

## EDWARD F. CLEMONS, MBA, SPHR

### PROFILE

Results driven executive leader with exceptional leadership experience in human capital management. Possess a proven track record of several successful cultural transformations in various industries, resulting in over 240 million dollars of value during a twenty-six year career. Credited with the ability to build /maintain relationships at all levels of an organization. Developed a unique blend of strategic skills and hands-on abilities honed through experiences in multiple industries that facilitated key relationships. Key areas of expertise include:

- Vision
- Strategy
- Cultural Transformation
- Board Interaction
- Governance
- Mitigating Risks
- Employee Relations
- Labor Relations
- Compensation

### PROFESSIONAL EXPERIENCE

#### **The Penn Mutual Life Insurance Company**, Horsham, PA

2005 – 2012

\$15 Billion, 7,000- person Life and Annuity Company with over 70 locations

#### **Senior Vice President, Chief Human Resources and Ethics Officer**

Led all human capital strategies enterprise. Managed a \$3.5mm operational budget -oversight over a \$35mm benefits, incentive and retirement plans budget. Provided leadership for and managed a team 20 associates.

#### Selected Accomplishments

- Facilitated CEO transition process. Served as confidant to the outgoing Chairman and CEO. Outlined challenges facing the new CEO, characteristics and personal traits for discussion and deliberation with the HR Committee that saved \$150,000 in consultant fees.
- Led expense reduction efforts for the Home Office that resulted in \$10million expense savings.
- Led the steering committee through the successful implementation of the payroll replacement project that improved efficiency, quality, and data accuracy, saving \$400K.
- Transformed Health Benefits to self-insured saved \$2 million in claim costs.
- Reorganized HR-outsourced STD, FMLA, and benefit calls, saving \$1.2 million in HR expenses while maintaining high quality service levels.
- Oversaw an \$ 11 million building refresh project that Saved 80K year in energy costs.
- Expanded talent pool that included returning veterans. Established relationships with the Military Community and protected a \$2.5 million investment by developing interviewing and selection processes that ensured the best candidates were able to receive scholarships to obtain the proper designations for a career in financial services.
- Developed enterprise wide values aligned with our brand that serves as a beacon for all company strategies.
- Led the HR team in building effective core processes with customer involvement .Created an environment where the HR associates were fully engage and committed to their work. HR department engagement total score 75 % favorable. Leader Feedback % favorable responses – supports 81%;takes action 88%;work/life balance 82%;good listener 75%; sets a vision 94%.

#### **Janney Montgomery Scott, LLC**, (a subsidiary of Penn Mutual), Philadelphia, PA

2005 – 2007

\$450 million, 1800-person Financial Services Company with over 100 locations

#### **Senior Vice President, Director of Human Resources**

Led all human capital processes and policies, benefits, staffing, compensation, leadership, development, and employee relations. Managed an operational budget of \$1.5mm- Oversight of over \$25mm in benefits and bonus plan budget.

Manage/Lead 10 HR associates.

#### Selected Accomplishments

- Led strategy for leaders to conduct workforce reductions in their area that resulted in \$6 million net expense reduction.
- Developed succession plans for each member of the Executive committee and key personnel. Executive positions had designated internal successors in place saving search fees and other cost of turnover of key executive positions \$850,000.
- Improved Benefits offering and lowered 2012 costs. Renegotiated Mercer 401k fees. Implemented a HDHP, renegotiated stop loss contract resulted in \$1.5 million in savings.
- Worked with the Private Client group. Implemented recruiting/onboarding for FAs. Attracted about 100 new advisors from competitors. Average production doubled from \$400K to \$800K per FA resulted in a 30% increase in net income over 2 years.
- Implemented Leading at Janney leadership development program and a Talent Assessment Process (TAP). Better understanding of Leadership bench strengths and weaknesses. Able to place leaders in roles where they can do their best work and help the firm achieve its strategic objectives.

**General Fiber Communications, Inc.**, Conshohocken, PA

2003 – 2005

\$160 million, 2,700- person company, the largest provider of fulfillment services and construction in the broadband industry.

**Executive Vice President of Human Resources**

Led the development of building the human resources function that delivered effective, efficient service. Managed 16 human resources and training professionals. Managed total budget of \$2million. Served as coach and confidant to CEO and senior leadership team.

Selected Accomplishments

- Established human resources infrastructure that included core HR Processes, benefits and 401K administration, training and field human resources regional structure. Implemented a nationwide recruiting process that resulted in the hiring of over 600 technicians nationwide that resulted in \$50 million of revenue.
- Led the company's successful acquisitions and integrations of 10 competitors in 12 months, resulting in \$70 million of revenue.
- Assembled and led a training department of 10 regional trainers. Oversaw the design and implementation of a three-week training program; resulted in average 84.6% yield post OJT through end of probationary period.
- Developed strategy and implementation plan that decreased high turnover rates. Conducted focus groups nationwide to gain input. Implemented benefit plans and upgraded trucks and tools packages nationwide. Actions resulted in a reduction in turnover from 88% to 33.1% in 18 months saving \$15million.

**Newcourtland Elder Services**, Philadelphia, PA

2001 – 2003

Network of six long-term care facilities, 2,000 employees and a \$200 million operating budget.

**Chief Human Resources Officer**

Provided leadership for 15 HR professionals. Managed HR operating budget of \$800,000 and comp/benefits budget of \$86 million.

Selected Accomplishments

- Developed and implemented changes in benefits plan by carving out prescriptions to a third party. Implemented suitability screening during the hiring process. Performed analysis on high turnover positions to determine root cause. Turnover decreased from 77% to 26%.
- Initiated leadership review process to evaluate every leader in a leadership position throughout the organization. As a result 3 of 6 administrators were replaced. Improved quality of care, more effective oversight, and established compensation structure/process, resulting in increased market competitiveness.
- Developed a plan and implemented changes in benefits that provided employees more choices while saving \$500,000 annually.
- Successfully managed relationships with three different unions. The only arbitration case was ruled in favor of the company.

**The Franklin Mint**, Franklin Center, PA

2000 – 2001

\$350 million, 6,500-person worldwide leader in collectibles industry.

**Vice President, Human Resources**

Developed and implemented Human Resources strategies worldwide. Managed and provided leadership to a staff of 20 in the United States and Europe. Managed a \$1.1 mm HR operations budget and oversight over a \$21mm comp & benefits budget.

Selected Accomplishments

- Led/Facilitated divestitures in fulfillment centers in the Netherlands and Australia. Fulfillment center divestiture and the shutdown of retail offices in Europe and US resulted in a \$20 million savings.
- Worked with a consultant to develop and deliver a comprehensive management training program Training delivered to all managers at the headquarters location. 360s and coaching provided to each manager. Q12 Management scores 80% favorable.
- Incorporated listening skills training and 360 assessments for all managers. Educated managers on drivers of high turnover. Increased employee satisfaction (Gallup Q12) by implementing communication sessions that provided clarity in understanding performance expectations and process with employees. Voluntary Turnover decreased from 9% to 3%.
- Facilitated development of company's core values, which formed foundation for performance management system, interviewing and selection processes.

**University of Pennsylvania Health System**, Philadelphia, PA

1997 – 2000

**Pennsylvania Hospital** – 3,000 Person Hospital**Vice President, Human Resources**

Led and managed all Human Resources policies and practices. Reporting organizations included: Human Resources, Patient and Staff Relations, Volunteer Services, Medical Library and Pastoral Care. HR Operating budget of 700K, and comp/benefits budget of \$90mm. Manage and provide leadership to 24 associates.

Selected Accomplishments

- Reorganized HR function that aligned with hospital divisions and deliver more efficient and higher quality service, resulting in \$2.1 million annual expense savings and significantly increased customer satisfaction.
- Implemented comprehensive customer service strategy that resulted in overall patient satisfaction scores increasing from 30<sup>th</sup> to 80<sup>th</sup> percentile of 400-hospital peer group.

- Facilitated the recruitment and integration of a well-known orthopedic practice. Resulted in \$30mm additional revenue to the hospital.
- Led the hospital's reorganization, developed the plan in collaboration with the senior leadership, and implemented a reduction in force of 400 employees combined with reductions of selected programs resulted in a 16 million dollar savings.

**St. Paul Companies, Inc.**, St. Paul, MN

12,000 person, multi-national property and casualty insurance company

**1994 – 1997****Director of Human Resources,**

Chief Human Resources Officer for 3,000-person claim organization and leader for all U.S. HR; staff of 48 serving 6,000 continental US

employees. Provided leadership for an HR staff of 48 nationwide.

Selected Accomplishments

- Executed comprehensive change management plan. The company saved \$150 million over the three year period and margins increased from 2% to 7%
- Led planning for reorganized Claims organization nationwide. Resulted in better alignment with Underwriting and saved \$4.8 million moving to virtual remote claim office (working from home).
- Consolidated HR administration nation-wide. Formed an Employee Service Unit- reduced the number of HR regions from 12 to 6, resulting in increased efficiency, better customer service and a net savings of \$2.7 million.
- Led the implementation of a formal mentorship program. Increased opportunities and visibility for high potentials. Turnover of high potentials decreased 8%.
- Implemented leadership development process that included identification of managerial competencies, formal mentoring program, and creation of succession plan.

**Ryder - Aviall**, Dallas, TX**1989 – 1994****Manager of Human Resources, Division of Ryder Systems, specializing in the repair and overhaul of aircraft engines.**

Led development of labor relations (International Association of Machinists and Teamsters Unions), employee relations, staffing and training for 650-person facility.

**Texas Instruments, Inc.**, Dallas, TX**1986 – 1988****Manufacturing Supervisor**

Provided exempt recruiting, EEO, training and supervised the plating and drill areas. Implemented statistical process control (SPC) and other process improvements that resulted in a 200% increase in productivity while quality reject rate was reduced to less than 1%.

**United States Army****1979 – 2001****Officer**

Retired at the rank of Lieutenant Colonel in the U.S. Army Reserves. While on active duty served two very successful command tours and was chief operations officer for a 900 person organization.

**EDUCATION****Temple University Fox School of Business**, Philadelphia, PA, Masters of Business Administration, 2001**University of Michigan Business School**, Human Resources Executive Program, 1995**United States Military Academy at West Point**, Bachelor of Science, 1979**Labor Relations Institute**, Kansas City, MO., 1999

Senior Professional in Human Resources (SPHR)

**AWARDS**

2007 Delaware Valley Human Resources Person of the Year Runner Up  
 Savoy Magazine 2010 Top 100 Most Influential Blacks in Corporate America  
 National Association of African Americans in HR 2009 Trailblazer Award  
 Northwest Ohio African American Legacy Project Emerging Leader Award

**BOARD AFFILIATIONS**

Vice Chairman, The USO of Pennsylvania and Southern New Jersey  
 Board Member, Northwest Ohio African American Legacy Project  
 Treasurer, A Better Philadelphia