



**THE 360 GROUP**  
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# The David and Lucile Packard Foundation

## Senior Advisor for Diversity, Equity, Inclusion and Justice

Position Description & Candidate Profile

# Senior Advisor for Diversity, Equity, Inclusion and Justice

## Location

Los Altos, CA

## Reports to

President & Chief Executive Officer

## Our Client

David and Lucile Packard formalized their passion for philanthropy in 1964 when they established the David and Lucile Packard Foundation. Today, their children and grandchildren take an active role in the work of the Foundation and continue the important work begun by David and Lucile.

Now, the Packard Foundation, a \$7.4 billion family foundation, supports organizations that focus on environmental stewardship and sustainability; reproductive health; children, families and communities; nonprofit organizational effectiveness; and continues to have a commitment to giving in its local community. The Foundation also has a long-standing mission-related investment program, which was pioneering at its inception and remains robust to this day.

Under the leadership of the Foundation's new President & Chief Executive Officer, Nancy Lindborg, the Foundation is undertaking a significant strategic review, called "Vision to Strategy," (V2S). The purpose of V2S is to examine and explore the Foundation's mission and values and align them with the Foundation's goal of centering justice and equity in its work. The outcome of this process will be an articulated mission, vision, values, and strategic framework, and a high-level roadmap to operationalize these elements. Finally, while the Foundation has been working on centering justice and equity in its grantmaking work and internal culture for the past several years, the events of the last year have drawn those efforts into even more focus – so much so that last summer, Board Chair David Orr announced the Foundation's commitment of \$100 million over five years to support justice and equity efforts. At the same time, the Foundation has identified a need for a Senior Advisor to help guide the Foundation's internal work on diversity, equity, inclusion and justice, and to help shape the Foundation's processes and policies to ensure that employees, grantees and other stakeholders have a sense that, in this critical moment, the Packard Foundation is a true ally.

Learn more about The David and Lucile Packard Foundation at [https://www.packard.org/!](https://www.packard.org/)

## Position Responsibilities

Reporting to the President & Chief Executive Officer, the Senior Advisor for Diversity, Equity, Inclusion and Justice will lead the development and implementation of bold and proactive diversity, equity, inclusion and justice (DEIJ) initiatives in support of the Foundation's values, culture and strategic priorities. This role will be responsible for bringing and leading world-class diversity practices to the Foundation and will champion the importance and value of a diverse and inclusive environment covering every part of the organization. The role will actively engage with senior leadership, managers, employees, and external partners to further education, behaviors, practices, and policies that promote diversity, equity and inclusion.

The Senior Advisor will be a thoughtful and influential communicator who can contribute creative, dynamic, and forward-thinking strategy and execution to lead the Foundation's efforts in fostering a diverse and inclusive workplace, as well as – in the near term – ensuring that diversity, equity, inclusion and justice receive due attention in the V2S process, that will guide the Foundation's next phases of endeavor. The Senior Advisor will work closely with foundation leadership on diversity, equity, and inclusion initiatives inside and outside the organization, and will serve as a key advisor on recruiting employees and evolving the culture inside the organization.

Specifically, the Senior Advisor for Diversity, Equity, Inclusion and Justice will be responsible for:

### *Development and Implementation of Diversity and Inclusion Strategies*

- Ongoing development, implementation, and support of a comprehensive, integrated strategy that reinforces diversity, equity, inclusion and justice as key organizational priorities, building upon and amplifying previous strides in this area
- In collaboration with senior leadership, leading the Foundation in the development and execution of a bold strategy that supports the organization's strategic, operational, and talent initiatives
- Providing thought leadership, subject matter expertise, and partnership to senior Foundation staff to drive equity and justice awareness and education
- Encouraging and moderating open and practical conversations to encourage individuals and teams to develop a greater understanding of diversity and inclusion

- In collaboration with Human Resources, developing strategies to support the identification of relevant national and local diversity organizations and resources that enable greater access to diverse talent
- Providing strategic direction for training and education initiatives on cultural competency, implicit bias, generational differences, gender differences, inclusive leadership, building a climate of equity and inclusion, and promoting civil discourse to increase awareness and support of diversity and inclusion values
- Serving as an organizational leader to promote and ensure the goals of diversity and inclusion are prioritized and successfully implemented

#### *Program Creation and Management*

- Creating programs and training opportunities for employees to promote diversity, equity, inclusion and justice; leading workshops and education sessions across the Foundation
- Creating programs that enhance open dialogue on sensitive issues about race, ethnicity, gender/gender identity, sexual orientation, disabilities and other forms of diversity
- Ensuring that staff have the support and tools to thrive and succeed; creating and enhancing a supportive organizational climate for all employees, especially those from backgrounds identified above; partnering with leadership and Human Resources to support community-building and social network programs
- Obtaining, reviewing and analyzing workforce data and reports to develop strategies, approaches and prioritization of DEIJ program development and implementation
- Leading ongoing internal assessments to identify and overcome barriers to the goals of achieving standards of excellence for DEI; designing and implementing metrics, monitoring, and reporting systems to effectively benchmark organizational progress in diversity management
- Developing policies, training programs, mentoring workshops, and other resources to educate employees about DEIJ best practices

#### *Leadership and Management Development*

- Providing strategic and operational leadership around the body of work in DEIJ, leveraging recent and current initiatives
- Engaging leaders in external professional diversity advocacy associations
- Facilitating the embedding of diversity and inclusion perspectives and practices, including applying an equity lens, into individual departments, so that they have ownership and investment in the work

- Working with Human Resources on internal training, education, and various programs to support DEIJ initiatives
- Partnering with senior leadership and communications to create and execute an internal/external communication strategy, building awareness and understanding for key DEIJ programs and messages

#### *Recruiting, Professional Development and Career Tracking*

- Partnering with Human Resources, serving in advisory capacity on tools used for recruitment, retention and performance management
- Supporting efforts on the part of program leadership and teams to build collaborative partnerships that diversify networks for programmatic opportunities and recruitment pipelines
- Developing and managing a comprehensive portfolio of relationships among external DEIJ-related organizations
- Working with relevant stakeholders to continue harmonizing training and development with recruitment, retention, and advancement goals for broader success in DEIJ outcomes

#### *Internal and External Communications*

- Working closely with communications on internal communications and professional development initiatives with respect to diversity, equity, inclusion and justice-related matters
- Developing opportunities for the entire organization to engage in advancement of the DEIJ work; for example, continuing to develop workgroups that convene participants from across the organization
- Promoting the Foundation's commitment to DEIJ and ongoing learning to the broader social sector

### **Profile of the Successful Candidate**

The David and Lucile Packard Foundation seeks a leader who has high emotional intelligence, is innately open-minded and curious, results-oriented in approach, committed to the principles of diversity, equity and inclusion and justice, and knowledgeable about how those principles can be effectively applied in practice. The Senior Advisor will have a proven track record in the development and implementation of centering justice and equity in organizational cultures. The successful candidate will combine a facilitative leadership style with the ability to deliver and execute on innovative ideas and solutions that serve the goals of the entire organization. The Foundation seeks a professional with superb leadership, communication, strategy, and execution skills, demonstrating an appreciation for complexity combined with a problem-solving instinct and a willingness to explore new ideas. The Senior Advisor will lead by example, cultivating and maintaining best

practices with regard to openness and inclusion in the Foundation's workplace. Finally, the successful candidate will have a strong work ethic with high personal and professional standards of transparency and accountability, and will be able to help support a talented, committed staff as the Foundation aims to evolve into a leading organization on these issues. The success of the Senior Advisor will be reflected in the institution's embrace of principles of diversity, equity, inclusion and justice.

More specifically, the Foundation seeks a professional who reflects (or has) the following:

- Highly developed understanding of – and commitment to – advancing diversity, equity and inclusion in a complex, multicultural environment
- Direct and relevant experience in the creation of a diversity and inclusion program from the concept phase to full execution
- Current knowledge of best practices in promoting an inclusive workplace, including effective approaches to recruitment and retention
- Demonstrated ability to gain the confidence and respect of the Foundation's diverse staff; capacity to listen deeply and actively, to build relationships of trust, and to work effectively and diplomatically with diverse stakeholders
- Demonstrated ability to assess and understand the institutional environment, and to build relationships within a multifaceted community; ability to interpret group dynamics and build consensus
- Outstanding communicator who is adept at using multiple methods of communication with a broad range of stakeholders; exceptional ability to convey complex issues and objectives through quantitative, qualitative, and visual means; proven ability to be persuasive and engaging
- A high level of individual initiative and drive; ability to manage time efficiently; strong problem-solving skills, and a demonstrated ability to handle confidential and sensitive information with discretion
- Sensitivity to Human Resources principles, policies and practices
- Passion for supporting a diverse staff and a commitment to creating an equitable and inclusive work culture
- Exceptional communication skills and demonstrated ability to find common ground among diverse perspectives; in other words, "meeting people where they are"
- A sophisticated understanding of how discriminatory dynamics affect organizational relationships – from supervision, management and culture, to partnerships, campaign and coalition work; an understanding of how systematized discrimination affects present-day work and office cultures, and the ability to advance equity goals through a variety of strategies

- The ability to make decisions in a dynamic environment, with an appreciation for how future needs may affect those decisions
- Demonstrated ability in the areas of conflict resolution and mediation efforts
- A high degree of personal integrity and ethics
- Eight years or more of progressively responsible diversity and inclusion related management and leadership experience, including the areas of cultural communications, diversity training, organizational culture and development

## Start Timeframe

We seek to have someone in place by Summer 2021.

## Compensation

This position offers a competitive salary and includes a comprehensive benefits package. *We actively welcome all candidates from a wide range of backgrounds who have the skills to fulfill this role – regardless of compensation history.*

## To Apply

All applications are held in strict confidence. Please submit your credentials and a letter of interest through our private applicant portal to The 360 Group at:

<https://the360group.us/portal>

Applications should be directed to the attention of Vincent Robinson, Managing Partner, or Monica Rodgers, Senior Consultant. Applications will be reviewed on a rolling basis. Earlier applicants may receive priority consideration. To be considered, The 360 Group encourages all interested candidates to submit their applications promptly, via the confidential applicant portal linked above.

*At The 360 Group, we know that a richly diverse mix of professionals makes organizations more effective. Using that principle as our “North Star,” we make diversity a hallmark of our firm, and all of our search engagements.*

**Learn more about The 360 Group at [the360group.us](https://the360group.us).**