

# RACHEL ALDAZ

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## SUMMARY

A resourceful and goal-oriented **HUMAN RESOURCES EXECUTIVE**, with a solid background in strategic planning, organizational design, executive-level coaching, employee relations, workforce planning, training and development, legal compliance, policy development, compensation and benefits administration, and mergers and acquisitions. A proven aptitude in multi-location leadership, with experience and an understanding of systematic implementation of people strategies that develop and strengthen organizational culture and human capital and support the bottom line. A versatile and reliable HR business partner, achieving consistent results and building strategic HR capabilities.

## KEY ACCOMPLISHMENTS

- Built and deployed leadership development strategy and plans for supervisors, managers, and executives, and led development of leadership workshops and courses. Facilitated transition workshops for new leaders.
- Spearheaded or supported strategic HR initiatives through diligence and integration activities in support of multiple mergers and acquisitions. Ensured appropriate use of change management tools.
- Consistently drove the development of appropriate company and department policies, led projects with impact to improve employee benefits, compensation, and recognition programs, provided solid direction and advice to field managers and HR teams on reorganizations, manager and employee relations and development, legal issues, and performance management, and championed employee and leader development.
- Selected for special-duty assignment as instructor at Electronic Security Command Professional Military Education Center, teaching and helping write curriculum for leadership and military-related training for junior non-commissioned officers while serving in United States Air Force.
- Awarded HCH annual top performer award six times, company's highest award reserved for top 5% of employees.
- Selected as recipient of HCH annual Pillar of Excellence Award for 2016, reserved for top 1% of employees.
- Selected as member of the HCH Diversity Council Women's Business Resource Group's Leadership Planning Committee.

## EXPERIENCE

HARLAND CLARKE HOLDINGS, San Antonio, Texas  
**Vice President, Human Resources, Operations**, 2015-2017

Built and led a team of 48 regional and field-based HR directors, managers, and generalists supporting 4,000-plus employees in multiple companies and locations. As member of the HR, Shared Services, and Senior Operations Executive Leadership Teams, assisted in development of strategic plans, budgets, tactical action plans, workforce planning, and succession planning. Key liaison for deployment of all employee communication.

- Provided strategic HR support for senior executives, including strategic planning, leadership development plans, succession planning, job-family development, organizational design, and workforce planning.
- Converted organization using 50/50 temporary and full-time-equivalent (FTE) model to 100% direct-hire (FTE only) model (approximately 700 positions), setting up separate talent acquisition function with existing resources, successfully growing to five members with professional TA recruiters.
- Presented and deployed initiatives that reduced turnover, as well as other initiatives, including salary and wage grids, new recruiting strategies, recognition programs, and several targeted teams focused on retention and morale.
- Chaired standardization of HR practices and processes across manufacturing plants.
- Served on core team for design and planning for deployment of five modules of SuccessFactors company-wide in less than a year. Ensured appropriate training and communication occurred throughout the deployment.
- Partnered with senior HR peers on numerous process improvement initiatives, to include developing common leader and employee competencies, standardizing and simplifying employee policies, and removing unnecessary policies.

GOODWILL INDUSTRIES OF SAN ANTONIO, San Antonio, Texas  
**Chief Human Resources Officer, 2013-2015**

Chaired HR functions and provided HR leadership and support for 1,000-plus retail, government and commercial contract, and mission-focused employees in multiple locations in San Antonio, New Braunfels, Seguin, and Laredo. Served as member of executive team and participated in strategic planning and execution of plans for growing organization with diverse employee population. Led HR, training and development, compensation, benefits, and performance excellence teams.

- Conducted full compensation analysis of all staff positions, which had not been done for many years. Gained Board of Directors' approval to make several adjustments to align salaries with market.
- Spearheaded development of leadership and management training for front-line and mid-level leaders.
- Reorganized and trained HR staff to better support unique client groups, which included a large AbilityOne contract that required at least 80% of the applicants hired to have a qualifying disability.
- Led deployment of new HRIS and Payroll software (ADP).

TOUCHSTONE COMMUNITIES, San Antonio, Texas  
**Vice President, Human Resources, 2012-2013**

Directed HR functions and provided HR leadership and support for 1,600-plus skilled nursing facility employees in 15 nursing facilities throughout Texas. Oversaw HR, risk management, compensation, and benefits. Served as 401(k) and bonus plan administrator. Ensured compliance of employee files at all facilities in accordance with Texas State regulations (regularly audited). Served on project teams which planned and executed the opening of new skilled nursing facilities or acquisition of existing facilities.

- Directed successful staffing, training, and on-boarding efforts in preparation for opening of three new skilled nursing facilities. Conducted seamless on-boarding of employees following an acquisition of an existing facility.
- Implemented training sessions for supervisors and managers on how to coach and conduct performance reviews.
- Introduced new processes for talent acquisition to include on-site job fairs.

HARLAND CLARKE HOLDINGS, San Antonio, Texas 1996 – 2012  
**Vice President, Human Resources, Scantron, and GlobalScholar, 2011-2012**

Led all HR functions supporting two of Harland Clarke Holding's newly-acquired and growing companies with multiple U.S.-based locations and presence in India. Supported a diverse employee population that consisted of hourly manufacturing employees, field computer support technicians, employees with highly advanced technical skills, and employees with doctoral degrees in education.

- Served on an executive committee dedicated to documenting and preparing communication materials related to the mission, vision, and strategy of the newly-acquired educational software company, GlobalScholar.
- Led HR team workshop to develop change management action plans for integration of policies and procedures.

**Vice President, Human Resources, Harland Clarke, 2007-2011**

Oversaw 55 HR professionals supporting 5,000-plus manufacturing and call center employees in multiple locations. As member of the HR Executive Leadership Team, Contact Center Services Leadership Team, and Senior Operations Leadership Team, assisted in development of strategic plans, budgets, tactical action plans, workforce planning, and succession planning. Acted as key liaison for deployment of all employee communication to assigned client groups.

- Implemented post-acquisition actions, including organizational alignment initiatives, policy and program integration, and planning for communication and deployment of common company mission, vision, and core values.
- Introduced and deployed high-performance work team concepts and tools in call centers and manufacturing plants.
- Supervised HR and training sub-teams for projects to build and staff three new call centers, oversaw selection and training of HR and leadership team at each location, and led recruiting, hiring, and training efforts.
- Oversaw restructuring and RIF efforts, including closure of multiple plants and call centers, with zero lawsuits.
- Directed or actively participated in multiple HR and company process improvement projects, including Leadership Development Programs (LDPs), SAP deployment, learning management system deployment, diversity initiatives, recognition program revisions, IT flexible staffing, and conversion from temporary staff to direct-hire staffing model.

## ADDITIONAL EXPERIENCE

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**Director, HR, Clarke American** 2005-2007. Supervised team of nine HR professionals, providing HR support to all corporate employees in multiple locations. Spearheaded company-level policies, legal, and regulatory compliance, and company-wide HR programs, including recognition, background checks, and drug screening. Participated in key projects to include deployment of new call center scheduling software and related policy changes.

**HR Manager/Director, HR, Training, and Quality for Customer Sales and Service, Clarke American**, 1996-2005. Oversaw HR, quality, training, and development for 1,000-plus call center employees at six locations. Also led and served as team member for internal quality assessments and training sessions to help drive efforts toward excellence, and contributed to write-ups that led to receipt of 2000 Texas Quality Award and 2001 Malcolm Baldrige National Quality Award

## MILITARY EXPERIENCE

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UNITED STATES AIR FORCE, **Master Sergeant (Retired)**. Served in progressively responsible positions in diversity of jobs to include leadership and management instructor, training department manager, airborne linguist and analyst, special projects supervisor, and director of quality (TQM). Assignments in Japan, England, and several U.S. locations provided significant opportunities for development and training in leadership and management skills, computer skills, project management, teamwork, and diversity, as well as valuable real-world experience. Multiple awards for achievement and performance.

## EDUCATION

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WEBSTER UNIVERSITY, Webster Groves, Missouri  
**M.A., Human Resources Development**

UNIVERSITY OF MARYLAND, College Park, Maryland  
**B.A., Psychology**

## PROFESSIONAL DEVELOPMENT

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*Academic Instructor School, Montgomery, Alabama*  
*Air Force Senior Non-Commissioned Officer Academy*  
*Total Quality Management (multiple courses)*  
*Ongoing Development (Diversity & Inclusion, Leadership, Employment Law, etc.)*

## CERTIFICATIONS

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*Senior Professional in Human Resources (SPHR)*  
*SHRM Senior Certified Professional (SHRM-SCP)*  
*Court-Appointed Special Advocate for Child Advocates San Antonio (CASA)*

## AFFILIATIONS

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*Society for Human Resource Management (SHRM)*  
*San Antonio Human Resource Management Association (SAHRMA)*

## COMPUTER SKILLS

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Microsoft Office Suite, SAP, Taleo, ADP, SuccessFactors