

MICHAEL F. COSTELLO

102 Powder Creek Cove, Georgetown, TX 78633
Cell (817) 683-9215, email; Mike_Costello@hotmail.com

Work Experience:

The Perot Museum of Nature and Science

Vice President, Shared Services [HR, Volunteers & IT] (2014 – 2016)

Interim CEO, (12/2013 – 6/2014)

Vice President, People (2013 – 2014)

Vice President, Human Resources (2011 – 2013)

The Perot Museum of Nature and Science has a mission is to “Inspire minds through nature and science”. Located in downtown Dallas, the museum opened its doors on December 1, 2012 launching a new chapter in cultural and educational landscape for Dallas and the surrounding communities. Hosting over 1 million guests per year the museum is an iconic center of enhanced learning.

Reporting to the CEO, the VP Shared Services is responsible for Human Resources, Volunteers and Information Technology. Starting with a clean sheet of paper, all processes needed to be redesigned in order to move into the new, highly visible, world class museum.

- Served as trusted advisor to the CEO, providing counsel on organizational design and development of the leadership team.
- While serving as interim CEO, worked with the Board to develop and implement an on-boarding plan to accelerate the transition of a new CEO.
- Served as acting COO during the first month of operations in the new facility, revising plans and operational procedures to respond dynamically to the extraordinary turnout from the community.
- Led the selection and implementation of a new enterprise-wide point of sale/customer relationship management system replacing nine legacy systems with three.
- Prepared the organization to transition from outsourced IT support and internal infrastructure to a hybrid model with internal support and partially cloud based infrastructure.
- Led the process to articulate the museum’s values, define the desired culture, and create a process to install, promote and perpetuate the desired culture.
- Developed and implemented a salary structure for all positions within the museum, benchmarking compensation to marketplace data.
- In the month prior to opening the new museum, attracted, hired, on-boarded and trained over 100 new employees for a variety of customer facing roles.

Sammons Enterprises

Vice President Organization Development (2006 – 2010)

Director, Organization Development (2004 -2005)

Sammons Enterprises is a diversified holding company with independent business units operating in the Financial Services, Life Insurance and Annuities, Equipment Distribution, Real Estate and Hospitality sectors. Sammons is one of the largest privately held corporations and has a truly unique ESOP that provides a one-of-a-kind retirement benefit to participating employees.

Reporting to the enterprise CEO, Compensation Committee and BOD, led the Organization Development and HR functions at the holding company level to provide thought leadership that insured the Sammons Values Based Culture was preserved, promoted and perpetuated throughout the various Sammons holdings.

- Collaborated with business unit leaders to develop programs that support employee “ownership thinking” to achieve business success. Managed centralized welfare benefits offerings such as ESOP, 401k and health benefits.
- Led enterprise employee communications efforts. Designed and administered executive total rewards, leadership assessment and development programs, succession planning and culture building initiatives with an intense focus on the culture of the organization and the values of the individuals within the organization.
- As a trusted advisor to the senior operational and HR leaders throughout the organization, provided practical solutions for strategic employee and cultural objectives.
- Working with the Board of Directors and Compensation Committees, designed and managed senior executive and director compensation plans, targets and awards for both public and private companies.
- Developed and deployed unique, enterprise-wide performance management and succession planning tools that simplify administration and improve overall operational results.
- Managed a competency based Executive Leadership Development Program utilizing standardized assessment tools and customized 360 feedback process.

American Eagle Airlines, Inc

Vice President People Department (2001 – 2004)

Vice President DFW Region (1998 – 2001)

Vice President Employee Relations (1994 – 1998)

A subsidiary of AMR Corporation with over 11,000 employees and \$1.8B annual revenue, American Eagle Airlines was the largest regional airline in the world.

Reporting to the President, led a team of 35 in delivering all Human Resource services. Directed labor relations, led contract negotiations, implemented variable compensation programs, performance management tools, enhanced health benefits, improved recruitment processes and introduced new pay programs within budget and on schedule.

- Chief spokesperson for the administration and negotiation of 17 labor agreements covering four individual airlines under the American Eagle banner.
- Established respectful, professional and effective relationships with union leaders, governmental agencies (National Mediation Board), operational management customers and employees.
- Chief labor leader during five union representation elections.
- Orchestrated the mergers of four independent airlines with seventeen separate labor contracts and seven unions into two carriers with only three labor contracts and four unions.
- Lead negotiator for an historic 16-year pilot contract with Eagle pilots (represented by ALPA), which included industry indexed pay raises and a no-strike clause which protected our customers, our company and our employees from disruptions in service.
- Negotiated consolidation agreements for Flight Attendants (AFA) and ground employees

(TWU) that paved the way for the merger of the four carriers into one operating unit. Delivered these contracts on time and under budget.

- Designed, negotiated and implemented the organizational re-design associated with the merger of three airlines, and the divestiture of another.
- Following September 11, 2001 negotiated and implemented the difficult but necessary staff reduction of approximately 10% of the 11,500 employees of American Eagle Airlines.
- Directed daily operational performance of the largest region in the American Eagle system. With over 3300 employees and 37 cities, consistently improved customer service survey scores and improved the customer experience at Eagle.

American Airlines, Inc – (1972 – 2004)

Counsel, Employee Relations (1992– 1994)

Manager, Employee Relations (1987 – 1992)

Various Management Roles, (1984 – 1987)

Fleet Service Clerk, Crew Chief, Shop Steward – Transport Workers Union, (1972 – 1984)

Counsel, Employee Relations, primary responsibilities include:

- Management liaison responsible for maintaining respectful, constructive relations with the leadership of the Transport Workers Union, Air Transportation Division.
- Served as the Company advocate in arbitrations involving discipline, discharge and contract interpretation.
- Served as an employee advocate for non-union employees, representing them in hearings for their grievances against the Company involving discipline, discharge and interpretations of Rules, Regulations and Policies.

Fleet Service Clerk, Crew Chief, Shop Steward responsibilities include:

- Represented fellow TWU members during Company investigations.
- Coordinate/negotiated with Company management regarding changes to policies and practices.
- Prepared and presented grievances to management regarding contract violations including contract interpretation and disciplinary actions.

Education, Arbitration Panels, Professional Development and Certifications:

- University of Dallas, Dallas Texas, MBA – Human Resource Concentration, 1997
- Southern Illinois University, Carbondale, Illinois, BS - Aviation Management, 1987
- Appointment to USPS/NALC Regional Arbitration Panel, Region 1 West Pac – June 2021
- Federal Mediation and Conciliation Service “Becoming A Labor Arbitrator”, 2017
- Hearing Officer, NMS Grievance Resolution Program, American Airlines, 1998 – 2010
- Mediator certification, State of Texas Judicial System, 1999
 - o Volunteer mediator:
 - Dallas County Dispute Resolution Center
 - Tarrant County Dispute Resolution Services
 - Collin County SMU Mediation Services
 - o “Ethics and Implicit Bias: The SCARF Method” - DRS North Texas, 2015
 - o “Why Mediations Fail” – Dallas County DRS, 2016
 - o “Successful Strategies for Mediating Family Cases” – Dallas County DRS, 2016
- Adjunct Professor, University of Dallas Graduate School Program – “Labor and

Employee Relations”, 1998-1999

- Harvard Program on Negotiation
 - “The Program on Negotiation for Senior Executives” (Interest Based Bargaining), 1995
 - “Dealing with Difficult People and Difficult Situations”, 1995
 - “Negotiating Labor Agreements: New Strategies for Achieving Better Collective Bargaining Outcomes”, 1997
- Abilene Christian University “Path to Peace: Peacekeeping Circles” - Circle Keeper certification training, 2017
- Human Capital Institute – Human Capital Strategist (HCM) certification, 2006

References available on request

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Work Experience:

The Decision, LLC

Arbitrator/Mediator (1999 – Present)

Arbitrate employment disputes in the airline industry. Serve on USPS/NALC Western Region Arbitration Panel. Mediate civil disputes in the Collin, Dallas and Tarrant County Courts.

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Reporting to the CEO and Board, prepared the human capital of the organization to transition to a new state of the art facility accommodating over one million guests per year.

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Vice President Employee Relations (1994 – 1998)

Directed labor relations, led contract negotiations, implemented variable compensation programs, performance management tools, enhanced health benefits, improved recruitment processes and introduced new pay programs. Chief spokesperson for the administration and negotiation of 17 labor agreements covering four individual airlines under the American Eagle banner. Chief labor leader during five union representation elections. Orchestrated the mergers of four independent airlines with seventeen separate labor contracts into two carriers with only three labor contracts. Lead negotiator for an historic 16-year pilot contract which included industry indexed pay raises. Following September 11, 2001 negotiated and implemented the difficult but necessary staff reduction of approximately 10% of the 11,500 employees of American Eagle Airlines.

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Fees:

\$1,000 per day for hearings, travel and study time (travel and study time prorated), plus reasonable travel expenses. Cancellation fee of \$1,000 per day for each scheduled day that is cancelled with less than twenty-one (21) days notice. Cancellation fee applies to all scheduled hearing days for multi-day hearings if cancelled with less than twenty-one (21) days notice prior to the first scheduled day. Fees and expenses split equally unless the parties specifically agree otherwise.