



**VICE PRESIDENT OF HUMAN RESOURCES
OPPORTUNITY PROFILE**

Presented by



Consultants in Leadership Search



ABOUT UNION RESCUE MISSION

Since 1891, Union Rescue Mission (URM) has been embracing people with the compassion of Christ by bringing help and hope to men, women, and children experiencing homelessness in downtown Los Angeles. Over the years, URM has continued to offer and expand its efforts to feed both the body and the soul, helping individuals and families break the cycle of poverty and achieve self-sufficiency. Today, URM operates two locations: a Rescue Mission in downtown Los Angeles and Hope Gardens Family Center in Sylmar (serves women with children). A third location, which will serve families in South Los Angeles, will start construction in early 2020. Every day of the year, URM serves over 1,500 people who are experiencing homelessness.

[WATCH VIDEO](#)



MISSION STATEMENT

We embrace people with the compassion of Christ.

GUIDING PRINCIPLES

We serve God, under the Lordship of Jesus Christ and:

- We will serve the whole person in mind, body, and spirit.
- We will always serve others with humility.
- We will treat all people, who are created in the image of God, with dignity and respect.
- We will meet, or exceed, the expectations of those we serve.
- We will actively find new ways to be good stewards of the resources entrusted to us.
- We will be truthful and accountable in our work together.
- We will do what we say we will do.
- We will intentionally look at new and innovative ways to do our work.
- We will share our expertise with others.

AMERICA'S HOMELESSNESS CAPITAL

Los Angeles is known for glamour and glitz. However, if you look past the bright lights, you will see what angels see — men, women, and children of all ages that have lost their homes — and their hope. Los Angeles accounts for 3% of the total United States population and is home to 7%



of all the people experiencing homelessness. About 58,000 people in Los Angeles County experience homelessness on any given night.

EVERY YEAR, UNION RESCUE MISSION...

- Serves over 1 Million meals.
- Provides more than 450,000 nights of shelter.
- Hosts 15,000 health and legal clinic sessions.
- Celebrates 85 graduates finding their way home – completed rehabilitation program, vocational training, and housing acquisition.

URM STRATEGIC PRIORITIES

The following is the URM's 10-Step plan to end homelessness, as we know it today:

1. Change the way we think and talk about people experiencing homelessness.
2. Stop making excuses and get involved.
3. Ensure that no one is ever evicted directly to the streets.
4. Localize solutions to homelessness.
5. Mentor individuals and families who are experiencing homelessness.
6. Encourage local communities to adopt best practices regarding policing and other public services that directly affect homelessness.
7. Expand seasonal winter shelters to operate year-round.
8. Advocate that permanent supportive housing be reserved for the most chronic, most devastated men and women who have experienced long-term homelessness.
9. Increase investment in more life-transforming services.
10. Provide everyone with the skills to work.

Fred's Story: God is My Priority Now [WATCH VIDEO](#)

ABOUT THE CEO - ANDREW (ANDY) BALES

Andy brings over 32 years of experience in community outreach and service to his "friends experiencing homelessness". Andy's vision for the future of Union Rescue Mission is to honor the Mission's long and distinguished history of service to the most desperate men, women and children of in the City of Los Angeles. His education in Social Science and Biblical Studies, coupled with a wide array of vocational ministry roles in urban and homeless ministry, make him



uniquely qualified to lead URM. Andy says, “I’ve worked my whole life to end up on Skid Row in L.A.”



Andy’s license (you rescued me)

One of Andy’s earliest challenges as Mission leader was to assist in the development of transitional housing for mothers and their children living in the Mission’s downtown facility and in neighboring hotels in and around Skid Row. By working to establish the thriving Hope Gardens Family Center, he also worked to provide permanent supportive housing for senior women away from the mean streets of Los Angeles. Hope Gardens Family Center, in the foothills of the Angeles National Forest near Sylmar, was developed to serve this growing population of abandoned and desperately poor women with children and elderly women.

Daisy’s Story: Whatever It Takes [WATCH VIDEO](#)

As CEO of Union Rescue Mission, Andy has had a pivotal role in reshaping hospital and governmental policies related to the “dumping” of homeless patients from hospitals on to the streets of Skid Row. Andy’s present focus is organizing and working with community partners to address the epidemic of homelessness in Los Angeles.

Yoana’s Story: Redefining Her Future [WATCH VIDEO](#)

ORGANIZATIONAL CULTURE

The URM culture can be described as comradery between “first responders” in lifesaving situations, combined with daily rhythms of pastoral care; Biblical council, spiritual development, and prayer.

The URM Leadership Team just finished studying *The Ideal Team Player*, by Patrick Lencioni. From this study they have embraced the following principles:



Ideal team players are humble. They lack excessive ego or concerns about status. Humble people are quick to point out the contributions of others and slow to seek attention for their own. They share credit, emphasize team over self and define success collectively rather than individually.

Ideal team players are hungry. They are always looking for more. More things to do. More to learn. More responsibility to take on. Hungry people almost never have to be pushed by a manager to work harder because they are self-motivated and diligent. They are constantly thinking about the next step and the next opportunity.

Ideal team players are smart. They have common sense about people. Smart people tend to know what is happening in a group situation and how to deal with others in the most effective way. They have good judgment and intuition around the subtleties of group dynamics and the impact of their words and actions.

WHAT THE TEAM SAYS ABOUT URM AND THE NEW VP OF HR

“...we are haunted by the visions of a human being left on the street and passionate about changing that...”

“...it is painful to look into the eyes of a mother on the street and realize we are completely full; we can't say No...”

“...the Leadership Team is encouraged to constructively disagree and push back, but once a decision is made, we move forward as one...”

“...Andy's passion is unwavering; he walks the walk, talks the talk; Andy is about giving hugs...”

“...our work of transformation is absolutely vital as an example to the world...”

“...we strive for kindness and to provide a ‘magnitude of care’ in all we do...the executive team recently went through Barry Corey's (President of Biola University), ‘Love Kindness’.”

“...Andy is the world's most compassionate person...”

“...the Human Resources VP will need to be a collaborative team builder...”

“...this is a place with high expectations, but it's also OK to ask for help...”

“...our new VP of HR must be a good communicator and able to build rapport...”



“...we deeply value the culture of servant-leadership...”

“...‘Tough Love’ is never rude...”

“...we strive to be the number one employer of Graduates...”

“...while we do security very well, we balance justice and understanding our the backstory...”

“...we do not, ‘throw people out’, even if they deserve to be removed; we will find alternative housing...we are merciful and do not profile”

“...we have strong relationships with UCLA, USC, Pepperdine, the Dodgers and more!...”

“...we work in an environment with infinite needs and finite resources - prayer is essential...”

“...our focus is to build empowerment and transformation on top of rehabilitation...”

“...it’s exciting to see the way our facilities have expanded to accommodate more people, especially women and children, who desperately need shelter...”

“...our new VP must live out the gospel first and with higher priority than just preaching...”

POSITION SUMMARY

The Vice President of Human Resources reports to the CEO and is responsible for providing strategic leadership in planning, organizing, directing, implementing and evaluating the Human Resources functions for Union Rescue Mission. To leverage staff potential, the VP of HR will engage in job skills training and development; diversity training and development; talent acquisition, engagement and retention; employee relations; leadership and workforce development; review and, as needed, creation of employment policies and procedures; analysis of industry trends in compensation, benefits and systems management. Must also be current in California and Federal employment laws and compliance practices.

REQUIRED QUALIFICATIONS

- The most significant requirement for this position is a heart for the Lord and for his people. Must have a deep and growing relationship with God, active involvement in a local church, Christ-centered Biblical worldview adhering to the URM Statement of Faith (see page 9), and a commitment to maintaining healthy relationships and accountability.
- Bachelor’s degree in human resources or closely related field is required. Master’s degree is a plus.
- Confidently manage the HR staff and ensure policies are effectively implemented.



- Ability to think strategically in business as it integrates with Human Resources. Analyze data and provide sound recommendations and innovative solutions
- Proven negotiation, conflict resolution and stakeholder management skills using Biblical principles.
- Strong talent identification and acquisition skills.
- Human Resource national certification PHR and/or SHRM-CP SPHR and/or SHRM-SCP preferred.
- Strong customer and results orientation.
- Demonstrated ability to work across diverse cultures at all levels of an organization including external business partners.
- Excellent customer focus, good listening skills and tolerance for ambiguity.
- Strong aptitude to communicate clearly and effectively.
- Excellent customer and community service orientation.
- Results-oriented.
- Ability to interact effectively at all levels of management and across diverse cultural backgrounds.
- Effective team member who can manage various projects simultaneously.
- Ability and willingness to facilitate progressive change.

IDEAL QUALIFICATIONS

- Relevant experience in compassion, social welfare, and transformational ministry.
- A “roll up your sleeves” attitude and a joyful willingness to step in to do whatever needs to be done.
- High Emotional Intelligence, the ability to recognize and control your emotions, and to recognize and understand the emotions of others

ESSENTIAL FUNCTIONS

- As a member of the Senior Leadership Team, participates in developing and implementing key strategies for accelerating the achievement of organizational goals including a productive and team-oriented workforce.
- Promote Christian workplace virtues described in Ephesians 6:5-9; Colossians 3:23-24; Psalms 90:17 and Proverbs 16:3 influencing both staff and management to work in one



accord for Christ and His kingdom. Ability to teach staff conflict resolution in a biblical manner with the first step going to the parties affected (versus directly to HR).

- Leads by example in promoting a biblical model that is representative of URM's Christian cultural values: having a humble heart attitude; having a common sense about people treating them with kindness and truth, and zealous in achieving work objectives without any personal agendas.
- Provides a welcoming, approachable and confidential environment where all staff members feel safe in sharing their perspectives, opinions and conflict issues.
- Guides, counsels and fairly arbitrates conflict resolution processes between employee and employee or employee and manager resulting in sound and positive resolutions.
- Provides strategic guidance and day-to-day leadership for all human resources functions.
- Ensures training efforts support the organization's objective of building a healthy, high-performance culture while developing important employee competencies.
- Counsels management on the short and long-term human resource implications of alternative business actions; provides appropriate guidance on employees/supervisors relative to employee performance and relations issues.
- Keeps abreast of HR trends and best practices. Assists with the implementation of company initiatives and customization of HR policies.
- Ensures that the organization complies with State, Federal, EEO, ADA, OSHA, and other legal requirements.
- Supports the ongoing development of a Total Compensation Program that is internally and externally equitable and enables the organization to recruit, motivate and retain outstanding performers while controlling labor costs.
- Guides the development/implementation of a performance development program, which links organizational goals, clarifies accountabilities and rewards outstanding contributions.
- Ensures Employee Benefit Plans are in line with management philosophy, address employee needs and meet regulatory and budget constraints.
- Ethical, professional and honest at all times.

SUPERVISORY DUTIES

- This position manages all employees of the department and is responsible for the performance management and hiring of the employees within that department.



THE SEARCH PROCESS

If you, or someone you know, have interest and meet most of the experience and motivational requirements described in this profile, please contact us, or suggest that person for consideration, and/or forward this information.

Send resume and completed questionnaire to the contact below.

Names will be treated discreetly, and candidates should be assured that their inquiries will be treated with the utmost confidentiality.

URM is an equal opportunity employer and does not discriminate based on race, age, color, gender, national origin, familial status, veteran status, or physical handicap. However, by the nature of this organization and its purposes, it does limit its hiring to people whose beliefs, theology and lifestyle are consistent with URM's Statement of Faith.

We fully respect the need for confidentiality of information supplied by interested parties and assure them that their backgrounds and interests will not be discussed with anyone, including our client, without their prior consent, nor will reference contacts be made until mutual interest has been established.

Ardent Search Company is a retained executive search firm devoted exclusively to serving our clients in matters of executive selection. We are a generalist firm that has served business and non-profits worldwide since 1979.

For further information on this position, please contact:

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URM STATEMENT OF FAITH

We believe in one God, Creator and Lord of the Universe, the co-eternal Trinity; Father, Son, and Holy Spirit.

We believe that Jesus Christ, God's Son, was conceived by the Holy Spirit, born of the Virgin Mary, lived a sinless life, died a substitutionary atoning death on the cross, rose bodily from the dead and ascended to heaven where, as truly God and truly man, He is the only mediator between God and man.

We believe that the Bible is God's authoritative and inspired Word. It is without error in all its teachings, including creation, history, its own origins, and salvation. Christians must submit to its divine authority, both individually and corporately, in all matters of belief and conduct, which is demonstrated by true righteous living.

We believe that all people are lost sinners and cannot see the Kingdom of God except through the new birth. Justification is by grace through faith in Christ alone. Those who reject Jesus Christ as their Lord and Savior in the present life shall be raised from the dead for eternal suffering and separation from God. Those who accept Jesus Christ as their Lord and Savior will be present with him for eternity in heaven.

We believe in one holy, universal, and apostolic Church. Its calling is to worship and witness concerning its Head, Jesus Christ, preaching the Gospel among all people groups and demonstrating its commitment by compassionate service to the needs of human beings and promoting righteousness and justice.

We believe in the necessity of the work of the Holy Spirit for the individual's new birth and growth to maturity; and also for the Church's constant renewal in truth, wisdom, faith, holiness, love, power, and mission.

We believe that Jesus Christ will personally and visibly return in glory to raise the dead and bring salvation and judgment to completion. God will fully manifest His kingdom when He establishes a new heaven and new earth, in which He will be glorified forever and exclude all evil, suffering, and death.