Program Operations Manager

David and Lucile Packard Foundation | Los Altos, California

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**Background**

The David and Lucile Packard Foundation (Foundation) is a family foundation located in Los Altos, California. The Foundation is guided by the enduring business philosophy and personal values of Lucile and David Packard, who helped found one of the world’s leading technology companies. Their approach to business and community participation has guided our philanthropy for 50 years. Today, their children and grandchildren continue to help guide the work of the Foundation. The Foundation makes grants at the local, state, national, and international level. The Foundation works on the issues its founders cared about most, which are:

* Improving the lives of children
* Enabling the creative pursuit of science
* Advancing reproductive health
* Conserving and restoring the earth’s natural systems
* Supporting and strengthening an array of local nonprofit organizations

David and Lucile Packard also passed on to the Foundation the following core set of values: integrity; respect for all people; belief in individual leadership; commitment to effectiveness; and the capacity to think big. A staff of 110 conducts the day-to-day operations of the Foundation and a Board of Trustees oversees the work of the Foundation, all in keeping with the values of the Foundation. Grantmaking to advance issues is mainly carried out by four programs at the Foundation including the Conservation and Science; Population and Reproductive Health; Children, Families, and Communities; and the Local Grantmaking Programs. The Foundation is seeking to fill the position of Program Operations Manager which oversees all operational aspects of two of the four programs, the Children, Families and Communities Program, and the Local Grantmaking Program. Together, these two programs oversee the distribution of 300 grants totaling $31M annually that support the goals and strategies of each program.  A brief overview of the two programs follows. More about each program can be found at [www.packard.org](http://www.packard.org/).

**Children, Families, and Communities**

The Children, Families, and Communities (CFC) Program strives to ensure that all children have the opportunity to reach their full potential. Its grantmaking strategies address two interrelated and fundamental needs that must be met for children to thrive: education and health. To that end CFC focuses on three specific strategies: Early Learning; Children’s Health Insurance; and After-school and Summer Enrichment.

In 2013, CFC’s new 10-year early learning strategy was provisionally approved. The goal of is to improve the quality of early learning and developmental experiences, in both formal and informal settings, for children in California from birth through age five by supporting the adults (caregivers, teachers, parents, and relatives) in their lives.

The Children’s Health Insurance program began in 2003 and adopted a goal to ensure that all children in the United States had access to health insurance appropriate to their needs. Foundation grantees played an active role on the reauthorization of the federal Children’s Health Insurance Program. Given the passage of the Affordable Care Act (ACA) this program has extended its strategy through 2016 to ensure effective implementation of ACA to secure health insurance for all eligible children.

In 2006, CFC began investing in after-school and summer enrichment. The central goal of its grantmaking strategy is to ensure that quality after-school and summer enrichment programs in California become integral to a system of learning that supports the development of 21st century skills and success in school. This strategy will run through 2016.

**Local Grantmaking Program (Local)**

For more than 40 years, the Packard Foundation has supported an array of nonprofit organizations in geographic areas that are significant to the Packard family. These include the five California counties that surround the Foundation in Los Altos, California—San Mateo, Santa Clara, Santa Cruz, Monterey, and San Benito—as well as Pueblo, Colorado, the birthplace of David Packard. Our goal in supporting these communities is to help make them stronger and more vibrant places where families can thrive and reach their potential. Annually, the Local Grantmaking Program makes an estimated 150+ new grants per year which is expected to total approximately $15M for 2014.

**Job Summary**

With joint reporting to the Director of the Children, Families and Communities (CFC) Program and the Director of the Local Grantmaking Program (Local), the Program Operations Manager is responsible for overseeing all operational aspects of the CFC and Local Grantmaking Programs. The individual supports and manages an environment that ensures operational excellence is achieved within each program by directing, supervising, and administering all aspects of each program’s operations. In doing so, the individual oversees a broad range of work carried out with a team of program operations staff who work within the two programs. In this role, the Program Operations Manager also works to ensure that each program’s operations are in keeping with Foundation-wide policies in the grantmaking operations, legal, finance, human resources, information technology, and workplace services areas. Five staff report to the Program Operations Manager and the individual serves as a member of the Foundation’s Management Team.

**Responsibilities**

**Programmatic Operations**

The Program Operations Manager oversees program operations and strives for operational effectiveness, efficiency, and alignment with program goals, undertaking the following responsibilities:

* Develop and oversee operational infrastructure, systems, and processes that ensure effective operations for the CFC and Local Programs
* Assess, enhance, and adapt operational infrastructure, systems, and processes to ensure effectiveness
* Provide regular reporting on operations to the program directors and teams

**Grants Planning, Processing, and Management**

Working with respective departmental program associates and in coordination with the Grantmaking Operations team, the Program Operations Manager oversees the successful annual planning and ongoing processing of departmental grants, ensuring that they are processed accurately in a timely manner, and in accordance with Foundation policies and procedures.

* Coordinate annual grant planning process working with directors, program officers, and program associates
* Track grantmaking budget and spending, including forecasting and monitoring grant payout
* Coordinate ongoing grant cycles and deadlines, including grant approval and Board docket processes
* Serve as a liaison and partner with the Grantmaking Operations staff
* Monitor grantmaking progress and adherence to deadlines and response-time goals
* Develops monthly reports on grants spending progress
* Continually evaluate existing grants processing processes making adjustments as needed for maximum effectiveness, efficiency, and grantee ease

**People Management**

The Program Operations Manager provides supervision, support, and training for program associates in the CFC and Local Programs undertaking the following responsibilities:

* Provide day-to-day supervision and support to program associates, and ongoing staff mentorship
* Develop program associates' performance summaries and learning plans
* Meet regularly with each program associate to assess progress toward objectives
* Coordinate department training of program associates, and identify relevant external training opportunities
* Oversee the hiring of new program assistants or associates
* Ensure program officers and program associates are coordinated and working collaboratively to meet program goals
* Communicate management team decisions to program associates and seek feedback
* Work collaboratively with the directors’ assistant and provide backup as needed to ensure smooth and effective program support

**Budget Management**

The Program Operations Manager manages the operating budgets for the CFC and Local Programs undertaking the following responsibilities:

* Develop annual operating budgets working in coordination with the Controller’s Office
* Review and reconcile monthly financial reports
* Manage contracting process and coordinate payment of invoices
* Tracking operating budget spending, preparing quarterly reports for directors

**Foundation-wide Coordination and Liaison**

The role of the Program Operations Manager requires coordination with multiple areas across the Foundation undertaking the following responsibilities:

* Serve as a member of the Foundation-wide Management team
* Coordinate quarterly Board dockets
* Coordinate schedules, tracks and enforces programmatic and Foundation-wide deadlines
* Provide input into Foundation operations projects

**Other**

* Review written materials, research and stay abreast of grant-related issues
* Represent the directors of both programs in a positive and professional way within the Foundation and in interactions with individuals and organizations external to the Foundation
* Plans, manages, and facilitates program-wide meetings, including monthly staff meetings

**Qualifications**

**Required Knowledge, Skills, Abilities, and Attributes**

The Program Operations Manager position presents the right candidate with a dynamic opportunity to work within an organization dedicated to addressing a range of issues of importance. We seek someone with the following:

**Professional Qualifications**

* A bachelor’s degree and a minimum of 5-7 years of relevant experience; graduate degree a plus
* Experience working with complex operations, workflows, and systems
* Experience working across and/or supporting operations for multiple business units or departments
* Strong team management experience and a demonstrated ability to lead, motivate, and inspire team members
* Exceptional interpersonal skills with an ability to consistently maintain good working relationships, working effectively in a team setting
* Ability to provide constructive performance feedback and recommend necessary improvements with sensitivity and diplomacy
* Experience with budgets and quantitative aptitude
* Excellent verbal and written communication skills, including demonstrated proofreading skills
* Strong project management skills, alongside an ability to anticipate, prioritize, and manage multiple tasks
* Advanced proficiency with MS Excel, Word, PowerPoint, SharePoint and a willingness to learn additional software as required. Design sense and creativity, a plus.

**Professional and Personal Qualities**

* Impeccable integrity and trustworthiness, with an ability to handle sensitive information effectively and confidentially
* Demonstrated ability to work both independently and collaboratively as a member of two separate teams
* Professional demeanor that demonstrates warmth, dependability, responsiveness, knowledge and credibility
* Handles deadlines and pressure with poise; and responds with grace and flexibility in a rapidly changing environment
* Consistently maintains a positive attitude and good working relationships
* Ability to work well with diverse colleagues with varied personalities and work styles
* Demonstrated respect for diversity and multicultural sensitivity
* Professional and emotional maturity with a good sense of humor
* Passion for the work of the Foundation, particularly the work of the Children, Families, Communities and/or Local Grantmaking Programs

**Physical Requirements**

Candidate must have the ability to communicate via voice telephone, read and understand written communication, and generate written communication manually and using a computer. Candidate must also be able to work at a desk for long periods of time (2-3 hours), lift and move documents and supplies (not to exceed 25 lbs.), and bend to file or retrieve documents.

**Compensation**

The Foundation offers an excellent benefits package and a salary that is commensurate with related work experience. The position is located in Los Altos, CA and is full-time and exempt.