

Recruitment Profile
for

Deputy Executive Director



Transgender Legal Defense & Education Fund
New York, NY

APRIL 2022

LEADERSHIP TRANSITION | EXECUTIVE SEARCH | BOARD ADVISORY

POSITION DESCRIPTION

Title: Deputy Executive Director

Organization: TLDEF (Transgender Legal Defense and Education Fund)

Reports to: Executive Director

Location: New York, NY

ORGANIZATION & OPPORTUNITY:

Founded in 2003, the Transgender Legal Defense and Education Fund (TLDEF) is a national legal organization committed to advancing full legal and lived equality for transgender and non-binary people through impact litigation, direct legal services, advocacy, and public education. Over its 19-year history, TLDEF has brought needed attention to the epidemic of violence against transgender women of color, achieved groundbreaking legal wins, and fought back against discriminatory policies around healthcare, employment, and legal identification.

TLDEF has experienced transformative growth as a direct result of the Executive Director Andy Marra’s intent to scale the organization to meet the many and unique challenges that face the movement for transgender rights. In 2021 alone, nearly 150 anti-transgender bills were introduced in 34 states with similar numbers expected in 2022 with attempts to explicitly criminalize access to gender affirming care and prohibit transgender students from participating in school sports.

With the first transgender woman of color to lead either a national transgender or LGBTQ+ organization, the organization is deeply invested in a “by and for” model with two-thirds of its employees identifying as either transgender or non-binary. By the end of 2022, TLDEF is expected to employ 22 fulltime employees, including the addition of two new director-level positions. In 2021 TLDEF was proud to jointly announce the formation and voluntary recognition of its first-ever employee union.

TLDEF’s Legal Programs currently include its Impact Litigation, Name Change, and Trans Health Projects. Some highlights of recent achievements are:

- TLDEF has worked with some of the nation’s largest insurers in states like Kansas and North Carolina to successfully obtain removal of transgender-related health exclusions covering tens of millions of members across the country.
- In 2020, TLDEF secured a landmark settlement resulting in one of the nation’s strongest jail policies to protect transgender inmates.
- In 2020 alone, TLDEF served more than 600 clients and partnered with nearly 700 *pro bono* attorneys who donated 12,234 hours valued at more than \$8.5 million.
- In 2021, TLDEF successfully sued the state of Pennsylvania to end their ban on name changes for people with certain felony records.
- Over the past two years, TLDEF succeeded in improving court rules and statutes governing name changes in Michigan, New Jersey, and New York.

As TLDEF's impact and visibility has grown, the increasing demand for the organization's policy expertise has also led to TLDEF actively participating at more than 13 local, state, and national tables largely focused on health care access, poverty, criminal justice, gender recognition, and nondiscrimination protections. TLDEF is anticipating hiring its first-ever Policy Director in 2022.

TLDEF has focused its legal advocacy on those most pushed to the margins, including but not limited to Black and Brown transgender women, transgender and non-binary youth, low-income transgender people, and the intersections found among these populations. Of the 613 clients who sought TLDEF's legal assistance in 2020, more than 53% identified as people of color, with over 30% explicitly identifying as Black or African American. Approximately 62% reported living below the federal poverty line and 47% reported receiving public assistance to meet their daily living needs. In focusing on these populations, TLDEF has intentionally lifted up critical and fundamental issues impacting the most marginalized transgender and non-binary people – violence and safety, health care, education, employment, and access to services and public accommodations.

The addition of a Deputy Executive Director is a direct reflection of TLDEF's extraordinary growth over the last several years. The organization has more than tripled in size to its current revenue projection of \$2.8 million in less than four years. TLDEF is also currently engaged in strategic planning to sharpen its focus and guide future transformation and growth. This position will provide the successful candidate with the opportunity to join a growing and thriving national legal organization, to work with and support a dynamic and visionary leader, and to directly impact critical work being done to advance full lived and legal equality for transgender and non-binary people.

For more information, please visit www.tldef.org

LOCATION:

New York, NY (strongly preferred)

REPORTING:

The Deputy Executive Director will report directly to the Executive Director. This senior organizational leader will directly manage and support three people – the Legal Director (who supervises an eight-person legal team), Operations Manager, and yet-to-be-hired Policy Director. It is anticipated that this person will also manage a Manager/Director of People Operations & Culture when that position is added in the future.

POSITION:

Serving as TLDEF's primary internal leader, the Deputy Executive Director will be a key strategic and operational partner to the Executive Director in building and leading a visible, impactful, and sustainable national legal organization. As currently envisioned, the Deputy Executive Director will be responsible for day-to-day management with primary responsibilities focused on Organizational Development, Finance & Operations, and People Operations & Culture. The Executive Director will retain direct oversight of Development, Marketing & Communications, External Relations, and primary Board Management & Relations. TLDEF is presently negotiating its first-ever collective bargaining agreement with UAW Local 2325, and the Deputy Executive Director will play a leading

role in relations and negotiations with the bargaining unit. The Deputy Executive Director will also provide support and shared leadership to the Executive Director on Management and Board Relations functions.

In partnership with the Executive Director, the Deputy Executive Director will help to develop and implement organizational vision and strategy that will lead TLDEF to new levels of operational excellence and mission fulfillment.

KEY RESPONSIBILITIES:

[NOTE: We understand no single candidate is likely to have equal expertise in all of these categories. More importantly, successful candidate will possess a compelling combination of strengths in many of these areas, a strong personal connection to the work and mission, and the self-awareness and leadership skills to manage and/or leverage other resources in areas where they lack personal depth of experience.]

Leadership & Management

- Serve as the primary internal manager at TLDEF, working with the Executive Director and Senior Team to develop and implement organizational goals, strategies, and systems;
- Partner closely with individual Directors to set goals and track individual performance and ensure cross-collaboration among departments;
- Advise the Executive Director on risks and opportunities, provide assessments of organizational performance, and ensure the Executive Director is regularly apprised of progress;
- Closely partner with TLDEF leadership to cultivate and maintain a healthy workplace culture with a focus on applying a diversity, equity, and inclusion (DEI) lens across the organization;
- Strengthen coordination and communication across departments to ensure effectiveness and efficiency;
- Establish and maintain a positive, productive, and transparent working relationship with TLDEF’s Board of Directors;
- Assist the Executive Director in managing relations with Board of Directors, including staffing Board committees, preparing and presenting information at Board meetings, and supporting individual Board members and projects as appropriate;
- Represent TLDEF to external audiences, such as the media, donors, organizational partners, and coalitions among other stakeholders as needed.

Finance & Operations

- Manage and support the Operations Manager and lead efforts to strengthen organizational infrastructure and improve and professionalize systems, policies, and procedures;
- Oversee all financial processes including annual budget, audits, reserve management, and financial reconciliations;
- Optimize operational systems, processes and protocols, management reporting, information flow, process improvement, and organizational planning;
- Develop and maintain organizational policies and procedures to facilitate strategic goals and priorities, including racial equity and inclusion;
- Collaborate with Senior Team to design and execute operational systems and personnel plans to maximize efficiency and support future growth objectives.

People Operations & Culture

- Provide leadership to all aspects of People Operations & Culture, including payroll and benefits administration, risk management, compliance, performance accountability, employee wellness, and training and professional development;
- Develop and maintain a management framework and provide ongoing training to Senior Team members and other supervisors;
- Serve as primary management representative in labor management relations, negotiations, and meetings with the bargaining unit;
- Ensure organizational policies, practices, programs, and processes are administered effectively and in compliance with collective bargaining agreement and all applicable laws and regulations;
- Respond to and investigate employee complaints and grievances as well as promote health, safety, and adherence to TLDEF policies, procedures, employee handbook, and any Collective Bargaining Agreement in place.

CANDIDATE PROFILE & REQUIREMENTS:

The new Deputy Executive Director of TLDEF will be an experienced, passionate, and mission-driven leader with a demonstrated commitment to advancing full legal and lived equality for transgender and non-binary people nationwide. This person will have proven skills in Leadership and Management, Organizational Development, Change Management, Administration & Financial Oversight, and People Operations. The Deputy Executive Director will be accessible and people-centered and at the same time bring the professional skills and knowledge of organizational systems, processes, and policies to facilitate strategic growth and mission advancement. This person should possess excellent verbal, written, and presentation skills. The Deputy Executive Director may also be required to occasionally travel and work some evenings and weekends.

Successful candidates will share the identities and lived experiences of the people and communities TLDEF serves. They will have previous experience leading diverse teams and managing across a broad range of demographics and identities. Regardless of personal identity or professional background, an intersectional understanding of race, gender identity, sexual orientation, socio-economic background, and ability in the LGBTQ+ community is required.

DESIRED SKILLS, EXPERIENCE & PERSONAL CHARACTERISTICS:

- At least five years' experience in senior and/or executive level management, overseeing more than one program or functional area with multiple direct reports;
- Experience in developing and managing budgets of \$2 million or more with multiple revenue and expense categories;
- Professional track record of organizational growth, development, and improvement;
- Exceptional operations, financial, and people management skills;
- Ability to analyze, evaluate, and advise the Executive Director on significant financial and operational matters that could impact TLDEF's pursuit of strategic goals;
- Deep commitment to values grounded in racial, economic, social, and gender justice;
- Excellent judgement and problem-solving skills, including keen attention to detail without losing sight of the "big picture" and exercising discretion when necessary;
- Ability to manage multiple priorities and projects at various stages of completion;
- Strong commitment to team building and fostering collaboration across departments;
- High level of comfort holding colleagues accountable to individual, departmental, and organizational goals;

- Experience working on a national level and in a legal, direct service, or policy/advocacy setting;
- Experience working and/or managing employees in a unionized workplace is a plus;
- Fluency in Spanish or another language strongly desired.

EDUCATION:

Bachelor's degree required. An advanced degree (i.e., JD, MBA, MPA, etc.) and/or relevant certification is a plus.

COMPENSATION:

TLDEF is offering a comprehensive compensation package inclusive of salary in the range of \$115,000 to \$130,000, commensurate with experience. Benefits include 401(k) retirement plan with 3% employer contribution regardless of participation; escalating vacation beginning with 15 days, paid sick days and holidays; 100% employer paid health benefits, including medical, dental, vision, and spouse/partner option; flex spending accounts, pre-tax commuter benefit, and life insurance.

CONTACT:

Kevin Chase Executive Search Group has been retained to lead this recruitment effort on behalf of Transgender Legal Defense & Education Fund. TLDEF and Kevin Chase Executive Search strongly encourage applications from transgender, non-binary, queer, intersex, and/or people of color candidates with lived and professional experience aligned to TLDEF's work.

Inquiries, nominations, or recommendations will be held in strict confidence. Applications (including a cover letter and resume/curriculum vitae) should be directed electronically and in confidence, to: search@kevinchasesearch.com.

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Please note that all education, dates of employment, compensation and other information provided will be verified prior to an offer of employment.