

DIANN SANCHEZ, PHD, SHRM-SCP, SPHR

(817) 343-0066 Phone

Grapevine, TX

diann@dashrconsulting.com

EXECUTIVE SUMMARY

Built and led proactive H.R. programs for complex, service-based private and public organizations undergoing acquisition, turnaround, rapid growth, and transitional business cycles. Drive success by consistently building, changing, and optimizing organizational infrastructures, technologies, processes, and measurement systems to increase value.

- Created vision and strategy, built and aligned personnel around core revenue/profit growth objectives.
- Developed the resources to drive corporate culture change, created best-in-class organizations, and built market-focused teams while reducing overhead costs and unnecessary expenses.
- Designed and implemented solutions to complex business challenges while organizing and developing people and driving influence across organizational boundaries.
- Excelled in leadership development, succession planning, M&A integration, and process reengineering within union/non-union and multi-site work environments.
- National Conference Speaker and Instructor on Human Resources Essentials, Generations in the Workplace and Attracting, Retaining and Engaging the Hispanic/Latino Workforce, Managing the Global Workforce and Latin X: What Next?
- Contribution to research - "The changing U.S. Workforce: The Growing Hispanic Demographic and the Workplace" for SHRM and the Congressional Hispanic Caucus Institute. The SHRM Foundation and the Economist Intelligence Unit (EIU) Project, "Use of Workforce Analytics for Competitive Advantage." SHRM 2018 peer-review articles, "How to Attract Hispanic Millennials," "Latino/Hispanic Millennials Bring Different Strengths to the Workplace; Soft Skills Are Critical for Business Profits, What is the Most Important Component of a DEI (Diversity, Equity, and Inclusion) Plan? Access (IDEA) and "Does your Company have Ethical Agility; Do You?"
- Created a new SHRM Aligned Masters of Science Human Resources Management Program for Amberton University. Developed Master courses: Managing the Generations, Managing the Global Workforce, Performance Management, and Global Diversity.
- Created Diversity, Equity, and Inclusion Certification for Amberton University.

PROFESSIONAL EXPERIENCE

PROFESSOR, AMBERTON UNIVERSITY, MANAGEMENT & INTERDISCIPLINARY DIVISIONS	2013 – Present
INTERDISCIPLINARY CHAIR, AMBERTON UNIVERSITY	2015 – Present
AMBERTON PROGRAM CHAIR, SHRM ALIGNED M.A. HUMAN RESOURCE MANAGEMENT	2018 – Present
ADJUNCT PROFESSOR, SOUTHERN METHODIST UNIVERSITY	2018 – 2020
INSTITUTE APPLIED MANAGEMENT LAW (IAML) INSTRUCTOR – HUMAN RESOURCES	2010 - Present
ADJUNCT PROFESSOR, TCCD NORTHWEST – SHRM HUMAN RESOURCES ESSENTIALS	2011 - 2015
LECTURER, UTA, SCHOOL OF MANAGEMENT – ORGANIZATIONAL MANAGEMENT	2012 - 2020

FOUNDER/PRESIDENT

DAS HR CONSULTING, LLC 2008 - Present

Human Resources Consulting Company focused on small and medium businesses.

A human resources consulting firm focused on 21st-century non-traditional services. Develop Human Resources and IDEA (Inclusion, Diversity, Equity, and Access) strategic plans and organizational designs for companies. In addition, provide Human Resources 21st century unique Human Resources Practices for companies to achieve company business objectives.

www.dashrconsulting.com.

VICE PRESIDENT OF HUMAN RESOURCES (CHRO) 2005 - 2008

DALLAS/ Fort Worth INTERNATIONAL AIRPORT, Dallas/Fort Worth, TX

3rd busiest International Airport in the United States, supporting 2000 employees.

Developed and implemented a highly effective human resources plan that enabled the Airport to achieve its objectives. Translated the business' objectives into executable strategic people plans. Built a robust, responsive, service-orientated culture that balanced a clear understanding of the business' needs with governances and broader human resources requirements, proactively recommending clear and direct courses of action.

Strategic Leadership & Organizational Development

- Created a collaborative process to drive cultural change and support the business model. Worked with key executives to develop value-added pragmatic people solutions tailored to specific business requirements and objectives aligned with the overall Airport's missions, values, and strategies.
- Developed a new executive performance review process to drive business objectives, corporate change, and behaviors. In addition, enhanced the talent in the organization by developing Talent Review, Leadership Development Curriculum, and a formal Succession process.
- Used analytics to demonstrate fact-based cost-benefit analysis that drove changes to people programs.
- Developed the Centers of Excellence and Strategic Business Manager concept throughout the DFW Airport.

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People, Process & Performance Improvements

- Created a human resources department that played an active role in creating a culture of high-performance teams and encouraging ownership amongst business leaders. Implemented an H.R. scorecard to hold the human resources department accountable to the business. Increased H.R. employee engagement from 40% to 75%.
- Implemented new Total Rewards Program Change (first in 10 years) with a \$3 million savings and implemented first-ever Patient Advocacy Program to employees and retirees, wellness initiatives, preventive care, and work-life initiatives.
- Increased diversity in hiring representation from 38% to 56%; implemented the DFW Minority Internship Program from 3 participants to 24.
- Implemented new 457 loan procedures for all members, restated Pension Plan (first in 12 years), instituted on-the-spot employee recognition program, Leadership Pipeline Training for high potential employees.
- Streamlined and restructured the H.R. team to focus on productivity, clarified roles and responsibilities, and drove enhanced skills in business acumen, results orientation, and relationship/partnership skills.

CHIEF HUMAN RESOURCES OFFICER

2003 - 2005

UNITED NATURAL FOODS, INC., Dayville, CT

1.7 Billion multi-site wholesale distributor, supporting 4000 U.S. employees and 5 divisions.

Championed development of a formal human resources architecture to standardize operations and provide the critical support for planned restructuring/expansion and accelerated growth. Led H.R.'s strategic planning and oversight encompassing recruitment, compensation, benefits, payroll, employee relations, training/development, and organizational effectiveness.

Strategic Leadership & Organizational Development

- Drove changes in corporate culture, countering the "status quo" mindset to fuel process improvement initiatives that optimized efficiencies, enhanced productivity, and improved internal/external customer service levels.
- Brought leadership, focus, and structure to a complacent distribution company to poise it for its next level of growth. Led detailed assessments to identify value propositions for succession planning, strategic direction, and restructuring.
- Developed national policies and procedures, employee retention, performance management, and succession plans.
- Provided support for Company to attain Public Company status and now traded on the stock exchange. <https://www.unfi.com/>

People, Process & Performance Improvements

- Cut H.R. expenses by securing national services in outplacement, recruiting, compensation, payroll, and training.
- Managed the full implementation of ADP HRMS Enterprise; spearheaded a process improvement initiative to streamline H.R. administrative practices and procedures.
- Created a formal training/development organization, engaging internal resources and 3rd party vendors to improve employee bench strength in finance, sales, marketing, advertising, and operations.
- Drove for "employer of choice" by designing a comprehensive benefits consolidation from 22 plans to 3 nationally with cost containment guarantees.

Employee Communications & Relations

- Initiated H.R. branding strategy that involved the creation of a National employee communications program.
- Increased the overall integrity of the Corporate H.R. function through proper employee investigations, critical management feedback, and superior customer service.

VICE PRESIDENT, HUMAN RESOURCES -

2001 to 2003

AMERICAN AIRLINES, Fort Worth/Dallas, TX

Nation's 2nd largest airline company, supporting 100,000 national and international employees.

Recruited individuals to lead the diversity and all other H.R. department initiatives but labor issues to change workforce issues. Responsible for Human Resources functions, including A.A. Conference Center, total rewards, pensions, executive compensation, recruitment, diversity, work/life, organizational/leadership development strategies with \$100 million annual budget responsibility. Responsible for policy and program development and charged with creating value-based standards and consistent procedures for the entire H.R. function with a strategic focus. Led an H.R. staff of 250 employees. Board of Director's responsibility for Compensation and Diversity Committees.

Strategic Leadership & Organizational Development

- Developed the airline's first formal succession planning process and "room" review approved by the CEO and Board of Directors. Managed the succession process after the 9/11 loss of talent at the airline. Worked to develop the "bench" for the next generation of leaders at American Airlines.
- Redesigned all executive compensation programs to improve retention at the airline post 9/11.

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- Developed and implemented the Diversity program for American Airlines post 9/11 issues.

People, Process & Performance Improvements

- Established company-wide metrics for monitoring and measuring regional and total company turnover, H.R. budget, litigation, and management terminations.
- Worked in conjunction with other H.R. leaders to establish an H.R. shared services model for efficiency and cost containment.
- Responsible for new post 9/11 benefit and salary design, actuarial evaluation, plan communication, plan administration, plan audits, trust reporting, and negotiations consultation (pilots, flight attendants, etc.) for American Airlines total rewards program. Analyzed plan deficiencies and recommended changes that consolidated and standardized multiple administrative functions.

Employee Communications & Relations

- Conducted corporate level investigations in response to employee complaints and benefits fraud, including sexual harassment. Served as a Corporate contact for all field H.R. legal matters.

VICE PRESIDENT, PEOPLE

2000 to 2001

THE BOEING COMPANY – COMMERCIAL AIRPLANE GROUP, Seattle, WA

Largest global aerospace company specializing in manufacturing airplanes, supporting 90,000 domestic and international employees

Brought into the organization to serve as a change agent in the H.R. function. Responsible for all functions of global H.R. functions and responsible for 800 HR professionals. Reported to President, Commercial Airplane Group and EVP, Human Resources (Boeing CHRO).

Change Management & Labor Relations

- Successfully resolved the differences between management/employees, and averted the unionization effort by:
 - Drove change throughout senior management and facilitating improved employee communications/interaction.
 - Formed management/employee committees to discuss issues and foster a cohesive, collaborative environment.
 - Defeated organizing campaign by the International Association of Machinist (IAM) for 20,000 professional employees.

People, Process & Performance Improvements

- Established H.R. competencies, metrics, company-wide metrics for monitoring and measuring regional and total company turnover, H.R. budget, litigation, and management terminations.
- Worked in conjunction with other H.R. leaders to establish an H.R. shared services model for efficiency and cost containment.
- Designed and implemented a performance-based incentive reward system for H.R. to accomplish H.R. strategic plan goals and objectives.

ADDITIONAL PROFESSIONAL EXPERIENCE

VICE PRESIDENT HUMAN RESOURCES

1998 to 2000

DELTA TECHNOLOGY, INC., Atlanta, GA

A subsidiary of Delta Airlines, 3rd largest airline, supporting 3000 IT employees.

ASSISTANT VICE PRESIDENT HUMAN RESOURCES

1994 to 1998

BURLINGTON NORTHERN SANTA FE RAILROAD, Fort Worth, TX

Largest railroad in the country, supporting 50,000 employees.

WEST REGION EMPLOYEE RELATIONS MANAGER

1992 to 1994

PEPSICO FOOD SYSTEMS, Irvine, CA

Subsidiary of PepsiCo, distributor for all food, paper, and equipment to Taco Bell, Pizza Hut, and Kentucky Fried Chicken

AREA MANAGER, HUMAN RESOURCES

1988 to 1992

COCA-COLA ENTERPRISES, Los Angeles, CA & Phoenix, AZ

Largest Bottler of Coca-Cola products, supporting 5,000 employees in 20 locations

HUMAN RESOURCES SUPERVISOR

1984 to 1988

KRAFT GENERAL FOODS, Buena Park, CA

3rd largest food company in the United States supported 700 employees in the California manufacturing facility

EDUCATION

Bachelor of Arts – Political Science, University of California, Los Angeles, CA (UCLA)

Master of Arts – Organizational Management, University of Phoenix, AZ

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Doctor of Philosophy – Organization and Management, Human Resources Specialization, with Distinction, Capella University, MN. *Dissertation: Does the Boss Know Best?: A Study of Performance Appraisal Process Reactions by Generation*

AWARDS & AFFILIATIONS

- ◆ 2021 – SHRM National Speakers Bureau
- ◆ 2020 – Present Tarrant County Homeless Coalition Board Member
- ◆ 2018 – Top Minority Business Leaders for Tarrant County Award
- ◆ 2018 – Present Fort Worth Rotarian – Chair Community Outreach Committee
- ◆ 2017 – Present Society of Human Resources National Diversity Expertise Panel
- ◆ 2017 - Present Boys & Girls Club of Greater Tarrant County Board of Directors – Government Relations and Advocacy
- ◆ 2015 – Present Tarrant County Texas Workforce Commission Board of Directors
- ◆ 2012 – Present SHRM Legislative Advocacy Captain Tarrant County
- ◆ 2012 – Present North Texas Community Health Centers Board of Directors – President
- ◆ 2008-2012 Human Resources Certification Institute (HRCI) Panel Expert
- ◆ 2019 – 2021 Girl Scout of Texas and Oklahoma Plains Board Member
- ◆ 2014 – 2021 Aids Outreach Center Board of Directors
- ◆ 2016 – 2017 Society of Human Resources National Global Expertise Panel
- ◆ 2007 - 2008 SHRM "H.R. Initiative for a Legal Workforce" Member and Spokesperson
- ◆ "Top Latinas for 2004" named by Hispanic Magazine
- ◆ "Top 100 Hispanic Women" named by Hispanic Business Magazine
- ◆ "Top 80 Hispanic Women Corporate Elite" named by Hispanic Business Magazine
- ◆ "Top 50 Hispanic Women in Business" named by Hispanic Business Magazine
- ◆ 2000 Winner of SHRM Atlanta's H.R. Professional Excellence Award
- ◆ Member of National SHRM Employee Relations Panel (2004-2006)
- ◆ Member of National SHRM Employee & Labor Relations Committee (2001-2004)



References available upon request.