

POSITION PROFILE

Chief People Officer

Lucile Packard Foundation for Children's Health

Palo Alto, CA



ABOUT LUCILE PACKARD FOUNDATION FOR CHILDREN'S HEALTH

The Lucile Packard Foundation for Children's Health (Foundation) is here to unlock philanthropy to transform health for all kids and families, in our community and around the world. We support child and maternal health programs at two world-renowned institutions, Lucile Packard Children's Hospital Stanford, and the Stanford University School of Medicine. And, we aim for big picture change—equity and access to excellence care and outcomes for all kids, especially children with special health care needs.



The Foundation was established in 1997 as an independent public charity to ensure a continued source of dedicated funding and support for the health and well-being of children. The Foundation is the sole fundraising entity for the children's hospital at Stanford and maternal and child health programs at Stanford's School of Medicine. Philanthropy supports clinical care, research, innovation, and education to improve the health of children and expectant mothers, locally and worldwide.

Our vision is to ensure all children in the communities we serve are able to reach their maximum health potential.

Our team is on a shared mission to:

- Fundraise to improve health outcomes and equitable access to excellent care for all kids and their families.
- Advance equity and access to care for children with special health care needs.

LEARN MORE:
lpfch.org

THE OPPORTUNITY

The Chief People Officer (CPO) will provide strategic leadership and direction for Lucile Packard Foundation for Children's Health (Foundation) human resource strategy to achieve results aligned with the mission, vision, and values of the organization. The CPO will support and define the Foundation's organizational culture, including developing positive values and behaviors, connection to our mission and one another, creating a diverse and inclusive work environment, fostering professional development and learning, and ensuring the organization continues to be a place where high-performing people love coming to work.

The CPO will lead the Foundation's Future of Work initiative, including our hybrid work approach. They will design in-person engagements including bi-annual "home weeks", assess the effectiveness of our hybrid structure with all-staff engagement surveys, and make strategic recommendations to ensure our hybrid work environment meets the organization's needs while providing flexibility for all of us to do our best work, in the best place, at the best time.

The CPO will play an integral role in the diversity, equity, inclusion, and belonging (DEIB) work of the Foundation on both a large-scale and interpersonal level. The CPO will be the agency champion for integrating a DEIB across the organization.

Reporting to the President and CEO, Cynthia Brandt, and as a member of the Leadership Team, the CPO will serve as a strategic advisor and functional expert regarding HR management and organizational culture. The CPO will provide direction and support to the Foundation's talent strategy facilitating the achievement of people-driven goals, while meeting management and regulatory human resources expectations. In addition, the CPO will lead the effort to recruit, develop, and lead a team capable of supporting the Foundation's performance and growth strategies while fostering an engaging, positive work environment.

The CPO will lead the charge of moving the Foundation forward by implementing new practices, systems, and tools where needed, and improving all structures and practices wherever possible.

The Foundation is seeking a leader with a progressive HR mindset, excellent communication skills, and the highest ethical standards.

THE CPO'S ADDITIONAL HIGH-LEVEL RESPONSIBILITIES WILL INCLUDE:

STRATEGIC, EXECUTIVE AND CHANGE LEADERSHIP:

Advise CEO and Leadership Team and collaborate on an organizational design and growth plan. Catalyze new approaches to improve results by transforming culture, systems, or services, helping others overcome resistance to change so that organizational objectives are achieved. Engage with the Board Compensation Committee. Manage a team and oversee core HR functions. Benchmark and uncover HR and culture best practices.

HIGH PERFORMANCE ORGANIZATION:

Develop a high performing organization through a variety of initiatives and improvements. Enhance employer branding to become the employer of choice for current staff and candidates. Oversee, refine, and drive talent strategy and workforce plan, including promotion cycle and succession planning. Develop and maintain a professional development and training program calendar for managers and all employees. Create a performance culture including performance reviews and recognition programs.

EMPLOYEE ENGAGEMENT & CULTURE:

Foster a deep connection to mission and to one another for all employees, including team and morale building. Develop employee engagement programs, including mentorship. Create a culture to support a new hybrid work model, including home weeks and engagement surveys. Infuse culture into every aspect of employee relations, recognition, recruiting, and onboarding.



THE CPO'S GREATEST ASSETS IN THIS ENDEAVOR WILL INCLUDE:

MISSION-FIRST:

Mission-motivated. Make decisions based on an unwavering commitment to unlock philanthropy to advance child and maternal health. Growing an organization while building the people and culture strategy in alignment with vision and mission.

PERFORMANCE-DRIVEN:

Unapologetically ambitious and open to new solutions and ways of working to ensure the Foundation's strategy is executed timely and effectively to seek competitive advantage.

STRATEGIC THOUGHT PARTNER:

Confront the complex realities of the environment and seek a different and better future, providing purpose, direction, and motivation. Work with and through others to identify opportunities, issues, and relationships relevant to achieving a long-range goal or vision. Data-informed architect of strategy for HR, people, and culture.

CULTURE LEADER, INCLUDING COMMITMENT TO DEIB:

Demonstrated ability to enrich a culture while growing an organization, including operationalizing equity and cultivating belonging. Belief that diversity is a strength, inclusion is non-negotiable, and every person is deserving of respect.

CONSULTATIVE & ITERATIVE LEADER:

Regularly seek feedback and input. Develop productive working relationships with others to build alignment to accomplish organizational priorities.

PERSUASIVE COMMUNICATOR:

Present complex ideas effectively (orally and/or in writing) to individuals and groups in formal and informal settings. Communicates in ways that engage, lift and bring along others. Demonstrated capacity to manage up and across a scaling organization.

CANDIDATE PROFILE

The ideal candidate will have the following professional and personal qualities, skills, and characteristics:

STRATEGIC EXECUTIVE LEADER

The Chief People Officer will be a highly experienced strategic executive leader with ambition to grow an organization, a strong track record of measurable results, and an outcome-driven mindset. A proven strategic thinker with the vision, capacity, and experience to understand and balance a complex array of constituent needs, the CPO will serve as a strategic voice for human resources on the executive team. The CPO will be a proactive, collaborative change agent who is eager to address the individual and collective needs of the staff as a whole and who works effectively across the organization and in concert with other leaders.

They will create and implement systems, programs, and practices that advance the Foundation's values, vision, and mission in a hybrid work environment.

The CPO will manage, coach, and lead an HR team of four and serve as liaison to the Compensation Committee of the board. The CPO will manage the HR budget.



EXPERTISE IN PEOPLE, VALUES, AND CULTURE

The CPO will be a highly strategic advisor and functional expert to the CEO and Leadership Team regarding talent management, employee relations and culture. This person will develop and execute comprehensive culture initiatives, employee relations, employee effectiveness and talent management strategies in alignment with the organization's priorities.

The CPO will bring a proven record of building and leading a best-in-class human resources function with a superior understanding of human capital management and talent development strategies. This leader will evaluate and advise on the organization's policies and systems concerning human capital and will have a proven ability to foster and strengthen cultures rooted in collaboration, compassion, and professionalism.

They will be a builder who has designed and implemented effective talent recruitment, management, and retention strategies in the past. The CPO will implement strategies, tactics, and tools to attract and recruit best-in-class talent and a diverse workforce. They will develop in-house recruiting talent, build relationships with outside recruiters, and promote the organization with enhanced employer branding to ensure top talent.

The CPO, in partnership with the existing HR team, will employ talent development and coaching initiatives for new and existing team members; define career pathing, improve and enhance performance management, learning, and development to upskill the existing team with emphasis on manager training.

The CPO will enhance the Foundation's reputation as an employer of choice through the development and implementation of a wide range of innovative employee support and professional development initiatives.



COLLABORATIVE LEADER AND CHANGE AGENT

The CPO will catalyze new approaches to improve results by transforming culture, systems, or services. This leader will have practical experience in communicating change, including those related to historic practices, traditions, and long-established systems. Proactive and insightful, the CPO will bring a mindset to challenge the status quo. This leader will empower staff by operating with a high degree of transparency and clarity, in addition to focusing on outcomes. The CPO will also oversee regular assessment and reporting on employee morale with a focus on continuous improvement and professional development of positive employer/employee relationships to promote a high level of morale, motivation, retention, and job satisfaction. The CPO will drive culture to establish and maintain a level of credibility and trust that encourages employees at all levels to discuss issues openly and set a tone for the entire organization consistent with the Foundation.

CULTIVATING EQUITY AND USING INFLUENCE

A compassionate leader in the HR sector, the CPO will have a deep understanding of the issues of diversity, equity, inclusion, and belonging, and will embed these ideas in the management of staff. Experienced in working with diverse populations, this person will have the character and integrity necessary to develop rapport with people of varying experiences, backgrounds, and philosophies. This person will relentlessly be in pursuit of creating an environment where every employee can be their authentic selves.

A resourceful coach and capable facilitator, the CPO will enthusiastically lead the organization's staff in developing awareness, comfort, and confidence to address and champion equity in all aspects of the organization and its services. Understanding that this mission attracts great talent, and that great talent attracts great opportunity, the CPO recognizes this is but one stop on each colleague's robust career journey and will seek to build an organization that makes it hard for people to leave and yet in which colleagues will always remember the profound skills they developed and the community they found at the Foundation.



PASSION FOR THE MISSION

The CPO will embody the values and mission of Lucile Packard Foundation for Children's Health and as a result, will inspire and motivate others to push the mission forward in a collaborative manner. The CPO will catalyze others' commitment to advance the well-being of children and their families. They will lead by example, understanding that empathy is an essential quality. The ideal candidate will have an eye consistently focused on the future and how to best adapt the organization to its changing environment while staying true to the mission of the Foundation. The CPO is someone who can be trusted without reservation and build a strong sense of community within HR and the greater organization. This leader will also serve as an ideal team player, modeling the values of the organization in their everyday work and exhibiting humility and a flexible interpersonal style to build, motivate and guide a cohesive team in attaining organizational goals.

Lucile Packard Foundation for Children's Health is an equal opportunity employer and strongly encourages applications from people of color, persons with disabilities, women, veterans, and LGBTQ+ applicants.

Due to Covid-19, employees of the Foundation are currently working remotely. Once the Foundation office reopens—expected in the coming months— employees will transition to hybrid work. The Executive Assistant CPO is eligible for hybrid work, meaning they are working in the office or in person whenever needed and on average of eight days a month. Note, the Foundation has a mandatory Covid-19 Vaccination Policy and all new employees must submit proof of their Covid-19 vaccination and booster vaccine at the time their employment commences. Alternatively, prior to commencing employment, new employees may request approval for accommodation for an exemption to the policy as permitted by law.

COMPENSATION & BENEFITS

The Chief People Officer is a full-time, exempt position. Compensation is competitive and commensurate with experience.

CONTACT

Koya Partners, the executive search firm that specializes in mission-driven search, has been exclusively retained for this engagement. Amy Shea and Jean Muurahainen are leading the engagement. To make recommendations or express interest in this opportunity, please submit your materials [here](#), or email lpfchcpo@koyapartners.com. All inquiries and discussions will be considered strictly confidential.

Koya Partners is committed to providing reasonable accommodation to individuals living with disabilities. If you are a qualified individual living with a disability and need assistance expressing interest online, please email NonprofitSearchOps@divsearch.com. If you are selected for an interview, you will receive additional information regarding how to request an accommodation for the interview process.

About Koya Partners

Koya Partners, a part of Diversified Search Group, is a leading executive search and strategic advising firm dedicated to connecting exceptionally talented people with mission-driven clients. Our founding philosophy—The Right Person in the Right Place Can Change the World—guides our work as we partner with nonprofits & NGOs, institutions of higher education, responsible businesses, and social enterprises in local communities and around the world.

For more information about Koya Partners, visit www.koyapartners.com.