

**City of Seattle**



**Director**

**Seattle Department of  
Human Resources**

**Confirmation Packet  
August 19, 2022**

**Kimberly Loving**



August 19, 2022

The Honorable Debora Juarez  
President, Seattle City Council  
Seattle City Hall, 2<sup>nd</sup> Floor  
Seattle, WA 98104

Dear Council President Juarez:

It is my pleasure to transmit to the City Council the following confirmation packet for my appointment of Kimberly Loving as Director of the Seattle Department of Human Resources (SDHR).

The materials in this packet are divided into two sections:

A. **Kimberly Loving**

This section contains Ms. Loving's appointment and oath of office forms and her resume.

B. **Background Check**

This section contains the report on Ms. Loving's background check.

Kimberly Loving rose to the occasion when faced with an unprecedented global shutdown, which required that she manage a 120-employee team responsible for remote work accommodations, and evaluating requests for vaccine exemptions, all while continuing to hire for a workforce of over 12,000 people. The department made its way through those challenges under Ms. Loving's solution-oriented, pragmatic, get-things-done leadership.

Kimberly Loving knows SDHR inside-and-out, having served the department as Deputy Director, Chief of Staff, and, most recently, as Interim Director. As many of our current employees work toward a well-earned retirement, she has an eye toward the future, identifying talent from our universities, our communities, and from within our own workforce. She has shown herself to be an authentic, transparent leader who listens to the expertise of her team and empowers them to serve our City employees and departments. As a former Chief of Staff for the Seattle Department of Information Technology, she implemented equitable systemic improvements to the way the department conducts hiring processes. Further, she is committed to constant self-improvement, as demonstrated by the fact she is currently earning her Doctorate in Learning & Organizational Change from Baylor University.

Ms. Loving has served as Interim Director of SDHR since August 2021. My office has since consulted stakeholders regarding her performance, including with Directors of City departments, Human Resources Leads in City departments, several employees on the SDHR team (including direct- and non-direct reports to Ms. Loving) and labor unions representing City employees. It was clear from stakeholders that Kimberly Loving brings a collaborative spirit, calm presence, and profound integrity to how she approaches her work. Review of her performance at SDHR, including when she was Deputy Director, and the consistently positive feedback from affected stakeholders is the process that informed my decision to advance Ms. Loving for your consideration today.

The Honorable Debora Juarez  
Kimberly Loving Confirmation Letter  
August 19, 2022  
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I trust that after reviewing Ms. Loving's application materials, meeting with her, and following your diligent Governance, Native Communities & Tribal Governments Committee review, you will find that Kimberly Loving is the right choice to serve as permanent Director of the Seattle Department of Human Resources.

If you have any questions about the attached materials or need additional information, Deputy Mayor Greg Wong would welcome hearing from you. I appreciate your consideration.

Sincerely,

A handwritten signature in black ink that reads "Bruce A. Harrell". The signature is written in a cursive, flowing style.

Bruce A. Harrell  
Mayor of Seattle

**SECTION**

**A**



**City of Seattle**

Mayor Bruce Harrell

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August 15, 2022

Kimberly Loving  
Seattle, WA  
Transmitted via e-mail

Dear Kimberly,

It gives me great pleasure to appoint you to the position of Director of the Seattle Department of Human Resources at an annual salary of \$245,804.

Your appointment as Director is subject to City Council confirmation; therefore, you will need to attend the Council's confirmation hearings. Once confirmed by the City Council, your initial term is until September 1, 2026.

Your contingent offer letter provided employment information related to the terms of your employment, benefits, vacation, holiday and sick leave.

I look forward to working with you in your role as Director and wish you success. We have much work ahead of us, and I am confident that the Department will thrive under your leadership.

Sincerely,


A handwritten signature in black ink that reads "Bruce A. Harrell". The signature is written in a cursive, flowing style.

Bruce A. Harrell  
Mayor of Seattle

cc: Seattle Department of Human Resources file



# City of Seattle Department Head Notice of Appointment

<b>Appointee Name:</b> <i>Kimberly Loving</i>		
<b>City Department Name:</b> <i>Seattle Department of Human Resources (Personnel Department)</i>		<b>Position Title:</b> <i>Director (Personnel Director)</i>
<input checked="" type="checkbox"/> <b>Appointment</b> <i>OR</i> <input type="checkbox"/> <b>Reappointment</b>		<b>Council Confirmation required?</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<b>Appointing Authority:</b> <input type="checkbox"/> Council <input checked="" type="checkbox"/> Mayor <input type="checkbox"/> Other: <i>Specify appointing authority</i>		<b>Term of Office:</b> <i>City Council Confirmation to September 1, 2026</i>
<b>Legislated Authority:</b> <i>Charter Art. XVI § 1</i>		
<b>Background:</b> Kimberly Loving knows SDHR inside-and-out, having served the department as Deputy Director, Chief of Staff, and, most recently, as Interim Director. As many of our current employees work toward a well-earned retirement, she has an eye toward the future, identifying talent from our universities, our communities, and from within our own workforce. She has shown herself to be an authentic, transparent leader who listens to the expertise of her team and empowers them to serve our City employees and departments. As a former Chief of Staff for the Seattle Department of Information Technology, she implemented equitable systemic improvements to the way the department conducts hiring processes. Further, she is committed to constant self-improvement, as demonstrated by the fact she is currently earning her Doctorate in Learning & Organizational Change from Baylor University.		
<b>Date of Appointment:</b> <i>8/19/2022</i>	<b>Authorizing Signature (original signature):</b> 	<b>Appointing Signatory:</b> <i>Bruce A. Harrell</i> <i>Mayor</i>



CITY OF SEATTLE ▪ STATE OF WASHINGTON  
OATH OF OFFICE

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State of Washington

County of King

I, Kimberly Loving, swear or affirm that I possess all of the qualifications prescribed in the Seattle City Charter and the Seattle Municipal Code for the position of the Director of the Seattle Department of Human Resources; that I will support the Constitution of the United States, the Constitution of the State of Washington, and the Charter and Ordinances of The City of Seattle; and that I will faithfully conduct myself as the Director of the Seattle Department of Human Resources.

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Kimberly Loving

Subscribed and sworn to before me

this \_\_\_\_ day of \_\_\_\_\_, 2022.

[Seal]

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Elizabeth M. Adkisson, Interim City Clerk

# KIMBERLY LOVING

██████████ | Location: Greater Seattle, WA  
LinkedIn: [www.linkedin.com/in/kimberlyloving/](http://www.linkedin.com/in/kimberlyloving/)

**Take-charge leader with private & public sector experience and business-planning expertise who works at both strategic and operational levels.** Applies a wide-angle lens on business to ensure the organization delivers against objectives while increasing both capability and capacity. Builds & fosters relationships, marshals resources, and digs into problems without reservation to achieve resolution for organizations with complex workforce footprints. Possesses clear understanding of how all levels of business operate, a demonstrated commitment to diversity, equity, and inclusion, and knows how to incorporate initiatives to ensure adoption, application, and execution at all levels. Brings nearly 20 years of experience in multi-faceted and large-scale program management, business planning, strategy, operational management, global exposure, and an MBA from American University's Kogod School of Business. Excellent C-Suite level presentation & communication; persuasive negotiator who can influence at all levels to support the adoption of new solutions that produce a high return on investment.

## SKILLS, EXPERIENCE & COMPETENCIES

<i>Human Resource Management</i>	<i>Strategic &amp; Workflow Planning</i>	<i>HR Classification &amp; Compensation</i>
<i>Business &amp; HR Operations</i>	<i>Race &amp; Social Justice</i>	<i>Labor Relations</i>
<i>Organizational Change Management</i>	<i>Enterprise Scale Reorganizations</i>	<i>Human Resource Shared Services</i>
<i>Diversity, Equity &amp; Inclusion</i>	<i>Talent Acquisition</i>	<i>Employee Learning &amp; Development</i>
<i>Finance &amp; Budgeting</i>	<i>Human Resource Acquisition</i>	<i>Benefits Administration</i>
<i>Executive Leadership</i>	<i>Employee Relations</i>	<i>Human Capital Management Systems</i>

## PROFESSIONAL EXPERIENCE

**City of Seattle | Seattle, WA**

**2016 – Present**

### **INTERIM DIRECTOR, SEATTLE DEPARTMENT OF HUMAN RESOURCES – [AUGUST 2021– PRESENT]**

*Promoted by City of Seattle Mayor's Office to guide and implement enterprise-wide comprehensive, integrated human capital strategic planning to support ~13K employees.*

- Lead all activities of City Human Resources.
- Advise members of the Mayor's Cabinet and City Council routinely on employment and labor-related matters.
- Participate as a member of the City's Deferred Compensation and Retirement Fund Board of Directors.

### **CHIEF OF STAFF – INFORMATION TECHNOLOGY [MARCH 2020 – JULY 2021]**

*Promoted to head strategic and operational leadership of department-wide initiatives that include Human Resources, Talent development, Performance & Service Analytics, Workforce Equity, Diversity & Inclusion, Communications, Organizational Change Management, Continuous Process Improvement, & Administrative & Operational Services.*

- Introduced and implemented Talent Experience Alignment Recruitment Process, an equity-based talent acquisition philosophy and process to increase equity outcomes
- Implemented Human Resources Partner Business Model Engagement practices
- Stood up Race & Social Justice/DEI team; designed & facilitated "Let's Talk Race", a three-part series with the Office of Civil Rights
- Streamlined department hiring and position management process and eliminated silos and fragmented practices by aligning Finance and Human Resources teams to coordinate budget and position needs
  - ✓ Stood up Staffing Decision Group and trained on execution of process, reducing hiring steps from 13 to 5
  - ✓ Improved budget management by reducing overspend
  - ✓ Decreased staffing request processing time from ~15-days to ~5-days
- Lead departmentwide reorganization alongside Chief Technology Officer, consolidating divisions from six (6) to three (3)

### **CHIEF OF STAFF – DEPARTMENT OF HUMAN RESOURCES [MARCH 2019 – MARCH 2020]**

*Promoted to plan, direct and lead people, financial, and operational activities on behalf of the City's Chief Human Resources Officer.*

- Stood up and steered decision group to successfully eliminate \$1M overspend projection in 2019
- Led Centralized Employee Giving Program reorganization, achieving a 5% reduction in budget for two (2) consecutive years



**DEPUTY DIRECTOR – DEPARTMENT OF HUMAN RESOURCES [APRIL 2016 – FEBRUARY 2019]**

*Recruited to lead citywide centralized Human Resources Shared Services division comprised of the following business units: Compensation & Classification, Business Operations & Financial Services, Workforce Analytics & Reporting, Benefits, Deferred Compensation, Safety, ADA, Leave Administration, and Workers' Compensation.*

**DaVita Healthcare Partners | Tacoma, WA**

**2010 – 2016**

**DIRECTOR, REVENUE OPERATIONS**

*Hired to transform underperforming department into a highly functioning and performing team. Oversaw Centralized Revenue Operations, Operations Analytics, Reporting, & Single Patient Contract Agreement teams.*

- Revamped daily/weekly/monthly/yearly/ad-hoc reporting processes to align with 12 division Vice President's priorities in just 6-months
    - ✓ Improved visibility which facilitated resource collaboration
    - ✓ Garnered trusting relationships with team, stakeholders & senior leadership
  - Grew team from 12 to >50 over 2-years as Vice Presidents transferred resources to grow team's capacity & abilities
  - Boosted customer satisfaction from 3's to 9's (10 being highest) over 2-year period
  - Reduced Sarbanes-Oxley exceptions from 1-2/month to ZERO over 18-month period
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**ADDITIONAL PROFESSIONAL EXPERIENCE**

**ABSENCE MANAGEMENT PROGRAM DIRECTOR | Prince George's County Public Schools | Upper Marlboro, MD | 2004 – 2010**

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**EDUCATION**

**Bachelor of Arts (BA) – Economics, International & Comparative Policy Studies | Reed College | Portland, OR**

**Master of Business Administration (MBA) | American University | Washington, DC**

**Master of Legal Studies (MLS) | American University | Washington, DC**

**Doctorate in Learning & Organizational Change (EdD) | Baylor University | Waco, TX (Expected 2025)**

**STUDY ABROAD PROGRAMS**

**International Immersion – Private Equity & Venture Capital Focus | University of Nairobi | Nairobi, Kenya**

**Study Abroad – International Policy & Economics Focus | La Universidad de Costa Rica | San José, Costa Rica**

**Study Abroad – International Micro-Economics Focus | University of South Africa | Durban, South Africa**

**AWARDS**

Stanford University Research Scholar ▪ McGill Lawrence Internship Award

National Security Education Program – David Boren Scholar

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## **SECTION**

**B**



# City of Seattle

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## Seattle Department of Human Resources

Kimberly Loving, Interim Director

**August 11, 2022**

**TO:** Adam Schaefer - City Budget Office

**FROM:** Annie Nguyen - Seattle Department of Human Resources

**SUBJECT:** Background check for Kimberly Ann Loving

The Seattle Department of Human Resources has received a copy of **Kimberly Loving's** background check provided by Global Screening Solutions. There were no findings that would impact their employment eligibility.

Cc: Personnel File

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Seattle Department of Human Resources

Seattle Municipal Tower, 700 5<sup>th</sup> Avenue Suite 5500, PO Box 34028, Seattle, WA 98124-4028  
(206) 684-7999 • TTY:7-1-1 Fax: (206) 684-4157 • Employment Website: [www.seattle.gov/jobs](http://www.seattle.gov/jobs)

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