

VICE PRESIDENT OF PEOPLE
THREE PILLARS SENIOR LIVING COMMUNITIES
DOUSMAN, WISCONSIN



Three Pillars' Mission: To meet the social, physical, and spiritual needs of older adults through high-quality housing and services.

Three Pillars Senior Living Communities has partnered with Spano Pratt Executive Search to identify its new Vice President of People. For a confidential conversation and to learn more about this opportunity, please contact Lindsey Kriete or Andy Hillig.

Spano Pratt Executive Search

Andy Hillig, Executive Search Consultant
Ahillig@spanopratt.com

Lindsey Kriete, Practice Director
lkriete@spanopratt.com

ORGANIZATION

Since 1905, Three Pillars has served thousands upon thousands of families and residents. Its rich history of mission-based services exists as strongly today as it did in 1905. As a not-for-profit organization, Three Pillars looks at its mission first. Proceeds are reinvested into the organization, not distributed to shareholders. It measures success by the satisfaction of its residents, not the size of its bottom line. They value their staff as individuals, recognizing the important role they play in providing residents with a quality lifestyle. However, most importantly, they are always guided by what is right, not by what is profitable.

Three Pillars Senior Living Communities is a senior living community in Wisconsin's "Lake Country", 25 minutes outside of Milwaukee in Waukesha County. Based on resident and family surveys, U.S. News has rated it Wisconsin's only Best Continuing Care Retirement Community (CCRC) for the past three years. CCRCs provide multiple levels of care at a single location, allowing residents to age in place as their needs change over time.

Care Services

Life at Three Pillars means residents, families, and visitors have choices. It is a community that offers options to live the lifestyle you choose. Active Adult living, Independent living, 3 levels of Assisted living, skilled nursing, memory care, and short-term rehab - it covers a full continuum of care.

Activities & Other Services

Three Pillars Senior Living Communities offer a wide variety of activities and services. Daily activities and events are offered with all living options. Transportation is also provided for appointments, grocery shopping, and more.

Dining Services

Three Pillars Senior Living Communities provides dining services from two and/or three meals per day. Top-notch chefs and dietitians serve decadent, customized meals.

Community Amenities

Three Pillars Senior Living Communities takes pride in being an inclusive community organization. Its sprawling, 300-acre campus features miles of walking/biking trails, a river flowing through campus, and hosts several public events annually.



Active Adult Living



Independent Living
With Services



Catered Assisted
Living



Assisted Living &
Memory Care



Skilled Nursing

SOME OF THE HOST OF LIVING OPTIONS AT THREE PILLARS

WHAT THREE PILLARS IS EMBARKING UPON:

The demand for active adult living continues to increase. This next generation wants choices, freedom, and independence. To address this, Three Pillars started a nearly \$125M expansion. What they are doing does not exist in Lake Country, Southeast Wisconsin, or the state.

Three Pillars is investing in the next generation of active adult living in a mixed use neighborhood setting. The next phase of this new setting takes place on almost 70 of the 190 acres of land acquired to build a downtown destination, lofts, garden homes, and more to meet the needs of future generations. From a supper club, pub, and performing arts center, to art studios and wellness, Three Pillars is positioning itself to lead this next generation of active adult living in Lake Country and Wisconsin.

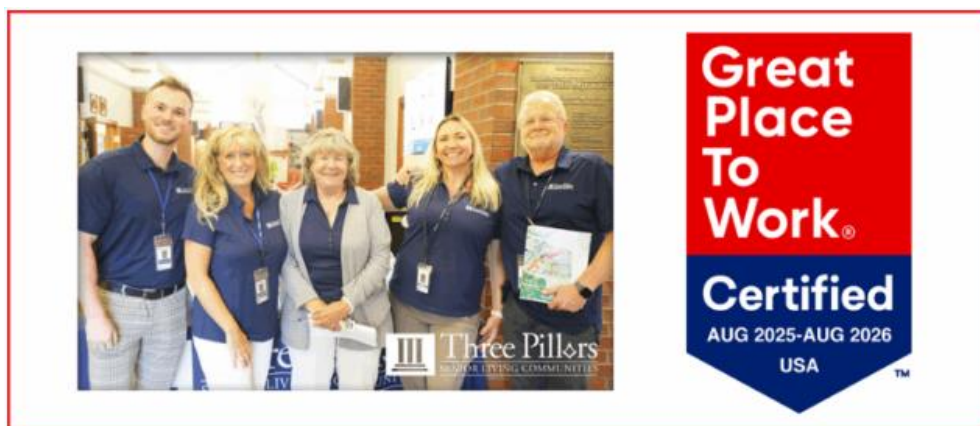
WHY WORK AT THREE PILLARS?

Three Pillars residents know they can trust the extraordinary people who make up the Three Pillars team to provide them with an excellent experience and a quality place to live.

The staff knows they can count on Three Pillars as a remarkable place to work, where their skills and strengths are appreciated and nurtured. Team members become part of a tight-knit family where they're valued as individuals, enjoy competitive wages and benefits, work with advancing technology, have access to complete onsite fitness and wellness facilities, receive generous tuition reimbursement, and receive ongoing training.

Open your heart to the residents and experience the rewards of more than just a job, but a fulfilling career where you make a difference in people's lives every day. Be a part of an incredible team and experience for yourself why Three Pillars Senior Living Communities has been named a Great Place To Work three years in a row!

When asked what the best part of their job is, our team's most common answer is: "The amazing people who live and work here!"



THREE PILLARS ATTAINED THE GREAT PLACE TO WORK® CERTIFICATION FOR THE THIRD YEAR IN A ROW. THIS CERTIFICATION IS A DIRECT RESULT OF ITS CULTURE, TEAMWORK, WORK ETHIC, AND COMMITMENT TO ITS MISSION OF PROVIDING THE VERY BEST FOR ALL WHO CALL THREE PILLARS HOME.

VICE PRESIDENT OF PEOPLE - POSITION OVERVIEW

The Vice President of People guides the development, implementation, and ongoing management of Three Pillars' people strategy across all operations and locations. This role will support the organization's strategic direction by designing and overseeing human resources policies, programs, and practices that align with organizational goals while ensuring compliance with applicable regulations and requirements, and intentionally inclusive of multi generations of employees.

As a collaborative partner within the organization's leadership structure, this position provides counsel and guidance to the CEO, Vice Presidents, Executive Directors, and other leaders to advance organizational priorities. Working within a culture rooted in teamwork and accountability, the VP of People will play a key role in strengthening organizational effectiveness, supporting leadership development, and ensuring consistent, people-centered practices across the corporation.

We are looking for a leader who is humble, embraces the five organizational values of respect, commitment, fulfillment, empathy, and fun, and has people-first leadership skills.



THREE PILLARS STAFF APPRECIATION FUND IS A WONDERFUL WAY FOR PEOPLE TO SHOW THEIR GRATITUDE AND ALLOWS THREE PILLARS TO PROVIDE STAFF WITH GIFT CARDS, CATERED MEALS, AND OTHER PERKS THROUGHOUT THE YEAR.

CORE RESPONSIBILITIES

Executive Leadership and Strategic Planning:

- Actively partner with the CEO team in providing guidance and oversight regarding programs and operations.
- Offer observations and counsel to the CEO regarding corporate culture, areas of risk, and other issues as appropriate.
- Provide leadership and coaching to management to align functions with the organization's needs and strategic direction.

- Consult with other departments to coordinate efforts to provide services that meet organizational needs.
- Serve as Corporate Compliance Officer. Monitor relevant laws and regulations, formulate policies and procedures, oversee monitoring practices, secure necessary resources, and maintain accountability for the Compliance Program.
- Compile and analyze data to efficiently manage the quality and cost of services provided as well as plan for new service development. Prepare reports for internal and external sources on a quarterly and annual basis.
- Provide input and analysis of the organization's budgets, review FTE and financial statements monthly, and advise the Officers' team of variances.
- Mediate and promote positive relationships between Leadership staff and Executive Management, filling in gaps in communication or understanding as needed to ensure a positive and functional work environment.
- Act as liaison to various Committees of the Wisconsin Masonic Home Board of Directors as directed.

Human Resource Policy and Oversight:

- In collaboration with the Human Resources team, shape and modify the Human Resources strategic direction, department philosophy, and approach.
- Develop, revise, and communicate Human Resources policies and practices, ensuring the organization maintains compliance with all necessary HR related laws and regulations.
- Serve as a guide and mentor to Human Resources staff, ensuring their access to the resources necessary to carry out their roles most effectively.
- Identify and conduct relevant research and data analysis and make recommendations based upon such results.
- Prepare and monitor all Human Resources-related budgets.

Staff Supervision:

- Hire, train, and develop Human Resources staff and maintain accountability for the functions of these positions.
- Schedule, coach, and supervise all departmental staff. Conduct fair, accurate, and timely performance evaluations.
- Initiate, follow through, and document timely, fair, and consistent disciplinary actions for all departmental staff when necessary.
- Comply with labor laws and Human Resources guidance/directives regarding the management of staff.
- Set an exemplary model for staff through professional appearance, treatment of employees and dedication to company goals.

Compensation and Benefits:

- Maintain wage and salary administration, including salary surveys, salary audits, compensation training, establishing salary guidelines, analysis, and resolution of compensation issues.
- Oversee payroll to ensure proper payment of wages and benefits.
- Evaluate positions to ensure internal and external equity and competitiveness.
- Ensure that job descriptions are accurate and up-to-date.

- Oversee the employee performance evaluation and merit increase system and process.
- Administer and manage the 403b retirement savings plan, including enrollments, loans, distributions, census updates, and forfeitures; as well as coordinate all required recordkeeping, filing, investment reviews, plan amendments, and notices.
- Prepare and monitor the employee benefits expense projections, with particular focus on health insurance claims/trends.
- In collaboration with the HR team, develop, recommend, and implement appropriate changes to the employee benefits programs.

Training and Development:

- Provide ongoing input on the organization's strategic planning related to staff training.
- Coordinate and facilitate leadership and management development.
- Consult with Directors to assess, plan, develop, and facilitate organization-wide mandated training.
- Ensure appropriate documentation and tracking of all required training activities.
- Coach managers on process improvement activities, including streamlining processes to improve efficiency.
- Coordinate and oversee the use of all other external training resources.
- Oversee eligibility for the Tuition Reimbursement program and requirements.
- Plan, develop, and implement organizational development initiatives (i.e., organizational climate/culture studies).

Employment/Employee Relations:

- Partner with the HR Manager to create and maintain a strong employment and employee relations philosophy in keeping with the culture and mission.
- Provide oversight and support for recruitment, hiring, onboarding, staff satisfaction surveying, and retention efforts.
- Oversee unemployment compensation. Respond to separation notices, provide information as required, and represent the organization's interests at hearings.
- Assist with recruitment and selection of administrative and management-level staff.
- Partner with legal counsel regarding complex or high-risk employment matters, policy, or legal developments affecting HR policy or practice.

Safety:

- Direct and monitor the workers' compensation program. Ensure prompt investigation and follow-through on staff incidents/injuries. Oversee workers' compensation claims and oversee the transitional return-to-work program.
- Prepare and maintain OSHA 300 logs.
- Co-Chair of the Health and Safety Committee.
- Be familiar with the operation and function of equipment used by department staff. Demonstrate and reinforce proper use.
- Follow safety, security, infection control, and hazardous materials policies and procedures. Advocate resident and personal safety and the protection of Three Pillars property.

Corporate Compliance Officer:

- Oversee the development and implementation of Three Pillars' Corporate Compliance Program.
- Monitor relevant laws and regulations, formulate policies and procedures, oversee monitoring and investigations, secure necessary resources, and maintain accountability for the Compliance Program.
- Chairperson of the Compliance Committee. Regularly conduct committee meetings.
- Provide a bi-annual report to the Oversight committee and an annual report to the Board of Directors.
- Oversight of annual and as-needed training on Corporate Compliance.

Other Responsibilities:

- Operate within budget guidelines and hold department staff accountable for doing so.
- Make decisions based on information and logical conclusions. Consider alternate courses of action and their consequences before acting.
- Achieve satisfactory performance in all performance evaluation areas.
- Keep current with job standards through in-service training, continuing education, personal and professional development.
- Actively recognize and appropriately respond to customer needs.
- Actively participate and take a leadership role in campus events and initiatives.
- Other duties as assigned by the supervisor.



THREE PILLAR VALUES: We're proud of our culture. It's driven by our values and modeled by our staff. The respect and commitment we demonstrate to our residents and each other leads to a fulfilled life with a mindset of fun as a habit, and empathy as a decision. Our five organizational values are:

• Respect • Commitment • Fulfillment • Empathy • Fun

QUALIFICATIONS & EXPERIENCE

Education

- Bachelor's degree; emphasis in Human Resources or related field preferred.

Experience

- Ten years of progressive experience in Human Resources, including supervisory experience.
- Proven experience in strategic organization planning and implementation of human resource initiatives.
- Background or experience in health care, senior services, and/or a 24/7 full- or part-time workforce is highly preferred.
- Must be able to operate with a high degree of integrity in a culture of teamwork, dedicated to ensuring the high standards of care while maintaining strong business practices and standards.
- Required knowledge of Microsoft Office and database/report-writing programs. Proficiency in HRIS systems and other computer applications preferred.

COMPETENCIES

Strategic People Leadership: Ability to think long-term (3–5 years), align people strategy with organizational growth, and position Three Pillars as an employer of choice.

Employee Relations & Judgment: Demonstrates sound, balanced judgment in handling sensitive employee matters, enforcing standards while leading with compassion.

Change Management & Organizational Agility: Proven capability to lead through growth, expansion, and transition while maintaining trust and cultural continuity.

Visible, Relationship-Centered Leadership: Highly present, approachable, and trusted; builds strong relationships with staff, leaders, and residents through daily engagement. Kindness, empathy, and the ability to assume positive intent.

Clear Communication & Influence: Communicates effectively across all levels, builds alignment, and brings people along through clarity and transparency. Cultural fit and humility - someone who doesn't try to "change everything" immediately but seeks to grow with the organization, earn respect, and build longevity.

Cultural Stewardship & Values Alignment: Protects and evolves Three Pillars' mission-driven, people-first culture during periods of growth. Deeply committed to the mission of Three Pillars, with a passion for improving the lives of residents and staff. Advocates for staff development.

Approachable, Fun, and Empathetic: Visible, accessible, and approachable, maintaining an open-door policy. Empathetic, kind, and genuinely caring, creating a safe space for staff to share ideas and concerns. Always looking for the positive in people and things, with a natural proclivity for fun.



STAFF AND RESIDENTS STROLLING THROUGH THE BEAUTIFUL THREE PILLARS CAMPUS

PERSONAL QUALITIES

The ideal candidate is a calm, grounded, and emotionally intelligent leader who brings clarity and empathy to decision-making, particularly in high-pressure or complex situations. This individual demonstrates resilience and confidence when navigating tough decisions, understanding that leadership at times requires standing alone while remaining focused on outcomes and organizational impact rather than personal recognition.

With a low-ego, high-impact leadership style, the candidate adapts easily to changing circumstances, maintains a positive outlook, and fosters trust through clear communication and thoughtful judgment. Their approach reflects strong emotional intelligence, steady adaptability, and a commitment to achieving results while supporting those around them.

COMPENSATION

Compensation includes a hiring range of \$120,000 - \$160,000 and a competitive benefits package. The position is based in Dousman, Wisconsin, Waukesha County.

LOCATION

Three Pillars is located about 35 miles west of Milwaukee in Waukesha County's Lake Country, which encompasses more than twenty lakes in the surrounding region. The Lake Country region is a picturesque place to live, work, and relax in the beautiful Kettle Moraine area of southeastern Wisconsin. It is a fast growing and popular community with a mix of multigenerational families and new arrivals.

Many of the region's smaller lakes, ponds, and streams are in and around Three Pillars. The 70-mile Bark River passes through the Three Pillars campus, where residents and guests come to fish or stroll on campus paths.

Residents can access abundant recreational opportunities, including parks, trails, and boating, fishing, and other water activities on the lakes and ponds. The 52-mile Glacial Drumlin Trail also runs adjacent to Three Pillars.



To learn more about Three Pillars:

- Company website: <https://www.threepillars.org/>
- Three Pillars Lifestyle: <https://www.youtube.com/watch?v=p7MXqkK4viU>
- The Fields construction project 2024: <https://www.youtube.com/watch?v=v9helXrqnUw>

This position is not just a job; it's an opportunity to be part of Three Pillars' legacy. To be considered for this opportunity, please submit a cover letter and resume to:

Andy Hillig, Executive Search Consultant -OR-
ahillig@spanopratt.com

Lindsey Kriete, Practice Director
lkriete@spanopratt.com

www.spanopratt.com