;

Employee Development, Training and Performance Management

- Evaluate and enhance performance management systems to support continuous employee development and improvement;
- Oversee the performance evaluation program and provide coaching and feedback to managers and employees;
- Provide leadership and guidance on training and development initiatives to enhance employee skills and competencies;

Diversity, Equity, Accessibility and Inclusion (DEAI)

- Drive initiatives to promote diversity, equity, accessibility and inclusion throughout the organization;
- Develop and implement policies and programs that foster a diverse and inclusive workplace culture;
- Partner with internal stakeholders to address unconscious bias and promote a culture of belonging;

Employee Relations and Compliance

- Establish a new focus on employee relations that offers a one-stop center for employees confronting personnel or management conflicts and challenges;
- Serve as a trusted advisor to employees and managers on HR-related issues and concerns, including conflict resolution and disciplinary actions;

- Ensure compliance with relevant employment laws and regulations;
- Seek out new technological solutions to common system and technological upgrades;

Compensation and Benefits

- Ensure the equitable review of employee skills and implementation of the skills-based compensation system;
- Serve as an expert in the compensation and benefits area and develop competitive total rewards and benefits packages to attract and retain top talent;
- Monitor market trends and benchmarking data to ensure the organization remains competitive in its compensation practices;

Organizational Culture and Employee Engagement

- Cultivate and promote a positive organizational culture that reflects Filoli's values and mission;
- Lead initiatives to enhance employee engagement and morale;
- Champion employee recognition and reward programs to celebrate achievements and contributions;
- Implement other strategic priorities related to People & Culture set by the organization's strategic plan;

Building the People & Culture Team

- Lead the development of the People & Culture team through organizational initiatives and team member growth;
- Supervise Director of People Operations, who oversees, people operations, payroll, benefits/compensation, compliance/labor laws, employee relations, policy administration and talent acquisition;
- Oversee the budget for the People & Culture Team;

General

- Ability to provide the highest quality service to all customers in every interaction;
- Uphold all Filoli's policies, procedures, guidelines and standards;
- Maintain flexibility and perform other duties as assigned to respond to the needs of the organization;
- Attendance and punctuality are essential to work and all work-related functions.

CANDIDATE QUALIFICATIONS / EXPERIENCE

Education: Minimum of Bachelor's degree or equivalent in Human Resources, Business or Organizational Development. Master's Degree and SHRM certification preferred.

Experience: Minimum of ten plus years of progressive leadership experience or combination of experience and education in the Human Resources field. Strong understanding of HR best practices, employment laws and regulations. Active affiliation with appropriate HR networks and organizations and ongoing community involvement preferred.

Qualifications: Well-qualified candidate will bring a demonstrated track record of success in the following high-level areas:

- Experience in creating a positive and inclusive people-centered work culture that values and supports its workforce while driving organizational success.
- A track record of cultivating a strong organizational culture that promotes employee

- engagement, boosts morale and enhances teamwork.
- Experience with and commitment to purposeful work around Diversity, Equity, Accessibility and Inclusion as an evolving practice and ongoing process.
- Effective communication skills, including stakeholder relationship management, ability to listen and demonstrate diplomacy skills.
- Management responsibility for a professional staff; experience as an effective team builder working across distinct organizational lines is required.
- A demonstrated ability to work effectively with staff and partners with different backgrounds and cultures, engendering trust, collaborative actions and candid, respectful communication.
- Outstanding oral and written communication skills demonstrated with a broad array of audiences, excellent public speaking skills for formal and extemporaneous presentations.

The successful candidate will have:

- **People, Project and Program Skills** – Proven track record of developing and implementing successful HR strategies and initiatives. Effective teamwork skills and cross-functional collaborative capacity. Ability to either take direction or work independently as the situation requires.
- **Cultural Competencies** – Model a responsibility to self-awareness and awareness of others to recognize that individuals bring unique backgrounds, beliefs, values, and world-views. View racial and cultural differences as assets to the organization.
- **Diversity, Equity, Accessibility and Inclusion** – Committed to Filoli’s dedication to integrate accountability across all efforts to support and sustain a racially equitable organization. Demonstrate a passion of advancing organizational DEAI objectives and influencing others to approach all work with an equity lens. Promote processes and communication that encourage organizational cultural competence and inclusion.
- **Communication Skills** – Excellent interpersonal, communication and leadership skills.
- **Decisive Nature** – Well-honed ability to independently anticipate and analyze situations, define problems and objectives, recognize viable alternatives and formulate rapid solutions with understanding of the inherent risks and the implications of decisions.
- **Computer Skills** – High proficiency in a PC, Windows environment and Microsoft Office products as well as Google Applications.
- **Availability** – Maintain a flexible work schedule that includes seasonal peaks to meet the demands of executive management. Work off site is optional but no more than 25% on a regular basis.

The successful candidate will be:

- A thought leader in creating people-centered cultures;
- Bold in leadership, one who inspires and motivates a workforce and fosters a healthy working culture;
- Experienced with strategic planning, including implementation;
- Capable of building relationships and influencing stakeholders at all levels of the organization, including the Filoli Board of Directors;
- Discreet and display the practice of a high level of confidentiality;
- Possess excellent analytical skills and organizational skills;
- Maintain a positive, calm demeanor and professional manner with employees and visitors at all times;
- Demonstrate a strong customer service orientation;
- Problem solver providing actionable solutions;
- An empathetic leader who empowers staff and embraces a people-centered work culture;
- A proactive self-starter with the ability to attract and engage others in the work of evolving a culture through innovation.



COMPENSATION

This is a full-time, exempt position at a beautiful historic house and garden. Depending on candidate experience, the annual salary range for this position is \$160,000 to \$190,000. This position is also eligible for employee benefits: medical, dental, vision, life, LTD, Flex Plan, 401(k), vacation, sick leave and holiday pay. This position works on-site at Filoli a majority of the time (60-80% of the time) with some remote work possible. The Vice President's schedule may change to meet the needs of the organization so flexibility is important.

To initiate consideration for this opportunity, **please submit a resume and cover letter**, outlining your qualifications as per this Position Specification, to either of the Carlson Beck representatives below.

Filoli is an equal opportunity employer who values diversity in the workplace.

CONTACT INFORMATION

For additional information regarding this opportunity, please contact:

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