

Robert D. Gerst
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CAREER SUMMARY

Executive Human Resource Professional with extensive global and regional (Asia, Canada, North and South America) experience in professional services organizations including a “Big Eight” public accounting firm, major real estate companies and global hospitality resorts.

Areas of Expertise Include: Partnering with senior management on organizational development issues, executive coaching, employee relations, performance management, recruitment, M&A integration, organizational effectiveness, counseling, HRIS design/implementation, budgeting, financial management, manpower planning and reporting.

PROFESSIONAL EXPERIENCE

JOHN I. HAAS, INC. – Yakima, Washington

2013 to present

Haas is world’s largest supplier of hops, hops products and services.

Vice President of Human Resources

Essential part of the Management Team which is headed by the CEO. John I. Haas, Inc. is the U.S.’s leading supplier of hops and hop products to the brewing and other industries. Created and helped to implement the Company’s strategic HR plan to ensure a competitive and engaged workforce. Manage the Company’s compensation and benefit packages, ensures compliance with all local/state/federal laws and serve as the consultant/advisor to department heads on H.R. matters. Also, involved with the Company’s community/charity partnership, talent management and union negotiations.

BOYD GAMING CORPORATION - Las Vegas, Nevada

2006 to 2013

Boyd Gaming is one of the leading public companies (\$2.8 B revenue) in the gaming industry with an impressive roster which includes 22 casino entertainment properties with operations in Nevada, New Jersey, Mississippi, Louisiana, Indiana, Kansas, Iowa, Florida and Illinois.

Corporate Vice President of Human Resources

Led Corporate Human Resources and Labor Relations Department for 21,000 employees with multiple Labor contracts (UNITEHERE, IATSE, and Operating Engineers) in more than 22 operating locations across the United States. Report directly to the CAO and managed a \$4.0M operating budget.

- Successfully averted union organizing drives in non-union departments.
- Implemented a new applicant tracking system, reducing cost per hire by 10% and time to hire by nearly 30 days. Included site development in alignment with company branding.
- Created Organizational Development function to include succession planning, training and development, centralized recruitment support for key positions and improving feedback process.
- Implemented Corporate and Property Diversity Councils to plan, manage and report on the hiring and retention of women and minorities.
- Created a “best practice” web-based training curriculum increasing pass rate in key subject areas and saving \$1.0M+ in payroll costs.
- Implemented and managed an employee opinion/engagement survey with a 93% participation rate (12,000 employees). Overall favorable scores increasing each over the last 6 years.
- Met regularly with the COO, CAO and two Operating Sr. VPs to review key projects, receive operational feedback on issues and enhance communication from Corporate to the properties.

THE VENETIAN RESORT HOTEL CASINO - Las Vegas, Nevada**2003-2006**

The Venetian Resort Hotel Casino is a luxury resort, hotel, retail, casino, convention & entertainment complex (\$6B revenue).

Vice President of Human Resources

Reported to the property COO and directed all Human Resource functions for a department of 40 employees. Total HR operating budget of \$6M+ and benefit/employee activity costs of \$40M+. Served as a key advisor to senior operating and functional management on business and human resources issues.

- Developed an effective recruiting strategy, including testing and background checks and hiring 1,200+ annually.
- Maintained a positive employee relations' strategy which related to the non-union company goal, kept turnover at less than 17% (one of the lowest in the industry) and was rated "Best Employer" for 3 years.
- Designed and implemented "knowledge management" platform for 18,000 property-wide procedures and policies.
- Established a total compensation and benefits program, which was rated by an outside consulting firm as one of the best in Las Vegas (key in being voted "Best Employer") and managed costs increases below national averages.

JONES LANG LASALLE - Chicago, Illinois/London, England**1996-2003**

Jones Lang LaSalle (JLL) is the world's leading real estate services and investment management firm (\$3.6B revenue) operating across more than 100 markets on five continents.

Regional Director of Human Resources - Asia Pacific, Singapore**(2001-2003)**

Reported to the regional COO with a dotted line reporting relationship to the regional Chairman. Overall human resources accountability for a regional workforce of 1,800 professionals and 5,500 property staff in 26 markets across 12 Asian countries. Led a team of seven human resources professionals and five administrative support employees.

Selected by JLL to develop and implement this new regional role. Responsible for the development and implementation of a long-range regional HR strategy to enhance the company's ability to attract and retain high-quality individuals at all levels. Cornerstones of strategies include training, development and motivation, with the ultimate goal of maximizing staff contributions to the company's long-term business objectives.

- Led HR component of Asia Pacific business restructure including talent assessment, redundancy strategy and employee communications, resulting in a 10% reduction in force and bottom line savings of \$7.2M.
- Built a regional HR function, based on business unit partnership, to raise the quality of HR services and programs across Asia Pacific, in support of strategic initiatives. This resulted in expanded HR services and an increase in business unit/employee satisfaction by 10% each year surveyed.
- Designed and implemented numerous web-based HRIS tools that streamlined processes, increased HR coverage with minimized program costs.
- Participated in the development of a regional rewards program centered on linking the firm's business and personnel strategies to its compensation programs, reducing costs by 9%.
- Established cost effective recruitment of top talent through usage of Internet and sole source vendor, resulting in a cost per hire less than \$800 and an annual savings of 8%.
- Developed a framework for regional staff training and development programs that maximized the usage of region's \$800K training budget. Framework utilized the implementation of web-based training, individual coaching/counseling and internally developed materials and instructors.

- Successfully implemented and provided guidance on all aspects of global performance management program including regional roll out of web-based performance management tool, 360-degree feedback, client relationship management, talent review/succession planning and “Great Managers” development programs.
- Consulted regional business units on how to best manage employee resources to achieve their \$150M revenue target.
- Initiated an enhanced variable compensation system, which included a performance-based merit system, for the Regions’ \$90M payroll.
- Enhanced employee communication by defining real-time target audiences, evaluating channels used, assisting in implementation, and addressing the issues of constituents.
- Collaborated with international colleagues on global initiatives; sharing best practices through representation of the Asia Pacific region on the Global HR Steering Committee.

Sr. Vice President/Director of Human Resources, Americas – Chicago, Illinois (1996-2001)

Regional workforce comprised of 2,200 professionals and 3,000 property staff across 50 North and South American markets. Reported to the Global Chief Human Resource Officer. Managed team of nine professionals and two support staff.

Overall responsibility for all value-added Human Resources services in North and South America including recruitment, training, employee relations and organizational efficiencies. HR consultant to all field-level and regional management personnel.

- Developed long-range strategic HR and annual business objectives that were tied to business unit goals and achievement of the firm’s business plan, which resulted in a more focused and “client centric” HR service delivery model.
- Expanded in-house learning programs through the development of new learning modules for operations training, management development and other technical self-study programs.
- Directed recruitment of almost 500 professionals per year, with a focus on diversity (50% women and 15% minorities hired).
- Participated in three separate mergers including the due diligence, transition communications, orientation of new staff, reduction-in-force due to duplication of positions and creation of “Best Practices” for the new firm, resulting in the world’s leading multi-service real estate firm.
- Developed, reviewed and managed HR policies to achieve consistency and fairness in the workplace and enhanced management’s ability to expedite employee issues.
- Developed and implemented a comprehensive performance evaluation system, which included initiating an annual promotion and compensation review process.
- Spearheaded comprehensive national diversity initiative including a firm wide mentoring program, diversity training, the establishment of a diversity council and minority recruiting plans to achieve a more diverse employee base at all levels.
- Recipient of The LaSalle Club Award which recognizes the top 5% (performance) of all employees.

METROPOLITAN STRUCTURES/MS MANAGEMENT SERVICES - Chicago, Illinois 1990-1996

National real estate development/management firm with properties located in over 15 cities in US and Canada.

Vice President of Human Resources

Introduced professional Human Resources activities to a company with no prior HR position. Directed all Human Resource functions and office management issues with a total budget of \$5M+ and overhead expenses of almost \$2M. Responsible for a team of eight employees and reported to CEO.

- Developed strategic programs in recruiting, performance appraisal, career counseling, compensation, employee benefits, union relations and retirement plans.
- Conceptualized and initiated a comprehensive employee relations program including commitment awards, staff meetings, and office newsletter and staff outings. Significantly increased office communications and employee morale and reduced voluntary turnover by 10%.
- Led the organizational consolidation and re-engineering of offices and business processes resulting in a savings of over \$4M.
- Redesigned healthcare packages resulting in annual savings of over 12%.
- Managed HR strategy for the sale of Metropolitan Structures to Cushman & Wakefield, including retention agreements, employee communication and transition support.

PRIOR HUMAN RESOURCES AND PROFESSIONAL DEVELOPMENT RELATED EXPERIENCE

BENEDICTINE UNIVERSITY & COLLEGE OF SOUTHERN NEVADA - Illinois/Nevada 1992-Present **Adjunct Faculty Member**

Conduct evening courses in Human Resources, Recruiting, Strategic Management and Affirmative Action.

PROFESSIONAL EDUCATION

Loyola University, Chicago, Illinois

- MSIR, Institute of Human Resources & Industrial Relations

Luther College, Decorah, Iowa

- BA, Accounting with minor in Psychology

PROFESSIONAL ASSOCIATIONS AND MEMBERSHIPS

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| • Yakima Chamber of Commerce Board | 2015-present |
| • Yakima Capitol Theatre Board | 2015-present |
| • Advisory Board KNPR (Public Radio) | 2009-2013 |
| • Director, Boys and Girls Club of Southern Nevada | 2010-2013 |
| • Human Resource Management Association of Chicago | 1990-Present |
| • American Red Cross – Nevada, Board of Directors | 2004-2008 |

CONTINUING EDUCATION

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| • Conversational Japanese-Japanese Consulate | 2001-2002 |
| • IPEC Energy Leadership Master Practitioner | 2014 |
| • IPEC Certified Professional Coach | 2015 |