

City of Seattle



FILED
CITY OF SEATTLE
18 AUG 17 PM 12:32
CITY CLERK

Director Seattle Department of Human Resources

Confirmation Packet
August 17, 2018

Susan McNab



City of Seattle
Mayor Jenny A. Durkan

August 17, 2018

The Honorable Bruce A. Harrell
President, Seattle City Council
Seattle City Hall, 2nd Floor
Seattle, WA 98104

Dear Council President Harrell:

I am pleased to transmit to the City Council the following confirmation packet for my appointment of Susan McNab as Director of the Seattle Department of Human Resources.

The materials in this packet are divided into two sections:

A. Susan McNab

This section contains Ms. McNab's appointment and oath of office forms, her resume, and the press release announcing her appointment.

B. Background Checks

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

Susan McNab has served as the Acting Director of the Seattle Department of Human Resources (SDHR) since March 2018. Prior to joining the City, Susan served as a corporate officer for more than 30 years in a variety of organizations. Most recently, she was Vice President and Chief Human Resources Officer for PEMCO Financial Services.

During her time at SDHR, Susan has played a vital role in the City's review of Harassment and Discrimination Policies. The recent employee survey shows that we have a lot of work to do to address harassment and discrimination in City departments. Susan's has demonstrated that she is the ideal candidate to lead SDHR through this important endeavor. I urge you to confirm her as Director.

If you have any questions about the attached materials or need additional information, please contact Deputy Mayor David Moseley at 206-684-3790, or via e-mail, at david.moseley@seattle.gov.

Sincerely,


Jenny A. Durkan
Mayor of Seattle

SECTION

A



City of Seattle
Mayor Jenny A. Durkan

August 17, 2018

Susan McNab
Seattle, WA
Transmitted via e-mail

Dear Susan,

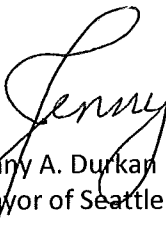
It gives me great pleasure to appoint you to the position of Director of the Seattle Department of Human Resources at an annual salary of \$210,930.

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 term will be through December 31, 2021.

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 Seattle Department of Human Resources will thrive under your leadership.

Sincerely,


Jenny A. Durkan
Mayor of Seattle



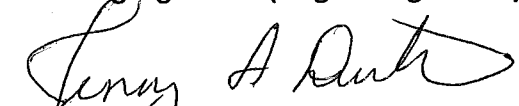




cc: Seattle Department of Human Resources file



City of Seattle Department Head Notice of Appointment

Appointee Name: <i>Susan McNab</i>		
City Department Name: <i>Seattle Department of Human Resources</i>		Position Title: <i>Director</i>
<input checked="" type="checkbox"/> Appointment <i>OR</i> <input type="checkbox"/> Reappointment		Council Confirmation required? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Appointing Authority: <input type="checkbox"/> Council <input checked="" type="checkbox"/> Mayor <input type="checkbox"/> Other: <i>Specify appointing authority</i>		Term of Office: <i>City Council Confirmation to December 31, 2021</i>
Legislated Authority: <i>Charter Art. XVI § 1</i>		
Background: Susan McNab has served as the Acting Director of the Seattle Department of Human Resources (SDHR) since March 2018. Prior to joining the City, Susan served as a corporate officer for more than 30 years in a variety of organizations. Most recently, she was Vice President and Chief Human Resources Officer for PEMCO Financial Services. During her time at SDHR, Susan has played a vital role in the City's review of Harassment and Discrimination Policies. The recent employee survey shows that we have a lot of work to do to address harassment and discrimination in City departments. Susan's has demonstrated that she is the ideal candidate to lead SDHR through this important endeavor.		
Date of Appointment: <i>8/17/2018</i>	Authorizing Signature (original signature): 	Appointing Signatory: <i>Jenny A. Durkan</i> Mayor



**CITY OF SEATTLE - STATE OF WASHINGTON
OATH OF OFFICE**

STATE OF WASHINGTON

COUNTY OF KING

I, Susan McNab, swear or affirm that I possess all the qualifications prescribed in the Seattle City Charter and the Seattle Municipal Code for the position of 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 *Director of the Seattle Department of Human Resources*.

Susan McNab

**Subscribed and sworn to before me
this _____ day of _____, 2018**

(affix seal)

Monica Martinez Simmons, City Clerk

Susan McNab, SPHR
Senior Executive

Executive Leadership/Human Resources/Operations/Retail Management

Successful track record as a corporate officer leading human resources, community affairs, organizational development, retail operations, corporate giving, mergers and acquisitions, and enterprise administration for startups to *Fortune 50*-size corporations.

Notable Accomplishments

Executive Leadership

- Served as a corporate officer for 30+ years in various sized organizations.
- Directed human resources and public relations in the acquisitions of three companies, and sale of two, affecting 8,000 total employees, resulting in productive integration and relocation of staff.
- Developed Rotary program to educate community leadership about homelessness. Resulted in three major programs and facilities being developed and implemented in the King County area.
- Affected performance culture change in 65-year old company through strategic leadership, communication, organizational culture integration, and realignment.
- Led strategic planning implementation initiatives
- Brought product to market in game company that surpassed expectations (Pokémon cards).

Human Resources

- Designed and implemented a nationally recognized talent management program highlighted in *T&D Magazine*, November 2012.
- Designed and implemented performance management and recruiting systems.
- Successfully negotiated company labor contract for three-year term despite employee-driven decertification effort. Generated the first decertification effort in the USA for a multi-unit retailer.
- Implemented operational team services to include metrics reporting, store staffing, design, and sales reporting functions.
- Implemented and designed corporate customer services programs, including kiosk video, call directing systems, and consumer training events.
- Instituted new benefits program rewards system, wellness programs, and culture integration planning in numerous companies.
- Implemented programs to streamline workflow, strategically position benefits, and reduce costs through wellness initiatives.
- Designed and implemented complete human resources functions in three startup companies, ranging from 200 to 3,000 staff; led major cultural change initiatives.
- Successfully decertified 22 union operations without a strike or labor action.

Operations

- Developed the retail division of *Wizards of the Coast* into a successful, \$60 million, 98-unit, profitable division, operating nationwide. Successfully opened 38 new stores and 29 seasonal kiosks over a nine-month period. Increased sales 20% seasonally over prior two years in store-to-store comparison.

- Designed and directed the operational function for the entire chain, including staffing, executive downsizing, integration, sales reporting, new POS system, and communications systems. Division became a saleable entity and was sold at a profit by new parent organization.
- Created and implemented store operations operating and evaluation measure for the entire chain.
- Provided retail operations services for major international corporate events. Achieved \$250,000 of sales in four days of operation at *GEN-CON*, an international gaming convention.
- Directed human resources operations for Monsanto corporate headquarters serving 8,000 employees at three campuses in the St. Louis area.

Administration

- Recognized by the *Work Life National Organization* for development of leading-edge corporate daycare center and staff recreational wellness program.
- Managed selection and implementation of HRIS system.
- Implemented a travel policy/program saving \$7 million (20% of budget) annually in expenses.
- Developed a unique corporate community-giving program that received national recognition for implementation and design. Established partnership with youth organizations nationwide.
- Managed implementation design for new POS system.
- Designed and directed a call management system achieving \$400,000 in annual savings while increasing customer satisfaction stats favorably by 20%.

Professional Experience

PEMCO Financial Services – Seattle, WA (2005-2016)

Vice President and Chief Human Resources Officer

- Served on the executive leadership team and directed projects in IT, strategic planning, enterprise services, and organizational design.
- Directed Human Resources, Training, Organizational Development, Enterprise Services, and Community Relations for seven companies, totaling 1,100 employees.
- Directed staff of 90 and budget of \$20 million.
- Successfully directed sale of three companies within the Financial Services Alliance.
- Implemented major cultural change initiatives resulting in reduced expenses and stronger sales.

Starbucks and Seattle Coffee Company (Seattle's Best & Torrefazione Italia) –Seattle, WA (2001-2005)

Vice President, People Services & Community Partnerships

- Led Human Resources, Public Relations, Corporate Administration, and Community Affairs for a retail/warehouse coffee company with 2,000 employees nationwide and \$180 million in sales annually. The company owned 300 international retail cafes, manufacturing and distribution operations, and corporate offices.
- Directed a staff of 26 and a budget of \$17 million.
- Position was eliminated due to a merger with Starbucks. Served on negotiating committee for merger and directed the integration of the two companies. Offered continuing position but chose to leave.

Wizards of the Coast (subsidiary of Hasbro, Inc.) – Renton, WA (1996-2001)

CEO Global Retail Operations (1999-2001)

- *Wizards of the Coast* is a \$900 million, multi-product game company producing *Pokémon* cards, *MAGIC the Gathering*, and *Dungeons and Dragons*.
- Directed operations for 97 retail stores specializing in games, high-end chess, electronics, and in-store league programs, with annual revenue of \$60 million.
- Supervised staff of 11 district managers based in seven regions throughout the U.S.
- Grew the company from 11 to 97 stores successfully.

Senior Vice President, Administration (1997-1999)

- Managed all administrative functions, including human resources, benefits, payroll, travel, security, site operations, training, corporate contributions, community relations, and facilities management.
- Supervised staff of 30 and budget of \$8 million.

Vice President, Human Resources (1996-1997)

- Established human resources, training systems and functions for the company.
- Grew from 200 to 3,000 employees in three years.
- Promoted in four months to VP, Administration.

KOMO-TV (ABC)/Fisher Broadcasting – Seattle, WA (1996)

Human Resources Director

- Oversaw human resources and administrative functions for Seattle's ABC affiliate television station employing 300 people.
- Supervised human resources, mail services, tape library, station customer and listener relations, and directed labor relations for three unions.

Sabbatical (1991-1996)

- Completed first all-woman sailing circumnavigation aboard my own sailboat with international recognition.
- Served as navigator for first American Arctic expedition in an attempt to traverse the Canadian Northwest Passage in 1994.
- In 1995 and 1996 returned to sail the Arctic Circle and Baltic Sea.

Ernst Home Centers – Seattle, WA (1987-1991)

Senior Vice President

- Managed human resources, consumer affairs, community relations, and operations team functions for retail home center employing 4,000 at 75 stores.

Monsanto – Various Locations (1976-1982)

Director, Human Resources, Corporate Offices

- Served 8,000 employees at Headquarters

Additional Employment: National Staff of Girl Scouts, Proctor and Gamble, University of Maryland

Education

HCEO Certificate, post graduate study, Marshall School of Business, University of Southern California, 2013

DBA Study in Business with emphasis in Strategy and Innovation, Fielding University

MBA, Emphasis in Finance and Management, University of Puget Sound, Tacoma WA

MA, Counseling and Personnel Administration, University of Maryland, College Park, MD

BA, Sociology, Purdue University, West Lafayette, IN

Certifications

- Senior Professional Human Resources (SPHR), 1985 to Present
- Certificate, International Human Resources Management (SHRM)
- Harvard Negotiations Project Certification
- Certificate in Labor Negotiations, University of Michigan
- Disney Institute Trainer Certification in Operational Excellence and Human Resources Development
- Certification in Facilitation, Bethel Institute in IPPE
- Certified Trainer, Edge learning Institute
- Bridges Transitions Program Certified Facilitator
- Certified Graphics Facilitator
- Certified Coach, ACC Accreditation from International Coaching Federation; 2007 to present
- Certified Covey Trainer in various programs
- Certified in Mediation practice

National Honors

- Winner, Community Leadership Award, Toastmasters International, 2015
- International First Place Winner, Toastmistress International Speech Contest, 1984
- Newsmaker of Tomorrow, *Time* Magazine
- Participant, International Women's Conference on Leadership, IONA Foundation, Scotland
- Keynote Speaker: National Girl Scout Meeting, SHRM National Convention, Women's Food Service Forum National Convention, National Association of Mutual Insurance Companies Convention, WA State Conference of Human Resources Professionals

Civic Involvement

Board Member (paid position), Cornerstone Advisors, Bellevue, WA (2016-present)

Member, Humanities Council of WA State (2008-present)

Board Member, Past President (2008-2017)

Board member, Hedgebrook (2015-present)

Board Member, Center for Wooden Boats (2012 - 2016)

Member, Seattle Rotary #4 (1988-1991 and 1997-present)
Chair, Community Service Committee (1998-2006)
Board of Directors (2000-2002)
Classification Committee (2003-2010)
Commodore, Rotary Mariners (2006-2010)
President, Seattle Chapter, Society of Human Resources Management (1998-2000)
State Council Member and Washington State Diversity Chair (2000-2005)

Member, Board of Directors, Intiman Theater (1999-2006)
President, Ethnic Heritage Council (1998-2003)
Member, Advisory Board, University of Washington, School of Social Work (1998-2012)
Member, Board of Directors, ACT Theater (1985-1989)
Member, Board of Directors, Whidbey Institute (2000-2007)
President, Totem Girl Scouts Council (1985-1989)
Member, Junior League of Seattle (1987-present)
Steward and Speaker, SPIRITED WORK, Whidbey Institute (1999-present)
Member, Cruising Club of America
Member, Washington Athletic Club

Member, Seattle Yacht Club

- Employee Benefit Committee Chair (2007-2010)

Member, Washington Women's Foundation

Member, Community Advisory Board, KCTS, (2013-present)

Speaking Engagements and Publications

- National keynote speaker for Home Center industry, sailing conventions, community issues for homelessness, Girl Scouts of the USA, Rotary International and Society for Human Resources Management. Local speaker on strategic issues of Human Resources management, career development, coaching, and community development.
- Published author, SHRM Strike Preparation Manual, magazine articles on Employee Relations issues, and sailing articles.
- Video produced for PBS on Arctic trip, shown nationwide on affiliate stations.
- Authored and published a Volunteer Career Development Manual.
- Recognized as a national expert in creating performance cultures in business.
- Speaker, Halogen National Conference, 2012.
- Speaker, Toastmasters District Convention, 2013.
- Commencement keynote, Marshall School of Business, HCEO Program, 2013.



City of Seattle
Mayor Jenny A. Durkan

NEWS RELEASE

FROM THE OFFICE OF THE MAYOR

FOR IMMEDIATE RELEASE:

Contact: Kamaria Hightower, Kamaria.Hightower@Seattle.gov

**Mayor Durkan Announces New Acting Director of Seattle Department
of Human Resources**

McNab Will Help Oversee Citywide Review of Harassment and Discrimination Policies

Seattle (Mar 2) – To help lead the Citywide review of harassment and discrimination policies as well as continued consolidation plans, Mayor Jenny A. Durkan announced that Susan McNab will serve as Acting Director of the Seattle Department of Human Resources, effective March 26, 2018. Melissa Beatty began serving as Interim Acting Director beginning in January 2018.

“I’m grateful for Melissa’s longtime service to our City and her willingness to step in as Interim Acting Director to begin our citywide review of our harassment and discrimination policies,” said Mayor Jenny Durkan. “Susan has extensive executive leadership experience leading human resources, and as we begin our search for a permanent director of the Seattle Department of Human Resources, Susan will help ensure our Inter-Departmental Team is successful as we look to develop policy changes for our City employees.”

Most recently, Susan served as the Vice President and Chief Human Resources Officer at PEMCO Financial Services in Seattle from 2005-2016. Prior to this role, she was the Vice President for People Services & Community Partnerships for Starbucks and Seattle Coffee Company from 2001-2005 as well as the CEO of Global Retail Operations for Wizards of the Coast.

As announced in January, Mayor Durkan has convened a City-wide Anti-Harassment Inter-Departmental Team (IDT) to identify areas for improvement and make specific recommendations on both short-term and long-term policy changes. The IDT, composed of employee organizations and labor representatives as well as staff, is anticipated to convene its first meeting in the upcoming weeks. In partnership with the Seattle Office for Civil Rights, employees will be invited to participate in focus groups. As the IDT develops its policy recommendations, Mayor Durkan will work with departments across City government, Seattle Department of Human Resources, and the Seattle City Council to implement necessary policy changes.

###

SECTION

B



City of Seattle

Seattle Department of Human Resources

Susan McNab, Acting Director

DATE: August 15, 2018

TO: Adam Schaefer, City Budget Office

FROM: Terry Wittman, Project Manager, Executive Recruitment, SDHR

SUBJECT: **BACKGROUND CHECK for Susan McNab**

The Seattle Department of Human Resources has received a copy of Susan McNab's background check run by A-Check Global. There were no finds that would impact her employment eligibility.

cc: Personnel file

Seattle Department of Human Resources

Seattle Municipal Tower, 700 5th 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

An equal employment opportunity employer. Accommodations for people with disabilities provided upon request.

