



City of  
**Santa Monica**<sup>®</sup>

# City of Santa Monica Human Resources **DEPUTY DIRECTOR - SPECIAL PROJECTS**



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## **THE OPPORTUNITY**

If you are an energetic, dynamic and self-driven professional leader with a proven track record of affecting positive and sustainable change through initiating process improvement strategies, using data analytics to drive organizational change, and working with technology and people to get the job done, this is the position for you! The City of Santa Monica's Human Resources Department is looking to fill a brand-new role - Deputy Director - Special Projects.

We are seeking a Superstar to join a team of Superstars dedicated to helping the City succeed through its people. The Deputy Director - Special Projects will report to the Chief People Officer and be a key member of the HR Department's Leadership team.



## **THE POSITION**

The Human Resources Deputy Director - Special Projects is a confidential management position reporting to, and working closely with, the Chief People Officer (CPO). This is a brand-new key leadership role serving as a "right hand" to the CPO and providing oversight to the following four areas:

**Technical - HRIS/Position Control/Workforce Analytics**

**Financial - Department Budget**

**Operational - Office Management**

**Strategic - Special Projects**

As a City leader, the new Human Resources Deputy Director - Special Projects will be expected to lead other professional and clerical level staff, model behaviors that exemplify quality customer service; demonstrate effective, modern and ethical leadership; develop employees and encourage self-investment;

and communicate and collaborate effectively at multiple levels. Key duties include:

- Manage and develop the department budget in collaboration with department leadership.
- Plan and execute large projects.
- Provide analytical guidance and assistance to the divisions as well as be the Department lead on performance management.
- Manage and lead key HR functions within the administrative division of HR.
- Represent the CPO at critical meetings.

## **THE DEPUTY DIRECTOR TOP PRIORITIES – SPECIAL PROJECTS:**

The Human Resources Deputy Director - Special Projects is afforded the opportunity to help create a department of the future and will be encouraged to "think out of the box", use data and predictive analytics to shift the "way it's always been done" and try new concepts. The incumbent will be encouraged to experiment with new ways of accomplishing tasks.

The Department is in the throes of the following three exciting yet complex transformative initiatives that the new Deputy will lead in effort to modernize and update:

1. 50-year-old Civil Service Rules to reflect modern day recruitment processes and increase flexibility and turnaround time in the talent acquisition process.
2. Classification and compensation system to streamline and increase efficiency and to optimize talent.
3. Enterprise Resource Planning (ERP) system to integrate and modernize HR/Payroll/Finance functions and to eliminate paper forms.

## **THE IDEAL CANDIDATE**

The ideal candidate will be a seasoned, strategic thinker with demonstrated practical project planning and technical skills. In other words, able to think broadly, connect the dots and then execute. Moreover, the Deputy will be; a demonstrated leader with a proven track record of affecting operational change, a big picture thinker who builds up the infrastructure of the organization, who is not afraid to challenge the status quo and influence both leadership and staff through communicating a clear business case that advocates for change and achieves buy-in to move forward.

## IDEAL QUALITIES

- Has a passion for solving problems, supporting programs and driving progress using data.
- Brings a competence in budgeting and managing financial resources.
- Forward-thinking, proactive, progressive and courageous leader who is willing to challenge the status quo with tact and diplomacy.
- Energetic and enthusiastic leader with the stamina to stay the course in order to see change efforts through to completion.
- Politically astute and business savvy, with the ability to navigate through tough political environments while still accomplishing Departmental goals.
- Understands 21st century human capital management and administration, labor laws and best and next practices.
- Embraces and promotes change; understands the need to transform government to ensure organizational resiliency and sustainability.
- Possesses a high degree of emotional intelligence, and a demonstrated ability to employ different leadership approaches and work styles with staff to accomplish goals.

## EXPERIENCE AND EDUCATION

Graduation from an accredited college or university with a Bachelor's degree in, Business Administration, Public Administration, Human Resources, Planning, or a closely related field. Master's degree in a related field is desirable.

Five years of recent, paid progressively responsible work experience in the development and management of large projects, programs, or policy initiatives for a business or municipal government. Experience with budget preparation/management and at least two years of supervising experienced staff. Public sector experience is desired.

## THE DEPARTMENT

The Human Resources Department staff operate as cultural architects – building, shaping and influencing organizational culture in alignment with the City's mission. Led by the Chief People Officer and a team of dedicated HR Superstars, the department plays a strategic role in supporting the City through this period of organizational change. With 28 full time equivalent positions, and a \$5.2 Million operating

budget, the department provides comprehensive HR services to 2300 employees in 11 City departments including Police and Fire. Currently the department is organized into four traditional HR functional areas: Recruitment/Classification and Compensation, Labor and Employee Relations, Organizational Development and Benefits, and Budget and Administrative Services. As part of the department's alignment with the City's Performance Management efforts, the new Deputy will be instrumental in helping to rebrand and modernize these traditional HR functional areas to better ensure overall people and organizational success. The Department also provides staff support to the 5-member Personnel Board, appointed by City Council. More than 90% of City employees are covered by Civil Service and represented by one of ten recognized employee organizations for the purposes of collective bargaining and other employment matters.

The Department is in the beginning stages of establishing a Performance Management based structure, where metrics and workforce analytics will drive efficient programming and decision making. To empower and engage everyone in the process the department is working toward a "best idea wins" culture. This means that everyone's input is actively sought, valued and considered.

## PEOPLE DRIVEN MISSION STATEMENT

The mission of the Human Resources Department known as the **HRARC** is to: **A**tract and retain the next generation of leaders, **R**einforce a civil and equitable workplace, **C**ultivate a culture of accountability, empowerment and leadership.



## ABOUT THE CITY

Within just 8.3 square miles bordered by the Pacific Ocean and the westside of Los Angeles, Santa Monica is home to 90,000 residents who enjoy beautiful neighborhoods, a world-renowned beach, fabulous restaurants a thriving art community, vibrant shopping districts, excellent schools, award winning community facilities and parks, and plenty of sunshine. Santa Monica's approximately 16,000 businesses include everything from high profile entertainment companies and world class retail to small entrepreneurial start-ups. Santa Monica has earned the moniker "Silicon Beach" with Snapchat, Hulu and Activision as a few of the high-tech companies that make Santa Monica their home. The Santa Monica community is known for its high level of engagement in civic affairs. Community priorities emphasize active and healthy lifestyles, culture, sustainability, social services, youth services and balanced land use. The City received a Bloomberg Philanthropies Mayor's Challenge prize to help fund The Wellbeing Project to address wellbeing across all segments of the community through a combination of measurement and action. In short, Santa Monica is a vibrant beach town with the resources of a big city.

## CITY GOVERNMENT

Santa Monica is a Charter City with a Council-Manager form of government. The City's strategic direction is built on a framework that promotes good governance and connects organizational purpose and day-to-day functions for a sustainable city of well-being. The City Council identified six priorities which are also sub-outcomes in the framework structure: affordability, climate change, engaged and thriving community, keeping neighborhoods safe, mobility and access, and reduce homelessness.

The organization has a total budget of \$712.1 million for FY 2019-2020 and a citywide staff of 2300.

## COMPENSATION AND BENEFITS

The annual salary for this position \$131,400 to \$162,228 DOQ. Santa Monica offers a competitive benefits package, which includes, but is not limited to:

- **CalPERS Retirement:** Retirement formula and employee contributions are based on appointment date and membership status with CalPERS. Classic CalPERS members: 2% @ 55, member contribution of 7%. Effective January 1, 2013, the Public Employees' Pension Reform Act (PEPRA) will apply to new members of CalPERS: 2% at age 62, member contribution of 6.25%.
- **City Paid Health Insurance:** The City pays 93% of the medical insurance premium for employees and eligible dependents with the employee contributing 7%. The City pays 100% of dental and vision premiums and the Employee Assistance Program for employee and eligible dependents.

- **Vacation:** Minimum of 12 days per year; maximum of 21 days per year. Option to cash out specified amounts of vacation leave.
- **Sick Leave:** 12 days per year; sick leave buyout program may be used to cash out leave at the end of each fiscal year.
- **Holidays:** 12 days per year including two floating holidays.
- **Professional/Administrative Leave:** Employees represented by the Administrative Team Associates (ATA) may receive up to six (6) non-cashable and five (5) cashable personal leave days per fiscal year, depending on appointment date.
- **Deferred Compensation:** \$50 per month contribution into a 401(a). Employees may voluntarily participate in a 457(b) plan.
- **Term Life Insurance:** Twice annual base salary rounded to the nearest \$1,000, up to a maximum benefit of \$500,000 and LTD.
- **9/80 Work Schedule:** Every other Friday off.
- **Student Loan Forgiveness:** The City currently qualifies as an eligible employer for the federal Public Service Loan Forgiveness program.
- **Tuition Reimbursement:** Up to \$2,500 per fiscal year.

## APPLICATION & SELECTION PROCESS

The recruitment is being conducted by The Hawkins Company (search consultants). They will review all written materials submitted and will screen and evaluate candidates. Only the most highly qualified candidates will be invited to participate in an on-site interview. Interested and qualified individuals are invited to submit a resume and cover letter electronically to: [smcity.deputydirector@thehawkinscompany.com](mailto:smcity.deputydirector@thehawkinscompany.com)

Resumes received by **November 8, 2019** will receive first consideration. Candidates are encouraged to apply early. The position will be open until filled.



**THE HAWKINS COMPANY**  
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Confidential inquiries are encouraged and should be directed to Ms. Brett Byers at 323-403-8279, [brett@thehawkinscompany.com](mailto:brett@thehawkinscompany.com) and Ms. Yonnine Hawkins Garr, 323-252-1655, [yonnine@thehawkinscompany.com](mailto:yonnine@thehawkinscompany.com).

*The City of Santa Monica is an equal opportunity employer.*