

# VERONICA P. DELGADO, MBA, SPHR-SCP, GPHR

[vlpdelgadorr@gmail.com](mailto:vlpdelgadorr@gmail.com) • [www.linkedin.com/in/vlpdelgadorr](https://www.linkedin.com/in/vlpdelgadorr) • 713-208-1900

---

## CHRO EXECUTIVE SUMMARY

As a strategic cultural champion, I am a dynamic business executive, leadership coach, and consultant with a proven track record of success. I have effectively aligned and transformed business and human capital strategies, organizational culture, and performance. My deep expertise in strategic change, organizational design, talent/leadership development, performance capability assessment, complex project planning/execution, and cross-cultural business communication has been instrumental in driving initiatives, influencing stakeholders, improving processes/systems, and uplifting organizational effectiveness, culture, engagement, and business results. I have led projects of varying sizes and complexity, from small local business initiatives to full global transformation projects.

## CORE COMPETENCIES

- Business Communication Executive
- Strategy Development & Decoding
- Global OD & Talent Executive
- Strategic Processes & Systems
- Strategy Planning/Project Execution
- Leadership Coaching & Development
- Performance Capability Assessment
- Organizational Design/Change
- Culture Change & Transformation
- Employee Engagement/Retention
- Cross-Cultural Team Leadership
- Innovation/Complex Problem-Solving

## SELECTED ACCOMPLISHMENTS

- Developed organizational structure, processes, and tools for a \$3B business, Centuri Group, including all budgeting as EVP reporting to the CEO. Managed a team of 30+ staff across 2 countries; directed ESG, DEIB, Internal Communication, and HR & Administration departments.
  - New infrastructure/processes provided the foundation for future public offerings, increasing profitability by +110% over two years with reduction and change. Streamlined operations improved cost savings/efficiency by 25% while supporting growth larger than current with new structure and change.
- As an SVP, CHRO at UWA (Global), led projects to restructure domestic and international FBO structure; reduced fixed costs by 18% and significantly improved time-to-market and service operational strategy.
  - Worked with the project team and global leaders to identify challenges/solutions; reduced voluntary attrition by 34% post-COVID with communication strategies to maintain cultural alignment.
- Designed/implemented a cultural ambassador program at UWA; Worked closely with the Chairman, CEO, and ELT to create a global program to maintain “We are the Brand.” This initiative aimed to gain insights and change elements for 1K employees worldwide, demonstrating a commitment to fostering a diverse and inclusive work environment. The program increased its competitiveness in retaining top talent to keep its #1 industry ranking.
- Created unique engagement solutions, including media with external suppliers and innovative use of IT resources to increase productivity and enjoyment for employees while working. Led implementation of the largest talent project for Air Liquide globally, \$2.7M, affecting 15+ in multiple countries and 6K employees.
- Won the 'Top 50 CHRO' award (2024) for developing an innovative strategic talent management solution at Centuri that garnered \$500K CAPEX investment and became a new global talent offering and DEIB program, which assisted in the success of key talent retention with change.

## LEADERSHIP EXPERIENCE

### **A Lux Consulting /Rocket City LLC.** (Main Project: SquareResults) Scottsdale, AZ

**2023– Present**

*Executive consulting services include healthcare, entertainment, technology, and construction engineering services.*

*Strategic advisor to C-suite exploring, initiating, and customizing change initiatives, organizational design, talent acquisition, talent management, competency-based learning, compliance, and total rewards programs for all staff levels. Private—family businesses. PE-backed organizations. Sub-contracted with SquareResults, Korn Ferry, National Diversity Council, and Hand and Associates.*

### **Strategic Executive Advisor**

- **Start-Up:** Counsel to CEO. Develop business strategy with leadership team. Focus on cutting-edge data analytics and AI technologies to provide customized solutions that match best candidates with the most suitable employers. Provide strategic advice to the leadership team and clients and develop new clients.

- Private Family Business: Instituted organizational structure and framework to initiate critical succession planning for retiring members and knowledge transfer with organizational generational change, created solid performance management system with assessment instituted to assist in role progression.
- PE-Backed Construction Company: Prepared organization for transfer to new PE firm. Revisited and revised employment agreements, policies, procedures, and retention of key talent with competitive compensation plans.

#### **Centuri Group, Inc (NYSE: CTRI)., Phoenix, AZ**

**2021 – 2023**

*With 13K employees and \$2.5B in revenue, it is a strategic infrastructure services company that partners with regulated utilities to build and maintain the energy network that powers millions of homes and businesses across the U.S. and Canada.*

#### ***EVP, CHRO***

*Member of the Executive Leadership Team and reported directly to the Chief Executive Officer.*

- Led the HR portion for the acquisition of Riggs Distler's \$855M transaction and due diligence. This included partnering with CEO Riggs Distler and the Centuri Group ELT. Gained trust and demonstrated culture alliance with Riggs Distler to retain talent via internal communications strategy and process management with a demonstrated retention rate post-sell at 90%.
- Developed and implemented a comprehensive DEIB (Diversity, Equity, Inclusion, and Belonging) Program to define success criteria and establish processes to measure workplace diversity, presented to the Board quarterly, successfully increased the promotion rate of women and people of color by up to 10% through the strategic implementation and oversight of initiatives designed to foster an inclusive workplace culture.
- Led Talent, Total Rewards, Employee and Labor Relations, and Employee Experience and Engagement. I provided counsel to the Executive Leadership Team on all aspects of the business, focusing on areas that impact the people strategy.

**Key Focus Areas:** - Strategic Business Scenario planning to align with industry recovery predictions - Execution of wide-scale right-sizing efforts - Global reduction in force across 2 countries - Development of Portfolio changes and associated organizational design changes - Development of emerging "Work from Home" and "Office of the Future" presence relative to talent attraction, development, and retention.

#### **Universal Weather and Aviation, Inc. (UWA), Houston, TX**

**2015 – 2021**

*Privately held company providing products and services to owners and operators of business jets for corporate and personal air travel.*

#### ***SVP, CHRO***

*Led global People function, Internal communication, and facilities management for a \$2+B business with over 2,000 employees in 14 countries. Member of the Executive Leadership Team and reported directly to the Chief Executive Officer.*

- Created Talent Review and Succession processes and plans for all employees globally. Reviewed quarterly at the Board of Directors' closed session, with successful communications and action plans in multiple languages. Executive Succession is done for the development of the next CEO candidate and Chairman of the Board.
- All employee-related processes and programs for divestiture of the fuel services division to World Fuel Services (WFS) with CHRO and the Communications team for WFS. Drove brand transformation to promote a new level of professionalism and support growth strategies post-divestiture with UWA to ensure retention of the remaining staff.
  - Developed and implemented 501(c)(3) to help employees in need and employee engagement and retention with organizational changes.
- Integration across the FBO organization, including new Communities of Expertise and the continued launch of the new HR Operating Model post-divestiture. I was chosen to lead the global HR function of 200+ HR professionals across UWA. In this role, I developed and executed the overall people strategy, which included Talent, Total Rewards, Employee and Labor Relations, Diversity and inclusion, and Employee Experience and Engagement. I provided counsel to the Executive Leadership Team on all aspects of the business, focusing on areas that impact the people strategy.

**Key Focus Areas:** - Strategic Business Scenario planning to align with industry recovery predictions - Execution of wide-scale right-sizing efforts - Global reduction in force across 30+ countries - Development of Portfolio changes and associated organizational design changes - Leadership of 200+ HR professionals during COVID-19 Crisis - Development of emerging "Work from Home" in global business environment.

#### **Aquinas Management Services (Linbeck), Houston, TX**

**2012 – 2015**

*Privately held commercial construction organization with \$1B in revenue. Member of the Executive Leadership Team and reported directly to the Chief Executive Officer.*

#### ***VP, HR***

*Oversaw all people and communications functions. Managed a staff of 10, including management staff.*

- Championed innovation and continuous improvement by utilizing LEAN Construction, showing a baseline of financial productivity increased by \$1.5M in the first year. Also assisted with employee engagement and job satisfaction by a 1-point increase from 3.5 to 4.5 on a scale of 1 to 5 on the engagement survey in overall job satisfaction with project managers (35% of the represented population surveyed).

- Decreased costs by 20% by overseeing administrative services with transformation to deliver organizational development programs based on LEAN principles, including talent management (talent reviews and succession planning with retirees), internal communications, and programming.

#### **Air Liquide, Paris, France**

**2009 – 2012**

*Supplier of industrial gases and services to various industries with 20.48 Euros in revenue and 66K employees.*

##### **Director, Talent Management**

*Recruited to lead new functions to drive leadership development and succession planning for 1.5K high potentials in various plants and corporate functions and 800 technical experts globally. Reported to the Group Deputy Director & Head of Corporate HR.*

- Project leader to review and implement new HRIS Systems globally for talent acquisition (TAS), talent management (TMS), and learning management (LMS). The process included streamlining processes for 15+ in multiple countries for tool selection. The selection included an employee master data repository from various ERP solutions integration, and SAS Solutions Taleo, SuccessFactors, and Cornerstone were selected.
- Designed and implemented the first-ever global talent acquisition pipeline strategy, competency-based career development standards/paths, and performance management guidelines, reducing turnover by 25% and introduced quarterly reviews and dashboards to drive accountability across all global business lines, increasing promotions of women by 5% and people of color by 3% quarter over quarter.

#### **Kellogg, Brown & Root (NYSE: KBR) – Halliburton, Houston, TX**

**2006 – 2009**

*Global engineering, construction, and services companies support the energy, petrochemical, government services, and civil infrastructure sectors. Halliburton acquired Dresser Industries in 1998 and merged Dresser's engineering subsidiary, M.W. Kellogg Company, with Halliburton's construction subsidiary, Brown & Root.*

##### **Director, Talent Management**

*Managed a global team of 12 managers and employees in Iraq, Australia, Great Britain, Indonesia, Mexico, and the U.S. Oversaw performance management, talent acquisition, and learning development systems and processes for approximately 2K employees. Managed corporate universities and colleges with a curriculum of 200+ leadership, technical, and non-technical courses. Served as liaison with Texas A&M University for executive classes. Managed a \$1M budget. Designated as the acquisition leader/manager for the BEK purchase.*

##### **Sr. HRBP**

*Promoted to support the Chief Financial Officer and Chief Administrative Officer on strategy related to mergers and acquisitions, global change management initiatives, and HRIS system evaluation/recommendations. Restructure efforts and ad interim IT leader for process review and quality improvements over 3 months until a new hire was made.*

## **EDUCATION, CERTIFICATIONS & PROFESSIONAL DEVELOPMENT**

**Louisiana State University, Baton Rouge, LA: Executive Master of Business Administration**

**Iowa State University, Ames, IA: Bachelor of Science, Psychology** (Industrial Psychology/Business Administration focus)  
**Center of Creative Leadership:** Leadership at Peak

**SHRM/HRCI:** Senior Professional in Human Resources (SPHR-SCP), Global Professional in Human Resources (GPHR)

**WorldatWork:** Certified Compensation Professional (CCP), Global Remuneration Professional (GRP)

**Harrison Assessment:** Level 2 Coaching and Development