

POSITION ANNOUNCEMENT

Director, Equity and Culture

Status: Full-time, Exempt

Reports to: President

Location: Mountain View, CA

(Temporarily Remote)

Apply by: April 5, 2021

ABOUT US

[Sobrato Philanthropies](#) creates social change by partnering with communities to build a world that is more inclusive, equitable, and sustainable. Guided by the business philosophy and personal values of the Sobrato family, three generations engage in grantmaking, advocacy, impact investing, and collaborative efforts designed to create impact in the communities they serve. Sobrato Philanthropies is part of [The Sobrato Organization](#), a multi-generational, family-owned firm that has played a dynamic role in the emergence and growth of Silicon Valley for nearly 70 years. Sobrato Philanthropies leverages the combined power of multiple giving vehicles, including the Sobrato Family Foundation, which has focused on building opportunity in Silicon Valley since 1996. The Sobrato family is committed to building a strong and vibrant Silicon Valley community through business and philanthropic leadership.

Sobrato Philanthropies' Silicon Valley strategy leverages grantmaking and in-kind office space to build a resilient and effective nonprofit community serving low-income Silicon Valley residents and increase stability and economic mobility for low-income individuals in the region. The Economic Mobility Program makes grants across three portfolios – Essential Human Services, Pathways for Success, and Bachelor's Completion – toward a vision of expanded opportunity for low-income Silicon Valley residents. Sobrato Philanthropies also invests directly in the region's nonprofit ecosystem by providing in-kind office and meeting space through its four Sobrato Centers for Nonprofits. Beyond these programs, Sobrato Philanthropies has expanded to new strategies including impacting systemic change on behalf of English Learners in the state and investing in ocean conservation and plastic reduction efforts globally.

ABOUT THE POSITION

The Director, Equity and Culture will strategically support people, culture, and diversity, equity, and inclusion (DEI) across Sobrato Philanthropies ensuring alignment with values and goals. Reporting directly to the President, the director will be responsible for cultivating a healthy work environment in which all team members can thrive. As a trusted, empathetic leader, the director will work collaboratively to design people management processes that are responsive to team needs, inclusive of best practice in the field, and that attract, develop, and retain a talented, inspired team.

The ideal candidate will be experienced in handling a wide range of talent-related functions in support of diverse, growing teams including DEI strategy and implementation; recruitment and hiring; learning and development; people operations; organizational design; and compensation. As a member of the leadership team, the director will work closely with programmatic and functional leaders and managers across the organization. The director will also work in close collaboration with the TSO Director of People and Operations, who provides core human resources support across all TSO, including Sobrato Philanthropies.

KEY RESPONSIBILITIES

Organizational Design and Strategic People Leadership

- Serve as a key thought partner to the President keeping abreast of the pulse of the team and lifting up and championing creative strategies to continually enhance equity and culture
- Partner with President to align strategic priorities and critical people functions across the organization, including developing an organizational structure supportive of these needs
- Engage collaboratively with the team looking for ways to continually strengthen team satisfaction and cohesion
- Design and oversee change management efforts to ensure understanding, alignment, and commitment

Culture and Community

- Shape a human-centered culture that supports a high-performing community-oriented team
- Cultivate an environment which enables people to feel a sense of belonging, thrive, and achieve their potential and aspirations while meeting organization needs
- Build a strong team-based environment that enables ongoing collaboration with healthy feedback loops to enable continuous improvement
- Partner with the leadership team to enable the overall success of Sobrato Philanthropies' All Staff meetings as part of cultivating a collegial and collaborative work environment
- Maximize the energy and ideas of staff-formed initiatives like the Sunshine Committee focused on wellness and learning

Diversity, Equity, and Inclusion

- Lead Sobrato Philanthropies' DEI initiatives, in partnership with the President and leadership team, serving as a coach for the team, and coordinating efforts with TSO as appropriate
- Oversee overall approach to DEI, including implementing systems, developing a learning agenda, and ensuring ongoing training designed to build staff capacity to work consciously and effectively across lines of difference with internal and community partners
- Apply a DEI lens to all job design, recruiting, staffing and transition processes and ensure that all systems support the organization's goals in these areas
- Ensure that Sobrato Philanthropies' commitment to DEI is reflected not only in our internal practices, but also in our programmatic approach and grantmaking
- Develop and track metrics to define what success looks like and measure our progress as an organization

Recruitment, Hiring, and Onboarding

- Work in close collaboration with and leverage the expertise of the Director of People and Operations who manages position postings, applicant screening, and onboarding across payroll, benefits, IT, mandatory trainings and other centralized services
- Oversee equitable and transparent staff recruitment, selection and hiring processes that are welcoming to all, particularly diverse applicants with lived experience in our communities and focus areas
- Design and implement strategies to attract, consider, and hire dynamic talent to the organization ensuring ongoing development and retention over time
- Ensure a diverse and inclusive candidate pool for every search
- As appropriate, select and partner with search firms to lead through executive level searches
- Develop consistent onboarding practices to creatively welcome new hires and create a sense of belonging

Learning and Development

- Create systems and processes that enable staff at all levels in the organization to continue to learn, grow, develop, and adapt
- Develop clear, approachable systems for career pathways and succession planning
- Strengthen the capacity of managers throughout the organization to lead more effectively providing coaching and guidance to continually improve effective management practices
- Build stronger systems and practices for informal feedback from peers, managers, and direct reports to ensure opportunities for continuous improvement and growth
- Partner with Measurement, Evaluation, and Learning and Sunshine Committee to ensure that efforts across the organization are coherent and aligned
- Assist with the selection of vendors/partners for deployment of key initiatives to ensure an inclusive process
- Ensure staff-wide communications are relevant, informative, engaging, and compelling

Performance Management

- Assess current values- and competency-based talent and performance management systems and recommend any needed customizations for Sobrato Philanthropies, as appropriate, for administration by TSO
- Manage and continually improve the organization's performance management process, including annual reviews and regular feedback
- Support the Director of People and Operations in establishing and reassessing the organization's rewards

- policies and practices, including external benchmarking and calibration
- Manage Sobrato Philanthropies' employee transitions and counsel and coach managers and executives through departures in collaboration with the Director of People and Operations

Compensation and Benefits

- Develop, manage, and evolve our compensation approach and systems and conduct market analysis and benchmarking studies to ensure that overall compensation packages remain fair, consistent and competitive
- Monitor the national benefits environment for innovative options and recommend responsive, attractive and cost-effective employee benefits which are managed by the Director of People and Operations

QUALIFICATIONS AND COMPETENCIES

Qualifications

- Commitment to Sobrato Philanthropies' mission and values
- A minimum of 8 to 10 years of related HR, culture and systems experience across a broad set of HR functions and competencies, preferably in nonprofit or philanthropic environments
- Experience facilitating challenging conversations and bringing a racial equity lens to enhance an organization's DEI journey with principles based in best practice
- Experience working with diverse teams and multiple stakeholders with different work styles
- Knowledge of federal, state, and local employment laws and regulations
- Experience supporting teams of at least 15 to 20 preferred and experience managing through organizational change or growth is a plus
- A Bachelor's degree, HR and/or DEI certification or training preferred; may be substituted with experience in excess of the minimum required years
- Knowledge of the Silicon Valley region and/or lived experience in our focus areas a plus

Competencies

- Ability to listen with empathy and build trust
- Emotional intelligence and self-awareness to understand impact on others, adapt to styles, and make each team member feel safe discussing HR matters
- Approachable with exceptional interpersonal skills
- Highly collaborative bridge-builder who can bring individuals and teams together
- Highest standard for professionalism and integrity using discretion and maintaining confidentiality and excellent judgment
- High tolerance for ambiguity with an ability to thrive in an environment of organizational change and growth
- Views change and challenges as exciting opportunities to identify solutions, test new approaches, respond to feedback, and make course corrections
- Humility and learning orientation to recognize and flag relevant challenges and ask for help when needed and to learn from successes and challenges
- Excellent written and oral communications
- Ability to sensitively navigate and de-escalate challenging situations when needed
- Ability to work both independently and collaboratively as a team player
- Ability to translate ideas into execution and advance initiatives across an organization
- Ability to help develop team competencies

WHAT WE OFFER

Sobrato Philanthropies promotes equitable and rewarding compensation for its team. Salary is commensurate with experience, plus a competitive benefits package with perks including medical, dental and vision coverage; life insurance; 401(k) plan with generous employer match; paid time off; vacation and holidays; access to professional development resources; matching gift contributions; an Employee Assistance Program (EAP); cell phone reimbursement; public transportation passes; dedicated parking; stocked kitchen snacks and beverages; and many employee events and lunches!

Beyond competitive salaries, benefits and perks, joining Sobrato Philanthropies is an opportunity to build upon the Sobrato family legacy of strong values, deep commitment and large-scale community impact. Sobrato Philanthropies is dynamic, growing, encourages collaboration and continuous learning, and is committed to fostering a culture of inclusion. Our team has the opportunity to contribute immediately taking on meaningful work alongside caring, talented colleagues.

HOW TO APPLY

Sobrato Philanthropies is partnering with [Walker and Associates Consulting](#) – a values-aligned, Bay Area-based, people of color- and women-owned and -led strategic consultancy. To apply, email a cover letter, resume and list of three references (candidates will be notified in advance of any outreach to references) by 5:00 pm PT on **Monday, April 5, 2021** to sobrato@walkeraac.com. Use the subject line “Director, Equity and Culture.” One combined PDF file is preferred. Candidate review begins immediately. *Questions or Nominations?* Email Jeannine N. Walker, President and CEO, at jwalker@walkeraac.com.

In alignment with our values, Sobrato Philanthropies is an equal opportunity employer committed to the values of diversity, equity, and inclusion. We are dedicated to building a team that represents a diversity of backgrounds, cultures, experiences, perspectives, and skills and to creating an environment of inclusion and belonging welcoming to all regardless of race, skin color, ethnicity, religion, gender identity, sexual orientation, national origin, disability, age, marital status, military status, pregnancy, or parenthood. People of diverse backgrounds with lived experience in our communities and focus areas are strongly encouraged to apply. The team is currently working remotely, with the plan to return to the office when it is deemed safe to do so.

