

# POSITION PROFILE

On behalf of our client



FSR is conducting a retained search for their

## **Vice President of Human Resources**

for

### **Trinity Logistics**

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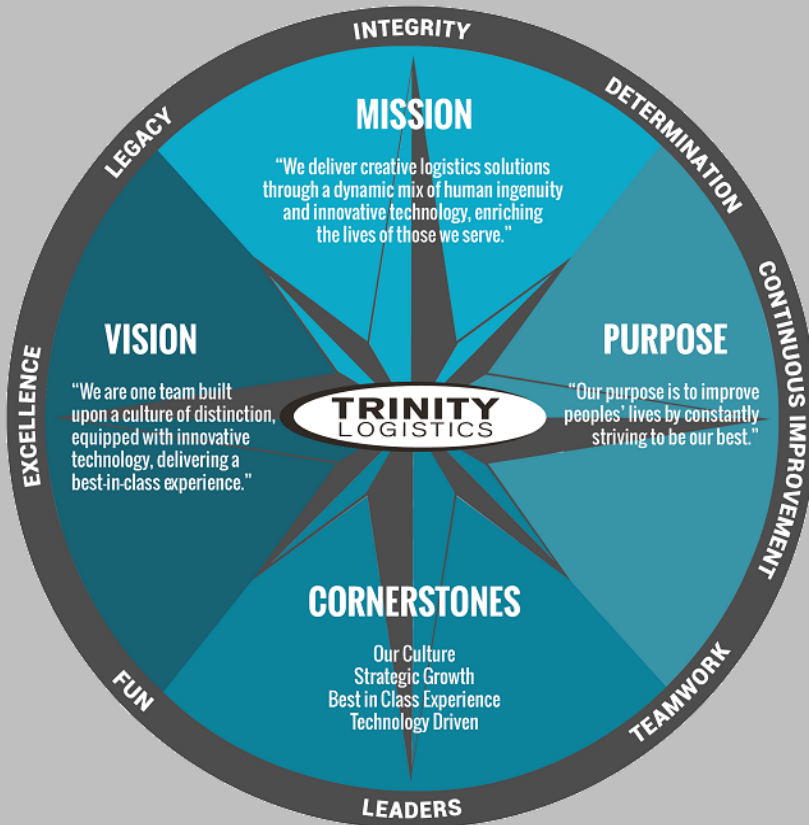
## ORGANIZATIONAL BACKGROUND

Trinity Logistics was founded in 1979 with one location and only three employees. Today, they have close to 300 Team Members in five regional service center locations across the country and an additional 90+ agent offices. The privately-owned business has grown into being one of the top logistics companies in the nation, arranging freight shipping services on a global scale. Due to their extensive nationwide presence and experience, they are positioned to provide a solution for any logistics needs, no matter how extensive, with the best customer service in the industry.

Trinity Logistics has grown rapidly over the last few years due mostly to the relationship-driven Trinity Team Members who have created a unique and enviable culture of teamwork, cooperation, and empowerment. Trinity is a team that takes immense pride in the strengths and successes they bring to the organization through the freight solutions they craft for their customers.

### The Guiding Values of Trinity Logistics

At Trinity Logistics, the company culture revolves around a set of guiding values that Team Members live by every single day. The Trinity compass, with integrity marking "True North," is a quick reference guide to the values that the company was founded upon. These eight values are the core of their culture, team, and the service they provide. Whether it's interactions with customers, carriers, or others, these values hold true in everything they do:



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**Integrity:** Do the right thing!

**Determination:** Be persistent and unshakable in overcoming obstacles.

**Continuous Improvement:** Aspire to reach {untapped, full, greatest} potential.

**Teamwork:** Listen. Collaborate. Solve.

**Leaders:** Committed to serving and empowering others.

**Fun:** Fun lives here!

**Excellence:** Challenge the status quo.

**Legacy:** The Journey has purpose.

### **At a glance**

Chances are, if you've heard of it, Trinity has arranged a shipment for it. Trinity's repeat experience in a wide variety of select industries has made them the experts when it comes to arranging all types of shipments. Trinity has developed competitive advantages as a chosen provider for leading companies in many segments, to include:

#### ***Chemicals***

Trinity became part of the Responsible Care Partnership in 2009 and further solidified their commitment to an industry they had been servicing for over six years. Trinity has served some of the top automotive, agricultural, industrial and speciality chemical manufacturers with everything from full tanker truckloads to less-than-truckload totes. They not only have the best operating procedures in place to ensure safety in arranging transportation for hazmat chemicals, but they also have the right contacts in place with reliable trucking companies.

#### ***Beer, Liquor and Wine Transportation***

Trinity has been involved in arranging shipments for alcoholic beverages since before craft brewing was a craze! Leading spirits distributors and manufacturers entrust their shipments to Trinity because of the simple process. Trinity arranges trusted providers at a fair price and then over-communicates all of the steps between pickup and delivery that must occur in order to meet regulations. With so many different and ever-changing DOT laws, Trinity is able to ensure everything is in order and keep the shipment moving. When shipping beer or wine, Trinity is the trusted advisor to the alcoholic and beverage market.

#### ***Packaging***

Trinity has been impressing processors and packaging facilities since it began arranging shipments of refrigerated foods. The paperboard and plastic manufacturers saw the demonstrated ability to arrange special demands such as high cube trailers, clean and FDA approved equipment, and just in time pickup or delivery. Trinity's expertise in the market boomed, and some of their top customers are from the biggest names in packaging.

#### ***Fresh Fruits and Vegetables***

In the world of perishable foods, you have to be highly selective in who you trust to arrange the shipment. Trinity understands the importance of working hand in hand with growers and produce brokers to ensure proper temperatures are communicated to the carrier and the shipment is consistently monitored for quality assurance. Safety in the supply chain is imperative when it comes to the Food Safety Modernization Act, and Trinity as the expertise and the team in place to arrange these shipments with care.



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### **Packaged Foods (frozen and non)**

Trinity was built upon this industry, and it is still one of the major segments they serve. Trinity is the #1 resource for food shippers and manufacturers, and was named a Top 100 3PL Provider by Food Logistics Magazine in 2016! Trinity's service record is unmatched when it comes to value added services such as appointment scheduling, navigating food warehouse delivery, and pairing multiple stops to different customers. In 2014, Trinity was named the single source logistics consultant for Pompeian, a leading olive oil manufacturer, and has helped to create increased customer service for their company.

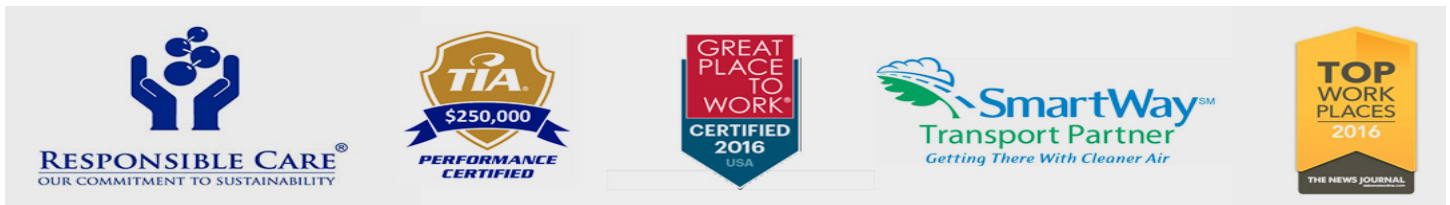
### **Consumer Goods and Appliances**

Trinity has been involved in arranging shipments for the leading household good manufacturers for many years. Trinity uses its expert knowledge in consolidation and less-than-truckload services to effectively serve this market. Trinity can combine multiple orders into a truckload shipment to save shippers transit time and freight costs. Trinity understands the importance of needing to balance deadlines for both receivers and the trucking company.

### **Building Supplies**

A booming housing market means shippers are busy too! Trinity has developed an incredible strength in arranging shipments for all sorts of supplies related to building and construction. Trinity can react quickly to help arrange replacement orders and consult with companies to attain significant savings while achieving efficiencies.

### **Trinity Team Recognitions**



### **Company Awards**

- Ranked as one of the Top 10 Workplaces in Delaware for the last eight years
- Top 25 3PL by *Transport Topics* for 2017
- Top 3PL and Cold Storage Providers by *Food Logistics*
- P3 Performance Certified up to \$250,000 by the TIA

### **The Trinity Foundation**

The Trinity Foundation was founded in 2005 by Trinity Logistics Team Members in an effort to funnel and organize community efforts. Trinity believes very strongly in the importance of giving back to the community, and from their deeply rooted guiding values, the Trinity Foundation was born. Only a year after inception, Trinity was able to gain 501(c)(3) tax status, enabling them to be federally recognized as a truly independent & not-for-profit organization.

Trinity offices participate nationwide in community service on behalf of the Foundation, which is entirely managed and operated by Team Member volunteers. To date, Trinity Team Members have logged over 10,000 community service hours with more undocumented, which was recognized with the national President's Volunteer Service Award. Since 2005, Trinity has been able to give over \$450,000 to provide assistance to over 100 different organizations nationwide!

There are three core focus areas of the Foundation efforts including supporting military, youth, and battling hunger. The events, fund raisers, and donations of time and money all relate back to furthering the vision set forth by Trinity's collective interests.



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Trinity acknowledges the value in working with a well- established business with a good standing in the transportation industry. Choosing a third-party logistics company can be a difficult task, but our awards and recognitions can speak to our dedication to our customers and ability to deliver them top-notch service at all times.

## **Location**

Located in Sussex County, DE aside the Nanticoke River, sits Seaford, DE. Seaford is the largest city in Sussex County and has previously been voted the 28<sup>th</sup> Best Small Town in America. Seaford is centrally located approximately one hour from the beautiful beaches of the Eastern Shore of Maryland and Delaware, and one hour from Dover, as well as many other attractions.



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## THE POSITION

### Scope and Purpose of the Position

Reporting to the CEO of Trinity Logistics, the Vice President of Human Resources leads and oversees the functions, direction, and strategies of Team Services, Recruiting, Facilities, and Education. This Leader establishes programs and messaging that support the Company's culture, mission, vision and strategy. As a key member of our Executive Leadership Team, the VP is responsible for: developing the strategic direction, hands-on execution, communication and delivery of policies, programs and practices, organizational development, recruitment, training, maintenance, safety and security, employment law compliance, performance management, personnel relations, and compensation and benefits.

### ACCOUNTABILITY

*Utilizing the Oz Principle: Accountability is a personal choice to rise above one's circumstances and demonstrate the ownership necessary to See It, Own It, Solve It and Do It.*

- Be responsible for one's own success.
- Take responsibility for the success of the team, and organization as a whole.
- Ensure work is aligned with key results; hold direct reports and cross functional Team Members accountable for their responsibilities.
- Ensure the effectiveness of HR operations and policies, including all procedures comply with legal regulations and best practices.
- Establish clear and compelling metrics for program evaluation.
- Establish clear Key Performance Indicators to guide Team and Company performance.
- Assess the competitiveness of all employment programs and practices against the relevant comparable companies, industries and markets.
- Maintain knowledge of trends and developments of best practices regarding policies, programs, laws and issues. Communicate potential impacts of pending and changing legislation to the Executive Leadership Team.
- Manage other functional areas such as relocation, Team Member communication, safety and health, and community relations.
- Manage the Facilities Team and provide leadership, direction and oversight to Trinity properties, plans, maintenance, safety, security, infrastructure, and services.

### TEAMWORK

*Constantly asking "What else can I do?"*

- Demonstrate ability to collaborate with the Leadership Team to build HR strategy, policy, and tactics (recruitment, training, compensation, etc.) that complement the Company's culture.
- Collaborate across functional boundaries. Initiate and embrace partnerships and team work across the company.
- Create an atmosphere of shared purpose and shared accountability within the Team.
- Promote the sense of achievement, ownership and camaraderie within the Team and across the company.
- Contribute to building a positive spirit and empowered team.
- Affirm value of Team and Team Member.
- Put success of Team above own interest.
- Exhibit objectivity and openness to others views, working together to exchange ideas and solutions.
- Able to build morale and group commitments to goals and objectives.
- Understand the strengths and weaknesses of the Team and Team Members.
- Foster flexibility and responsiveness, and be able to respond to change.

### DEVELOPING OTHERS

- Establish clear Key Performance Indicators to guide Team and Company performance.
- Develop appropriate policies and programs for effective management of the people resources of the organization.
- Continuously improve programs, policies, practices and processes associated with meeting the strategic and operational people issues of the Company.



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- Evaluate the HR organization and structure to ensure continual improvement of the efficiency and effectiveness of the Teams, as well as provide individuals with professional and personal growth opportunities.
- Take action and accountability with New Hire Training Plans.
- Communicate expected outcomes clearly and allow people figure out how to get there.
- Set a good example for others to follow, and treat others' mistakes as learning opportunities.

## TRUSTED RELATIONSHIPS

- Demonstrate success serving as a trusted advisor to senior leadership Team Members. Able to appropriately express divergent views and challenges the status quo.
- Stay above the line by not blaming others, and act on feedback received.
- Build an environment of trust to foster a healthy and productive work environment.
- Be willing to take the necessary risks, and create an atmosphere where failure is an option to encourage others to think outside the box.
- Hold his/herself to the highest standard in honesty and integrity in all their dealings.
- Demonstrate a respect for self and others, and make a sincere effort to understand the needs of others.
- Demonstrate the willingness to put the teams' needs first and provide the resources they require to perform their job to maximum efficiency.

## CLIENT FOCUS

- Demonstrate an understanding that "clients" include not only customers but also internal Team Members, carriers, vendors, agents, and the communities we serve.
- Partner with business leaders to translate the strategic and tactical business plans into HR strategic and operational plans.
- Develop programs to enhance the Company's ability to embrace applicants and Team Members of all backgrounds and to permit the full development and performance of all Team Members.
- Develop progressive and proactive compensation and benefits programs to motivate and incent effective and superior performance.
- Identify and seek to understand our client's goals, needs, and drivers.
- Demonstrate an understanding that our success can only be achieved through superior service.
- Project value, knowledge, and expertise in the marketplace.
- Develop and share client relationships and lead to expand our network of connections, opportunities, and market share.

## COMMUNICATION

- Demonstrate ability to resolve complex problems impacting people, processes and programs.
- Coordinate the activities, programs and strategic Team Operations plans of the Company.
- Excellent verbal, written and presentation skills with the ability to relate well to all levels of the organization; ability to build appropriate rapport, use tact and diplomacy; can comfortably diffuse even high-tension situations, and is an effective listener and problem solver of people issues.
- Ask for and offer feedback- Use the Oz principle feedback exchange model to promote ongoing open communication that is both appreciative and constructive.
- Obtain the perspective of others; Be a good active listener willing to listen with an open mind to others ideas, ask questions and engage in productive dialogue.
- Demonstrate the ability to resolve complex problems impacting people, processes and programs. Be open and candid in communications; willingness to be transparent and inclusive in dealing with others.

## STRATEGIC THINKING AND RESULTS

- Participate in the development of the Company's plans and programs as a strategic partner, particularly from the perspective of their impact upon Trinity Team Members and the Company's culture.



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- Plan, develop, organize, implement, direct and evaluate the Team Services, Facilities, Education, and Talent Acquisition Teams' functions and performance.
- Develop human resource planning models to identify competency, knowledge and talent gaps existing within the Company and develop programs to address such gaps.
- Develop recruiting strategies and implement plans and programs to identify talent inside and outside the Company for positions of responsibility. Identify appropriate and effective external sources for candidates at all levels of the Company.
- Identify, prioritize and act on strategic issues while maintaining day to day responsibilities.
- Advise on the impact of long-range planning of new business programs, strategies and regulatory actions as those items affect the motivation, development, and retention of the people resources of the Company.
- Manage the Business Planning process and other financial measures of the Team Operations departments.
- Track progress with proactive and transparent reporting.
- Establish a clear vision of an outcome; Define and act upon objectives to achieve those results with clear expectations.
- Use participative processes to gain people's buy in and ownership of change, aligning the team to achieve key outcomes.

## **SERVANT LEADING**

- Lead, influence, organize and motivate people to accomplish goals and results while living the core values (Integrity, Teamwork, Determination, Fun, Continuous Improvement, Leaders, Excellence and Legacy) of the organization
- Provide a direction/vision that generates people's commitment.
- Empower others to act by removing obstacles and any resistance to change.
- Understand and provide a clear reason and context regarding the need for change.
- Act with a humble spirit, treat others with respect and give sincere appreciation.
- Confront problems directly and swiftly.
- Give credit to those who deserve it.
- Has a positive attitude and is not an over controlling or domineering person.



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## THE IDEAL CANDIDATE

The ideal candidate is a results oriented, seasoned Human Resources professional with a positive attitude, a desire to be part of growing team, and a focus on developing others. She/he will have a Bachelor's degree combined with seven or more years of successful leadership in a team oriented organization. A successful candidate will have experience in management, strategic planning and implementation. As a seasoned HR professional, a candidate needs deep knowledge and understanding of HR functions including- talent management, recruitment, payroll, training and education.

As are part of the Executive Leadership Team, the individual must be a creative and strategic thinker with strong leadership abilities to effectively listen to, collaborate with, and influence, diverse audiences at various levels. The ability to use metrics and analytics, with a strong track record of winning with people is important. It is imperative that she/he have exceptional and effective communication skills, both written and oral, to work with varying levels of internal and external audiences. Critical to the individual's success will be the ability to develop rapport and credibility across the organization, and the ability to distill critical elements of complex issues and persuasively promote ideas and proposals. The individual must have flexibility to react to, and constructively manage a rapidly changing environment.

### Desired Traits and Attributes of the Vice President

- Must serve as a role model for the team as well as participate in public groups, professional organizations and educational activities.
- Strategic thinker, exceptional leadership, and the ability to solve complex problems.
- A team player who is self-aware and puts the success of others ahead of themselves.
- Able to design flexibility into their plans by anticipating change and creating some benchmarks to mark progress.
- Committed to being knowledge seekers and seeking advice from others.
- Able to be patient and to not rush to conclusions and judgments.
- Be a fair and consistent leader and lead by example.
- Act with a humble spirit.
- Treat others with respect and give sincere appreciation.
- Spend time walking the floor and staying close to the team's activity.
- Actively involved in the development of their others.
- Hold people accountable for meeting the standards set.
- Has a positive attitude, and is not over controlling or domineering. Can give credit to those who deserve it.
- Promote continuous improvement of the individual and the team by creating an environment that encourages taking on new challenges..
- Demonstrate a caring and unconditional positive regard to other person's point of view even when it differs from their own.
- Embrace quality as an essential attributes of all deliverables.
- Develop individual and team expertise necessary to succeed.
- Be able to share knowledge and ideas to transmit a sense of urgency and enthusiasm to others.
- Ability to connect with others on a personal level to create an openness and trust in the relationship whether with Team Members, customers or stakeholders.
- Learning from both successes and failures; lifetime learners and learn from each of their experiences.
- Identify and prioritize critical issues and stays focused on them.
- Have integrity, good judgement, discretion and a strong sense of ethics.
- Can create an environment that encourages personal and professional staff development.
- Open, diplomatic and transparent communication style with good listening skills.

### Experience Requirements

- Human Resources professional preferably with certifications
- Bachelors degree in business, HR, social sciences or related field
- Seven or more years of experience in HR, and most recently in a senior HR position
- Strategic thinker with excellent oral and written communication skills
- Team player and ability to motivate people to be successful
- Been a part of a great workplace and able to bring that experience to develop best workplace practices



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# OUR GUIDING VALUES →

At Trinity Logistics, our company culture revolves around a set of guiding values that our team members live by every single day. The Trinity compass, with integrity marking “True North,” is what our company was founded upon. These eight values are the core of our culture, our team, and the service we provide. Whether it’s in our interactions with customers, carriers, or each other, these values hold true in everything we do.

## → **INTEGRITY**

We do the right thing!

## → **DETERMINATION**

We are persistent and unshakable in overcoming obstacles.

## → **CONTINUOUS IMPROVEMENT**

We aspire to reach our (untapped, full, greatest) potential.

## → **TEAMWORK**

We listen. We collaborate. We solve.

## → **LEADERS**

We are all leaders committed to serving and empowering others.

## → **FUN**

Fun lives here!

## → **EXCELLENCE**

We challenge the status quo.

## → **LEGACY**

Our journey has purpose.



## FSR

FSR is an award winning retained search and workforce solutions consulting management firm that serves clients nationwide to create the best cultural fit to meet our clients' hiring initiatives.

FSR uses uncompromising quality standards and methodologies to identify exceptional candidates, and provides a holistic picture so our clients can determine if the fit is right for their culture. This is carefully combined with the utmost respect for our candidates' optimal career planning and family requirements. We enjoy our work and we take our responsibilities to clients and candidates very seriously.

We take the time to understand the mission, vision, values and culture of our clients first to ensure the best fit for the organization and the candidate. We are committed to building long-term relationships with our clients so we can continue meeting their needs as they expand and grow over time.

FSR's consultants are well trained and our leadership has great familiarity in the industry we are doing the search. It is our practice to have a designated consultant for each of our clients to develop a deeper relationship so that they can provide great senior level candidates and insightful consultation information about the market.

To learn more about this position or to submit your resume, contact Robyn Cronin (contact information can be found on the cover page). All inquiries will remain confidential.



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