

**MICHAEL F. COSTELLO**

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**Experience:**

**The Decision, LLC**

Arbitrator/Mediator (1999 – Present)

Arbitrate employment/labor disputes. Serve on Southwest Airlines/TWU 555 Arbitration Panel, AAA Labor Arbitration Panel, FMCS Permanent Panel, NMB Arbitration Roster and USPS/NALC Western Region Arbitration Panel.

**The Perot Museum of Nature and Science – (2011 – 2016)**

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)

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.

**Sammons Enterprises – (2004 – 2010)**

Vice President Organization Development (2006 – 2010)

Director, Organization Development (2004 -2005)

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 infused throughout the various Sammons holdings.

**American Eagle Airlines, Inc – (1994 – 2004)**

Vice President People Department (2001 – 2004)

Vice President DFW Region (1998 – 2001)

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.

## **American Airlines, Inc – (1972 – 2004)**

Counsel, Employee Relations (1992– 1994)

Various Management Roles, (1984 – 1992)

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

Management liaison responsible for maintaining respectful, constructive relations with the union representing ground employees. Company advocate in arbitrations involving discipline, discharge and contract interpretation. 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.

## **Arbitration Panels, Education, Professional Development and Certifications:**

- Southwest Airlines/TWU 555 Arbitration Panel – November, 2025
- AAA Labor Arbitration Panel – September, 2023
- FMCS Arbitration Panel – January, 2023
- NMB Arbitration Roster – August, 2022
- USPS/NALC Regional Arbitration Panel, Region 1 West Pac – June 2021
- University of Dallas, Dallas Texas, MBA – Human Resource Concentration, 1997
- Southern Illinois University, Carbondale, Illinois, BS - Aviation Management, 1987
- 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
  - Volunteer mediator:
    - Dallas County Dispute Resolution Center
    - Tarrant County Dispute Resolution Services
    - Collin County SMU Mediation Services
  - “Ethics and Implicit Bias: The SCARF Method” - DRS North Texas, 2015
  - “Why Mediations Fail” – Dallas County DRS, 2016
  - “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

## **Fees:**

\$1,800 per day for hearings, travel and study time (travel and study time prorated), plus reasonable travel expenses. Cancellation fee of \$1,800 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. Parties are jointly and severally liable for fees and expenses. Fees and expenses split equally unless the parties specifically agree otherwise.