

Primo D. Custodio

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Summary

Senior level executive with more than 25 years broad-based experience in Human Resources strategic business planning, process improvement, employee engagement, and leadership development. Proven ability to work with senior leadership teams to successfully integrate the HR function within the overall business operating strategy of clients to achieve organizational and financial objectives. Earned a reputation for leadership, dedication, flexibility and positive work ethic; retained through six mergers and acquisitions.

Areas of Expertise

Employee Relations · Organizational Design & Development · Compensation · Labor Relations
Negotiations · Training & Development · Change Management · Employee Engagement · Onboarding ·
Succession Planning · HR Policy Design & Administration · Talent Acquisition and Management

Selected Career Accomplishments

- Directed and led the Studio Operations HR team facilitating the successful merger and acquisition of Universal Studio Operations by six different owners: MCA, Matsushita, Seagram, Vivendi, General Electric, and Comcast. Through each merger and acquisition achieved operational and financial integration objectives by successfully redesigning business unit organizational designs and structures to meet financial objectives while implementing all changes in HR practices and processes, HR employment process cycle times while developing divisional new hire orientation reducing acclimation time from approximately 90 days to 60 days. Developed and implemented HR competency model redefining HR leadership success profile for promotions, streamlined key HR processes reducing HR cycle times by 3 days for new hire processing with on-line new hire process, and reduced financial impact on unemployment compensation claims by developing and implementing training of managers improving company response time reducing impact on reserve account by 5%.
- Key HR business partner responsible for implementing Six Sigma methodology in business unit operations (e.g. Sourcing) to eliminate redundancy of job titles, positions, operational processes and systems including headcount reduction resulting in approximately 800K cost savings.
- Developed, implemented, and launched new business and HR competency model and career pathing for Sourcing, Operations, and Technical Services divisions resulting in stronger career direction for employees and improved succession planning for the management team.
- Created and implemented new Employee Engagement Initiative designed to engage employees through inclusive leadership. Rolled out Franklin Covey's "Leading at the Speed of Trust" training to all levels of management including union foreman creating a baseline and foundation for communication and building trust. Developed supporting annual communication plan for senior management including town halls, 1:1, roundtables, and monthly management updates to ensure inclusive leadership element. Annual employee satisfaction survey moved five percentage points as a result.

Comcast / General Electric

NBC Universal – Universal City, CA 91608

Vice President, Human Resources: West Coast Operations and Technical Services 2001-July 2016

Responsible for leading and directing overall Human Resources function for approximately 1400 employees and business partner to Studio Operations, IT, West Coast Real Estate, Environmental Health Services, Corporate Legal, Corporate Aviation, West Coast Technical Operations, and Sourcing divisions, including development of business unit strategy to meet long range financial goals.

- Key team member responsible for creating and implemented the Employee Engagement Initiative designed to engage employees by growth through inclusive leadership improving the employment engagement scores by 5%.

- Developed and trained management staff standardizing applicant screening and selection across the business units creating consistent applicant profiling and selection.
- Key member of the implementation team formalizing the PeopleSoft employee lifecycle (hire to retire) processes creating electronic and web-based HR forms ensuring consistent processing across all business units reducing processing time by 5-10%.
- Partnered with business unit executive to develop a business-unit wide staffing success profile to facilitate reengineering of core business functions ensuring key talent was retained and hired. Estimated cost saving of 500K.
- Streamlined the conflict resolution process by formalizing systems creating intake on-line intake forms complaint processing and mapping investigation processes for the review and resolution of employee complaints.
- Analyzed, developed, and presented organizational design changes to provide a cost effective, efficient, and competitive organizational structure to meet changing business models and market conditions. Cost saving estimated approximately 600K.

Universal Studios, Inc. – Universal City, CA 91608

Director of Human Resources: Corporate/Studio Operations Groups

1995-2001

Responsible for all aspects of Human Resources for the business units of Corporate HR, Aviation, Sourcing, Global Real Estate, EHS, Security, and Studio Operations with employee populations ranging from 1,000 to 3,000 employees.

- Developed and conducted training seminars to streamline and improve the hiring and performance review processes, compensation, disciplinary actions, and employment contracts. Overall impact reduced the amount of paper work processed while eliminating redundant processes by delineating executive and management roles and processes
- Analyzed Tower Perrins surveys to evaluate and recommend more competitive compensation packages for salaried employees reducing attrition at the executive level.
- Strategically planned and executed the migration of core financial processes to a shared service environment resulting in 2M-3M dollar cost savings.
- Oversee the annual Performance Review Process including training of 250 executives, managers and supervisors, approving performance objectives, and the mapping of performance evaluations to annual Individual Performance Plans.
- Key participant on Labor Relations Negotiating Committee participating in union contract (e.g. teamsters) negotiations keeping negotiation costs within industry standards and realizing operational cost savings of 500K+ reducing overtime and premium pay.
- Charged with overseeing all aspects of the I-9 Compliance Process including the successful completion of two DOL audits and developing policies, procedures and trained over 250 management staff to ensure continued compliance.
- Conducted in-house training programs for executives and managers of Respectful Workplace Training, Progressive Disciplinary Action, and Continuous Quality Improvement Process.
- Rolled-out new Seagram 401(k) Plan nation-wide to Universal business groups.

Education

MBA, Business Management/Organizational Behavior, California Lutheran University
 Bachelor of Science, Business Management, California Lutheran University

Certifications/Training

Bridge Program Graduate - The Association to Advance Collegiate Schools of Business (AACSB)
 GE Green Belt - DMAIC Six Sigma Methodology, General Electric
 DISC Training - Leadership Resources & Consulting

CLU Associations/Activities

Dean's Advisory Committee, School of Management, 2013-Present

Silver Award, top 25 Distinguished MBA Graduates, School of Management

Keynote Speaker, CLU Commencement Ceremonies (Undergraduate and Graduate) May 2014

CLU Leadership Essentials Presenter, "Setting Goals" 2015

Keynote Speaker, School of Management Graduation Banquet 2016

NBCU Employee Training Classes Instructed

The Essentials of Leadership

Sexual Harassment Training

Change Acceleration Process

Performance Management Review Process & Theory

Interviewing Skills