

# RENEE WESTON SPHR

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## SUMMARY

Passionate and versatile Human Resources professional known as a solutions-focused business partner with a keen ability to develop talent, partner cross-functionally, and solve complex problems. Dedicated to systems and practices that identify and develop top talent, strengthen culture, and promote engagement while delivering business results.

### Areas of expertise

- Talent Management
- Employee Relations
- Mergers & Acquisitions
- Franchising
- Project Management
- Training & Development
- Change Management
- Organizational Design
- Performance Management

## PROFESSIONAL EXPERIENCE

### **Bagel Brands - Denver, CO (Caribou Coffee/Einstein Noah Restaurant Group/Bruegger's Bagels)**

Multi-branded, 1000+unit, coffee and bagel company operating in 44 states

#### ***Director, Support Operations***

**2019-2020**

- Directed the activities and performance of vendor-partner operated Contact Center supporting the Catering Sales line of business and Guest Services. Redesigned support structure to achieve 80% first call resolution for Catering calls. Implemented a new customer service representative training program. Reduced average call handle time by 20% and total annual spend by 5% in 2019.
- Created job descriptions and formalized roles and responsibilities for the newly created Support Operations and Training team. Led team-building exercises and provided counsel for individual coaching.
- Developed and implemented systems and process improvements to simplify work tasks for the Operations team. Led and coordinated cross-functional workgroups to develop and operationalize sustainable solutions. Project examples: organizational re-alignments, store ownership transitions, certification tracking via Workday, Catering Code Red Dashboard via PowerBI, catastrophic event preparation, new store opening, and store closure processes.
- Oversaw the content formulation, design, and delivery of internal communications to provide critical information, instruction, and celebrations to the Field Operations team.

#### ***Director, Human Resources Integration***

**2018-2019**

- Partnered with cross-functional leaders to identify and resolve both HR and non-HR related integration issues post-acquisition. Led troubleshooting efforts and special projects as situations transpired.
- Planned and executed the closure of Bruegger's Support Center in Texas. Secured and relocated files, equipment, and supplies to new Support Centers in Minnesota and Colorado. Oversaw transition of team members to new roles, through retention periods, and offboarding as designated.
- Supported the implementation of a new human capital management system (Workday).
- Developed organizational systems and tools to access and maintain historical HR data. Supported agency inquiries and responses.
- Led miscellaneous projects such as the organizational design of the new Support Operations & Training department, franchise acquisitions, Food Safety Modernization Act requirements assessment, G & A analysis and troubleshooting, NY State labor audit, and Time/Record Keeping and Scheduling training.

#### ***Director, Human Resources- Bruegger's Bagels Enterprises***

**2014-2017**

*(Bruegger's Bagels Enterprises – Acquired 2017 by Caribou Coffee/Einstein Noah Restaurant Group)*

- Reporting to the President, led and directed all aspects of the Human Resources function for the brand's 175 company-owned locations, Corporate Support Center, and Bagel production Commissary under the umbrella of a multi-branded, matrixed parent company. Led a team of five remote direct reports.

- Partnered with executives and led the development and implementation of a new organizational structure including new department, roles, and responsibilities, in support of new company strategy.
- Designed, developed, and implemented store-level talent planning and team-building tool; including the development of a new competency model and interview guides to transform the company's approach to the talent planning and management process.
- Organized and supervised relocation of company headquarters from Vermont to parent company's headquarters in Texas; including organizational redesign, talent acquisition, reduction in workforce, transfer of files and equipment, and turnover of physical space.
- Led HR function for the acquisition of the company's largest franchisee while playing a key role in the due diligence and transition processes in preparation for the company's acquisition.

### **BREAKTHROUGH TALENT SOLUTIONS, Dallas, TX**

Human Resources Consulting firm

#### ***Human Resources Consultant***

**2012-2014**

- Provided Human Resources functional expertise, support, and services to maximize talent capability and business performance.
- Projects and assignments: Support Center and Multi-unit operations leader recruiting, employee handbook updates and design, policy development and implementation, job description creation, organizational design, E-Verify implementation and management, employee relations, Crisis manual update, and general HR support for restaurant acquisitions.

### **APPLEBEE'S SERVICES, INC./DineEquity, Kansas City, MO**

Franchisor Applebee's Neighborhood Grill & Bar

#### ***Director, Franchise & Field Human Resources***

**1996 – 2012**

- Directed Company and Franchise HR functions leading a remote team of as many as 14 direct reports with responsibility for 450+ company-owned restaurants and 25,000+ team members operating in 17 states. Provided support and consultation to as many as 43 franchise organizations representing 1800+ restaurants throughout the United States.
- Improved company operations effectiveness through development and implementation of key HR Business practices such as Electronic I-9, Development Planning, Engagement Survey, Team Member Handbook, Job Descriptions, Compliance Training, and Union Avoidance Toolkit.
- Partnered with VP of Franchise Operations to upskill talent, advance Franchise Area Director effectiveness, and build culture and team member engagement achieving and maintaining less than 10% annual turnover of Franchise Operations team.
- Successfully transitioned 450+ company-owned restaurants while maintaining HR standards, staffing levels, and minimizing team member concerns and complaints in support of the company's re-franchising strategy. Coordinated and administered multiple Company and Franchise Operations Department re-organizations to improve efficiency and maximize resources; including managing downsizing activities and serving as the HR Lead on the Refranchising leadership team.
- Conducted franchise education and networking sessions to reduce costs, improve systems utilization, and promote best practice sharing; partnered with key franchisees to reduce turnover by as much as 50%.

Additional positions held at Applebee's include: Associate Director, Franchise HR; Sr. Project Manager; Human Resources Manager, Human Resources Generalist, and Management Recruiter.

### **EDUCATION & CERTIFICATION**

BS, Business Administration, Central Michigan University, Mount Pleasant, MI  
Senior Professional in Human Resources (SPHR)

### **MEMBERSHIPS**

Society for Human Resources Management, World at Work, and Association for Talent Development

### **Volunteer Work**

Second Harvest Heartland