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EXECUTIVE POSITION PROFILE



# Margaret A.Cargill

PHILANTHROPIES

## ORGANIZATION

Margaret A. Cargill Philanthropies

## POSITION

Director, Talent Development

## APPLICATION DEADLINE

Applications will be accepted until 9:00 pm on Friday, May 5, 2023 with review of candidates beginning immediately

We encourage and appreciate early applications.



# ORGANIZATIONAL OVERVIEW

Margaret A. Cargill Philanthropies (MACP) supports efforts to enhance quality of life and prevent and relieve suffering of children, families, and older adults; preserve and promote the environment and the arts; and encourage the humane treatment of animals.

## OUR APPROACH

Within our domains, our program strategies are anchored in compelling issues where we partner to make a meaningful, measurable, and sustainable difference in a defined period of time.

We limit the number of issues we choose to address, set goals for the difference we wish to make on each one, and allocate resources accordingly. We pay special attention to underserved or low-attention areas and causes, and we favor community-based, on-the-ground programs rather than policy initiatives or endowments.

We continually hone strategies within our domains, investing in evaluation efforts, and making substantial learning grants to inform decision-making and program development.

Core to our approach is strengthening the effectiveness and capacity of our key grantee partners by investing in their leadership, management, and operational capabilities.

We believe the best way to make a lasting difference on issues we care about is by investing in long-term relationships with key grantees, strengthening our combined abilities to make a meaningful difference in the world. Because of this, we look to our key grantees as partners, and they help us shape what we do. We work with these partners to find solutions that are consistent with the objectives and values of both our organization and theirs.

## MISSION

Our mission is to provide meaningful assistance and support to society, the arts, and the environment.







## HISTORY

Margaret A. Cargill Philanthropies (MACP) is the umbrella over the grantmaking foundations created by the late Margaret Cargill: Margaret A. Cargill Foundation and Anne Ray Foundation. MACP provides meaningful support through long-term relationships with strategic grantee partners across seven program domains: Environment, Disaster Relief & Recovery, Arts & Cultures, Teachers, Animal Welfare, Quality of Life, and Legacy & Opportunity. The collective assets of MACP place it among the 10 largest philanthropies in the United States.

The two foundations have separate boards and investment portfolios but share a common mission of providing meaningful assistance and support to society, the arts, and the environment.

**Margaret A. Cargill Foundation** is a private foundation that came into existence upon Ms. Cargill's death in August 2006. At year-end 2021, MACP's assets are approximately \$3.7 billion.

**Anne Ray Foundation** is a supporting organization, which may make grants only to beneficiary organizations specifically named by Ms. Cargill. Year-end 2021, ARF's assets are approximately \$5.3 billion.

### OUR DEI J VISION

Our Commitment to Diversity, Equity, Inclusion, and Justice

The motivation and guidance for this diversity, equity, inclusion, and justice (DEIJ) work is drawn from our mission and vision, our direction from Margaret Cargill, and the caring and compassionate culture we strive for through work with grantees, partners, and each other. Embracing this vision will have a transformational influence on our organization, our partnerships, the work we do, and the impact we ultimately seek.

### Our vision for change

At Margaret A. Cargill Philanthropies, we envision a future in which our philanthropic resources and relationships help remove systemic barriers that limit access to opportunity and marginalize people within communities, as well as help empower and support them as agents of the change they seek. In this way, our joint efforts deepen and sustain the impact we work to achieve.

To achieve this impact, we seek to foster a culture—both internally and externally with grantees, community members, and other strategic partners—where differences are seen and respected, voices are heard, and all individuals feel supported and valued for their authentic selves.



# DEIJ VISION cont.

## Establishing shared definitions

To advance our DEIJ Vision, we need a clear understanding and a common reference point of what these terms mean. We believe it is important to use language that is shared and recognize the expertise of others working in this space. To that end, we have chosen definitions from external sources and have begun to explore what these concepts mean in practice for MACP. Read more here: [Download PDF of DEIJ Vision Here](#)

## Where we go from here

We are committed to this long-term journey. There is a lot for us to learn, knowing our culture and practices do not yet fully reflect the diversity, equity, inclusion, and justice we want to see in our work. We appreciate this journey will require significant intention and sustained effort, and that by its nature, the work needs to challenge us and push us out of our individual and collective comfort zones. We also realize we can't do this alone, and we seek to engage with, learn from, and support our grantees, community members, other partners, and each other.

This DEIJ Vision statement is not an action plan; it is a framework to guide our shared efforts. Developing an action plan and specific steps to achieve our DEIJ Vision will be a participatory process, involving our board, staff, grantees, and other partners.

The work ahead will be significant, and at times, it will be messy. We must give ourselves and each other grace, knowing we are all at different places in our journey. Some of our initiatives will succeed, and others may fail, while still providing valuable learning opportunities. We also recognize that steps to advance this vision are already in place across MACP at individual, team, and organizational levels, and we will continue supporting that work.

## Holding ourselves accountable

We commit to establishing methods that hold us accountable with both internal and external audiences, including soliciting regular feedback and sharing our progress. And as we learn from the work we are implementing, we will update this Vision statement accordingly.



## OUR GRANTMAKING

Our grantmaking reflects our values and Margaret Cargill's guiding principles and is always directed toward our mission and core purposes.

**We expect our grantmaking to have these characteristics:**

- We **lead with our values**, internally and externally.
- **We partner with capable organizations** that have demonstrated their ability to work successfully in our interest areas and in a manner consistent with our values. We look to our grantees as partners and co-learners.
- **We provide meaningful support to strategic grantees.**
- We support **work in and with communities** toward sustainable solutions.
- We pay special attention to **underserved** or **low-attention areas**, populations, or issues.
- We value and affirm the **integration** of all functions of the Philanthropies in our grantmaking.
- We make **measurable impact** on focused goals.
- We **evaluate** our work, **reshape our approaches as we learn, share and apply** our learning to future grantmaking.



## OUR DOMAINS

We support organizations working in communities across seven program areas that we call domains (click the domain names to learn more).

- [ANIMAL WELFARE](#)
- [ARTS & CULTURES](#)
- [DISASTER RELIEF & RECOVERY](#)
- [ENVIRONMENT](#)
- [LEGACY & OPPORTUNITY](#)
- [QUALITY OF LIFE](#)
- [TEACHERS AND STUDENTS](#)



A background collage of numerous small, semi-transparent portrait photos of diverse individuals, mostly of professional age, arranged in a grid-like pattern. The images are faded and serve as a backdrop for the text.

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# POSITION PROFILE





# POSITION DESCRIPTION

**Title:** Director, Talent Development

**Organization:** Margaret A. Cargill

Philanthropies (MACP)

**Reports to:** Vice President, Human Resources  
and Administration

**Location:** Eden Prairie, Minnesota

**Website:** [macphilanthropies.org](http://macphilanthropies.org)



# POSITION PROFILE | Director, Talent Development

## SUMMARY

kpCompanies is leading the search for the Director, Talent Development. This position leads the Talent Development team at Margaret A. Cargill Philanthropies in setting and implementing its talent development strategy, including talent acquisition, to achieve organizational goals. This role also ensures that diversity, equity, inclusion, and justice are at the core of the strategy. This position will report directly to the Vice President, Human Resources and Administration. The Director will partner with leaders and managers across the organization to ensure team members are supported in their continued development, have access to needed resources to grow in their role and beyond, and are capable of achieving MACP's mission.

This position will lead MACP – in partnership with the Talent Development team and consultants – to implement the organization's current talent development multi-year action plan.

## JOB RESPONSIBILITIES

### TALENT DEVELOPMENT STRATEGY

- Oversee the development and implementation of strategies and related programs to achieve the organization's talent development goals
  - Proactively determine the organization's longer-term talent development needs and develop strategies to meet them
  - Oversee the development and implementation of a hiring strategy that balances diversity, internal applicants, and external applicants
- Ensure diversity, equity, inclusion, and justice are at the core of talent development programs
- Lead effective change management – including stakeholder engagement – to ensure the adoption of new programs to achieve strategic goals
- Leverage people data to track progress on goals and make needed shifts to relevant strategies and investments to ensure continued progress
- Manage direct reports to achieve strategic goals and support their development
- Identify Talent Development team capabilities and needs to achieve strategic goals and make recommendations to address
- Develop and manage the budget related to talent development, including related talent acquisition and DEIJ work.
- Oversee vendor selection for the team, including prioritization of DEIJ expertise

# JOB RESPONSIBILITIES cont.

## TALENT DEVELOPMENT MANAGEMENT

- Partner with leaders to develop and support the implementation of organization-wide and team-specific talent development programs that result in providing team members with the skills they need to develop in-role, competently meet the needs of MACP, and progress in their careers
  - Identify team building needs for teams and identify and manage resources to implement programs to meet them
  - Ensure that talent development programs are deployed consistently and fairly across the organization
- Manage leadership development and organizational succession planning process
- Provide leadership direction, including engaging in the development, implementation, and maintenance of a performance management program that supports managers in identifying and supporting meeting team members' development needs based on their performance, potential, engagement, and career ambitions
- Drive equity in performance management through the implementation of a calibration process and anti-bias training
- Provide performance management guidance (coaching, counseling, professional development, and corrective action) to managers in partnership with the Manager, HR Partner
- Manage the development, implementation, and maintenance of competency models
- Develop and foster relationships with a comprehensive complement of external trainers and coaches to meet the needs of individuals and teams
- Train managers and leaders, directly or via consultants, on effective approaches to successfully support each team member's in-role and career development



## JOB RESPONSIBILITIES cont.

### TALENT DEVELOPMENT MANAGEMENT cont.

- Oversee onboarding and orientation programs
- Oversee talent acquisition programs that increase organizational diversity, including a particular focus on management and leadership levels
- Ensure MACP can effectively fill open positions promptly and with a diverse staff capable of supporting MACP's mission
- Create and implement programs that ensure staff of all backgrounds and experiences feel a sense of belonging at MACP
- Support culturally competent race, equity, and justice conversations at MACP that advance an equitable and inclusive culture

**LEADERSHIP:** Serve as a member of the Human Resources & Administration Team to support MACP-wide goals and model the value-based culture MACP represents to employees and external partners.

- Provide effective leadership for staff, including training and staff development, assigning and directing work, and providing regular feedback on performance and development. Act as coach and mentor as team members progress towards goals.

### TRAVEL

Minimal travel is required, primarily for conferences or other professional development opportunities.

## REQUIRED QUALIFICATIONS:

Outstanding candidates for the role position will offer many of the qualities, skills, and characteristics listed here. We know that no candidate is likely to have every one of these qualities, so we encourage interest and applications from people who have the capacity to grow into the responsibilities listed and who bring transferable skills.

- An experienced leader with 10+ years of organizational development, HR, and/or learning and development experience, at least 5 of which have been at a management level leading an experienced team
- A bachelor's degree in Human Resource Management, Organization Development or a related field; Master's Degree preferred
- Experience providing consultation and guidance on various HR-related matters, including employee development and training, team development, employee relations, recruiting, onboarding, and change management.
- Experience leading organizational/talent development and talent acquisition functions in organizations of similar size or larger than MACP (100+ staff)
- Experience with startups or growth-oriented organizations preferred; experience in the nonprofit sector preferred
- Demonstrated experience setting and generating buy-in for an organizational and talent development strategy and successfully implementing programs to achieve the strategic goals
- Demonstrated commitment to intercultural understanding and sensitivity, along with demonstrated experience using methods to incorporate equity, inclusion, and diversity into talent development work and relationships with staff and vendor partners
- A proactive and strategic partner and planner with solid technical skills, analytical ability, and excellent judgment in decision-making
- Solid understanding of organizational and leadership dynamics, and an ability to operate with a high degree of discretion and strong collaboration skills
- Able to effectively relate to individuals at all levels of the organization; excellent communication skills with an ability to be diplomatic yet direct
- Strong team player with a desire to collaborate; ability to communicate effectively across employees at all levels and across a broad range of functions
- Ability to develop strong, trusting relationships to gain support and achieve results
- Strong sense of integrity, high ethical standards, discretion, and trustworthiness, able to maintain the highest level of confidentiality both internally and externally
- Strong presentation skills keeping various learning styles and abilities in mind
- Excellent facilitator with experience resolving conflicts and managing change
- Both strategic and pragmatic, with an operational, implementation, and detail-oriented perspective
- Strong track record of managing and achieving organizational results
- Proficiency with Microsoft products and HR information systems



## PHYSICAL REQUIREMENT AND WORK ENVIRONMENT

The work environment is an office setting with a designated workspace at the Margaret A. Cargill Philanthropies office in Eden Prairie, Minnesota and optional remote work up to 2 days per week.

- This position is primarily a sedentary role with an adjustable sit/stand desk.
- This position requires regular use of a computer to complete work responsibilities. It also includes regularly working with other office equipment and communication technology, such as video conferencing, telephone, copy machine, and printer.
- The person in this position must occasionally move about inside the office to access file cabinets, office equipment, attend meetings or events, etc.
- This role also frequently performs multiple tasks simultaneously and works closely with others as a team. Occasionally, the person in this role may be required to adjust to time pressures and frequent changes. Infrequently, this role may require an irregular schedule or overtime.

\*\*The above statements are not intended to encompass all functions and qualifications of the position; rather, they are intended to provide a general framework of the requirements of the position. Job incumbents may be required to perform other functions not specifically addressed in this description.

# COMPENSATION

MACP has identified a salary range of \$185,000- \$220,000 for this role. The actual starting salary of the candidate will be commensurate with years, breadth, and depth of relevant experience, education, certifications, credentials, special skills, accomplishments, and other factors relevant to the position.

MACP benefits are generous, please see total rewards at

<https://www.mac-philanthropies.org/careers/>

- Competitive compensation
- Strong medical, dental, and vision benefits for staff and their dependents with competitive monthly premiums and flexible spending accounts
- The reduced work week for all staff, with half-day closures on Fridays, year-round
- Minimum of four weeks of paid time off, in addition to a week-long year-end office closure
- Retirement programs, including 401(k) matching at 5%, with access to employer-paid financial planning Resources In addition, the Organization may provide a discretionary contribution to employees' 401(k) plan that vests over five years.
- Matching gift program for charitable donations
- Additional benefits such as an employee assistance plan, an onsite fitness room, paid parental leave, and tuition reimbursement





## HOW TO APPLY

MACP has partnered with [kpCompanies](#) in this search. Interested candidates should submit a cover letter, resume, and salary expectations **(Please combine resume and cover letter into 1 document to upload)** later than 9:00 pm on Friday, May 5, 2023. All submissions are received in the strictest confidence.

You can apply here: <https://evoportalus.tracker-rms.com/kpCompanies/MyLite?id=1086>

### COMMITMENT TO DIVERSITY, EQUITY, INCLUSION, EQUAL OPPORTUNITY, AND ACCESSIBILITY

We know that engaging, building trust, and making a difference relies on the collective wisdom and strength of a truly diverse organization. With this in mind, we strongly welcome the interest of people who bring a variety of lived experiences, including people of color, all gender identities, people from the LGBTQ+ community, people with disabilities, and others who are excited to contribute their skills to our work. Margaret A. Cargill Philanthropies is an equal opportunity employer, and we consider applicants without regard to race, color, religion, gender, pregnancy, sexual orientation, age, national origin, marital status, citizenship, disability, veteran status, or any other protected characteristic as established under law. MACP is committed to the full inclusion of all qualified individuals. As part of this commitment, we will ensure that persons with disabilities are provided reasonable accommodations.

# kpCOMPANIES SEARCH TEAM



**MIQUEL MCMOORE**

FOUNDER & MANAGING DIRECTOR



**JOELLE ALLEN**

SVP CLIENT SERVICES



**AIESHA MATTHEWS**

VP OPERATIONS



**MAT PIESERT**

RECRUITMENT CONSULTANT



**NIDHI TYAGI**

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# CONTACT US

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# THANK YOU!

[www.kpcompanies.com](http://www.kpcompanies.com)