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PROFILE

Able to leverage broad and deep compensation and benefits expertise and personal competencies in a **value-adding role for client organizations.**

Expert in all areas of key executive compensation design, cutting-edge employee compensation practices, and employee benefits policy, design, compliance and administration. Internal consultant in Textron 2000 strategic initiative and business unit's transformation.

Organized and persuasive leader and facilitator, skilled in the use of imagination, Process, team building and humor to innovate, plan and accomplish complex, important programs.

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

KEY ACCOMPLISHMENTS

Executive Compensation

led design, documentation and implementation of:

- deferred income plan
- executive death benefits
- executive severance
- change-in-control provisions
- company-owned life insurance
- executive perquisites
- "top hat" plan, in excess of ERISA limits
- long-and short-term incentive compensation
- incentive and non-qualified stock options
- stock appreciation rights
- outside directors' pension programs

Cutting-edge Employee Compensation

implemented simultaneous replacement of traditional merit increases by compensation practices directly supporting and accelerating organizational (and cultural) changes from a matrix organization to a team- and Process-based organization. These programs, and complementary organizational effectiveness initiatives, included:

team-based variable pay-for-performance
competency-based "applied-skill-and-knowledge" adjustments to base pay
360° assessments (at all "levels" of the organization)
team development programs and personal learning plans for over 1,000 employees

Variable pay-for-performance plan design evolved over 5 years, reflecting major design criteria:

- pay-at-risk; not additive to base salary.
- payouts managed to Corporate and customer compensation budgets
- payouts to 100 "process" or "product" teams
- team-proposed, bottoms-up, line-of-sight objectives
- payouts to non-team "work groups", unique
- objectives tempered through Process mapping and preapproval of 1500+ annual goals
- "individual performers", and Process Executives
- use of Division-wide Economic Profit objective
- semi-annual to annual measurement periods

The competency-focused applied-skill-and-knowledge program allocated the annual base pay increase budget. Towers, Perrin described it as a "potential industry best practice" in the competency-based pay arena:

- identified and defined 100+ technical competencies relevant to current business needs and emerging strategic needs.
- created company-wide competency database, populated through 360° feedback on hundreds of employees
- identified “enabling competencies” (personal and teamlike behaviors), based on the Career Architect assessment tool, employee input and company values.
- scrapped 17-level compensation structure in favor of 4-range broad-banding approach

Employee Benefits

Policy-making, design, communication, compliance and administrative responsibility for over 60 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 legislative on qualified plans, coordinating efforts of Washington counsel and three major actuarial firms.
- directed world-wide welfare plans function, leading a staff of 24 administrators, accountants & attorneys
- designed and successfully implemented cost-effective and employee-friendly managed medical and prescription drug programs with many carriers and HMOs nationwide.
- responsible for all employee benefits issues arising in nearly 2 dozen corporate acquisitions and dispositions, including PBGC and labor union negotiations.
- recognized expert in pension “insurance” law, facilitating and articulating major employers’ positions, and testifying to Congressional committees on 6 occasions.

CONSULTING CLIENTS have included:

- Ballard Specialty Materials, MA
- Swarovski USA, RI
- Excelergy Corporation, MA
- Teamsters Local 25, MA

EXPERIENCE

CENTRAL CONNECTICUT STATE UNIVERSITY, Assistant Professor, 2007 – present

Instruction in Human Resources Management, Strategy and Systems Thinking

NSTAR, Boston and Westwood, MA, 1998-2000

Director, Total Rewards and HR Information Systems

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

Vice President Human Resources, Textron Systems, 1993-7

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

TILLINGHAST, COLLINS & GRAHAM, Providence, RI

Attorney, 1977-82

ERISA INDUSTRY COMMITTEE, Washington, DC

Chairman, Title IV Task Force, 1985-97 (and Director, 1989-97)

EDUCATION

Ph.D., HR Strategy and Organizational Transformation, Boston College School of Management, 2007.

Senior Human Resource Leader Program, U. of Illinois and 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