



Global Director, Human Resources
Location: New York, New York
August 2020

Do you believe that an organization's most valuable asset is its people? Are you ready to support purpose-driven teams that are correcting the vision of millions of low-income customers so they can work, learn, stay safe, and care for their families?

The pioneering social enterprise, VisionSpring, seeks a dynamic and experienced global director of human resources to support colleagues in our New York office and eight key markets: India, Bangladesh, Ghana, Kenya, Nigeria, Uganda, Vietnam, and Zambia. The global director works with the COO and department leaders to develop organization-wide HR strategy and plans, and design and implement global people systems and programs for talent development, performance management, compensation and benefits, training, culture, and human resources administration and compliance. This person is a "values champion" and cultivates high levels of mission alignment and team member satisfaction. Based in VisionSpring's New York City support office, this position reports to the COO and collaborates closely with the global leadership team. The global director of HR leads a team of eight people, in Dhaka, New Delhi, and New York.

Since its founding in 2001, VisionSpring has corrected the vision of 6.9 million people living on less than \$4 per day. In the last four years, we have tripled our eyeglasses sales and impact, and expanded operations from 80 people in two countries to more than 300 people in nine countries. VisionSpring creates access to eyeglasses and shapes lasting markets for vision services through hybrid business models that pair earned revenue with philanthropic capital. Our growth is backed by a robust portfolio of government agencies, corporate social responsibility initiatives, leading venture philanthropists, and an innovative partnership with Warby Parker. With the generous support of these philanthropic investors, we have leveraged our unique capabilities to pivot resources from traditional eye care programs to COVID-19 emergency response, delivering essential commodities to partners and customers, protecting health workers, and helping to prevent the spread of COVID-19 in the communities we serve.

ABOUT YOU

- You promote belonging, performance, and equity across dispersed teams with broad ranges of experience. You have a flexible, sensitive style while working with colleagues from diverse cultures, especially those who are not native English speakers.
- You enjoy designing and building human resources infrastructure, and are resourceful in a fast-growing organization. You seek answers, create structure, and devise solutions when obstacles appear. You are iterative in your approach, building solutions that are layered on feedback loops and in a spirit of continuous improvement.



- Empathy is your superpower. You create psychological safety by building trust and encouraging risk-taking and courageous conversations. You have no qualms about being an ombudsman.
- You have a people-focused, modern take on human resources. When designing and implementing programs and policies, you learn about new and best practices to evolve our unique approach to people operations.
- You are a roll-up-your-sleeves, hands-on leader. In building a business, you are not above doing any task, large or small. You are a player-coach, working alongside your team and helping others in the organization to excel.

ABOUT US

- VisionSpring is creating access to affordable eyewear, everywhere. Clear vision creates opportunities for increased learning, work, safety, civic participation, and quality of life.
- As a social enterprise, social change motivates us first. Our focus on sales and revenue targets serves and advances our mission objective—to increase functioning, productivity, and income earning potential for our low-income consumers by correcting refractive error with eyeglasses.
- We are working to transform the systemic dysfunction of an optical market that has failed to deliver eyeglasses—a 700-year-old technology—to 2.7 billion consumers in need of vision correction, most of whom live on less than \$4 a day.
- We serve low-income consumers, not as beneficiaries but as customers. Our customers expect a high-quality and affordable product, and they will spend limited discretionary income for the immediate and tangible benefits of vision correction.
- By selling eyeglasses, we awaken new demand and seed a viable market. By selling new eyeglasses we are able to serve four times as many people per dollar input than the alternative of donating recycled ones. To efficiently scale, we must deliver each new unit with lower cost.
- We run our business on both sales metrics and social impact measures. We use a range of organizational forms and practices to get the job done.
- We believe in scaling our impact, not our organization. We are a lean team of doers.

WHAT YOU'LL DO

Values and Culture

- Serve as a visible “values champion” in the organization. Examine how we can do even better to live our values: (1) Help others to do well; (2) Advance equity; (3) Constantly adapt, relentlessly improve; (4) Default to transparency, reveal hard truths; and (5) Learn together.
- Support cross-cultural teams in a matrixed management structure that are serving institutional clients and individual customers in 18 countries by fostering relationships,



active listening, and shared ownership. Promote decision making closest to VisionSpring's clients and customers.

Global HR Strategy and Planning

- Partner with the executive team to develop multi-year human resources strategies and plans to support VisionSpring's rapid global expansion.
- Develop a thorough understanding of the connections among organizational management systems and identify the levers for change.
- Lead an overall organizational and work environment assessment to build the next iteration of organization design, employee practices, and culture building to support rapid growth.
- Design, build, and implement standardized processes and tools across the organization to harmonize HR practices across all global locations.
- Partner with legal, finance, and operations teams to develop policies and procedures that ensure VisionSpring continues to operate at high standards of ethics and integrity in all countries where business is conducted.
- Support integration of organizations in potential merger activities.

Performance Management and Talent Development

- Develop and administer a dynamic, conversation-based performance review and goal setting practice that ties individual goals with organizational objectives and career development paths.
- Support team members in sharing and receiving feedback across the organization to ensure everyone is learning and growing in their roles.
- Develop a framework for promotional tracks and the transparent basis for advancement.
- Work with organizational leaders to invest in high-performers and establish opportunities for professional growth.
- Build a succession plan to cultivate the internal talent with significant potential to be VisionSpring's future leaders, and identify areas of the business where the human capital pipeline needs strengthening.
- Create training plans and ensure delivery of training for teams and individuals in the areas of skill development, teamwork, leadership, compliance, and safety.

Compensation Management and Reward/Recognition Programs

- Establish organizational compensation philosophy and guidelines, and develop optimum pay levels and commissions/bonus plans based on factors such as experience, responsibility, location, relevant benchmarks, and statutory requirements.
- Support organizational development as the enterprise expands by recommending changes in compensation structure/bands, titles, and role definitions in order to maintain equity and organizational agility, and to promote career advancement.
- Identify opportunities for team- and organization-based incentives.



- Provide recommendations on the benefits plan and ensure fair and consistent compensation practices.
- Develop and implement team member engagement, reward and recognition programs, and celebrations to foster a positive, ethical, and collaborative work environment.

Team-member Relations and Support

- Work with VisionSpring recruiters to define recruitment priorities and coordinate the recruitment schedule for hiring team members globally.
- Ensure consistent on-boarding, orientation, and confirmation processes for new hires.
- Proactively address queries and team member concerns, and resolve complaints, in a manner that is responsive to unique needs and cultures.
- Conduct investigations, when necessary, to resolve team member complaints.
- Provide support and guidance to team members and managers on all team member-related matters, including policy clarity and adoption, benefits, disciplinary actions, etc.
- Build a communication and feedback loop to surface constructive input for managers through organization-wide meetings, one-on-one meetings, and exit interviews.
- Create and administer an exit plan and process. Conduct exit interviews and prepare and analyze attrition reports.

HR Administration and Compliance

- Manage HR administration and compliance for VisionSpring's teams in key markets, bringing to bear knowledge of, and research on, medical insurance, labor laws, etc.
- Update and maintain a global policy handbook so VisionSpring team members continue to perform at the highest level of ethics and compliance in all markets.
- Develop communications and training protocols to disseminate and implement HR policies and processes.
- Support the finance team with payroll processing and benefits.
- Work with managers to renew agreements with VisionSpring's contracted team members.

WHAT'S REQUIRED

- A minimum of 15 years of professional experience in human resources, with at least 10 years working with team members located in multiple geographies.
- Demonstrated interest in social enterprise models and desire to learn how to articulate and share VisionSpring's unique value proposition.
- Extraordinary follow-through, attention to detail and deadlines, and a strong personal sense of accountability.
- Must meet the highest standards of ethics, with a demonstrated capacity for discretion and for handling sensitive information with care.



- A strong commitment to respectful collaboration with colleagues from diverse backgrounds.
- Fluency in English, written and verbal.
- Bachelor's degree.
- Ability to travel 20% of time. Willingness to travel internationally and work in locations with limited infrastructure.
- Must be permanently authorized to work in the United States.
- Preferred experience and skills: (1) Working in an international organization operating in low- and middle-income countries; (2) Proficiency in a second language; (3) Master's degree in a relevant field; and/or (4) PHR or SHRM certifications.

COMPENSATION

- Salary range is \$105,000 - \$125,000 per year, based on experience and education.
- We offer comprehensive benefits, including medical, dental, and vision, as well as 401(k) with match, pre-tax commuter plan, flexible spending accounts, and generous vacation/personal time.

TO APPLY

- We want to know more than just what you have done. We want to know who you are. What are the passions and talents that draw you to this role?
- Please submit your application, including a thoughtful cover letter and CV/résumé, saved as a single document, to: talent@visionspring.org. Include your last name and "Global Director HR" in the email subject line.
- Please update your CV/résumé to include a brief description (one or two sentences) about the business/mission of each organization where you have worked.
- The preferred start date is October 5, 2020.
- Please note, only candidates to be interviewed will be contacted.
- VisionSpring is an Equal Opportunity Employer. People from historically marginalized populations are encouraged to apply.