

Vice President, Chief People Officer

Position Description

2023



Kindness and Care for Animals®

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THE ORGANIZATION

With a world-class 24/7 emergency and specialty hospital that treats more than 100,000 pets annually, animal care and adoption centers that place 4,000+ pets into adoptive homes every year, and effective lobbying & anti-cruelty investigation powers, the MSPCA-Angell is one of the most prominent veterinary and animal protection organizations in the world.

These pioneering programs drive the MSPCA-Angell's mission to *protect animals, relieve their suffering, advance their health and welfare, prevent cruelty, and work for a just and compassionate society*—a mission it has faithfully carried out since its founding in 1868.

2023 marked the latest evolution of the organization's mission: Its merger with the Northeast Animal Shelter (NEAS) catapulted the MSPCA to a leadership position in pet transport. Thousands of homeless pets—primarily from the South—have been relocated to New England in just the last three years, where they received top-flight veterinary care before being placed into adoptive homes.

Currently, the organization comprises more than 750 professional staff members and a \$112M operating budget.

AT-A-GLANCE: ANGELL ANIMAL MEDICAL CENTER

The merger with NEAS comes at a time of explosive growth for the veterinary industry. In addition to its main Boston campus, Angell Animal Medical Center operates a satellite clinic in Waltham as well as veterinary teaching clinics at Nashoba Valley Technical High School and Essex North Shore—with the latter two providing primary veterinary care to low-cost pet owners in the area.

However, despite its world-leading reputation for innovation in animal healthcare, Angell faces the same headwinds bedeviling the entire veterinary industry. A chronic world-wide shortage of veterinary technicians has strained Angell's ability to meet soaring demand for care. Moreover, macro issues—an ongoing inflationary environment and erratic, post-pandemic recession fears and stock market volatility—have cast uncertainty over the entire industry. These factors have made recruitment and retention of qualified veterinary staff the number-one priority.

THE HEART OF THE MISSION: ANIMAL PROTECTION

In addition to sheltering homeless pets before they can be placed for adoptions, the MSPCA's adoption centers—in Boston, Methuen and Centerville on Cape Cod—are the epicenter for increasingly robust community outreach programs. More than four million pet meals have been delivered to low-income pet owners in the last several years, and thousands of dogs, cats and other pets have received low-cost spay neuter surgery and other care as a direct result of these programs.

The MSPCA's Advocacy department lobbies the state legislature to advance aggressive animal protection laws that have shaped Massachusetts's reputation as one of the most animal-friendly states in the country. In addition to countless animal protection measures, the team has spearheaded successful initiative petition campaigns to ban greyhound racing and ensure animals raised for food are protected from egregious industrial agricultural practices. The team lays claim to many additional laws, such as elevating Massachusetts' animal cruelty statute from a misdemeanor charge to a felony.

The MSPCA's Law Enforcement division comprises a fleet of uniformed officers, commissioned by the state, to enforce the state's animal cruelty statute. Working as an adjunct to police departments in 300+ cities and towns, the team investigates some 2,000 animal cruelty cases every year and works elbow-to-elbow with the Advocacy department to provide data, context and in-the-trenches experience that informs the creation of new and better animal protection laws. The division also trains local law enforcement officers to ensure better enforcement of existing laws.

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The MSPCA also promotes the cause of humane treatment of animals internationally. During 2021, the MSPCA provided operating grants to international animal welfare organizations in Africa, Turkey and other locations in the Middle East.

The MSPCA-Angell's most recent annual report can be found [here](#).

THE OPPORTUNITY

The Vice President, Chief People Officer (CPO), in this newly configured role, will be a true partner to the CEO and across the organization. The CPO will design and oversee an aligned and adaptive talent strategy, including recruitment, staff and leadership development, retention and engagement. They will embrace and promote a culture that emphasizes diversity, equity and inclusion (DEI).

This is an outstanding opportunity for a strategic and relationship-oriented leader with deep experience in talent management, employee engagement and culture development during times of organizational transformation. With a proven track record supporting inclusive growth and change, while engaging both strategically and in a hands-on way, the CPO will support MSPCA-Angell's innovative work across its multiple sites and programs.

Reports to: Chief Executive Officer

Based: Boston, MA

POSITION DUTIES AND RESPONSIBILITIES

Organizational Leadership and Talent Strategy

- Serve as core member of the Executive Team, providing input and recommendations on all facets of the MSPCA-Angell's organizational strategy and effectiveness.
- With input from the CEO, Board and Executive Team, lead the full spectrum of talent management strategies and initiatives required to ensure the organization's ongoing success and growth. Build a multi-year talent and workforce strategy.
- Translate organizational strategy and needs into tangible policies and programs. Given the nationally recognized shortage of Veterinary Technicians, build innovative and sustained recruitment approaches while simultaneously ensuring that all talent-related areas (onboarding, talent development and management, empowerment of managers, performance management, succession planning, employee relations/experience, compensation and benefits, compliance and workplace culture) receive thoughtful leadership and investment.
- Mentor and manage a committed, client-focused team of eleven H.R. professionals, nurturing and modeling a culture of collaboration, service and excellence.

Human Resources Operations

- Lead the implementation of the multi-year workforce plan. Guide and manage human resources systems, policies, benefits, and programs.
- Champion the use of the MSPCA-Angell's performance management system that was rolled out in January 2023 and will require ongoing refinements, based on employee and manager feedback.
- Oversee the development and continuous rollout of internal communications; participate in the design of the organization's upcoming intranet, with an eye toward enhancing employee engagement.
- Build an inclusive talent pipeline, including providing oversight on the talent acquisition life cycle and candidate experience.
- Oversee a comprehensive compensation program that provides motivation, incentives, and rewards at all levels of the organization.

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- Manage a competitive employee benefits program. Provide oversight with vendors and brokers to provide benefits that support the needs of employees while maintaining affordability.
- Continuously evaluate talent procedures and technology solutions to improve human resources data management and reporting and functions, as well as staff experience.
- Advise the CEO and report on human capital metrics. Develop and manage annual budgets for the department and lead the organization-wide salary budget process, working closely with finance
- Ensure compliance with federal, state and local employment laws and regulations, as well as risk management
- Oversee, as needed, any employee-related legal issues as the key interface with external legal counsel

Culture, Engagement and Inclusion

- Partner with members of the Executive Team and Senior Leadership Team to continuously sustain and enhance organizational effectiveness, culture, learning and belonging.
- Champion the MSPCA-Angell's DEI work; align DEI goals to policies, practices, and programming; track progress against goals.
- Ensure effective employee relations, including communication between management and employees and issue resolution.
- Guide the development of a newly expanded culture as the Northeast Animal Shelter formally merges into the MSPCA-Angell in early 2023.
- Create action plans for, and measure the results of initiatives that focus on:
 - Countering turnover and attrition in medical support staff roles; measure outcomes and refine approaches based on learning.
 - Responding to feedback received in employee engagement surveys.
- Cultivate excellence in leadership and management, including through development and oversight of training, coaching and support for managers.
- Oversee performance management as well as investments in staff skill and career development; model and ensure a culture of continuous learning and growth.

QUALIFICATIONS

Professional Qualifications:

- Progressive talent/H.R. management (across all H.R. disciplines) and leadership experience, preferably in a multi-site, mission-driven, 24/7 organization (healthcare or a related field).
- Proven track record as an executive owner (overall, or divisional) of talent, culture and operational human resources, having developed effective talent management strategies and programs that are aligned to the mission and goals in a dynamic, and also hands-on, business environment.
- Strong knowledge of H.R.I.S. systems; use of data and analytics in talent-related planning and reporting.
- Demonstrated success leading H.R. program change across multiple business/program/organizational groups.
- Essential knowledge of federal and state employment and labor laws.

Leadership and Personal Characteristics:

- Passion for the MSPCA-Angell's mission.
- Positive and collaborative while also being decisive.
- Entrepreneurial spirit with a high level of energy, dedication and adaptability.
- Embraces radical candor – caring personally and challenging directly with direct reports, peers and all team members.
- Authentic, warm, empathetic communicator, listener and coach; able to connect at all levels of an organization and with volunteers.
- Deep commitment to executing with excellence.
- Highly effective manager who fosters a culture of accountability, prudent risk-taking, creative problem solving, and process improvement.

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- Strong business acumen and a bias for action; able to positively support change in an environment with a strong existing culture.
- Compelling executive presence.
- Clear, engaging and effective communicator.

Education/Certification: Ideally brings a bachelor's degree in related field and a senior certification with SHRM or HRCI.

MSPCA-Angell also offers [comprehensive benefits](#) and a competitive salary and incentive compensation.

The MSPCA-Angell believes that the lives of all creatures—human and non-human—are inextricably intertwined; that our actions impact all; and that our fate is linked to theirs as interdependent inhabitants of the same planet. We believe that our shared commitment to our organizational values of *Compassion, Collaboration, Integrity, Service, Positivity, and Excellence* contribute to a compassionate and just society in which all people and animals are treated with care and respect.

We believe that a diverse workforce is integral to our organizational culture, and that employing a workforce with varied and unique perspectives that emerge from racial, gender, sexuality, religious, linguistic, neurological, physical and other differences fuel our ability to fulfill our organizational mission, surpassing our goals and visions. The MSPCA-Angell needs a diverse, well-supported workforce of staff and volunteers to best understand and serve our patients, clients, and communities.

The MSPCA-Angell has assembled a DEI Taskforce whose mission is to identify and develop strategies to enhance and build programs that support and promote a more diverse, equitable and inclusive culture where all feel welcome, valued, and heard.

Please share nominations or submit a resume and cover letter to our search partners at Viewcrest Advisors:
mspcaangellCPO@viewcrestadvisors.com

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