



HERITAGE
CHRISTIAN SERVICES

LEADERSHIP PROFILE

SENIOR VICE PRESIDENT OF PEOPLE & CULTURE (HR)

ROCHESTER, NEW YORK



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This leadership profile is designed to provide qualified individuals with information about Heritage Christian Services to assist in assessing their interest in the position of Senior Vice President of People and Culture.

EDI EXECUTIVE SEARCH | CONSULTING FIRM

*Where B.O.L.D leaders engaging with difference...drive change and innovation in:
Education / Corporate / HR / Non-Profit / STEM*

ORGANIZATIONAL BACKGROUND



Established in 1984, Heritage Christian Services strives to advance an inclusive and equitable community. Based in western New York, with concentrations in the Rochester and Buffalo Niagara regions, we're innovating and expanding as the needs of our community grow.

Our history is grounded in the story of how three sets of parents who had children with developmental disabilities helped bring a community together, inspire change and create a culture where all of God's children are valued. Since then, the mission and ministry of HCS has been blessed from the first home for nine people, to now serving thousands across New York state and beyond.

At Heritage Christian Services, people always come first. It's what the founding parents insisted on, and it's still the backbone of the culture more than 30 years later. Because of that dedication, the agency upholds the highest standards of support for children, older adults and people with developmental disabilities, and when needs arise – like respite for overextended families – HCS steps in to fill the gap. The agency has grown from one group home in 1984 to now serving thousands of children and adults. It offers homes, day programs, respite, employment services and much more to ensure people receive the support they need from staff members who are dedicated to serving people with dignity and compassion.

Today, its reach includes 15 counties that extend from Chautauqua to Wayne and Seneca counties, plus three childcare centers. Throughout its growth, quality residential programs for people with disabilities have remained at the heart of the agency. To help families who are waiting, HCS continues to add homes and programs where people can have meaningful work and be active in their neighborhoods. Heritage Christian is nationally recognized for its work in strengthening community involvement. The Pieters Family Life Center received the Community Builder Award for providing a place where people with and without disabilities interact naturally.



MISSION

To provide...

A living and working environment that reflects the love of Christ in action; Support and respect for each individual's gifts, strengths and needs; Opportunity to mature, to learn and to grow; A life of dignity, worth and expression to which all are entitled as God's created children. This is their rightful HERITAGE.

COMMITMENT TO EQUITY AND JUSTICE

We believe that people are entitled to dignity, respect, equity and justice. We champion a society that removes barriers. We reject racism and discrimination of any kind. We protest systemic and political inequities that marginalize people, recognizing that there is a history of structural racism in the United States. We will continue to learn and change to achieve justice. We know that strength comes from unity.

COMMITMENT TO COMMUNITY

From inception to now, we demonstrate our commitment to mission and community with a robust set of programs that aim to provide people access to more services and support through our Community Impact Programs.

ROCHESTER MONROE ANTI-POVERTY INITIATIVE

The City of Rochester has faced significant challenges including a high poverty rate as well as a personal and property crime rate that exceeds the U.S. average. In this context, Heritage Christian Services and other major organizations actively work toward addressing the root cause

of these issues in the city. Taking key leadership roles in championing and tackling these challenges head-on. Initiatives such as these are the hallmark of Heritage Christian Services and are rooted deeply in its faith-based values, mission, and vision for a better Rochester and surrounding communities.

“THE FLOUR CITY”



Located in Monroe County, south of Lake Ontario, with a population of 210,565 and a Metro Population of 1,065,690, Rochester has the second-largest economy in New York State following the NYC metro area.

Rochester is a popular destination for immigrants, particularly those from Eastern Europe, Southeastern Europe,

the Caribbean, and Sub-Saharan Africa. The city has the highest percentage of Puerto Ricans of all major U.S. cities and one of the largest Turkish American populations. It also has one of the largest communities of Jamaican Americans with a sizable Polish American population.

Rochester is the birthplace of Xerox, Bausch & Lomb, and Kodak. It is also home to the National Technical Institute for the Deaf with the highest per capita deaf population in the country. The home of Frederick Douglass and birthplace of Susan B. Anthony, it became one of the first boomtowns in the United States for its flour mills on the Genesee River and earned the nickname “the Flour City,” although it is lately used for its connection to the annual Lilac Festival. It is now an international hub of technological and medical developments as well as higher education.

Rochester has been named as America's most livable city, and it's earned high ratings for families and quality of life. It also boasts the most affordable real estate prices of any New York City.

- Black or African American: 38.2%
- White: 36.6%
- White (Hispanic) - 10.7% | Hispanic (Non - White) - 7.5%): 18.3%
- Asian: 3.19%
- Multicultural Non-Hispanic: 3.18%
- Other Race: 0.26%
- Native American and Alaska Native: 0.25%
- Native Hawaiian or Pacific Islander: 0.018%

(As of 2018 Census Data)



OUR SERVICES

While Heritage Christian Services started with residential care, the agency has grown to provide a variety of services including some of the following areas:

Residential Services	Community Habilitation
Self-Directed Services	Children's Health Home
Day Habilitation	Consumer Directed Personal Assistance
Respite	Program (CDPAP)
Care At Home Medicaid Waiver	Employment Alliance
Expressive Beginnings Child Care	Project SEARCH
Eleversity	Employer Resource Network (ERN)

SELF-DIRECTED SERVICES

Even as Medicaid continues to change, people have the option of choosing what supports are most important and which agency they would like to work with. HCS has already built the infrastructure for the new way Medicaid is doing business with agencies. In fact, HCS supports more than 750 people with self-directed plans/budgets and has surpassed the 1,000 mark on the number of self-hire employees.

DAY HABILITATION

Heritage Christian Services' Day programs offer a variety of opportunities for individuals with developmental disabilities to develop skills for personal growth. With several dozen sites in Rochester and Buffalo, NY, participants enjoy a wide range of activities and make a significant contribution to their communities through more than 80,000 hours of collective volunteer service each year.

CONSUMER DIRECTED PERSONAL ASSISTANCE PROGRAM (CDPAP)

People, or their designees, can hire family members, friends, neighbors or other people they trust to be an attendant. An attendant can perform all the tasks usually assigned to a home health aide such as assisting with eating, dressing and bathroom needs.

COMMUNITY HABILITATION

Community habilitation offers people the chance to receive individualized support in their homes and at places they like to visit. The person and their staff work together to plan what the day should look like. Maybe that's a trip to the library and a visit to the gymnasium. Maybe that's a few hours of volunteer work, followed by a cooking lesson.

ELEVERSTY

Eleversity partners with businesses and organizations in New York state and across the country to provide educational opportunities and event planning services designed to elevate the skills of your workforce. Our experienced staff can facilitate pre-existing trainings as well as create customized curricula based on your company's unique needs.

EMPLOYER RESOURCE NETWORK (ERN)

Heritage Christian Services operates the Employer Resource Network (ERN) of Rochester as part of a national network. The ERN's greatest impact comes through the provision of Success Coaches to network businesses. Success Coaches are there to provide support and barrier removal for personal and professional challenges that limit successful employment.

BROKERS AND FINANCIAL MANAGEMENT

When individuals choose to self-direct their services, Heritage Christian can provide broker and fiscal intermediary support. This allows a person to manage their individual budgets and purchase necessary supports and services.

RESPIRE

The respite programs at Heritage Christian Services offer short-term care for children and adults with intellectual and developmental disabilities, which gives their caregivers the gift of time to devote to other areas of their lives. Some programs can offer overnight support while others provide after school respite. In addition, HCS serves families who are interested in hourly respite or in having a staff member provide respite in the family's home.

RESIDENTIAL SERVICES

Close to 400 people live in homes operated by Heritage Christian Services. In traditional homes, people are supported 24 hours a day by a compassionate, highly trained staff. That same top-notch care is available for people with disabilities who would like something outside of a traditional home, something that's tailored to the number of hours of staffing each person needs and allows for more flexibility in the number of people at each site. The agency welcomes people of all faiths and makes sure people have the opportunity to attend places of worship, volunteer for causes they believe in and become part of the larger community.

See our comprehensive list of services and programs [here](#).

LEADERSHIP TEAM

Join a dynamic leadership team that is committed to the mission and purpose of one of Rochester's largest employers. With the experience, expertise, and focus on HCS's impact in the communities it serves, the senior leadership team is excited to welcome an HR leader and colleague who would help enhance employee's experience across the organization.



Marisa Geitner, (front row-center) started at Heritage Christian by working directly with people who have intellectual and developmental disabilities. She is now president and C.E.O. Geitner has led the agency through many firsts, including the launch of a new day program model and creating an organizational development department that today supports more than 2,900 employees.

She worked to build the Pieters Family Life Center, a health and wellness center in Henrietta, NY, that is recognized nationally for its work in bringing people of all abilities together. Now, she is leading the \$93 million agency as it expands its reach through in-home services, employment services and childcare. Learn more about the team ([Here](#)).

THE OPPORTUNITY

EDI is proud to partner with Heritage Christian Services (HCS) in search of its Senior Vice President of People & Culture. This inclusive senior HR leader will play a pivotal role in HCS's focus on recruiting and retaining the best workforce and enhancing an inclusive and anti-racist organizational culture and climate.

Heritage Christian Services is seeking a dynamic, collaborative, and innovative diverse and inclusive leader with strategic responsibilities for human resources and a keen lens on diversity, equity, inclusion, and justice. The incumbent will have the opportunity to lead the agency's people into an exciting future of work and have oversight on all human resources related areas. The SVPPC is a strategic partner on the senior leadership team, providing guidance, support, and consultation in organizational development and change initiatives that impact the employee experience.

If you are an exceptionally experienced and/or certified human resource professional with a demonstrated commitment to diversity, equity, inclusion, and justice, then this is the right opportunity for you to join an organization with deep social justice roots to match your interests.

The "Spirit of Welcoming"

Empowering people. Enriching lives.



POSITION OVERVIEW

As a leader in providing strategic direction for employee experience, the Senior Vice President of People and Culture (SVPPC) will have the experience and requisite skills to support the mission, vision and values of Heritage Christian Services, Inc. The SVPPC is responsible for developing and executing data driven human resource strategy in support of the overall business plan and strategic direction of the organization, specifically in the areas of succession planning, talent development, change leadership, organizational and performance management, training and development, and compensation. As the senior HR Officer in charge of managing the strategy and processes related to building and retaining an exceptional team of professionals, the SVPPC will serve as the company's culture advocate and brand builder to help attract and retain the best and brightest diverse and inclusive talent to the organization. S/He/They will provide strategic leadership by articulating the culture, brand and human resource needs and plans to the executive leadership team, stakeholders and the board of directors. They will report directly to the President and CEO.

YOUR ROLE & RESPONSIBILITIES

This is a unique opportunity to demonstrate your human resources as well as inclusive and adaptive leadership expertise at the highest level within a purpose-driven organization.

THE IDEAL CANDIDATE IS:

- A BOLD human resources leader who uses research, data, and empathy to make decisions.
- An advocate and champion for Diversity, Equity and Inclusion.
- A skilled communicator, lifelong learner, problem-solver, who believes in promoting employee effectiveness and belonging.

- A people-oriented leader who cares deeply about; how they approach their work, how they think, what organizational design is most effective, what unleashes people's creativity and passion, and what enables them to perform at their best.
- Someone who listens to and learns from all employees at all levels across teams, understanding that leveraging many perspectives leads to the most innovative and effective strategies.

LEADERSHIP

- Act as an employee champion and change agent by anticipating employee-related needs and delivering value added services for the benefit of all employees.
- Alongside our Leadership team, champion our commitment to Equity and Justice throughout our organization and our community.
- Champion our People and Culture strategic goals and ensure they cascade throughout our strategic categories to include our Customer, Operation Improvement and Value Objectives.
- Lead the creation and maintenance of data analytics including key performance indicators to inform business intelligence.

RECRUITMENT, DEVELOPMENT & RETENTION OF TOP TALENT

- Develop comprehensive data- driven strategic recruiting and retention plans to meet the human capital needs of strategic goals.
- Ensure that Heritage is attracting diverse and inclusive talent to achieve our DEIJ goals
- Enhance workforce and talent development functions by overseeing talent acquisition, employee development, succession planning, retention, leadership development, compensation and benefits globally.
- Bring the best out of all of our employees through best-in-class onboarding, training, & professional development.
- Provide oversight and direction to the Employer Resource Network- Rochester and Buffalo networks.

ORGANIZATIONAL PLANNING

- Partner with the leadership team to develop the long-term people strategy across the entire organization.
- Work with the Agency's executive leadership team to establish a sound plan of leadership succession that corresponds to the strategy and objectives of the Agency.
- Work on a strategic as well as tactical level to develop solutions regarding the workforce.
- Learn fundamentals of key applications including HireVue, iCIMS, and ADP. This will be taught on-the-job.

PEOPLE ENGAGEMENT & CULTURE

- Make HCS the best place to work built upon our Core Values and Culture while supporting our DEI objectives.
- Establish and implement cultural, engagement and human resource improvement efforts that effectively communicate and support the Agency's mission and strategic vision.
- Develop people, brand and cultural development plans and strategies to support the achievement of the overall business objectives.

COMPLIANCE, COMPENSATION & BENEFITS ADMINISTRATION

- Develop and implement comprehensive compensation and benefits plans that are competitive and cost-effective.
- Ensure all employees are paid on time and all regulations and laws are adhered to.
- Implement and manage compliance efforts with all the Labor laws and regulations that govern the private companies relating to all aspects of the employee life cycle.
- Develop robust policies and processes that are in compliance to help mitigate risk.

DIVERSITY, EQUITY, INCLUSION & JUSTICE

- Provide overall leadership and guidance to the efforts of Diversity, Equity and Inclusion.
- Lead the agency in enhancing and developing an inclusive working environment.
- Experience, awareness, and working understanding of Title VI, VII and ADA.

BUSINESS ACUMEN & CONSULTATION

- Maintain an effective level of business literacy including company goals, mission, financial position, strategy, competition, technology and culture.
- Function as a strategic business advisor, with the use of informed business data, to the executive/senior management of each business unit or specialty group regarding key organizational and management issues.

SUPERVISORY RESPONSIBILITIES:

- This position is directly responsible for leading the managers of departments they supervise and indirectly responsible for all employees within the department.

MINIMUM QUALIFICATIONS:

- 7+ years of experience within the human resources/people and culture profession.
- Lived experience with diversity and a demonstrated history of striving for inclusion and equity in professional environments.
- Bachelor's Degree and/or equivalent experience commensurate with the skills and responsibility of an executive leadership position.
- Comprehensive knowledge of Federal and State Employment and labor laws.
- Proficient in Microsoft Office programs. Proficiency with using business data to drive business intelligence.
- A valid NYS driver's license that is in compliance with Agency standards.

PREFERRED QUALIFICATIONS

- 10 years of experience within the human resources/people and culture profession.
- Master's Degree in HR, MBA and/or equivalent experience commensurate with the skills and responsibility of an executive leadership position.
- Certified HR Professional - SHRM-CP, SHRM-SCP, PHR or SPHR.
- DEI Certification a plus.



COMPREHENSIVE BENEFITS OVERVIEW

- Health Insurance and Dental Plan
- Flexible Spending Account (FSA)
- Group Term Life Insurance
- Generous Retirement Plan and 403(b) Plan
- Paid Time Off including holidays, vacation, sick and health reserve
- Success Coaching
- Employee Assistance Program and Tuition Reimbursement

Complete details can be found in Employee Handbook

PROCEDURE FOR CANDIDACY

EDI is assisting Heritage Christian Services in this search. All applications, nominations and inquiries are invited. Applications should include, as separate documents, a DEI Statement, a CV or resume, and a cover letter addressing the themes in this profile. For fullest consideration, candidate materials should be received by June 30th, 2021. Application materials should be submitted using EDI's [candidate portal](#), and inquiries can be directed to EDI's senior consultants Mohammed Ahamed and Jane Kelly at (HeritageSVPPC@ediesc.com).

Heritage Christian Services, Inc. is an equal opportunity program provider and employer, and complies with Title VI of the Civil Rights Act of 1964 ("Title VI") and the Americans with Disabilities Act (ADA). [Learn more about Title VI here.](#)

EDI is a premier executive search and diversity consulting firm that services educational institutions, corporate / HR, non-profit and STEM industries. We help our clients attract, develop and retain the best diverse and inclusive workforce by identifying and addressing issues confronting equity, diversity and inclusion in their systems, structures, policies, and practices.