



# LA 2028

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## Human Resources Lead

**July 2018**

Heidrick & Struggles advises client companies on the basis of an exclusive consulting assignment. The following details are for personal review and should be kept confidential.

## The Organization

<b>Organization</b>	Organizing Committee for the Olympic and Paralympic Games 2028 (“LA 2028”)
<b>Purpose</b>	<p>The Summer Olympic and Paralympic Games will be hosted in Los Angeles, California in 2028, returning to the United States for the first time in over 30 years. This is a once-in-a-generation opportunity to help shape the future of Los Angeles, and the Olympic and Paralympic Movement in the United States and across the Globe.</p> <p>Since being awarded the Games in September 2017, the organization has transitioned from a Bid Committee to an Organizing Committee. Among the key priorities (and key positions) of the Committee will be to bring on board a Head of Human Resources, who will be responsible for putting in place the infrastructure and building a team to support the organization – from preparation through the hosting of the Games.</p>
<b>Company Location</b>	Los Angeles, California (Westwood)
<b>Website</b>	<a href="https://la28.org">https://la28.org</a>
<b>Organization Overview</b>	<p>LA 2028 is a non-profit public benefit corporation. The specific purpose of the organization is to improve and enhance the quality of life of the residents of the City of Los Angeles, California and the surrounding metropolitan area through the hosting of the Games of the XXIV Olympiad and the XVIII Paralympic Games in Los Angeles. Its core activities include: (i) planning, organization, financing, promotion, sponsorship, hosting and staging the Games, (ii) raising funds to be used to plan, organize, finance, promote, sponsor, host or stage the Games, and (iii) creating and implementing sustainability and legacy programs for the Games.</p> <p>Currently, the organization is comprised of approximately 50 FTEs (including the joint venture being established with the United States Olympic Committee to drive the commercial operations). The majority of employees are based at the headquarters in Los Angeles, with select employees in New York, Washington DC, and Colorado Springs. The organization expects to run efficient operations with a modestly lean team for the next 4-5 years; however, much closer to the Games, the workforce will grow to thousands, including full-time employees, contractors, and volunteers.</p> <p>As outlined in the Stage 3 deliverable during the Candidature Phase, the organization expects to generate over \$5B in revenue, primarily from disbursements from the IOC, ticketing, domestic sponsorships, and licensing. These revenues will cover all expenses, with a robust contingency, for planning and executing the Games, including temporary construction, workforce, and all operations for both the Olympic and Paralympic Games. LA 2028 will also invest up to \$160M in youth sports in the City of Los Angeles to make sport more accessible and affordable to more young Angelenos leading up to the Games in 2028 – beginning the legacy of LA 2028 now, not after the Games conclude.</p> <p>LA is Games-ready today – LA 2028 will therefore spend the next decade focused not on permanent construction, but on enhancing the experience for</p>

athletes, spectators, and the community as it prepares the greatest Olympic and Paralympic Games in history.

*LA 2028 is committed to operating fair and unbiased recruitment procedures allowing all applicants an equal opportunity for employment, free from discrimination on the basis of religion, race, sex, age, sexual orientation, disability, color, ethnic or national origin, or any other classification as may be protected by applicable law. We aim to recruit the right people for the jobs we have to offer, and to assess applications on the basis of relevant skills, education, and experience.*

**Vision**

Deliver on our promise to successfully host the most athlete-centered, financially sustainable and transformative Olympic and Paralympic Games.

**Values and Behaviors**

- Integrity – Listen to each other and treat everyone with respect; do what we say and say what we do; do the right thing, always
- Optimism – Serve as a positive brand ambassador; embody a positive, solution-oriented attitude in everything we do; inspire one another to do their best and deliver results
- Excellence – Challenges ourselves to be our best and always strive for greatness; be accountable for everything we do; embody innovation and creativity
- Collaboration – Work together and share information; give and receive honest and respectful feedback; empower all members of the team to make an impact and trust each other to deliver results
- Inclusion – Seek out and embrace diversity of all forms; respect and value different perspectives; reflect our community

## The Position

**Position Title**

Human Resources Lead

**Location**

Los Angeles, California

**Reports To**

Chief Operating Officer

**Direct Reports**

This individual will be responsible for building and scaling a team as appropriate.

**Position Summary**

- The Human Resources Lead will develop and lead the direction of Human Resources strategies to attract, develop, and retain top, diverse talent to accomplish LA 2028’s vision, objectives, and strategies
- This role will originate and lead the Human Resources practices and objectives of the LA 2028 organization (and any associated subsidiary organizations) by directing the HR department to provide employee-oriented services including talent strategy and acquisition, total rewards, organizational development, professional career growth, employee relations, internal policies, and performance management
- The Human Resources Lead will be a part of the senior management team, and will work closely with all executives to develop a strategic plan for the future of the organizing committee, as well as create a high performance culture that emphasizes the values of integrity, excellence, optimism, collaboration, and inclusion in all forms

**Responsibilities****Human Resources Strategy**

- Leads all human resource activities including employment, compensation and benefits, employee relations, organizational development, culture and behavior, and employee training and development
- Develops and evolves the future workforce plan (together with Finance), total rewards structure, monitors the HR budget, and analyze priorities in order to make adjustments to projections and allocations
- Supports strategic growth planning specifically the development of existing employees and hiring key future employees, including succession planning for key positions
- Directs strategic and tactical HR initiatives that constantly improve the systems and operations of HR and the organization
- Leads the development and implementation of HR policies and practices; services, assists and advises on related issues
- Leads the development and implementation of diversity and inclusion strategy, policies, and embedded activity across LA 2028 and associated subsidiary organizations
- Recruits (where/when appropriate) and supervises the HR team, assists HR staff members with professional development goal attainment, and ensures cross training across the functional areas of HR
- Provides advice, assistance and follow-up on company policies, procedures, and documentation; coordinates the resolution of specific policy-related and procedural problems and inquiries
- Supports all executive team leads / functions on workforce planning and people development
- Works with Impact team to provide input on LA 2028's pre-Games community volunteer program

**HR Administration**

- Proposes and implements total rewards strategies to support retention and attraction of valuable employees
- Directs all benefits administration processes which include leading HR team benefits administration processes, leading annual renewals, overseeing open enrollment, filing annual reports, 401(k) / 403(b) administration, audits and loans
- Analyzes company data and HR metrics and produces relevant reports for management (e.g. employee data, turnover rate, employee surveys, resource gaps, and hiring trends)

**Recruiting**

- Develops recruitment strategies and workforce staffing needs for the organization, in short-, medium-, and long-term
- Develops and oversees all recruitment processes and systems for LA 2028 and associated subsidiary organizations. This includes recruiting all types of positions and individuals whom fit the organizations culture by performing phone screens, setting up interviews for the hiring managers, checking references, and delivering the final offer
- Develops, oversees, and monitors an inclusive recruiting approach, building a diverse workforce in all forms

**Professional Development**

- Develops and champions framework for people development, including (but not limited to): feedback processes, goal-setting, evaluation/review, bonus assessment/award, succession planning, etc
- Develops, recommends, and manages relevant affinity groups within LA 2028 and associated subsidiary organizations
- Acts as the Ombudsperson for LA 2028 and associated subsidiary organizations

**Training and Development**

- Develops and champions framework (to grow over time) for employee training across relevant topics, levels, and functions
- Recommends approach to diversity and inclusion training (in the short-term) as well as internally led and external development opportunities more broadly, as the needs of the organization and individuals evolve

## The Person

<p><b>Education</b></p>	<ul style="list-style-type: none"> <li>• Bachelor’s degree</li> <li>• Master’s degree preferred</li> </ul>
<p><b>Pivotal Experience &amp; Expertise</b></p>	<ul style="list-style-type: none"> <li>• Minimum 10 years HR generalist experience of increasing scope, responsibility, and team management</li> <li>• Expertise in HR best practices and ability to explain fundamentals to individuals at all levels within the organization</li> <li>• A civic-minded attitude; experience and/or interest in working for a non-profit</li> <li>• Solid working knowledge of identifying, navigating, and utilizing HRIS applications as well as best practices for personnel data record keeping and analytics</li> <li>• A collaborative mindset; someone who prioritizes the team and fosters a culture of high performance without ego</li> <li>• Demonstrated experience in building and developing a diverse organization from the ground-up to scale</li> <li>• Expertise in leading recruitment, professional development, 360-degree feedback, and training processes</li> <li>• Solid understanding of employment law, regulatory, diversity, and legal compliance practices</li> <li>• An excitement for the committee’s mission of building the best Olympic and Paralympic Games</li> <li>• Deep expertise in benefits administration, 401(K) / 403(B) plans</li> <li>• Extremely detail-oriented with excellent analytical and organizational skills</li> </ul>
<p><b>Leadership Capabilities</b></p>	<ul style="list-style-type: none"> <li>• Proven experience in building and growing an HR function from the ground-up</li> <li>• Experience working in a close team environment and providing project management/leadership for various Human Resources projects and initiatives</li> <li>• Excellent customer service skills a must with a proven ability of building good interpersonal relationships with people across the organization, while balancing assertiveness with diplomacy</li> <li>• Ability to implement and manage change effectively</li> <li>• Ability to work effectively in a team environment</li> <li>• Well-developed problem-solving skills and ability to work independently to resolve issues</li> </ul>

- Ability to keep information confidential and build trust with others
- Ability to manage multiple priorities and strict deadlines

## Engagement Team

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