Position Specification

Gardens of Golden Gate Park

Director of People and Culture

28 February 2022

Carlson Beck advises Gardens of Golden Gate Park on the basis of an exclusive consulting assignment. The following details are for your information.
**GARDENS OF GOLDEN GATE PARK**

**POSITION SPECIFICATION**

**The Position:**

**DIRECTOR OF PEOPLE AND CULTURE**

**Reports to:**

**EXECUTIVE DIRECTOR**

**Location:**

**SAN FRANCISCO, CALIFORNIA**

**THE OPPORTUNITY**

In order to improve visitor experience and position the **Gardens of Golden Gate Park** (“GGGP”) as one of the top cultural and environmental institutions in the country, the **San Francisco Board of Supervisors** has approved an agreement will combine admissions, education, and outreach programs at **San Francisco Botanical Garden** (“SFBG”), **Conservatory of Flowers** (“CoF”), and **Japanese Tea Garden** (“JTG”) under the San Francisco Botanical Garden Society.

“Our vision is that the Gardens of Golden Gate Park will become a leading cultural and conservation institution over the next decade with new partnerships, master plan, interpretive plan, museum accreditation, enhanced visitor experience, and robust community engagement,” said San Francisco Botanical Garden Society Executive Director Stephanie Linder.

Key to the success of the vision will be the hiring of an experienced **Director of People and Culture (“DPC”)**, a newly created role with responsibility for designing a high-performing and mission-driven workplace that supports GGGP’s employees, enabling them to better serve their audiences and advance their institutional goals.

**THE ORGANIZATION AND HISTORY**

San Francisco Recreation and Park received approval from the **San Francisco Recreation and Park Commission** to expand the nonprofit’s current lease and management agreement to also include the Conservatory of Flowers and the Japanese Tea Garden in late 2021 and received formal approval from the San Francisco Board of Supervisors in early 2022. While all three sites are overseen by the San Francisco Recreation and Park Department and are located a short walk from one another, their admissions, fundraising, and visitor experience functions have historically been operated by different organizations. Under the proposed agreement, the three gardens will have a campus feel while keeping their individual legacy names. Together, they will be recognized and marketed as the Gardens of Golden Gate Park, a regional organization with national and international recognition and partnerships. Combining the organizations would eliminate nonprofit redundancies, while allowing visitors, volunteers, and school children to experience a combined educational and cultural experience and attracting greater philanthropic support for capital improvements at each location.
Gardens of Golden Gate Park will seek to establish itself as a top 10 botanical garden in the country over the next five to ten years through new collections and exhibits, expanded public programs, and a larger role in worldwide conservation efforts, including:

- More diverse gardens with new plant collections such as an Afromontane collection
- Expanded global plant conservation efforts protecting biodiversity in the face of climate change and the extinction crisis
- Upgraded accessibility and improved garden designs, pathways, and maintenance
- More public programs like Flower Piano at the Botanical Garden and Night Bloom at the Conservatory of Flowers with existing and new community partners
- Improved interpretation and educational resources including new digital tools
- Major capital projects such as a new Children’s Garden in the west end of the Botanical Garden – building off momentum of recent projects like pagoda restoration at the Japanese Tea Garden and Celebration Garden and new plant nursery at Botanical Garden
- A smoother, more cohesive experience for visitors and volunteers at each location

**San Francisco Botanical Garden Society** (the legal operating entity and fundraising organization) has managed the SFBG’s educational programs, volunteer efforts, visitor programs, youth programs, special events, and unique horticultural library since 1955. San Francisco Botanical Garden Society has also operated admissions to the Japanese Tea Garden since July of 2020, a function that was managed by SF Rec and Park prior to the pandemic. Under the agreement SF Rec and Park will continue to oversee maintenance and horticulture at all the gardens. The city department and nonprofit will coordinate management of plant collections. Meanwhile, visitors will enjoy a simpler ticketing system and an enhanced experience.

Since 2010, SFBG has increased annual visits to the Botanical Gardens by 135 percent. More recently, the San Francisco Botanical Garden Society developed the plan and raised the funding to rebuild the San Francisco Botanical Garden nursery as a 34,000 square foot complex that will allow SFBG to acquire rare species and support global conservation efforts. The project broke ground in October 2021.

**THE POSITION**

Reporting to the Executive Director (“ED”), the Director of People & Culture (“DPC”) is a newly created role with responsibility for designing a high-performing and mission-driven workplace that supports GGGP’s employees, enabling them to better serve their audiences and advance their institutional goals. In this inaugural role, the Director of People and Culture will have the opportunity to make a significant impact on GGGP employees and culture through a period of exciting growth. They will champion a people-centered culture and elevate the mission of the newly merged entity.

The DPC is responsible, along with the efforts of the Leadership Team, for supporting, diversifying, and increasing the knowledge and skills of GGGP’s staff and will bring knowledge of best practices in human resources administration combined with experience leading transformation. This includes enhancing the organizational culture and systematically growing the development and training of the staff.

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**Position Specification:** Gardens of Golden Gate Park  
Director of People and Culture
The DPC will work collaboratively with the ED, leadership team, and Board of Directors to create a dynamic environment to support the mission and create a dynamic culture that is visible to internal and external audiences and stakeholders. Areas of responsibility include:

**Strategic Leadership**
- A key thought partner to the Executive Director for team building
- Create strategies, practices, and processes to ingrain Justice, Equity, Diversity, and Inclusion (“JEDI”) into the organizational culture

**Partnership with Board of Directors**
- For Executive Director evaluation (and recruitment as needed)

**Culture and Community**
- Build an environment that allows employees to expand their potential and meet the organization’s needs
- Cultivate cross-department, and cross-organizations of the GGGP, collaborations and accountability

**Justice, Equity, Diversity and Inclusion (JEDI)**
- Partner with the JEDI committee, ED, Leadership Team, and Board of Directors to facilitate the JEDI implementation
- Develop and measure JEDI progress within the organization

**Recruitment, Onboarding, and Transition**
- Enable hiring practices that reach out to candidates that add to the diversity of GGGP
- Create inclusive practices and processes at GGGP to ensure staff can bring their whole selves to work and thrive in a culture that honors authenticity and professionalism
- Establish onboarding procedures that provide an introduction to the organization's culture
- Provide ongoing professional development to staff over time

**Learning and Development**
- Ensure there are learning, growing, and coaching opportunities at all levels of the organization

**Talent and Performance Management**
- Develop practices for feedback that engender accountability and career pathways

**Compensation and Benefits**
- Ensure that compensation is competitive based on market analysis

**QUALIFICATIONS/EXPERIENCE**

**Candidates should possess:**
- Proven experience leading the transformation of a people and culture organization, preferably with staff management experience, with an organization of similar complexity to GGGP.
Position Specification: Gardens of Golden Gate Park
Director of People and Culture

- Minimum of seven years of experience in Human Resources (HR), organizational culture, and systems experience across a broad set of HR functions and competencies, preferably in nonprofit, social enterprise, and/or philanthropic organizations.

- Successful track record of creating and implementing, as well as overseeing, a human resources function with multiple constituents through organizational change and growth while supporting the teams.

- Demonstrated experience in building high-performing teams.

- Knowledge to develop and implement institutional policies, goals, and objectives.

- Experience facilitating an organization’s JEDI journey based on best practices.

**Education:** A bachelor’s degree is required; additional certifications and education are desired.

**COMPETENCIES/ATTRIBUTES**

The traits listed below are representative of the knowledge, skills, and/or behaviors required to be successful in this role.

- **Advisor/Subject-matter expert** to the ED and Board for JEDI (Justice, Equity, Diversity, Inclusion) strategy and implementation

- **Ability to effectively develop and maintain** employee lifecycle from recruitment, onboarding, retention, learning & development, compensation, and benefits

- Comfortable with and energized by creating the culture of the organization

- **A secure leader** who is approachable, willing to actively listen and ask questions, and is comfortable giving and receiving advice

- **A team-oriented leader** with exemplary interpersonal skills that builds trust

- **An entrepreneur** who makes strategic short and long-term decisions based on data, and is comfortable and adept at managing risk

- **Collaborative and transparent**, and able to inspire confidence and trust among multiple stakeholders, including staff, Board, and volunteers

- **A motivational leader** who inspires others to action.

- **A consensus builder**, with a tolerance for ambiguity and the ability to demonstrate flexibility in complex situations

- Unquestionable **integrity** and commitment to personal and professional excellence

- Excellent **oral and written communication** skills as a passionate and persuasive communicator

- **Optimistic** in outlook; **friendly** and **people-oriented** while also being **solutions-oriented**

- **Passion** for SFBG’s mission and values

- A **strong business mindset**, preferably with experience in an entrepreneurial environment

- **Resiliency** to thrive in and **support** others through significant organizational change and growth

**COMPENSATION**

GGGP offers an excellent benefits package and a competitive salary; the salary range for this role starts at $125,000 annually and is commensurate with experience.
San Francisco Botanical Garden Society dba Gardens of Golden Gate Park is an equal opportunity employer and encourages candidates with diverse backgrounds and experiences to apply.

For additional information regarding this opportunity, please contact:

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