

DIANN SANCHEZ, PHD, SHRM-SCP, SPHR

(817) 343-0066 Phone

Hurst, TX

(817) 900-8648 Fax

EXECUTIVE SUMMARY

Built and led proactive HR 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.

- Create 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.
- Design and implement 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 Latinx Workforce and Managing the Global Workforce.
- 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 article, "How to Attract Hispanic Millennials."
- Created a new 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.

PROFESSIONAL EXPERIENCE

ADJUNCT PROFESSOR, SOUTHERN METHODIST UNIVERSITY	2018 – Present
PROFESSOR, AMBERTON UNIVERSITY AND DIVISION CHAIR	2013 – Present
LECTURER, UTA, SCHOOL OF MANAGEMENT – ORGANIZATIONAL MANAGEMENT	2012 - 2019
INSTITUTE APPLIED MANAGEMENT LAW (IAML) INSTRUCTOR – HUMAN RESOURCES	2010 - Present
ADJUNCT PROFESSOR, TCCD NORTHWEST – SHRM HUMAN RESOURCES ESSENTIALS	2011 - 2015

FOUNDER/PRESIDENT

DAS HR CONSULTING, LLC **2008 - Present**

Human Resources Consulting Company focused on small and medium business.

A human resources consulting firm focused on 21st-century non-traditional services. Develop Human Resources Strategic plans and organizational designs for companies. Provide Human Resources audits and develop recommendations for companies to achieve their business objectives. www.dashrconsulting.com.

VICE PRESIDENT OF HUMAN RESOURCES

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 strong, 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 that align to overall Airport's missions, value, and strategies.
- Developed new executive performance review process to drive business objectives, corporate change, and behaviors. 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-benefits analysis that drove changes to people programs.
- Developed the Centers of Excellence and Strategic Business Manager concept to all the Airport.

People, Process & Performance Improvements

- Created a human resources department that played an active role in creating a culture of high-performance teams and encourage ownership amongst business leaders. Implemented an HR scorecard to hold the human resources department accountable to the business. Increased HR 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.

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- 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 HR team to focus on productivity, clarified roles and responsibilities as well as drive enhanced skills in the areas of business acumen, results orientation, and relationship/partnership skills.

CORPORATE VICE PRESIDENT OF HUMAN RESOURCES

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 HR 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 “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.

People, Process & Performance Improvements

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

Employee Communications & Relations

- Initiated HR branding strategy that involved the creation of a National employee communications program.
- Increased the overall integrity of the Corporate HR 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 from Boeing to lead the Diversity and all other HR departments initiatives but labor issues to change workforce issues. Responsible for Human Resources functions including AA 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 HR function with a strategic focus. Led an HR staff of 200 employees, Board of Director's responsibility for Compensation and Diversity Committees.

Strategic Leadership & Organizational Development

- Developed the airlines first formal succession planning process and “room” review approved by the CEO and Board of Directors. Managed the succession process after 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.
- 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, HR budget, litigation, and management terminations.
- Worked in conjunction with other HR leaders to establish HR 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.

References available upon request.

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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 HR 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 HR function. Responsible for all functions of global HR functions and 800 professionals. Reported to President, Commercial Airplane Group and EVP, Human Resources.

Change Management & Labor Relations

- Successfully resolved the differences between management/employees, and averted the unionization effort by:
 - Driving change throughout senior management and facilitating improved employee communications/interaction.
 - Forming 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 HR competencies, metrics, company-wide metrics for monitoring and measuring regional and total company turnover, HR budget, litigation, and management terminations.
- Worked in conjunction with other HR leaders to establish HR shared services model for efficiency and cost containment.
- Designed and implemented a performance-based incentive reward system for HR to accomplish HR 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

A 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

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

- ◆ 2019 – Top Minority Business Leaders for Tarrant County
- ◆ 2019 – Present Girls Scout Texas and Oklahoma Board of Directors
- ◆ 2017 – Present Society of Human Resources National Diversity Expertise Panel
- ◆ 2017 - Present Boys & Girls Club of Greater Tarrant County Board of Directors – Development Committee
- ◆ 2015 – Present Tarrant County Texas Workforce Commission – Board Member

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- ◆ 2015 – Present Tarrant County Texas Workforce Commission Board of Directors
- ◆ 2014 – Present Aids Outreach Center Board of Directors
- ◆ 2012 – Present SHRM Legislative Advocacy Captain
- ◆ 2012 – Present North Texas Community Health Centers Board of Directors – Vice President
- ◆ 2008-2012 Human Resources Certification Institute (HRCI) Panel Expert
- ◆ 2007 SHRM “HR Initiative for a Legal Workforce” Member and Spokesperson
- ◆ 2004 “Top Latinas for 2004” named by Hispanic Magazine
- ◆ 2003 “Top 100 Hispanic Women” named by Hispanic Business Magazine
- ◆ 2002 “Top 80 Hispanic Women Corporate Elite” named by Hispanic Business Magazine
- ◆ 2001 “Top 50 Hispanic Women in Business” named by Hispanic Business Magazine
- ◆ 2000 Winner of SHRM Atlanta's HR 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.