



## LEADERSHIP PROFILE

Chief People Officer (CPO)  
National Endowment for Democracy

Washington, D.C.

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“Democracy involves the right of the people freely to determine their own destiny.”  
Founding Statement of Principles and Objectives

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# The Opportunity

Never has the world needed more support for democracy than now. For over 40 years the [National Endowment for Democracy](#) (NED) has provided democracy support around the world, giving voice and agency for the oppressed around the world.

NED seeks a skilled and visionary Chief People Officer (CPO) to join its leadership and drive organizational change to support its urgent mission. As an accomplished and deeply credible thought leader and partner, the CPO will bring best practices and strategies to move the Endowment's work and culture forward. The CPO will help the Endowment optimize its greatest asset, its people, by bringing efficacy, accuracy, and collaboration across the 300-person organization. With a budget of over \$315m that supports democracy movements across the world, NED needs the talent of an experienced people officer to bring sophisticated vision, innovation, and inspiration to its highly skilled and committed workforce.

## The Organization

The National Endowment for Democracy is a private, nonprofit, grantmaking organization dedicated to supporting democratic ideals and institutions around the world.

NED serves as America's leading foundation for freedom, providing support for democratic activists, civil society organizations, and independent media throughout the world, as well as the NED core institutes: the National Democratic Institute (NDI), the International Republican Institute (IRI), the Solidarity Center, and the Center for International Private Enterprise (CIPE). Through nearly \$315 million in grants annually to 2,000 non-governmental partners who are working for democratic goals in over 100 countries, NED is at

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About NED



the heart of supporting a global infrastructure for democracy.

### **A Unique Institution**

NED is a unique institution. The Endowment's nongovernmental character gives it a flexibility that makes it possible to work in some of the world's most difficult circumstances, and to respond quickly when there is an opportunity for political change. NED is dedicated to fostering the growth of a wide range of democratic institutions abroad, including political parties, trade unions, free markets, and business organizations, as well as the many elements of a vibrant civil society that ensure human rights, an independent media, and the rule of law. This well-rounded approach responds to the diverse aspects of democracy and has proved both practical and effective throughout NED's history.

Funded largely by the U.S. Congress, the support NED gives to groups abroad sends an important message of solidarity to many democrats who are working for freedom and human rights, often in obscurity and isolation. The Endowment is guided by the belief that freedom is a universal human aspiration that can be realized through the development of democratic institutions, procedures, and values. Democracy cannot be achieved through a single election and need not be based upon the model of the United States or any other particular country. Rather, it evolves according to the needs and traditions of diverse political cultures. By supporting this process, the Endowment helps strengthen the bond between indigenous democratic movements abroad and the people of the United States—a bond based on a common commitment to representative government and freedom as a way of life.

### **Bipartisan and Transparent**

From its beginning, NED has remained steadfastly bipartisan. Mandated by an Act of Congress and created jointly by Republicans and Democrats,

NED is governed by a board balanced between both parties and enjoys Congressional support across the political spectrum. NED operates with a high degree of transparency and accountability reflecting our founders' belief that democracy support overseas should be conducted openly.

NED is the home of: [World Movement for Democracy](#), the [International Forum for Democratic Studies](#), the [Journal of Democracy](#), and the [Center for International Media Assistance](#).

## The Mandate for the Chief People Officer

The CPO will possess passion for NED's global mission and distinctiveness. As a tested and sophisticated people and culture expert, the CPO is charged with reimagining NED's people and culture structures to align with NED's mission, values and direction.

With responsibility for all aspects of human capital strategy and operations, the CPO plays a pivotal role in shaping organizational culture, driving employee engagement and accountability, and developing strategies to attract, retain, and develop top talent. They will bring innovation and efficiency to support and enhance the experience of NED's talented experts.

Reporting to the Chief Operating Officer, the CPO is a valued strategist to the President and a high-functioning executive leadership team. They will also closely collaborate with senior leaders in operations and lead a vital people and culture team.



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# The Responsibilities

**Strategic Leadership:** With extensive, broad, and relevant experience, the CPO will envision, develop, and implement a comprehensive new people resource strategy. They will bring clarity and build trust across the organization through listening and authenticity. The vision and work of the new CPO will reinforce and enhance NED's just, equitable and inclusive workplace. Partnering across the organization, the CPO will bring change and excellence to operations.

**Talent Acquisition and Retention:** Strategic and adaptive, the new CPO will meet the needs of the mission and talent and support a remarkably diverse staff. The CPO will revamp and lead all aspects of talent acquisition, including recruitment, selection, and onboarding of high-caliber professionals. They will help NED grow and retain exceptional talent through the implementation of best practices in professional development and performance management.

As a longstanding and evolving organization, NED's new leader of people will bring modern and fresh approaches to training, talent enhancement, and succession planning. The CPO will lead organizational change with sensitivity and transparency, ensuring management and employees are informed and supported through periods of growth and transition. Through these efforts, NED will continue to attract the best experts and be employer of choice for the brightest talents in democracy work.

**Data-Driven Decision Making:** The CPO and the people and culture team will leverage technology and use AI and data to inform processes and decision making. They will identify avenues to optimize people and culture practices for accuracy, security, and impact based on emerging trends and technologies. Consistently identifying areas for improvement and data innovation, the CPO will



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bring speed, consistency, clarity, and simplicity to NED's operations.

**Diversity and Inclusion:** Comfortable working in a global, culturally aware context and fostering an organizational culture that supports and promotes cross-cultural engagement and inclusion. Through their work of reimagining and retooling structures, systems, and mechanisms, the CPO will build cultural norms to drive equity, participation, and trust at all levels.

**Collaboration and Teamwork:** The CPO fosters a culture of teamwork, accountability, cooperation, and open communication throughout the organization and within the people and culture function. They recognize the value of diverse perspectives and actively seek input from stakeholders at all levels. They build strong relationships built on trust, mutual respect, and transparency to inspire others to work towards common goals. The Endowment welcomes union representation, and the CPO will also oversee the second year of collective bargaining.

**Culture Champion:** As a builder of culture, the CPO will bolster NED's learning culture through trustworthiness, transparency, and open mindedness. They will serve as a role model for NED's values and ethics, promoting a culture of integrity, respect, and accountability in all interactions and decisions. The CPO's work is to ensure NED lives up to its purpose and values through its systems, processes, policies, and people.

The CPO will bring together the hybrid workforce through programming, meaningful exchanges and strong systems and connections. They will promote a culture focused on common values and goals and break down silos in the organization.



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**Efficient Administration:** A strong leader of the people and culture team, the CPO will ensure that policies, processes, and decisions are clear, consistent, transparent, fair, and accessible to all. The CPO will lead their team through a complete overhaul and instill a service driven culture based on high expectations. They will implement structures that ensure accountability at every level of the organization.

Fostering NED's workplace of the future, the CPO and their team will deliver high quality service informed by current and emerging trends, and high-impact approaches. Together, the people and culture team will help NED become more agile, inclusive, and adaptive in its work and mission. The people and culture team will be connected throughout the organization as a resource for advice and information, training, support, and partnership.

## The Candidate

### **Personal Assets**

**People-Centric Approach.** The CPO will center the people as NED's most valued asset. They will balance the needs of employees and the organization. As a leader of people and culture, the CPO must be empathetic and attuned to the intense nature of the Endowment's work. Employees support grantees and partners who are on the front lines, often in crisis. The Endowment's partners are imprisoned for their work for democracy. The CPO will support colleagues who are impacted by this. The global and critical nature of the work demands a leader with high EQ and strong skills to connect and communicate.

**Creative and Innovative,** the CPO thrives in exploring new ideas and pushing the boundaries of traditional human resource practices. They challenge the status quo and seek fresh approaches to solve complex challenges. They have their finger

on the pulse of the organization and believe in the spirit of inquiry to drive innovation.

NED's next CPO will be hungry and eager to bring excellence and change. This requires exceptional interpersonal and communication skills, with the ability to influence and collaborate effectively at all levels of the organization.

Other essential personal qualities include:

- Agility with a bias for action.
- Authenticity, likeability, and a sense of humor.
- Strong communication, both in speaking and writing.
- Tech-savvy, analytical problem-solving.
- Resourcefulness, flexibility, and resilience.
- Highest standards of confidentiality, discretion, and judgment.
- Excellent and proactive team management and leadership.

### **Professional Experience**

- Proven experience as a strategic human resources leader with at least 15 years of progressive management experience, ideally in a complex nonprofit or globally focused organization of comparable size with a minimum of 5 years in a leadership role.
- Experience in change management. Demonstrated ability to design and effectively implement strategic people and culture initiatives, processes, and policies.
- Strong knowledge of people and culture best practices, including talent management, organizational development, labor laws, regulations, compensation and benefits, and employee relations.



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- Demonstrated success in building diverse and inclusive workplaces, and proven commitment to diversity, equity, inclusion and belonging.
- Strong and proven analytical and critical thinking skills.
- Experience championing and implementing technology, including AI as an integral part of people and culture processes.
- NED is a unionized organization. The CPO should have basic knowledge and understanding of collective bargaining.
- Bachelor's degree in human resources, business administration, organizational development, or a related field. Master's degree preferred.
- SHRMSCP or SHRMCP certification.

## The Relationships

<b>The Chief People Officer reports to:</b>	Chief Operating Officer
<b>Partners with:</b>	<ul style="list-style-type: none"> <li>• Chief Financial Officer</li> <li>• Senior Director of Information Technology &amp; Digital Transformation</li> </ul>
<b>Leads a team of six with three direct reports:</b>	<ul style="list-style-type: none"> <li>• Director, Employee &amp; Labor Relations</li> <li>• Director, Compensation &amp; Benefits</li> <li>• Senior Manager Recruiting &amp; Retention</li> </ul>

# Compensation

The starting salary for the position begins at \$190,000. Compensation will be based on experience and ability to bring broad impact immediately; the range extends to \$225,000. The National Endowment for Democracy provides a generous compensation package.

# The Location

NED is headquartered in Washington, DC , where the Chief People Officer will be based. Although the organization works on hybrid model, the CPO will be expected to be in the office to bring the change and excellence that are expected.

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For potential consideration or to  
recommend a prospect, please email

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or call **Michelle Hall** or **Lysondra Somerville**  
at 404-BoardWalk (404-262-7392).

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