



Director of Legal Services Position Profile

ABOUT TUBMAN

Vision

Thriving people, healthy relationships, peaceful communities.

Mission

To advance opportunities for change so that every person can experience safety, hope, and healing.

Values

INTEGRITY: We model authenticity, and hold ourselves accountable to be good stewards of the agency's reputation, relationships, resources, and future.

RESPECT: We affirm the strengths and innate worth of all people.

INNOVATION: We commit to excellence and creativity, evolving through reflective learning and improved practice.

PARTNERSHIP: We collaborate to build collective expertise, and welcome diverse perspectives.

SOCIAL JUSTICE: We challenge our own biases, and work with courage and tenacity to build inclusive and equitable communities.

History

Tubman is a multiservice agency with over 40 years of experience providing crisis and support services, formed from the mergers of Chrysalis, A Center for Women (est. 1974), Harriet Tubman Center (est. 1976), Family Violence Network (est. 1982), and ElderCare Rights Alliance (est. 1972). Tubman's philosophy is rooted in our inspiration and namesake, Harriet Tubman. Facing unrelenting adversities, Harriet Tubman encouraged others to simply "Keep going."

Scope

Each year, Tubman offers safety, healing, and hope to nearly 25,000 people of all ages, genders, and cultural backgrounds who are facing violence, exploitation, homelessness, addiction or mental health challenges—and reaches thousands more through public information campaigns to provide community members the information they need to get help or give help. Our trauma-informed, culturally responsive services are rooted in decades of research, innovation, experience, and partnership. Incorporating feedback from the people we serve and the community, Tubman provides countless ways to help.

- Total Agency FY2019 budget: \$9.8 million + in-kind goods and services
- Total Agency Staff: 109 staff FTEs
- Agency Volunteers, Interns, and Volunteer Attorneys: 813 people contributed 37,607 hours of service in 2017—the equivalent of 18 full-time staff members!

- Service area: Twin Cities metro area of Minnesota, primarily Washington, Ramsey, and Hennepin Counties
- Program Partnerships: 20 law enforcement agencies and multiple criminal justice system entities
- Program Budget: Four legal programs totaling \$1,671,000 + in-kind goods and services
- Program Staff: 19.2 FTEs

Agency Services

Services include safety planning; a 24/7 crisis and resource help line; shelter; transitional housing; legal services including Orders for Protection and attorney representation; mental and chemical health assessment, treatment, and support; parenting education and child care; youth outreach, mobile case management, and in-school violence prevention education; job readiness and financial education; community education; and professional training for service providers.

THE OPPORTUNITY

Tubman is seeking a full-time Director of Legal Services to join the collaborative team providing legal advice, attorney representation, and advocacy services to victims of domestic violence and sexual assault, as well as low income people needing help with family law issues such as divorce and child custody. The Director of Legal Services serves on the senior leadership team to assure the highest level of quality and access to Tubman's full continuum of services; model the Vision, Mission, and Values; achieve departmental and organizational strategic objectives; and help take Tubman to the next level of staff engagement and organizational development.

RECENT MOMENTUM

Strategic Plan. Tubman completed a robust strategic planning process in 2016 that incorporated perspectives from the people we serve, volunteers, community partners and donors in addition to board and staff. Work will begin in February 2019 to refresh the current 2017 – 2019 Plan for 2020 – 2022. Rather than doing a deep dive into Vision, Mission, Values, and conducting extensive stakeholder interviews as we did in 2016, we will simply ensure we're still directionally on track and proactively responsive to trends—especially through the lenses of fiscal and facilities resources, our Diversity, Equity, and Inclusion (DEI) work, employee engagement efforts, and the service landscape in general.

Agency Objectives for the current year include:

- Prepare to sell Harriet Tubman Center West and move those services to Harriet Tubman Center East and Tubman Chrysalis Center, with no reduction in domestic violence shelter beds or community-based services.
- Conduct a comprehensive Compensation Study that includes defined position levels, and develop the strategies and timeline to implement the resulting salary adjustments in order to recruit and retain top talent.
- Enhance safety protocols, training, and equipment as recommended through additional security audits of all Tubman sites.
- As part of our ongoing Diversity, Equity, and Inclusion work, each program will implement one additional method to increase the influence of their participants in program design and decision making.
- Conduct strategic planning process to develop FY20-22 Plan.

Legal Services Objectives for the current year include:

- Sustain and expand funding to provide legal representation and advice in Hennepin County for petitioners seeking Orders for Protection, especially in cases where the respondent has representation.
- Conduct analysis to determine the average cost-per-service for legal services including Orders for Protection, criminal court advocacy for victims, attorney representation, and intervention work.
- Improve retention of legal services staff to better serve clients and maintain strong relationships with community partners.
- Leverage multi-disciplinary partnerships, including the Ramsey and Washington County Legal Think Tank, to address barriers to service and create systems change.
- Reduce wait time for Orders for Protection in Washington County by realigning staff resources to provide additional capacity.

Employee Engagement. Like most workplaces in Minnesota, employee retention and recruitment is an increasing challenge. We conducted our first bi-annual Employee Engagement Survey in December 2017, the results of which affirmed the need to increase total compensation for staff as well as offer expanded opportunities for professional development.

Diversity, Equity, and Inclusion. We continue our work to reflect the broader community in the organization and to assure that we live our values in all aspects of our work including services, staffing, policies, decision-making and governance, partnerships, and vendors. This spring we conducted the Charities Review Council's Diversity, Equity, and Inclusion (DEI) Toolkit Assessment with staff and board. We've made notable progress in diversifying the composition of the Board of Directors across multiple dimensions of lived experience, including representation by survivors of domestic violence, people who are low income and/or have been homeless, people with a seen or unseen disability, people who identify as part of the LGBTQ+ community, and people of a wider range of ages and cultural backgrounds. A significant objective for FY19 related to inclusion is to further increase the voice and influence of the people we serve in shaping Tubman's services. The methods to accomplish this will vary from program to program.

Freedom Fund. With the community's help, last spring we established the Freedom Fund to help more people in crisis meet their basic needs. This emergency financial assistance is to help with things like transportation to a job interview or to court, more time with interpreters, changing the locks on a door that an abusive partner kicked in, documents children need to enroll in school, application fees when looking for a new place to live, a few groceries to make it to payday, or storage fees to preserve household items to prevent having to start all over. This lifeline helps meet these types of needs so that the people we serve can focus on their healing, on their children, on their jobs, or on finding their next place to live.

Plans to sell Harriet Tubman Center West. In 2018, we announced our plans to sell Harriet Tubman Center West in south Minneapolis in order to strengthen the agency's long-term financial stability by investing further in client services and the people who provide them, reducing building-related debt, and growing our repair and replacement reserves. Our plan is to move the 55 shelter beds currently located there to Harriet Tubman Center East in Maplewood, where we currently provide 75 domestic violence shelter beds. All of our Minneapolis-based community services will be based out of Tubman's Chrysalis Center, also located in south Minneapolis. The legal team serving the east metro will remain based at Tubman East, the legal team serving Hennepin County will remain based at the Chrysalis

Center. We are well within our original projected timeline of 12-24 months, and continue to work through the complexities of the original property title obligations on the building. While we have not yet begun actively marketing the property for sale, space and service planning is well underway for this major transition.

THE POSITION

The Director of Legal Services sets the tone and models advocacy and client service standards that embody the values of the organization, collaboratively sets the objectives for and assures quality execution of Tubman's legal program activities, and ensures implementation of best and emerging practices.

This role includes performing a wide range of duties that include planning, organization, staffing, leading, training and full oversight of the program to ensure quality and caring delivery of services and that program outcomes and goals are fully met, ensuring that victims of domestic abuse receive information and support regarding court processes and procedures as they relate to civil and criminal court proceedings.

All Program Directors must understand and adhere to the principles of culturally responsive, strength-based practices and ensure that all services are provided within a trauma-informed framework. They are also responsible to provide leadership and direction for a mission-centered workplace that meets employee needs for meaningful work, growth, challenge, communication, and effective leadership.

Specific Areas of Responsibility and Accountability

- Create, implement, and manage the development of legal program strategies and plans from the perspectives of organizational capability, recruitment, employee experience and engagement, training, performance, leadership, and policy development.
- Serve as a culture champion and work with agency leadership to ensure Tubman is maintaining a workplace culture that allows employees to thrive and do their best work.
- Partner with Human Resource department to maintain, develop, and implement employee policies and procedures related to program operations, employee recruitment, hiring, termination, performance management, professional development strategies, and training recommendations.
- Lead program managers in performance management of program staff including coaching and supervision, annual evaluations, professional development plans, progressive discipline, etc.
- Partner with finance department on program specific financial management, participate in the annual budgeting process, monitor revenue and expenses on a monthly basis and ensure performance is consistent with forecasted expectation. Recommend budget modifications for optimal expense/revenue management.
- Provide evaluation and analysis of legal program activities including developing metrics, monitoring trends and outcomes, and preparing written reports; recommend program strategies based on results of analysis.
- Maintain or exceed contractual level of service commitments and requirements needed to meet or exceed program goals and objectives.
- Identify, develop, and pursue opportunities to develop new or expand existing services to meet emerging trends that are in line with the agency's strategic direction.
- Work with other agency Directors of Clinical, Shelter, and Youth Programs to ensure integration and cross-agency coordination of services.

- Partner with Communications and Resource Development departments to reduce barriers and increase access for people we serve through community outreach activities, and maintain the legal program's capacity and resources through participation in fundraising efforts.
- Serve as an ambassador of service model and agency values in building strong collaborations with community partner agencies to establish new and enhance existing relationships, working toward a more coordinated community approach to addressing and preventing relationship violence.
- Convene the "Legal Think Tank", a multidisciplinary advisory and systems change group comprised of representatives from law enforcement, the Bench, the County Attorney's office, court administration, prosecutors, community corrections, victim service providers, and other criminal justice system partners in Washington and Ramsey Counties.

THE IDEAL CANDIDATE

The ideal candidate will be a leader who has a passion for Tubman's vision, mission, values, and services, and the ability to inspire others to make a difference in the lives of people of all ages, genders, and cultural backgrounds who have experienced trauma. A minimum of 3 years of progressively increased responsibility in a diverse multi-faceted organization along with a bachelor's degree is required. An advanced degree is preferred, but experience will be considered in addition to educational achievement. The ideal candidate will take the work seriously without taking themselves too seriously, and appreciate an organizational culture that celebrates diversity, learning, and fun.

The following qualifications and attributes are key:

- Strong ability to collaborate, build, and maintain strong relationships with employees and internal and external partners across all functions and levels of the agency.
- Knowledge of the civil and criminal court process and civil relief processes relating to domestic abuse and family law issues.
- Team leadership and supervision experience and a commitment to building and maintaining a multidisciplinary team of professional excellence.
- Versatility and experience with both tactical and strategic tasks and projects.
- High emotional intelligence, ability to navigate ambiguity and adapt to changing circumstances.
- Demonstrated cultural competence.
- Strong project management, organizational, and analytical skill.
- Proven ability to build positive, productive relationships and a strong network of internal and external allies and resources.
- Experience leading organizational change projects is a plus.
- A BA/BS in human services, criminal justice, or related field and a minimum of 3 years of experience in program management is required; graduate degree in related field preferred. It is not necessary to be an attorney, though attorneys are also encouraged to apply.

Working Relationships

The Director of Legal Services reports directly to the CEO and serves on the senior leadership team. Other members of the senior leadership team include the Director of Shelter Services, Director of Clinical Services, Director of Youth & Family Services, Director of Communications, Director of Development, Director of Finance, and the Chief Operating Officer.

Staff that report directly to the Director of Legal Services include a Senior Staff Attorney, four Legal Program Managers, and part-time administrative support. Other staff in the division include: Staff Attorneys, Legal Coordinators, Legal Advocates, Volunteer Attorneys, and Legal Interns.

This Program Director generally works business hours with occasional evening and weekend hours.

Salary is competitive, is dependent upon experience and qualifications, and is accompanied by a quality benefits package. To apply, send resume and cover letter to:

jobs@tubman.org or

Tubman Center East, Attn: HR
1725 Monastery Way
Maplewood, MN 55109

Preference given to resumes received by Monday, February 18, 2019.