

**Title:** Director of Advancement Talent Management  
**Department:** Strategic Talent Management, Advancement  
**Reports to:** Chief Operating Officer for Advancement

**Position #:** 0695200  
**FLSA:** Exempt  
**Level:** N/A  
**Date:** October 2016

## Position Purpose

The director is responsible for developing, maintaining and enhancing a comprehensive and nationally-recognized program of talent acquisition, development, retention and transition based upon shared values of excellent performance, broad diversity, continuous improvement, and ethical practice for the full Advancement division. The program and associated curriculum must optimize human resources needed to execute Advancement strategies by attracting and developing talented staff; guiding performance toward optimal productivity through effective alignment of staffing and divisional goals; and identifying new sources of value in staff performance through innovation and continuous improvement. The director will advance onboarding activities and targeted training programs – often working in tandem with colleagues in Human Resources – to build Advancement-specific skills, knowledge and competencies; will be responsible for developing new systems, strategies and policies to increase employee effectiveness and retention through mid-management training, team building activities and selected career planning.

## Key Accountabilities

### TALENT DEVELOPMENT, RETENTION, AND TRANSITION

- Responsible for the development, assessment, marketing and continuous improvement of a comprehensive Advancement-specific professional education curriculum and an ambitious diversity effort.
- Oversees the creation, presentation and ongoing assessment of in-house onboarding and training programs and seminars, engaging with the HR consultants to Advancement, as well as a strong and diverse network of external professionals to promote and foster organizational excellence, integrity, community, and productivity.
- Identifies talent management needs for the division and departments through surveys, focus groups, data analysis, and interviews with the senior vice president, senior leadership team, program leaders and newly hired and exiting staff. Makes recommendations to senior vice president and senior leadership team for new programs or strategies.
- Works in collaboration with senior leadership team to set priorities for programs, and with Dartmouth's Office of Human Resources on the design and implementation of professional development programs as component of comprehensive curriculum.

## **TALENT DEVELOPMENT, RETENTION, AND TRANSITION (CONTINUED)**

- Collaborates with the Director of Administration and Special Projects to provide skills-specific training curriculum for quarterly AIM weeks (“Advancement in Motion”), realizing the opportunity to reach a broad segment of the Advancement division during the week.
- Creates and maintains a professional network with a broad inventory of external Advancement professionals and thought leaders who can serve as keynote, motivational, and topic-specific speakers for Advancement staff training sessions. Mines relevant web sites, industry conference faculty, and publications to populate the database.
- Counsels and assists directors with departmental retreats and training needs; provides leadership and guidance to department managers as they assist staff with career planning.
- Considers and recommends partnerships with other institutions or organizations that could enhance recruitment, retention and professional development within Dartmouth’s Advancement division.
- Works with colleagues in Advancement Business Operations to refine performance appraisal cycle for all staff, and recommends 360 reviews or similar assessments for identified staff.
- Partners with directors and supervisors to motivate and retain quality staff; recommends retention incentives as appropriate.
- Partners with HR consultants to identify areas of need for individual coaching, either through internal HR consultants or external professionals as appropriate.
- Partners with directors and supervisors for transition planning with departing staff and overall succession planning.
- Develops, administers, and evaluates exit interviews.

## **TALENT ACQUISITION**

- Partnering with the Director of Advancement Business Operations, creates and maintains an extensive network of diverse talent and referral sources; cultivates and continually updates network; targets people in specific organizations or industries that appear to match divisional talent needs.
- Develops innovative sourcing and outreach strategies to identify and qualify a rich, broad, diverse pool of candidates and potential candidates; utilizes professional contacts/organizations and associations, employee referrals, directories, job fairs, social media, HR recruitment teams, and other creative outreach to supplement traditional sourcing methods; serves as visible leader in strategic talent management venues as key component of outreach strategy.
- Partners with Center for Professional Development to design programs for students interested in pursuing Advancement as a career.
- Considers and recommends incentives to encourage and award employee referrals.
- Establishes, maintains and extends positive relations with candidates for Advancement or other institutional positions; nurtures potential candidate relationships; builds a pipeline of applicants for future position openings and for succession planning purposes.

## **TALENT ACQUISITION (CONTINUED)**

- Works with hiring managers to understand accountabilities, core competencies, qualifications, and necessary skills and experience and advises on job description, interview process or other associated hiring activities.
- Participates as necessary in pre-screening calls and interviews, evaluating skill level, core competencies, professional goals and experience. Evaluation includes suitability of the candidate's qualifications, career aspirations, and cultural fit for organization.
- Advances onboarding strategies and corresponding programs for the division.

## **ADVANCEMENT DIVERSITY AND INCLUSION**

- Working closely with the COO and the Director of Advancement Business Operations, develops and monitors a comprehensive diversity plan for Advancement with ambitious goals for creating a more diverse workforce at Dartmouth and in educational advancement worldwide.
- Works with HR colleagues and others to design programs to encourage cultural sensitivity and to create a welcoming environment for all potential employees.
- Serves as key Advancement liaison to Office of Institutional Diversity and Equity (IDE), and works with IDE colleagues to develop programs and strategies aimed at attracting more diverse workforce to Dartmouth.
- Participates and exhibits leadership in national conversations about need for diversity in the profession.
- Recommends conferences, internships or participation in other efforts aimed at increasing diversity.
- Reports annually to the senior vice president and the chief operating officer on progress toward diversity goals of the division.

## **MANAGEMENT AND EXTERNAL REPRESENTATION**

- Serves as recognized thought leader in the evolving strategic talent management field within advancement; actively pursues opportunities to present and to write on relevant topics.
- Participates as a member of the Advancement Management Team with particular responsibility for designing programs and strategies to enhance operational excellence for this group.
- Works in close collaboration with Director of Advancement Business Operations on various overlapping responsibilities making certain to avoid duplications of efforts and to leverage individual activities on behalf of Advancement success.

*Performs other duties as assigned.*

## Position Requirements

### SKILLS AND KNOWLEDGE

- Deep understanding of and experience in all aspects of Advancement work.
- Demonstrated excellence in oral and written communications with preferred record of publication
- Strong interpersonal skills and demonstrated high emotional intelligence
- Capacity to deal with a wide range of relationships and situations; comfort with ambiguity.
- Collaborative, self-motivated, and flexible approach to work; ability to work independently and as active member of multiple teams
- Diplomatic and sensitive to the concerns and interests of others; collegial; strong service orientation and sense of integrity
- Strong organizational skills and ability to plan and schedule individual work and team work; set priorities, and manage multiple projects and deadlines.
- Ability to maintain discretion and the highest ethical and professional standards while dealing with confidential information
- Ability to embrace and to promote the core values of the Advancement division
- Customer service orientation and networking savvy; strong existing advancement network preferred
- Sense of humor strongly preferred.
- Ability to foster respectful communication and collaboration within a diverse community

### EXPERIENCE

- Ten or more years of broad experience and increasing levels of responsibility in Advancement; multiple roles and perspectives desirable
- Experience with administrative planning for operations and implementation and understanding of decisions related to policies and procedures
- Experience working in fast-paced, team-oriented environment with quickly shifting priorities.
- Direct experience and demonstrated leadership in one or more advancement networks (e.g. CASE)

### EDUCATION

- Bachelor's degree
- Advanced degree preferred