

## Louis M. Christie, SPHR

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### PROFESSIONAL PROFILE

Actively partners with senior leaders to identify, develop, and execute the strategy and strategic objectives that ensure the sustainability and success of the organization. A seasoned leader tempered by corporate and front line experiences in 5 major industry sectors - health care, oil, air cargo, manufacturing, and retail. Brings a breadth of experience that spans the areas that are core to the success of an organization - strategic planning, measuring (balanced scorecard), workforce focus and development, mentoring, and training; utilizing appreciative inquiry and emotional intelligence methodologies.

### EXPERIENCE

**LMC Management Services**, 2440 East Tudor Road, Suite 1123, Anchorage, Alaska 99507-1185, (907) 242-6069: 4/1990 - Present

#### **President/Consultant**

Provides strategic human resource and management services to Board Chairs, Board of Directors, Executive, Senior and Operational/Line Management. Serves as a business partner and adjunct to the Human Resources (HR) department for investigations, trainings, policy and procedure development, and a variety of other HR support and specialized needs.

**ALASKA NATIVE TRIBAL HEALTH CONSORTIUM**, 4000 Ambassador, Anchorage, Alaska 99508, (907) 729-1900: 1/2000 - 10/2009

(A Public Law 93-638 Native American Non-Profit Health Care Organization with revenues of \$340,000, a 150 bed hospital, a Environmental and Engineering group, and the Center for Disease Control.)

#### **Director Human Resources (1/00 -6/02)**

Managed the conversion of a 14 person HR Department from an Indian Health Service (Public Health Service) to a Public Law 93-638 organization. Developed, formulated, and implemented strategic policies and procedures to facilitate organizational change from a governmental employer to a Native American tribal employer. Provided the leadership to facilitate maturation of a young staff to a mature staff of Human Resource professionals

#### **Accomplishments:**

- Unified HR activities of the 2 co-managers of the Alaska Native Medical Center.
- Restructured HR department to better serve organizational needs.
- Implemented a market based wage and salary program.

### **Senior Advisor to Director, Human Resource (6/02 - 10/04)**

Provided mentoring, coaching, and leadership support to the Senior Director of Human Resources to aid the maturation of the HR staff. Chaired the Workforce Development Action Team to provide leadership and facilitate work on HR policies and practice issues by the 12 member team for presentation to the Core Management Team for adoption and Board of Directors approval.

#### **Accomplishments:**

- Coached Senior Human Resources Director transition from a 400 person workforce to 1500 person workforce that managed 3 personnel systems (Federal government Civil service employee, Public Health Service Commissioned Corps Office, and the Tribal direct hire employees).
- Developed and implemented Reduction-in-Force and Children in the Workplace policies.

### **Senior Advisor, Administration: Workforce Planning (10/04 - 10/06)**

Provided Leadership and Organizational Development support to the senior organization leadership to aid in the maturation of the staff and organization utilizing Malcolm Baldrige National Quality award framework supplemented with Kaplan and Norton's Strategy Mapping and Balanced Scorecard theory and tools. Facilitated the senior leadership's Core Processes Action Team and Community Relations Action Team.

#### **Accomplishments:**

- Consulted with Tuba City on HR matters to aid in their transition from an Indian Health Service Native hospital to a Tribal owned hospital.
- Facilitated development of a two year leadership program to increase the bench strength of Native American leadership.
- Managed Malcolm Baldrige National Quality Award Program Category Six - Processes.

### **Senior Advisor, Strategic Planning and Networking: Organization Learning & Development (10/06 - 10/09)**

Provided Leadership and Organizational Development support to the senior organization leadership to aid in the maturation of the staff and organization utilizing Malcolm Baldrige National Quality award framework supplemented with Kaplan and Norton's Strategy Mapping and Balanced Scorecard theory and tools and concepts from Toyota "Lean".

#### **Accomplishments:**

- Provided HR consulting support to Alaska Tribal Health System health care facilities that were too small to employ an HR professional.
- Created a standardized process that facilitated timely reporting of annual organizational initiatives for strategic decision making.
- Created a standardized process to manage the organizations innovation program and reporting to the senior leadership team and the Board of Directors.

**THE SCOOTER STORE, INC.**, 1650 Independence Drive, New Braunfels, Texas 78132, (830) 626-5600: 6/1999 - 12/1999

(A retail sales operation utilizing both retail store locations and a national call center to provide electric scooters and power wheel chairs to primarily the client Medicare market.)

#### **Human Resources Manager**

Implemented and managed a full service Human Resources department to provide strategic management, workforce planning and employment, human resources development, benefits and compensation, employee and labor relations, and risk management.

#### **Accomplishments:**

- Development of a Position Advancement and Vacancy Filling procedure.
- Converted a manual HRIS system to an automated HRIS system (ADP).

**YUKON KUSKOKWIM HEALTH CORPORATION**, P.O. Box 528, Bethel, Alaska 99559, (907) 543-6000: 11/1995 - 9/1998

(A Public Law 93-638 Native American Non-Profit Health Care Organization with revenues of \$66M, 50 health care facilities for 78,000 square miles of Southwest Alaska with 50 licensed beds, and an air ambulance servicing Western Alaska, and Eastern Russia & Asia.)

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

Managed a 13 person staff (9 Human Resources and 4 Corporate Training) to deliver hands-on comprehensive Human Resource Management and training for approximately 1200 employees.

#### **Accomplishments:**

- Established Human Resources as a strategic business partner with the senior management team.
- Elevated the Human Resources function to be a direct report to a Board of Directors at the annual and semi-annual meetings.
- Represented the organization against FMLA and Department Labor Wage and Hour charges.
- Implemented a merit pay system replacing a step-n-grade longevity system.
- Developed and implemented policy and procedures to improve employee relations.
- Began a lunchtime brown bag training program for all supervisory employee development.
- Developed relocation costs recover program saving \$50,000 annually.
- Lead the HR Joint Commission functional team to a successful JCAHO survey.

## Previous Experience

**FAIRCHILD AIRCRAFT CORPORATION**, P.O. Box 790490, San Antonio, Texas 78249: 2/1989 - 11/1995

Manager, Human Resources and Administrative Services.

**NORRIS BROTHERS LUMBER COMPANY**, Wichita Falls, Texas: 7/1987 - 2/1988

Director, Human Resources.

**CE NATCO**, Electra, Texas: 12/84 - 6/87

Supervisor, Human Resources.

**WASHEX MACHINERY CORPORATION**, Wichita Falls, Texas: 7/1984 - 12/1984

Manager, Industrial Relations.

**TEXAS EMPLOYMENT COMMISSION**, Wichita Falls, Texas: 7/1982 - 7/1984

Supervising Interviewer - Interviewer IV.

**CONTINENTAL EMSCO**, Wichita Falls, Texas: 1/1982 - 7/1982

Assistant Manager, Industrial Relations.

**LONE STAR TOOL COMPANY**, Wichita Falls, Texas: 1/1981 - 1/1982

Director, Personnel.

**WILSON MANUFACTURING COMPANY**, Wichita Falls, Texas: 5/1977 - 1/1981

Supervisor, Personnel.

## EDUCATION

Ph.D. (c)	Walden University	Leadership and Organizational Change
MAOM	University of Phoenix	Masters of Arts Organizational Management, 2/2003
BBA	University of North Texas	Personnel Administration & Industrial Relations, 5/1977

## PROFESSIONAL AFFILIATIONS & CERTIFICATION

SPHR	Senior Professional in Human Resources. December 1992
SHRM	Society for Human Resource Management.
ASTD	American Society of Training and Development
EQ	Emotional Intelligence Certified Trainer - 7/2008, TalentSmart, San Diego, CA
AI	Appreciative Inquiry Certified Practitioner - 8/2009, Case Western Reserve University, Weatherhead Executive Education, Cleveland, Ohio
NLP	Certified Technician, Society of Neuro-Linguistic Programming, 9/2013
HVP	Hartman Value Profile Certificate - 5/2009, Workforce Solutions, Chattanooga, Tennessee

## **COMMUNITY INVOLVEMENT:**

### **Present**

ASHRM Anchorage Society for Human Resource Management  
ASTD Anchorage Chapter - American Society of Training and Development

### **Past (partial list)**

AWIB Alaska Workforce Investment Board, Ex Officio member  
Girl Scouts Board of Director Susitna Council, Anchorage, Alaska  
Mentor AK Mental Health Trust Authority Leadership Institute Program.  
Mentor Leadership Anchorage Program.  
Adjudicator Arbitrator for City of Bethel, Alaska Union Grievance Hearings.  
TEC Community Speaker for Texas Employment Commission Veterans  
Transitional Program.  
Judson Member of Judson Independent School District Vocational Advisory Council.

## **OF SIGNIFICANT NOTE**

Adjunct Instructor, Alaska Pacific University, 4101 University Drive, Anchorage, Alaska 99508,  
(907) 564-8212 - Business Management: 1/2004 - 2012

Instructor, Midwestern State University, Wichita Falls, Texas - developed and taught adult  
continuing education course "Personnel Management for Small Businesses":  
1984 - 1984