

## About the Company

ABC Transportation & Distribution Company ("ABC") is a family-owned business, founded in 1989, and has a superb track record of consistent, rapid growth. ABC provides premier integrated transportation and distribution solutions throughout Southern California. ABC is a provider of both TL (Truck load) and LTL (Less than truck load) freight services and leads the industry in same day and next day delivery with efficiency and reliability.

ABC's warehouse and fulfillment center stores and takes computerized inventory of clients' products. ABC offers real-time information systems so that clients can access inventory and shipment tracking information online. ABC prides itself on its flexibility, reliability, and providing a high level of customer service that ensures retaining long term customer and employee relationships. The company's revenue is expected to grow by over 30-35% over the next two years.

The organization has approximately 75 employees in two locations: La Mirada and Mira Loma. The corporate office is located in La Mirada, California, near the border between Los Angeles and Orange counties, off Valley View Boulevard and the Santa Ana (Interstate 5) freeway.

## Position Summary

The Director of Human Resources ("DHR") is a newly created position reporting to the President, and it will be the first professional HR person for the company. While HR processes and procedures are in place in many areas, this is an incredible opportunity for someone who has the passion to build the HR function, take it to the next level, and demonstrate the value HR brings to a company. The DHR will have no direct reports to start, so it is imperative that the DHR is hands-on and comfortable handling responsibilities from executive to administrative.

With 75 employees, both directly hired and through temp agencies, as well as 60 subcontractor truck drivers, the DHR will play a key role in the company's success. The DHR will be a trusted advisor and confidante to the President, and a role model to other members of management, many of whom have "grown up" at the company.

In many respects the DHR will be the heart of the organization. Having energy, passion, and the ability to contribute beyond what's expected will set an example and continue to raise the bar for others in the organization. Achieving the following deliverables is important, and the ability to coach other managers to meet their deliverables will be the keys to the DHR's success.

## Key Deliverables

The most significant accomplishment will be the successful establishment of a respected and effective human resources function that will partner with the President and other senior management to achieve the company's business objectives. To achieve this, the sub-objectives include and are not limited to:

1. Immediately begin the process of understanding the company's culture, history, services, and business model by meeting with all members of management and reviewing the company's website and marketing materials.
2. Within the first two weeks, begin gaining the trust and respect of employees at all levels of the company by providing leadership, vision, and open communication about the company's needs in the HR area.
  - a. Meet all members of management within the first two weeks to develop an understanding of their needs and how HR can add value to support their business units.
  - b. Meet all employees at both locations as quickly as reasonable over the first few months to understand the current employee experience and identify ways to improve it.

3. During the first 30 days, assume all responsibilities for day-to-day transactional HR issues, including but not limited to: recruiting; new hire orientation; compensation and benefits; employee relations; workers' compensation; LOA administration; performance management; coaching; employee engagement; training; and terminations.
4. During the first 45 days, conduct a thorough gap/SWOT analysis of the HR function to: (a) ensure compliance and correct any issues as needed; (b) identify priorities; and (c) develop a written plan of action with target deadlines to implement transactional policies & processes needed to support the company's employees.
5. During the first 90 days, create a process for recruiting employees at all levels, from entry level to management.
  - a. Ensure that appropriate job descriptions are developed, identify creative sourcing methods, and implement appropriate metrics to track effectiveness.
  - b. Work with the Controller and President to conduct workforce analyses to determine when to use temps or overtime versus direct hire.
6. Training and Development: Within 30 days assume responsibility for coordinating the scheduling and recordkeeping necessary to support the company's ETP program funding reimbursement. Interface directly with the outside consultants from Training Funding Source to understand the program parameters and ensure that maximum reimbursement is received. Within the first six months, implement leadership development programs for managers.
7. Safety and Worker's Compensation: Work with current management to maintain a safe work environment and low workers' comp rates.
  - a. Immediately assume responsibility for managing the company's workers' comp injury and illness reporting.
  - b. Within 60 days, meet with and assess the company's workers' comp insurance brokers.
  - c. Within 90 days, understand DOT reporting requirements.
  - d. Within 120 days, take an active role in establishing an employee-based Safety Committee.
8. Within 120 days, review the company's total reward systems, including compensation and benefit programs. Provide a written report with recommendations regarding the need for changes, additional studies, and/or outside assistance in areas of job descriptions and associated pay rates; employee benefits; benefit brokers and their effectiveness; and alignment with the company's strategic goals.
9. By year end develop and implement a performance management system that includes performance appraisals and other methods of providing performance feedback. Work with managers to establish KPIs for their areas and a process for establishing individual employee goals that are in alignment with the company's strategic goals.
10. Over the first year, work with the President and managers to identify and implement ways of shifting the culture of the company:
  - a. So employees, and especially managers, feel empowered to make decisions rather than defer them to the President;
  - b. From reactive to proactive;
  - c. Where managers can balance having a "can do" attitude with knowing when to say "no;" and
  - d. To an environment of accountability.

### **Preferred Attributes**

In order for the DHR to be successful in this position, it is highly desirable that the person have the following qualities and attributes:

- Ability to build trust with, and become the confidante of, the President
- Comfortable inspiring, coaching, and leading employees and managers by example
- Metrics and data driven, with the ability to analyze data for decision-making
- Hands on, with the ability to flex between strategic and transactional roles and a passion for creating an exceptional HR department
- Family owned business experience is a plus, as is exposure to DOT regulations
- Acquisition/integration experience a plus
- A team player with a good sense of humor
- Flexible and easy to adapt in a fast paced and growing work environment
- Patient and understanding, helping a long-term loyal workforce move to a new level of leadership and management development

### **Travel**

It is anticipated that only local travel between facilities will be required.

### **Compensation**

The estimated base pay for this position is \$100K – \$120K. In addition, the HRL will receive a generous benefits package including health insurance, holidays, and paid vacation.

Unfortunately, relocation assistance for this position is not available. Only local candidates will be seriously considered.

### **Executive Search Consultant**

For immediate and confidential consideration please contact: Linda Duffy at 949-525-0138 or email: [Linda@EthosHCS.com](mailto:Linda@EthosHCS.com).