

**VICE PRESIDENT, HUMAN RESOURCES
DAIRYLAND POWER COOPERATIVE
LACROSSE, WISCONSIN**

PROFILE

The Vice President, Human Resources (VPHR), is a direct-report to the Dairyland Power Cooperative's (DPC) Chief Executive Officer who is a direct report to DPC's 24-member Board of Directors led by an Executive Committee comprised of representatives of seven electric cooperative districts within the service territory.

The VPHR directs nine employees including managers leading Benefits/HRIS, Labor Relations, Staffing and Development functions, and administrative support.



CONDITIONS AND REQUIREMENTS

In 2012, DPC's Board of Directors and former CEO began a renewed focus on a high level of strategy, communication, collaboration, and transparency between the organization and its member distribution cooperatives. Following the retirement of the former CEO in 2014, the board appointed a CEO with a broad background in utility leadership and noteworthy experience and focus in cultural leadership and early career experience in human resources. Overall modernization of select best practices and cultural development increased in recent years as a result and the organization seeks a new VPHR to assist in leading the effort and continuing modernization of human resources practices as well as the cultural evolution at Dairyland.

DPC's human resources function is now a key component of the organization's broader strategies. The VPHR is expected to offer experience in strategic leadership and partnering with the governing body and executive team to meet goals identified by the DPC Board of Directors. Many initiatives launched in recent years, but the challenge remains to develop a roadmap to tie the initiatives to a plan of execution and draw each in alignment with the strategic plan and cultural goals. Revitalization of Human Capital Management techniques and best practices performance are overriding goals for the future of the human resources department. As the electric utility industry continues to face significant change, the VPHR should expect stimulating challenges, opportunity to partner with an excellent team of aligned divisional leaders to solve those challenges, and significant opportunity to have a leadership impact on the organization.

Formalized succession planning, a strong component of the governing board's strategy during the hire of the new CEO, led to evolution of leadership development programs, reinstatement of performance reviews and related communications with aspiring leaders, and formalization of employee development and training programs. It is the desire that candidates offer exemplary experience in both strategic and tactical aspects of HR including succession planning strategy and implementation.

Overall evolution of information systems is a broader goal for the organization and led to the current implementation of a new Infor (Lawson) human resources system which is expected to provide employees increased access and personal management of their information. Candidates offering experience leading best practices utilization of such information systems are desired.

Plans for the future of the organization include evolution of talent acquisition, onboarding, and retention strategies; ongoing improvement of compensation strategies and related communications to the governing body (including executive compensation design); and use of additional modern tools and processes to empower employees in their interface with human resources. Experience in these categories would be beneficial.

Cultural values promoted by the CEO include building clear values for the organization, and furthering the culture by focusing on communication, collaboration, openness and honesty, while maintaining the current culture of operational excellence. It is envisioned that the human resources team will be a champion of these values and cultural development. While the organization is on a relatively fast track to cultural change, the VPHR will be expected to respect the current culture while recognizing and furthering the proper pace of change for the ultimate long-term benefit of the organization.

While a strategic leader is important to the DPC organization, candidates should also expect to offer fundamental management and tactical skills. A proven background leading human resources teams with a culture of customer service and proactive participation in key affairs of the organization is desired. It is expected that the next VPHR is capable to promote an environment within the human resources team of accountability, inclusion, transparency, development, and mentoring to newer employees. Leadership expects a human resources team that leads by example through open communication and a willingness to promote an environment where personnel are comfortable to have courageous conversation that leads to overall performance development and improvement. The VPHR will also promote an environment of inclusion and diversity. Candidates with broad human resources background in the areas of benefits, labor relations, compensation, compliance, organizational development, recruitment, staffing, and recordkeeping are desired. A broad subject matter expert in these areas would be ideal. Candidates should also offer departmental budgeting experience.

Leadership of the human resources function will include engagement with DPC's Board of Directors, particularly the Governance Committee of the Board, and leadership assistance and support governance to develop the organization's related strategies for the future. DPC's human resources team also assists its retail electric distribution cooperative members on human resources projects, including assistance in their labor relations negotiations. Candidates that offer leadership engagement with community members and technical leaders may have an advantage. Experience within electric utilities, particularly electric cooperatives, is desired but candidates from industries with industrial production, manufacturing, or health care focuses are encouraged to apply.

DPC enjoys a strong and positive relationship with its IBEW union workforce and anticipates a VPHR capable to maintain and, where possible, improve that relationship in the future. Experience with a unionized workforce is required.

In 2017, DPC conducted its first comprehensive market compensation study since 1991. The organization discovered it was sufficiently competitive with most positions in the organization but anticipates increased and ongoing challenges with employee attraction and retention in the future. The organization is delicately promoting a shift toward market-based philosophies but is hampered by typical financial challenges and cultural barriers. The cultural shift continues to evolve and establish compensation practices that are may reward performance, ensure financial stability for DPC, meet reasonability tests, be non-discriminatory, consistent with [Cooperative Principles](#), and maintain a focus to limit future liability for the cooperative. Ideal

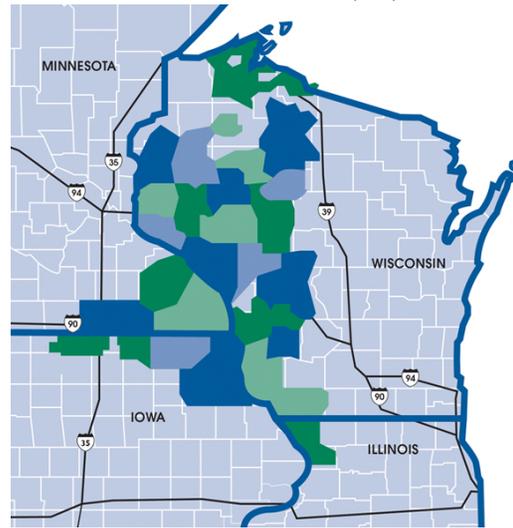
candidates will offer experience with compensation strategy, program implementation, and leadership to ensure the cooperative remains competitive for talent long into the future.

A bachelor's degree in Business Administration, Human Resources Administration or a related major is required. An advanced degree is preferred. A minimum of ten years progressive experience in the broad categories of human resources is required as is a minimum of five years of management or leadership experience. Certifications such as PHR/SPHR or SHERM-CP/SCP are preferred.

DAIRYLAND POWER COOPERATIVE (<http://www.dairylandpower.com/>)

DPC is a G&T cooperative providing wholesale power, delivery, and services for 24 electric distribution cooperatives and 17 municipal utilities in Wisconsin, Minnesota, Iowa, and Illinois. These members represent around 262,542 member meters and 600,000 consumers. As of the close of 2017, DPC employed 548 personnel with a 45.6 average employee age, an average of 14.3 years of service, and 45 new hires and 30 total retirements for the year.

Dairyland Power Cooperative owns and operates several power plants. The baseload coal-fired power plants are located along the Mississippi River in Wisconsin and include natural gas, hydroelectric, landfill gas, and animal waste-to-energy power plants in Wisconsin. Dairyland purchases wind and additional landfill gas generation from facilities in Wisconsin, Minnesota and Iowa. All facilities are operated safely, efficiently, and economically to ensure a reliable supply of electricity for Dairyland's cooperative membership.



Details on Energy Resources: http://www.dairylandpower.com/energy_resources/power_plants.php

Transmission assets include 3,200 miles of transmission line (161 kV, 69 kV, and 34.5 kV) and 300 substations over the 44,500 square mile service territory in 55 counties. Managing the transmission portion of Dairyland's operations requires planning with other utilities, normally as part of a regional transmission organization (RTO). Dairyland is an active member of the Midcontinent Independent System Operator, Inc. (MISO) and works to ensure that cooperative perspectives are included in decisions regarding the management of the vast electricity grid. Ever-growing residential and business electrical use poses a troubling burden on the region's aging transmission system. Currently, Dairyland is collaborating with neighboring utilities as part of an initiative called CAPX2020 to support power delivery projects in our region. The proposed projects will help bolster the overtaxed transmission system, and therefore help ensure reliable, safe electric service.

Details on Power Delivery: http://www.dairynet.com/power_delivery/

Key facts and figures from 2017:

- \$441.4 million total operating revenues
- 6 billion kWh in power sales
- 1,061 MW all-time peak
- \$14 billion in total assets

Helpful Web Links:

DPC "At a Glance": http://www.dairynet.com/who_we_are/glance.php

DPC Press Room: http://www.dairynet.com/press_room/

Board Members: http://www.dairynet.com/who_we_are/board_members.php

Executive Team: http://www.dairynet.com/who_we_are/senior_management.php

Mission, Vision, and Values: http://www.dairynet.com/who_we_are/mission.php

2013 Annual Report: http://www.dairynet.com/who_we_are/DPC_Annual_Report_2017.pdf

Related Organizations: http://www.dairynet.com/who_we_are/links.php

LA CROSSE, WISCONSIN

Official city web site: <http://www.cityoflacrosse.org/>

Wikipedia site: http://en.wikipedia.org/wiki/La_Crosse,_Wisconsin

City-Data.com site: <http://www.city-data.com/city/La-Crosse-Wisconsin.html>

Chamber site: <http://www.lacrossechamber.com/>

Explore La Crosse: <http://www.exporelacrosse.com/>

BENEFITS

Dairyland Power Cooperative offers a broad range of benefits including defined benefit pension plan and 401K with match, medical plan, Section 125 plan, life insurance, STD, LTD, tuition reimbursement, paid vacation and holidays. EOE/M/F/D

TIMELINE

Crucial events in the recruiting timeline:

- Resume submittal deadline: **September 21**
- Semi-Finalist Interviews in La Crosse: **Week of October 15**
- Possible follow-up interviews with finalists: **Late October**

CONTACT INFORMATION

Applicant materials preferred in PDF format.

For more information or to submit a resume, please contact:

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