

Plymouth  
Housing

CHIEF HUMAN RESOURCES OFFICER  
Seattle, WA



If you are interested in this exceptional opportunity, please submit a detailed resume immediately to:

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Should you have any questions in consideration of your own interest, or a referral of a colleague, please contact us at the number above.

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## Building hope & transforming lives since 1980

Plymouth Housing's mission is to eliminate homelessness and address its causes by preserving, developing, and operating safe, quality, supportive housing and by providing adults experiencing homelessness with opportunities to stabilize and improve their lives.

In 1980, members of downtown Seattle's Plymouth Congregational Church were deeply concerned when they realized people were sleeping on their church doorstep. Rev. David Colwell challenged his congregation to come up with a solution, proclaiming "one homeless person is one too many."

Church members responded with the foundation of Plymouth Housing, a non-profit, independent organization to develop and operate housing for those facing homelessness.

1990s	2000s	2010s
During Plymouth's second decade, they deepened their commitment to their residents and put the pieces into place for a long, strong future. They added supportive services to their apartments to help their residents achieve stability in housing, adopted their first strategic plan, and began advocating for public policy changes to benefit Seattle's residents experiencing homelessness.	In their third decade, Plymouth completed a \$22 million Sustaining Hope Capital Campaign, resulting in the renovation of two existing Plymouth properties, the Lewiston and Pacific Apartments, as well as the construction of the Pat Williams Apartments. They launched their Key to Hope Luncheon and showed that housing those experiencing homelessness is both compassionate and cost-effective.	Today, Plymouth is one of the largest providers of low-income housing in downtown Seattle with over 1,200 residents and 17 retail tenants in 15 buildings. Their comprehensive approach in supporting those who face homelessness with both housing and supportive services has earned the organization local and national recognition. They are also growing, with 5 more buildings slated to open by 2023.

## Expertise

Plymouth Housing primarily serves individuals who have experienced chronic, long-term homelessness. Their residents may have failed in housing in the past, or cannot access decent, affordable housing due to poverty, disabilities, or a previous criminal record.

## Vision

Housing is the first step in helping those who have experienced homelessness transform their lives. Plymouth's comprehensive approach provides hope. Plymouth's vision is one where every person has a home and a better quality of life.

## Values

More than a decade ago, a diverse group of long-time staff members joined together to outline the values that inform their work.

At Plymouth, they believe:

- Every person has the right to a home.
- Every person is valuable, with a unique story and journey.
- Affordable housing requires responsible stewardship.
- Cultural diversity and embracing difference are sources of strength.
- Respect, trust, and compassion are integral to all interactions.
- Every person deserves trauma-informed care.

## Position Summary

The Chief Human Resources Officer (CHRO) provides strategic thought leadership around staffing, diversity, equity, and organizational culture, plus hands-on expertise, to align and advance Plymouth's strategic priorities with its employment policies and practices. The CHRO plays a key role in guiding and supporting the organization through upcoming stages of rapid growth and development. As a trusted advisor and member of the Executive Leadership Team, the CHRO is responsible for all facets of Human Resources and may lead and support change initiatives that impact organizational growth, strategy implementation or organizational culture. This position plays a vital role in leading Plymouth Housing's expanded efforts to attract and retain a diverse workforce. The CHRO is responsible to effectively manage all areas of the HR function with a focus on labor relations, compliance, service, and operational efficiencies.

## Essential Functions

- In partnership with other leaders, lead the human resources function's strategic direction to ensure an understanding of program and operational needs, and alignment with the organization's strategic priorities.
- Develop and implement the appropriate HR delivery model for the organization, leveraging both in-sourced and outsourced resources, best practices, and leading technologies. Make recommendations to senior management and develop a plan of action to implement proposed changes.
- Participate, with the Executive Leadership Team, in organizational strategic planning and organization-wide program and policy initiatives.
- Develop HR strategies that support the achievement of Plymouth's overall business objectives in partnership with senior leadership and develop a plan of action to support their successful implementation.
- Collaborate with leadership to support, advance, and evaluate Plymouth's commitment to diversity and equity.
- Offer technical expertise and leadership for human resources best practices, employment law, labor relations, employment policies, and organizational development while providing proactive and practical options and solutions.
- Establish and maintain a strategic workforce development plan that aligns with business needs and attracts and retains diverse staff and fosters equity in career and performance development opportunities.
- Build and maintain strong, trusted relationships with all levels of staff. Serve as a resource for employee relations issues. Provide counsel, advice, and support in resolving issues, disputes, and other sensitive matters.
- Coach managers to build solid, effective employee relationships by offering guidance and support on performance and professional development issues.
- Leads and manages labor relations in connection with the collective bargaining agreement; and serves as the subject matter expert and thought leader on labor relations topics and the interpretation and administration of human resource policies and the collective bargaining agreement. Utilize legal counsel as needed for more complex issues. Serve as lead on the Labor Management Committee.
- Oversee and/or conduct workplace investigations and make recommendations regarding employment action. Ensure all matters are handled in an equitable, consistent, and lawful manner.
- Monitor employee engagement and "pulse" through formal and informal means with the goal of fostering a work environment that is respectful, inclusive, safe, and healthy, and improves employee engagement.
- Develop and maintain a comprehensive, progressive, and equitable compensation philosophy and structure that responds to the local labor market. Provide leadership for total rewards strategy, trends, and methodologies, while ensuring compliance with all legal and government regulations.
- Lead and manage staff across all human resources specializations including recruiting, benefits administration, human resources information systems, compliance, labor relations, training, and operations. Build staff capabilities and support their growth and development.
- Oversee the administrative office's operations by providing supervision of and support to the Manager of Administration, including facilitating any priorities and/or projects.
- Develop and provide key metrics, such as retention/turnover, time to hire, acceptance rate, employee referral program success, EEOC/AAP, and other statistical data.
- Drive continued human resources-related policy development, including employee handbook.
- Oversee, develop and implement staff training programs.
- Maintain a thorough knowledge of and ensure compliance with federal, state, and local laws and regulations to minimize risk to the organization.
- Function as a strategic business advisor to senior management of each business unit regarding key organizational and management issues. Work with Plymouth's management to develop, identify, and act upon strategic issues regarding human resource needs, facilitate senior management alignment on HR priorities, and focus on execution of HR programs that meet the changing needs of the organization.
- Foster and maintain cooperative working relationships within the organization and among partners within the community.

## Knowledge and Skills

- Deep technical Human Resources expertise.
- Patient, thoughtful, and clear verbal and written communication skills, including facilitation, mediation, and presentation skills.
- Adept at relationship building and collaboration with all levels of staff, community partners, and others.
- Ability to lead and thrive in a dynamic environment of change, challenge and multiple priorities.

- Practical experience planning and driving organizational transformation as it relates to staffing, workforce development and organizational culture.
- Strong strategic thinking, planning and analytical skills.
- Ability to listen effectively, learn quickly, and lead adaptively to deploy HR resources to address issues as they arise.
- Perseverance in tackling tough decisions with creativity and reasonable risk-taking.
- Strong organizational, time and project management skills.
- Extensive knowledge of federal, state, and local employment regulations and laws.
- Proficient and experienced with Microsoft Office applications, particularly Excel, Outlook, Word, and PowerPoint.

### Education and Qualifications

- Bachelor's Degree in a relevant field.
- Minimum eight (8) years' increasingly responsible human resources experience with at least four (4) years of senior level experience in mid-size organizations.
- Experience in the areas of diversity, equity and inclusion and advancing related organizational initiatives.

### Preferred Qualifications

- Master's degree in a related field.
- Professional HR certification.
- Experience leading union negotiations and labor relations.
- Experience working in a nonprofit environment.

### Seattle



Seattle is a seaport city on the west coast and is the seat of King County. Seattle is the largest city in both the state of Washington and the Pacific Northwest region of North America. According to U.S. Census data released in 2019, the Seattle metropolitan area's population stands at 3.98 million, making it the 15th-largest in the United States.

Seattle is situated on an isthmus between Puget Sound (an inlet of the Pacific Ocean) and Lake Washington. It is the northernmost large city in the United States, located about 100 miles south of the Canadian border.

Seattle enjoys a lively blend of cultural activities that draws on the city's ethnic diversity, its tradition of municipal support for the arts, and its status as a regional and national educational and economic centre. A distinctive component of Seattle's daily life and popular culture is its relationship with coffee and coffeehouses. Seattle has the highest per capita coffee consumption in the United States, and Seattleites' love of specialty coffee has enabled hundreds of independent shops to thrive in the city that also produced the retail chains Starbucks and Tully's. It has been theorized that the city's cloudy, drizzly climate gave the perfect impetus for coffee's unusual degree of popularity; caffeinated drinks consumed in cozy shops and restaurants provide great balm as well as shelter from the dampness.

### Performing Arts

Seattle has been a regional center for the performing arts for many years. The century-old Seattle Symphony Orchestra has won many awards and performs primarily at Benaroya Hall. The Seattle Opera and Pacific Northwest Ballet, which perform at McCaw Hall, are comparably distinguished, with the Opera being particularly known for its performances of the works of Richard Wagner and the PNB School ranking as one of the top three ballet training institutions in the United States. The Seattle Youth Symphony Orchestras (YSO)

is the largest symphonic youth organization in the United States. The city also boasts lauded summer and winter chamber music festivals organized by the Seattle Chamber Music Society.

The 5th Avenue Theatre, built in 1926, stages Broadway-style musical shows featuring both local talent and international stars. Seattle has "around 100" theatrical production companies and over two dozen live theatre venues, many of them associated with fringe theatre; Seattle is probably second only to New York for number of equity theaters. In addition, the 900-seat Romanesque Revival Town Hall on First Hill hosts numerous cultural events, especially lectures and recitals.



### **Culture and Diversity**

With diverse denizens and globally inspired neighborhoods, Seattle's multicultural draws are educational, thought provoking, and moving.

For a better understanding of the city's first peoples, visit the Burke on the University of Washington campus. The Pacific Voices exhibit features woven baskets, carved totems, and other art from 17 tribes and communities. Explore more Native art in the permanent galleries at Seattle Art Museum.



Art and Life Along the Northwest Coast at Seattle Art Museum  
Courtesy Natali Wiseman/Seattle Art Museum

Throughout the city, cultural museums provide a glimpse into Seattle's immigrant roots. In the Chinatown–International District, visitors can explore Wing Luke Museum, , which features exhibits about the Asian American community, legendary local Bruce Lee, and even how the Japanese internment affected residents. Columbia City's Northwest African American showcases work from black artists that focus on emotionally resonant cultural issues, while Ballard's Nordic Museum tells the story of how immigrants from Norway, Sweden, Finland, Iceland, and Denmark made new lives in the United States and eventually created the thriving neighborhood seen today.

Another way to explore Seattle's various cultures is at the variety of annual events that populate the calendar. Seattle Center plays host to 24 cultural festivals every year—from Arab Festival to Pagdiriwang Philippine Festival—as part of its Festal series. And throughout the year, the city rolls out the red carpet for multicultural cinematic extravaganzas, spanning the Nordic Lights Film Festival and Seattle Asian American Film Festival in winter to Seattle Jewish Film Festival and Langston Hughes African American Film Festival in spring.

### **Tourism**

Among Seattle's prominent annual fairs and festivals are the 24-day Seattle International Film Festival, Northwest Folklife over the Memorial Day weekend, numerous Seafair events throughout July and August (ranging from a Bon Odori celebration to the Seafair Cup hydroplane races), the Bite of Seattle, one of the largest Gay Pride festivals in the United States, and the art and music festival Bumbershoot, which programs music as well as other art and entertainment over the Labor Day weekend.

There are other annual events, ranging from the Seattle Antiquarian Book Fair & Book Arts Show; an anime convention, Sakura-Con; Penny Arcade Expo, a gaming convention; a two-day, 9,000-rider Seattle to Portland Bicycle Classic; and specialized film festivals, such as the Maelstrom International Fantastic Film Festival, , Children's Film Festival Seattle, Translation: the Seattle Transgender Film Festival, the Seattle Gay and Lesbian Film Festival, Seattle Latino Film Festival, and the Seattle Polish Film Festival.

The Henry Art Gallery opened in 1927, the first public art museum in Washington. The Seattle Art Museum (SAM) opened in 1933 and moved to their current downtown location in 1991 (expanded and reopened in 2007); since 1991, the 1933 building has been SAM's Seattle Asian Art Museum (SAAM). SAM also operates the Olympic Sculpture Park (opened in 2007) on the waterfront north of the downtown piers. The Frye Art Museum is a free museum on First Hill.

Regional history collections are at the Log House Museum in Alki, Klondike Gold Rush National Historical Park, the Museum of History and Industry, Industry collections are at the Center for Wooden Boats and the adjacent Northwest Seaport, the Seattle Metropolitan Police Museum, and the Museum of Flight.

The Seattle Great Wheel, one of the largest Ferris wheels in the US, opened in June 2012 as a new, permanent attraction on the city's waterfront, at Pier 57, next to Downtown Seattle. The city also has many community centers for recreation, including Rainier Beach, Van Asselt, Rainier, and Jefferson south of the Ship Canal and Green Lake, Laurelhurst, Loyal Heights north of the Canal, and Meadowbrook.



Woodland Park Zoo opened as a private menagerie in 1889 but was sold to the city in 1899. The Seattle Aquarium has been open on the downtown waterfront since 1977 (undergoing a renovation in 2006). The Seattle Underground Tour is an exhibit of places that existed before the Great Fire.

### **Professional Sports**

Seattle has three major men's professional sports teams: the National Football League (NFL)'s Seattle Seahawks, Major League Baseball (MLB)'s Seattle Mariners, and Major League Soccer (MLS)'s Seattle Sounders FC, with the National Hockey League (NHL)'s Seattle Kraken beginning play in 2021. Other professional sports teams include the Women's National Basketball Association (WNBA)'s Seattle Storm, who won the WNBA championship on three occasions in 2004 and 2010, and 2018: and the Seattle Reign of the National Women's Soccer League.

### **Parks and Recreation**

Seattle's mild, temperate, marine climate allows year-round outdoor recreation, including walking, cycling, hiking, skiing, snowboarding, kayaking, rock climbing, motor boating, sailing, team sports, and swimming.

In town, many people walk around Green Lake, through the forests and along the bluffs and beaches of 535-acre Discovery Park (the largest park in the city) in Magnolia, along the shores of Myrtle Edwards Park on the Downtown waterfront, along the shoreline of Lake Washington at Seward Park, along Alki Beach in West Seattle, or along the Burke-Gilman Trail.



Gas Works Park features the preserved superstructure of a coal gasification plant closed in 1956. Located across Lake Union from downtown, the park provides panoramic views of the Seattle skyline.

Also popular are hikes and skiing in the nearby Cascade or Olympic Mountains and kayaking and sailing in the waters of Puget Sound, the Strait of Juan de Fuca, and the Strait of Georgia. In 2005, Men's Fitness magazine named Seattle the fittest city in the United States.

### **Education**

Seattle Public Schools, the largest K-12 school system in Washington state, has a deep commitment to every student's journey—to ensure that each student will graduate ready for college, career and life.

Seattle is home to the University of Washington, as well as the institution's professional and continuing education unit, the University of Washington Educational Outreach. The 2017 U.S. News & World Report ranked the University of Washington at #11 in the world, tied with Johns Hopkins University. The UW receives more federal research and development funding than any public institution. Seattle also has a number of smaller private universities including Seattle University and Seattle Pacific University, the former a Jesuit Catholic institution, the latter a Free Methodist institution. Universities aimed at the working adult are the City University and Antioch University. The Seattle Colleges District system comprises three colleges - North, Central, and South. Seminaries include Western Seminary and a number of arts colleges, such as Cornish College of the Arts, Pratt Fine Arts Center, and The Art Institute of Seattle. In 2001, Time magazine selected Seattle Central Community College as community college of the year, saying that the school "pushes diverse students to work together in small teams".