



PROJECT EVIDENT

Job Title: Managing Director, People, Operations, & Impact

Reports to: Founder & Chief Executive Officer

FLSA Status: Exempt

Prepared Date: April 2023

ORGANIZATION OVERVIEW

Project Evident exists to help organizations harness the power of evidence to achieve greater impact. We do this by offering a comprehensive platform of tools, resources, and services to help nonprofits and funders, state education agencies, and local education agencies improve how they measure, evaluate, and report results, while strengthening their ability to act using this evidence.

Project Evident strives to be a **trusted partner** – to practitioners, funders, and other stakeholders committed to stronger, meaningful, and equitable outcomes for communities and individuals so that all can participate, prosper, and reach their full potential.¹ We believe in the power of data and evidence to address social and racial justice, and seek to advance a next generation ecosystem for actionable evidence building and use. We lean into our mission through our values, specifically:

- *Practitioner Focused* - We center on practitioners and ground our work in their needs and contexts. We help practitioners strengthen meaningful and equitable outcomes for the communities and individuals they serve and lift up their work so it can be better understood and supported by funders and policy makers.
- *Committed to Learning, Inclusion, and Transparency* - We are frank, honest, and compassionate with our colleagues, clients, funders, and stakeholders. We seek input and feedback from a wide range of voices and share our learnings openly with others. We recognize that evidence is not immune from the racism and inequities that exist in our society and strive to understand the context in which we operate and to uphold the principles of belonging, dignity, and justice through our work.
- *Smart, Warm, Approachable and Productive* -
 - Smart - we strive to find practical, implementable solutions.
 - Warm - we bring an attitude of heart and positivity and work through discomfort.
 - Approachable - we keep open and curious minds, welcoming differing viewpoints and valuing the ideas and experiences of our partners.

¹ Language drawn from PolicyLink's definition of equity with their permission.

- Productive - we hold ourselves accountable to the goals and timelines we set with our colleagues and partners, and course correct as needed.
- *Oriented to Actionable Evidence* - We work with partners to build and use relevant and timely data and evidence to continuously learn, improve, and make meaningful, equitable, and cost-effective decisions both for ourselves and partnering organizations.

POSITION SUMMARY

Together with the Founder and Chief Executive Officer, the Managing Director, People, Operations & Impact will set the operational strategy and implement “the enabling infrastructure” to allow Project Evident to meet its mission. The position will lead the development of key infrastructure and execution of critical operations to ensure excellent, harmonious operations and culture across the organization. Along with the executive team, the Managing Director will be responsible for ensuring the success of the 2022 - 2026 strategic plan, in line with our goals, values, and theory of change. This role comes at a critical time in the organization’s trajectory, as we continue to grow and transition from our fiscal sponsor. It will bring added executive leadership and management capacity to the organization while building out a best in class people, administrative operations, and impact function – positioning the organization internally for continued growth and success. The ultimate goal of this role is to guide and build an early stage operational function to maturity, consistent with a culture of belonging and accountability, that enables the organization to have lasting impact.

The ideal candidate is both a strategic thinker and experienced operational implementation leader who is passionate about operations. A systems and process professional constantly thinking about both efficiency and effectiveness, who brings solutions that are right-sized for the stage of organizational development. This candidate brings a service orientation to support our internal organization and ultimately our clients by creating the necessary infrastructure that allows the organization to thrive. The ideal candidate also has a broad understanding of data and evidence use in the social and education sectors spanning practitioners, funders, policy makers and technical assistance providers, and a specific understanding of a consulting or research organization that blends staff, embedded consultants and subject matter expertise. They keep current with market trends, innovations, and promising practices. They are a keen listener, collaborator, strategic partner, coach, and problem solver.

ESSENTIAL DUTIES

The core responsibilities of this position include:

Talent Strategy & People Operations (50%)

- Work with the Founder & Chief Executive Officer to set a strategic vision and priorities for all talent and people operations work, ensuring the organization has the resources and capabilities it needs to grow and execute the strategic plan.
- Develop our talent strategy and culture building approach, in collaboration with the team to ensure we are stewarding our talent resources well, in alignment with our values and balancing belonging, dignity, and justice with accountability.
- Develop and maintain “The PE Way” to codify culture, development, training, shared practices, traditions and other artifacts of the organization to inform and undergird talent development, training and performance management approaches and embed at every stage of the employee lifecycle.
- Lead the establishment and cementing of culture & values strategy, activities, and traditions that enable team cohesion and performance, and overall employee satisfaction including team meetings and retreats.
- Build and oversee a robust and high quality human resources function including crafting and overseeing organization wide policies, benefits administration; and serve as lead organizational representative in complex employee relations matters.
- Maintain and improve effective systems and processes to source, recruit, select, onboard, allocate and support exceptional and diverse talent to join our team.
- Design and align effective performance management systems and processes, inclusive of performance expectations, job ladders, offboarding and career pathways; source and manage and/or integrate with all performance platforms and systems (e.g. Lattice, Harvest, NetSuite).

Knowledge Management, Learning, and Impact (25%)

- Lead the knowledge management, impact, and learning functions for the organization, providing operational oversight and coordination for knowledge and learning activities at the organizational and team levels.
- Continue building on early knowledge management efforts already underway, by elevating and further developing shared practices and platforms/technical infrastructure which support the capture, management, storage, and regular use of data and knowledge at Project Evident.
- Drive organization wide process improvement through the ongoing development and use of relevant data and reporting tools, ensuring that routines for data review inform direct services practices and field building efforts.
- Identify data needs for learning and impact including establishing clear data sources and streamlining data collection and reporting for all audiences for impact dashboard and objectives and key results (OKRs)

Strategy, Systems, and Core Processes (25%)

- Lead the strategic planning process for the organization, including annual and multi-year planning, goal setting, and OKRs.

- Define and implement the vision for the technology stack to support short and long term strategic goals and ensure effective utilization and enhancements in line with operational needs.
- Optimize “enabling infrastructure” systems and platforms by utilizing a thoughtful and holistic process improvement methodology.
- Advance business development and strategic initiatives by ensuring “enabling infrastructure” allows the team to successfully build a robust pipeline to identify and recruit new clients and funders.

EDUCATION AND/OR EXPERIENCE

- A bachelor’s degree is required; a master’s degree in business administration or similar, is preferred.
- A minimum of 12-15+ years of professional experience, with at least 3 - 5 years of operations leadership and management experience (at the Vice President and/or Chief level) within a matrixed, flatarchy, or shared services organization managing people and teams in two or more of the following functions—talent, human resources, operations, technology, culture, knowledge management, learning and impact.

KNOWLEDGE, SKILLS, AND ABILITIES

We are also looking for candidates that have:

- Systems and action orientation, and experience with successfully taking an organization from startup to established while currently operating; the ability to create and institutionalize systems and processes that enable efficiency and effectiveness.
- Experience balancing strategy with implementation, with a focus on being creative and agile in a complex, growing environment to ensure effective execution.
- Demonstrated success in leading individuals and teams to ambitious outcomes through both influence and direct supervision/oversight.
- Comfort with ambiguity and ability to balance a portfolio of demands while effortlessly oscillating between the “balcony and dance floor.”
- Problem solver, active listener who seeks clarification, asks strategic questions, and surfaces solutions.
- Able to facilitate difficult conversations and lead change management using data and evidence.
- Demonstrated ability to work both independently and collaboratively in a fast paced environment on multiple projects; ability to effectively prioritize both time and tasks.
- Experience working effectively with multiple stakeholders in a distributed/virtual environment.

- Prior consultative, operational experience with a track record in fast growing, service organizations in the social sector. Clear understanding of shared services model, matrixed organization and demonstrated ability to problem solve under pressure and quickly respond with alternative approaches and solutions.
- Strong internet and computer skills, including extensive knowledge of Excel, Microsoft Office, Google G Suite, Salesforce, NetSuite, Harvest, Lattice and other customer relationship management platforms and technologies. Must have the ability and appetite to master new software quickly and assess its strategic value and integration ability to support overall operations.

SHARED COMMITMENTS

In addition to our SWAP values above, we seek candidates who share the following and are fully committed to Project Evident's theory of change and aligned with our [Next Generation of Evidence principles](#).

- **Belonging and Accountability.** We value and respect one another while holding each other accountable for delivering outcomes. We grow and reward superb talent.
- **Strong Learning and Problem Solving Orientation.** We insist upon the ability to learn and grow from mistakes, seek clarification, listen and ask questions, identify problems and surface solutions, and help others do the same. We don't sit in uncertainty.
- **Grace Under Pressure.** We don't sit with ambiguity; we are quick to adjust, adapt, and respond with a high level of maturity and empathy.
- **Intrinsically Motivated.** We care deeply about the mission and working with practitioners to deliver better, more meaningful, and equitable outcomes for students and communities.
- **Disagree and Commit.** We are fans of rigorous debate and then we align to support effective implementation.
- **Act with dignity and assume best intent.** We recognize that not all of us are going to use the right language, but all of us are working towards the same goal. We strive to avoid blame and drama.

ORGANIZATIONAL RELATIONSHIPS

Reports to the Founder & Chief Executive Officer and supervises the Associate Director of Operations and Operations Associate. The position partners to lead the operations function of the organization which comprises talent, administrative operations, business development, finance, knowledge management, learning and impact, and marketing/communications. As a key leader of the function, this role leads the areas outlined in the essential duties above and collaborates regularly with other functional area leaders (e.g. finance, marketing/communications).

The Managing Director will be a member of the executive team which consists of the Founder

& Chief Executive and the other Managing Directors from each practice area. It is also a member of the leadership team (which includes the executive team plus other leaders) and management team. PE's management team includes a broad, diverse and inclusive range of managers, including those who supervise and/or manage one or more functions, processes, departments, projects and project teams, and areas within a department, relationships, and/or manage financials (e.g., one or more grants, project budgets or a whole P&L). Managers across Project Evident can expect to manage different aspects of work and at varying levels of responsibilities, and the range of managerial activities may shift depending on the project or activity.

WORK ENVIRONMENT

- Hybrid position with a strong preference that the candidate be based in or near Boston, Massachusetts to allow for regular in-person meetings with the Founder & Chief Executive Officer and other members of the team at our Boston office.
- The ability to work regularly with a virtual team. The team works across multiple time zones and expects regular availability between 10:00am - 4:00pm (ET).
- Periodic travel is expected to support the ongoing needs of the organization.

PHYSICAL DEMANDS

- Ability to sit, talk, and listen continuously for up to 8 hours per day.
- Requires fine motor skills, such as typing for up to 4 hours continuously.
- Ability to lift at least 30 pounds.

COMPENSATION & BENEFITS

In addition to engaging in deeply impactful work and joining a highly engaged talented team, you'll have access to a suite of generous benefits including comprehensive medical, dental, and vision plans, a 403(b) with match, life and disability insurances, 15 vacation days (first year) and 12 sick days annually, summer Fridays between Memorial Day and Labor Day, stipends to support remote work, and organizational wide closure between Christmas Eve and New Years. Project Evident also provides funding and release time for professional development, and relevant membership fees. The salary range for this position is \$215,000 - \$240,000. Commensurate with an established track record of operations leadership and management experience. Contingent upon organization and individual performance, Project Evident also provides annual bonuses for exceptional performance.

SUBMISSION AND INTERVIEW PROCESS

Candidates wishing to be considered for this position must submit a resume and cover letter (no longer than one page long) and answers the question, "Why do you want to be the Managing Director, People, Operations & Impact at Project Evident?" to

careers@projectevident.org. Applications will be considered on a rolling basis, so it is best to apply as soon as possible. Once received, we will reach out to candidates for whom we would like to conduct an initial phone screen. From there, candidates will be invited to complete a series of skills assessments. A small group of finalists will then be invited to engage in multiple conversations with members of the team and Board of Directors.

Reasonable accommodation will be made so that applicants with qualifying disabilities may participate in the application process. Please advise in writing of special needs at the time of application.

Project Evident, a project of Tides Center, is an “at-will” and equal opportunity employer. Applicants and employees shall not be discriminated against because of race, religion, sex, national origin, ethnicity, age, mental or physical disability, sexual orientation, gender (including pregnancy and gender expression) identity, color, marital status, veteran status, medical condition, or any other classification protected by federal, state, or local law or ordinance.

Project Evident is a fiscally sponsored project of the Tides Center. Spin out refers to Project Evident’s current effort to secure its own 501(c)3 and incorporate as a separate independent entity from the Tides Center. When spin out occurs, all staff members will become employees of Project Evident, Inc.