



Barber National Institute
Making dreams come true.

CHIEF HUMAN RESOURCES OFFICER IDEAL CANDIDATE PROFILE

Barber National Institute provides children and adults who have autism, intellectual disabilities, and behavioral health challenges and their families with the education, support and resources needed to be self-reliant, independent, and valued members of their community. In addition, the Institute provides the professionals who serve them with world-class education and training. The organization is currently recruiting an experienced human resources professional to serve as its next Chief Human Resources Officer.



BARBER NATIONAL INSTITUTE



Barber National Institute provides a range of education, job training, residential and behavioral health services to more than 6,200 children, adults, and their families from a main campus in Erie, Pennsylvania and from locations in the Northwestern Pennsylvania, Central Pennsylvania, Pittsburgh, and Philadelphia regions as well as training and development to professionals around the world.

Guiding Philosophy: All individuals are people of God, with feelings, emotions, needs, and capabilities unique to these persons and their heritage. In a world where all persons differ, everyone should have the opportunity to develop to their fullest potential. All persons can learn, have the right to learn, and must be provided with experiences for growth and development: spiritually, morally, aesthetically, socially, physically, and educationally. Learning is a continuous process from infancy through adulthood.

PROGRAMS AND SERVICES

The Barber National Institute provides a comprehensive range of educational, mental and behavioral health, and support programs, including:

- **Community Residential Programs** that provide opportunities for adults to live in a supportive environment as fully participating members of the community.
- **Adult Day Programs** designed to maximize individual strengths and increase community integration.
- **Community Participation Supports** that provide opportunities and support for community inclusion and skill development according to each individual's interests, preferences and strengths.
- **Production Services**, which partners with businesses to provide pre-employment training opportunities for adults through a range of production projects.
- **Small Group Employment** providing support to individuals who are making the transition to integrated, competitive employment in the community. Participants temporarily work in small groups supervised by a training/job supervisor.
- **Supported Employment** works with individuals who want community employment, but who need additional support in finding and keeping the right job.
- **Home and Community Habilitation** provides individuals with opportunities to explore daily activities of their choosing and to focus on becoming active members of the community.
- **Lifesharing**, which enables an individual with a disability to join a provider family or a companion, in their private home, as a fully participating member of that family.
- **Elizabeth Lee Black School**, an approved private school, provides preschool and school-aged children with high-quality educational programs to meet their individual needs from pre-K to 12th grade.
- **Early intervention** programming offers a variety of supportive services and therapies for children from birth to age three.
- **Mental/behavioral health services** are designed to meet the unique strengths and challenges for each individual and family, including blended case management, social skills development, intensive behavioral health services, acute partial hospitalization, family-based mental health services, and childhood trauma services.
- **Early childhood programs**, including the Happy Hearts Inclusive Preschool & Child Care and Pre-K Counts Preschool in Erie and Curry.
- **Pre-employment transition services** to help students with disabilities who want to start planning for future employment while they are still in school.
- **Summer day camps**, including Camp Shamrock, Learn to Ride Bike Camp and Connections Camp.
- **Community resources**, including the Barber National Institute Natatorium featuring a hydraulic lift floor, an online gift shop, and the Kids on the Block puppet troupe.
- **Family Support Services** is a family-driven program that assists eligible families in selecting and purchasing allowable services that may enhance their quality of life.
- **Agency with Choice** allows individuals and their families the ability to self-direct their own services, with the support of a family liaison.
- **SibSessions** provide a comfortable setting for children and teens to share and learn about the ups and downs of being a brother or sister to a sibling with a disability.



- **Time for Me** offers children ages 4 to 16 with activities while parents enjoy their own, much needed “me time.”

THE ROLE OF THE CHIEF HUMAN RESOURCES OFFICER (CHRO)

Reporting directly to the Senior Vice President and Executive Committee, the Chief Human Resources Officer serves as the human resources leader for a world-class organization with a 70+ year legacy of quality support for people with disabilities and more than 3,000 employees in multiple locations across the Commonwealth of Pennsylvania.

The CHRO is a key member of the Barber National Institute executive leadership team, and a top advisor to Barber management on all things related to leadership, culture, human resources, recruitment, and organizational development. The CHRO is an active member of the Executive Committee as well as a key executive partner to the CEO and coach to the Executive Committee who is tasked with facilitating development of strategic initiatives, change management, and organizational design.

The role of the CHRO is to build upon the organization’s current people programs and service delivery strategies, enhancing organizational decision-making and approaches for securing growth on an organization-wide scale. The CHRO will be expected to:

- Establish world class processes in recruitment, employee relations, learning and development, organizational development, and compensation and benefits.
- Collaborate with the organization in developing and implementing a short- and long-term human resources strategy in areas such as recruitment, compensation, benefits and employee relations.
- Ensure Barber consistently complies with all state, federal, OSHA, and employment laws.
- Lead, develop, and coach the human resources team throughout the State.
- Oversee all aspects of human resources (HR), its practices, and operations to meet the needs of the constantly evolving organization.
- Lead long-range planning in order to anticipate the innovation of change initiatives that promote people productivity, organizational efficiency, competitive industry position and cost effectiveness.
- Oversee internal HR Consulting (HRBP), talent acquisition, learning and development, compensation and benefits, diversity and inclusions, and HRIS/HR Analytics.

- Ensure that the organization's values are clearly communicated and understood at all levels of the organization, clarifying employee conduct that is necessary for realizing an engaging, high performance culture within the business.
- Ensure that the organizational design and rewards structure is reflective of a dynamic organizational environment and up-to-date modes of working in an increasingly competitive business environment.
- When necessary, intervene and mediate conflicts in a manner that is reflective of the organization and that leads to appropriate resolution.
- Formulate strategies that lead to quality and depth in the talent employed in the organization. This is inclusive of leadership, employee development, and the securing of future business growth with a focus on talent and business culture or company culture.
- Ensure the establishment of sound strategies across the HR function, making sure that all strategies correspond with the overall business objectives.
- Develop comprehensive strategic workforce and retention plans that meet the business' human capital needs.
- Develop and implement comprehensive compensation and benefit strategies that are cost effective for the business.
- Function as the strategic business advisor to the senior-most executives with regard to key business and management issues.
- Work with their team of direct reports to monitor, analyze, and identify strategic needs, gaps, and risks.
- Leverage management tools that identify, align, and build on the business' human capital capabilities in order to achieve overall business results and teach desired targets.
- Lead the analysis and evaluation of employee performance, identification of gaps, and creation of strategies from those analyses to cultivate talent and improve performance at all levels of the business.
- Provide the findings of their strategic analyses to other business executives for use in resolving issues and driving the business' agenda.
- Collaborate with fellow executives in an effort to better understand, analyze, and support the needs for the business, leading to the subsequent establishment of suitable strategies.

- Keep up with the latest industry trends and best practices, ensuring optimal performance of the HR department, which in turn influences the performance of the various departments and the business at large.
- Play an active role in industry events, seminars, and workshops.

IDEAL CANDIDATE QUALIFICATIONS AND COMPETENCIES

The ideal candidate for this position will hold a bachelor's degree in a related field; an advanced degree is a plus. The CHRO position requires 10 to 15 years of experience in a senior human resources position, such as vice president or senior director of human resources, senior human resources business partner, or chief administration officer, as well as:

- Proven and successful experience establishing or transforming an HR function through the delivery of innovative programs within a fast paced, evolving, multi-site organizational setting with direct HR functional leadership oversight of a large employee base.
- Proven success developing and managing a team of HR professionals from HR strategy development all the way to attainment of objectives.
- Served as a member of senior leadership team.
- Experience in policy formulating, development, and implementation of key HR strategies and procedures.
- Prior work experience in the nonprofit sector would be a major plus.

The organization is seeking a leader who has strong leadership skills, the ability to direct and mentor a team, is knowledgeable of all HR functions, is an employment laws expert, and is an analytic, strategic thinker. The CHRO will demonstrate strong interpersonal skills, embrace a culture of excellence, and strong organizational and communication skills.

Skills and Attributes:

- A broad, visionary HR Executive who is capable of seeing the big picture and achieves excellence in the day-to-day HR functions.
- An operational expert who has a deep understanding of the business side of human resources. They will be aware of how trends and tools within the HR function can be utilized to ensure they are driving results in every service line and support function.
- A HR executive with a solid understanding of all operational aspects of a complex organization such as finance and operations. They must have a history of high-level exposure to decision making in a large and complex organization.
- A change driver who is thoughtful in their approach and who can drive small and large-scale change in a way that engages every internal stakeholder.

Ideal Competencies:

- Demonstrated ability and experience advising and influencing executives, providing insights that lead to key decision making within the business.
- Demonstrates strong business acumen and capabilities that enable them to effectively assess the internal business environment and deliver transformative change where necessary.
- Exemplary written and verbal communication skills.
- Superior understanding of the value of technology within the HR function and partner with information technology to develop and implement plans to enhance organizational productivity, efficiency, and engagement.
- Strong analytical skills, having an ability to analyze, refine, summarize, and clearly present data and information.
- Demonstrate exceptional leadership skills, having an ability to influence the highest-ranking executives. Demonstrate an ability to lead a large group in a unified direction.
- Is an approachable, likable, and relatable individual who will earn the trust of HR management and senior executives, stakeholders, and employees.
- The ideal candidate will be invested in collaborating with other departments and will be committed to the field of intellectual and developmental disabilities and the critical mission and excellent reputation of the Barber National Institute.

COMPENSATION

Barber National Institute is prepared to offer a competitive salary and benefit package to the candidate selected to be their new CHRO. In addition, this position offers an opportunity to join a dedicated team of professionals that is making a profound difference in the community and in the lives of the individuals who enjoy greater independence and are able to participate more fully in society because of the organization's work.

CONTACT INFORMATION FOR INTERESTED CANDIDATES AND NOMINATIONS

If you would like to express your interest in this position, please send a cover letter and resume to Michael Shriver, Managing Director, at michael.shriver@dcm-associates.com.



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