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Top HR Leaders and Diversity Chiefs Cutting New Path Forward



More and more, CEOs have recognized the strategic role the human resources function plays in the core strategic issues their companies face, including growth strategy, mergers and acquisitions, restructuring, increased board oversight, and evolving governance and reporting. HR can also ensure that clear changes are made to recruitment and capability-building processes by determining the characteristics of a “purpose driven” employee and embedding these attributes within recruitment, development, and succession planning.

At the same time, diversity and inclusion executives have emerged as key leaders during this enormous period of transition. With a global workforce shifting in complexity, there is a growing need for diversity experts who can shape the vision, culture, and very face of organizations. Organizations and their very cultures thrive on diverse talent and it is now falling on top DE&I leaders to make it happen.

Executive recruiters are growing first-hand witnesses on how the HR role is evolving and the influence that diversity and inclusion is playing across human resources. Recruiting these senior leaders and their direct reports remains a key reason why search firms are busy today.

“In my 30-plus years of working with HR executives, this has been one of the most critical times I have seen for a company to have a highly capable HR function with strong leadership,” said Alan Berger, vice president, human resources search at **StevenDouglas**. “Setting and implementing a strategy of how to make sure the workforce stays engaged and highly productive in an onsite, hybrid or remote setting, with the headwinds of a labor shortage and unprecedented resignations, is incredibly challenging. In the end, the work has to get done and deciding on how that can be accomplished and under ever changing COVID rules and mandates falls squarely on HR leadership’s plate.”

The shift to remote and hybrid work is affecting HR executives’ jobs, Mr. Berger says, but many roles can be accomplished remotely without skipping a beat. “The challenge comes with organizations where the employees have to be onsite to accomplish their mission as in manufacturing, healthcare or hospitality,” he said. “While it was all very new to us back in March of 2020, most everyone I have spoken with has fallen into a groove and has adapted to the new normal. It’s created a new paradigm, but no one knows what the long-term impacts will be on company culture, loyalty and tenure.”

BY THE NUMBERS

Inclusive Leadership Identified as Top Priority

36% of CHROs identified building inclusive leadership in a hybrid workplace as a top priority.

Source: PWC

“The CPO/CHRO has become one of the most critical roles in the majority of organizations as they have been needed every step of the way to navigate the challenges of the pandemic and life after,” Mr. Berger said. “Whether it was addressing testing, communication, travel, PPP or coming up with a plan to set up employees with company equipment to work remote, HR executives had to think fast and come up with a plan that works for both the company and their workforce. They have to work like never before with every leadership function within an organization, to understand the challenges and opportunities that were created by the pandemic, and to come up with actionable plans for retention, employee engagement and talent acquisition in an environment where most employees have shown a preference for remote or hybrid work.”

Strategic and Nimble Leaders

The market has evolved to a place where most client organizations need to hire HR professionals who are strategic and nimble, according to Dana Feller, founder of **Hudson Gate Partners**.

“Being a safe pair of hands is no longer enough,” she said. “To effectively compete, organizations need to have HR departments that proactively create human capital value. Before the pandemic, hedge funds and PE firms were growing their core infrastructure teams, but with less of a focus on strategic HR. Now that we are through the pandemic and firms are realizing that their greatest source of differentiation is often their work force, there is a huge need now to bolster HR teams.”

(cont'd. to page 2)

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The world has changed. The CFOs, GCs, and office managers who were executing HR functions before the pandemic now realize that HR cannot be cobbled together. It is much too important of a role. Post-pandemic, there are now huge legal and safety ramifications for employees, as well as more of a push for diversity.”

“The CPO/CHRO has become one of the most critical roles in the majority of organizations as they have been needed every step of the way to navigate the challenges of the pandemic and life after.”

Funds have realized that HR must be a separate, well-defined department, and have a seat at the table, Ms. Feller said. “Also, as we find ourselves in the midst of the Great Reshuffling, the talent market has never been more competitive than it is right now. Talent acquisition and retention is crucially important now. There has never been a greater need to hire professional, pro-active, creative and strategic HR executives who know how to create a positive, vibrant culture that will attract and retain the highest quality employees.”

This year has changed the HR landscape dramatically, Ms. Feller says. “HR executives are now expected to be the gatekeepers when it comes to any health updates regarding the pandemic,” she said. “They are expected to redesign the offices to ensure the highest level of safety. They need to work with management to devise competitive flexible work options. All of these new, crucial responsibilities are in addition to all the other more traditional duties such as talent acquisition and strategy, performance management, compensation, total rewards, retention, succession planning, leadership & development, HR operations, and employee relations. And diversity and inclusion is at the forefront of every one’s priorities, and finding the best talent has become increasingly difficult.”

“Some key challenges facing HR executives today are managers who are unreasonable regarding working conditions,” said Juan Gaitan, founder and chief experience officer at **Talento Human Capital Management**. “Climbing compensation ranges also make retention and recruiting challenging,” he said. Then there are competing offers, he added.

HR is leading from the front, as never before, according to Wendy Murphy, managing partner and global practice leader at **ZRG**. “Not only is HR leadership stewarding the workforce, ensuring employees are cared for, and mitigating risk on behalf of employees and the employer, but also working with the CEO and leadership team to address whether the organization has the right operating model of the future,” she said.

“The digital transformation that most organizations had underway has been now been accelerated, impacting across employee populations, industries and geographies. Further, this acceleration of digital transformation

(cont'd. to page 3)

poses an even more challenging question for HR: Do we have the right talent for the future and are we fostering the culture that employees want to contribute into? Cultural connectedness includes important aspects such as: regularly seeking employee feedback; short, fast and consistent communications from leadership and HR; and driving an employment theme that invites people into a friendly, highly inclusive, engaged and caring environment where individuals and team alike win, and the company drives impact.”

Ms. Murphy also notes that the Great Resignation is real. “HR is now leading in a different world,” she said. “Not only are we remote, but we are operating in one of the most competitive global talent markets society has seen in the last two decades. Talent is being poached, courted, and social media is providing a tantalizing and insidious path for people to explore the market, even for the most engaged leaders and employees. HR has never been more important in leading the initiative on attracting, retaining, developing, and leading a robust succession planning process in this hybrid workplace. Communicating talent practices, opportunities and employee engagement is mission critical to retaining talent, and it is HR’s job to get ensure they are partnering with their leaders to understand the needs of employees, motivations, etc. Culture is not HR’s job alone.”

Diversity & Inclusion

“Generally I think it’s clear that organizations are well intentioned in their efforts to address DE&I, many of which seek to gain traction in their acquisition of underrepresented professionals,” said Soladé Rowe, managing partner, diversity & inclusion practice at **Jobplex**, a DHR company. “Some organizations have done better by appropriately diversifying their leadership ranks by focusing on the meaningful success factors that translate to high performance and their readiness to assume roles of increased responsibilities.”

“More companies are creating roles for and hiring DE&I leaders,” said Dwain Celistan, managing partner, diversity practice at **DHR Global**. “Most of those roles continue to be staff and influence positions. For many organizations, their mission and metrics aren’t clear. It will be important to monitor their impact on attraction, retention, and promotion of diverse talent. Ideally, improvements in those areas will also correlate to improved business performance. Most of these new leaders are only moderately involved with talent acquisition. They are rarely the driver or decision maker on selection of leaders,” he said.

“Many larger firms, particularly with a consumer facing element tend to be more aware and involved in the area,” Mr. Rowe said. “By contrast, B2B, not-profits, PE owned, and mid-sized firms are likely to be laggards. There are many noteworthy exceptions to those observations. Consumer-based industries, both product and content, have been, for the most part, proactive in the DE&I efforts given the more direct correlation between their sales and marketing strategies directed to diverse consumers with increased purchasing power and the bottom-line financial results. It would be tough to single out an industry that’s behind the curve,” he said.

“I see diversity as the elements of everyone,” Mr. Rowe said. “Equity is creating an even playing field for everyone to compete. Inclusion

LEADERSHIP SEARCH

IQTalent Partners Launches Diversity-Focused SaaS Platform



Executive recruitment firm **IQTalent Partners** has unveiled **Diversify by IQTalent Xchange** to its existing talent exchange platform. **Diversify by IQTX** enables companies that are focused on recruiting and retaining underrepresented

talent to generate an inclusive slate of qualified passive candidates for any open role. An original market concept, using responsible and advanced artificial intelligence combined with human expertise, the search firm notes that **Diversify by IQTX** allows users to access an inclusive passive candidate marketplace comprised of over 300 million professionals. “Recruiters need to look beyond their own personal networks to ensure that they are including diverse candidates in the recruiting process,” said David Windley, president of **IQTalent Partners**. “Using **Diversify by IQTX** will help recruiters build more diverse candidate slates from the onset of a search.”

The addition of **Diversify by IQTalent Xchange** to the existing platform allows users to identify women and underrepresented minorities within the candidate research results, ensuring an inclusive and diverse slate. Users can load their job descriptions, candidate specifications, and DEI goals into the **IQTX** dashboard and then receive a curated list of qualified candidates. The new **diversify** feature facilitates building inclusivity into current corporate recruiting and hiring processes.

is an environment where all have an opportunity to participate. This matters because we know through countless studies that diverse teams win; but also, those who contribute to that end also win.”

McKinsey & Company data has shown improved levels of diversity in board and senior leadership positions is correlated with improved business performance. “Within the context of our work with clients, we define diversity primarily via demographics, women globally, women and people of color in the U.S. These are critical measures,” Mr. Celistan said. “Inclusion is critical to keep a focus on engaging all employees. This enables organizations to retain talent and hopefully, get their full contribution. Diversity is very important in talent acquisition. We believe providing diverse talent is critical to our clients’ ability to evaluate the best talent in the market,” he said.

“I’m cautiously optimistic that the focus on DE&I will continue without the breaks that I’ve seen in years past,” said Mr. Rowe. “I do believe that we will see greater outcomes from underrepresented groups among the senior executive ranks in the years to come.”

“My estimate is that there will be a dichotomy,” said Mr. Celistan. “Organizations who have actively pursued DE&I efforts will largely continue. A portion will drop off and reallocate emphasis to other areas. It is unlikely that many firms not pursuing these efforts now will add them in the future. Leadership will be moderately more diverse. We’ve seen modest improvements over the past decade, and I anticipate that the trend will continue.”

True Partners

Top human capital positions are becoming more mission critical to the success of an organization,” said *(cont’d. to page 4)*

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Brad Newpoff, co-founder and president of **MalinHughes**. “This is the only C-suite position that is a true partner to every other C-suite position. Top HR leaders recognize that every company and every industry is going through a transformation in order to stay relevant. There is no right or wrong way to approach this but there is a critical need to do something in order to remain relevant. This is not a problem but a huge opportunity. Most companies have this very unique and special opportunity to reinvent themselves and how they relate to both their customers and employees. HR leaders will be at the core of this transformation,” he said. “They will be required to be the visionaries, strategic advisors and executors of new concepts and ideas that. Most importantly, he/she will be helping to maintain or recreate new company cultures that will send their employers on a new business trajectory,” he said.

“This year has changed the HR landscape dramaticall. HR executives are now expected to be the gatekeepers when it comes to any health updates regarding the pandemic.”

“Many of the most progressive companies realize that the timing is now to reinvent and transform,” said Mr. Newpoff. “Human resources leaders will be managing more responsibilities than ever before as they help their company’s take advantage of this new business environment. In addition, understanding that flexibility is a new compensation and that the ability to work remotely or spend more time with family or to pursue outside interests is a currency that they can invest in to recruit and retain top talent,” he said.

“Executive search firms need to transform as well,” Mr. Newpoff said. “In order to continue to add value to our clients and specifically human resource leadership we first must understand the challenges that they are facing as well as being prepared to offer solutions above and beyond talent acquisition to help HR tackle these challenges. The value of our services will be more about creating and building long-term, value-added solutions, rather than just filling open positions. We must be innovative and help our HR partners stay ahead of industry trends so that they can remain competitive and build value for their organizations. Search firms must also wear multiple hats. We can no longer be just a staffing solution. But we need to be prepared with strategic insights on how to build a world class organization as well as having the right resources to assist our clients in accomplishing that.”

Pivot and Change

“In this time of great change and extreme competition for talent, HR leaders must be able to articulate, more effectively than ever, the company’s value proposition – why this company, why this role – as candidates are evaluating what is meaningful work for them and how job structures meet their personal situations. Recruiting methods are moving outside the box to reach passive, selective candidates,” said Elisa Sheftic, president and managing partner of **Right Executive Search (RES)**. *(cont’d. to page 5)*

“At the same time, HR has to be actively addressing those changing structures and practices to ensure that current, loyal and long-term staff feel engaged, valued and heard. This has been difficult in a more remote and hybrid work world, with the unfortunate overlay of politicization of COVID-related health and safety issues.” HR must remain a voice of reason, she said, while the ‘next normal’ is still taking shape.

“After the initial, sudden upheaval of the pandemic, HR is still showing its ability to pivot and change, and this is likely to continue as all the downstream effects on operations, workflow and corporate culture become more fully apparent,” said Ms. Sheftic. “In company budget hierarchies, HR was not always equipped with the latest technologies – but now that’s critical. They need to be able to recruit, onboard, train, and coach virtually, and to do a lot more strategic analysis with their data beyond personnel recordkeeping. Data helps to show what’s working and what’s not, without the bias and emotion that may be swirling around them. At the same time, the basic human issues of group and individual engagement and employees’ mental well-being in a more remote world have never been more critical. Employee relations remains a focal point.”

“After the initial, sudden upheaval of the pandemic, HR is still showing its ability to pivot and change, and this is likely to continue as all the downstream effects on operations, workflow and corporate culture become more fully apparent.”

The best executive search firms work with HR as strategic partners, not mere recruiters, Ms. Sheftic said. “Companies looking to fill senior roles should seek search firms with expertise in attracting and vetting talent in that distinct career field and expect to have in-depth and ongoing communication about the role and the qualities that make a good fit for the organization. Outlining the requisite skills and experience is just a start. To make the right hire, you’ll need to determine soft skills, leadership styles, environment, focus, pace, agility, and more,” she said.

“Sometimes the desired ‘nice to have’ attributes emerge gradually during the interview process – you didn’t realize you needed it until you didn’t see it,” she said. “A great search firm helps you recognize and refine all the details. And finally, what is the company offering? Is it staying competitive in the talent war? A good search consultant will help you promote the value proposition of the company as an employer and the benefits of the position itself – be it challenge, fulfillment, work/life balance, or growth potential – as well.”

Hyper-Accelerating Change

“In today’s world of hyper-accelerating change and uncertainty, the people function is emerging from the pandemic as an evolving space of rapidly increasing importance,” said Katie Chevis, associate partner, HR, people and culture practice at **Savannah Group**.



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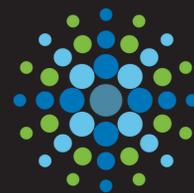
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The Christopher Group Places CPO at Clayton Homes

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Clayton Homes Building Group, the largest builder of manufactured housing and modular homes in the United States, has appointed Case McGee as their new chief people officer.

This critical search was led and placed by founder & CEO, Tom Christopher, and managing directors Nat Schiffer and Dr. Tobin Anselmi.

"It is a privilege to join Clayton Homes with its distinguished history of success. I am excited to put my experiences to work in support of the company's growth plans," says McGee. "The Christopher Group is highly effective in the executive HR search space. They understand the importance of being a great partner to both the client and prospective candidates. From having worked with TCG as a candidate, it's no surprise that they are continually recognized for their performance and growth."

McGee will be responsible for providing human capital leadership to align Clayton Home Building Group's (CHBG) strategic priorities with the necessary people capabilities to deliver on the business objectives and desired culture. As a member of the executive leadership team, Case will develop strategies and tactics across areas including DEI, talent acquisition and management, succession planning, organizational development, training, performance management, and total rewards and benefits.

"This was one of the more difficult and rewarding searches that we have completed in recent memory," said Nat Schiffer. "Clayton Homes has such an incredibly successful and defined culture. They are a legendary employment brand in the region and beyond. They do not often recruit from the outside, especially for C-Suite roles, and therefore finding the right fit was 80-plus percent of the challenge in executing the search. Dr. Tobin Anselmi and I interviewed scores of candidates that were technically capable of doing the job – but finding the right chemical profile to successfully assimilate into the Clayton professional family was the real trick. This is another example of the Christopher Recruiting System's ability to meet the needs of the most discerning clients where the stakes of a failed hire could not be greater!"

"Where it used to be the case that the competitive advantage of a business was defined by its products and services, it is increasingly recognized that people, talent and culture are critical differentiators to business success. With many organizations undergoing ground-breaking change and transformation, navigating ever-accelerating digitization, rapidly evolving customer behavior, seismic social shifts and enormous changes in traditional and potential products and services, organizations without exceptional people functions are going to quickly lose ground," she said. "The right leadership of the people function has never been more important, nor has it had the scope to be more impactful. All organizations, no matter their sophistication or size, are acutely aware that they have to get people matters right."

The right executive search firm is a true partner, an extension of the brand and organization that they are supporting to attract and engage with the very best possible talent, Ms. Chevis said. "Having the right ambassador out in the market on your behalf has never been crucial. The war for talent has never been stronger, and innovative, inspirational leaders are in high demand right across the board. A well networked and respected search firm can open doors and elevate conversations for you which you may not be able to do yourself, as they have the dialogue and trust already with these candidate pools."

Hunt Scanlon HR/Diversity Recruiting Power 65

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SPOTLIGHT

Shaping the Future: The Meaning and Importance of DE&I



Val Lopez



Ashley Schiele

Val Lopez, Ashley Schiele, Lisa Butkus and Mayank Parikh are partners with **Hanold Associates HR & Diversity Executive**, a boutique executive search firm focused on HR and diversity and inclusion officers. Its client list is diverse across industries, geographies and business scenarios, and culture is at the core of everything the firm does. Its clients include the National Football League, Zoom, Domino's Pizza, Under Armour, Patagonia,



Lisa Butkus



Mayank Parikh

Gucci, Tom Brady's TB12, Kohler, REI, Live Nation Entertainment, Dick's Sporting Goods, McDonald's, Major League Baseball, Kellogg, Apollo, Big Ten Conference, Blackstone, Federal Reserve Bank of New York, Electronic Arts, Fiat-Chrysler, SC Johnson, eBay, Moderna, Hillrom, Great Place To Work, Fossil, Vail Resorts, AbbVie, Carnival Corp., Biogen, Allstate, Bridgestone, Wikimedia, ClubCorp, Nike, Abercrombie & Fitch, Robert F. Kennedy Human Rights and Ford Motor Co., among others.

The recruiters recently joined **Hunt Scanlon Media** to discuss the meaning and importance of diversity and inclusion as well as how HR leaders are helping shape the future for organizations!

What does diversity mean to your firm? What about equity and inclusion? How are they different?

Lopez: Diversity plays a critical role in how we operate both internally and externally as a firm. I'm proud to say we're the most diverse top 50 retained search firm in the US and it shows in our team make-up—not only in our physical attributes and identities, but also in our diverse lived experiences, how we approach problem solving, and in our communication styles. All of these impact how we show up externally for our clients and candidates. It's about building and cultivating relationships across a very diverse candidate market and being able to advocate for candidates because of an understanding of shared experiences. It's ensuring that we're presenting a diverse slate to our clients and mitigating any biased thoughts and decisions in the hiring process. We understand that equity and equality are not the same. In essence the end goal is the same: for everyone to be treated fairly and given an equal chance. But equity is acknowledging that not everyone has the same "starting line" despite having the same "finish line" as their peers. Each person has different circumstances and for someone to have a fair chance at success, leaders have to understand and address those individual needs/wants for them to be successful in the workplace. This applies to us as a firm and how we consult our clients. Inclusion is embracing and celebrating our differences, as well as our common interests. It's specifically making an effort to

include people in underrepresented groups across the organization. Inclusion can look like fostering a sense of belonging at work, offering education and awareness on foundational DEI concepts and implementing consistent employee recognition.

Schiele: At Hanold, diversity is more than just representation or checking a box; it is foundational to how we attract talent, both internally and externally. We truly believe that great talent can come from anywhere and we hold our firm to a higher standard when recruiting for our clients as well as our internal team. In addition to gender and ethnic diversity, we pride ourselves on diversity of thought and diversity of background. By approaching diversity multidimensionally, we see better (and faster) results and outcomes for our clients. Inclusion is woven into the fabric of the firm, in that our colleagues feel they can show up to work as their true, authentic selves without fear of retribution or judgement. We intentionally cultivate psychological safety and as a result, we are constantly striving to achieve and maintain an overall sense of belonging in our culture. For us, equity means fair and equitable processes and programs regardless of differences. It means adapting resources and building processes to best suit EVERYONE'S needs, not just the majority. Equity and inclusion are different in that inclusion is more behavioral-based whereas equity tends to be more structural but they are different sides of the same coin.

Discuss the lack of diversity at the C-suite level. Why is it persistent and what is being done to add more balance?

Lopez: The lack of diversity can be attributed to organizations not being ready for change. This is manifested in a variety of ways, including not changing the selection criteria for a C-suite role that's been in place for decades and assuming success and talent equates to meeting a "checkbox." It can be attributed to organizations not fully supporting new ideas and leadership styles that come with having diversity on a leadership team. Some may have diversity in C-suite, but how sustainable is that? Are new leaders coming into a C-suite micro-culture of inclusion and belonging? If not, diversity in leadership will be short-lived. By expanding the selection criteria for C-suite positions to include lived experience, technical expertise and functional knowledge, and searching outside traditional networks, organizations will open up their pipeline to diverse talent that wouldn't have been found operating under the traditional selection process. Organizations should also be on top of formalizing succession planning and upskilling talent that can bring a diverse perspective, skills and experiences to leadership teams.

How has the resulting move to remote and hybrid work affected HR executives' jobs?

Butkus: HR leaders are being tasked with guiding executives and organizations on how to continue to engage and develop employees in a more dispersed environment. Additionally, as companies have continued to hire during *(cont'd. to page 8)*

the pandemic, HR leaders have had to develop different ways of onboarding to make sure new hires are acclimated into the culture, without the benefits of in-person interaction and office collaboration. The future of work is one of the most pressing topics for CHROs in this current climate!

What role is HR playing in the transition and transformation of the workplace due to the pandemic?

Parikh: In one of the most competitive talent landscapes in recent memory, HR and talent leaders have had to carefully balance the need to stay competitive for top talent with the unique nuances of their business strategy and their culture. Business-oriented HR leaders are amongst the best equipped to straddle those competing priorities and ensure that new working modalities fit within their organization’s goals and values.

What makes the best HR leaders?

Parikh: The best HR leaders are those that embrace the challenge that comes with that process and as they roll out flexibility around remote and hybrid work, they’re also relentless evolving their own diversity, talent management, succession planning and talent acquisition strategies to ensure that those processes are still validated and reasonable in new circumstances. Now more than ever, HR really has the opportunity to lead that conversation and ensure that the transformation they’re undergoing to compete for talent also makes their organization more fair, consistent and equitable.

LEADERSHIP SEARCH

Hanold Associates Recruits Head of People & Culture for Patagonia



Patagonia, a high-performance outdoor apparel and accessories brand, has appointed Lisa Ramirez as head of people & culture. Lisa Butkus, Sandra Pena and Meg Magurany of Hanold Associates

HR & Diversity Executive led the search. Hanold Associates was seeking an executive with an exemplary track record of at least 15 years of experience in organizational development, human resources, training and coaching, and leading significant change management processes including equity transformation in complex institutions that are diverse by race, gender, class and sexual orientation.

Ms. Ramirez fit that bill. She previously served as a senior regional human resource manager at Amazon, leading an HR team that supported 25,000-plus employees across a region of distribution centers. Prior to that, she served as the human resources business partner for the product development team for Pearson, a K-12 technology organization. Ms. Ramirez also spent six years as an HR manager with Lowe’s Companies.

As head of people and culture with Patagonia, Ms. Ramirez will serve as a member of Patagonia’s leadership team in Reno and lead the HR function for that site, developing the HR structure and Reno campus culture as the business grows. In this role, she will create people policies that meet the needs of the business and implement programs for leadership development and career planning. Ms. Ramirez will also be a key partner and advocate for their anti-racism and justice work.



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SPOTLIGHT

HR's Evolving Role in the C-Suite



*Kenneth Roldan is the founder and chief executive officer of **WB&B Executive Search**, a Hispanic-owned minority business enterprise with a focus on diversity and inclusion. The firm concentrates on finding talent for academia, not-for-profit organizations, corporate America and government agencies. Among its long client*

roster: Unum, Microban, Akron Children's Hospital, Thrivent, The Wendy's Co., Bell Flight, Boeing Defense, Space & Security, Prisma Health and FDNY.

Mr. Roldan has had a passion for diversity management recruitment for over a decade. His strategies in global diversity staffing, succession planning and retention have helped alter the balance in the ethnic, gender and cultural diversity in America's corporations, government and not-for-profit organizations. With a bachelor's degree from Cornell University and a law degree, Mr. Roldan was recently appointed to the Civil Rights Bureau of the New York State Attorney General's Office where he was instrumental in driving workplace diversity.

*Mr. Roldan recently sat down with **Hunt Scanlon Media** to discuss the role HR has been playing in the current business climate as well as how executive search has adapted during these times. Following are excerpts from that discussion.*

Kenneth, what role HR is playing in the transition and transformation of the workplace due to the pandemic?

Human resources is playing a significant role in the transition and transformation of the workplace due to the pandemic. This is particularly evident in HR being faced with a "new candidate norm" and managing the expectation(s) of hiring managers given the change in candidate expectations and interests. While there are several ways in which the role of HR has transformed, one recurring theme is that for some employees who have traditionally served in their roles in an onsite capacity are now interested in a flexible work schedule whereas they are able to work remotely for a set number of days during the week. HR is also focused on retention efforts given that it is now an employee-centric market where the "war for talent" has encouraged employers to be creative and flexible in their requirements for select roles and have also encouraged some organizations to conduct market analyses on the compensation targets for roles that may have a more attractive range within other organizations or industries. There are several other ways in which the role of HR has transformed due to the pandemic.

How has the resulting move to remote and hybrid work affected HR executives' jobs?

Among the several effects of the transition to remote and hybrid work models, our anecdotal data reveals that HR executives' positions have been impacted in several ways. HR executives are considering retention measures in today's climate more so than

they have in the past. Given that employees across levels within organizations are being poached and recruited by competitors and other employers, HR executives along with the leadership teams must now become proactive in their strategic plans focused on succession planning, work-life balance for employees, talent development and performance management, as well as employee satisfaction.

How have companies been managing succession?

Though some companies remain conservative in succession planning/promotions, others have transformed their thinking and approach with the understanding that the pandemic has permanently changed the mind, actions and perceptions of many employees and the candidate universe.

"While there are several ways in which the role of HR has transformed, one recurring theme is that for some employees who have traditionally served in their roles in an onsite capacity are now interested in a flexible work schedule whereas they are able to work remotely for a set number of days during the week."

How have the roles the chief people officer, CHRO etc. been elevated during this time?

We have not seen an elevation of the CPO and CHRO during this time but rather have seen more of these professionals wanting to retire or transition out of their current organizations.

Can you share some recent searches that your firm has completed and provide a sentence or two on why these roles are crucial at their respective organizations?

Some critical roles include:

- **Patagonia**- Head of global technology: post pandemic...there is an enhanced need for retailers to transform their respective technologies. Several organization are undergoing some facet of digital transformation to increase efficiencies, cost-savings, and revenue growth.
- **Akron Children's Hospital** – VP enterprise analytics... critical for hospitals to get ahead of the curve particularly as it relates to patient care and the impact that technology can play to enhance the patient experience.
- **Barr Brands – Microban** – Head of innovation... crucial role in light of the impact that COVID has had in our home and workplace.
- **Leafly** – SVP, sales... vital role for the organization given the investment across the cannabis industry in human capital to increase the quality of candidates which directly impacts the bottom-line of the business. This draws a parallel with respect to industries that were emerging during the pandemic inclusive of the spirits, technology, etc.



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Odgers Berndtson Appoints Head of Diversity

Odgers Berndtson has named Ryna Young as partner and head of diversity. “We are proud to be a leader in our industry as we appoint Ryna Young as head of diversity,” said Carl Lovas, chair and chief executive officer of Odgers Berndtson Canada. “We are deeply committed to creating an equitable client and colleague experience. Welcoming Ryna to the team is just one more step in ensuring we live our organizational values.”

Ms. Young brings 25 years of experience in executive and interim executive search, leadership development, and succession management. She is passionate about diversity, equity, and inclusion. Having spent the majority of her career in recruitment, and navigating her own leadership journey, Ms. Young has witnessed firsthand how unconscious and systemic bias can affect the candidate and client experience, according to Odgers Berndtson.

Ms. Young has placed board members and other senior leaders within a number of functions, including operations, human resources, IT, sales, finance and accounting across the public and private sectors. Previously, she served as managing director at Optimum Talent. Before that, Ms. Young was a partner with LLH Knightsbridge. She has a degree in psychology from the University of Windsor and is an active volunteer in her community, serving at Foodbank Oakville, Kerr Street Mission and Scott Mission.

“We are deeply committed to creating an equitable client and colleague experience. Welcoming Ryna to the team is just one more step in ensuring we live our organizational values.”

As head of diversity, Ms. Young will draw on her expertise to support the firm with two key strategic initiatives: She will act as an ambassador for DE&I in the delivery of its integrated advisory services and she will serve as an internal champion to ensure the firm is attracting and developing diverse talent. “I believe I have a responsibility to promote greater diversity and inclusion in our industry, which is why I was attracted to Odgers Berndtson,” said Ms. Young. “They understand that the work they do to identify and develop leaders has very real business and social implications, and they are fully committed to leading change. The fact that I get to help shape that journey is an honor and responsibility I embrace.”

Odgers Berndtson also named Jeongah Seo as head of people analytics and talent insights. She will be responsible for driving the firm’s data, analytics and intelligence business and strategy. “Jeongah has spent most of her career focused on change management, process optimization, operations and commercial growth strategy, and she brings keen analytics and insights that will help deliver unique digital solutions to our clients,” said Steve Potter, U.S. CEO.

Are Today's HR Leaders Ready for Tomorrow's Challenges?

The future of work will be different from the past. But the extent to which the future of work relies on HR leaders has also never been clearer, according to a new report by **Russell Reynolds Associates'** Anna Penfold, Harsonal Sachar and Alix Stuart. The pandemic has accelerated a move to a distributed workforce, redefining the office as a hub for creative collaboration and social interaction rather than a daily destination, according to the report's findings.

"The shape of the workforce is changing as well, with many leaders concerned about the availability of the skills they need to move strategy forward," the Russell Reynolds report said. "At the same time, environmental, sustainability and social justice issues have risen to the fore, catalyzing new expectations of employers to take a stand on issues both inside and outside the organization."

The report stresses that talent strategies must evolve to match future needs. HR leaders are now tasked with revolutionizing compensation and benefits policies and rethinking performance management systems to incentivize a hybrid and purpose-oriented workforce. "Deploying the right technology is a huge component of these efforts, as is applying a diversity, equity and inclusion lens to all talent decisions," the Russell Reynolds report said. "Recent research on the future of work identified 21 new HR roles — including the future of work leader, gig economy manager and human bias officer — that will be necessary to help the workforce adapt to new realities."

This evolution has major implications for the CHRO role, according to Russell Reynolds. The profile of a listed company CHRO is already starting to shift in response to the changing work environment. This is partly an agile response to lessons learned throughout the pandemic and a smart way to prepare for its lingering effects. Russell Reynolds says that the question that all leaders must confront, however, is whether today's CHROs are ready for tomorrow's challenges. The Russell Reynolds report offered leadership considerations for future CHROs:

Trend 1: More than half of recently appointed CHROs have previously held the role, as organizations flock to safety in times of crisis.

Future implications: While an experienced CHRO may be a safe choice, their preferred playbooks may not meet the organization's changing needs. "As the structure of work evolves, the CHRO's remit increasingly will include deep technology expertise to enable a distributed workforce along with the ability to speak the language of social justice and manage difficult conversations," the Russell Reynolds report said. "This means CEOs and boards must redefine what experiences and skills a CHRO needs to best serve the organization. While past experience in the role will always be an attractive criterion, it is important to look beyond pure experience and consider the personal attributes, or competencies, that a candidate can bring to the role." *(cont'd. to page 12)*



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Trend 2: Successful CHRO candidates increasingly have a background in talent management.

Future implications: As talent becomes an even higher priority, it will be essential to include it in development plans for high-potential HR professionals. The report says that talent is not only one of the most strategic elements of HR, it is also one of the most likely to be on the board's radar, which helps future leaders build important connections. Looking more broadly, rotations for high-potential HR talent should also include HR analytics and other data and technology-oriented roles to prepare for a future CHRO job.

“Throughout the pandemic, successful CHROs have shown themselves to be agile, commercially astute and ready to collaborate across functions and business units to ensure business continuity and employee wellbeing.”

Trend 3: The majority of FTSE 350 CHROs are women, providing gender balance to many C-suites.

Future implications: As more companies look to add gender diversity via the CHRO role, they risk over-relying on a finite pool of experienced female candidates, according to Russell Reynolds. This points to the need for better, more proactive succession planning for the CHRO role, and more broadly, across the C-suite, an issue that more than 60 percent of executives identified as an area of weakness for their leadership teams in the 2021 GL. Better succession planning means starting the process earlier and launching internal development efforts as well as external market searches to maximize the number of qualified candidates. As other roles start to see higher levels of diversity, the CHRO role will be under less pressure to be the (sometimes sole) representative of C-suite diversity.

“Throughout the pandemic, successful CHROs have shown themselves to be agile, commercially astute and ready to collaborate across functions and business units to ensure business continuity and employee wellbeing,” the Russell Reynolds report said. “In the wake of massive disruption, organizations have a unique opportunity to re-make and re-tool with the goal of performing better in the future. As organizations look to hire and develop their next HR leaders — as well as other C-suite executives — it is critical to take a fresh view of what the organization requires from the role and who is best suited to fill it. As recent CHRO appointments converge around certain characteristics, leaders would do well to take them into account, while also considering more broadly the requirements for success in the role over the next five to 10 years.”



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August Leadership Adds Diversity Search And Leadership Consulting Practice

August Leadership recently expanded its scope by adding a diversity, equity & inclusion search and leadership consulting practice to its portfolio. "Our diversity, equity and inclusion search and consulting practice provides clients with a holistic approach to this space in addition to our direct support to boards, CEOs and CHROs with the overall understanding of their business in relation to diversity, equity and inclusion," said the firm.

The practice helps August Leadership's clients navigate the future business landscape by working closely with C-suite leadership teams offering crafted consulting solutions. The program offers integrative onboarding for senior executives, organization design, training on inclusive leadership and fostering a collaborative culture. Leading these practices is Umran Beba, an accomplished C-suite executive, board director, diversity and inclusion advisor, mentor and sought-after speaker on topics like diversity, equity and inclusion, people and culture.

Named as one of the Top 10 Influential Women in Diversity in 2020, Ms. Beba brings a wealth of experience as a senior global business executive. In her 25 years at PepsiCo, she grew to take on several global leadership roles to becoming the company's Asia-Pacific president. Previously, as PepsiCo's chief HR officer AMENA and global HR operations and systems, and later as chief diversity officer, she managed several transformation projects as well as executive recruitment, talent pipeline building, culture shaping, mentoring, coaching, diversity and inclusion agenda setting and execution and human capital management initiatives.

Beyond Executive Search

"My passion for talent, diversity and inclusion met with August Leadership's values a year ago," said Ms. Beba. "It is about finding the best and diverse talent, supporting organizations to have a winning culture with purpose. With this vision, I have developed my services at August Leadership beyond executive search. Executive search is our core business and now we have leadership consulting and diversity advisory services as well as a dedicated diversity, equity and inclusion practice."

August Leadership also added Nicole Kamaleson to its team. Ms. Kamaleson has extensive experience leading senior executive searches at the board, CEO, C-suite, vice president, and regional and country director levels internationally. She has advised on C-suite talent transitions, diversity, equity and inclusion board/governance, human capital and organizational development. She has expertise in sustainability, ESG, social finance, philanthropy, impact investing, international NGOs, think tanks/research, human rights and the environment.

"By teaming up with two of the top diversity leaders globally, Umran Beba and Nicole Kamaleson, August Leadership is set on its DEI agenda to support clients with outstanding diverse talent as well as leadership consulting from board to C-suite level," said Asad Haider, CEO and founder.

HR/Diversity Searches in the News...

The Christopher Group Assists in the Recruitment of Chief People Officer for ITS Logistics



The Christopher Group, a boutique HR executive search and business solutions firm, recently assisted in the recruitment of Jim Hazboun as chief people officer of ITS Logistics, a premier third-party logistics company. Managing director Nat Schiffer and recruiting director Jim May led the assignment. "I frequently tell our team that every search is unique, and this search and company are a shining example of this," said Mr. Schiffer. "I have no doubt that Jim will be a highly effective addition to their C-suite and help ITS achieve continued success, one billion in revenue, and creating a talent engine to better enable and empower the business."

Storbeck Search Recruits SVP of Talent, Culture & HR for Ohio State University

Storbeck Search, part of the **Diversified Search Group**, has helped to place Jeff Risinger as SVP of talent, culture and human resources at Ohio State University. The assignment was led by Steve Leo and Vicki Henderson of Storbeck Search and Matt Vossler of Diversified Search Group. "As Ohio State's top advisor on workplace and human resources issues, Dr. Risinger will provide leadership across the university to support our values, help advance our diversity and inclusion efforts, and continue to foster a Buckeye culture that positively impacts our entire community," said university president Kristina M. Johnson. Dr. Risinger joins Ohio State from Texas A&M University, where he served as vice president for human resources and organizational effectiveness.



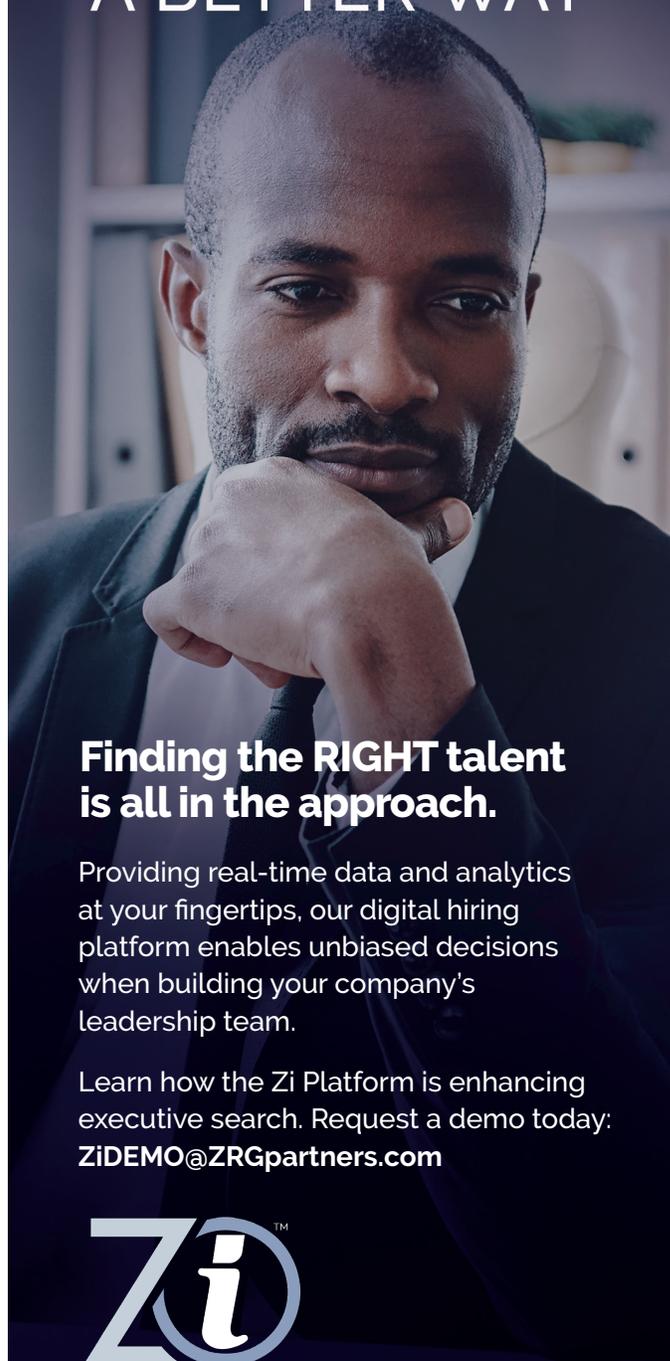
Caldwell Recruits CHRO for Santander Holdings



Jeremy Zeman and Krisha Otto of **Caldwell** recently placed Rosilyn Houston as CHRO at Santander Holdings USA. "I am very pleased to welcome Rosilyn to Santander, and I am confident that the

wealth of experience she has in HR strategy and branding, culture development and recruiting, developing and retaining talent in the financial services space will help us further elevate our employee experience and Santander's employer brand," said Santander CEO Tim Wennes. Ms. Houston joins the company from BBVA USA, where she served as U.S. head of talent and culture and was responsible for providing leadership in recruitment and staffing, compensation and benefits, employee engagement, diversity and inclusion, corporate culture, workplace premises and services, internal communications, payroll administration, and compliance with all employment-related legal and governmental regulations and requirements.

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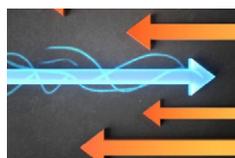
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...More HR/Diversity Searches in the News

Daversa Partners Recruits Chief People Officer for H1



Daversa Partners, which helps build leadership teams for growth and venture-backed companies, has assisted in the recruitment of Traunza Adams as chief people officer of H1, which provides the

largest global healthcare platform that connects healthcare professionals. Director Meagan Flynn and partner Peter Baiocco led the assignment. "H1 has hired talent at an extraordinary pace, especially in the last 12 months," said Ariel Katz, co-founder and CEO of H1. "It's imperative that we continue to hire creative and dedicated professionals and promote diversity, equity, inclusion and belonging as part of our core values. Traunza is the perfect executive to lead this charge based on her stellar track record, and we're very excited to have her join the leadership team."

Furst Group Recruits Chief People Officer for Ann & Robert H. Lurie Children's Hospital of Chicago

Furst Group has assisted in the placement of Audrey Williams-Lee as chief people officer of Ann & Robert H. Lurie Children's Hospital of Chicago.



The hospital said it changed the title of this role from chief human resources officer to emphasize the importance of people in advancing its mission. "Audrey brings impressive experience leading a diverse, service-oriented workforce in major companies, such as the Hyatt Hotels Corp. and McDonald's Corp.," said Tom Shanley, president and CEO of Lurie Children's Hospital. "We expect to benefit from her new perspectives, rich experience in human resources and deep commitment to equity, diversity and inclusion. We welcome her enthusiasm to help us successfully navigate the transformational changes facing Lurie Children's as the healthcare industry moves into the future."

Carrington & Carrington Tapped by Connecticut College to Lead Top HR Search



Chicago-based **Carrington & Carrington** has been enlisted to find a vice president for human resources for Connecticut College. Reporting to the president, the VPHR is the chief human resources officer and serves as a member of the president's cabinet. The individual must work collaboratively with staff and a wide range of colleagues to promote the college's principles of community. Carrington & Carrington was founded in 1979 and specializes in the recruitment and placement of African-Americans, Latinos, women, LGBT and other diverse professionals. It places middle management and senior-level executives across various industries and functional areas. Co-founded by Willie and Marian Carrington, the firm ranks as one of the most respected African-American-owned search firms in the nation.