

# BARBARA LOGAN, SPHR

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## HUMAN RESOURCES EXECUTIVE

Strategic human resources leader successful in transforming workforces into high-performance teams capable of driving corporate missions forward. Trusted senior team member with 17 years of leadership experience enhancing profitability and employee satisfaction in start-up, turnaround, high-growth, and international environments. Polished communicator talented in delivering strong organizations through team building, change management, and staff development initiatives.

### AREAS OF EXPERTISE

Benefits Administration	Training & Development	Organizational Development (OD)
Compensation	Labor Relations	Change Management
Recruitment	Safety	HRIS
Performance Management	Employee Relations (ER)	Negotiations

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### PROFESSIONAL EXPERIENCE—DELFIN INTERNATIONAL HOTEL GROUP—1990–2009

NAPLES RESORT & SPA, Naples, FL

2005–2009

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*4-diamond property with 387 rooms and 700+ employees.*

#### MANAGER

Promoted to #2 senior management position at top Delfin International property, challenged to deliver corporate goals through effective strategic planning and revenue growth initiatives. Spearheaded financial and operational performance improvements, leveraging expertise in all facets of human resources to promote top-producing workforce.

- Partnered with General Manager to deliver explosive results.
  - \$4M+ EBITDA in 2008, property's highest-ever results.
  - 98% market share, up from 75%.
  - 99% consistent guest satisfaction ratings.
  - 88% occupancy rates, up from 67%.
- Conceived and established one-stop "At Your Service" department to enhance customer experience with centralized room service and telephone operator contact.
- Honored with "Top Achievers" Award for operations excellence in Southern US region.

CORAL GABLES DELFIN HOTEL, CORAL GABLES, FL

2001–2005

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*Leading beachfront resort with 1,310 rooms and 800+ union workforce.*

#### DIRECTOR OF HUMAN RESOURCES

Fostered constructive work culture by establishing policies and procedures to boost employee morale and improve manager quality during period of turbulence and travel decline following 9/11 attacks. Encouraged proactive communication between Delfin International and incumbent properties as change agent liaison.

- Sustained company productivity following 9/11 crisis by developing innovative strategies to control wage and benefit costs without massive RIF, including short-term, rotating layoffs and short work weeks.
- Initiated new programs upon normalization of hotel industry, boosting employee retention by 50% while cutting staff costs by 21% without sacrificing quality.
- Reduced union grievances by strengthening labor/management relationship through fair and consistent application of company policies and contract interpretation.

*345-room hotel plus 232 timeshare villas; 450 staff.*

**DIRECTOR OF HUMAN RESOURCES**

Launched central HR office as key component to successful business strategy for new dual-brand resort. Directed recruitment, selection, onboarding, and training activities to realize corporate goal of exceptional customer service. Led implementation of upgraded HRIS system to deliver actionable data for sound decision-making. Spearheaded HR integration strategy of new acquisitions to bring them to performance level of Delfin International resorts.

- Instituted new labor/management philosophy that fostered cooperation within workforce, defusing unionization activities by addressing specific labor concerns. Saved \$2M in additional employee costs.
- Slashed employee staffing costs by 18% annually through numerous safety improvement efforts that reduced employee accidents and days out of work.
- Fostered culture of pride by pioneering innovative “Sense of Place” training program that provided staff with knowledge of hotel’s history and value and encouraged sharing stories with guests.
- Selected by Eastern Region VP to lead special project integrating HR processes of new property acquisitions with goal of retaining most qualified employees and delivering high levels of customer satisfaction.
- Played pivotal role in rapid transition of acquisition employees to new corporate culture by designing and leading 3-day orientation program for 2 properties.
- Promoted succession planning following attainment of certification to teach Delfin core management classes. Trained 500+ staff over 10-year period and mentored multiple managers on career path choices.

LAGUARDIA AIRPORT Delfin, Queens, NY

1996–1999

*438-room hotel with 300 employees.*

**DIRECTOR OF HUMAN RESOURCES**

Built performance-oriented workforce, partnering with executive team to coordinate HR activities with strategic workforce goals.

- Boosted employee satisfaction by 8% following promotion of Associate Opinion Survey participation.

BOSTON DELFIN, Boston, MA

1994–1996

*289-room hotel with 180 employees.*

**DIRECTOR OF HUMAN RESOURCES**

Directed all HR functions to ensure top employee competency.

- Improved performance by realigning staff salaries and bonuses to appropriate market levels.

PHILADELPHIA DELFIN TOWERS, Philadelphia, PA

1990–1994

*1,944-room hotel with 1,700 employees.*

**DIRECTOR OF PERSONNEL SERVICES**

Promoted to director position following rapid advancement as Benefits Specialist, Employment Manager, and Assistant HR Director. As director, selected to initiate Delfin’s presence in Japan. Partnered with Tokyo Marina Landmark Hotel to develop and implement US-Japanese management training project.

- Launched a Management Exchange Program that introduced Delfin managers to Japanese market and Japanese managers to Philadelphia market.

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**EDUCATION & CREDENTIALS**

**Bachelor of Science in Hotel Administration**, UNIVERSITY OF NEVADA, Las Vegas, NV

**Certifications:** Senior Professional in Human Resources (SPHR), 1998.

**Professional Development:** Executive Education Program, CORNELL UNIVERSITY, ILR SCHOOL

**Affiliations:** Society of Human Resources