SEARCH FOR

Executive Vice President & Chief People and Culture Officer

FOR OPPORTUNITY FINANCE NETWORK

JULY 2024
Partnering with investors, funders, and policymakers to align capital with opportunity.
ABOUT

The Opportunity Finance Network

Based in Washington, D.C., the Opportunity Finance Network (OFN) is the nation’s leading intermediary and network focused on community development finance. With over $1 billion in total assets under management, OFN manages a membership of over 400 community development financial institutions (CDFIs), which include community development loan funds, credit unions, green banks, banks, minority depository institutions, and venture capital funds.

Our network of CDFIs work to ensure communities underserved by mainstream finance have access to affordable, responsible financial products and services, with deep focus on serving rural, urban, and Native communities across the United States.

OFN is a trusted investment partner to the public, private, and philanthropic sectors – foundations, corporations, banks, government agencies, and others. For nearly 40 years, OFN has helped partners invest in communities to catalyze change and create economic opportunities for people and places traditional finance doesn’t reach.

In April 2024, OFN was selected to receive a $2.29 billion award from the U.S. Environmental Protection Agency (EPA) under the Clean Communities Investment Accelerator (CCIA) grant competition, part of the EPA’s $27 billion Greenhouse Gas Reduction Fund (GGRF), to finance the clean energy transition in low income and disadvantaged communities across the country. This marks a pivotal step forward in OFN’s commitment to mobilizing financing and private capital to address the climate crisis, increasing access to capital in underinvested communities, and advancing environmental justice by delivering lower energy costs and economic revitalization to communities that have historically been left behind.
Why is this a compelling position?

OFN is the leading CDFI Network nationally with a long and strong history of facilitating the provision of capital and services to underserved communities across the US through OFN’s Members and Partners.

2024 and 2025 are pivotal years for deepening and broadening OFN’s capabilities to impact Social Justice and Equality, ensuring access to opportunity for all. Critical to executing on OFN’s strategy and achieving those objectives is adding strength to the Executive Leadership Team.

This is an exciting career opportunity to take a leadership position in an organization with the following strengths:

• At the intersection of core issues around climate and economic community development, at a critical time for the country.
• Ability to operate on a national platform with access to leading Philanthropic, Lending, and Social Impact partners.
• Financial strength, demonstrated momentum, and financial position with a mid-to-long-term strategic perspective.
• People who work at OFN come from a variety of professional and academic backgrounds, but some of the qualities their people share are:
  » A passion for the mission and true believer in their core purpose.
  » The courage to be a fearless advocate who is confident and resilient in their fight to drive capital into low-income communities.
  » Smart, quick seekers of knowledge who thrive on creating and developing new strategies, products, and programs for increasing capital to communities they serve.
  » The desire to be a collaborative team player with the humility a willingness to lean into all areas of their work.
Overview

**Title:** Executive Vice President (EVP) & Chief People and Culture Officer (CPCO)

**Location:** Washington, D.C. (Hybrid - 2 days in office, 3 days remote)

**Reports To:** President & Chief Executive Officer

**Position Summary:**

The Executive Vice President (EVP) & Chief People and Culture Officer (CPCO) is a newly established executive position at OFN. Reporting directly to the CEO, the CPCO will lead and drive the organization’s people function, strategy and execution by fostering a culture of inclusion, engagement, and excellence. This role is pivotal in shaping and implementing human capital practices that support OFN's mission and strategic growth goals. The CPCO will serve on the Executive Leadership Team (ELT) and be responsible for the overall HR strategy and execution, including: workforce planning; talent acquisition/recruitment; HR administration (salary/benefits); compliance with local, state and federal regulations, workforce development, culture, benefits administration, recruitment & retention, performance management, employee engagement onboarding/orientation and exit strategies among other HR business practices related to the life cycle of OFN employees. In addition, the CPCO is responsible for organizational design and development, employee engagement, development, and culture. The below HR/OD model illustrates the CPCO’s strategic and operational focus:

![HR/OD Model](image-url)
Key Responsibilities

STRATEGIC LEADERSHIP

• **Strategy:** Develop and implement a comprehensive people and culture strategy that drives growth and evolves OFN’s culture, in alignment with the organization’s mission, vision, and values.

• **Organization Development:** In collaboration with senior leadership, lead the strategic development and implementation of people and culture programs that drive organizational effectiveness, focusing on workforce planning and talent management to ensure alignment with the company’s vision and growth objectives. Collaborate with the COO on systems, data, and technology aspects of organizational development.

• **Change Management:** Co-lead with the COO to design and lead people-oriented organizational change initiatives in response to the massive growth agenda, aimed at enhancing employee engagement, performance, and retention.

• **Cohesion:** Drive cohesion within and across teams by ensuring that culture evolves, is consistently well-understood, and reflected in teammate behavior.

TALENT MANAGEMENT & SOURCING

• **Workforce planning:** Prepare and design workforce planning strategies that align with the fulfillment of the organizational strategy.

• **HR Administration:** Design and implement salary and benefits that are market appropriate and aligned that will enable OFN to attract and retain an inclusive workforce.

• **Recruitment and Retention:** Develop and oversee recruitment strategies to attract and retain top talent, ensuring a diverse and inclusive workforce.

• **Performance Management:** Implement effective performance management systems that encourage continuous improvement and career development.

• **Succession Planning:** Establish succession planning frameworks to ensure leadership continuity and mitigate risks associated with turnover.
EMPLOYEE RELATIONS

• Employee Engagement: Design and implement initiatives to boost employee engagement, satisfaction, and retention.

• Conflict Resolution: Act as a mediator in employee disputes, ensuring fair and equitable resolutions.

• Policy Development: Develop and enforce HR policies and procedures that comply with legal standards and promote a healthy work environment. Also, provide summary of organizational policy in an easy accessible employee handbook (online).

JUSTICE, EQUITY, DIVERSITY AND INCLUSION (JEDI)

• JEDI Strategy: Lead the development and implementation of JEDI strategies to foster an inclusive workplace.

• Training and Development: Conduct training programs to educate employees on working across inclusion principles and practices for effective workforce engagement and performance. Evaluate the same programs to ensure efficacy of the JEDI goals.

• Metrics and Reporting: Establish human capital metrics to measure the effectiveness of inclusive performance initiatives and report on progress.

OPERATIONAL ADMINISTRATION AND MANAGEMENT

• HR Technology: In close collaboration with Chief Operations Officer, implement and manage HR technology solutions to streamline HR operations and improve employee experiences.

• Budget Management: Anticipate, advocate for and manage the HR budget effectively, ensuring optimal use of resources.
CANDIDATE PROFILE

The Person

The successful candidate must possess a strong passion for OFN’s mission, vision, and values, and be a fearless advocate, in driving capital into underserved communities. In addition, the successful candidate must possess the following competencies:

LEADERSHIP AND INFLUENCE:

• Strategic Vision: Ability to develop and communicate a clear vision for the organization’s HR and culture strategy.
• Influence: Proven ability to influence and build relationships at all levels of the organization.
• Decision-Making: Strong decision-making skills, with a focus on ethical and inclusive practices.
• Thought-partner: Serve as a human capital thought partner to the CEO and Executive Leadership team.

COMMUNICATION AND INTERPERSONAL SKILLS:

• In organizational change, the key to success is communication, communication, communication. As such, this position will be the key function leading on comms pertaining to how things are progressing and the impact it may have on the workforce (staff). This person will be an ambassador of the culture while maintaining an intentional focus on not just the work, but how the work is done, in alignment with organizational behaviors and stated values.
• Strong interpersonal skills, with the ability to build relationships and work collaboratively.
• Effective negotiation and conflict resolution skills.
• Excellent verbal and written communications including the ability to develop and write original communications, policies and procedures, reports and forms as well as deliver succinct presentation.
• Digital proficiency and ability to navigate workplace technology.

ANALYTICAL AND OPERATIONAL EXCELLENCE:

• Ability to analyze HR metrics and data to inform strategic decisions.
• Strong operational and project management skills.
• Attention to detail and a commitment to continuous improvement.

CULTURAL COMPETENCY:

• Commitment and ability to create, maintain and sustain an inclusive work environment.
• Experience in managing cultural change and transformation initiatives.
• Design performance management strategies to measure cultural engagement and effectiveness.

HR EXPERTISE:

• Human Capital Expertise: With deep human capital and culture expertise, serve as a strategic advisor and thought partner to the CEO and executive team on all matters related to people and culture, including but not limited to equity, inclusion, and organizational development.
• Extensive experience in HR leadership roles, with a deep understanding of HR best practices.
• Knowledge of talent management, organizational development, and employee engagement.
• Strong familiarity with HR compliance and regulatory requirements including EOE/ADA/V/AA compliance.
CANDIDATE PROFILE

Qualifications

• Minimum of ten years of progressive HR leadership experience, at least five years in senior or executive leadership.
• Bachelor’s Degree or ten years of work experience in lieu of degree required; Master’s degree in human resources, business administration, or related field from an accredited institution of higher education, preferred.
• SHRM Senior Certified Professional (SHRM-SCP) or SHRM Certified Professional (SHRM-CP) certification preferred.
• Proven track record of developing and implementing successful people and culture strategies.
• Experience in social/finance inclusion, mission-driven, nonprofit, and/or community-focused organization is highly desirable.
• Job requires ability to travel throughout the United States as needed (< 10% of time).

Compensation

Compensation $250,000 to $300,000 annual base salary.

Expressing Interest

Fusion Search Partners, a global firm, with a leading Social Impact practice, has been exclusively retained for this engagement. Leading the search is Nicole Kamaleson, Founding Partner, in the firm. She is supported by a team of consultants and researchers.

To make recommendations or express your personal interest, candidates should submit a resume and brief cover letter outlining your qualifications and interest in the role to ofn@fusionsearchpartners.com.

Only completed applications will be presented to the client. All inquiries, documentation and discussions will be considered strictly confidential.

For a brief 10 min introductory call, please use this LINK to schedule time with a Fusion Search Partners team member to answer any questions you may have. Thank you!

Fusion Search Partners and OFN are equal opportunity, affirmative action employers and are firmly committed to a policy against discrimination based on age, sex, race, religious creed, sexual orientation, sexual identity, political orientation, disability or ethnic or national origin.

Contact Information: OFN@fusionsearchpartners.com