

## Job Description Project Director Spring 2022

### WHO WE ARE

Third Sector is a national nonprofit technical assistance organization that advises our government agencies on the best ways to reshape their policies, systems, and services toward better outcomes for all people no matter their race, background, and circumstances. Founded in 2011, Third Sector is a 501(c)3 organization that has worked with more than 40 communities to deploy more than \$1.2 billion of government resources towards outcomes. Third Sector's consulting engagements help government agencies to:

- better use data to understand the impact of their programs,
- improve the way they contract for services,
- allocate resources to support underserved populations, and
- collaborate with community stakeholders and partner agencies to improve services.

Third Sector strives to co-create projects with our partners, understand root causes of inequity, implement data-driven and community-driven solutions, and to set up sustainable systems for continuous improvement to ensure that governments can do this work with their partners after their engagement with Third Sector ends.

Our team of more than 40 employees is united by our mission and our commitment to becoming an anti-racist organization. We have been working to acknowledge, understand, and dismantle the white dominant structures we uphold internally and with our partners. We are identifying and implementing strategies to change our organizational culture and external relationships, including creating space for both multi-racial and affinity-based conversations about our journey and the work ahead.

### THE ROLE

We are looking for highly driven, entrepreneurial, and equity-focused professionals who are deeply passionate about working with government and communities to create a more just and inclusive society. Your primary responsibility will be to work on client engagements focused on using public funding and data as levers to enable government, providers, and their partners to work with, and improve the lives of, the people they serve.

A typical project team includes three people: an Associate or Senior Associate (Project Support), a Manager (Project Lead), and a Director (Senior Project Resource) who deliver consulting services to Third Sector's clients. Directors oversee two to three client engagements and support one or more internal initiatives or business development opportunities at a time. Directors partner most closely with

Managers and Associates within project teams and with other Directors who are also engaged in the same practice areas (see more below on practice areas). The length of a project ranges from about 3-18 months, and some teams are larger (6-12 people) depending on the size and complexity of the project.

You will drive innovative problem solving for clients, manage complex client and stakeholder interactions, produce thought leadership in our practice areas, and ensure excellence of client deliverables. You will pursue business development opportunities and write proposals that advance Third Sector's mission of transforming public systems to improve outcomes. You will also support the implementation of internal initiatives that support Third Sector's people and our 5-year strategy. Above all, you will apply your passion for social change and your unique lived experiences to the advancement of our mission.

At Third Sector, each day presents new and exciting challenges. Please visit our [website](#) for additional examples of our outcomes-oriented work with communities.

## EXPERIENCE

10-15 years of professional experience in a role that includes:

- A proven track record of building and leading high-performing teams, leading multiple client-facing projects, and authoring and managing collaborative production of high-quality client deliverables
- Experience developing new partnerships in a business development context including identifying and cultivating new opportunities, securing funding, and managing strategic partnerships
- Success in mentoring and coaching team members and fueling their professional growth
- Recognition from peers, clients, leadership, and teams for superior active listening, complex stakeholder engagement, and communications skills
- Experience working within or with state, local, or federal government agencies in the United States, their contracted service providers, and/or their other key partners or stakeholders
- Experience (professional or lived) with the delivery of social services (including housing or food assistance, financial aid, supportive services for families and/or services for people with disabilities) or in a government agency
- Directly supporting diversity, equity, and inclusion and/or racial equity efforts

## SKILLS AND COMPETENCIES

Our skills and competencies reflect the nature of our work which is analytical, collaborative, and challenging. A successful Director is an entrepreneurial leader who co-designs and implements solutions for a wide variety of project and organizational challenges; leads by example by upholding Third Sector's values including racial equity, reflection, results, and superior relationship management with team members and with clients; and coaches team members with an anti-racist lens. It is important that candidates be interested in working in a collaborative team setting, can recognize power dynamics

within the team and address them when needed, and be open to feedback. They also possess the following skills and competencies:

**Research and Data Gathering:**

- An ability to independently design and manage research and data gathering efforts, structure quantitative and qualitative analyses, and use critical thinking and analytical techniques to draw actionable recommendations

**Qualitative and Quantitative Data Analysis & Data Visualization:**

- Distills highly complex ideas and data into concise and persuasive analyses in multiple formats—spreadsheets, written briefs and reports, visual PowerPoint presentations, and verbal communications
- Ability to teach and coach others in how to use logic and data to develop, frame, and document solutions for complex problems

**Active Listening & Critical Thinking:**

- Exceptional critical thinking skills
- Leads multi-stakeholder conversations to actionable progress towards improved outcomes by asking relevant, insightful questions in interactions with clients and partners
- Utilizes listening and questions as active coaching tools to support development of colleagues' critical thinking skills

**Written, Verbal, and Visual Communication Skills, including Facilitation Skills:**

- Experience with facilitating complex multi-stakeholder, collaborative, and inclusive decision-making processes
- Excels at influencing others through verbal and written storytelling
- Sets and models standards for effective written and verbal communications
- Draws on experience and knowledge to help others improve their work products and communication skills
- Defines and articulates messaging around our organization's strategy and vision for practice areas

**Project and People Management:**

- Able to lead multiple client engagements simultaneously (average three at a time) while managing teams and own workflow/designated tasks independently
- Excels in relationship management with both clients and internal teams
- Leads and executes multiple client engagements with a racial equity lens and focus on managing the tensions of timing, budget, and scope to advance improved outcomes
- Manages and coaches Manager and Associate team members to successful engagement delivery
- Supports development and implementation of internal initiatives at the organization

**Client Management:**

- Is comfortable conversing with, presenting to, and leading teams of diverse stakeholders including high-level government officials
- Designs value propositions for different audiences and adapts messaging appropriately
- Enjoys building and maintaining enduring relationships that can advance Third Sector's mission and the field
- Mitigates risks by holding challenging conversations with stakeholders
- Earns the respect of team members and stakeholders at all levels by leading with Third Sector values—from the most junior team members to government leaders

#### **Mission Alignment and Mindset:**

- Commitment to advancing equity and anti-racism through personal and professional work in order to achieve our mission
- Understands and acknowledges the role that race and racism plays in power dynamics, privilege, and access, both within our organization and within public agencies and systems

#### **Business Development:**

- Brings deep skills and experience in business development (including BD strategy)
- Brings previous relationships and actively sources new business development, funding, or partnership opportunities
- Oversees the revenue/partnerships pipeline for a specific practice area
- Coaches and mentors other practice area members to identify and pursue business development opportunities

#### **Content Knowledge:**

- Specific expertise/experience in one or more of Third Sector's issue areas: economic mobility, behavioral health, early childhood or justice/re-entry (see more below)
- Experience working in/with government is essential, particularly in a client services role
- Committed to becoming knowledgeable about Third Sector's methodologies, past work, and practice areas
- Contributes to enhancing knowledge within the organization and across the practice area field

**NOTE: We will be hiring at least two Directors during this recruitment cycle; one with experience in the behavioral health practice area and one in the early childhood practice area. See below for detail:**

**Behavioral Health:** The behavioral health practice area, currently Third Sector's largest by number of projects, is seeking a co-lead to refine the strategy and goals of the practice area and drive public sector systems change for this field. The Director will bring behavioral health experience and knowledge to provide guidance on project execution and strategy given insight into the behavioral health field. The Director will also bring deep skills and experience in business development (including BD strategy) to the team, oversee the revenue/partnerships pipeline for the practice area, and mentor other practice area members in behavioral health business development by driving forward BD conversations and proactively fostering new partnerships. Some project scopes within this practice area have included:

- transforming a large, flexible "full service partnership" (wraparound funding and services program) for those with highest acuity behavioral health needs in Los Angeles
- leading a cohort of counties to better define behavioral health outcomes, data systems, and continuous improvement feedback with beneficiary populations across CA state
- supporting counties and the state to reduce disparities in behavioral healthcare outcomes for BIPOC populations by helping governments to contract with non-traditional providers

**Early Childhood Education:** The early childhood education (ECE) practice area is seeking a Director to collaborate in refining our strategy and goals as well as leading project teams working with ECE agencies at the state and local level. Our ECE work is providing capacity to state-level Commissioners, Division Directors, and their teams as the agencies work with their communities to transform systems, governance, and funding. The Director will bring experience and knowledge of the ECE field, including knowledge of key funding streams (examples: Child Care & Development Block Grant, Head Start, Preschool Development Grant, and American Rescue Plan Act) and experience working with/within government agencies administering these funds. In addition, the Director will bring a commitment to deepening community engagement (providers, parents, educators, workforce) and advancing racial equity as core components for transforming ECE outcomes. The Director will also have demonstrated experience in building relationships and partnerships that create new projects; this includes experience leading business development efforts to secure new projects and funding. Recent projects in this practice area have included:

- leading multiple states in developing an equity-focused approach for implementing American Rescue Plan Act (ARPA) child care stabilization grants
- a multi-year initiative, funded through the Preschool Development Grant, to support a state's transition to an integrated ECE system - with specific focuses on workforce, governance, funding, and data

## APPLICATION & INTERVIEW PROCESS

Our recruitment process stages are outlined below:

1. Application submitted for initial screening (see instructions below)
2. First round interview to understand your interest in the position and to assess your critical thinking and problem-solving skills (may be a written Q&A)
3. Second round interview with current Project Managers/Directors to assess experience and skill set
4. Professional references requested
5. Third round interview with a member of our Executive Team to understand what lived experiences and skills you will bring to Third Sector
6. Offer issued

Note: About midway through the interview process, all candidates will be connected to a Third Sector team member and you will be given the opportunity to ask them any questions you have about their

experience working here, their work on client projects, how they've experienced our equity journey, etc. *This conversation will not be used to evaluate candidates in any way.* This conversation is meant to serve as an open and honest opportunity for candidates to learn more about our culture and work environment before progressing to the final stages of the interview process.

**TIMING.** We are committed to transparency throughout this process. We understand that interviewing can be stressful and aim to minimize that stress and uncertainty. To give you a sense of timing, steps two through six above typically take five to seven weeks.

**SALARY AND BENEFITS.** This is a full-time position. The FLSA status for this position is exempt with a salary range of \$116,500 to \$145,500. Starting salary is determined by experience level within this range and location. Third Sector also provides competitive benefits including medical, dental, and vision benefits, life and disability insurance, a 401K plan with a 4% match, technology stipend and technology support services and more.

**START DATE.** The intended start date for this position is as soon as possible.

**LOCATION.** We welcome applicants from anywhere in the contiguous United States except Alaska. This position is remote with possible occasional travel expected in 2022 and beyond. We currently have office space in Boston and San Francisco available for the team to use but living in or being willing to relocate to Boston or San Francisco is not required for this position.

**APPLICATION INSTRUCTIONS.** We will be hiring multiple people for this role: one with experience in the behavioral health practice area and one in the early childhood education practice area. Candidates will be reviewed in batches. The first batch of candidates must submit their applications by **Friday, April 15th**. If all available positions are not filled by candidates in this first batch, we will reopen the application and review a second batch of candidates.

This search is being managed by Larnell Vickers Enterprises. Interested candidates should submit their application which is accessible via our website (<https://www.thirdsectorcap.org/careers/>) by the **April 15th** deadline to be considered in the first batch of candidates. Please reach out to our team if there are any accommodations you might need when applying or if asked to be interviewed. Questions about the role or interview process can be directed to [talent@thirdsectorcap.org](mailto:talent@thirdsectorcap.org).

*At Third Sector, we value diversity, equity, and inclusion. We believe that diversity leads to better solutions for the difficult social challenges we tackle, for the clients we serve, and for the communities we impact. We are committed to providing equal opportunities and approach recruitment in an impartial manner, without regard to an individual's race, ethnicity, color, religion, gender, gender identity, sexual orientation, national origin, disability status, income status or any other characteristic protected by law.*