



Position Specification

Tides

Chief People Officer

Private and Confidential

Our Client

Headquartered in San Francisco, California, Tides is a philanthropic partner and nonprofit accelerator dedicated to building a world of shared prosperity and social justice. The mission of Tides is to accelerate the pace of social change, working with innovative partners to solve today's toughest problems. It sits at the nexus of funders and changemakers, with an unparalleled view across the social change ecosystem that allows Tides to take smart risks and drive impact at scale.

Tides envisions a world of shared prosperity and social justice founded on:

- Equity and human rights
- Sustainable environment
- Quality education
- Healthy individuals and communities

Founded in 1976, Tides is comprised of five separate legal entities – Tides Network, Tides Center, Tides Foundation, Tides Advocacy, Tides Two Rivers Fund and Tides Inc., Tides Network is the parent organization and provides service to their various partners. Tides Two Rivers Fund and Tides Inc. operate the two Tides Converge Centers in San Francisco and New York. In 2019, Tides' consolidated revenue totalled over \$700 million. The Tides organization has over \$438 million in assets under management and a commitment to a 100% Impact Investment Portfolio. Tides Network includes 119 total staff; 70 of which are unionized (and Tides' clients and employees total an additional 946 persons working in 40 states).

Tides Network supports its partners by providing executive leadership, human resources and financial management, legal and risk compliance, communications, and administrative services. Tides' impact solutions include philanthropic giving and grantmaking, impact investing, fiscal sponsorship and acceleration services for social ventures, collaborative workspaces, collective initiatives, and advocacy services for policy change.

Tides is dedicated to fostering diversity and inclusion within its workplace. Tides seeks team members who represent a wide range of backgrounds and beliefs; furthermore, it welcomes diversity of thought and experiences. Tides is committed to assembling a diverse and inclusive staff and Board of Directors, with a commitment to excellence in client service and social impact. Tides is an organization that builds bridges between communities, networks, and concepts.

Tides seeks a leader that will speak truth to power structures and actively work towards solutions in addressing systemic racism and the COVID-19 pandemic. At Tides, they work with those whose lives are most affected, and they operate at scale, lifting up — and finding common ground — between different sectors, communities, and cultures. As COVID-19 continues to touch almost every corner of the globe, Tides has already processed over \$38 million in rapid response grants directly related to the pandemic.

The Role

The Chief People Officer is responsible for leading all aspects of the Human Resources. The primary responsibility is to recommend strategies for leveraging and supporting Tides people and its clients with various comprehensive employee programs, trainings, processes and policies. The Chief People Officer will provide advice and formal recommendations for Human Resources strategies and solutions for the organization and its key partners to strengthen capacity and deliver on their missions. A key measure of success for this individual will be the ability to invigorate a strong innovative culture throughout the Network and Center while ensuring that the organization's human capital is aligned to its strategic objectives.

The successful candidate will create robust strategic relationships and partnerships with a broad internal and external stakeholders by actively establishing rapport with Tide's leaders, pursuing in-depth business knowledge, and facilitating cross-functional teams to drive solution-based responses to client needs. The Chief People Officer will also drive large-scale horizontal human resource projects, requiring collaboration and project management skills in a predominantly remote setting for 800+ people

We are looking for someone who gets energy from business-aligned people strategies and has a track record of building strong business relationships and wielding real influence. This person will have a strong point of view on how best to evolve their leadership and functional teams to deliver against their goals. The successful candidate is a leader who balances data and insights with sound instincts and strong judgement to arrive at the right solution. The CPO will be an inspiring, passionate, convicted and humble leader with a track record of growing and developing diverse teams in a fast-paced, ever-changing environment.

The CPO will serve on the Executive Team and report to the Chief Executive Officer serving as a strategic thought leader, problem-solver, planner, and facilitator for the organization. This individual will play a significant role with the Board of Directors (Board) and serve as the main liaison to the Human Capital Committee.

Candidate Profile

Tides seeks an outstanding HR leader to build on the successes of the current HR function and to effectively manage and support 10 high performing HR staff by encouraging and promoting a culture of collaboration, transparency and openness while building a positive working environment. They should be a committed people and culture leader for Tides by balancing a professional services business model in a social impact eco-system. This individual should have the knowledge of key business drivers for the evolving field of HR (Future of Work, multigenerational workforce, purpose driven work, etc.) They will possess experience prioritizing and embedding diversity, equity and inclusion principles and practices within all areas of the HR function and championing an overall inclusive culture. They will have a track record as a hands-on, proactive and engaged partner, and deep experience contributing to the overall strategic and operational dialogue of a significant organization.

The successful candidate will have impeccable integrity and discretion and will actively promote the values and practice of diversity, equity, and inclusion. This individual will bring an intersectional

framework and be well-versed in unconscious bias and privilege. The CPO will be able to navigate difference, understand the drivers of equitable and sustainable change, move between cultures, and be a champion for marginalized communities and those that don't otherwise have a voice at the table.

The successful candidate will be highly effective at building and maintaining positive relationships internally and externally, and working as a productive member of a leadership team. While the technical capabilities must be unquestionably strong, the ability to serve as a strategic business partner to all functions of Tides will be of paramount importance. As such, the CPO must naturally build and maintain cross-functional relationships, lead by example, and dedicated to the mentorship and development of the team. The CPO will uplift and embody Tides values – respect, accountability, creativity, equity and empowerment.

Specific Competencies Include:**Strategic Leadership**

- Participates in the development of Tides plans and programs from the perspective of the impact on all of its people and culture.
- Evaluates and advises on the impact of long-range planning for new systems, strategies and regulatory actions as those items impact Tides ability to attract, motivate, develop and retain employees.
- Directs the HR services and supports to all the members of the network to create a multiplying effect that enables the partner leaders to achieve success.
- Serves as a member and consultant to the leadership team to ensure alignment and collaboration between the organizational strategy, structure, essential people programs and other functions in the organization.
- Owns the change management of large-scale initiatives and programs ensuring the right audiences receive the right information at the right time.
- Develops appropriate personnel policies, procedures and programs for employee orientation, hiring, termination, employee relations, training and compliance, while ensuring a strong emphasis on accountability. Regularly review policies and the employee handbook to remain in compliance with federal, state and local laws.

Systems Management

- The inclination to seek and analyze data from a variety of sources to support decisions and to align others with the organization's overall strategy.
- Has the acumen to institute HR systems across the organization to ensure efficient and transparent process.
- An entrepreneurial and creative approach to developing new, innovative ideas that will stretch the organization and push the boundaries within the industry.
- The ability to set clear and challenging goals while committing the organization to improved performance; tenacious and accountable in driving results.

- Comfortable with ambiguity and uncertainty; the ability to adapt nimbly and lead others through complex situations.
- A risk-taker who seeks data and input from others to foresee possible threats or unintended circumstances from decisions; someone who takes smart risks.

Talent Development and Workforce Planning

- Brings advanced human resources models to identify competency, knowledge and talent gaps and develop specific programs to fill the gaps.
- Implements succession planning programs and key contributor and management positions, training and development programs to prepare employees for increased responsibilities and general business development programs to enhance employee knowledge and increase overall business competency.
- Develops and implement programs that ensure Tides encourages applicants and employees of all backgrounds to fully develop and perform in their roles.
- Implements regular employee engagement and feedback collection to drive talent management solutions based on quantitative and qualitative data.

Diversity & Culture

- Fosters an inclusive workplace environment consistent with Tides values and mission.
- Sets a constructive tone to foster a respectful, open and collaborative work environment.
- Ensures Tides brand and purpose align with the organization's culture and are reflected in Tides employee experiences.
- Leads the development, implementation and continuous quality improvement of resources for ongoing staff training programs to ensure appropriate staff competencies, including in the realm of fostering unconscious bias and anti-bias culture to ensure staff with less access to educational and professional development opportunities are well supported.

Relationships and Influence

- Represents Tides at conferences and strategic events, build on relationships and develop future work for Tides.
- Naturally connects and builds strong relationships with others, demonstrating strong emotional intelligence and an ability to communicate clearly and persuasively.
- An ability to inspire trust and followership in others through compelling influence, powerful charisma, passion in their beliefs, and active drive.
- Creates a sense of purpose/meaning for the team that generates followership beyond their own personality and engages others to the greater purpose for the organization as a whole.

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