
**CHIEF ADMINISTRATIVE & HUMAN RESOURCES OFFICER
TRI-STATE GENERATION AND TRANSMISSION ASSOCIATION**
Westminster, Colorado

PROFILE

The Chief Administrative & Human Resources Officer (CAO/CHRO) serves with the executive leadership team as a close advisor to the Chief Executive and other officers on organizational and cultural status and is a key leader of critical support functions of the organization. Reporting directly to the CEO, the CAO/CHRO provides executive leadership for People and Culture, Safety and Workplace Strategy, and Support Services while helping guide enterprise-wide initiatives related to organizational effectiveness, workforce engagement, leadership development, culture, employee experience, labor relations, and change management. The position carries broad responsibility for ensuring that Tri-State's people, workplace, and support functions to the enterprise remain aligned with strategic and member priorities and capable of supporting a rapidly evolving organization.

The next CAO/CHRO will inherit an accomplished team and a well-established foundation while also stepping into a role that requires exceptional emotional intelligence, executive presence, sound judgment, and organizational awareness. The successful candidate will be expected to navigate complex interpersonal dynamics, support and contribute to executive decision-making, identify emerging organizational challenges, and help ensure Tri-State achieves its goal of organizational excellence. This leader must possess the credibility and courage to provide candid counsel, the maturity to build trust across all levels of the organization, and the leadership capability necessary to guide teams through ongoing change.



ORGANIZATIONAL OVERVIEW

Tri-State presently employs approximately 900 employees located throughout a four-state service territory and operates through a diverse collection of generation, transmission, administrative, engineering, market, and support functions. The organization's workforce includes represented and non-represented employees, technical professionals, skilled trades personnel, field operations staff, corporate employees, and executive leadership. The

complexity of the workforce creates a dynamic environment requiring thoughtful leadership, strong communication, and consistent alignment across multiple functions and geographies.

The CAO/CHRO directs approximately 80 total employees including three direct reports responsible for the following major functional areas:

- People and Culture, including human resources, payroll, benefits, recruiting, organization development, learning and development, and workforce planning.
- Safety and Workplace Strategy, including labor relations, employee relations, technical workforce development, safety, human performance, and workplace initiatives.
- Support Services, including facilities, fleet operations, physical security, business continuity, records management, office services, and administrative support functions.

The organization is currently engaged in several significant initiatives impacting the CAO/CHRO portfolio, including enterprise employee engagement efforts, workforce development strategies, labor and employee relations initiatives, organizational effectiveness reviews, payroll and compliance audits, benefits and retirement plan changes, workplace strategy evolution, and a major headquarters transition involving the acquisition and development of a new corporate campus scheduled for occupancy in 2027. The CAO/CHRO will play a prominent role in supporting and communicating these initiatives while helping maintain employee engagement and organizational alignment throughout the process.

Perhaps most importantly, Tri-State remains an organization experiencing continuous transformation. Leadership recognizes that change has become an ongoing reality rather than a temporary condition. The Board, executive team, and workforce continue to navigate organizational evolution while balancing operational excellence, employee experience, member service, and long-term strategic objectives. The next CAO/CHRO will serve as one of the primary stewards of that journey, helping employees, leaders, and teams successfully adapt while preserving the values and culture that define Tri-State and its member cooperatives.

TRI-STATE GENERATION & TRANSMISSION ASSOCIATION

Tri-State Generation and Transmission Association is a wholesale electric power supplier headquartered in Westminster, Colorado, and owned by the electric distribution cooperatives it serves. Tri-State generates and delivers electricity to member systems across a 200,000-square-mile service territory spanning Colorado, Nebraska, New Mexico, and Wyoming, serving approximately one million consumers. The organization employs approximately 1,000 personnel throughout the four-state region and supports a diverse workforce of utility professionals, operators, engineers, skilled trades personnel, and administrative staff.



TIMELINE – ANTICIPATED DATES

- Resumes preferred by July 31
- Semi-Finalist Interviews – By August 27
- Finalist Interview on-site – By September 17
- Employment likely begins by early November 2026

CONTACT INFORMATION AND RESUME SUBMITTAL

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