

IRVINE RANCH WATER DISTRICT



DIRECTOR OF HUMAN RESOURCES

Recruitment Services Provided By Ralph Andersen & Associates

Outstanding Career Opportunity

The Irvine Ranch Water District (IRWD) is conducting a broad search for a highly energetic and experienced Director of Human Resources. This is a rewarding opportunity for a self-directed human resource professional who exemplifies the highest standards and implements best practices. Reporting directly to the General Manager, the Director of Human Resources will be an experienced leader prepared to engage quickly, thoughtfully, and effectively to assess and evaluate current processes and invigorate the HR Department to proactively seek out and serve the needs of the District in today's changing world. Ideally, the top candidate will be action-oriented, approachable, confident, and demonstrate the ability to collaborate across the organization in alignment with the District's values.



Experience Living and Working in Orange County!

Orange County is an outstanding place to live, work, and enjoy all that Southern California has to offer. The area is known for its numerous tourist attractions, cultural opportunities, Mediterranean climate, beautiful beaches, and large wilderness and natural areas. The County is a leading California business center and home to some of the nation's leading companies in the biotechnical, medical, electronic, computer, information, video gaming, cosmetic, clothing, finance, and other fields.

Outstanding educational opportunities are also available within or near the IRWD service area. Irvine Unified, Newport Mesa Unified, Saddleback Valley Unified, and Tustin Unified are the largest public-school districts served by IRWD. There are numerous public and private colleges and universities located within the IRWD service area, including the University of California Irvine, Chapman University, Irvine Valley College, Rancho Santiago Community College, and many others.

Overview of the District

Irvine Ranch Water District has established itself as a progressive, values-driven agency with an international reputation for its leading-edge water recycling program, water use efficiency practices, water banking, urban water treatment, energy management, and overall exemplary services to its customers. IRWD provides high quality, reliable drinking water, non-potable water, sewage collection, and urban runoff treatment services to an increasingly diverse daytime population of nearly 600,000 residents, workers, students, and others. IRWD provides service to its customers through 118,000 water, 113,000 sewer service, and 6,200 recycled water connections. In Fiscal Year 2019-20 IRWD supplied over 80,000 acre-feet of water, of which 46% was from groundwater, 27% recycled water, 20% imported water, and 7% runoff capture. IRWD serves the entire City of Irvine as well as portions of Costa Mesa, Lake Forest, Newport Beach, Orange, Tustin, and unincorporated Orange County.

The District encompasses approximately 181 square miles and extends from the Pacific Coast to the foothills, with elevations ranging from sea level to 3,200 feet. With a population over 3 million, Orange County is the third largest county in California and one of the largest in the United States.

IRWD is governed by a five-member, publicly elected Board of Directors, each member elected for four-year terms. These officials are recognized leaders throughout the water industry and are responsible for setting the District's policies. District leadership, implementation of Board policies, and overseeing the day-to-day operations are the responsibility of the General Manager. Mr. Paul Cook has been with the District since 2004 and has served as the General Manager since 2011.

IRWD is considered a premier agency and an employer of choice, with a staff of approximately 400 employees with an average employment tenure of nearly 16 years. The District has two employee unions with upcoming labor negotiations to begin in the upcoming months. Both MOUs expire in June 2021.

IRWD's annual operating revenue is approximately \$170 million. Its annual capital budget of approximately \$100 million includes a diverse mix of challenging and complex capital projects involving the District's water recycling facilities; groundwater and surface water membrane treatment facilities; water banking facilities; energy storage facilities; and biosolids dewatering, digestion, energy recovery, and pelletization facilities.

IRWD's Values

- We share a concern for safety: For ourselves, our co-workers, and the public.
- We model corporate and individual integrity and transparency in all we do.
- We encourage creative, anticipatory, and adaptive solutions with a bias for action.
- We embrace teamwork, collaboration, and enjoyment of our work.
- We take ownership and personal responsibility.
- We promote professional growth and opportunity for staff.
- We prioritize responsive and caring customer service.
- We foster environmental stewardship.
- We treat each other with respect and kindness.



Position Overview / Key Responsibilities

The position of Director of Human Resources reports directly to the General Manager. This reporting relationship establishes the value that the General Manager and the organization places on human capital and the importance of this position to the workforce and the District. This career opportunity is the result of a retirement at the end of 2020.

Additionally, this position is one of thirteen members of the District's Senior Staff Team. In addition to the Director of Human Resources and the General Manager, the other members of IRWD's Senior Staff Team include the Executive Director of Operations, Director of Recycling Operations, Director of Maintenance, Executive Director of Technical Services, Director of Water Quality and Regulatory Compliance, Executive Director of Finance and Administration, Treasurer / Director of Risk Management, Director of Information Services, Executive Director of Water Policy, Director of Water Resources, and the Director of Public Affairs. This team is highly collaborative and works very closely to ensure the success of IRWD.

The Director of Human Resources has oversight and management of the following key areas:

- ◆ Recruitment and Selection
- ◆ Classification and Compensation
- ◆ Employee Relations
- ◆ Labor Negotiations
- ◆ Performance Evaluation System
- ◆ Training and Professional Development
- ◆ Benefits Administration
- ◆ Employee Assistance including Health and Wellness
- ◆ Retirement Coordination with CalPERS
- ◆ Succession Planning

The Director manages a department of five staff total.

The District-wide safety and training program is currently being realigned within the Operations Department to allow the Human Resources Department to focus specifically on serving the human resources and capital needs of the organization.

The Ideal Candidate



The ideal candidate for the position of Director of Human Resources will have significant experience in a mid-sized public- or private-sector organization with outstanding leadership, mentoring, and team building skills. The Director will have a strong customer-service orientation, be forward-thinking, and have a vision for the development of strategies that will continue to enhance internal processes.

The Director of Human Resources will have a personal style that is a balance of empathy, caring, and appropriate follow-through on staff concerns. At the same time, the Director will need to set the course for developing and updating sound human resource policies, ensuring compliance, while also managing risk and protecting the interests of the District.

This top individual will be comfortable working closely with the General Manager and the varied needs of IRWD's Senior Staff Team. In this regard, the new Director of Human Resources will be a collaborative partner with each member of the Senior Staff Team and collectively support them in their individual role. This may include refinement and revision to existing structure or service level and will include further promoting a department-wide culture in the HR Department that has a much greater focus on action, accuracy, responsiveness, and follow-through.

The Director will also be a values-driven, highly skilled professional who has a passion for incorporating best practices into the daily operations of a large and complex public organization. This person will have broad based human resource experience supporting and contributing significantly to a high-performing organization. Success in this position includes the ability to effectively disseminate information through significant personal involvement and interactions as well as through established reporting systems. This person will also be a strategist and trusted advisor with a high level of skill in both short- and long-term priority setting and achievement of significant goals.

Additionally, the Director will have characteristics that embody an innovative approach, problem solver, great listener, trusted advisor, and relationship builder. Also, as a key contributor and leader in the organization, the Director will also display the values of integrity, accountability, and transparency.

How do you measure up?

Attributes of IRWD's Senior and Executive Staff

- ◆ **A Leader** with outstanding mentoring and team-building skills, who builds trust, motivates others, and moves the organization forward by being inclusive yet decisive.
- ◆ **A Critical Thinker** who is strategic and forward-thinking with the vision and commitment to seek continuous improvement in the effectiveness and efficiency of the District as well as the Human Resources Department.
- ◆ **An Excellent Communicator** and accomplished presenter who has an outgoing and personable communication style, exceptional listening skills, a well-honed sense of diplomacy, the ability to drive change and influence people, and the flexibility to work with a variety of individuals at all levels in the organization.
- ◆ **A Collaborator** who is an active listener and expresses opinions candidly on all issues while engaging in a collaborative, team-spirited work environment with the General Manager, the Senior Staff Team, the Board of Directors, managers, and staff throughout the organization in the spirit of contributing to IRWD's overall success.
- ◆ **Results-Oriented** with a sense of urgency and timeliness that benefit a fast-paced and dynamic environment.
- ◆ **Confident** and self-assured with the ability to exercise a high degree of professionalism, common sense, sound judgment, and a sense of humor.
- ◆ **Creative** with an entrepreneurial spirit, advanced problem-solving skills, and a passion for developing and encouraging creativity in others.
- ◆ **Ethical** with impeccable integrity, a commitment to organizational values as a basis for decision-making, and an unwavering commitment to assist in leading and managing a top-tier organization.



Opportunities and Challenges

- ◆ Invigorate the Department with an updated customer-oriented approach that embraces a more responsive culture of service and accountability in programs provided matched with accountability to both management and employees.
- ◆ Proactively and collaboratively address District initiatives, programs, and delivery of HR programs and services.
- ◆ Enhance recruiting efforts to minimize timeframe of vacancies, improve social media presence, and expand "employer of choice" branding.
- ◆ Broaden the District's commitment to equity, diversity, and inclusion at all levels of the organization.
- ◆ Provide accurate data driven information, assessments, and performance measures including establishing benchmarks to celebrate achievements and success.
- ◆ Update policies and procedures to better reflect desired outcomes; provide training and support consistent interpretation and implementation.
- ◆ Provide collaboration, support, programs, services, and resources to managers and supervisors, helping them continuously improve their skills working with employees, building performance excellence, and addressing issues during difficult and changing times.
- ◆ Updating and improving efficient and customer focused processes in performance reviews, classification and compensation studies, enhanced use of technology programs and tools, and supervisory/management training that meets the needs of today's workforce.



Qualifying Education and Experience

Minimum Qualifications: A combination of education and experience equivalent to a bachelor's degree and 10 years of progressively responsible management experience, ideally in California public (government) agencies with at least 6 years in a senior management capacity. Experience working with the California Public Employees Retirement System (CalPERS) is preferred. Experience working with employee unions is preferred.



Highly Desired Experience and Certifications: An undergraduate degree in a field of study relevant to the position; a master's degree or other advanced degree is preferred. Labor relations and union negotiations experience in the public sector is highly desired. Professional Human Resources certification by the Society of Human Resources Management (SHRM), the Human Resources Certification Institute (HRCI), and/or the International Public Management Association for Human Resources (IPMA-HR) is highly desired.

Review and Evaluation of Experience and Education: Candidates should be aware that District Leadership, working with Ralph Andersen & Associates, reserves the right to determine the best combination of education and experience required for this position. The District intends to attract a broad spectrum of highly qualified and interested professionals to apply for this position.

Compensation and Benefits

The annual salary range for the Director of Human Resources is \$136,728 to \$203,724. Placement within the salary range will be based on the candidate's qualifications, experience, and career accomplishments.

The District provides an excellent benefits package that includes:

- ◆ Retirement benefits (CalPERS pension plan of 2% @ 62 for PEPPRA; new members hired on or after January 1, 2013 who have not been in PERS membership or in membership reciprocal retirement system. **New employees with prior CalPERS or reciprocal retirement system membership (Classic Member) are eligible for CalPERS pension plan of 2% @ 60 formula, provided the selected candidate has been a CalPERS or reciprocal member within six months of hire date with IRWD).**
- ◆ Auto allowance of approximately \$534 per month, adjusted annually based on the updated IRS mileage rates.
- ◆ Deferred compensation plan with employer-match contributions (100% match up to 3% of employee annual base salary after one year of service. After 2 years of service, employee is eligible for an additional 1% direct contribution from the District).
- ◆ Choice of HMO and PPO medical insurance plans.
- ◆ Employer paid dental plan, vision, life insurance, and long-term disability plans.
- ◆ Section 125 Plan.
- ◆ Retiree Health Cost Reimbursement Plan.
- ◆ Vacation, Holiday, and Sick Leave.
- ◆ Other benefits including educational reimbursement, professional development, Wellness reimbursement, and cell phone allowance.

Work Schedule / COVID-19 Accommodations

Irvine Ranch Water District is considered an essential service and as a result, the Director of Human Resources will be required to be actively involved in day-to-day activities during normal operations. During the upcoming months and during the remaining impacts of the COVID-19 pandemic, some degree of flexibility can be expected. While working safely at home may be a consideration periodically, the District's key staff does "report for duty" on a regular basis. Currently, IRWD does operate on a 9/80 work schedule with every other Friday off as the flex day.

To Apply

Candidates are encouraged to **apply no later than Monday, November 30, 2020** by submitting a comprehensive resume and compelling cover letter via email to apply@ralphandersen.com. Resumes will be reviewed upon receipt of submittal and video screening interviews will be conducted by Ralph Andersen & Associates. Review of resumes with the General Manager will begin during the first week of December, or upon the establishment of a pool of highly qualified applicants. For optimal consideration, interested individuals are encouraged to apply early in the process.

Important to note, this is a confidential process and references **will not** be requested or contacted until mutual interest has been established. References and verifications/backgrounds will be done in the final stages of the search process with the top contender(s) after notification of status and signing the required release forms.



irwd.com

Final Selection Process

Video interviews (Round #1) with the General Manager and members of the Senior Staff Team will be conducted during December (preferred) or, if needed, during early January 2021. Follow-up interviews (Round #2) for top contenders with IRWD will likely be done in-person with social distancing in place and will also include a tour of facilities and other follow-up meetings and discussions with key staff.

Every effort will be made for an orderly transition for the new Director of Human Resources to join the District at a mutually agreed upon date, preferably in mid-to-late January (preferred) or early February 2021.

Confidential inquiries are welcomed to Ms. Heather Renschler at (916) 630-4900, or alternatively, request a specific appointment for an introductory call by directing an email to: scheduling@ralphandersen.com with IRWD in the subject line.



Irvine Ranch Water District is an Equal Opportunity/ADA Employer and places a high value on equity, diversity, and inclusion in the workplace.