

# **EMERGE**

## **Managing Director of People, Culture and DEIA**

### **The Opportunity:**

In the United States, only 25% of high-achieving students from low-income communities apply to the nation's most selective colleges and universities. At EMERGE, we believe that talent is universal, but opportunity is not. Grounded in this belief, EMERGE empowers and prepares high-performing students from underserved communities to attend and graduate from selective colleges & universities across the nation.

EMERGE is embarking on a five-year strategic plan kicking off in August 2022 and it is a particularly exciting time to join the EMERGE team! The Covid pandemic and the spotlight on racial injustice have impacted our organization in ways that have forever changed the way we work, and the way we see the world.

The Managing Director of People, Culture and Diversity, Equity, Inclusion and Anti-Racism (MDPCD) is a new role created to drive the organization towards its 5-year goal to be the leading college access organization, with a culture that attracts and retains the most talented educational equity advocates. Our areas of focus include enhancing our culture, embedding DEIA practices into our organization, and creating systems to further develop our people. This position will report to the VP of Operations, and will work closely with the entire leadership team to achieve the organization's People, Culture, and DEIA goals.

**Estimated Start Date:** May 2, 2022

**Reports To:** Vice President of Operations

**Salary Range:** \$95,000 - \$120,000

**Location:** Houston, TX (Hybrid)

### **The Role:**

As a Managing Director of People, Culture, and DEIA you will spend your time in the following ways:

#### Strategic Vision & Goal Setting

- Using qualitative and quantitative data and knowledge of organizational best-practices, create vision for what the People, Culture, and DEIA function can achieve
- Create strategies to achieve goals laid out in our strategic plan and prioritize initiatives that will move the organization forward, including:
  - Aligning and updating our compensation strategy to DEIA outcomes
  - Creating systems to evaluate and update goals within the People, Culture, and DEIA strategic plan to ensure alignment to vision overtime
  - Streamlining, enhancing and aligning our feedback and performance review process to overall DEIA initiatives and org culture
  - Creating a vision for professional and leadership development for all levels at EMERGE
  - Set goals, including leading and lagging indicators, to ensure outcomes are being met. Communicate progress with VP Operations and Executive Leadership Team
  - Prioritize new workstreams or issues as they arise

#### Areas of focus include:

- Benefits/wellness/staff support
- DEIA
- Staff engagement
- Staff development (Professional Development, Leadership Development)
- Annual feedback & performance reviews

- Onboarding, Hiring, Offboarding
- Hybrid work policies
- Other priorities as they arise

#### Team Management & Budget Oversight

- Manage a Director of P, C, D and a Manager of P, C, D to execute and implement the team priorities
- Create High Impact Responsibilities & Behaviors for each team member, and ensure that tri-annual performance meetings are completed to support the development of each team member
- Ensure proper planning to delegate roles and responsibilities across team
- Determine communication and reporting structure across team for clarity, communicating ownership and alignment across the three positions
- Manage overall team dynamic and professional development opportunities to ensure effective team culture
- Develop a cost model and structure for PCD expense planning
- Effectively manage PCD budget and team expenses to ensure financial resources are stewarded appropriately and expenses fall within the approved annual budget

#### Internal Communications & Staff Engagement Planning

- Review current organizational communication structures and provide a plan to enhance processes for better staff engagement
- Oversee planning and execution of team-wide meetings, celebrations and communications
- Determine how and when we will gather as a team for celebrations, and how we will recognize professional and personal employee milestones
- Oversee celebrations for DEIA initiatives, both externally and internally
- Work closely with the Executive Leadership Team and CEO to determine cadence of team meetings, topics for meetings, and activities
- Own any internal communications that need to be sent, including regular updates and emergency or urgent updates that need to go out to the full staff
- Review the EMERGE Hub and provide recommendations to make it more engaging; ensure team has process for regular updates

#### Office & Hybrid Work Oversight

- Work with CEO and leadership team to create a vision for the future of work at EMERGE; set up in-person and virtual structures, policies, and frameworks
- Oversee office operations across the org which includes 'work from home' and 'in person' office policy development and implementation
- Lead the rollout of new operational policies, procedures, or practices around hybrid work as the need arises; review current policies on a regular basis to ensure alignment to org culture and DEIA initiatives
- Oversee Director in working on COVID response & processes for each department of the organization

#### Human Resources Oversight

- Be the point person for performance management issues across the team, work with managers to coach and address performance problems as they arise
- Serve as the contact for confidential HR needs, figuring out solutions when necessary
- Oversee annual benefits process, including planning for open enrollment
- Identify training philosophy for employees and compliance trainings that should be implemented
- Ensure EMERGE is complying with all necessary employee laws and FMLA rules
- Handle salary negotiations during hiring process

## **The Person**

### **Strategic Thinker & Problem Solver**

- Uses "out of the box" thinking to improve or enhance our processes; shares learnings with others and encourages the team to keep innovating and moving forward
- Actively develops systems, policies and procedures to create long term change
- Sees the big picture, sets a vision and creates milestones for team to achieve goals
- Identify gaps and opportunities, and make a strategic plan for self and team that is aligned with program mission and outcomes
- Prioritizes daily, weekly, monthly and quarterly actions for self and team to meet annual goals; delegates actions appropriately across team

### **Relationship Builder**

- Builds trust with their team and the broader team to foster a collaborative culture, engage in healthy conflict and discussion, and produce stronger outcomes as a result
- Motivates and empowers the team to drive towards a common goal; celebrates wins and fosters an attitude of gratitude
- Engages with direct reports and broader team in coaching and feedback conversations; facilitates development of team
- Spends time growing their network and knows when to engage stakeholders during the problem-solving process

### **Strong Communicator**

- Communicates proactively and effectively to ensure alignment up, down and across the organization
- Seeks input from the right sources ahead of major decisions or changes being rolled out by the Operations team; provides or seeks clarity when unclear or in disagreement
- Proactively communicates decisions and "need to know" information to the direct team and the broader team

### **Functional Leader**

- Displays a sense of ownership and responsibility of key metrics and functional focus areas, including being clear on decision making rights and communicating those decisions and being seen as a content expert who is able to share important data/information
- Engages in continued professional development around critical knowledge & skills needed to lead team/initiatives effectively
- Drives accountability through listening, responding and following through in the areas of Operations

### **Resource Maximizer**

- Thinks strategically about how organizational funds are being spent; understands area budget and cost drivers well enough to create budget and reallocate as needed throughout the year
- Thinks critical about major spending decisions to ensure organizational funds are being used wisely and understands the return on investment prior to spending; ensure team is also working to maximize resources

### **Ideal Candidate will have:**

- Bachelor's degree is highly preferred
- 7+ years professional experience, with a focus on HR, Culture or People initiatives
- Experience leading a team
- Experience developing talent and workforce strategies and policies
- Exceptional interpersonal skills
- Exceptional project management skills

- Exceptional communication skills

**Who we are:**

At EMERGE, we live by our Core Values:

- Equity grounds us
- Diversity defines us
- Talent mobilizes us
- Meaningful relationships fuel us
- Results distinguish us

Founded in 2010, EMERGE is a developmental, college-access organization changing the life trajectories of hundreds of students across the Houston area. Since its inception, EMERGE has grown from serving 14 students across four high schools, to serving over 1,600 high school students across five school districts. We also serve over 1,400 college scholars at over 100 selective colleges and universities across the country.

The EMERGE nonprofit is a partner to EMERGE Houston ISD, EMERGE Spring Branch ISD, EMERGE Spring ISD, EMERGE Aldine ISD, and EMERGE Klein ISD.

As the EMERGE's impact has grown, our nonprofit team has grown to over 30 staff members. The staff includes our College Access Team, College Success Team, Program Assets Team, Finance, Operations & HR team, and Development Team. You will be joining an energetic, passionate team of individuals working to propel Houston's top talent upwards and onwards.

**What we offer:**

At EMERGE, we aim to enact our core value of "equity grounds us" within our compensation practices to ensure a competitive and equitable salary & benefits package for all employees.

To determine salary; we consider each candidate's relevant experience, growth potential, and responsibilities within the role, as well equity across similar roles within the organization. The salary range for this role is \$95,000-\$120,000.

Our salary bands are established to accommodate growth within the role and varied experience levels at point of hire. Based on historical data, we anticipate most candidates will begin their time at EMERGE at the lower end of the salary band. Yearly increases are based on the impact and scale of your role, along with external market factors.

**Benefits:**

- We offer Medical, Dental, and Vision insurance.
- We provide Short-Term and Long-Term Disability insurance, along with Life Insurance.
- We have a 403b plan that employees can opt into.
- Each employee has 27 Paid Time Off days for the year. EMERGE is closed for 18 holidays.

Please Note: EMERGE is currently undergoing a benefits analysis with the goal of enhancing our benefits offerings for all staff and new hires by August 2022.

**Priority Application Deadline: Sunday, April 10 @ 11:59pm CST**

The review of applications will begin immediately and continue until the position is filled, although submission before the priority deadline is highly encouraged.

**Please apply to <https://emerge-fellowship.breezy.hr/p/3d76fb17c57f-managing-director-of-people-culture-and-deia/apply>**