

Hello!

**Did you know**, as validated by EEO-1s and EEO-4s and independent research (<https://www.nytimes.com/interactive/2020/09/09/us/powerful-people-race-us.html>), the overwhelming majority of employers are not and have never been particularly diverse or receptive to AA/EEO/ADA or the Johnny-come-lately update of DEI. As perpetually validated by EEO-1s and EEO-4s, and the perpetual existence of the “Glass Ceiling,” whether you call “it” Affirmative Action or DEI, nothing has changed or is likely to change. DEI programs have primarily functioned as a fad, in fact, in the wake of the COVID-19 pandemic, and as reported by <https://www.hrdiver.com/news/dei-is-falling-by-the-wayside-in-corporate-america-report-says/648427/> **DEI programs are being abandoned or reduced throughout public and private sector employers.**

**Did you know**, as researched by Derenoncourt, Chi Hyun Kim, Kuhn, and Schularick in their March 8, 2021 report, “The Racial Wealth Gap, 1860 - 2020” (<https://www.russellsage.org/sites/default/files/Derenoncourt.Proposal.pdf>), the wealth gap between Blacks and Whites has never been abated, has only increased significantly; and if present trends in the data continue, the racial wealth gap is headed to a steady state with average White wealth at least five times greater than average Black wealth - even through 2260! Do you really think “things” have changed just because you see “token” people of color promoted as athletes, actors, musicians, and politicians?

**Keep in mind**, racial and sexual discrimination is not limited to qualified minorities and qualified women, but *it also severely impacts qualified White males* who, like minorities and women, are perpetually excluded from the “good ole boy” network. There was a time when many employers actually validated a candidate's skills, knowledge and proficiencies (i.e., in compliance with the Uniform Guidelines on Employee Selection / UGES) before eliminating the candidate, but such is no longer the case. Again, as validated by EEO-1s and EEO-4s the most important element for determining the right “fit” is race, sex, and often age (i.e., how the candidate “looks”), and nothing else matters. **The resume does not validate proficiency, nor does a candidate's pretty blue eyes, plunging neckline, and constant smiling during an interview!**

I've never supported Affirmative Action or behavior-based assessments (which are biased based on culture, race, sex, age, etc.), because, for example, the only way to truly validate if a candidate can actually write HTML in compliance with company policy and relevant industry standards is to actually measure, to test and assess the candidate's proficiency writing HTML. **If you elect not to conduct a competitive recruitment and selection process in compliance with the UGES, then you have absolutely no evidence, no proof another candidate can outperform me, in any capacity, in the actual achievement of your strategic business unit objectives for human capital management of DEI.**

I've easily identified the operational failure of both AA and DEI programs, because unlike the overwhelming majority of candidates, I possess well over three decades of hands-on experience successfully counseling and training management and staff on AA/EEO/ADA and Ethics in extremely diverse work environments (pubic/private sector, at-will, union/non-union, multi-site/multi-state, domestic/international, etc.). As expected, employers have abandoned or reduced DEI programs.

Equally important, given the *social-justice-warrior-ism* that have greatly influenced the trendy creation of DEI programs, I advice management and staff that “cultural values” which are not in alignment with or in conflict with the employer's essential job functions and company policies are not relevant, and subject the employee to disciplinary action.

**PRIVATE SECTOR** - The primary “focus” or objective of the employer is to generate revenue and produce a profit, and I counsel management and staff accordingly. “Cultural, civic, and social considerations” are subordinate to the employer's “business culture,” which is designed to achieve strategic business revenue objectives to sustain the business. To avoid claims of discrimination, which prompt civil litigation and criminal investigation (EEOC, Department of Justice, OFCCP, etc.), I counsel employers to pay particular due diligence to EEO-1 reporting, ERISA, Vets-100, OFCCP or other measures.

In the latest private sector EEO-1 report of 2018 for Nebraska, for 1,822 employers covering 389,620 employees, only twenty-three-(23) Black men and twenty-five-(25) Black women are employed as “Executive/Senior Level Officials &



**Why don't you require all candidates to conduct a 15-minute DEI presentation!**

**Why not? Scared?**

Managers," and only 490 Black men and 325 Black women are employed as "First/Mid Level Officials & Managers."  
<https://www.eeoc.gov/statistics/employment/jobpatterns/eeo1/2018/states-industries/table?state=28&naics=>

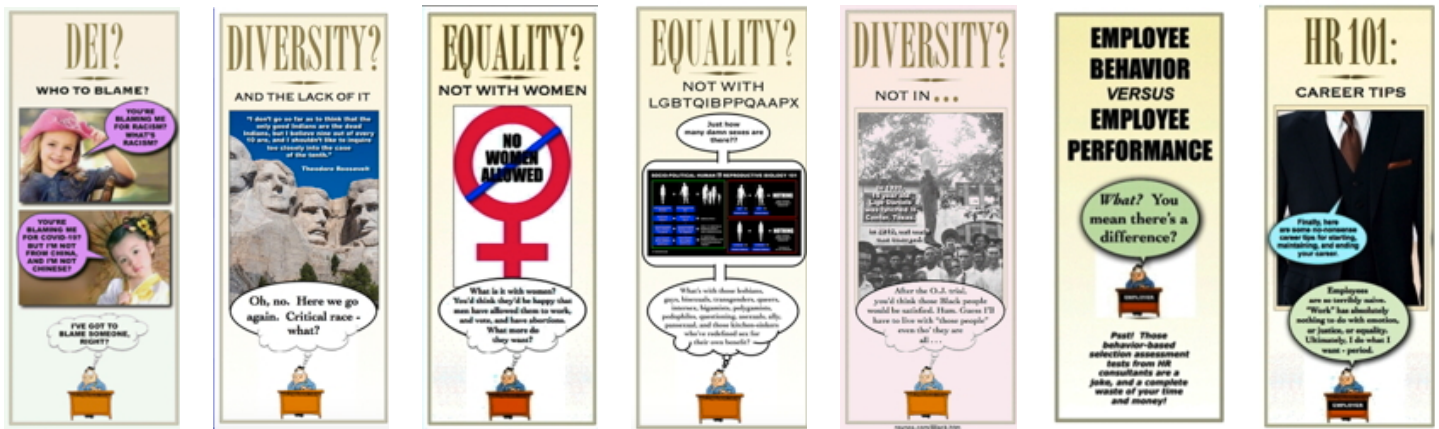
*Of 389,620 employees, only 23 Black men and 25 Black women represent a commitment to AA/EEO, really?*

**PUBLIC SECTOR** - The primary “focus” or objective of the employer is to generate revenue for the delivery of public services or production of related products. Given that public funding and/or tax dollars are often used to facilitate the delivery of services, a much more diverse “business culture” is often required to ensure an equitable representation of diversely demographic populations. Such “cultural” diversity is validated by EEO-4 reporting, ERISA, Vets-100, OFCCP, and other measures.

In the latest public sector EEO-4 report of 2019 for Nebraska, for all "New Hire Employment" at city, county, and state public sector jobs, forty-six-(46) people were hired into the top level of Officials, Administrators, Senior Managers, etc., and all 46 were White; no Blacks, no Hispanics, no Asians, no Native Americans, etc. <https://www.eeoc.gov/equal-employment-opportunity-commission-state-and-local-government-information-eeo-4-2019-19>

*In Nebraska, a commitment to AA/EEO is represented by not hiring any people of color as Officials, Administrators, or Senior Managers, really?*

<p><b>DEI Overview:</b>  <a href="http://reynos.com/bio.htm#dei">http://reynos.com/bio.htm#dei</a></p>	<p><b>DEI Media Relations:</b>  <a href="http://reynos.com/bio.htm#media">http://reynos.com/bio.htm#media</a></p>
<p><b>DEI Fundraising and Community Involvement</b>  <a href="http://reynos.com/bio.htm#fundraising">http://reynos.com/bio.htm#fundraising</a></p>	<p><b>DEI Communications</b>  <a href="http://reynos.com/bio.htm#communications">http://reynos.com/bio.htm#communications</a></p>
<p><b>DEI International Focus</b>  <a href="http://reynos.com/bio.htm#international">http://reynos.com/bio.htm#international</a></p>	<p><b>Proprietary DEI seminars (below)</b>  <a href="http://reynos.com/seminars.htm">reynos.com/seminars.htm</a></p>



**QUESTION:** Again, as perpetually validated by EEO-1s, EEO-4s and voluminous independent research, given the historical absence of and leadership in AA/EEO/DEI by the overwhelming majority of employers, *how exactly do you expect to convince any potential or existing employees, customers, vendors, or clients of your serious “commitment” to DEI?*

**RESPONSE:** You hire me. Why? Because, in addition to possessing robust legacy and profound subject matter expertise in AA/EEO/DEI, I’ve consistently achieved AA/EEO/DEI results in all aspects of human capital management, from EEO reporting to successfully completing a conciliation agreement with the OFCCP; from public speaking on AA/EEO before city councils to conducting retained search to recruit qualified minority and women candidates; from identifying and correcting race and/or sex based salary inequities to requiring vendors to be compliant with company commitments to AA/EEO; and most importantly, it always been my practice to celebrate the achievements of all people without regard to Title VII, Title IX, ADEA, ADA or any other measures that categorize “us”! Again, there was a time when many employers actually validated a candidate's skills, knowledge and proficiencies.

*Yes, I welcome competition, because employers do not achieve and exceed strategic business objectives by hiring mediocrity!*

Harold Reynolds, 402-418-8424  
<http://www.reynos.com/bio.htm>

## RESUME - HAROLD REYNOLDS • 402-418-8424 • REYNOS.COM/BIO.HTM

- **Diverse HR management experience** in public/private sector, profit/non-profit, union/non-union, multi-site/multi-state, and international environments.
- **Diverse HR management experience** in aerospace, public education, financial services, health care, gaming, IT, retail, manufacturing, municipal government, property/casualty insurance, broadcasting, public/media relations, and HR Consulting.
- Average employee **population serviced** is 9,611 and has ranged from less than 100 to over 60,000; plus a broadcast audience of 490,000+
- **Created/recruited** over 50,000 jobs.
- Conducted **performance management** (reviewed and approved) over 443,810 employee performance evaluations!
- Directed **health benefits**; lead and validated a 68% drop in health claims by **health data analysis/wellness program** members vs. a 79% claims increase by non-members; created **proprietary benefits delivery system**.
- Produced (filmed and edited) and broadcast over 35,760 hours of **community-based (DEI) content and media relations**
- SME in all **HR communications**, including newsletters, intranet/HTML, **media relations**, audio/video, **seminars**.
- Diverse subject matter expertise in **employee/labor relations**.
- Diverse subject matter expertise in **training and development**.
- Managed **comp** programs from **\$1 million to \$507 million!**
- SME in proprietary **HRIS** and data analytics.
- **Evaluated over 7,000 jobs**.
- **Wrote over 7,200 job descriptions**.
- Wrote over 3,000 policies; wrote dozens of **employee handbooks**.
- Conducted over 3,500 **job audits**.
- Created over 2,500 **salary schedules**.
- Never used any sick days; **career athlete**.
- Never filed any health claims.
- **Never lost a decision to the EEOC**.
- Won 100% of self-represented unemployment claims.
- **Fundraising and community involvement**
- My candidacy supports your commitment to DEI

**HR Management Consultant**; Reynos Consulting; P. O. Box 540862; Omaha, Nebraska 68154 - [www.reynos.com](http://www.reynos.com) – July 2013 to Present - Provide professional consulting services in human resources, organizational development, media relations, **DEI**, and project management. Consulting services to publishing, broadcasting, health care, aerospace, IT, financial services, gaming, municipal government, K-12 public education, manufacturing, retail, and import/export industries. Designed and reconciled compensation strategies for retail sales with business unit objectives and strategies. Guide HR management as in-house counsel on performance management, document retention, report writing, data analytics, bargaining unit analysis and labor relations, linkage of proprietary legal applications with HRIS, employee relations, ethics, recruitment and selection (and retained search), and **AA/ADA/EEO**. Counseled senior management in organizational development, compensation, benefits, change management (CM), equity/stock analysis, training, employee/labor relations, media relations, and **DEI**. Won all EEO claims; wrote policies/employee handbook/rules. Consistently function as the “go-to” person for all aspects of employee and/or employer project management and organizational development, including: information technology, project implementation, sales, strategic CRM services and solutions, and "best practices" in professional services management.

**President/CEO/GM**; Community Telecast, Inc., Omaha, Nebraska 68111 - December 2007 to June 2013 - Direct all business operations 24/7/365, including human resources and fund raising [501 (c)(3)], for Omaha’s only community access (**DEI**) television station.

**Manager of Human Resources**; Fremont Area Medical Center; Fremont, Nebraska 68025 - November 2006 to November 2007 [Temporary Employment] - Managed **compensation**, benefits, employment, employee relations, **AA/EEO**, and related HR disciplines for a 252 bed acute care and long-term care, in compliance with Joint Commission, medical center located in metro Omaha.

**Program Manager, Compensation**; Boeing/Jeppesen; Englewood, Co. 80112 - April 2004 to July 2006 [Reduction-In-Force] - Primary consultant to senior management for all compensation matters including research, validation, methodology, **AA/EEO**, and philosophy.

**Program Director, Compensation**; Denver Public Schools; Denver, Co. 80203 - May 1997 to June 2003 [Reduction-In-Force] - Provided subject matter expertise on compensation to Board of Education, senior management and 9 employee bargaining groups/unions.

**Vice President of Human Resources**; Denver Municipal Federal Credit Union; Denver, Co. 80204 - April 1995 to May 1997 - Directed all HR disciplines, including **compensation**, benefits, recruitment/selection, training, workers comp, unemployment comp, employee relations, organizational development, CM, **AA/EEO/ADA**, etc.

**Manager of Employment, Compensation, and Employee Relations**; National Jewish Medical Research Center; Denver, Co. 80206 - January 1992 to July 1995 - Managed comp, HRIS, recruitment/selection, unemployment comp, employee relations, **AA/EEO/ADA**, Joint Commission, etc.

**Manager, Personnel Programs**; City of Dallas; Dallas, Tx. 75201 - December 1982 to November 1991 - Managed compensation, benefits [cost containment, deferred comp 401(k) and 457, wellness, employee transportation services], HRIS, EAP, **AA/EEO**, and position validation.

**Education**: MBA-Completed graduate hours toward degree, Northern Illinois University, DeKalb, Illinois; **BA - Ottawa University**; Ottawa, Kansas, Academic Honors, FCC Certificate; **AA - Garden City Community Junior College**, Garden City, Kansas, Academic Honors; High School Diploma -Wichita Heights High School, Wichita, Kansas. Certifications in compensation, benefits, employment law, and employee relations. Computer/HRIS Certifications: J.D.Edwards, Lawson, Great Plains, ADP/Payroll, Kronos, and other proprietary platforms, including Windows, Mac OS, Microsoft Office, WordPerfect, PageMaker, PhotoShop, DreamWeaver, Flash, FireWorks, HomePage and HTML. FEMA Emergency Management Institute Certifications: **IS-00100**, **IS-00200**, and **IS-00700**.

**Personal**: Health/Excellent - I've never used a sick day or filed a health claim with any employer! Masters Mile PR: 4:35 (1991) Masters 200 meter PR: 23.5 (1997); President, Denver Track Club; USA Track and Field **Champion** in various events (100 meters, 200 meters, 400 meters and 1,500 meters) over the past three decades in Kansas, Illinois, Texas, Nebraska, Colorado, and Utah! Robust experience in **philanthropy and fundraising**, and leadership. **Relocation**: Can handle my own relocation expenses. Review expanded resume, work examples, and references at: <http://www.reynos.com/bio.htm> and <http://www.linkedin.com/pub/harold-trip-reynolds/4/5b/801>