




# City and Borough of Sitka

PROVIDING FOR TODAY...PREPARING FOR TOMORROW

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*A Coast Guard City*

## MEMORANDUM

**To:** Mayor Eisenbeisz and Assembly Members  
**From:** John Leach, Municipal Administrator   
**Date:** October 28, 2021  
**Subject:** Human Resources Director

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### **Background**

Sitka's previous Human Resources Director resigned last summer, and the City has been seeking another Director since then. Kimberly Gearity has been serving remotely under contract as our Interim HR Director since July of this year.

### **Analysis**

Valarie Ruff recently served as a Human Resources Manager – Business Partner for Ste. Michelle Estates and a Human Resources Director for Wal Mart Stores in Washington State. Notably, she also previously served at the Human Resources Director for the Ketchikan Indian Corporation. She has an impressive educational background with a BA in Business Administration, a BS in Social Work, a MS in Organization Management, and is Lean/Six Sigma Green Belt, Lean Leader certified. She has considerable experience working in Human Resources and is very excited to get back to Southeast Alaska.

The interview committee consisted of Melissa Haley, Scott Elder, and Kimberly Gearity. The committee unanimously supports the hiring of Valarie as our new Human Resources Director.

### **Fiscal Note**

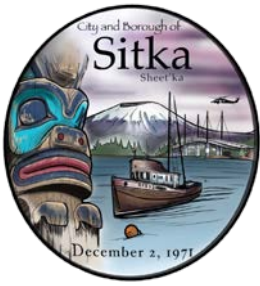
The Human Resources Director is funded at Range 37 in the FY22 budget.

I made the following offer to Valarie which she has accepted:

- Starting wage range 37F, full-time, benefitted
- Beginning annual leave balance of 40 hours
- Annual leave accrual rate of 152 hours per year per the personnel policy
- Sick leave accrual rate in accordance with the personnel policy
- Moving allowance up to \$10,000 based on approved receipts.

**Recommendation**

Hire Valarie Ruff as Sitka's Human Resources Director under the terms stated above.



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October 28, 2021

**[VIA EMAIL ONLY]**

Valarie Ruff  
2000 Stevens Drive #219  
Richland, WA 99354  
ruffrodney1@gmail.com

Re: Offer Letter for Position of Human Resources Director

Dear Valarie,

On behalf of the City and Borough of Sitka, Alaska, I am pleased to make the following offer of employment to you:

Starting Salary:	\$105,476.80 per year, paid in bi-weekly payments (Grade 37, Step F), full-time, benefitted.
Annual Leave Accrual	12.67 hours per month (152 hours per year).
Starting Annual Leave Bank	40 hours to be placed in your leave bank, available immediately.
Other Benefits	As described in the City and Borough of Sitka Personnel Policies Handbook and attached to this offer letter.
Moving Expenses	Moving expenses reimbursed on arrival (with receipts) not to exceed \$10,000.
Starting Date	To be determined, proposed for December 1 <sup>st</sup> , 2021.

This offer is effective until 5:00 pm Alaska time November 3<sup>rd</sup>, 2021. Please acknowledge your acceptance or rejection of this offer by email or in writing. If you need more time to consider the offer, please contact me before the deadline.

Valarie, the City and Borough of Sitka is extremely delighted at the prospect of having you join our team. We are excited to have an accomplished and highly skilled person join us, and we look forward to working with you.

Sincerely,

John Leach  
Municipal Administrator

Cc: Human Resources

2000 Stevens Drive #219  
Richland WA 99354  
[ruffrodney1@gmail.com](mailto:ruffrodney1@gmail.com)  
518 524 - 6358

June 30, 2021

City and Borough of Sitka  
100 Lincoln Street  
Room 300  
Sitka, AK 99835

Dear Recruitment, Professional:

I am writing in response to the advertisement for the Human Resources Director position. After reviewing the job description, I believe I possess the knowledge, skill, and ability to fill this role. Additionally, I have worked in both union and nonunion environments.

I am a result driven professional who strives to enable others to be successful with over 3 years of healthcare experience.

Thank you for your consideration.

Kind regards,  
Valarie Ruff

**VALARIE V. RUFF, SPHR-SCP,**  
2000 Stevens Drive #219  
Richland, WA 99354  
ruffrodne1@gmail.com (518) 524 - 6358

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#### **HUMAN RESOURCES BUSINESS PARTNER**

Innovative and results driven human resource professional with multi-industry and operations experience. Proven record of leading and developing strategies to manage and enhance organizational resilience and competitive advantage. Motivational and inclusive leadership style.

#### **EDUCATION/TRAINING**

University of Oklahoma, BA in Business Administration and BS in Social Work.  
Sage College, MS Organization Management  
Shanghai University of International Business and Economics, Certificate  
Development Dimensions International – Feedback and Coaching, Certificate  
Company Sponsored, Lean/Six Sigma Green Belt, Lean Leader Certified  
THARP, Tribal Human Resources Professional, Certification

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#### **PROFESSIONAL EMPLOYMENT**

##### **Ste. Michelle Estates**

**12/2019 – Present**

##### **Human Resources Manager-Business Partner**

Provide strategic, operational and compliance guidance supporting two business units. Collaborates with leadership to create and employee and customer centered culture:

- ◆ Developed nonexempt performance evaluation process and content
- ◆ Deliver Root Cause and Yellow Belt training
- ◆ Development and Delivery - Supervisor Leadership Series
- ◆ COVID 19 Response Team Member
- ◆ Employee Self-Managed Team Transformation
- ◆ Change Management

##### **Wal Mart Stores**

**09/2019 - Present**

##### **Overnight Stocking Team Member**

##### **Ketchikan Indian Corporation (KIC)**

##### **Human Resources Director**

**05/2018 – 07/2019**

Coach and partner to the CEO and CFO ensuring alignment of operational, people, compliance, and business strategies with the Mission and Vision of the Tribal Council. Research/manage risk, data, trends, best practices, and environmental changes to enhance KIC's competitive advantage and ability to attract and retain top talent. Develop budgets, goals, objectives, metrics, and HR strategies in collaboration with the HR team. Leading performance management, learning/development and compensation system development and implementation. Partnering with the leadership to create a team centered approach to business, leadership, and patient care. Drive and deploy human capital management and recruitment strategies across all business units. Facilitated development of a culturally sensitive onboarding program.

- ◆ Reduced Time to fill by 10% in first 6 months
- ◆ \$100,000 Expense reduction - medical provider recruitment and staffing
- ◆ EEO Officer
- ◆ Developed Partnership with education program to provide and create work readiness and permanent placement opportunities for employees and Tribal Citizens



**Siemens Corporation****03/2017 – 05/2018*****Senior Human Resources Consultant***

Provided strategic, operational and compliance guidance supporting three diverse business units. Collaborates with leadership to ensure human resources objectives facilitate and enhance strategic alignment with business and employee initiatives. Partner with leaders to maximize organizational design and effectiveness. Supported two unionized sites.

- ◆ Partnered with senior leaders, developing a successful team building workshop for US and global acquisition team members
- ◆ Project lead for business unit reorganization/optimization. Partnered with global segment lead and division CFO. Completed ahead of schedule.

**Cobleskill College****08/2017 – 05/20018*****Adjunct Professor***

Human Resources and General Business

**G&W Laboratoires, LLC, Sellersville, PA****01/2016 – 03/2017*****Senior Human Resources Business Partner***

Close collaboration with business unit leaders and their teams, guiding the site through strategy formulation and transformational change. Developed and implemented engagement, communication and change management strategies and programs.

- ◆ Reorganized learning and development programs
- ◆ HRIS Implementation team.
- ◆ Facilitate COE development and introduction.
- ◆ Operational Excellence Steering Committee member
- ◆ Facilitate the conceptualization & design of human resource support and service functions
- ◆ Subject Matter Expert - Human Capital needs including Talent Management, Organization design and effectiveness
- ◆ Lead for project teams and Kaizen events
- ◆ Oversee site compliance for human resource policy, employee/labor relations and general employment matters.

**Mallinckrodt Pharmaceuticals, LLC, Hobart, NY****08/2012 – 12/2015*****Human Resources Plant Manager II***

Led the human resource, organizational development, and occupational health clinic function for a multi shift manufacturing site of 600 non-union employees.

- ◆ Developed transformational change communication programs.
- ◆ Project Lead - Companywide rotational development program.
- ◆ 25% reduction in time to fill open positions
- ◆ Project Lead –Incentive/Bonus Plan Implementation
- ◆ Coach and mentor leadership team
- ◆ Aligned HR policies with strategic business objectives
- ◆ Consistent reduction in turnover rates
- ◆ Developed reduction in force model recognized as a best practice in the community
- ◆ OFCCP audit – no deficiency
- ◆ Developed performance management system and associated training for employees and leadership teams. Linked to bonus/incentive program.

- ◆ Manage site talent review programs and processes
- ◆ Created an infrastructure to support employee development and strategic initiatives
- ◆ Partner with site director to increase employee engagement and communication during transformational change.
- ◆ Implemented random drug screening program in less than 60 days
- ◆ Led Kaizen event resulting in a 20% increase in laboratory productivity
- ◆ Restructured recruitment and selection processes

**DUCOMMUN AEROSTRUCTURES, Coxsackie, NY**

**11/2010 – 8/2012**

***Human Resources Manager***

Management of human resource activities for two non-union aerospace manufacturing facilities. (300 non-union Employees)

- ◆ Restructured recruitment and staffing process yielding 4% annualized turnover rate.
- ◆ Introduced formalized performance management and corresponding metrics.
- ◆ Responsible for EEOC-OFCCP compliance.
- ◆ Developed job architecture program
- ◆ Sponsor/facilitator of high-performance teams and focus groups.
- ◆ Developed vocational education opportunities with local high school
- ◆ Multi-Site policy review and standardization team member

**STIEFEL LABORATORIES / GLAXOSMITHKLINE (GSK), Oak Hill, NY**

**2005 –2010**

***Associate Director of Human Resources***

Directed the human resource activities of two non-union facilities: manufacturing, laboratory, clinical and research teams. (570 Employees).

- ◆ Introduced human resource programs and systems to support key strategic initiatives.
- ◆ Led successful recruitment and staffing effort yielding a 3% annual turnover rate.
- ◆ Implemented formalized performance management and goal setting program
- ◆ EEOC-OFCCP audit – no deficiency
- ◆ Member, Operational Excellence Core Team and Steering Committee.
- ◆ Coach, Senior Leadership Teams.
- ◆ Advisor, Change Management Team.
- ◆ Member, Corporate Acquisition Integration Team
- ◆ Instituted interactive accident investigation process.
- ◆ H1N1 Pandemic Site Coordinator.
- ◆ Sponsor/facilitator of high-performance teams and focus groups.
- ◆ Established well-regarded employee grievance resolution program.
- ◆ Created change management and employee engagement strategies.
- ◆ Project lead for the GSK acquisition/plant consolidation and communication team.
- ◆ Operational Excellence Team Champion, Six Sigma Project, 2010.
- ◆ Manufacturing Subject Matter Expert, Global Career Ladder project.
- ◆ Brand Ambassador, Stiefel Global Public Relations.
- ◆ Pre GSK acquisition, managed product customer service and adverse events reporting

**WAL-MART DISTRIBUTION CENTER****1995 – 2005*****Operations Manager and Human Resources Manager***

Served in the roles of operations and human resources manager in distribution centers throughout the US. (800-1,000 employees)

**Operations:** Directed multi shift operations

- ◆ Volume and manpower forecasting.
- ◆ Managed corrugated purchasing programs to include contract negotiations, carrier utilization and delivery schedules. Negotiated favorable pricing structure.
- ◆ Managed high-volume inbound and outbound departments (100+ employees).
- ◆ Coordinated Community and Military Support Activities

**Human Resources:** Management of human resource activities for distribution and logistics facilities

- ◆ Coaching/mentoring of employees and management.
- ◆ Annual goal setting for budgets and staffing
- ◆ Maintained union free environment through training and employee engagement.
- ◆ Created selection process and mentoring guides for supervisors.
- ◆ Managed Human Resources, Payroll and Training Departments

**COMMUNITY INVOLVEMENT**

**Volunteer,** Guest Lecturer, Sage College and SUNY Delhi

**Volunteer,** Mental Health Association, New York State

**Facilitator,** Professional in Human Resources Certification Program, Capital Region Human Resources Association

**Volunteer,** Habitat for Humanity