

EDUCATION

**Ph.D. – Doctorate of Philosophy of Organizations and Management –
Specialization in Human Resources**

Capella University, MN – January, 2006

Title of Dissertation: “Does pre-employment behavioral surveys and skill testing predict performance and retention?”

Certification in Disability Management

Insurance Educational Association, CA - 1999

Master of Science in Management with an emphasis in Organizational Development

Regis University, CO - 1992

Title of Thesis: “Strategic Plan to Implement a Diversity Program”

Bachelor of Science in Technical Management with a minor in Sociology

Regis College, CO - 1990

Three years course study in **Psychology**

University of Colorado at Denver

Continuing education classes:

Conflict Management, Change Management, Time Management, How to Conduct an Investigation, and Employment Law

RELATED AREAS OF EXPERTISE

Strategic Planning and Development
Recruitment and Staffing
Policy and Procedure Development
Compensation and Benefits
Diversity Management
Project Management
Curriculum Development

Coaching/Training/Teaching
Employee Relations/Counseling
Employment and Labor Law
EEO/Affirmative Action
Workers' Compensation
Risk Management
International Marketing

SELECTED ACCOMPLISHMENTS

TEACHING AND TRAINING

- As chair of the Business Division recruited, hired, coached and trained over 60 adjunct faculty. Conducted performance audits and performance evaluations for all full-time faculty in Business, Management and Marketing.
- Developed master level classes and functioned as curriculum and course development expert for over 15 core classes in the following areas: Marketing, International Marketing, Management, Organizational Behavior, Leadership, Human Relations in Business, Business Writing and Communication, Strategic Management, and Human Resource Management (online and classroom).
- As a faculty member, taught over 250 accredited courses in management, business law, human resource management and law, supervision, gender differences and cultural diversity in the workplace for the School for Professional Studies at a private Jesuit university.
- As a Director of Human Resources, conducted training seminars/classes on various subjects including Diversity, Conflict Resolution, Change Management, Employment Law Updates, Selection and Recruitment, Behavioral Interviewing, and Disability Management.
- Conducted numerous training programs on career counseling/development, interviewing, workplace violence and related issues in both corporate and educational settings.
- Taught diversified student populations in the classroom and on-line for over 18 years and frequently developed the curriculum for the classes
- Consistently (98%) received superior ratings on student evaluations from graduate and undergraduate programs.
- Developed the syllabus for numerous classes and training programs.
- Designed the on-line behavioral interviewing class which included a competency evaluation for the University Hospital Consortium. Served as the subject matter expert on the project.

HR CONSULTING

- Developed and implemented on-boarding programs for small to large organizations.
- Developed and delivered solutions to improve ROI in the following areas: recruitment, retention, leadership development, and workplace diversity.
- Client base includes: Dow Chemical, Bassett Health, Heartland Health, Wyoming Division of Corrections, Penn State University, and Toyota.

LEADERSHIP

- Committed to fair employment practices, demonstrates appreciation for diversity, and understands the importance of the leadership role in reducing turnover and improving employee morale.
- Encourage personal development and life-long learning as a coach and teacher through the use of proven motivational techniques.
- Chaired committee to organize a 5K fund-raiser. Designed race brochure and organized registration. Acquired donations for prizes. Contracted with outside agencies for advertising and course design.
- Designed, developed and implemented a work-site BSN program in conjunction with Adams County Workforce Development Board. Participated in grant writing to acquire more than \$600,000 in grants for tuition and program development.
- As a vital team member of the executive committee for the development of simulation in nursing clinical rotations, worked with the Division of Labor to acquire a 3 million dollar grant to open a simulation site on the Fitzsimons Campus.

MANAGEMENT

- Served as a key member of the human resources senior management team in a complex health care organization employing over 3300 staff members.
- Served as liaison to inside and outside legal counsel regarding regulatory and employment law issues.
- Planned and monitored multi-department budgets in excess of \$6 Million annually.
- Managed a staff of up to 18 employees with responsibility for hiring, training and staff development, performance evaluations, salary administration, and all disciplinary actions.
- Maintained less than a 5% turnover in personnel over a five-year period.
- Developed recruitment staff into a self-directed, cohesive, and service-oriented team to improve the department's efficiency and productivity. Developed and implemented recruiting campaigns and various other creative recruiting methods to reduce nursing vacancy rates to less than 7.5%.

PERFORMANCE MANAGEMENT

- Counseled senior-level management on a variety of human resources topics including performance management, policy development and interpretation, and employee appeals and grievances.
- Directed a project team to redesign a performance appraisal system for over 2,000 employees and 22 facilities.
- Developed a management training program on the importance of providing ongoing performance feedback and associated legal and affirmative action issues for supervisory personnel.
- Initiated a structured job classification system and established formal job descriptions that outlined all responsibilities and identified performance expectations. Identified compensation inequities and created a systematic approach in addressing such issues.

RISK MANAGEMENT

- Developed and implemented an employee safety program that reduced the number of work-related accidents by 30% and decreased workers' compensation costs by 50%. Designed a workers' compensation preferred provider network for a multi-facility organization.
- Monitored all lines of risk including auto, fire, general liability, and crime. Completed applications for renewal of risk insurance and developed a system for analyzing risk for the organization.

AFFIRMATIVE ACTION

- Prepared documents to clear employer of charges related to unfair employment and prevented an EEOC audit of a large University Hospital system.
- Prepared written responses to EEO-1 charges and labor grievances. Disproved a labor dispute filed with the U.S. Department of Labor resulting in savings to the company of \$150,000. Served as primary contact with legal counsel and investigating agencies.
- Secured a \$1 million contract as a result of having completed a compliance review by the Department of Labor with no deficiencies noted.

UNEMPLOYMENT COMPENSATION

- Represented multi-faceted organization at numerous unemployment hearings to create savings in excess of \$248,000 annually.
- Developed and delivered training classes to help managers understand unemployment law and limit employer liability.

DIVERSITY

- Designed a comprehensive Diversity Plan for a multi-faceted organization that employed over 2800 employees.
- Developed a diversity internship program designed to provide an applicant pool of highly skilled, educated individuals.

RECOGNITION PROGRAMS

- Designed an Employee Recognition Program that awarded individual and team efforts and inspired creative excellence.
- Managed a volunteer team that planned and implemented large events to improve employee morale.

ENTREPRENEURSHIP

- Owned and operated an income tax business for over five years. Provided quality service to clients who needed individual tax returns and tax returns for small businesses.
- Developed strategic business plans to open and operate a specialty restaurant. Determined appropriate sale price for items featured on the menus. Developed job descriptions and hired staff. Maintained accounting books and handled all business operations including but not limited to purchasing, quality control, marketing, and advertising. At the time of sale, the business was operating and profitable.
- Owned and operated a full-service industrial cleaning service for over five years.

CAREER HISTORY

Regis University	Senior Lecturer (Classroom & Online)	1995 - Present
Dodaro Consulting	Owner	2021 - Present
Hyland Greens HOA	Project Manager/Board of Directors	2018 - 2021
Dodaro & Associates	Owner	2008 - 2018
B&C Enterprises, LLC	Bus. Partner - HR and Accounting	2014 - 2017
FRCC	Lead/Chair/Online Lead	2008 - 2015
NAS Recruitment Communications	Executive Director of HR Consulting	2005 - 2008
University Hospital	Director of Human Resources	1995 - 2005
University Hospital	Manager of Employment & Diversity	1992 - 1995
Princeton Masters	Senior Consultant	1992
CO State Judicial	Human Resource Analyst	1991 - 1992
CDP, Inc.	Personnel/Office Manager	1987 - 1991
Hamilton Oil	Manager of Administrative Services	1980 - 1987

Other positions held include **Owner and Operator** of three small sole proprietorships.

PROFESSIONAL PRESENTATIONS

- “How to Build the Recruitment Pipeline” - CHARM regional membership meeting
- “How Recent Court Decisions Have Significantly Affected Employer Responsibilities with Regard to Sexual Harassment in the Work Place” The Joint Region VII - Primary Care Conference *Broader Horizons, Brighter Future*
- “The Four Corners - Where Disability Management Begins” - The DMEC National Conference *Putting the Pieces Together*
- “Implementing an Integrated Disability Management Program” - The DMEC Denver Chapter Membership Meeting
- “Where Disability Management Begins & How ADA and FMLA have Affected Workers’ Compensation” - CEBS (Certified Benefits Organization Membership Meeting)
- “Behavioral Interviewing: Psychology or Business” – Ceridian Client Base
- Metrics & beyond, “Asking Tough Questions to Retain Top Talent” SCAHCR
- “Healthcare Recruitment Metrics” SEWHCR Conference
- “Best Practice Recruiting” – CUPA Winter Conference
- “Shifting the Role of the HR Staff to Strategic” – SHRM Conference
- “Metrics and Beyond” – DAHCRA Membership Meeting
- “12 Steps to Better Retention” – HHRMAC Conference
- “Metrics and Beyond” – AGN Conference
- “HR 101” – Society of Oil and Gas Accountants
- Succession Planning: “Focus on the Internal Movement” – Kansas City SHRM
- “Employee Engagement Affects the Bottom-Line” – SHRM Staffing Conference
- “Stay in the Boardroom and Out of the Courtroom” – CHRA Annual Conference

AWARDS AND HONORS

- Accepted into Marquis Who's Who Publication Board 2021-2022
- Excellence in Teaching Award – 2018-2019
- Vice President “Outstanding Contributor Award” 2013-2014
- State-wide Best Practice Award (1st Place) for Integrated Risk Management Program – 2005
- Employee Activities Team Award - 2002
- Two Excellence in Teaching Awards - 1996 & 1999
- Colorado BPW Woman of the Year Award - 1998
- Exceptional Leadership Award - 1997
- Colorado BPW (Local Chapter) Award of Excellence in Business - 1995
- Employee Activities Team Award – 1995
- Management Award for service and commitment to strategic goals - 1988

PUBLICATIONS

- **Evans, C & Dodaro, K** (2019) “Paul and the HSO” Video Case Study, Journal of Non-Profit Education and Leadership
- **Dodaro, K. & Sarmiento, C** (2014) Writing Techniques & APA Format (E-Book)
- **Dodaro, K. & Sarmiento, C** (2009) Stay in the Boardroom and Out of the Courtroom
- **HR Pulse, Winter 2008: Dodaro** – Management Styles That Enhance Intrinsic Motivation – Based on Generation X and Y
- **HR Pulse, Fall Edition 2007: Dodaro** - “The Value of Assessment Testing in Recruitment Process”
- **HR.Com, September 2007: Dodaro - Unfit to Rule: Bad Bosses**
- **NAHCR Directions, Spring Edition 2007: Dodaro** - “Unleashing the Passion of all Generations in the Workplace”
- **HR.Com, 2006: Dodaro** – “Rotten Apple Syndrome”
- **Dodaro, K. & Counterman, C.** (2003) Interviewing: Business or Psychology?
- **Co-authored** course modules for college level course titled “How to Effectively Supervise Teams and Individuals”
- **Authored** articles for quarterly employer newsletters on the “Value of Diversity”
- **Authored** training manuals on “Behavioral Interviewing”

SPECIAL INTERESTS

- ◆ **Served on** Adams County Open Space Board
- ◆ **Member** of CHRA
- ◆ **Member** of Human Service Board – Westminster City Council (served 4 years)
- ◆ For three years serviced as **Chairman of the Board** for Adams County Workforce Development
- ◆ Served as **President** of the National Disability Management Employers Coalition
- ◆ Served on review boards to help select faculty members for a private university
- ◆ For over 5 years, functioned as an **active member** of the Advisory Board for curriculum development for Community Colleges of Denver
- ◆ Served as **President** of local PTO chapter
- ◆ Performed various **volunteer** functions for church and local non-profit organizations
- ◆ **Coach, Mentor, Trainer** for Junior Achievement

PERSONAL INTERESTS

- ◆ **Bicycling, walking, swimming, golfing and hiking**