

## LEADERSHIP PROFILE



### Chief People Officer (CPO) Union of Concerned Scientists Washington, DC

---

The Union of Concerned Scientists puts rigorous, independent science to work to solve our planet's most pressing problems.

---

#### A COMPELLING OPPORTUNITY

**Never has the planet needed the science and advocacy of the Union of Concerned Scientists (UCS) more than now.** UCS is a growing, significant force for progress on the world's most pressing problems. UCS fights scientific disinformation, defends science, and develops solutions for challenges from climate change to nuclear weapons. It mobilizes over 500,000 supporters to advocate for changes in government policies and corporate practices.



**This is a time of transformation at UCS.** As UCS has taken on the growing and intersectional challenges of climate change, racial justice, and protecting the integrity of science in policy-making that guards people's lives and communities, its staff size and revenues have quadrupled. UCS is now a \$41 million nonprofit with 230 staff, and committed to racial, gender, and functional diversity across the organization.

**UCS is committed to anti-racism and inclusion.** UCS is transforming its practices and culture and seeking to build trust, transparency, equity and inclusion, and new norms. A staff union has recently been formed, representing up to half of UCS employees. UCS aspires to embrace the various perspectives of its growing mandate and team.



**The Chief People Officer (CPO) will build and lead a forward-looking, high-impact human resource function.**

**The CPO position, newly created,** will address all aspects of human capital strategy and operations including equity and inclusion, talent development, employee relations, culture-building, innovation, and alignment with UCS' mission and direction. As a member of the UCS Management Team and staff, the CPO will provide vision, HR expertise, and leadership to foster a positive, fully-inclusive, high-achieving, equitable, anti-racist workplace.



**A broad, strategic, adaptive HR function is essential to UCS' future.** As UCS has grown in size and complexity, its business process and talent needs have evolved. The sheer diversity of staff perspectives, expectations, and skillsets has increased. The CPO will lead and enhance an HR team that has established strong, essential HR processes, systems and functions that have served the organization well in the past.

**An assessment of the HR function is underway,** with findings due in December. The findings and recommendations will help guide the CPO and the organization to re-imagine the structure, systems, mechanisms, and cultural norms needed to drive equity, inclusion, participation, and trust at all levels.

The CPO is charged with injecting vision, creativity, and partnership with staff and management as the organization pursues purposeful and equitable change processes. The CPO will be welcoming to union representation, and will oversee implementation of the collective bargaining agreement with union employees. The CPO will establish processes and communications that are anti-racist and engender trust, transparency, and inclusion for all employees.

**The CPO will develop an inspiring, trusted HR capacity that inclusively engages the hearts, minds, and talents of each member of staff and brings everyone together to build a stronger UCS.**

## **MANDATE FOR THE CHIEF PEOPLE OFFICER**

**The Chief People Officer (CPO) will be a proven leader of human resources with extensive, broad, and relevant experience.** The CPO will have a record of success advancing racial equity and inclusion in contexts of organizational growth and transformation. The CPO will have expertise working with a unionized workforce, and with developing a trusted, highly-valued HR team. The CPO will be an exceptional relationship-builder who is inspiring, trustworthy, and collaborative.

**The CPO will understand and have passion for UCS' science-based advocacy mission and distinctiveness.** The CPO will report to Executive Director Kathleen Rest and serve on the UCS Management Team, as well as the broader organizational Leadership Team.

## **The Chief People Officer (CPO) will:**

**Lead a strategic, impactful HR operation.** The CPO will provide vision, inspiring leadership, and implementation of a forward-looking HR function. The CPO will build trust across the organization and lead a team and function aligned with organizational strategy. The CPO will have deep HR expertise and be a valued partner on the Management Team and across the organization -- a leader who fosters listening, respect, and a just, equitable, inclusive workplace.

**Be a catalyst for racial equity and inclusion.** The CPO will be credible and experienced at fostering an inclusive, high-achieving, anti-racist culture. In partnership with the Director of Organizational Effectiveness, the CPO will create an environment of racial equity and inclusion (REI), where everyone feels heard, valued, and respected. The CPO will advance effective, creative talent practices, from hiring to employee development, engagement, and trust building. The CPO will help the organization deepen and incorporate REI competencies.

**Help UCS be a best place to work.** The CPO will be a seasoned leader and culture builder with a record of proactively stepping up to challenges, concerns, and morale issues with creative solutions. The CPO will foster a learning culture and inclusive workplace of trustworthiness, transparency, respectful interactions, and open-mindedness. The CPO will play a proactive role in enhancing UCS cohesion, equity, positivity, passion for the mission, and effective, consistent management practices.

**Foster UCS' workplace of the future.** The CPO will be knowledgeable of current and emerging HR practices and trends, will stay abreast of high-impact approaches, and will maintain a strong professional network. The CPO will help UCS become more agile, inclusive, and adaptive in its practices, and will make the HR team a hub of sought-after advice and information -- a trusted and valued partner for everyone in every part of the organization.



**Lead and manage the work of HR.** The CPO will have deep HR expertise, coupled with outstanding relationship, change management, business, and leadership skills. The CPO will ensure that HR policies and decisions are clear, transparent, fair, and accessible to all, and that HR systems, processes, and structures are optimized, anti-racist, and user-friendly.

## EXPERTISE AND PERSONAL CHARACTERISTICS

**UCS is a progressive, fast-paced, achievement- and action-oriented organization.** The ideal candidate is an experienced HR leader in contexts where racial equity, transformation, and accountability are essential. The CPO will have an advanced management degree, proven HR leadership, and organizational development expertise.

The CPO will value UCS's science-based advocacy mission and understand what makes UCS different from other organizations; and will be or become familiar with UCS' scientist, organizer, legislative, and other roles. The CPO will have experience working well with unions, fostering an engaged and positive culture, and advancing anti-racism. Assets being sought include:

- Vision and charisma that inspire staff to come together to build a stronger UCS.
- Strong personal racial equity experience and competency.
- A record of advancing best practices, values, policies, and procedures that center equity in all forms and prioritize the wellbeing of employees.
- Authenticity, trustworthiness, self-confidence *and* humility.
- Excellent interpersonal, listening, and conflict resolution skills.
- Outstanding written and verbal communication abilities.
- Analytical and problem-solving skills.
- Resourcefulness, flexibility, and resiliency.
- High standards of confidentiality, discretion, and judgement.
- Ability to actively contribute to a positive work culture.
- Likeability and a sense of humor.
- Thorough knowledge of employment-related laws and regulations, particularly those required in a unionized environment.
- Strong technology skills, including HRIS and business software.

## THE ORGANIZATION



**The Union of Concerned Scientists (UCS) addresses the greatest threats to human survival: climate change and nuclear weapons.** Founded 50 years ago by scientists at MIT, UCS combines science and advocacy to tackle the planet's most urgent problems, fostering solutions that impact countless lives, communities, policies, and outcomes. UCS shines a light on issues too often clouded by special interests. UCS is a nonpartisan 501-c-3 nonprofit organization.



**UCS advocates for the fundamental role of science in democratic decision making.**

It works to tackle climate change, the risk of nuclear war, and the need for sustainable energy, agriculture, and transportation. UCS contributes scientific and technical analysis to these efforts, and also leverages half a million supporters, the 26,000 members of its Science Network, and a multitude of organizational partners to solve critical problems, combat deception and disinformation, and head off or reverse dangerous policies.



**In its 2016-20 strategic plan,** UCS commits to achieving outcomes in five key areas:

1. Ensure independent science is an essential component of American democracy.
2. Achieve net zero global warming emissions in the U.S. by mid-century, providing essential global leadership to limit the impact of climate change on people and the environment.
3. Accelerate the transition to a cost-effective, clean energy economy with widespread benefits for all Americans.
4. Achieve a sustainable agriculture and food system that produces healthier and more just outcomes for all Americans.
5. Reduce the threat of nuclear weapons and increase the safety of nuclear power.

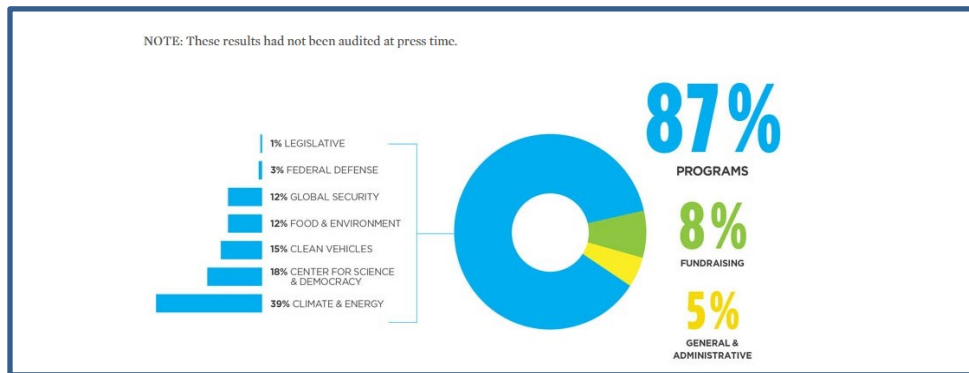
**UCS has grown significantly in recent years.** The organization has a staff of about 230 and an annual budget of \$41 million. Supporters include some of the nation's top scientists, as well as everyday people who value evidence-based decisionmaking.

**UCS has achieved many victories over five decades.** Among recent accomplishments driven or influenced by UCS are:

- California's commitment to move toward 100% clean energy.
- Washington State's clean energy law committing to coal-free electricity by 2025 and carbon-free energy by 2045.
- Increased news coverage connecting heat waves, flooding, and other impacts to human-caused climate change. UCS' "Killer Heat" analysis garnered national attention and coverage in states across the country.

**UCS' annual budget has grown by double digits to \$41 million.** The organization benefits from the generosity of more than 130,000 members, and foundations. Over 70 percent of support comes from individual donors and 87 percent of funding goes to program work. To ensure its independence, UCS does not accept government or corporate funding.

Here's how UCS invests:



For more about the work and accomplishments of the Union of Concerned Scientists, go to [www.ucsusa.org](http://www.ucsusa.org).

## THE RELATIONSHIPS

The CPO reports to the Executive Director, Kathleen Rest, and is part of the Management Team which includes the President, the Chief Development Officer, the Director of Communications, the Chief Administrative & Financial Officer, and the Director of Organizational Effectiveness.

The CPO will be based in Washington, DC, as the senior-most Management Team member. The CPO will manage a team that includes the HR Director and two direct reports, a Senior HR Manager based in DC and an HR Manager based in Cambridge, MA. Payroll and benefits are administered through finance staff, with a dotted line relationship to HR.

## THE LOCATION

UCS is headquartered in Cambridge, MA. It has a significant Washington, DC presence, where the Chief People Officer will be based. UCS offices are in Cambridge, Washington, DC, Oakland, CA and Chicago.

---

**For potential consideration or to suggest a prospective candidate,  
please email [UCS@boardwalkconsulting.com](mailto:UCS@boardwalkconsulting.com)  
or call**

**Kathy Bremer at 404-403-3266 or Diane Westmore at 678-640-6935.  
For the current status of this and other searches, please visit  
[www.BoardWalkConsulting.com](http://www.BoardWalkConsulting.com)**

---