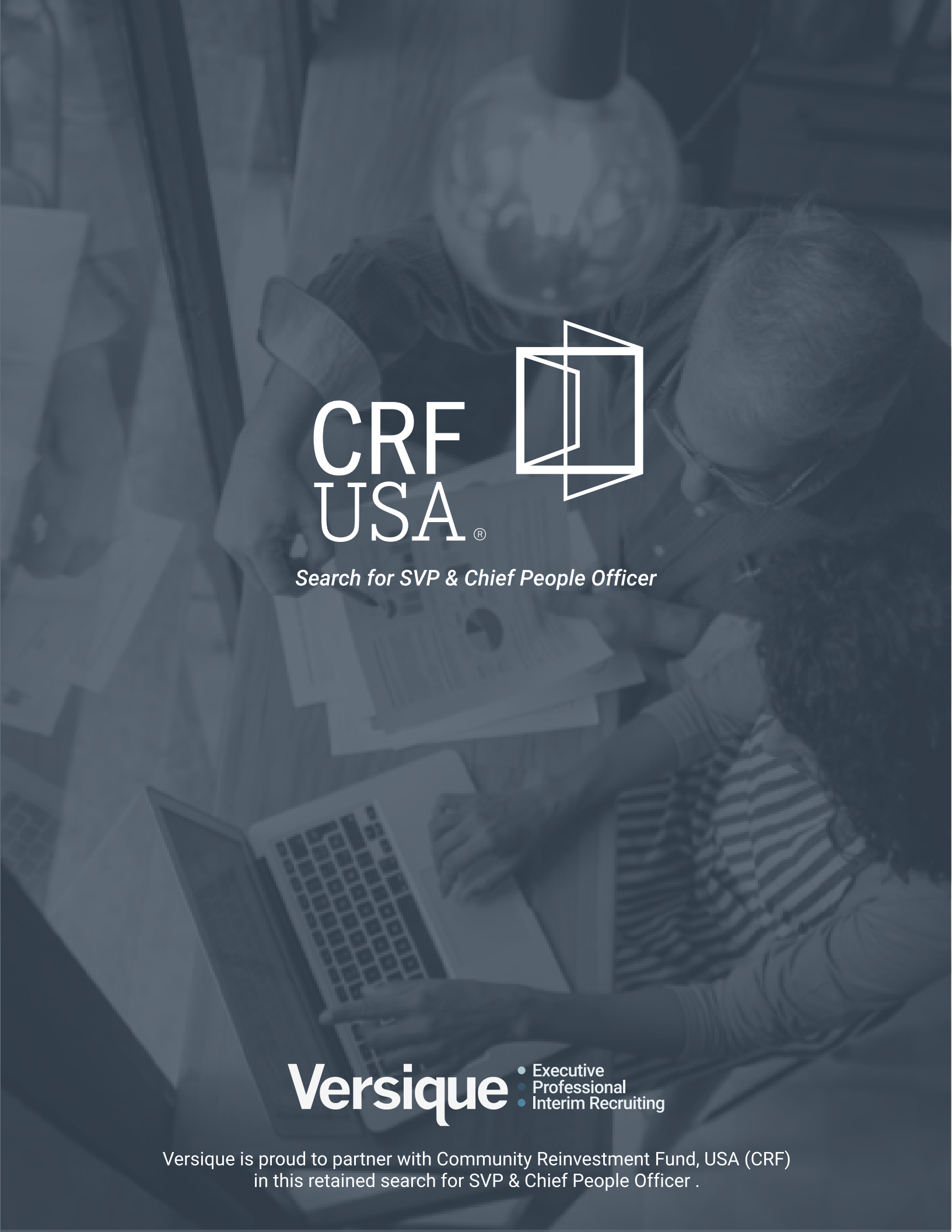




CRF
USA®



Search for SVP & Chief People Officer

Versique

- Executive
- Professional
- Interim Recruiting

Versique is proud to partner with Community Reinvestment Fund, USA (CRF) in this retained search for SVP & Chief People Officer .

Company Overview

About Community Reinvestment Fund (CRF)

CRF is a national nonprofit and Community Development Financial Institution (CDFI) with a mission to expand economic opportunity by reimagining the way capital and resources flow to small businesses and communities. CRF partners with community stakeholders to deliver sustainable, tailored financial solutions that support long-term economic growth with the goal of building a just economy where small businesses and local communities thrive. Since 1988, CRF has provided nearly \$4 billion in funding to transform local economies across the country.

Core Values

Our Vision

A just economy that works for all small businesses and communities.

Our Mission

We work in partnership to expand economic opportunity for small businesses and communities by reimagining the way capital and resources flow.

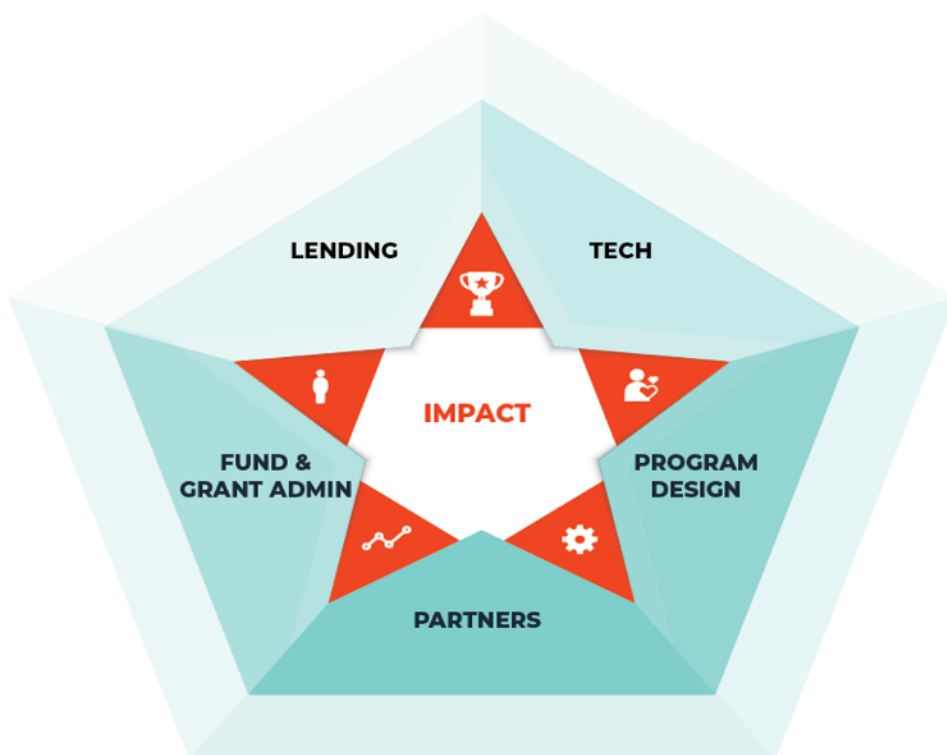
Our Values

- Create Economic Opportunities
- Lead through Collaboration
- Transform Through Innovation
- Excel in All We Do
- Act with Integrity

Our Integrated Approach

We use a comprehensive ecosystem approach that seamlessly weaves together direct capital deployment, technology solutions, collaborative program architecture, and innovative financial structures. Rather than operating in silos, we've built an interconnected platform where our lending expertise informs our technology development, our program design capabilities enhance our partnership strategies, and our financial innovations create new pathways for accessing capital and resources. This holistic model creates exponential value across the ecosystem.

This integrated programmatic approach enables us to bring the most benefit to our partners by not only providing a single service, but rather a full spectrum of solutions that evolve with their needs and adapt to changing stakeholder needs.



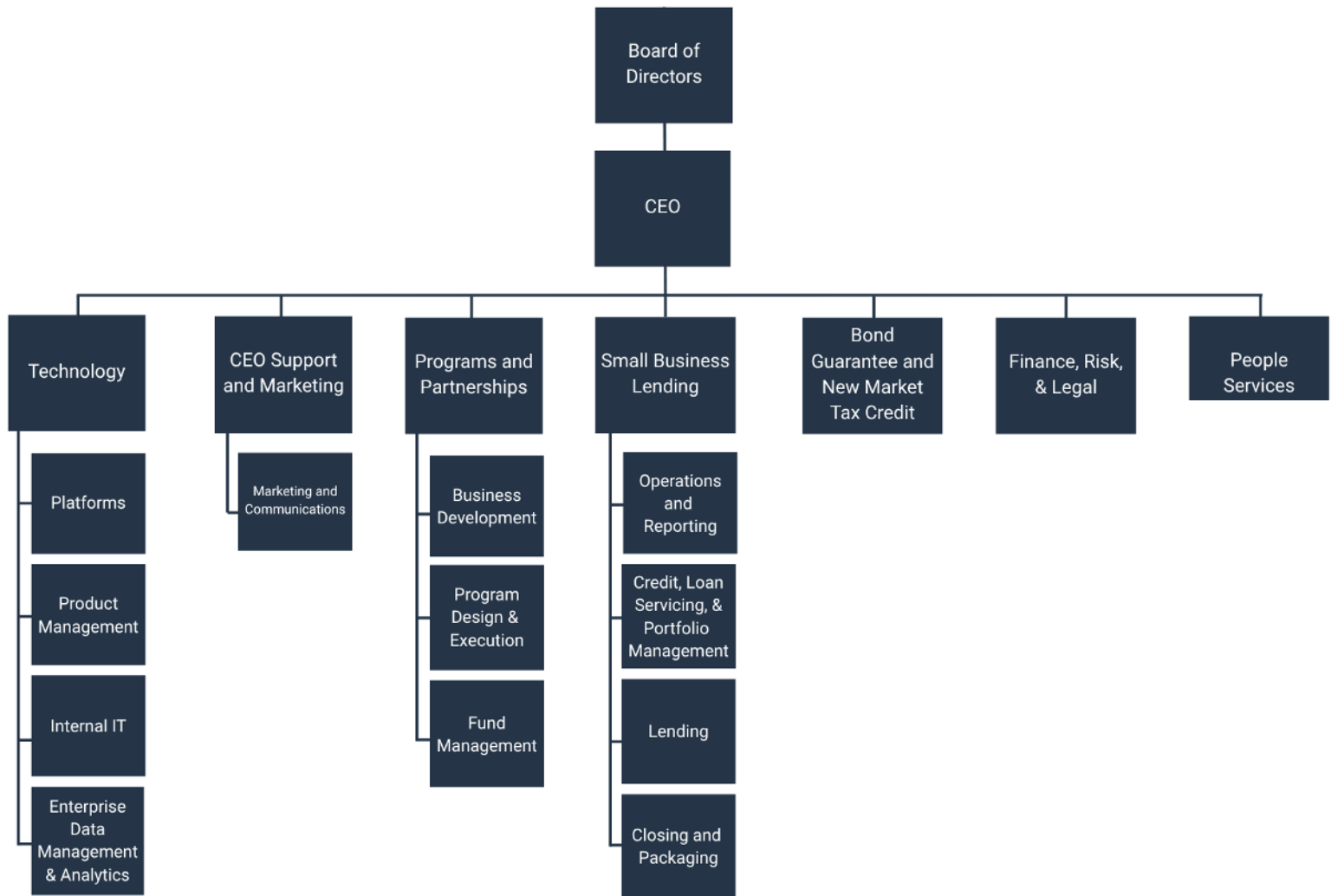
Company Overview

Leadership Teams

Executive Leadership Team - President and CEO; EVP, Chief Lending Officer; EVP, Programs and Partnerships; EVP, Chief Financial Officer

Leadership Team: ELT + SVP, Chief People Officer: SVP, Bond Guarantee & New Market Tax Credit Programs; SVP, Chief Credit Officer; SVP, Chief Technology Officer; SVP, Chief of Staff

Functional Org Chart



Position Summary

SVP & Chief People Officer

The SVP, Chief People Officer (CPO) leads a progressive, high-impact human resources function that advances CRF's mission and strategic priorities. Reporting directly to the CEO as a close, trusted thought partner, the CPO oversees all aspects of talent strategy, including talent management, total rewards (compensation, benefits, and recognition), learning and development, and performance management.

The CPO serves as a trusted advisor to the executive team and is a member of the organization's leadership team, providing expert leadership in employee relations, ensuring consistent, fair, and compliant practices while proactively addressing complex workplace issues. This role plays a critical part in strengthening leadership effectiveness and accountability, building workforce resiliency, and guiding the organization through ongoing growth. Having completed significant foundational work related to HR infrastructure, compensation, job architecture, and systems, the organization's next chapter focuses on optimizing those strategies through stronger leadership effectiveness, employee engagement, organizational alignment, and culture development.

The CPO is also responsible for developing leadership capability across the organization through candid leadership guidance, coaching, and targeted leadership development strategies, equipping leaders to drive performance, accountability, and engagement. Additionally, the CPO shapes an inclusive, high-performing culture that fosters strong employee engagement and organizational effectiveness, aligning people strategies with business objectives to attract, develop, and retain the talent needed to achieve CRF's mission.

This position leads a team of two HR individuals, both individual contributors: one focused solely on employee engagement, the other handling general HR work. Success in this role will be defined by the individual's ability to strengthen leadership effectiveness, improve employee engagement, build trust and alignment across leadership teams, and help CRF continue evolving into a high-performing, mission-driven organization.

Key Responsibilities:

Strategic Leadership & Planning

- Sets HR goals and develops HR plans and strategies to support the achievement of the overall business operations objectives
- Participates in strategic planning process and collaborates with the CEO, ELT, and leadership team to build alignment on the organization's long-term goals
- Coaches and develops senior leaders on executive leadership capabilities
- Partner with the CEO to strengthen leadership effectiveness, clarify leadership expectations, and foster collaboration and alignment across the Executive Leadership Team (ELT) and Leadership Team (LT)

Talent Management & Employee Relations

- Develops staffing strategies and designs, implements, and manages programs and plans that attract, retain, and develop high performing teams
- Provides tools and strategies for the organization to identify skills gaps, cultivate talent, enable talent mobility through career pathways, internal mobility, lateral development opportunities, learning and development plans, succession planning, and total rewards programs
- Evaluates and provides reports regarding the effectiveness of the organization's talent strategies
- Leads employee development for the organization with a focus on leadership and employee effectiveness
- Provides expert leadership in employee relations, managing complex and sensitive workplace issues with sound judgment, consistency, and a strong focus on risk mitigation and compliance

Position Summary

SVP & Chief People Officer

Talent Management & Employee Relations (Cont.)

- Advises senior leaders on complex people issues, balancing business needs with employee experience, legal considerations, and organizational values, while anticipating how decisions and communications will land with employees
- Proactively identifies and mitigates workplace risks through strong policies, manager guidance, and early intervention strategies
- Builds leadership capability in handling difficult conversations, performance management, and employee relations matters with confidence and consistency

Organizational Effectiveness & Development (OE&D)

- Designs, and manages overall organizational compensation structures, pay practices and job design including job descriptions and department functions
- Ensures engaged and effective people are the critical component in accomplishing business goals
- Proposes changes to organizational structure to leverage talent and provide development opportunities to key leaders in the organization
- Defines and collects key performance metrics to enable accurate and valid measurement of workforce performance and to identify areas for improvement
- Oversees the assessment process of employees' strengths and interests and develops and supports the administration of training and development opportunities to assist managers and employees meeting career objectives and goals
- Leads org-wide talent strategies to ensure strong succession plans and risk mitigation for critical roles with single person risk
- Establishes meaningful measures of leadership effectiveness, organizational health, employee engagement, and cross-functional collaboration to support continuous improvement and drive a culture of clear ownership and accountability

HR Systems & Practices

- Ensures effective Human Resources administrative and operational functions, including benefits, compensation, compliance and organization-wide policies and procedures
- Establishes compensation philosophy, structure, and ongoing evaluation process
- Facilitates ongoing review of PEO status and other vendor partners that impact HR service delivery

Culture & Engagement

- Builds and maintains a healthy, primarily remote-based organizational culture rooted in mission, transparency, authenticity, clear ownership, accountability, connection, collaboration, and employee engagement across a remote, geographically distributed workforce
- Partners with senior leadership to ensure the organization embodies the vision and values
- Designs and develops programs to support the people in the organization; is the workplace champion for all employees
- Equips leaders to drive effective performance management and consistent people-management practices, with particular emphasis on leadership effectiveness and reinforcing CRF's evolving operating model
- Uses a variety of methods, including surveys, focus groups, skill assessments, and other feedback to assist the organization with new ideas, identifying issues, and improving morale
- Coordinates with executive leadership on key change management initiatives and org wide communications

Candidate Profile

SVP & Chief People Officer

The ideal candidate for the next SVP/CPO will be a well-rounded, proven human resource practitioner knowledgeable in all areas of human resources, with a depth of experience in talent management, employee relations, leadership development and organizational effectiveness. Proven experience achieving operational excellence in a highly complex work environment is required. They will have a track record of growing and developing diverse teams in a fast-paced, changing organization while building an inclusive and equitable working environment.

The successful candidate will be a strategic, proactive business partner, who will provide thought leadership and forward-leaning practices as an active and constructive leader, who can foster a culture that supports creativity and innovation, and who is skilled at both prompting and reacting to new work environments and organizational demands.

- A proven leader who is a strong talent developer, mentor of employees, and who can help create and maintain a positive organizational culture
- A strategic partner and people-centric HR leader well versed in guiding organizations through change, growth, and evolving operating models; equally comfortable setting strategy and staying hands-on to execute it within a lean, resource-conscious environment
- Demonstrated success building culture, engagement, and collaboration across remote, geographically dispersed workforce
- Comfortable operating in an entrepreneurial and evolving environment where ambiguity exists, priorities shift, and leaders are expected to work across traditional functional boundaries
- A proactive business partner who brings creative solutions to drive growth and impact
- An engaged and confident leader equipped with the tenacity to articulate and implement CRF's people needs of the future and to further position HR as a strategic support function
- A strong communicator across all levels of the organization, open to feedback and skilled at conflict resolution, with an ability to influence others and build alignment
- An individual with strong emotional intelligence, sound organizational judgment, and an ability to build trust in a variety of relationships
- A trusted confidant with an 'open door policy'; equipped at building trust with a remote workforce
- An experienced professional who can leverage HR data and metrics to measure progress and inform decisions
- A person of unquestionable ethics and integrity who is a team player that emphasizes collaboration and consensus building
- A forward-thinking people leader passionate about an experience that attracts and retains employees where they can work and grow
- A trusted advisor to the Sr Leadership team who provides candid counsel, is willing to respectfully challenge thinking, and knows when to compromise, all while maintaining absolute confidentiality



Candidate Profile

SVP & Chief People Officer

Qualifications:

- Master's degree or equivalent education, preferably with a focus in business or human resources.
- Fifteen or more years of experience in human resources leadership with a successful track record of progressively increasing responsibilities.
- Experience in all HR functions including benefits, compensation, employee engagement, recruitment and staffing, organizational development, policy and procedure development, regulatory compliance and employment law, change management and leadership development, as well as associated generalist responsibilities.
- Exceptional organizational skills and attention to detail
- Strong analytical and problem-solving skills

Compensation:

- \$215,000 to \$253,000 Annual Base



Versique Search Team



Steve Yakesh

President | Versique Executive
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Steve Yakesh serves as President & GM of Executive Search at Versique, where he and his team support clients in Board of Director, CEO, and other C-level searches. With over 20 years of experience, Steve brings deep recruiting expertise across all ownership types—including family-owned, private equity, and closely held corporations. He's known for identifying executive talent that aligns with both role requirements and company culture, making him a trusted partner in high-stakes leadership searches. Steve also serves as Board Chair for Women of Nations/Eagle's Nest and sits on the boards of CEO Roundtable and the Minnesota Recruiting and Staffing Association.



Luke Witt

Managing Director, Professional Recruiting | Human Resource Solutions
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Luke grew up in Red Wing, MN and after college pursued a professional basketball career that took him to both domestic and international destinations. He then joined General Mills, supporting sales operations before spending four years leading the company's Supplier Diversity strategy. In 2012, Luke joined Target as the leader of the Supplier Diversity team and enterprise strategy, then transitioned into HR through a series of generalist and business partner roles spanning eight years. He most recently led a centralized team of 12 HR Specialists providing data and reporting, Workday process support, and operational HR services to the full headquarters HR organization.



Tanea Mahanna

Executive Engagement Project Manager | Versique Executive
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As Executive Engagement Project Manager, Tanea Mahanna combines her love of connecting with the candidates while working with the client to connect the dots and catch anything that might fall through the cracks. Helping candidates find their career home and get them excited about opportunities is her motivating factor. Tanea holds a bachelor's degree from Hamline University in Pre-law and Political Science, and almost 20 years of (in-house) talent acquisition, employee engagement, event planning, and Generalist HR, with experience in various sectors that include non-profit, manufacturing, construction, and private equity.

Versique is an equal-opportunity employer committed to creating a diverse workforce. We consider all qualified applicants regardless of race, religion, color, sex, national origin, age, sexual orientation, gender identity, disability, or veteran status.