



## Alessandria Polizzi, PhD, SPHR

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Experienced HR executive and empathetic leader who brings organizational development, change management, talent development & acquisition expertise focused on creating best-in-class employee experiences for vibrant, growing brands. Translates a passion for people into a clear vision, implementing scalable strategies and tactics that accelerate engagement, drive clarity and achieve business results. CPG, Healthcare, Retail, Restaurant, Saas, FinTech, Non-profit & Start-Up experience. Winner of multiple industry awards, including 2020 top 100 HR Professional.

### Chief People Officer

VetCor  
2019-Present

*Built People function for 4<sup>th</sup> largest national veterinary hospital company undergoing exponential growth through acquisitions, with heavy focus on talent recruitment and retention, scaling culture and leadership, and creating programs aligned to making life better for practices and people*

- Revamped talent acquisition strategy using data-based insights to improve recruiting throughput, increasing veterinarian hires 25%, decreasing percent short-staffed, broadening recruitment support, and transitioning to fully remote recruiting approaches, including online career fairs, virtual practice tours, and event marketing
- Created robust corporate communications and engagement programs and bolstered employment brand, increasing LinkedIn engagement and doubling employee internal communications open rates
- Launched Diversity, Equity & Inclusion program leveraging cross-functional task force, partnering with under-represented populations from high school to vet school and implementing national leadership development programs
- Transitioned to biannual employee “pulse” surveys, driving action in partnership with Operations
- Overhauled benefits programs and offerings, highlighting mental emotional wellbeing, including successful implementation of mindfulness programs & expanded utilization of employee assistance programs by 150%, conducting successful medical carrier RFP and transition, and decreasing costs
- Modernized onboarding and new practice integration, leveraging technology and process improvement methodologies, while focusing on VetCor’s values, culture and “Life is Better Here” efforts to create a warm welcome, decreasing new graduate hire turnover and increasing seller satisfaction
- Supported essential-workers throughout pandemic, identifying safety measures to “flatten the curve” for practices, while shepherding corporate staff & leaders through new remote work models and change management
- Provided coaching and counsel to executive and field leadership teams, conducting assessments, supporting development opportunities, & succession planning and onboarding CFO and future COO
- Implemented HCM, moving manual processes online to create ease for employees and practices
- Managed the day-to-day elements of the People function, including employee relations, total rewards, talent acquisition, organizational and leadership development, and culture, supporting departmental leaders and ensuring continued alignment and support for practices while decreasing time-to-complete helpdesk issues & bolstering field confidence

### Senior Director, Organizational Development & Employee Lifecycle

Boston Beer Co  
2017-2019

*Created function and lead all elements of the employee lifecycle during company turnaround and accelerated growth through emerging brands and company acquisition, with emphasis on retaining culture*

- Developed and implemented employee engagement processes and programs for bringing BBC’s values to life, including streamlined & simplified assessment, cross-company action teams, underperforming team / leader interventions, Dogfish Head Brewing merger integration and overall data-based insights into organizational health and opportunities
- Conducted executive leadership team 360s and provided coaching in support of team effectiveness, leadership capability, and organizational capability
- Implemented talent processes, including calibration, succession planning, high potential development, and evolved ratings and performance processes to focus on efficiencies, effectiveness, and multi-generational needs
- Implemented programs to drive leadership & high potential capability, including new leader assimilation, new manager virtual coaching, action learning projects, & quarterly leadership summits, increasing leadership survey score 19%
- Launched updated competencies to align with long-term growth and re-aligned expectations of performance and accountability within the organization, resulting in 73% higher utilization of development plan process
- Implemented LMS and introduced eLearning / Blended learning to drive engagement and scale, decreasing costs by 20% while doubling offerings across the organization and integrating “leaders as teachers” to drive collaboration
- Crafted diversity & inclusion strategy, launching unconscious bias education, affinity programs, open hiring and focused recruiting efforts to expand diverse talent pipelines, doubling hires YOY
- Overhauled talent acquisition methodologies, ensuring consistency, clarity, and structure for faster, more effective selection, resulting in 92% quality of hire & 82% likelihood to rehire, while supporting 35% hiring increase

**VP Talent & Organizational Development / Owner**  
Verdant Consulting  
2016-2017

*Built consulting practice leveraging talent & organizational expertise to support clients on all elements of the employee experience*

- Girl Scouts of Northern New Jersey: Coached executive team on organizational change and system implementation efforts impacting both staff and volunteers
- Steak and Shake: provide leadership development efforts in support of COO and division vice presidents.
- Graham Windham: Provided executive coaching to organizational leaders
- Slow Money NYC / Slow Food NYC: provided executive coaching, organizational effectiveness and change management support while organizations combine
- Alameda County Early Care and Education: Provided executive coaching and implemented 360 assessments
- Neiman Marcus: led talent strategy for Sales Associates & supporting leadership development
- Sonic Drive-Ins: Consulted with head of learning and development on Change Management & eLearning implementation
- Penn Foster Education: consulted on business-to-business learning solutions in support of Retail, Restaurant and Hospitality organizations. Built talent strategy & led critical efforts in partnership with CEO, COO, & HR leadership

**Senior Director, Leadership & Organizational Development**  
7-Eleven  
2014-2016

*Established function focused on leadership & organization development in service to creating an agile organization during heavy acquisitions*

- Partnered with executives to develop Talent2020 vision & strategies to acquire, develop and retain talent for the short and long-term needs of an agile organization
- Conducted organizational assessment to identify talent gaps and led talent acquisition and employment branding improvements, including social media, campus recruiting and candidate experience, increasing talent pipelines 20X and doubling top talent growth and retention
- Drove comprehensive leadership development program, including development initiatives for executives, VPs, directors, high potential & emerging leaders with targeted focus on building leadership agility, influencing 85% of the organization as a result
- Led project to redefine and clarify company values and leadership competencies, including programs to support the ongoing development of critical leadership capabilities and ongoing leadership pipelines, accelerating project by 50%
- Sponsored headquarters relocation with focus on retaining and engaging employees, resulting in 66% improvement in retention vs. plan
- Implemented cultural initiatives, including affinity programs, rewards & recognition systems, and diversity & inclusion efforts with focus on improving employee connection, development and community

**Senior Director, Learning & Leadership Development**  
7-Eleven  
2012-2014

*Led the learning function, including corporate skills and process training, as well as program management for organizational-wide talent improvement, for 7-Eleven employees and franchisees*

- Supported system-wide talent strategies, including employee value proposition, talent assessment, onboarding, on-going development, succession planning, and performance management. Developed and improved new learning platforms for franchisees & store operators focused on onboarding, strategic priorities of fresh food growth & business financials, increasing participation by 45% and store gross profit by 7%
- Partnered with executives on key educational initiatives for the enterprise, including national franchise conference, which increased attendance 40%, and store support center in-store experience, driving \$1.3M in efficiencies in first 3 months
- Collaborated with stakeholders across the enterprise to reinvent on-boarding processes for new field leaders and franchisees, increasing impact 60%.
- Identified and implemented learning management system with focus on creating competency-based learning paths, just-in-time training & performance support, and simple user navigation, decreasing costs 50%, time-to-production by 3 months, and training time 50%.
- Led team to redevelop entire store training courseware for accuracy and engagement.
- **Awards:** 2014 Brandon Hall Gold award for Best Training Team and Bronze award for Best Support of a Change Initiative. 2014 American Business Awards Silver for Best Support Team

**Director, Training & HR Technology**  
Pizza Hut  
2011-2012

*Led the learning function for Pizza Hut US system employees, including equity and franchise, & corporate employees*

- Led HR strategic initiatives focused on improving talent life cycle to attract, select, develop and retain a best-in-class workforce
- Built field leadership development and operational skills training for all levels of the organization, decreasing time to completion by 66% & system adoption by 300%
- Managed training for corporate employees within Restaurant Support Center, with emphasis on cultural and leadership development initiatives
- Improved LMS & LCMS experience, decreasing help desk calls 50% and doubling courses completed
- Managed training for national limited time offers and standards training for both Pizza Hut and Pizza Hut Express restaurants, as well as local training for test markets
- **Awards:** Named 2012 Best Place to Learn by the American Society of Training & Development

**Leader, Intuit-**

- Led strategic planning, customer & competitive analysis, resource allocation, initiative design and

## Academy for Customers & Employees

Intuit  
2008-2011

*Responsible for Employee and Leadership Learning and Development; Customer Education, Social Media, Organization and Association Relations; and Event, Tradeshow, and Influencer functions for Accounting Professionals Division.*

- execution, and operating mechanisms of our customer training business.
- Managed leadership development, frontline employee training programs, and customer education through blended learning solutions by leveraging new and emerging technology.
- Built a center of excellence that delivered 85-90% satisfaction scores, while increasing our customer reach 800% and agent knowledge 30% year-over-year.
- Implemented innovative technologies: e-Learning, Mobile Learning, Social & User-generated channels, LMS, LCMS, Virtual Tradeshow, & MeetUps.
- Served as talent leader for marketing function, including succession planning and change management.
- Led internal team of 27, increasing employee engagement scores 30 points in first year.
- Developed and managed end-to-end planning and execution. Managed \$2M budget and \$3M in revenue.
- Built an educational, relationship marketing & social media center of excellence around the core processes of ADDIE (learning and content development) and Customer Experience (end-to-end management of customers through registration, content delivery and support)
- Managed extended team of 30 trainers and internal team of 16, including instructional designers, training managers, event planners, marketing managers, and senior leaders
- Motivated and challenged team, increasing employee engagement scores by 30 points.
- Awards:** Named by Chief Learning Officer Magazine as a top innovator of 2010.

## Senior Manager, Instructional Design and Delivery

Intuit  
2004-2011

- Brought L&D expertise to training business to drive delivery excellence and revenue growth.
- Delivered in-person and online education with consistent 85-90% satisfaction scores and the enthusiastic promotion of our training offerings from our customers.
- Awards:** Training Magazine's Top 30 trainers of 2009

## Systems Training & eLearning Manager

Cambridge Integrated Services  
2002-2004

- Developed and implemented systems training initiatives throughout company for four separate system implementations.
- Led change management for acquisitions and client integrations and onboarding
- Awards:** Axiem Copper (First Place) Award for Outstanding Electronic Learning 2004

## Change Management Consultant

Ericsson  
1999-2002

- Managed implementation training and change management for global platform rollout of several systems, including SAP, from feasibility studies to training and assessment
- Designed and delivered SAP courses in SD, MM, PP and WF modules with 90%+ evaluation rating

## College English Instructor

University of N Texas  
CSU, Fresno  
Fresno City College  
1991-1999

- Taught Sophomore and Freshman-level Taught Sophomore and Freshman-level college courses in technical writing, business writing, college writing, English literature, and English as a second language.
- Created literary journal at CSU Fresno and served as chief editor for North Texan literary review
- Awards:** Academic Dean's Medal

## Education

- 2019, AVMA Workplace Wellbeing Certification
- 2019, Hogan Certification
- 2015, SHRM-SCP, Society for Human Resources Management
- 2014, SPHR Certification, Human Resources Certification Institute
- 2001 Ph.D.-English, University of North Texas, 4.0 GPA
- 1995 M.A.-English, California State University, Fresno, 4.0 GPA
- 1993 B.A.-English, California State University, Fresno, 3.75 GPA