

# GERALD J. KIEFER

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Compass Executives, LLC  
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## QUALIFICATIONS SUMMARY

Senior human resources and administrative executive with extensive organizational assessment capabilities. Key strengths include succession planning, employee communications, performance planning and evaluation, and incentive compensation plan design. Track record of cost containment, compliance auditing and employee relations improvements and successes.

## SELECTED ACHIEVEMENTS

### **Organization Assessment/Development**

- Created a detailed succession plan for a multi-plant manufacturing company
- As Vice President of a major multi-location insurance firm assisted in the integration of three major acquisitions
- Developed and presented a Performance Appraisal training program for all managers and supervisors of a Middle Tennessee insurance company
- Conducted seminars and one-on-one career counseling to individuals experiencing a work transition
- Evaluated management and key performers in a variety of organizations

### **Compensation**

- Designed and managed the installation of incentive and base compensation plans for an insurance company and a construction/mining corporation
- Integrated compensation programs in several large mergers
- Developed an executive long term incentive compensation plan for an aggregates company

### **Human Resource Programs**

- Designed, conducted and analyzed employee satisfaction surveys
- Conducted HR audits for a large trucking/truck leasing company uncovering numerous potential problem areas
- Developed employee turnover/retention analysis programs
- Counseled management on employee relations issues and problem resolution
- Maintained union free workforce at several organizations

### **Cost Containment**

- Lead or co-lead down sizing programs at two large companies
- As Vice President, Human Resources of a large construction/mining company restructured benefit programs to contain costs, redesigned a defined benefit pension plan and installed a 401K savings plan
- Reduced accident frequency rate by 20% for an aggregates company with a corresponding reduction in workers' compensation costs

## PROFESSIONAL EXPERIENCE

**COMPASS EXECUTIVES** **2006 to present**  
*Managing Director* of this organization of C-Level Executives who provide management consulting, interim management and leadership development.

**ROGERS GROUP, INC.** **1988 to 1993**  
*Vice President, Human Resources*  
Responsible for all human resources, safety and employee communications functions for a privately held \$200 million construction materials company with 1600 employees. Member of the senior management committee.

**AMERICAN GENERAL CORPORATION, Houston, TX** **1981 to 1986**

*Vice President, Organization and Personnel* **1983 to 1986**  
Personnel officer for a diversified financial corporation with 27,000 employees and \$19 billion in assets

*Vice President, Human Resources* **1981 to 1983**  
Senior human resource officer for NLT Corporation, a diversified financial corporation with 12,000 employees acquired by American General in November, 1982.

**PROTECTIVE LIFE INSURANCE COMPANY** **1978 to 1981**  
*Vice President, Human Resources*  
Senior human resource officer for a medium sized Life Insurance Company with \$670 million assets and 900 employees

**PIEDMONT HOSPITAL, INC** **1974 to 1978**  
*Assistant Administrator, Personnel and Training*  
Responsible for all personnel and training functions of a large voluntary hospital with 1,300 employees

**KIEFER & ASSOCIATES, ROBERT HOWE & ASSOCIATES** **1972 to 1974**  
*Officer and Principal*  
Consultant to business and industry, primarily in executive search

**OXFORD INDUSTRIES, INC.** **1966 to 1972**  
*Vice President, Personnel*  
Senior personnel officer for a large apparel manufacturing organization with 34 plants and 10,000 employees

## COMMUNITY AND INDUSTRY

**Arc of Davidson County:** President, Board of Directors (2000-2008)  
**MODEL-NETICS Instructor** (1983-Present)  
**Managerial Grid Instructor** (1980-Present)  
**American Management Association:** Conference Leader (Previous)  
**National Stone Association:** Seminar Leader (Previous)

## EDUCATION

BSC, Business Administration, University of Notre Dame