

ballinger | leafblad

[www.ballingerleafblad.com](http://www.ballingerleafblad.com)



#### **ORGANIZATION**

Minnesota Diversified Industries (MDI)

#### **POSITION**

Director of Human Resources

#### **BRIEF**

Ballinger Leafblad is pleased to conduct the search for Director of Human Resources at MDI in Minneapolis, Minnesota.



Manufacturing | Packaging | Services  
With Purpose

## ORGANIZATIONAL OVERVIEW

Founded in 1964, Minnesota Diversified Industries (MDI) is a nonprofit, social enterprise manufacturer that empowers the career success of people with disabilities who face barriers to employment. MDI provides a supportive environment in which people with disabilities gain the skill and work experience to further their sense of purpose, independence and confidence. From production to leadership, people with and without disabilities work side-by-side to foster an inclusive culture to meet customer needs.

With over \$30M in annual revenue, MDI creates corrugated packaging solutions and provides production services to businesses across the country. Ninety-five percent of its revenue is earned income, with the remaining five percent coming from other funding sources such as donations. MDI reinvests its profits in the mission of the organization, which is offering employment opportunities and services for people with disabilities.

MDI is a social enterprise grounded in the basic principle that a business can be more successful with a social purpose and in doing so improve society as a whole, with more people working, paying taxes and contributing to the economy. From an operational perspective, MDI functions like a for-profit business in that its primary source of operating revenue comes from sales. The more products and services sold, the more jobs MDI creates.

MDI is headquartered in Minneapolis with additional locations Hibbing, Cohasset and Grand Rapids.

**\$33m**

2020 Annual Revenue

**350**

Employees

**46%**

Employees with  
documented disabilities



**2020**

**AT A GLANCE**

## VALUES

MDI's values reflect a common set of beliefs about what they do and how they act with both internal and external customers. These values reflect the collective energy and spirit of the organization:  
Employee & Customer First | Positive Attitude | Respectful |  
Do the Right Thing | Empower Individual Ability

## VISION

Meaningful employment opportunities for all people with disabilities

## MISSION

Serve people with disabilities by offering inclusive employment opportunities and services

## HISTORY

In the early 1960s in St. Paul, Sister Anna Marie Meyers had 14 high school students with disabilities about to graduate facing limited job opportunities. In an effort to help them achieve meaningful purpose and success, she founded The Occupational Training Center as an extension program of Christ Child School, Minnesota. Later, The Training Center amicably separated from the school, and appointed John DuRand Executive Director. In 1976, The Occupational Training Center became Minnesota Diversified Industries (MDI).

In 1973, manufacturing contracts began with a large governmental client and 3M, both of which remain in place today. Over the following decades these and other business opportunities created hundreds of jobs for people with disabilities.

The organization's growth continued into the 90s with the opening of two additional locations in Hibbing and Grand Rapids.

In 2016, MDI purchased a building in Cohasset, incorporating Hired Hands employees into the MDI family.



Since its humble beginnings MDI has continued to grow at a sustainable rate, with notable and impressive outcomes. In recent years, MDI has expanded its service offerings in Minneapolis to include medical assembly with a dedicated white room. At the end of 2021, MDI is purchasing a \$2.1M polypropylene extruder to provide more cost competitive solutions to the packaging market.



MDI is committed to policies and practices fostering diversity, equity and inclusion in the workplace and the community. The organization encourages a workplace where individuals can contribute their unique talents and be their authentic selves.

The organization believes strength lies in the diversity among the broad range of people who contribute their time and talents to MDI. Inclusion and accessibility are drivers of institutional excellence, and staff members seek out diversity of participation, thought and action.

It is the goal of MDI to lift up and support its team members, volunteers, trustees and donors and together embrace the core values of an inclusive workplace.

**DIRECTOR OF HUMAN RESOURCES**

The Director of Human Resources is the strategic head of Human Resources at MDI and is responsible for providing executive organization-wide leadership, direction, support, and guidance on all issues relating to Human Resources. The Director of HR will oversee a team of four and work closely with senior leadership and stakeholders to assess, recommend, implement and track the effectiveness of existing and new HR practices that span recruitment and retention, talent management, total rewards, organizational effectiveness, diverse workforce and strengthening an inclusive culture.

The ideal candidate will have a broad generalist background, working knowledge of the core HR functional areas, management experience and strong strategic leadership skills. This is an exciting opportunity for an HR professional who thrives on variety, embraces a broad scope of responsibilities and enjoys toggling between tactical and strategic work.

***Management Responsibilities***

The Director of Human Resources reports to the Chief Operating Officer and is a member of the organization's senior management team. Direct reports to the Director of Human Resources include three HR Generalists and one HR Coordinator. The Director of Human Resources will maintain relationships throughout MDI, and schedule occasional travel (approximately monthly) to MDI's facilities.

***Essential Responsibilities*****Talent Acquisition**

- Lead talent acquisition and recruiting for the organization focusing on attracting, recruiting and retaining a diverse and engaged workforce.
- Ensure that recruiting efforts throughout the organization reflect a commitment to an inclusive hiring culture.
- Oversee onboarding efforts that welcome and successfully transition new employees into their roles.

**Employee Relations**

- Act as an advisor on all levels of human resources issues.
- Be accessible to assist and guide MDI staff with matters of concern. Provide confidential human resources support to staff and management related to a variety of workforce issues.
- Be an active listener and proactive problem solver; mediate conflict using positive and proactive resolution techniques.
- Act with discretion and sound judgment; elevate concerns to appropriate legal advisor and/or institutional resource, as needed.
- Draft, revise and modify employee policies for the organization, as needed.

### Employee and Leadership Development

- Support staff members and management to identify professional learning and growth opportunities that develop knowledge, skills, and competencies.
- Manage the professional development budget and approve professional development requests.
- Oversee the performance management process, deliver organizational training, and ensure that forms, tools, and resources are in place to facilitate timely and useful feedback, clarify job expectations, and align individual goals with the organization's priorities.

### Culture and Engagement

- Engage with the Leadership Team and others to plan and support organization-wide talent development opportunities to advance the MDI's commitment to diversity, equity and inclusion.
- Foster and build a culture of trust and transparent communication that honors differing viewpoints, finds common ground, and inspires engagement.
- Build human resources practices to support an organizational culture built on safety, respect and inclusion.

### Compensation and Benefits

- Set the strategy and administer the organization's compensation and benefits plans. This includes partnering with the Leadership Team to set direction for compensation and benefits offerings, and evaluating current programs.
- Select appropriate vendors to assist MDI, as needed. Work thoughtfully and professionally with external vendors.
- Manage the HR budget.
- Ensure the compensation and benefits programs align with the organization's objectives and values and effectively support the recruitment and retention of talent.

### Human Resources Management

- Supervise, coach, mentor, and develop a high-performing human resources team with effective working relationships at all levels of the organization.
- Oversee, assess, optimize, and/or upgrade the existing HR systems and processes.
- Ensure that all HR policies and practices comply with applicable laws. Ensure compliance with work instructions and/or Quality Management System (QMS) procedures.
- Be current in the human resources field; maintain activities and relationships to be aware of trends and best practices.
- Uphold the highest level of ethical practices.



### *Required Qualifications*

- Related experience in human resources in a broad generalist role is needed for this senior leadership role. This includes a background in recruitment, retention, compensation, benefits, plan design and administration, policies & development, HRIS, performance management, organizational development, and fostering a diverse, equitable and inclusive culture.
- Proven success leading a distributed team and supporting multi-ide operations.
- Experience working on a management team and leading HR initiatives that support employee retention and engagement of a diverse workforce.
- Background with Traction Entrepreneurial Operating System (EOS) will be helpful; willingness to learn and embrace this model is a must. This is the model that MDI uses to manage goal setting and operational reporting and tracking.
- Educational background and learning in human resources, business management or other related topics.
- Inclusive interpersonal communication skills and awareness of the accessibility tools that support communication with disabled individuals. Effective written, verbal and presentation skills for a variety of audiences.
- Advanced knowledge of state and federal employment laws, particularly the Americans with Disabilities Act and its applications in the workplace.
- Professional and/or personal experience with the disability community, knowledge of the issues impacting disabled population, and an understanding of the broader ecosystem of support for disabled individuals.
- Knowledge of the employment related factors that are unique to a manufacturing work environment.

### *Desired Leadership Characteristics*

- **Mission Driven** - Success in advancing under-represented populations into leadership positions.
- **Collaborative** - An effective consensus-builder who can bring together people with disparate perspectives and find a common path forward focused on shared goals and values.
- **Strategic Thought Leader** - A respected thought leader in the organization and a trusted thought partner to staff at all levels.
- **Results-Driven** - Ability to clearly articulate goals, hold oneself and others accountable, and drive results.
- **Innovative** - A creative thinker who can imagine the possibilities and see opportunities for innovation. High learning aptitude, curiosity, and infectious energy for leading change.
- **Staff-Centered** - Values the experience and wisdom of all staff and taps the available institutional knowledge. A visible and approachable leader who builds trust and strong working relationships at all levels.
- **Embraces Diversity** - a culturally competent, self-aware leader who can be vulnerable in this space and model behaviors that support equity in all forms.
- **Develops Talent** - Identifies, coaches, and develops staff at all levels. Supports growth opportunities and provides the training, resources, and opportunities for individuals to succeed.
- **Empathetic Listener** - Builds empathy through listening and understanding staff needs and perspectives.

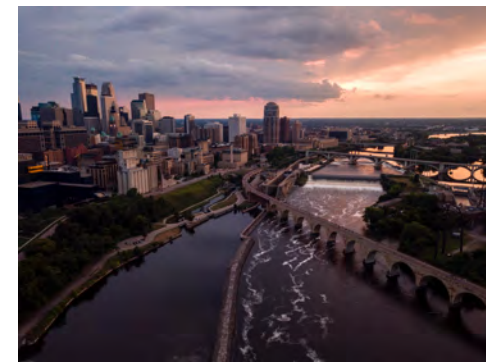
### *Compensation and Benefits*

The compensation range includes a target annual base pay of \$120,000-\$140,000 and participation in the comprehensive benefits plan.

*Serving People with Disabilities by Offering Inclusive Employment Opportunities and Services - MDI is an Equal Opportunity/Affirmative Action Employer.*

## MINNEAPOLIS/SAINT PAUL

The Twin Cities metro area includes Minneapolis, Saint Paul and the surrounding suburban area. Making up the 14th largest metropolitan area in the country, it is a unique blend of a small town and major cosmopolitan hub. Both urban cores boast a thriving business atmosphere. Saint Paul, as the state capital, is home to state government and has a more historical vibe. Minneapolis is the larger and more commercial of the two cities.



Separated by the Mississippi River, both cities share a common root of being river towns - and the great outdoors are still a major attraction for residents and visitors alike. There are over 100,000 acres of parks, walking and bike paths, and other outdoor spaces.

Outside of the central downtowns, however, both cities have many distinct neighborhoods, and residents identify more with their individual communities than with the larger city as a whole. The area has a diverse range of neighborhoods and homes, with an atmosphere of a small town feeling with the conveniences and cultural hallmarks of a big city.

**3.6m**

Population in the  
Greater MSP region

**1,750+**

Regional Lakes

**300**

Parks

**1,000**

Miles of dedicated on  
& off-road bikeways

**60+**

Museums in the  
metro area.

The Twin Cities offer something for everyone, from six professional sports teams to a robust arts scene. There is a thriving “foodie” culture offering award-winning restaurants (several chefs have been regional James Beard Award winners). Shopping is plentiful with area malls and unique shopping districts in both cities and in the suburbs.



There are over 30 theater venues (the Twin Cities boasts more theaters per capita than any other US city), 10 dance companies, and 30 classical music groups in the cities of Minneapolis and Saint Paul alone. Arts organizations like Penumbra Theatre, Forecast Public Art, Northeast Minneapolis Arts Association, and The Minneapolis American Indian Center showcase a range of artistic expression. For the museum-goer, there are over 60 museums in the Twin Cities.

Cultural celebrations abound, including Cinco de Mayo, Dragon Festival, Selby Jazz Fest, Little Mekong Night Market. And, nearly every weekend there are several outdoor events for participants and spectators, displaying the uniqueness of each season.



## RESOURCES

[Greater MSP Partnership](#)  
[MeetMinneapolis](#)  
[Saint Paul Convention & Visitors Bureau](#)  
[Saint Paul Chamber of Commerce](#)

[Saint Paul](#)  
[Minneapolis Park & Recreation](#)  
[MakeIt MSP](#)  
[HomesMSP](#)



# GRAND RAPIDS, MINNESOTA

## THERE REALLY IS NO PLACE LIKE HOME

### FAMED HOSPITALITY, COMBINED WITH QUALITY VENUES AND ENDLESS

recreational opportunities, pristine lakes, affordable housing and great schools make Grand Rapids a community folks are proud to call home. Not to mention short commute times and a cozy population of just over 10,000.

Located just three hours north of the Twin Cities and an hour and a half from Duluth, Grand Rapids is the southern gateway to the Chippewa National Forest and also serves as Itasca County's county seat.

The four distinct seasons in Grand Rapids are not only beautiful, but full of recreational choices. In the spring, summer and fall enjoy golf, hiking, biking, swimming, hunting, or simply relax with a summer breeze on the shore of one of the hundreds of regional lakes.

**1,000+**

Miles of groomed  
ski trails.

**200+**

Acres of city parks,  
fields, and playgrounds.

**4,583**

Natural lakes and  
waterways.

When the snow falls, it's time to grab your snowmobile and travel on the more than 1,000 miles of groomed trails, hit one of many cross-country ski trails or try your hand at the Great Minnesota Pastime - ice fishing.

It's easy to see why Grand Rapids, situated on the Mississippi, is noted as one of the "100 Best Small Towns in America." It has an abundance of recreational opportunities, shopping, dining, natural beauty and so much more. The City of Grand Rapids is home to 200-plus acres of parks and nearly 50 miles of city trails for recreational pleasure. Throughout the city, park facilities offer a wide variety of uses including softball and baseball fields, soccer fields, playground equipment, pavilions, picnic areas, basketball courts, horseshoe courts, tennis courts, outdoor hockey and skating facilities, water access, fishing piers and lighted ski trails.





The Mesabi Trail boasts more than 135 miles of the planned 155 miles of paved trail done. When finished (it is currently 85 percent complete), the trail will reach from Grand Rapids to Ely - the Mississippi to the Boundary Waters. There is a lot more to Grand Rapids than just a popular vacation/outdoor destination. A strong and diversified economy drives the region and the Grand Rapids area also takes pride in its cultural heritage, community service and its vision for tomorrow.

## ARTS AND CULTURE

When it comes to culture, there is none that runs deeper than that of the Leech Lake Band of Ojibwe Indian Reservation. One of the highlights of indigenous heritage is the Mii Gwitch Mahnomen Days Annual Traditional Pow Wow in Deer River, where people come together to sing, dance, socialize and honor a culture so deeply rooted in the region.

Each October Grand Rapids also hosts Indigenous People's Day. Located between Leech Lake, Fond du Lac, Bois Forte and Mille Lacs reservations, the city hosts an event to acknowledge and celebrate the traditions of the Knowledge Keepers of the region and uphold their interminable relationship to the land.

Itasca Community College Multicultural Student Affairs office supports activities to improve the retention of students of color and sustain a campus environment that promotes racial tolerance. The ICC American Indian student organization, O-Gitch-I-Dah Club and the ICC Minority Student Club offer opportunities for the on-campus club participation and leadership skill development.

The Reif Performing Arts Center opens its doors to a wide variety of art experiences from live music to theatre and dance as well as an art gallery. The center hosts more than 50 national and international touring performances annually.

The MacRostie Art Center offers art classes, displays and gift shop featuring regional artists' works. The center focuses its work the philosophy that Art encourages community growth. It gives courage, breaks boundaries, and kindles empathy. It inspires creative thinking, revels in diversity, and shapes new connections.



Grand Rapids is widely known as the birth place of Judy Garland and museum bearing her name. The museum houses the world's largest Judy Garland and Wizard of Oz collection, the restored Historic House, the Children's Discovery Museum, beautiful gardens and the Lincoln Carriage, featured in "The Wizard of Oz" which was pulled by the "horse of a different color."

The Forest History Center, a 1900 Logging Camp where costumed guides recreate life in the woods at the turn of the century is a draw for visitors and residents alike. On the first full weekend in August, Tall Timber Days takes place, complete with sawing contests, demonstrations and booths featuring crafts and ethnic foods.

Grand Rapids and surrounding communities offer much in the way of quality of life, in a safe community with so much to offer.

## HIBBING, MINNESOTA

Hibbing is located in the Northeast region of Minnesota in St. Louis County. Once called the "Iron Capital of the World", Hibbing traces its origins to a strong, viable mining industry.

The community was established in 1893 by German miner Frank Hibbing, who discovered iron ore nearby. In the 1920's, the town moved two miles south to its present location after iron ore was discovered under the city's old location. Building by building, using steel wheels and logs, Hibbing was moved to where it stands today. The move started in 1919, and took many years to complete. More than 180 houses and 20 businesses eventually relocated to their current sites, costing about \$16 million.

What remains of historic Old Hibbing is now home to the Hull Rust Mahoning Mine View and a model airplane field. There is also a large park that is used for summer events. The foundations of many buildings are still in place and signs are posted with information about the buildings that were there before the town moved south.

Hibbing is known for several famous former residents, including music great Robert Zimmerman, better known as Bob Dylan. Other notables include former Boston Celtics basketball player Kevin McHale, who upon retirement coached the Minnesota Timberwolves; Vincent Bugliosi, the prosecutor in the Charles Manson case who later became an acclaimed author; baseball player Roger Maris, who held Major League Baseball's single-season home-run record for 37 years; and entrepreneur Jenio Paulucci.

The mining companies helped Hibbing rebuild itself by building the City Hall and the high school. City Hall was constructed in 1923 and is on the National Register of Historic Places. Hibbing High School was constructed from 1920 to 1925 at a cost of \$3.9 million.

## COHASSET, MINNESOTA

Cohasset is Itasca County's second-largest town and nestles along the banks the Mississippi River between the Chippewa National Forest and Grand Rapids. It combines river and lakefront living with major business assets such as the Cohasset Industrial Park and Minnesota Power's Boswell Energy Center. This growing community offers the best of all worlds.





WE INVITE YOU TO GET IN TOUCH.



Holly Kelsey-Henry  
Vice President  
715-372-4826  
holly@ballingerleafblad.com



Jan Hanlon Ash  
Partner  
651-238-6334  
jen@ballingerleafblad.com



Marcia Ballinger, PhD  
Co-Founder/Principal  
651-341-4840  
marcia@ballingerleafblad.com

CIVIC SEARCH. REIMAGINED.

