



GLENSTONE
DIRECTOR OF PEOPLE AND CULTURE

<https://www.glenstone.org/>

The Organization:

Founded with the mission to seamlessly integrate art, architecture, and landscape, Glenstone is a world-class contemporary art museum (the “Museum”) located on nearly 300 acres of rolling hills and unspoiled woodland in Potomac, Maryland, right outside of Washington, DC.

Guided by the personal vision of its founders, Glenstone assembles post-World War II artworks of the highest quality that trace the greatest historical shifts in the way we experience and understand art of the 20th and 21st centuries. These works are presented in a series of refined indoor and outdoor spaces designed to facilitate meaningful encounters for our visitors.

The museum opened in 2006 and expanded in 2018, offering nearly 60,000 square feet of exhibition space. With its expansion, Glenstone now welcomes more than 130,000 visitors each year, and admission is always free. Glenstone has an operating budget in excess of \$22 million and a balance sheet in excess of \$4 billion.

Core Values:

Art is essential to life

Meaningful encounters begin with direct engagement

We embrace diverse perspectives and inclusive practices

Honesty and intellectual integrity guide us

We think in the long term

Excellence, continuous improvement, and teamwork drive us

The Role:

Title: Director of People and Culture (Head of Human Resources function)

Location: Potomac, Maryland (suburb of Washington, DC)

Reports to: Museum Director & Co-Founder, Emily Rales

Relocation: National search

Position Summary:

The Director of People and Culture leads the Museum's Human Resources function and is responsible for the vision and strategy of the Human Resources function. Reporting to the Museum Director & Co-Founder, the Director of People and Culture is a member of the six-person leadership team, which defines and implements organization-wide strategy and policy. As a steward of Glenstone's Mission the position is also responsible for overall success of the organization by upholding the core values, setting the tone for a positive workplace culture, and working collaboratively to promote coordination across each of the museum's divisions.

The Human Resources department at Glenstone is committed to a thriving, productive, collaborative, and inclusive culture. This means putting people first, empowering associates to excel and grow in their positions, maintaining and clearly communicating organizational policies and procedures, adapting to change and organizational growth, and serving as a resource to support the professional needs of the entire team at Glenstone.

The Director of People and Culture is responsible for cultivating a positive workplace culture that attracts, empowers, develops, and retains staff. The Director of People and Culture leads the Human Resources and Learning and Development departments and has two direct reports and manages a total team of four people.

Key Responsibilities:

Leadership Team

- Strive for excellence to ensure the organization meets and/or exceeds industry standards.
- Promote a positive work environment and inclusive culture that encourages professional growth.
- Encourage cross-department collaboration and opportunities for creative problem-solving.
- Facilitate robust professional development opportunities for associates.
- Oversee implementation of the strategic plan.
- Define criteria for success for each division and monitor the success of associated goals.
- Develop policies and practices that strengthen our commitment to diverse perspectives and inclusivity relative to staffing, audience development, collection scope, and exhibitions on view.
- Define operational criteria and operating status and schedule.
- Ensure internal communications are consistent, clear, and transparent across the organization.
- Review and approve organization-wide policies developed at the department level.
- Ensure appropriate staffing levels are met and the organization is offering competitive wage, compensation, and benefit packages.
- Define the requirements for master-site planning development.

People and Culture Strategy

- Develop the People and Culture strategies and tactics for the strategic plan.
- Ensure a positive workplace culture that attracts, empowers, develops, and retains staff.
- Review and update the organization policies for the Associate Handbook.
- Develop the DEAI and Belonging strategy.
- Oversee the implementation, design, and analysis of the Associate Engagement Survey.
- Implement and maintain the Total Compensation Philosophy.

- Implement and maintain a robust performance management process.
- Oversee relevant legal compliance requirements.
- Ensure succession planning of all key roles.
- Establish and review robust internal communication systems.

Talent Acquisition

- Develop the Glenstone recruitment strategy including metrics, a timeline of deliverables, and budgets.
- Oversee the recruitment process.
- Ensure thoughtful analysis of the Human Resources department's staffing requirements to deliver an efficient and effective talent acquisition and hiring process for the organization.
- Ensure a clear branding strategy for each department to attract and retain the best people. Branding strategies include: job postings, department charters, profiles of desired candidates, and advertising strategies.
- Ensure accurate and up to date objective based job descriptions for all roles including the Leadership Team, and that they are reviewed and updated annually.
- Ensure recruitment and selection processes attract and identify the right number of staff with the right skill, will, and cultural fit, within the required budget and timeframes.
- Ensure recruitment and selection processes are fair, unbiased, and free from discrimination.
- Develop an up-to-date succession plan for all key roles to protect the continuity and sustainability of the organization.

Learning & Development

- Oversee and develop strategy of the Learning & Development department.
- Ensure there is a clear Learning & Development strategy in place for all leaders, managers, and staff.
- Reinforce a strong culture of learning and championing people development throughout the organization and ensuring the effective coaching and mentoring of people managers.
- Ensure that the Learning Management System (LMS) effectively tracks development activity to facilitate evaluation and meets organization requirements for attendance and adherence.

Compliance

- Oversee the implementation of all compliance initiatives, policies, and procedures.
- Provide HR Metrics on a regular or ad hoc basis to enable the organization to monitor and improve performance.
- Stay up to date on federal and local legislative policy changes and advise the Leadership Team accordingly.
- Regularly review processes and policies listed in the associate handbook to incorporate the latest requirements.
- Advise and guide managers on regulations or disciplinary issues as required.

Total Compensation

- Manage the implementation of the Glenstone Compensation Philosophy.
- Ensure the Compensation Philosophy is clearly communicated to all so it is recognized, understood, and valued by all associates.

- Understand market data of pay and benefits by liaising with external consultants in order to ensure associates are compensated according to the philosophy and the organization can continue to attract and retain staff.
- Periodic review of industry comparisons on reward and benefits.

Performance Management

- Manage the implementation of the Glenstone performance management processes.
- Ensure there is a comprehensive performance management process in place that delivers the required results.
- Train leaders and managers to carry out effective performance reviews that are aligned to the Glenstone values.
- Cultivate a culture of giving, receiving, and embracing feedback that is evident and reflected in the engagement survey results.
- Ensure the annual performance reviews, and the progressive discipline process as required, are effectively conducted by managers including recording of appropriate documentation.
- Ensure the members of the Leadership Team are advised of management behavior that is out of alignment with the Glenstone Mission and Values.

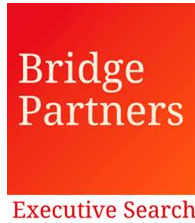
The Person:

The ideal candidate will have at least ten years of experience successfully leading teams and managing all functions in a human resources department. The successful candidate is self-motivated and persistent, thrives in a high-performing team environment and confidently manages and adapts to change. Strong interpersonal skills, discretion, cultural competency, strategic, critical, and analytical thinking, attention to detail, and multitasking abilities are critical in this role.

Required Skills & Experience

- Bachelor's degree in business, Human Resources Management, or another related field.
- At least 10 years of human resources work experience, including at least 5 years experience leading and managing a human resources department.
- PHR/SHRM-CP certification.
- Strong experience with unions and labor relations, including organizing & bargaining, grievance procedures, and hiring/discipline/discharge of union employees.
- Strong understanding of employment law.
- Strong intercultural competence, interpersonal communication, planning, and organizational skills.
- Excellent communication skills, including strong writing skills, and strong public presentation skills.
- Extensive experience in change management, along with a clear track record of success in holding teams accountable, and leading others through complex situations.
- Creative problem-solving skills, and experience working hands-on in an entrepreneurial, dynamic environment.
- Highly refined strategic thinking skills, with significant experience interfacing with boards and executive leadership teams.
- Self-directed, driven, and flexible. Approachable and empathetic leader. Unafraid to take calculated risks.

Glenstone



- Highly motivated and transparent leader with the ability to manage multiple priorities and complete projects in a timely, consistent manner.
- Exceptional attention to detail and pride in achieving accurate results.
- Demonstrates sound judgment, diplomacy, and discretion.
- Ability to work independently and collaboratively, as appropriate to the task or project.
- Passion for Glenstone's Mission.
- Proficiency in Microsoft Office Suite (Excel, Word, PowerPoint, SharePoint, Visio) and Microsoft Teams.

Preferred

- Strategic planning experience.
- Experience working in a not-for-profit organization, foundation, or cultural institution.

Compensation:

- We offer competitive salaries, excellent benefits, and a collaborative and engaging work environment.
- Salary is based on a nonprofit scale and commensurate with skills and experience.
- For this position, the base salary range is \$225,000 to \$250,000.
- Glenstone provides a total benefits package that helps you manage your health, protect your income, and prepare for the future. Benefits include medical, dental, and vision insurance; life, long-term disability and AD&D insurance, a Flexible Spending Account (FSA); a 401(k)-retirement account with a matching contribution; an Employee Assistance Program (EAP); and tuition reimbursement.
- Internal equity considerations and the average salary of the peer range will be reviewed before making a final offer.

**
*

To learn more about this opportunity, please contact:

Debbie Tang
Partner, Bridge Partners
debbie.tang@bridgepartnersllc.com

Tory Clarke
Partner, Bridge Partners
tory.clarke@bridgepartnersllc.com