



## POSITION ANNOUNCEMENT

**Title:** Senior Director of Strategic Human Resources  
**Location:** National Headquarters, Boston, MA

**Organization Overview:** Year Up's mission is to close the Opportunity Divide in our country by providing urban young adults with the skills, experience, and support that will empower them to reach their potential through professional careers and higher education.

We achieve this through a high-support, high-expectation model that combines marketable job skills, stipends, corporate apprenticeships, college-level coursework, a behavior guidance system and several levels of support to place these young adults on a viable path to economic self-sufficiency. Our intensive training and education program serves urban young adults, ages 18-24, in Atlanta, Boston, New York City, Providence, San Francisco and Washington, D.C. We have achieved excellent results to date: 100% placement of qualified students into apprenticeships, 90% of apprentices meet or exceed partner expectations, 87% of graduates placed in full or part-time positions, and a \$14/hr average wage at placement. Please see [www.yearup.org](http://www.yearup.org) for details.

**Position Overview:** Reporting directly to the National Director of Operations and Finance, the Senior Director of Strategic Human Resources is responsible for guiding leaders across multiple sites in recruiting, developing, motivating and retaining Year Up's talented staff. With a current team of two direct reports in Year Up's National Office, s/he will organize, align, and dramatically expand strategic priorities focused on organizational and people development. Existing programs are grounded in a competency model and include recruitment and selection, performance management and pipelining (succession planning), training and development, diversity and cultural competency, and staff relations and culture. A key piece of the work involves helping Year Up define further how National staff members can best provide service to multiple, independent program sites. The successful candidate for this position is smart, strategic, diplomatic and proactive. S/he must also be flexible to work in a fast-paced, highly interactive environment.

In keeping with Year Up's values, the Senior Director of Strategic Human Resources will also interact with students as a mentor and group facilitator, participating in creating and sustaining a positive educational environment with trust among students, faculty and other staff.

**Key Responsibilities:** The Senior Director of Strategic Human Resources ensures Year Up is the best place for talented staff to work and build a career. Building on a foundational competency model and working closely with Executive Teams across local sites, s/he will oversee all strategic aspects of the Talent Life Cycle (i.e., non-administrative/transactional HR items) and help local managers design and implement the aspects. These include, but are not limited to:

### Recruitment and Selection

- Support effective orientation and transition of all new team members by reviewing existing processes, gaining site feedback, and proposing the next level of sophistication
- Work with Executive Directors across sites to develop and coordinate an on-going campaign to ensure an active pipeline of candidates
- Provide support to hiring managers by continuously improving the processes for developing the candidate pool to ensure outreach to diverse sources of talent, resume screening, interview management, collating of feedback, development of a recruiting database, reference strategizing, offer preparation, etc.
- Recommend "recruitment and selection" metrics for reporting to managers, senior leaders, and board

### Performance Management and Pipelining

- Facilitate pipelining sessions with senior leadership team, including analyzing and communicating trends, assembling performance/potential matrices, and pushing leaders to develop staff
- Interface with Executive Directors across sites to understand their feedback and needs



- Manage and propose next level of sophistication in performance review system, including driving compliance on performance evaluations, development plans, and Roles, Goals, and Accountabilities at all levels of the organization and working with team to develop an online performance management system fitting all needs of the organization
- Recommend “performance management and pipelining” metrics for reporting to managers, senior leaders, and board

#### Training and Development

- Work with Executive Directors to articulate Year Up’s training and development philosophy to include on-the-job, Year Up-sponsored and external training opportunities with manager coaching and competency-guided progression
- Support existing, and creatively expand, training and development programs in a way that minimizes disruption from staff’s day-to-day responsibilities
- Help managers develop functional, individualized development plans for all staff
- Identify and recommend options for tracking effectiveness for training and development initiatives
- Provide structure, process, and guidance for staff usage professional development dollars
- Recommend “training and development” metrics for reporting to managers, senior leaders, and board

#### Diversity and Cultural Competency

- Oversee and contribute to a holistic, multi-year effort to define and drive Year Up’s diversity and cultural competency strategy and outreach; create synergy off of work completed to date by broad, cross-sectional staff design team
- Support all organizational leaders on topics of diversity and cultural competency, and drive cross-organization conversations
- Update and refine diversity and cultural competency initiatives based on student, staff, and stakeholder feedback

#### Staff Relations and Culture

- Engage all levels of Year Up by providing confidential and meaningful conduits for important employee feedback to be shared and acted upon
- Provide recommendations on ways to continuously improve staff experience
- Oversee production of three-day annual staff retreat by cross-site and cross-functional retreat committee; and work closely with National Operations team in designing thematic retreat focus
- Supervise design, implementation, analysis, and follow-up of annual staff survey, ensuring that Executive Directors provide input at all stages of the process
- Continuously link people development strategy to overall organizational goals
- Initiate and drive projects related to cultivating and supporting Year Up culture, staff satisfaction, and student/staff connection
- Recommend “staff relations and culture” metrics for reporting to managers, senior leaders, and board

#### **Qualifications:**

- Passion for the mission of Year Up and commitment to the potential of urban young adults
- Smart, strategic thinker with effective, diplomatic, and proactive leadership skills
- Comfortable speaking internally or externally on behalf of Year Up
- Excellent interpersonal skills; ability to “read” people and connect with various audiences; extremely trustworthy, able to handle confidential matters, high use of discretion
- Non-profit or public sector/political campaign experience
- Experience and comfort in a fast-paced entrepreneurial environment
- Experience and comfort working with ambiguity
- Sound judgment, maturity, and the ability to handle sensitive and confidential information with discretion
- Experience managing large or complex projects
- Competency in strategic planning and experience serving as a strategic business partner to a senior leadership team in an organization where national headquarters serves multiple sites
- Strong organizational and time management skills with exceptional attention to detail



- A professional and resourceful style with the ability to work independently and as a team player, to take initiative and manage multiple tasks, relationships and projects
- Masters degree a plus
- Management experience required
- 10+ years relevant experience, preferably in a services organization that invested heavily in staff development, and a proven track record:
  - building/adapting/innovating talent life cycle programs and
  - linking those programs to corporate strategy, mission and culture

**To Apply:** Please email a resume and thoughtful cover letter, outlining how your skills and experience meet the qualifications of the position and stating how you heard about this opportunity, (both in Word format), to **Heather Winger** at [hwininger@yearup.org](mailto:hwininger@yearup.org), subject line “Senior Director of Strategic Human Resources.” Applications will be reviewed on a rolling basis.

*Year Up is an Equal Opportunity Employer*