

## JBM Packaging Co. Position Description

**Position Title:** *Director of Human Capacity and Culture*

**FLSA Designation:** Exempt

**Reports To:** COO

**Department:** Human Resources

**Department:** 180

**Date Written/Revised:** May 22, 2020

**GL Account Reference:** 7100/7102

- Are you a visionary leader with the capacity to inspire teams?
- Are you fast-paced and focused on driving outcomes?
- Do you actively build into the folks who can keep up with your vision and ambitions?
- Do you love the challenge of continuing to innovate and elevate people-centered strategies?
- Do you thrive on interactions with employees?
- Are you a passionate leader that inspires and facilitates a culture that helps team members grow in ways where they can be the best version of themselves at work and beyond?

If so, you might be the right ***Director of Human Capacity and Culture*** for JBM Packaging.

At JBM, we have the water, soil, seed, and fertilizer required for strong growth. Now all we need is the “sun”. We need someone to bring the **heat** (accountability and high expectations) and the **light** (vision and leadership in talent development) to take our recruiting, training and development, coaching, and culture amplification to the next level. If you think you can bring both, please continue to read!

### **POSITION PURPOSE**

JBM Packaging is attempting to break away from the traditional HR and “personnel” management norms so prevalent over the past several decades. We are looking for a dynamic leader who can transform and lead the efforts to build our team member capacity through innovative and unconventional **recruiting, training & development**, and **culture development** approaches.

Reporting to the COO and a key member of the Executive Leadership Team, you will play an active role in taking our organizational performance to unprecedented levels. As our company evolves and expands, this role is responsible for developing the strategic talent direction and organizational programs to build our human capacity. In addition, this leader will have the opportunity to be innovative in helping drive our culture, where every team member is living our Core Values on a daily basis.

To aid in this transformation, this newly created role will not be burdened with the traditional responsibilities of Payroll and Benefits Administration. The removal of traditional HR responsibilities will allow for complete focus on the scope of this new role: building team member capacity and driving the culture required to support JBM’s aggressive growth plan. Success in this role requires experience in reimagining and driving organizational change, building a high-performing culture, and balancing short-term and long-term objectives.

### **THIS JOB MIGHT BE A FIT FOR YOU IF:**

- You love to coach others and help them develop and grow. You believe your #1 responsibility is coaching, not only your direct reports, but members of the Leadership

- Team and all other team members. You are so effective at coaching and set such a powerful example, you will significantly increase our organization's coaching competency.
- You are not constrained by traditional HR/personnel approaches. You think beyond conventional ways and approach big problems with fresh and innovative solutions. You prefer to play "offense" but have the judgement to know when "defense" is required.
  - You are process and continuous improvement focused. Once a standard is defined, you will follow the standard, until a better way is identified through focused continuous improvement efforts.
  - You think strategically seeing the big picture, but also care about the details and ensure they are taken care of.
  - You communicate clearly and with contagious enthusiasm. You facilitate effective communication through employee involvement and regular feedback mechanisms. You provide direct, complete, and actionable positive and corrective feedback to others.
  - You quickly establish authentic personal relationships with people from diverse and varied backgrounds.
  - You have the ability to see the business from the perspective of each team member – and you represent those views when coaching the Leadership Team on engagement, coaching, and communications.
  - You thrive with big and challenging goals. You can break down big goals into smaller pieces and get all of the pieces lined up to support achieving it.
  - You approach problems with a balance between objective and subjective analysis. You look beyond the obvious and do not stop at the first answers. Both quantitative and qualitative data feed your thought process.
  - You have a strong executive presence which inspires confidence in your team that you're the leader they want to follow, and confidence in the organization that you are capable, reliable, and can achieve big goals.
  - You have strong judgment and decision-making capability. You have seen many situations and know how to best handle them. When you encounter an unfamiliar situation, you are intellectually and emotionally flexible and able to successfully navigate unfamiliar territory calmly and professionally.
  - You are a good judge of talent. After reasonable exposure, you can articulate the strengths and limitations of people inside or outside the organization.
  - You get excited by the opportunity to positively impact the lives of each team member and the culture of the organization.
  - You want to work for a company whose Vision is *to be the role model of a purpose driven, profitable company*. The thought of being able to help fulfill JBM's Purpose of "Better Solutions, Better Lives, Better World" inspires and excites you. You believe in 2<sup>nd</sup> chances and would love to be a part of providing reformed citizens an opportunity to create a better life for themselves and their families.

## THE CHALLENGE

- *Recruiting*
  - Expand and deepen the pipeline of talent within Ohio Department of Rehabilitation and Correction.
  - Develop new and improve existing pipelines of production talent.
  - Hire and train over 25 Machine Maintenance Technicians in the next 5 years.
  - Hire and train over 30 Machine Operators in the next 5 years.
  - Continuously improve the recruiting process for hourly and salaried roles.
  - Leverage technology to increase the speed of hiring and administer programs effectively.
  - Further development expand our reputation as being a great place to work.
- *Training & Development*

- Collaborate with Leadership Team to identify training and development needs in the organization, including assessment, needs and gap analysis.
  - Lead the development, delivery, measurement/tracking, and continuous improvement of highly effective training programs across the organization, including several custom programs.
  - Build a strong employee development framework to prepare team members for more significant responsibilities as the company grows and scales.
  - Drive the development of performance coaching as a competency across the organization. Partner with Leadership Team members to help them develop their teams.
  - Fully leverage the full-time “Change Coach” resource to support onboarding of reformed citizens and to provide support to all JBM teams in their quest for “Better Lives.”
- *Culture Development*
    - Create and foster a culture that encourages high performance and where all of our team members thrive to become the best version of themselves.
    - Champion team member engagement and drive the improvement of engagement metrics across our diverse workgroups (as measured by the Emplify survey).
    - Drive the creation of a culture where all team members are living JBM’s Core Values.
    - Help team members more directly connect with JBM’s Purpose and Vision.
    - Ensure JBM remains competitive in the market with compensation and benefits.

#### **A TYPICAL DAY MIGHT INCLUDE THESE ESSENTIAL DUTIES**

- Meet with the Executive Leadership Team to review key numbers/results and discuss major issues.
- Huddle with your team to discuss bright spots, plans for the day, longer term challenges.
- Meet with new Team Members as part of their JBM onboarding.
- Conduct a coaching session for a team member who has been issued a Job Threatening focus area.
- Provide oversight to all recruiting processes and collaborate with recruiting team.
- Collaborate with ODRC on current training program, pipeline, and expansion opportunities.
- Meet with trainees inside of Pickaway Correctional Institution and at JBM.
- Identify, evaluate, and pursue new sources of talent/pipelines.
- Collaborate individually with members of the Leadership Team to coach them and help them improve in their own coaching skills.
- Conduct remote and/or in-person interviews of candidates for salary positions.
- Develop, select, and deliver training to team members and Leadership Team (e.g. Coaching, Interview Skills, etc.)
- Coordinate with outside recruiting firm (used for key hires).
- Work with teammates to deeply understand issues being faced and facilitate discussions to identify potential solutions.
- Work with team to continuously improve processes with waste or lacking effectiveness.
- Assist Leadership Team in analyzing and interpreting Emplify survey results and key steps to be taken to help drive higher team member participation and engagement.
- Ensure effective coordination and collaboration with all outside partners providing services to JBM team members (e.g. transportation, housing, etc.)
- Provide oversight to in-house Change Coach and ensure all standards are followed.
- Provide oversight to all training initiatives and ensure compliance and effectiveness are measured, reviewed, and improved.
- Learn, evaluate, and recommend innovative, non-conventional methods of building human capacity and driving engagement.

- Evaluate reward/recognition events and programs. Recommend new programs and processes to enhance talent attraction and retention.
- Assist Leadership Team in identifying key team and individual metrics to help drive improved performance.

#### **YOUR KNOW-HOW**

- Dynamic and engaging communicator in one-on-one, small group, and large group settings
  - Ability to tailor communication style to diverse audiences
  - 'Rally the troops' – get messages across that have the desired effect
- Results driven; gets things done – whether through own efforts or delegation
  - Ability to drive initiatives with limited resources and roll up your sleeves to achieve desired results
- Strategic planning and change management experience
- Coaching for improved performance
- Process and detail oriented
- General business and financial acumen, with the ability to develop and utilize HR data and metrics as they relate to and impact business topics
  - Development of metrics, KPIs, score cards
- Knowledge of Federal and State of Ohio Employment laws

#### **MUST HAVES**

- Bachelor's degree
- Minimum of 5 years in a leadership role
- Minimum of 10 years in roles with experience in successfully overcoming the "challenges" listed for this position
- Strengths in organizational change, problem solving, and innovation
- Strong, hands-on leadership approach with experience coaching and growing team members
- Ability to serve as a team member advocate while effectively balancing the needs of the organization
- Excellent organization skills, including prioritization, time management, and meeting deadlines
- Intermediate Microsoft Office experience

#### **NICE TO HAVES**

- Master's Degree
- Formal Coaching Training and Certifications