

DIRECTOR OF HUMAN RESOURCES OPPORTUNITY

PLEASE APPLY BY MARCH 6, 2024

CreativeEvolutions.com/NALAC-HR



*Andreina Maldonado, 2018
NALAC Fund for the Arts Grantee
Photo Credit: Beth LaBerge*

About Us

The National Association of Latino Arts and Cultures (NALAC) is the nation's premier nonprofit organization exclusively dedicated to the promotion, advancement, development, and cultivation of the Latinx/é arts field.

In this capacity, NALAC stimulates and facilitates intergenerational dialogues among disciplines, languages, and traditional and contemporary expressions.

Who We Are

Our constituency is a multi-generational, multi-ethnic, and interdisciplinary community that includes thousands of Latinx/é artists and hundreds of nonprofit Latinx/é arts and cultural organizations in urban and rural communities.

NALAC envisions a cultural landscape that fully values and integrates the essential contributions of an expanding Latinx/é arts field and its dynamic workforce.

How We Work

Since 1989, the National Association of Latino Arts and Cultures (NALAC) has delivered programs that stabilize and revitalize the US Latino arts and cultural sector via funding, leadership training, convenings, research, and advocacy.

NALAC invests in educational, financial, and network-building resources that bolster artistic excellence, cultivate responsive cultural stewardship, strengthen career development, advance diversity of perspective, foster sites of belonging, and invigorate community discourse.

For more information about NALAC, please visit www.nalac.org

How this Search will Operate – Values, Communication, and Compensation

Overall Estimated Timeline:

- Application Period:
February 6 to March 6, 2024
We encourage early applications, given the nature of this position. Excellent early applications may lead to a faster timeline and hiring decisions.
- After the end of the application period, please reach out if you are still interested, and we will let you know if there is still an opportunity for consideration.
- Initial Screening Meetings:
February 12 to March 12, 2024
- Semi-Finalists Meetings:
March 21, 28 & 29, 2024
- Finalist Meetings On-Site in San Antonio:
April 8 & 12, 2024
- Employment Begins:
May 2024

After an initial submission of credentials, a candidate may be invited for a virtual Screening Meeting with Kim Davis and Calida Jones from Creative Evolutions. Following the Screening Meeting, a group of candidates will be advanced to the virtual Semi-Finalist Meeting with members of the NALAC staff along with an industry advisor. Semi-finalist candidates will all be compensated \$200 for their participation. Candidates who advance as Finalists will be invited to come on-site to Meeting at NALAC in San Antonio and will be compensated an additional \$500 plus reimbursement of all travel, lodging, and food expenses for their trip.

This search process is rooted in values shared by NALAC and Creative Evolutions and will include the following elements:

- It is important to us that you are treated with respect and are appreciated for the value you create for NALAC through your participation.
- Throughout the process, we commit to active communication with you so you never wonder what is happening or where things stand with your application or the hiring process.
- Many perspectives have informed this announcement, and finalists will have the opportunity to come on-site and meet members of the staff before a hiring decision is made. It is very important that staff participate in the selection process to set you up most effectively for success.

If you have questions or recommendations, we encourage you to contact the search team at Creative Evolutions at HRnalac@creativeevolutions.com.

What We Are Looking for in Our New Director of Human Resources

Our team originates from diverse geographical and professional backgrounds. The combined narratives of our origins contribute distinct perspectives and strategies to our efforts, enabling us to create effective pathways and systems tailored to address the unique challenges in our field. NALAC is supported by a dedicated Board of Directors and a diverse group of funders.

Human Expectations and Personal Values

We are excited to add this very important role to the NALAC team. The Director of Human Resources will be deeply committed to putting people first and working clearly and directly with the team to provide the real support that our staff deserves.

As our Director of Human Resources, you will understand and attend to human expectations, and personal values are crucial in effectively managing and supporting our employees. Human expectations refer to the desires and anticipations individuals have regarding their work environment, organizational culture, career growth, and overall job satisfaction. The Director of Human Resources should align these expectations with NALAC's goals and help to create a healthy and positive work culture.

Creating a thriving and healthy organizational culture will be a notable feature of our Director of Human Resources' work – they will be fueled by being present and getting to know everyone in long-term and authentic ways. They aren't just a good listener – listening to others and learning about them is their favorite way to spend their time.

Our Director of Human Resources will recognize and respect the diverse personal values of employees, ensuring that their work environment aligns with their core beliefs.

By recognizing and addressing human expectations and personal values, an HR director can contribute to the overall success and satisfaction of both the NALAC staff members and the organization as a whole.

Where Our Director of Human Resources will be Exceptional

Our Director of Human Resources will be truly exceptional on two related fronts – **strategic human resources leadership** and **equitable and inclusive practices**.

The role of Director of Human Resources serves as a strategic partner to the President & CEO and other leadership team members and is responsible for defining, developing, and implementing human resources initiatives within the organization consistent with its strategic goals.

The ideal candidate should showcase a proven track record in comprehending diverse groups of individuals and establishing trust foundations that enable effective collaboration within a complex team. They should possess well-defined and purposeful strategies for overseeing staff growth, handling conflicts, and adapting to the dynamic nature of team composition with incoming and departing members.

Knowledge about and experience in addressing challenges from an intersectional Racial, Gender, Disability, and Sexual Orientation justice perspective, especially those pertinent to the Latinx/é arts and culture sector. Our new Director of Human Resources appreciates the challenges Latinx/é arts and culture workers face in the

sector and how that may translate to the programming and services NALAC provides. They will have some familiarity and comfort with difficult conversations surrounding Racial, Gender, Disability, and Sexual Orientation justice challenges around how Latinx/é arts and culture organizations address biases, access resources, and create pathways for other opportunities.

Collectively, the Director of Human Resources will be able to use these exceptional skills to foster a culture at NALAC where staff, board members, and stakeholders become more connected and mutually supportive of one another, valuing their relationships with one another as much as they value the direct benefits of the organization.

What Our Director of Human Resources Will Handle Directly

The NALAC team brings many capabilities to the table, and there are specific tasks and responsibilities that our Director of Human Resources will have to handle personally.

These include:

- Driving the overall HR strategy to address business opportunities, challenges, and needs is a key responsibility. This involves a comprehensive understanding of the big picture and collaborating with the NALAC team to implement specific programs, including compensation, benefits, performance management, and recognition. Additionally, there is a focus on consulting business leaders on various HR matters such as workforce planning, cost competitiveness, human resource policy, employee benefit offerings, and workforce management.
- Managing and enhancing employee benefits programs, encompassing health insurance, expenses, vacation, and other personnel packages, is another crucial aspect. This includes benchmarking and negotiating health and other benefits to ensure competitiveness. Anticipating and planning for organizational change, identifying risks, and developing action plans for successful implementation are part of this strategic role.
- This role will work to ensure leadership continuity and development through effective succession planning and talent management processes. A key organizational practice is establishing governance and processes to operate within budget constraints, covering aspects such as salary revision, bonuses, recognition, promotions, and performance review and management.
- Managing the workforce involves tasks such as organizational charting, workforce planning, and position management to ensure effectiveness. Guiding and shaping an HR strategy, offering strategic direction and focus, and assuming responsibility for HR projects and programs are essential elements.
- Taking the leadership role in employee recruitment, which involves activities related to employer branding. Additionally, there is a focus on nurturing an organizational climate based on values and mission to enhance the implementation of these principles and bolster employee engagement.

What Our Director of Human Resources Needs to Understand

Working with and alongside the rest of the team, there are important areas where we do not expect our Director of Human Resources to be more knowledgeable and capable than other people in NALAC and where we do need them to have enough expertise to collaborate with us effectively.

These include:

- While the Director of Human Resources may not possess a comprehensive understanding of diverse programming and available services catering to the needs of Latinx/é arts and culture workers, their input and viewpoint on these priorities from the perspective of Racial, Gender, Disability, and Sexual Orientation justice would be valuable.
- The Director of Human Resources will collaborate with the team to activate and maintain a clear vision for the future and make actionable plans to help the team work strategically toward those goals, including identifying new resources for staff.
- While our Director of Human Resources may not be an artist, they have enough appreciation for arts and cultural work to engage in constructive dialogue with staff and potential employees about the sector's needs.

How We Will Support Our New Director of Human Resources

We know that we need to support our Director of Human Resources so that our success and their success are aligned. At NALAC, we continue to create and refine policies and procedures to support the team and encourage everyone to remain engaged and committed to one another and the communities we serve.

Supports:

- NALAC recently moved to transparent salary brackets to enable applicants to make informed decisions about alignment, ensure pay equity amongst NALAC staff, and reduce predatory salary negotiations that often generate pay inequities.
- For this role, NALAC offers a starting salary between \$100,000 and \$110,000 annually.
- Comprehensive benefits include:
 - Health, dental, and vision insurance for employees 100% paid for by NALAC and 25% paid for by NALAC for dependents (beginning on the 1st of the month after hire).
 - Retirement plan with up to 3% employer match (eligible after one year of service).
 - Two weeks of Vacation PTO.
 - Twelve Holidays, with five spanning a whole week, during the weeks of Thanksgiving, Christmas, New Year's Day, March Spring Break, the 4th of July, and Labor Day holidays.
 - Three weeks of Sick PTO.
 - A company-provided laptop and at-home technology stipend.
- Work where you want, in your home office, at NALAC headquarters, or a neighborhood park. This position may be performed mostly remotely from any location in the United States.
- Mentorship or Advisory support during the first year with Creative Evolutions and one industry peer (see the Search Process above).

NALAC does not discriminate based on race, religion, color, national origin, gender (including pregnancy, childbirth, or related medical conditions), sexual orientation, gender identity, gender expression, age, status as a protected veteran, status as an individual with a disability, or other applicable legally protected characteristics.

NALAC is not able to sponsor work visas at this time.

We highly encourage applications from candidates whose lived experiences are of intersectionally marginalized identities.

How to Express Your Interest

Email HRnalac@creativeevolutions.com. This email comes to Kim Davis and Calida Jones, who will respond to you to confirm receipt and stay in communication with you consistently throughout the process. **You will not go more than two weeks without an update on where you are in the search process.**

With your email, please include:

- Your resume. The resume can be of any length and style. However, we encourage you to adjust it appropriately to help us see how your history and experience connect to the current circumstances, intentions, and hopes for NALAC.
- A written response of one to two pages that includes answers to the following questions:
 - Who are you and what is most exciting for us to know about you?
 - What motivates your application for this role, and how do you envision making a meaningful impact within NALAC?
 - How have you demonstrated strategic human resources leadership in your previous roles, especially in aligning HR initiatives with organizational strategic goals?
 - Describe your knowledge and experience in addressing challenges from a Racial, Gender, and Sexual Orientation Justice, and Accessibility lens, particularly in the Latinx/é arts and culture field.
 - What sets you apart as a team member, particularly in your capacity to establish foundations of trust and foster mutual support within diverse teams?
- Please also share how you self-identify on any and all lenses so we can honor your preferences and perspectives, specifically in our communications with you!

If possible, please have any attachments included in pdf format.

If you have any questions about the position or your submission, please feel free to e-mail and we will be happy to discuss with you at any time!

About Creative Evolutions

As the Search support team for NALAC, Creative Evolutions operates as an evolving and adaptable ecosystem of human beings who believe that **We Can Do Better**. In creative and cultural sectors, there has been a national discussion for decades where people identify broken systems and ask for new solutions. Most new solutions suggested tend to be either minor adjustments that do not significantly shift impacts for the humans involved or calls for transformational change without specific structures or models to implement. We believe that our structures and behaviors can be addressed through bold action through human-centered principles, which the ecosystem of managers, innovators, consultants, coaches, and speakers involved with Creative Evolutions embrace in finding new futures for creativity and culture.

In Search support, Creative Evolutions has pioneered new processes that include commitments to active communication, paying semi-finalist and finalist candidates for their time, engaging paid industry panels as part of the evaluation process, building onboarding and mentorship into hiring, and structuring executive positions around healthy organizational team dynamics.

www.CreativeEvolutions.com