

Leslie (Les) A. Parmelee

4072 Glenhurst Drive North | Jacksonville, FL 32224
(904) 524-4173 | les.parmelee@gmail.com | [LinkedIn Profile](#)



CAREER SUMMARY AND EXPERIENCE

Currently, providing arbitration and mediation services resolving labor disputes. Previous career as a labor leader, federal mediator, railroad management executive. Over 35 years of diverse experience and achievements including Railroad Operations, Labor Relations, Mediation, Human Resources, Project Management, and Transformational Leadership within Corporate and Government settings. Specialize in providing alternative dispute resolution training and facilitation to parties in bargaining and grievance settings. Adept at managing labor negotiations and identifying creative solutions to prevent or effectively manage crises. Skilled in developing strategies to attract/retain diverse workforce, fostering mentorship programs and implementing succession plans.

- Spearheaded all aspects of labor/management relationship with multiple unions at CSX Transportation (11 Labor Unions and 25 + labor agreements).
- Maintained 39 year employment relationship with CSXT and its predecessor companies into 2013.
- Managed professional and union staff of over 25 members.
- Well versed in bargaining/grievance processes under Railway Labor Act and internal procedures of the National Mediation Board (NMB) concerning employee representation matters.
- Extensive skill and experience assisting nation's airlines, railroads and their unions resolve their differences in collective bargaining and grievance disputes using both traditional mediation, facilitation and alternative dispute resolution (ADR) techniques.

KEY SKILLS

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| • Performance Management | • Dispute Resolution |
| • Negotiations | • Verbal & Written Communications |
| • Problem Solving | • Delivering Presentations |
| • Arbitration | • Analytical skills |
| • Policy Implementation | |
| • Labor Agreement structure and composition | |

PROFESSIONAL EXPERIENCE

Arbitrator and Mediator; Jacksonville, FL October 2014 - Present

Labor Advisory Services, LLC offers labor / management dispute resolution services with a particular focus on disputes arising under the Railway Labor Act.

CSX TRANSPORTATION – Jacksonville, FL

July 2007 – July 2014

Assistant Vice President Labor Relations; October 2011 – July 2014 (Retired)

- Managed staff succession planning and interviewed/hired 50 internal and external candidates.
- Spearheaded performance management plans and individual development planning for staff of 20.
- Directed bargaining, grievance handling and labor wage protection for 11 unions and 25+ labor agreements.
- Key member of national rail negotiation team focused on health and welfare cost reduction, resulting in significant beneficial benefit design changes to rail employees National Health and Welfare Plan.
- Led management team in local labor agreement negotiations with multiple unions.
- Obtained labor agreements within specified timeline and within established budget.
- Served as Team Leader and drove strategic planning for labor bargaining and grievance handling.
- Established procedures for reduction in grievance volume and financial liability, resulting in elimination of thousands of grievances and reduction in financial liability.
- Held leadership role in managing department budget.

Director Labor Relations; July 2007 - September 2011

- Supervised staff of 6 professionals to administer discipline policy, discipline process, grievance appeals, and arbitration for transportation employees.
- Reduced company financial exposure to waste in discipline grievances.
- Implemented procedures to reduce time to resolution of grievances.
- Represented interests of 400,000 employee/dependent members & their employers as member of Mngt. H&W Committee.

NATIONAL MEDIATION BOARD – Washington D.C.

May 1999 – July 2007

Senior Mediator; June 2002 – July 2007

- Handled personal caseload and oversaw team of five staff mediators and their assigned cases.
- Assigned cases to staff, wrote performance evaluations and maintained mediator team discipline and focus.
- Resolved problems, mentored mediators and provided career development opportunities.
- Managed Board's most complex and visible mediation cases.

NATIONAL MEDIATION BOARD (continued)

Staff Mediator; May 1999 – June 2002

- Provided mediation and facilitation services to airlines, railroads and their employee unions.
- Facilitated resolution of bargaining and grievance disputes using a variety of traditional, ADR and other creative methods.
- Displayed in-depth knowledge of industry, carrier, union, and evolving political/economic environment.
- Delivered alternative dispute resolution training and facilitation services to employers and their unions.

CONSOLIDATED RAIL CORPORATION – Albany, NY

August 1998 - May 1999

Train Dispatcher

- Provided safe and efficient transit of freight goods and passenger trains over assigned territory (New England and NY State).
- Manipulated switches/signals and provided verbal instructions to direct movement of trains on designated rail territory.
- Demonstrated familiarity with physical characteristics of railroad and operating regulations.

AMERICAN TRAIN DISPATCHERS DEPARTMENT/BLE (ATDD) – Cleveland, OH

April 1990 - July 1998

President; October 1995 - July 1998

- Served as Chief Union Officer and official head of national railway labor union representing train dispatchers.
- Spearheaded all aspects of representation of employee interests in a labor relations context and supervised officers of Union.
- Oversaw Railway Labor Act bargaining/grievance handling including interpretation/application of 40+ labor agreements.
- Negotiated resolution of multiple agreements during rail bargaining round that began in 1994 including writing of labor agreement language. Prepared/submitted reports and documents as required of Union by U. S. Department of Labor.
- Handled representation matters in multiple elections under the Railway Labor Act.
- Established general, regulatory and legislative policies of the ATDD.
- Managed financial affairs of Union (administration of employee payroll, investments and member dues collection).
- Supervised activities of over 30 local union committees to assure conformity with Union's Constitution/By-Laws and proper enforcement and negotiation of labor agreements.

Labor Member - National Railroad Adjustment Board/American Train Dispatchers Department/BLE; Apr 1990 - Jul 1998

- Advocated on behalf of union's 2200 railroad employees at NRAB.
- Orally presented Union's position in arbitration cases before neutral arbitrators under Section 3 of Railway Labor Act.
- Demonstrated familiarity with general arbitration principles and those specific to the railroad industry.

International Representative - American Train Dispatchers Department/BLE; June 1992 - October 1995

- Managed all grievance administration for Union and utilized extensive experience in preparing cases for arbitration.
- Documented Union's position with employer and prepared briefs to present in arbitration for hundreds of cases.
- Coordinated organizing efforts within Union. Selected appropriate organizing targets and planned dozens of campaigns.
- Demonstrated knowledge of applicable provisions of Railway Labor Act and National Mediation Board's manual.
- Designed, implemented and taught ATDD training class curriculum for local representatives including Railway Labor Act history, Section 3 adjustment, duty of fair representation, and union organizing.

CONSOLIDATED RAIL CORPORATION – Philadelphia, PA

June 1976 – June 1992

General Chairman - American Train Dispatchers Department/BLE; October 1988 - June 1992

- Enforced Conrail Train Dispatchers' collective bargaining agreement on a system-wide basis.
- Filed grievances on behalf of individual employees and handled all appeals. Represented employees at disciplinary hearings.

Office Chairman - American Train Dispatchers Department/BLE; October 1983 - October 1988

- Dealt with divisional officers of carrier regarding all local labor relations matters involving train dispatchers.

Train Dispatcher; June 1976 - June 1992

- Supervised movement of trains on designated rail territory by manipulating switches/signals and with verbal instructions.
- Completed training program and demonstrated familiarity with physical characteristics of railroad and operating rules.

HIGHLIGHTS FROM COMMITTEES

National Rail Labor Conference - Health and Welfare Committee Member; 2008 - 2013

Cooperating Railway Labor Organization - Executive Committee Member; October 1995 - July 1998:

- Collaborated with fellow members of rail labor's oversight committee to administer of National Health and Welfare benefits for approximately 150,000 active and retired and active rail workers.

Transportation Trades Department (AFL-CIO) - *Executive Committee Member*; October 1995 - July 1998

International Brotherhood of Locomotive Engineers (BLE) - *Vice President - (Ex officio)*; October 1995 - July 1998:

- Acted as BLE Advisory Board Member. Managed union's financial and strategic planning.

EDUCATION

University of Indiana – Coursework in Labor Studies

Bloomington, IN