

## Job Description

### Director of Impact and Evaluation

### Summer 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 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 a highly driven, entrepreneurial, and equity-focused professional who is deeply passionate about working with our government and the people they serve to create a more just and inclusive society. Your primary responsibility will be to support our teams across client-facing and internal projects to develop learning agendas and evaluate, learn, and improve operationalizing equitable outcomes for the communities we serve.

Reflection and learning are core components of our organizational culture at Third Sector; we hold ourselves accountable to being a learning organization in partnership with our clients and to advance our anti-racism goals. While each of our project teams and internal functions track key metrics and reflect on learnings, we are grateful to be able to invest more formally in our Impact and Learning function at this

time. Our vision is that the inaugural Director of Impact and Evaluation will support project teams in understanding the overall impact of Third Sector's work and lead/build our Impact and Learning team over time. The Director will work collaboratively with all program and operational teams on issues of cross-organizational relevance, providing support in the areas of strategy, impact and evaluation, organizational learning, and organizational effectiveness. While teams maintain the primary responsibility for defining, managing and using learning and evaluation results, there are currently no standard processes for this learning process. Our hope is that this Director can build the infrastructure in order to serve effectively as a source of specific expertise, coaching, and leadership in compiling the results of our ongoing learnings and evaluations into an organization-wide portfolio.

The inaugural Director of Impact and Evaluation will report to our CEO. You will have the opportunity to develop the vision for learning and impact at a systems-change organization, lead the refinement of our existing frameworks as well as support project teams to establish a portfolio view of our learning and impact, and build a team of staff and consultants that work across all levels of our organization. Third Sector currently has four practice areas to organize our work by issue area and impact: behavioral health; early childhood; economic mobility; justice and re-entry. Each practice area would partner with you to develop learning questions and data collection plans about the impact of their consulting work directly on government agencies as well as on the life outcomes for those served. Learnings and impact in each project will directly impact future work of the practice areas and scopes of new projects.

You will also play a cross-functional role in partnering with our executive team (MD of Project Delivery, MD of Partnerships, MD Talent and HR, MD of Communications) to synthesize and communicate learnings, maintain relationships to ensure ongoing data collection from partner communities, document lessons and project best practices and develop recommendations for improving our practice in current and future projects. Above all, you will apply your passion for social change and your unique lived experiences to the advancement of our mission.

**What is in a day's work at Third Sector?** Your typical day might begin with a check-in with a practice area team like Behavioral Health. You have a learning agenda to brainstorm with six Third Sector team members delivering projects in the behavioral health practice area. These project team members have been tasked with working with different behavioral health agencies, clinical experts, service providers, and their clients in counties across the United States to completely transform how the agencies design, fund, and contract mental health services. The teams are interested in co-developing a learning agenda with you so they can understand how Third Sector's technical assistance may contribute to tangible changes and transformations in each county's mental and medical health, housing stability, and overall wellness and independence of those individuals suffering from severe mental illness.

Your role is to facilitate a session on learning objectives for the team, to help them and/or their clients with their data collection methods and/or to support their analyses of the data that is being collected for the project. The next day, you may reflect on your conversations across project teams to further refine

Third Sector’s organization-wide frameworks and processes to support ongoing learning and collection of data and analyses of results over time.

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

## RESPONSIBILITIES

The purpose of the inaugural Director of Impact and Evaluation role is to help Third Sector understand the impact of our consulting work on transforming public systems to advance improved and equitable outcomes. Specific responsibilities include but are not limited to:

- **Creating the tools and processes to operationalize learning in projects and how we understand the impact of our work** at a project level, across practice areas, and at an organizational level. These processes will integrate from initial project development through delivery and impact measurement, and require nuance to accommodate for different project types, lengths of time and ways to understand and address unintended consequences of our efforts, etc.
- **Refining our existing Impact and Learning objectives** related to our [outcomes-focused government theory of change](#) and five-year strategic goals (including a retrospective look at prior Third Sector projects for a baseline);
- **Providing technical consultation to teams undertaking learning and evaluative efforts** to help them think through the purpose of their learning goals and their key questions, methodology, and use for the future (including advising on the selection of and/or managing external evaluation partners; supporting outcome definition/evaluation plan; formal/informal trainings);
- **Bringing an equity-focused understanding of learning and evaluation to our team**—specifically through understanding of multiple learning approaches (including developmental evaluation) and an understanding of how structural racism is present in the evaluation field;
- **Ensuring that project learning and evaluation data are consistently collected** and compiled into a digestible portfolio overview of Third Sector’s impact for internal and potentially external audiences on an annual basis (including all staff, executive team, board, clients, etc);
- **Maintaining a dynamic learning environment for conducting impact and learning** including building infrastructure and processes and integrating client and team feedback to support improvements in our project delivery practice and decision making.

## EXPERIENCE

At least 8 years of professional experience that includes:

- Experience in measurement and evaluation efforts, informing strategy and promoting ongoing process improvement in the nonprofit, education, government, or private sector.
- Deep understanding and analysis of racial disparities in public systems and the evaluation industry and how those dynamics play out in BIPOC communities.

- Experience co-creating, evaluating, and re-designing learning agendas and measurement plans.
- Experience creating and implementing successful strategies and plans to engender participation of clients and partners (e.g. community stakeholders, government clients, team members, etc) in measurement efforts.
- Experience providing training or presentations on learning agendas, data collection, and analysis to non-technical stakeholders.
- Ability to create synthesized and impactful data visualizations across multiple projects for a variety of data sets (qualitative and quantitative) and audiences.
- Understanding of the consulting sector and technical assistance sector is preferred.

## APPLICATION & INTERVIEW PROCESS

Our recruitment process stages are outlined below:

1. Application submitted and phone screening with an external recruiting partner for initial screening (see instructions below)
2. First-round interview with CEO via Zoom to understand your interest in the position and experience and skills you will bring to the role
3. Second-round prompt exercise and interview via Zoom to assess your critical thinking, analytical, and facilitation skills in practice
4. Professional references requested
5. Third-round interview to understand your vision and strategic approach to the role
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. A team member with 5-10 years of prior full-time experience will earn a salary \$122,500 in this position (\$132,000 if located in San Francisco or Los Angeles). A team member with more than 10 years of full-time experience will earn \$128,500 (\$138,500 if located in San Francisco or Los Angeles). In the interest of preserving pay equity across our team, Third Sector does not negotiate starting salary. Third Sector will confirm salary expectations with individual applicants before proceeding with interviews.

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.** Permanent work authorization in the United States is required to apply for this position. We welcome applicants from anywhere in the contiguous United States except Alaska. This position is remote with occasional optional travel expected.

**APPLICATION INSTRUCTIONS.** Candidates will be reviewed on a rolling basis. This search is being managed by Larnell Vickers Enterprises. Interested candidates should submit their applications via the link available on our website (<https://www.thirdsectorcap.org/careers/>). 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.*