I have a request for enhancing the HR team as part of our 1st through 3rd quarter goals.

I would like to promote **Rhodline** to a Director Level position in HR; I would like her to become the **Director of Talent Acquisition**; she would have primary responsibility to manage the people and the data for onboarding and selection and maintain records, SOP, processes for volunteer selection.  She would have a staff of two (2) to manage the process.  I would still be fully engaged in the selection and review process as a first set of eyes for volunteer selection, but Rhodline would manage the process.

I would also like to promote **Arelis** to a position of **Director of Volunteer Management**, where she would oversee the tracking, placement, review, and exit interview process.  As positions and tasks grow (we are now more than 136 volunteers), we need to more effectively track all positions and ensure that processes are in place and being followed.  Arelis and her team would maintain metrics for all teams and positions including turnover, satisfaction, etc. This position would also have a staff of 2 people.

The intended outcome of adding these positions/responsibilities would be to allow me to focus on Culture Development, HR System design, and Volunteer Engagement in addition to the overall success of HR.

I would work on these initiatives with Ahoud who is a Six Sigma Blackbelt and who is not happy or successful in her work in the background of HR.  I would make **Ahoud**the**Manager of Volunteer Engagement**.   We would focus on the ideas of culture, training, future planning, developing an internal “Volunteer Connection” section for the intranet, (Volunteer Profiles and contact information, pictures, experience, interests, Internal organizational job opportunities with a Job Board, etc).  I would also work with Laura and one more HR new hire to provide Volunteer resources, team information and tools.

My expertise is in leadership management and process development, I think I can better serve the organization by overseeing the HR process and being more hands on with the Volunteer development and process development pieces. I believe the creation and implementation of these positions will support the HR goals and the larger goals of RG.

To Recap:

·         **Rhodline Asare** - **Director of Talent Acquisition**;

o   **Two (2) additional support staff**

·         **Arelis Baird - Director of Volunteer Management**;

o   **Two (2) additional support staff**

·         **Ahoud Alwarsh** - **Manager of Volunteer Engagement**

**Director of Talent Acquisition**

Under the direction of the Vice President of Human Resources, the Director of Talent will create, lead and deliver the vision and strategy for the Rare Genomics Institute’s Talent team. The primary goal of this position is to develop clear, consistent and effective sourcing and recruitment processes for Rare Genomics and attract and retaining top talent.  This requires creating or transforming the talent acquisition department into a world class function that proactively leads and develops the talent acquisition capability across the organization. It also requires effectively advising and collaborating with senior management. This position will supervise a staff of 2 people.

**Essential Job Functions**

* Lead, manage, and develop the recruiting team; driving a high-level of performance to meet the company’s ambitious staffing plans.
* In collaboration with the Director of Talent Management Perform Job Analysis to define the purpose of the all jobs, job duties and responsibilities
  + In collaboration for team leads, create effective position descriptions
  + Define performance - Analyzing the work duties, tasks, and responsibilities that the employee filling the position needs to accomplish. Not every job within a company is optimized. You may find duties that are undone or projects that you should move from one department to another.
  + Review the needs of the company and at any unassigned or illogical responsibility. Work with management to add the proper tasks to the proper job analysis.
  + Researching and sharing with other companies that have similar jobs
* Responsible for supporting the company culture and implementing/managing recruitment and HR programs including: social networking, employee referrals, etc.
* ▪ Build a comprehensive vision, strategy and goals for talent acquisition for the Rare Genomics across technical and non-technical roles.
* Partner with recruiting, HR, and management teams to develop, implement, and execute hiring strategies. Act as an advisor to company leaders on talent acquisition best practices.
* Experience with a variety of recruitment systems including experience implementing an applicant tracking system and working with recruitment partners/vendors.
* Develop and implement strategic programs to strengthen our ability to attract, assess, select, and scale top-tier Silicon Valley engineering talent.
* Establishes sourcing and recruiting research strategies to create a viable, sustainable pipeline of outstanding talent.
* Ensures a strong evaluation and screening process that filters only candidates with the highest possible caliber and fit to the organization.
* Work closely with VP HR and other department Heads in supporting talent needs, applicant tracking, and best practices and review of practices.
* ▪ Enhance recruiting processes by bringing new recruiting tools and ideas to the organization.
* Drive organizational communication including: town halls, executive emails, staff meeting and rank and file.
* Create and implement recruiting-related programs including creative sourcing plans, recruiting event relations, employee referral programs, and branding initiatives.
* Establish and manage outside staffing agency relationships.
* Determine and manage team priorities and metrics.
* Foster a work environment to cultivate creativity and productivity.

**Desired Skills and Experience**

* 5+ years’ experience in-house technical and non-technical full-cycle recruiting.
* 3+ years minimum experience as in-house Talent Acquisition/Recruiting Manager and developing others.
* 3+ years Supervisor experience,
* Patient, communicative team player that is detail-oriented and has outstanding interpersonal skills.
* Well-versed with working cross-functionally to help resolve hiring issues and drive hiring processes.
* Ability to influence effectively with all levels of the organization, particularly with executive level leaders.
* Results-driven, hard-working, analytical individual who enjoys a challenge.
* Willingness to work flexible hours as needed.
* Experience in both start-ups and bigger companies is a plus.
* Participate on other projects as assigned

**Required Skills**

* Effective communication
* Attention to detail
* Ability to effectively work with minimal supervision
* Effective communication skills at all levels (written and verbal)
* Strong analytical skills
* Attention to details Well versed with computers and software applications
* Ability to effectively work with minimal supervision
* Effective at prioritizing work to ensure deadlines are met
* Be thoughtful and helpful to those around you.
* Be generous with your knowledge and time
* Treat others with respect
* Have open, honest, and timely conversations
* Solicit feedback
* Work in all capacities to meet the NEEDS of the organization; this may require working on tasks outside of your essential job functions and requirements as assigned by your supervisor, manager, or directors.

**Director of Volunteer Management**

Under the direction of the Vice President of Human Resources, the Director of Volunteer Management will create, lead, and provide oversight and for all volunteer teams across the organization. This position is responsible for managing the Performance and Talent Management Process.

You will be responsible for building and supporting a performance management process, while designing a fresh approach going forward for our operations. As the Rare Genomics Institute grows, there is a need for fresh approaches to talent management. You will build, gain agreement to, roll-out, and maintain a talent management and succession planning process. Oversee candidate tracking, placement and performance review, maintain metrics for all teams and positions and manage all volunteer records including hiring, turnover, satisfaction, exit interviews, etc. This position will effectively track all positions and ensure that processes are in place and being followed.  This position will supervise a staff of 2 people.

**Responsibilities**   
  
**Performance Management**

* Oversee the performance management process for the Rare Genomics.
* In collaboration with Team Leads, create performance goals with measurable outcomes.
* Define the priority of each job responsibility and goal.
* Define performance standards for key components of the job.
* Hold interim discussions and provide feedback about employee performance summarized and discussed, at least, quarterly. (Provide positive and constructive feedback.)
* Maintain a record of performance through critical incident reports. (Maintain notes about contributions or problems throughout the quarter in volunteer file.)
* Provide the opportunity for broader feedback.
* Keep abreast of industry changes in performance management and design/implement a new program that breaks the mold
* Bring performance management into alignment with an Integrated Talent approach
* Establishes the business requirements for all recruitment systems and ensures that the team is trained on the optimal use of the systems.

**Talent Management**

* In collaboration with the Manager of Volunteer Engagement, create and own the global talent management metrics dashboard and monthly reporting, translating the activities of leadership development, employee engagement, and performance into a comprehensive analysis that correlates people movement and program effectiveness.
* Responsible for supporting the company culture in conjunction with the Director of Talent Acquisition, with primary responsibility for performance review management.
* Lead the design of the talent management process, bringing in innovative approaches.
* Keep abreast of industry best practices for assessing potential and implement as appropriate.

**Succession Planning**

* Design and facilitate a succession planning process.

**HR Systems**

* Work closely with HRIS and our HR team to design a Talent Management and Succession Planning module to support talent management.
* Work closely with HRIS to update the Performance Management module as needed.

**Desired Skills and Experience**

* Bachelor's degree in Human Resources, Organizational Development or comparable degree
* 5 years of HR experience required, 3-5 years of Performance & Talent Management experience OR 1-3 years of Performance Management & Talent Management experience OR HRBP experience.
* Experience designing or administering talent management initiatives for entire businesses, organizations or functions.
* Talent management, succession planning, facilitation, learning & development experience.
* Project management and vendor management experience preferred.
* Strong communication (oral and written), interpersonal relationships. Proven ability to communicate professionally with all levels of management.
* Demonstrated success working in a team environment on multiple projects with changing priorities.
* Demonstrated ability to successfully drive changes through influence, persuasion, and collaboration in a team environment.
* Participate on other projects as assigned

**Required Skills**

* Effective communication
* Attention to detail
* Ability to effectively work with minimal supervision
* Effective communication skills at all levels (written and verbal)
* Strong analytical skills
* Attention to details Well versed with computers and software applications
* Ability to effectively work with minimal supervision
* Effective at prioritizing work to ensure deadlines are met
* Be thoughtful and helpful to those around you.
* Be generous with your knowledge and time
* Treat others with respect
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* Solicit feedback
* Work in all capacities to meet the NEEDS of the organization; this may require working on tasks outside of your essential job functions and requirements as assigned by your supervisor, manager, or directors.

**Manager of Volunteer Engagement**

Under the direction of the Vice President of Human Resources, the Manager of Volunteer Engagement will focus on creating and supporting positive culture, leadership development, training, future planning, and support of the performance management process. They will bridge analytics related to performance and leadership development programs, talent management tools, and the employee engagement processes, including developing surveys to provide insights and recommendations that will help further Rare Genomics’ organizational and talent agenda. This position will be instrumental in developing the “Volunteer Connection”, a resource managing the volunteer. The Manager of Volunteer Engagement will play an integral role in the successful support, development, and administration of a coaching and improvement plan for all volunteers with an emphasis on Team Leads.

**Essential Job Functions**

* Develop and manage components of a global performance management process, including: maintaining project plans, drafting communications, and managing training deployments, etc.
* In collaboration with the VP of Human Resources, IT, Communications, etc., own and develop the “Volunteer Connection”, a resource managing the volunteer community with volunteer profiles, contact information, pictures, experience and interests, as well as developing a Job Board, and other volunteer focused opportunities.
* Serve as a global contact for performance management questions and related feedback; and partner with HR, IT, and internal and external resources to analyze and develop ongoing enhancements and solutions for volunteer engagement.
* In collaboration with HR and other leadership teams, create and manage a twice annual engagement survey.
* Development and administration of a coaching and improvement plan for all volunteers with an emphasis on Team Leads.
* In collaboration with the VP Human resources and the Development Director for Fundraising, develop, implement, and facilitate training and opportunities in leadership development/enhancement, management, supervision, and effective communication.
* In collaboration with the Director of Talent Management create and own the global talent management metrics dashboard and monthly reporting, translating the activities of leadership development, employee engagement, and performance into a comprehensive analysis that correlates people movement and program effectiveness
* Develop and foster solid working relationships with all Team Leads within Rare Genomics.
* Create and provide effective training tools to the organization and develop a library/archive of leadership and development tools.
* Lead functional testing, system audits, and security management of TM tools
* Participate on other projects as assigned

**Desired Skills and Experience**

* 5 years of HR experience required.
* Bachelor's degree in Human Resources, Organizational Development or comparable degree. Master’s Degree in Human Resource Management, Organizational Development or comparable degree desired.
* 3-5 years of Performance & Talent Management experience OR 1-3 years of Performance Management & Talent Management experience OR HRBP experience
* Experience designing or administering talent management initiatives for entire businesses, organizations or functions
* Talent management, succession planning, facilitation, learning & development experience
* Project management and vendor management experience preferred
* Strong communication (oral and written), interpersonal relationships. Proven ability to communicate professionally with all levels of management
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