

# AARON M. RHOADES, SPHR, GPHR, SHRM-SCP

## SUMMARY

Experienced, innovative, and highly motivated Manager, Leader, Human Resources Professional, Project Manager, Mentor and Entrepreneur. Areas of competence include:

- Employee Relations
- Training & Development
- Human Resource Leadership
- Leader Coaching/Development
- Performance Management
- Recruitment & Onboarding
- Policy Development
- Compensation & Benefits
- Organization Development
- Staffing
- Affirmative Action
- Risk Management
- Labor Negotiation & Grievances
- Safety & Risk Management
- Conflict Resolution
- Mergers and Acquisitions
- Negotiations & Acquisition
- Project Management
- LEAN/6 Sigma/Process Imp.
- Change Management
- Property Management
- Marketing
- Finance
- Energy Efficiency
- Maintenance & Construction
- Public Relations
- Team Facilitation
- Starting/Operating any Business
- Artificial Intelligence/Predictive Analytics
- Office Administration
- Talent Acquisition
- Real Estate Financing

## EXPERIENCE AND PROFESSIONAL ACCOMPLISHMENTS

### **CR ENTERPRISES**

**Oct 2022 – Present**

#### **OWNER**

CR Enterprises is a commercial hood cleaning company that services 520 different restaurants, institutions, schools, and care facilities from Homer to Fairbanks like McDonalds, Costco, and Pagoda in North Pole. The company is located in Anchorage and employs 8 people.

### **KENAI PENINSULA BOROUGH**

**July 2021 – Oct 2022**

#### **Chief of Staff**

The Kenia Peninsula Borough is about the size of Massachusetts and New Hampshire combined and has one administration building, a large maintenance complex and 42 school buildings and structures in cities and remote communities. There are 300 employees who work for the KPB and 1500 employees that work for the KPB School District.

### **CITY OF NORTH POLE**

**Dec. 2020 to Feb 2020**

#### **City Clerk/Human Resource Manager**

**June 2020 to June 2021**

The City of North Pole city government consists of a Fire Department, Police Department, Public Works, Water & Sewer Utility and Administrative Staff. The City employs 52 employees and is growing due to significant growth of the City's utilities. North Pole is run by a Mayor and 6 City Council members one of which is Santa Claus himself.

- Served as Clerk for Mayor and City Council keeping all official records and documents.
- CARES Act Manager of a [REDACTED] fund and CARES Act Committee Leader.
- Served as 2020 Elections Manager for City.
- Human Resource Manager for the Mayor and City employees.
- Coordinated benefits for City employees.
- Webmaster for City of North Pole.

### **FOUNDATION HEALTH PARTNERS, Fairbanks, AK**

**Mar. 2016 to Aug 2019**

#### **Business Development Program Director**

**Apr. 2019 to Aug 2019**

#### **Chief Human Resources Officer**

**Aug. 2018 to Apr. 2019**

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

**Jul. 2017 to Aug. 2018**

#### **Human Resources Business Partner Sr.**

**Mar. 2016 to Jun. 2017**

Foundation Health Partners previously Fairbanks Memorial Hospital, Denali Center and Tanana Valley Clinic is a Regional Hospital for the entire Northern half of Alaska with 1852 employees with a ER, Cancer Center, Imaging Center, Surgery & Outpatient Center, Eldercare Facility, Hospice and Palliative Care, Home Healthcare, large offsite Physician Clinic and 3 Childcare Facilities. 152 Beds 120 Physicians, 92 Bed Short Term/Long Term Facility.

- Directed Comp & Benefits Manager, Talent Acquisition Manager, 1 HRIS Coordinator, 2 HR Business Partners and 3 Human Resources Coordinators.
- Operated the HR hallway on behalf of the CHRO while still learning new role and before completing probation while we took the hospital from a managed hospital to independent hospital.
- Negotiated and then facilitated [REDACTED] temp services contract and amendments through the Banner approval process as FHP was going independent.
- Consulted the CHRO on transition issues and provided assistance wherever assigned.
- Partnered with CMO on several difficult Doctor's situations that all have improved behavior outcomes since.
- Invited to participate in or handle high profile terminations with significant risk.
- Revamped Leadership Development program and rolled it out to entire facility and delivered monthly courses.
- Partnered with leadership on leadership issues and employee issues.
- Identified and implemented Predictive Analytic Software Skill Survey to increase quality of candidates interviewed
- Created a succession Planning, Development and Management Process outline based on best practice to build the hospitals next generation of leaders.
- Redesigned the HR workspace and customer (leader/employee) flow to accommodate 7 additional employees.

### **CHINOOK COMMERCIAL PROPERTIES, LLC, Fairbanks, AK**

**Jul. 2011 to Present**

#### **Owner**

Built a company from the ground up that orchestrated the identification, due diligence, and acquisition of multiple commercial and residential REO, Foreclosure and Distressed properties valued at over [REDACTED]. Acquisitions include a 4 story 40,000 sqft. commercial office building, 2 duplexes and 8 single family homes. There are 19 separate businesses in the commercial building. The tenants range from a television station, healthcare, local non-profits, retail and food businesses.

- Increased gross revenue 90% in Lathrop Building in Downtown Fairbanks since purchase of property.
- Acquired 2 duplexes and 8 single family residences negotiated, financed, converted and rehab each property.
- Researched property, conducted due diligence, negotiated acquisition price for REO, secured financing, formed LLC, business licensing, insuring, vendor relationships and launched Chinook Commercial Properties, LLC.
- Provided leadership and oversight for all daily property operations including contract administration, project management and building staffing and tenant relations.
- Prepared financial budgets for operating and capital expenses.
- Managed multiple [REDACTED] [REDACTED] property renovations projects.
- Oversaw maintenance and preservation of the mechanical infra-structure and common elements of each of the properties.
- Oversaw operations of properties and ensure building presentation and operations are maintained according to required standards and procedures.
- Identified operational and management problems and opportunities and develop appropriate solutions.
- Lead all responses to emergencies and coordination of corrective actions.
- Maintained property's compliance with building codes, fire departments and insurers.
- Participated in the development and review of all property operating reports required.
- Enforced and have a general understanding of various Federal, State and NYC Codes and regulations involving building operations & construction/capital projects.
- Reviewed and interpreted lease, service and construction contracts and read plans for operating and construction needs.
- 2013 Fairbanks Downtown Association "Revitalization of the Year Recipient"

### **UNIVERSITY OF ALASKA FAIRBANKS, Fairbanks, AK**

#### **Adjunct Professor-Human Resources**

**Jan. 2017 to May 2017**

Co-Taught Junior level course BA 307 Introductory to Human Resource Management for a class of 45 students. Taught the same class online as well of 60 students across the Western United States.

- BA F307 Introductory Human Resources Management  
Introduction to management principles and personnel practice in industry, analysis of labor-management problems, methods and administration of recruiting, selecting, training and compensating employees, and labor laws and their applications. Prerequisite: ENGL F111X or equivalent.
- Continue to be a guest Lecturer and Instructor for Kris Racina at School of Management UAF
- Guest speaker for UAF Society for Human Resources Management

**ALASKA INDUSTRIAL DEVELOPMENT AND EXPORT AUTHORITY & ALASKA ENERGY AUTHORITY Anchorage, AK** **Feb. 2011 to Aug. 2013**

**Human Resources Manager**

AIDEA and AEA are two State of Alaska Corporations that exist to further the economic development and reduce the cost of energy in the State of Alaska. They have 96 employees and 2 Executive Directors. The workforce is non-union and each corporation has a separate Executive Director. During my tenure we have increased staff by 30 percent and started on the ██████████ Susitna-Watana Hydroelectric Dam Project.

- Directed and responsible for all Human Resources functions for the two organizations with a staff of 1 and supervised 3 administrative assistants for AEA.
- Strategically recruited, on-boarded and retained employees in a difficult environment.
- Facilitated all employee relations including conflict resolution and disciplinary procedures.
- Conducted workforce planning and forecasting administration.
- Functioned as a key member of each Authority's management team.
- Performed leadership coaching with executives and line management.
- Administered compensation, benefits and benchmarking for both for Agencies.
- One of 5 key cross-functional members of new building selection team.
- One of 2 Leaders who helped redesigned office space to add 30% increase to staff into existing spaces.
- Facilitated all workman's compensation claims.
- Conducted and updated all personnel files, personnel guidelines, performance review process and intern program.

**ENSTAR NATURAL GAS COMPANY, Anchorage, AK** **Sept. 2007 to Oct. 2010**

**Human Resources Manager**

Alaska's largest gas utility with 230 regular and temporary employees in 4 locations statewide. Unionized workforce represented by Local 367 Pipefitters and Steamfitters. Acquired by Continental Energy Services during my tenure. Duties include managing all aspects of Human Resources and Risk Management and ██████████ HR budget for the Alaska Division. Part of six person senior executive team.

- Directed HR & Risk function for multi-site natural gas transmission and utility company with a staff of 3.
- Negotiated 2-year labor contract and brought the benefit plan back to the company from the union trust, saving the company ██████████.
- Managed ██████████ HR budget for Alaska Division.
- Facilitated successfully all labor grievances with union business agent and shop stewards.
- Performed leadership coaching with executives and line management.
- Administered compensation, benefits and benchmarking on both for Alaska operations.
- Established alternative strategies for sourcing local talent and advertising openings saving company ██████████ in recruiting fees for engineers.
- Trained salaried and union workforce on a variety of topics.
- Benchmarked other local utilities and unionized companies for contracts and market data.
- Coordinated AA/EEO program and facilitated a DOL/OFCCP onsite audit.
- Overhauled and audited all employee records, benefit records and I-9's and cataloged all record storage areas.
- Built productive relationships between union and company for effective conflict resolution.

**BERING STRAITS NATIVE CORPORATION, Anchorage, AK** **Oct. 2006 to Aug. 2007**

**Human Resources Director**

Alaska Native Corporation with 281 employees in Alaska and throughout the United States. Union and non-union represented employees under the Davis Bacon Act and Service Contract Act doing remote and urban government contracts from building maintenance to information technology. Duties included managing organizational

development, labor relations, compliance, recruiting, training and development, corporate policy creation and implementation, compliance, special projects, and all other duties as assigned. Part of a five person senior executive team.

- Directed HR function for rapidly growing Alaska Native Corporation with a staff of 1.
- Traveled to various government installations when implementing new contracts to integrate new employees.
- Created a one-stop HR customer service center for all employees in the company.
- Facilitated negotiations with union. One of three key members for union negotiation team.
- Facilitated Creation of New Corporate Policy Manual.
- Managed Contract and Company Policy Interpretation.
- Coordinated all Work/Comp issues with satellite sites and claims work with Work/Comp Insurer AIG.
- Consulted Executive VP's on organizational and performance issues to help resolve long standing and evolving challenges associated with growth.
- Organized, Audited, and cleaned up HR Records and record keeping process to ensure accuracy and compliance.
- Coordinated company social events and parties.

**LA-Z-BOY, UTAH Tremonton, UT**

**Aug. 1999 to Jul. 2006**

**Human Resource Manager -Aug. 2005 to July 2006**

**Human Resource Assistant Manager-June 2005 to Aug. 2005**

Furniture Manufacturing facility of 850 employees with a day, swing, and weekend shift. Responsibilities included supervision of HR, safety, and medical staff, change management, public relations, employee relations, recruitment and staffing, retention, compensation, benefits, legal compliance, performance management, investigations, discipline and behavior modification, rewards and recognition, special projects, and all other duties as assigned. Part of a 3 person senior executive team with all functions reporting through this team.

- Directed HR, safety, and medical staff of 8 in strategic and day to day function of the facility.
- Facilitated smooth on boarding/exiting of several key executives from facility including 18 yr. Vice President.
- Participated as a core team member in all budgeting, strategic decisions, and operating plans for the facility.
- Won several EEOC lawsuits filed against facility. These were filed under previous leadership prior to my arrival.
- Participated in Utah Supreme Court proceedings for class action lawsuit pending against La-Z-Boy Utah.
- Initiated PTO (Paid Time Off Bank) policy for entire division and combined vacation and attendance policies.
- Project Manager for the Human Capital Process for facility and division. Tremendous opportunity for company.
- Facilitated small group feedback meetings and other strategic communications processes with employees and Vice President of plant.
- Designed, communicated, staffed, and rolled out new weekend shift for the plant with 2 weeks notice.
- Created and delivered training for plant leadership for compliance and leadership development.
- Coordinated the performance management and compensation systems of the plant.
- Provided counsel and support to all leadership regarding employee relations and legal/disciplinary action and compliance.
- Administered all benefits, EEO/AA, workers' compensation, and employee morale programs in the facility.
- Built individual relationships with each employee/leader on the shop floor to ensure a positive HR presence on the shop floor as well as in the leadership ranks.
- Designed a retention/public relations campaign for internal and external audiences to help improve LZB image.
- Applied and won the Manufacturing Extension Partnership Award for Rural Development.

**LA-Z-BOY WEST, Redlands, CA**

**Apr. 2002 to Jun. 2005**

**Human Resource Manager**

Furniture manufacturing facility with two shifts and 425 employees (50%+ Spanish speaking and other Non-English speaking employees). Responsibilities include major employee relations, legal compliance, recruitment/staffing, creation of training/development programs, change management/process improvement, and team facilitation for the plant while supervising one administrative HR person. Part of a 3 person senior executive team with all functions reporting through this team.

- Directed entire HR function and created what came to be referred to as a full-service HR department with a staff of 2 in a plant of 425 employees. Also maintained all records and HR systems for the plant.

- In-house legal advisor, compliance director, and investigator for the plant. I also handled all unemployment hearings and training leadership personnel on legal compliance to minimize legal risk factors.
- Partner with plant leadership in all functional areas to strategically leverage the resources we had available and break down departmental barriers to ensure plant success.
- Facilitated LZB School of Management, 5S Courses, legal courses, policy updates, etc. Created LEAN 101, and LEAN Simulations to compliment plant process changes, and encourage learning of participants.
- Coached, mentored, and counseled plant lead team members in regards to processes, performance management, interpersonal, and organization improvements.
- Negotiated [REDACTED] healthcare potential savings from healthcare provider.
- Coordinate benefit open enrollments for plant and interaction with the local health care providers.
- Implemented an affirmative action program for the facility as well as HIPAA compliance process and training for all leadership.
- Learned to speak simple Spanish. I can communicate on a 1<sup>st</sup> grade level with Spanish speaking employees.
- Re-engineered selection, orientation, training, and communication/policy deployment processes.
- Benchmarked several plants with plant leadership that included the Toyota NAPCC, La-Z-Boy Utah and two Shingo Prize-Winning Plants in UT & ID.

**LA-Z-BOY, UTAH Tremonton, UT**  
**Human Resource Assistant Manager**

**Aug. 1999 to Apr. 2002**

Furniture manufacturing facility of 850 employees with a day, swing, and weekend shift. Responsibilities included supervising, recruitment and staffing, compensation and design, legal compliance, performance management, investigations, discipline and behavior modification, rewards and recognition, and special projects as assigned.

- Directed entire recruiting, hiring, orientation function in a 4% unemployment labor market.
- Facilitated labor relations, disciplinary action, internal investigations, FMLA, FLSA, ADA, personal leave.
- Assisted coordination of day-to-day function of 8 member HR department.
- Created skill based pay system alternative to the existing piece rate system.
- Functioned as a strategic partner/liaison between leadership group and employees.
- Counseled plant leadership on legal and internal HR issues.
- Unemployment hearing administrator, increased case judgments in company's favor 30%.
- Benchmarked several companies for best practices Autoliv, Iomega, Freudenberg NOK, Woodland Furniture.
- Created plant internships with Director of Shingo Prize for Graduate Students for our plant.
- Participated in value stream mapping of major upholstery in the plant.
- Created and implemented reward and recognition system.

**PAQ SERVICES, INC. Logan, UT**  
**International Consultant/Trainer in Saudi Arabia**  
**Consultant**

**Jun. 20-30, 2001**

**Jan. 1999 - Aug.1999**

- Trained consultants and employees of Gabel Consulting and Saudi Geological Survey to use the Position Analysis Questionnaire.
- Presented project proposal to CEO and executives of Saudi Geological Survey.
- Consulted on how to utilize PAQ for job analysis, compensation, and performance appraisal.
- Performed Job Analysis of La-Z-Boy Utah Manufacturing positions with a team of Consultants.
- Interviewed LA-Z-BOY Utah employees and leadership using the position analysis questionnaire.
- Completed wage survey and classification ranking analysis.
- Certified Job Analyst.

**SUNSHINE TERRACE FOUNDATION Logan, UT**  
**Consultant**

**Mar. 1999**

- Invited by HR Director to perform an Equal Employment Opportunity Audit.
- Interview all parties involved in EEO dispute and summarized findings.
- Consulted leadership on legality of employment action and made recommendations to CEO and HR Director.

**SELDOVIA VILLAGE TRIBE HEALTH CENTER, Homer, AK**

**Aug. 2008 to Oct. 2008**

**Consultant-Recruiter**

Growing Medical and Dental Alaska Native/Public Health Center in Homer, Alaska, with 25 employees. Operated by Seldovia Village Tribe to provide medical and dental care to SVT members and the underserved/poor in the community of Homer, Alaska. Duties included negotiations, compensation/market analysis, leadership coaching and conflict resolution.

- Interviewed and negotiated contracts with the Director of Medicine and the Director of Dental Clinic.
- Created compensation analysis of SVTHC positions in relationship to the Alaska market.
- Coached center executive on leadership issues among center leadership and employees.
- Facilitated several difficult employee relation issues with Health Center leadership and staff.
- Coordinated combining organization charts for SVT and SVTHC.

**UNIVERSITY OF ALASKA FAIRBANKS, Fairbanks, AK**

**Adjunct Professor**

**Jan 2017 – May 2017**

Co-Taught junior level in person course BA 307 Introductory to Human Resource Management for a class of 45 students.

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Introduction to management principles and personnel practice in industry, analysis of labor-management problems, methods and administration of recruiting, selecting, training and compensating employees, and labor laws and their applications. Prerequisite: ENGL F111X or equivalent.

**GUTPILE, LLC, Fairbanks, AK**

**Mar 2016 – May 2019**

**Partner**

The Alaska hunting card game. Created here in Fairbanks, Alaska and marketed to the world.

- Facilitated negotiations between founders to create a Structured Ownership Agreement and LLC.
- Lead meetings in the development and production phases to bring the cards into production.
- Created sales strategy for gift shows to attend and participated in Sales at shows.
- Researched and recruited market and subject matter experts on best practices to bring a card games to market.
- Networked and Identified Legal firm for Copy Right and Patenting agreements. (Seed, LLC)

**EDUCATION AND PROFESSIONAL CERTIFICATIONS**

**M.S.S., Human Resource Management**, Utah State University, Logan, UT.

**B.S., Family & Human Development**, Utah State University, Logan, UT.

**SHRM-SCP** (Senior Certified Professional) Society for Human Resource Management

**SPHR** Certified (Senior Professional in Human Resources) from the Human Resource Certification Institute

**GPHR** Certified (Global Professional in Human Resources) from the Human Resource Certification Institute

## **LEADERSHIP ACTIVITIES**

- \*Midnight Sun BSA Executive Council, VP. of Administration 2018 – Present
- \*2015-to Present Board of Directors Festival Fairbanks
- \*2015-2018 Vice President Board of Directors Festival Fairbanks
- \*NHRMA Conference 2012 Social Chair
- \*Diversity Director ASHRM 2010-11
- \*Membership Chair ASHRM 2008-2009
- \*SHRM Professional Mentor
- \*State of Alaska SHRM Board of Directors College Relations Chair 2007- 2009
- \*State of Utah SHRM Board of Directors Membership at Large Director 2006
- \*Founder/President Inland Empire SHRM 2005
- \*Diversity Board Member PIHRA 2004
- \*Hospitality Board Member PIHRA 2003
- \*Leadership Redlands Class 2003
- \*President Bridgerland SHRM 2002
- \*President USU Student Chapter 1999

## **PROFESSIONAL AFFILIATIONS**

- \*American Society for Hospital Human Resource Administrators
- \*Society for Human Resource Management (SHRM)
- \*State of Alaska Board Society for Human Resource Management
- \*Northern Alaska Society for Human Resource Management
- \*Anchorage Society for Human Resource Management
- \*Global Professionals in HR APAC Group
- \*International Compensation and Benefits Group
- \*Lean HR
- \*Senior Professional HR Network
- \*Search Fund Partners
- \*Alaska Innovation and Entrepreneurship Support Group
- \*Search Funders
- \*Private Equity Fund Hub
- \*Private Equity Investment Group
- \*Alaska Oil and Gas

## **COMMUNITY INVOLVEMENT**

- \*Re-Entry Coalition 2022
- \*2018-Pres.VP Administration MSBSA
- \*2016-2018 Scout Master, BSA
- \*2017 Mentor Start Up Weekend FEDCO
- \*2016 Judge Start Up Weekend FEDCO
- \*2015 Boy Scout 11Yrs Old Leader
- \*2014 - 2018 Board of Directors Festival Fairbanks.
- \*2012 Cub Master Pack 186
- \*2008-2011 Varsity Coach Boy Scouts
- \*2010 FBI Citizen's Academy
- \*Career Consultant and Coach
- \*2009 United Way Employee Campaign Coordinator
- \*2008 United Way Employee Campaign Coordinator
- \*2004-2005 Assistant Scout Master Troop 15
- \*2003-2004 Board Member San Bernardino Museum
- \*2003-2004 Redlands Chamber of Commerce Member
- \*2002 Winter Olympics Volunteer Men Course Crew Snowbasin, Utah
- \*1996-2000 Licensed Foster Parent

**References Available Upon Request**