

# HEARTLAND ALLIANCE

## CHIEF HUMAN RESOURCES OFFICER

### ABOUT HEARTLAND ALLIANCE

Heartland Alliance is a human rights organization that advances social, economic, and racial justice on behalf of those denied it. Their approach is based on a vision of “Equity and Opportunity for All” and a belief that society benefits when people who experience disparities in safety, health, housing, economic opportunity, and justice are able to secure their rights, heal from trauma, achieve stability, and shape the policies that affect their lives. Heartland works globally to meet the needs of individuals experiencing displacement, trauma, violence, and poverty when the requisite resources, relationships, and infrastructure are available.

Heartland Alliance’s mission requires agility and responsiveness to the needs of participants and the collective work of systems change. They promote safety and justice, health and healing, and economic opportunity and housing through the five corporate entities that make up the Alliance: Heartland Alliance, Heartland Housing, Heartland Alliance Health, Heartland Human Care Services, and Heartland Alliance International. They integrate direct service with policy and advocacy, and deploy a unique model that weaves together a full complement of assets and capabilities to solve problems experienced by participants. This work is accomplished by designing, implementing, and evaluating innovative approaches with community-based partners.

Over the last five years, Heartland Alliance has been in the process of a significant evolution guided by the idea of One Alliance. Through this strategy, the organization is building an enterprise-wide infrastructure to streamline operations across the five entities that make up Heartland Alliance as a whole, with a goal to more effectively support participants across the spectrum of services offered.

### Key Facts

- 1,200 US-based staff; 1,600 worldwide staff
- \$3.1M HR budget
- 32 HR staff
- 47-member [Board of Directors](#)
- [2020 Annual Report](#)

### Mission & Vision

#### MISSION

Heartland Alliance provides comprehensive services and advocates for systems change to advance social, economic, and racial justice to those who have been denied it.

#### VISION

Equity. Opportunity. For all.

### Visit



## CORE VALUES

Heartland Alliance is guided by a set of core values that permeates its work at all levels. These values are:

- **Courage:** Leaning in to bold efforts that advance social, economic, and racial justice.
- **Respect:** Acting with deep regard for the ideas, feelings, rights, and traditions of each individual.
- **Partnership:** Welcoming opportunities to co-create and produce strong outcomes that achieve shared goals.
- **Integrity:** Honoring commitments to instill confidence, trust, and credibility.
- **Diversity, Equity, and Inclusion:** Ensuring all races, cultures, identities, abilities, and worldviews share equal representation in all matters.
- **Excellence:** Striving to deliver measurable, high-level results that increase impact and reputation.

## THE POSITION

The Chief Human Resources Officer (CHRO) is a dynamic and innovative change agent responsible for leading high-impact, people-focused strategic initiatives that develop Heartland Alliance's internal culture and help drive alignment with the organization's values and strategic vision, including our commitment to anti-racism, forging a shared identity, and investing in our people and culture. The CHRO reports directly to the President/CEO of Heartland Alliance and leads a team of 32 through seven direct reports.

The Chief Human Resources Officer provides leadership, supervision, and strategic oversight to Heartland Alliance's Human Resources (HR) department. The CHRO is responsible for directing workforce strategy, human resources policy development and compliance, compensation and benefits administration, recruitment, employee and labor relations, regulatory compliance, and other functions and processes that impact the employee experience at Heartland Alliance. In addition, the CHRO is a critical leader assisting in the implementation of Heartland's strategic plan with accountability for directing change management efforts in coordination with Heartland Alliance's internal communications professionals. As part of the One Alliance strategy, this CHRO will be the standard bearer for HR operations and effective culture change across the Alliance.

The CHRO is a member of the Alliance Leadership Team and will also serve on the Heartland Alliance Business Services (HABS) leadership team, interacts effectively with affiliated companies and programs, and acts as a trusted internal and external business advisor. The CHRO staffs the Workforce Culture Committee of the Board of Directors and attends other board and committee meetings as necessary to provide insight on HR-related matters.

The CHRO role is a hybrid role, working onsite, remotely, and at program locations depending on the nature of the work at hand.



## MAJOR OBJECTIVES

Within the first 12 to 18 months, the Chief Human Resources Officer will achieve the following major objectives:

- Assess the current state of the Human Resources team, establishing leadership that develops and retains staff, and brings efficiency to HR operations.
- Solidify the core service work of the Human Resources team as part of the transition to One Alliance, defining the best structure for team operations and service delivery as part of back-office administration.
- Provide strategic influence and guide progress toward positive culture change in moving to One Alliance.

## RESPONSIBILITIES

The Chief Human Resources Officer will have the following primary responsibilities:

- Develops HR plans and strategies to support the achievement of the overall enterprise priorities and objectives.
- Provides strategic direction and leadership to the HR department, including but not limited to recruitment, labor relations, contract negotiations and administration, workforce planning, compensation and benefits, employee relations, and staff and leadership development.
- Develops, implements, manages, and monitors human resources policies and procedures and recommends policies and policy changes to the Alliance Leadership Team (ALT) and Board of Directors.
- Develops and implements executive compensation policy; establishes a holistic compensation philosophy for Heartland Alliance, reassessing as needed through audits and benchmarking.
- Implements processes and structure for employee engagement initiatives and surveys to support the retention and development of a strong team across the Alliance.
- Provides leadership to Heartland Alliance initiatives that impact the employee experience including, but not limited to, flexible workplace arrangements, workplace safety, and racial equity initiatives.
- Researches and analyzes industry trends, best practices, regulatory changes, and new technologies in human resources, talent management, and employment law to communicate and apply changes in policies and practices.
- Leads employment relations including the negotiation efforts related to Collective Bargaining Unit contracts.
- Leads HR initiatives to promote equity, diversity, and inclusion across the enterprise including an active role, in coordination with the President and the Chief Racial Equity Officer (CREO), in



implementing Heartland Alliance's racial equity initiatives.

- Promotes employee benefits, staff development, and recognition and retention strategies as a means of attracting qualified candidates to develop a workforce connected to mission, strategy, and organizational effectiveness.
- Leads benefits administration with an eye to providing market-aligned and attractive benefits packages, and develops employee services in accord with applicable policies, procedures and government regulations.
- Plays a leadership role on Heartland Alliance's Retirement Committee with oversight for the relationship between Heartland Alliance and its co-fiduciary retirement consultant and its retirement plan record keeper.
- In coordination with the Director of Human Resources Operations, directs plan audits, reporting and compliance activities.
- Prepares budget, directs strategic planning and supervises department's leadership team.

## QUALIFICATIONS

The ideal candidate will bring most of the following qualifications and skill sets:

- A minimum of ten years of progressively responsible experience in human resources management.
- Demonstrated experience in the areas of contract and union negotiations, labor agreement administration, compensation plan design, learning and development initiatives, change management, and organizational effectiveness.
- Prior experience with change management, especially establishing and/or growing centralized or enterprise-wide services.
- Comfort analyzing and interpreting technical procedures and government regulations; a personal drive to stay up to date on evolving trends in human resources.
- Ability to develop appropriate metrics across teams and make data-driven decisions.
- Excellent communication skills including the ability to write reports, business correspondence, and procedure manuals, and effectively present information and respond to audience questions.
- Strong problem-solving abilities, particularly in situations with a high level of ambiguity; the ability to synthesize information or instruction from a variety of sources to reach an effective solution.
- Knowledge of ADP Workforce Now, Taleo, and other software to support an effective HR function.
- A bachelor's degree is required; a master's degree in Industrial Development, Organizational Development, Human Resources or a related field is highly desirable.
- SHRM Senior Certified Professional (SHRM-SCP), SHRM Certified Professional (SHRM-CP), PHR or SPHR certification preferred.



## COMPENSATION AND BENEFITS

Heartland Alliance is offering competitive compensation for this position. Benefits include medical, dental, and vision insurance; wellness program; basic and voluntary life insurance; short- and long-term disability insurance; flexible spending account; mass transit benefit; 401k retirement plan with employer match; and generous paid time off (vacation, sick, personal, and holidays). Learn more about benefits offered to Heartland Alliance staff [here](#).

## APPLICATION

Heartland Alliance has retained Campbell & Company to conduct this search. The team for this project includes Colleen Rogers, Senior Consultant, and Angèle Bubna, Associate Consultant. To be considered for this opportunity, please send a letter of interest and resume to:

### ANGÈLE BUBNA

Associate Consultant, Executive Search  
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(312) 896-8883 direct

*Heartland Alliance makes all hiring and employment decisions, and operates all programs, services, and functions without regard to race, receipt of an order of protection, creed, color, age, gender, gender identity, marital or parental status, religion, ancestry, national origin, amnesty, physical or mental disability, protected veterans status, genetic information, sexual orientation, immigrant status, political affiliation or belief, use of FMLA, VESSA, military, and family military rights, ex-offender status (depending on the offense and position to be filled), unfavorable military discharge, membership in an organization whose primary purpose is the protection of civil rights or improvement of living conditions and human relations, height, weight, or HIV infection, in accord with the organization's AIDS Policy Statement of September 1987.*



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