

Chester S. Labeledz, Jr.

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PROFILE

Organized and persuasive senior leader, facilitator and advisor, strategically apt yet pragmatic. Leverages human resource generalist experience and education, compensation and benefits specialist expertise, and personal competencies into **value-adding leadership of administrative and HR functions**.

Long-range, systems-thinking approach to strategic issues and emerging opportunities. Combines rigorous analysis, wide-ranging and innovative ideas synthesis, and close attention to detail planning.

Internal consultant and co-leader in business unit's transformation efforts, and head of corporate human resource merger integration team. Experienced in Lean management methods. Successful in shaping and communicating organizational vision, high performance culture, and stretch performance expectations.

Developed the Right WorkForce Model™ for strategic planning and management of human resource programs and employee competencies, relative to the dynamic cost, schedule and quality objectives of business.

EXPERIENCE AND KEY ACCOMPLISHMENTS

RWF ASSOCIATES, Carlisle MA, 2007- present

Partner and Right WorkForce consultant

CENTRAL CONNECTICUT STATE UNIVERSITY, New Britain CT, 2007- present

Assistant Professor

Instruction in Human Resource Management, Competitive Strategy and Management Systems Thinking

BOSTON COLLEGE, Chestnut Hill MA, 2000-7

Ph.D., Organizational Behavior, Carroll Graduate School of Management

Focused on the dynamics of human resources strategic planning within a degree program that concentrates on organizational transformation.

Studies focused on modeling unintended workforce consequences of changes in HR programs, analyzing the strategic mental models held by HR practitioners, and simulating the effects of leadership alignment patterns and turnover on the success of organizational change efforts.

Successfully completed twenty courses in organizational behavior and change topics, statistics, and systems and agent behavioral modeling.

Course development experience and instructional responsibility in leadership development, organizational behavior, business planning, and HR management subject areas.

MASSACHUSETTS INSTITUTE OF TECHNOLOGY, Cambridge, MA, 2004-6

Enterprise Change Research Associate, Lean Aerospace Initiative

Worked with U.S. industry and military executives both to accomplish and to study "lean" enterprise transformations, in a part-time position while pursuing degree.

NSTAR, Boston MA 1998 - 2000

Director, Total Rewards and HRIS

Designed and conducted a competitive, multiple-consultant analysis of post-merger total labor costs, the Right Workforce Model™, reducing annual expense by \$15 M.

Led the HR merger integration team in the design, documentation and communication of post-merger employee programs, including the substitution of a hybrid pension design for existing defined benefit plans.

TEXTRON INC., Providence RI and Wilmington MA, 1982-97

Vice President Human Resources and Administration, Textron Systems, 1993-7

Recruited from a corporate office specialist role to a generalist VP role at a multi-site, high tech division conducting research, engineering and manufacturing operations, commercial and military, to assist the Division President in effecting his organizational transformation agenda.

Implemented the simultaneous replacement of traditional organizational practices, directly supporting and accelerating organizational transformation from a matrix organization to a team-based one. Our initiatives included:

- team-based variable pay-for-performance, and competencies-based “applied-skill-and-knowledge” adjustments to base pay
- 360° performance assessments throughout all levels of the organization, beginning with the senior leadership team. Certified in entire suite of Career Architect® learning development products.
- support to the Division President in compiling annual senior team talent analysis for corporate parent
- middle management competency development programs for over 100 executives and team leaders, and
- team-focused development programs and personal learning plans for over 1,000 employees.

Responsible to a successor Division President for the business unit’s information technology, safety, government security and real estate management functions in 1996-7.

Corporate Director, Benefits Compliance & Welfare Plans, Textron Inc., 1991-3

Senior Compensation and Benefits Counsel, 1988-91

Compensation and Benefits Counsel, 1985-8

Benefits Counsel, 1982-5

In corporate office positions, exercised policy-making, design, communication, compliance and administrative responsibility for over 70 multi-industry defined benefit, ESOP and defined contribution plans, and \$300 million in welfare plans:

- led multi-year analysis, design and implementation team response to legislation on qualified plans, coordinating efforts of Washington counsel and three major actuarial firms.
- directed world-wide welfare plans function, responsible for staff of 24 administrators, accountants and attorneys
- achieved \$600 million reduction in company’s initial FAS 106 APBO through plan redesign and prudently assertive valuation.
- regularly briefed four Chief Executive Officers and senior management committees, and presented to the Pension Committee of the Board.
- served as in-house benefits counsel for defined contribution plans and up to 70 defined benefit plans.

Developed extensive experience through frequent acquisitions and dispositions of business units, including due diligence work leading to plan merger, employee equity, plan termination and benefits liability issues.

Conducted buyer-seller benefits negotiations leading to plan spin-offs, plan asset valuations and transfers, and analyzed the applicability of WARN, multiemployer plan withdrawal, and prior notice provisions.

Conducted negotiations with the Pension Benefit Guaranty Corporation, the IRS and the AFL-CIO regarding transferred or frozen defined benefit plans. Spokesperson and “back room” support roles in labor negotiations.

Led the design, documentation and implementation of ESOP and executive pay and benefits programs.

ERISA INDUSTRY COMMITTEE, Washington DC

Member, 1982-2000, Chairman, Title IV Task Force, 1985-97, and Director, 1989-97

Member, Retirement Security, Welfare Plans and Legal committees

Testified six times on behalf of major employers to Congressional committees concerning employee benefits issues.

TILLINGHAST, COLLINS & GRAHAM, Providence, RI

Attorney, 1977-82

Practice concentrated in areas of employee plans, real estate secured lending, and insolvencies.

PRIOR EDUCATION AND DEVELOPMENT PROGRAMS

MS, Organizational Behavior, Boston College, 2004

Senior IT Leadership Development Program, Boston University, 1996

Senior HR Leadership Development Program, Society for Human Resource Management, 1991

LL.M. Taxation, Boston University, 1986

Advanced Management Program, Textron & Harvard Business School, 1985

J.D. cum laude, University of Michigan, 1977

A.B. summa cum laude, Mathematics and Philosophy, Boston College, 1974