

MARTHA MONTAG BROWN
& ASSOCIATES, LLC

*consultants in executive search
placing leaders with a purpose*



POSITION DESCRIPTION
DIRECTOR OF HUMAN RESOURCES
GORDON AND BETTY MOORE FOUNDATION
January 2023

The Opportunity

The [Gordon and Betty Moore Foundation](#) is seeking a strategic Human Resources leader to serve as the organization's next Director of Human Resources and to lead the organization's Human Resources, People and Culture functions. This is a unique opportunity to serve as the foundation's most senior dedicated Human Resources, People and Culture leader and to play a pivotal role in further evolving the Human Resources function for a world-class philanthropic foundation. This is an exciting chance to provide leadership in shaping and implementing the foundation's talent strategy, in delivering exceptional Human Resources support and in further strengthening a diverse, inclusive, high-impact organizational culture. The foundation is a San Francisco Bay Area-based organization, and current or previous experience in California is preferred.

Gordon and Betty Moore established the foundation in 2000 to create positive change for future generations. From its inception, philanthropic grantmaking at the Gordon and Betty Moore Foundation has been guided by the [Founders' Intent](#), and the foundation is an outcomes-driven organization that takes a scientific approach and measures results. Programmatically, the foundation fosters path-breaking scientific discovery, environmental conservation, patient care improvements and preservation of the special character of the San Francisco Bay Area. The foundation is one of the largest U.S. private foundations, with an endowment of more than \$8 billion.

The foundation's talented and engaged staff work in partnership with the foundation's board of trustees, leadership and grantees to implement a strategic outcomes-based approach to philanthropy. The foundation's grantmaking is supported by teams of investment, human resources, legal, facilities, information technology, measurement and evaluation, grants administration, communications and finance professionals.

The Director will support the foundation's impact by further developing and implementing a best-in-class Human Resources function, operation and strategy aligned with the foundation's approach, values and objectives. Serving as an inspired, trusted thought partner on all People issues, the Director will be a highly engaged member of the Senior Management Team and will deliver strategic and operational Human Resources solutions to the foundation. The Director

will play a key role in developing and implementing best practices and strategies that advance the foundation's efforts to be a high-performance, high-impact organization powered by a highly skilled, engaged and diverse workforce, and inclusive culture. The Director will be an inspiring and collaborative leader of the Human Resources team and will support the professional development of Human Resources team members.

The foundation believes there can be no lasting change for the good if that change is not widely shared. The Director of Human Resources will provide a key leadership role in implementing the foundation's commitment to embrace diversity in persons and ideas, in fostering a sense of inclusion and to providing a workplace where all staff are accepted, respected and supported.

The ideal candidate will have: 1) a minimum of ten to fifteen years' experience as an inspired and respected senior Human Resources, People and Culture leader within sectors such as philanthropy, business (e.g., corporate, tech, life sciences), non-profit, government, professional services (e.g., legal, consulting) and academia; 2) a track record as an empathetic, analytical, entrepreneurial and emotionally intelligent leader with expertise as a culture builder and respected colleague within organizations of highly skilled professionals and content experts; 3) demonstrated direct expertise across the primary Human Resources functions (e.g., compensation, benefits, recruitment, organizational design and staffing models, employee relations, professional development/training, employee wellness) and experience in creating best-in-class performance of each aligned with an overall talent strategy and comfort with hands-on work as needed to operationalize these functions; 4) vision and experience building and integrating diversity, equity and inclusion into actionable and measurable ways of working; and 5) a reputation as a credible, trustworthy leader with the highest standards of ethics, professionalism and integrity.

The Director reports to the Chief Administrative Officer and serves on the Senior Management Team. The position is based at the foundation's main office in Palo Alto, CA. The foundation has a hybrid work arrangement, and the Director will work a minimum of six to eight days a month in the office.

Key Responsibilities

As the most senior dedicated Human Resources, People and Culture leader for the foundation, the Director will play a pivotal role in evolving, operating and innovating all aspects of this critically important function during the foundation's continued growth.

Strategic Leadership

- Refine and implement a multi-year Human Resources, People and Culture strategy which aligns with the foundation's overarching goals and approach and positions the foundation well for growth.
- Serve as an internal strategic partner, advisor and coach to all levels of the organization including the President, leadership, managers and other staff.

- Drive excellence and innovation in the foundation's talent model and in its Human Resources operational functions.
- Champion approaches that move the organization forward and support the achievement of its strategic priorities.

Human Resources Programs and Operations

- Continuously refine and oversee implementation of best-in-class Human Resources programs and operational functions including, but not limited to, recruitment and retention; compensation and benefits; performance management; training and professional development; culture building; diversity, equity and inclusion; employee engagement; employee wellness; and people analytics. Ensure alignment of Human Resources programs to the talent model and to the foundation's approach and priorities. As necessary or appropriate, conduct hands-on work in support of Human Resources programs and operations.
- Oversee, evaluate and execute foundation compensation and benefits programs, ensuring they are competitive, fair and effective in recruiting and retaining top performing employees.
- Lead and mentor a high performing Human Resources team that helps the organization achieve operational and strategic excellence. Support the professional growth and development of Human Resources team members.
- Chair the 401(k) Committee on behalf of the foundation.
- Analyze effectiveness of Human Resources policies, operational processes and programs, with an eye toward continuous improvement.
- Ensure compliance with federal, state and local laws and regulations. Educate employees about relevant legal and compliance issues. Work with legal counsel and resources as necessary.
- Develop and manage the Human Resources budget, including foundation headcount, foundation-wide training and recruitment line items.
- Lead and iterate the strategy and implementation for optimizing a hybrid workforce model.

Staffing and Talent Management

- In consultation with leadership and managers, ensure alignment of the foundation's staffing model to its objectives and philanthropic approach.
- Lead a comprehensive set of strategies and Human Resource programs and processes to attract, motivate and retain top talent.
- Oversee effective recruitment efforts, support managers throughout the hiring and onboarding process and ensure recruitment practices are fair, equitable and attract candidates of diverse backgrounds and experience.
- Develop and implement robust training and professional development programs to foster learning and growth for all staff.
- Establish meaningful and impactful performance management and feedback systems.

Diversity, Equity and Inclusion, Culture and Employee Engagement

- Work with senior leadership to lead, manage and shape a high-performing culture aligned with the foundation's values (impact, integrity, disciplined approach and collaboration) and attributes (excellence, passion, collegiality, openness and honesty, humility and self-awareness).
- Enable a culture of belonging by strongly supporting and infusing DEI across all layers of the organization. Ensure Human Resources programs and functions support a diverse and inclusive workforce and work environment.
- Facilitate efforts to enhance workplace culture and fine-tune and implement policies, practices and strategies for cultivating a healthy and productive work environment.
- Develop and implement an approach to employee engagement that cultivates a healthy culture, productivity, impact and high levels of employee satisfaction, engagement and retention.

Qualifications and Desired Competencies

The ideal candidate will be a senior Human Resources leader with a track record of innovation, trustworthiness and impact, substantial experience in the field and an exceptional commitment to and history of creating high-performing cultures and inclusive workplaces.

- A minimum of ten to fifteen years' experience in relevant senior-level roles leading Human Resources for an organization with a similar employee profile (highly skilled and high performing) from sectors such as philanthropy, business (e.g., corporate, tech, life sciences), non-profit, government, professional services (e.g., legal, consulting), and academia. Candidates from all sectors, including those whose experience is primarily outside the philanthropic and non-profit sectors, are encouraged to apply.
- Demonstrated expertise in creating and implementing Human Resources strategies (staffing, compensation, benefits, etc.) aligned with organizational goals and approach.
- Direct expertise and working knowledge of best practices across the full spectrum of Human Resources, People and Culture policies, practices and functions (e.g., recruitment and retention, compensation and benefits, performance management, training and professional development, employee wellness, culture building, diversity, equity and inclusion). A proven track record of delivering Human Resources operational excellence.
- Exceptional leadership and implementation skills with a track record of being strategic, analytical and results driven. Proven success as a trusted advisor to senior leadership, and an open-minded, accessible, empathic, trustworthy coach to employees at all levels.
- Proclivity and enthusiasm for hands-on work in support of the Human Resources team and the foundation.
- Track record of success facilitating progressive organizational change and development tied to employee satisfaction and retention.
- Substantive experience leading and evolving DEI efforts that meaningfully contribute to an organization's success and employee engagement.
- Exceptional verbal and written communication skills with the ability to communicate in a trustworthy, inspiring and influential manner; high emotional intelligence and well-

developed listening skills; sophisticated conflict resolution skills. This role requires someone with very high emotional intelligence who can act as a bridge, when necessary, between employees and managers.

- A positive, can-do spirit and attitude that no job is too big or too small.
- Intellectual curiosity, analytic mindset and approach.
- Thorough knowledge of employment-related laws and regulations, particularly in California. The foundation is a San Francisco Bay Area-based organization whose employees, with rare exceptions, are located in California.
- Demonstrated success in working effectively with external partners, including expertise in selecting and negotiating benefits with external vendors.
- Experience using metrics and analytics to formulate program design and decision-making.
- Bachelor's degree required; advanced degree preferred.
- SPHR/SHRM-SCP certification strongly preferred.
- Proficient with Microsoft Office Suite and other software applications including Box and Zoom.

Attributes

The foundation articulates the key attributes they look for with every employee as follows: "Our ideal candidate will demonstrate the following attributes that describe how we at the foundation strive to do our work with each other and our partners.

- Committed to Excellence - We bring our best to all we do.
- Passionate - Inspired by the vision of our founders, we are passionate about our work.
- Collegial - We are part of a team striving toward common goals.
- Open and Honest - We act with integrity, putting the good of the foundation first.
- Humble and Self-Aware - Emulating our founders, we bring a sense of humility to our work."

Compensation and Benefits

The Moore Foundation provides a generous total compensation package that includes a competitive base salary and comprehensive benefits to support your life, health, and well-being.

Health benefits include employer-paid options for medical insurance and employer-paid dental and vision insurance for employees and dependents; an employee assistance program; employer-paid disability, and life insurance benefits; paid parental leave; and pre-tax flexible spending accounts for medical and dependent care expenses

Other benefits include 6 weeks of paid time off per year of employment and 10 paid holidays; 401(k) retirement savings plan with a foundation contribution of up to 10% and a Roth 401(k) option; matching gifts program for qualifying charitable contributions; hybrid work arrangement; commuter benefits program; tuition assistance; and professional development opportunities.

The full base salary range for this position is between \$296,410 and \$444,610 per year. Offers are based on the candidate's years of experience and the foundation's practice of upholding salary equity within the foundation.

COVID-19

The Moore Foundation requires that all employees be up to date on their COVID-19 vaccinations as defined by the CDC, subject to reasonable accommodations for medical or religious reasons. Any employment offer will be contingent upon satisfactory proof that you comply with this requirement.

Application Process

[Martha Montag Brown & Associates, LLC](#) has been retained for this search. Interested and qualified candidates are encouraged to apply by sending a cover letter, resume and salary requirements by email to martha@marthamontagbrown.com.

The Moore Foundation is an equal opportunity employer and welcomes a diverse pool of applicants. We depend on individuals who possess varied skills, perspectives and expertise. We seek to recognize many forms of excellence in candidates, attract individuals with varied identities and backgrounds, and enable all employees to feel they belong and can contribute to the mission of the Moore Foundation.

The foundation does not discriminate based on race, color, religion, creed, sex, gender (including pregnancy, childbirth or related medical conditions), national origin, ancestry, citizenship, age, physical disability, mental disability, medical condition, genetic information, military or veteran status, marital status, registered domestic partner status, sexual orientation, gender identity, gender expression, or on any other basis protected by applicable federal, state or local law. It also does not discriminate based on the perception that anyone has any of these characteristics or is associated with a person who has or is perceived as having any of these characteristics.

The foundation is committed to providing access, equal opportunity and reasonable accommodation for individuals with disabilities in employment, its programs, and operations. As part of this commitment, the foundation will ensure that persons with disabilities are provided reasonable accommodations.

If a reasonable accommodation is needed to participate in the job application process, please contact hr@moore.org. A request for an accommodation will be responded to within three business days. However, non-disability related requests, such as following up on an application, will not receive a response.

Pursuant to the San Francisco Fair Chance Ordinance, we will consider for employment qualified applicants with criminal histories in a manner consistent with the requirements of the ordinance.

Applicants must be legally authorized to work in the United States.