



Position Specification

President

Human Rights Campaign

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Our Client

As the largest civil rights organization working to achieve equality for lesbian, gay, bisexual and transgender (LGBT) Americans, the Human Rights Campaign represents a force of more than one million members and supporters nationwide — all committed to making full equality a reality.

Founded in 1980, HRC advocates on behalf of LGBT Americans, mobilizes grassroots actions in diverse communities, invests strategically to elect fair-minded individuals to office and educates the public about LGBT issues. HRC seeks to improve the lives of LGBT Americans by advocating for equal rights and benefits in the workplace, ensuring families are treated equally under the law and increasing public support among all Americans through innovative advocacy, education and outreach programs. HRC works to secure equal rights for LGBT individuals and families at the federal and state levels by lobbying elected officials, mobilizing grassroots supporters, educating Americans, investing strategically to elect fair-minded officials and partnering with other LGBT organizations.

HRC consists of two separate non-profit organizations: the **Human Rights Campaign Foundation**, a 501(c)(3) organization that focuses on research, advocacy and education and the **Human Rights Campaign**, a 501(c)(4) organization that focuses on lobbying Congress and state and local officials for support of pro-LGBT bills, and mobilizing grassroots action amongst its members. The two corporate entities have the distinct boards of directors, but with overlapping membership and a common strategic plan as blueprint for change. In addition, the Human Rights Campaign has a federal political action committee (PAC) and a variety of state PACs.

HRC has a dynamic and structured volunteer program. Local activities are carried out by regionally-based volunteer-driven steering committees, of which there are over 30 located throughout the United States. These steering committees report up through HRC's Board of Governors, a non-fiduciary board, which provides leadership for volunteer activities.

HRC is led by a unique and diverse group of talented professionals. The staff, boards and advisory councils have distinct roles but work toward the same goal: to advance the mission of HRC. Every person affiliated with the organization shares a commitment to creating and sustaining a diverse and inclusive environment focused on improving the lives of LGBT Americans.

The HRC staff comprises 150 of the most passionate people in the country who are working every day to win equality for all Americans. From the Legislative and Policy Team to the Field Team to the Workplace and Family Projects, each and every staff member brings an incredible breadth of knowledge and experience to their positions.

The Human Rights Campaign Foundation:

The HRC Foundation is a nonprofit, tax-exempt 501(c)(3) organization. Through research, educational efforts and outreach, the Foundation encourages LGBT Americans to live their lives openly and seeks to change the hearts and minds of Americans to the side of equality. Programs funded in part or in full through the HRC Foundation include:

The HRC *Family Project*, which aims to serve as a comprehensive resource for lesbian, gay, bisexual and transgender families. The project provides information on a wide range of issues, including adoption, civil unions, custody and visitation, donor insemination, family law, marriage, parenting, schools, senior health and housing, state laws and legislation, straight spouses and transgender issues. Under the umbrella of the Family Project is the Healthcare Equality Index, which rates healthcare providers on their policies and practices affecting LGBT families; the Welcoming Schools Program, which provides a diversity curriculum for grade schools; and “*All Children All Families*”, which seeks to create culturally competent adoption agencies to serve the needs of LGBT families.

The Human Rights Campaign has also launched *Americans for Marriage Equality*, a public engagement campaign featuring prominent Americans who support committed gay and lesbian couples getting married. The campaign draws from a cadre of supportive professional athletes, film and music celebrities, political and civil rights leaders.

The HRC *Religion and Faith Program*, which is changing the conversation about lesbian, gay, bisexual and transgender people and faith. The program amplifies the voices of clergy who support LGBT equality while also equipping and empowering people of faith to talk about LGBT issues from a religious perspective. It is committed to building a world where no one has to choose between their faith and their sexuality or gender identity.

The HRC *Workplace Project*, which is a nationally recognized source of expert information and advice on lesbian, gay, bisexual and transgender workplace issues. It provides decision makers with cutting-edge research, expert counsel, online resources, best practices information and on-site training and education. Since its inception ten years ago, the *Corporate Equality Index* has helped lead a sea-change in workplaces across the country.

The HRC *Youth & Campus Outreach Program* provides resources, support, training and information to help Generation Equality go from being out to being active in the fight for full LGBT equality on campus and beyond. Protecting students from bullying is among HRC's priorities.

The HRC *Coming Out Project*, which encourages LGBT and straight-supportive Americans to come out and live openly by providing resources that empower them to talk about their lives and advocate for LGBT equality.

The HRC *Historically Black Colleges and Universities Outreach Program*, which trains student activists to sustain dialogue, build viable student-led LGBT organizations and open campus-wide debate on the issues that affect the LGBT members in the African American community, often for the first time.

The Foundation also works to educate the public on issues that transgender people face, from widespread discrimination and hate violence, to the complex process of getting appropriate identity documents, to finding culturally competent healthcare providers, and family and parenting issues, and to advocate for their full inclusion and equality.

The Human Rights Campaign:

The Human Rights Campaign, a 501(c)(4) organization, has a strong history of legislative and public policy advocacy. Legislatively, the organization led successful fights against the Federal Marriage Amendment and for the 2009 passage of the Matthew Shepard and James Byrd, Jr. Hate Crimes Prevention Act. After 17 years, HRC's field and lobbying efforts helped secure an end to the discriminatory law known as "Don't Ask, Don't Tell" in 2011. HRC is one of the leading organizations advocating for marriage equality across the country. Most recently, the organization has played significant leadership roles in the efforts to bring about marriage equality in the District of Columbia and New York State. The passage of a fully inclusive federal Employment Nondiscrimination Act is one of HRC's top priorities as is the repeal of the so-called Defense of Marriage Act. HRC's current president testified before the Senate Judiciary Committee in favor of the Respect for Marriage Act in July 2011.

HRC's efforts to change federal policies have improved the lives of LGBT people. As part of the HRC's Blue Print for Positive Change, the organization has advocated for dozens of policy and regulatory changes, many of which have been implemented. In 2010, President Barack Obama signed a historic memorandum that protects the visitation and healthcare decision-making rights of LGBT people and their families. HRC worked with White House and Department of Health and Human Services staff in support of this historic action. Ranging from LGBT health data collection to refusing to add gender identity to the equal employment opportunity policy governing all federal jobs, these changes will immeasurably improve the lives of members of the LGBT community.

HRC Federal Political Action Committee (PAC):

HRC plays a leading role in placing LGBT-related issues where they belong – in the mainstream of American politics. Most importantly, HRC makes financial and in-kind contributions to candidates vying for public office. In addition to financial contributions, the HRC PAC also helps organize fund-raisers and generates volunteers for endorsed candidates.

The success of HRC's electoral efforts has earned widespread recognition. Its Political Action Committee is among the *National Journal's* top-rated progressive PACs, as more than 90 percent of its endorsees win their elections. This success dates back to its first major electoral effort in 1982, when HRCF donated \$140,000 to 118 congressional candidates. Eighty-one percent of those candidates went on to win.

In 2008, for the most recent presidential election, HRC engaged in the largest electoral campaign in the history of the organization - called Year to Win, an aggressive \$7 million election effort to mobilize and motivate millions of LGBT and allied voters - and helped to elect more than 200 pro-equality congressional candidates. More than a year before the election, HRC co-hosted the first-ever televised presidential forum devoted to LGBT issues. Six of the leading Democratic presidential candidates participated.

HRC also has a series of state PACs to support fair-minded candidates at the state level and to advance its work on state ballot initiatives.

The Role of the President

The President reports to the Boards of Directors of both the Human Rights Campaign and the Human Rights Campaign Foundation and is responsible for the overall management and leadership of HRC's activities and programs. The President's job is to develop and implement HRC's strategic vision, its policies and programs to advance the interests of its membership and the LGBT community as a whole. The new President will be charged with leading this important organization during a time of great change and progress in the country.

The President will be working every day to improve the lives of LGBT Americans by identifying and overcoming societal and legislative barriers to LGBT equality. At the same time, s/he will be working to engage, educate and empower millions of fair-minded Americans to advocate for equal rights for the LGBT community.

Specific responsibilities include:

Provide vision and focus for a dynamic organization. HRC is a large, diverse and highly motivated organization with activities occurring simultaneously in many locations and on a variety of issues, with a unique combination of professional staff, volunteers, allies, boards, donors, and members. The President must be able to inspire, motivate, coordinate and honor these multiple constituents in ways that advance the mission of HRC and maintain the highest standards of service and integrity.

Build, maintain and continually inspire a work environment to achieve the highest standards of performance and accountability. One of the hallmarks of HRC's mission is to assure workplace equality for all LGBT employees. HRC strives to attain those goals with its own employees by fostering a workplace that welcomes and embraces diversity and encourages industry, teamwork and mutual respect. The new President must not only embrace these values, but continually lead in creating an atmosphere that promotes teamwork, client responsiveness, diversity, accountability, professional development and succession planning – and helps the organization adapt to changing and disparate needs within the community.

Manage through change. The effectiveness of HRC as a civil rights organization will depend on how well it manages uncertain changes in the political environment and how nimble it can be in responding to external changes. Managing these changes in ways that keep HRC relevant and central to the movement will be critical for success.

Represent and lead HRC in the most positive manner, enhancing HRC's visibility and influencing public opinion. The President of HRC has the ability to reach government and business decision-makers and influence public opinion on issues vital to HRC's mission. It is essential that the new President be able to convey HRC's activities (and those of the broader LGBT community) effectively and persuasively to thought leaders and the broader public through a wide variety of communication tools.

Lead the development and promotion of legislation and public policies that positively affect LGBT families and their children, as well as, oppose legislation and public policies that would adversely affect LGBT families and their children. HRC's President also is the strategic visionary on how to elect candidates for public office who will sponsor and support HRC's legislative agenda and the creation of equities for LGBTs throughout society, as well as oppose those candidates who have promoted policies and legislation adverse to LGBT families.

Attract new members, allies, strategic partners, advocates, donors and volunteers. HRC continues to grow and diversify its membership, which has helped to expand its impact. The new President must be able to lead HRC in building on its growth by effectively finding new ways to retain and attract a broader membership base. S/he must be skilled in coalition building, working in partnership with other LGBT and civil rights organizations to tackle legislative and policy needs on the state and federal level.

Engage diverse constituencies. Diversity and inclusion are strategic imperatives for HRC and necessary for the continued success of the organization. Diversity and inclusion have been embedded in HRC's mission since it was founded in 1980. In the last several years however, HRC has provided diversity and inclusion objectives more sustained support internally by providing staff and resources to cultivate a diverse and inclusive environment at every level of the organization. In addition, HRC has developed significant relationships externally to evidence its commitment to diversity and inclusion. The President must work to broaden public support for LGBT equality by engaging fair-minded people and partner organizations that represent the multiple dimensions of diversity, including ethnicities, national origins, ages, sexual orientation, gender identity, beliefs, religions and faiths, geographies, experiences, cultures, socio-economic backgrounds and levels of physical ability.

Lead the development of educational programs that positively affect the societal and cultural condition, as well as shift public opinion. HRC's next President will continue to build upon the dynamic educational programs and tools of the organization such as the Corporate Equality Index, Healthcare Equality Index, Family Project and Religion & Faith programs. S/he also will push for innovation and the creation of new programs consistent with HRC's strategic plan that will educate and gain a broader understanding of the challenges and opportunities faced by the LGBT community.

Candidate Profile

HRC is seeking a charismatic, visionary, and strategic leader with public policy acumen. The President will be a poised, confident and energetic leader who is capable of leading an organization and movement during a time of great evolution and change. The President will be a force for constructive dialogue and relentless advocacy – passionate and productive in his/her pursuit for social justice.

The ideal candidate will have a sophisticated understanding of the policy environment and be a passionate ambassador for the organization whether it be in front of a camera giving an interview on national television or in someone's living room. In addition, because its members are woven into the fabric of numerous local communities, the new President should be able to help HRC effectively build upon and leverage these critical and decentralized constituents.

While the President must be a decisive, visionary leader, this individual also must have outstanding interpersonal skills. The successful candidate will have a style that is collegial, approachable, affable, flexible, direct and diplomatic. The President must be skilled at building bridges and developing relationships in a variety of settings with diverse constituencies. The President must have the service-orientation necessary to lead a member-driven and supported organization.

Specific competencies include:

Strategic Vision: The successful candidate will have a demonstrated record of setting priorities and leading organizations to success. S/he will be a strategic thinker who will work with HRC's senior Staff and Board leadership team and Board of Directors to establish plans and methods to achieve its mission while providing the strategic direction necessary to evolve the organization. S/he will be capable of working with others to develop differentiated strategies with multifaceted approaches to address disparate audiences, cultures, and political contexts.

Communication and Development Skills: The successful candidate will be an inspiring and persuasive communicator who can articulate HRC's vision and direction effectively through mass media, debate, lobbying, public speaking, writing, networking, fundraising and one-on-one discussions. S/he will have the ability to connect with and secure results from world leaders, government policy makers, corporate leaders, partners, donors, Board Members and staff.

Leadership: In addition to the critical, externally-focused competencies, the successful candidate must also possess outstanding leadership skills that will enable him/her to oversee the management of a complex, member-focused organization. S/he must be an involved and inclusive manager, who will ensure HRC functions in an orderly and fiscally responsible manner. The President will have a track record of recruiting, retaining and motivating a professional and highly performing staff. The successful candidate must be able to set strategic direction for the organization, prioritize and define clear goals for staff, and manage performance toward achievement of those goals. The candidate will be an inspirational leader to the staff, and encourage openness, transparency and mutual respect. Further, the candidate must have the executive skills to manage various Board and membership constituencies as well as leverage the energy of a dedicated, diverse, and growing membership.

Interpersonal Acumen: The successful candidate must be a person of the utmost personal and professional integrity with a high level of energy. Candidates must possess the right combination of self-confidence balanced with humility and a healthy sense of humor. The successful candidate needs to be gracious in manner and comfortable in any situation. S/he will be confident enough to hire and retain strong, smart people, and possess an understanding of his/her own strengths and weaknesses.

Judgment: The successful candidate will have the demonstrated ability to make timely and clearly communicated decisions and take appropriate risks to achieve results. Likewise, s/he will be thoughtful about deploying the organization's budget in a way that maximizes outcomes aligned with HRC's strategic plan and core institutional values while managing risk. S/he will listen to and learn from key stakeholders inside and outside of the organization and will be an inclusive and independent thinker, who can manage ambiguity and devise solutions even when a clear path is not evident.

Passion and Shared Values: The successful candidate will have a passion for ending discrimination against LGBT Americans and an absolute commitment towards realizing a nation that achieves fundamental fairness and equality for all. At its heart, HRC is about making a difference in the lives of everyday people. The successful candidate will not only have earned the appropriate leadership credentials across their career, but be implicitly anchored by HRC's core values.

Compensation

Compensation for this opportunity has been designed to attract a leader of significant accomplishment.

For more information about this organization, please visit <http://www.hrc.org/>

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