

BEFORE THE WASHINGTON UTILITIES AND TRANSPORTATION COMMISSION

DOCKET NO. U-17 _____

EXH. FGFP-2

FERIO G. F. PUGLIESE

REPRESENTING HYDRO ONE

CURRICULUM VITAE

FOR

FERIO PUGLIESE

EMPLOYMENT HISTORY

Employer	WESTJET ENCORE (Calgary, AB) <i>Launched in 2013, WestJet Encore is a Canadian regional airline based in Calgary, Alberta and is a wholly owned subsidiary of WestJet. The company currently has over 1000 employees and upwards of \$350M in annual revenue.</i>	
Role	President & EVP Selected by the CEO and Board of Directors at Westjet Airlines Ltd. to spearhead the growth and development of a brand new airline targeting a \$1B market throughout North America. Accountable for all aspects of day-to-day operations, safety, and full profit & loss responsibility for the business.	2013 to 2016
	<ul style="list-style-type: none"> • Successfully captured a significant share of a multi-billion dollar market by crafting a low cost, high efficiency business model capable of translating efficiencies back in the form of reduced airfares to the traveling public in monopolistic markets. • Involved in all aspects of the business from initial inception to deliver \$350M inside three years while positioning the company for \$1B in revenue by 2018. • Engineered the political will and key stakeholder support needed to breathe life into the original concept by securing ‘buy-in’ from the Westjet Airlines Ltd. Board of Directors and acquiring unconditional support from leaders of the employee association and 91% of all employees. • Instrumental in leading the build-out of the entire organization, to include: executive-level recruitment, policy & procedure creation, aircraft acquisition, and sales framework/reservation system development. • Successfully navigated complex regulatory compliance to achieve full Transport Canada approval and achievement of Airline Operators Certificate (AOC) and certification of Airline Maintenance Organization (AMO). • Transformed the bottom quartile on-time performance of a fledgling company to become #1 in North America for the past 3 quarters and #1 in the world for two months in 2015. Delivered an industry-leading 92% on-time arrival rate and 98.5% reliability completion rate. • Succeeded in transplanting the celebrated Westjet corporate culture into the new company. Implemented an industry leading pilot career progression program which was essential in attracting skilled personnel. Company currently has less than 5% turnover across operating areas. 	
Employer	WESTJET AIRLINES LTD. (Calgary, AB) <i>WestJet Airlines Ltd. is a Canadian carrier that provides scheduled and charter air service to 90 destinations across the world. The company has 10,000 staff and generated almost \$4B in revenue during the last fiscal year.</i>	
Role	Executive Vice President People, Culture and Inflight Services Tasked with providing executive leadership and oversight to all aspects of people, culture inflight services, and corporate real estate facilities. Accountable for the performance of over 3500 WestJetters while ensuring the WestJet culture is maintained and enhanced as a critical component of the company’s strategic advantage.	2007 - 2012

- **Generated over \$2M in cost savings** by implementing a program to improve inflight productivity and reduce absenteeism while enhancing engagement levels. Advanced objectives within inflight operations that are geared towards, injury reduction, service excellence, cost, and on-time performance.
- **Successfully increased employee engagement levels** by implementing an initiative which facilitated expeditious resolution of operations/service delivery issues. Guest satisfaction ratings increased in tandem with increased employee engagement.
- **Instituted a centralized skills training** structure, implemented several people administration systems, and rolled-out a talent management and succession planning discipline.
- **Introduced the discipline and practice** of interest based employee relations/bargaining to further advance our “owners care” employee relations strategy and foster union avoidance.
- **Overhauled compensation programs** to align with competitive market pay practices to improve attraction and retention, and aligned them with the business strategy from executive compensation to frontline compensation.

Employer

CATALYST PAPER CORPORATION (Formerly Norske Canada)

Catalyst is among the largest producers of directory paper in the world and manufactures diverse specialty printing papers, newsprint and pulp for retailers, publishers and commercial printers.

Role

Vice President, Human Resources

2005 - 2007

- **Chosen for promotion** due to performance in prior role. Oversaw all aspects of human resources management for a company with 3800+ employees. Delivered strong leadership and mentorship to team of 35 HR professionals in five divisions managing all aspects of HR administration.
- **Spearheaded HR strategic planning** and talent management to attract, retain, and develop a workforce that consistently delivers the highest standards of performance excellence. Oversaw negotiations of collective agreements with four unionized organizations.
- **Director, Operational Excellence (2003-2005)** Contributed to the turnaround of a company in a perilous financial position by delivering almost \$300M in cost savings inside 3 years.

EDUCATION

- **Honours Bachelor of Arts** (Organizational Communications) - University of Windsor, Windsor, ON
- **Honours Bachelor of Commerce** (Business Administration) - University of Windsor, Windsor, ON
- **Master of Arts** (Adult Education) - Central Michigan University, Mount Pleasant, Michigan
- **Ivey Executive Development Program** - University of Western Ontario, London, ON

CERTIFICATIONS & AWARDS

- Certified Human Resources Professional (CHRP) & Certified Situational Leadership Facilitator
- 2007 Caldwell Partners Top 40 Under 40 Recipient

SELECTED BOARD EXPERIENCE

- Loran Scholars Foundation – Board of Director (Current)
- Junior Achievement of Southern Alberta (2014-2015) / National Board Member Kids Sport Canada (2010-2013)