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R. E. Habegger, Principal & Sr. Consultant, has over twenty years experience in human resources consulting and recruiting at FPL Group, Miami, FL. He left FPL in April, 1992 to form HR Strategies & Solutions, Inc. of his own accord. He has over 13 yrs on-site consulting experience in the areas of benchmarking, recruiting, employee/labor relations, policy development, employee selection/re-selection, compensation, performance management, performance indicators, establish new HR functions, alternative dispute resolution programs, Six Sigma and leadership development. Area of expertise includes:

- Workforce/Process Re-engineering
- Compensation/Retention Benchmarking
- Performance Management
- Job Analysis and Position Descriptions
- On-Site Recruiting
- Job Competency Interviewing & Selection
- Team Interviewing & Selection
- On-Site HR Generalist and Management
- HR Metrics & Measurements
- HR Process Management & Redesign
- HR Quality Improvement
- Six Sigma

**STAFF AUGMENTATION**

**PROJECT MANAGEMENT: ON-SITE SERVICES**

The following companies contracted with HR Strategies & Solutions to provide on site-services and included between 1-7 consultants for a short interim basis (usually renewed):

- Department of Commerce-Bureau of Economic Analysis, Washington, DC (Sept, 2007)  
Two-day training for senior level managers on the area of Workforce Planning, Dealing With People and FMLA for the BEA to assist the organization in recruiting and interviewing for the future and dealing with people in a government environment.
- Small Business Administration (SBA), Washington, DC (Aug, 2007)  
*Human Capital, Six Sigma and Change Management*: four-day training for senior level managers from throughout the U.S. including the head of SBA.
- U.S Navy and all land bases (international), Washington, DC (May, 2007-Current)  
*Lean Six Sigma Training*: two 5-day training sessions over 6-weeks to teach the U.S. Navy Air Command the basics of Six Sigma and to provide statistical and project review follow-up training
- Department of Transportation (DOT), Anchorage, Alaska (4 consultants) (18 mths)  
*Integrated Issues Resolution Implementation*: included organization policy review & establishing an employee concerns program and related training for 350 employees in response to a whistleblower complaint
- Wake County Public School System, Raleigh, NC (1 consultant/Principal) (3 yrs)  
*Position Descriptions & Employee Development Re-design*: on and off-site to improve employee recruiting, selection, training and career development for supervisors and field/support employees
- Bonita Springs Utilities, Bonita Springs, FL (1 consultant/Principal) (5 mths)  
*Compensation Benchmarking*: off-site included six Florida utilities and municipalities
- Dominion Resources, Richmond, VA (3-7 consultants) (5 mths)  
*Human Resources Services – Site Mgmt, Recruiting, Comp and Generalist*: on-site during the purchase and transition of Dominion Resources as site owner of Millstone Nuclear Power Plant including site HR Director.

**STAFF AUGMENTATION (CONTINUED)**
**PROJECT MANAGEMENT: ON-SITE SERVICES**

- **Northeast Utilities, Millstone Nuclear Station, Waterford, CT (1 consultant/Principal) (7 yrs)**  
*Human Resources Services – Recruiting, Comp and Generalist/Manager: for on-site at Millstone Nuclear Power Plant recovery effort to re-start three nuclear unit which included on-site recruiters, staffing, compensation, redesign of position descriptions, business partner shop floor consulting and policy/procedure review.*
- **American Electric Power, Cook Nuclear Plant, Bridgman, MI (3 consultants/Principal) (4 mths)**  
*Recruiting and Site Management: for on-site exempt/craft recruiting & develop site team interview process*
- **Alliant Energy-Interstate P&L (formerly IES Industries), Cedar Rapids, IA (3 consultants/Principal) (5mths)**  
*Recruiting & Reselection: for on-site T&D team interview/re-selection process for external/internal applications including documentation of employee selections/de-selections and selection matrix.*
- **PECO Energy (Exelon), Philadelphia, PA (3 consultants/Principal) (7 mths)**  
*Recruiting: on-site for internal/external applicants from entry-level through upper management for Power Delivery, Customer Service, and Marketing, and Sr Vice President Business Units. Assisted in the implementation of a resume tracking system (Resumix) including a table top procedures.*
- **Public Svc Electric & Gas, Hancocks Bridge, NJ (Principal) (4 mths)**  
*Recruiting: project manager for an on-site recruitment function for Nuclear Plant Shift Supervisors' for Salem units 1 & 2 and other plant engineering personnel.*
- **Progress Energy/CP&L, Raleigh, NC (1 consultant/Principal) (2 yrs)**  
*Performance Mgmt/Position Descriptions: facilitated a project quality team consisting of four managers from corporate and three nuclear plants (Robinson, Harris, and Brunswick) to change an employee performance management process. After three months of implementation, CP&L requested my participation in implementing the nuclear changes corporate wide. Also, reengineered over 1,000 exempt job descriptions into a matrix format for 7 major classifications consisting of 35 total job descriptions.*
- **Northeast Utilities, Berlin, CT (1 consultant/Principal) – First Contract (18 mths)**  
*Recruiting: managed an on-site major recruitment process for +200 engineers/professionals for corporate nuclear and Millstone and ConnYankee nuclear plants. Developed and implemented a team interview process and decision matrix. Managed development of a downsizing supervisor's manual/decision matrix for re-selection.*

**BENCHMARKING ORGANIZATIONS ([www.hrs-s.com](http://www.hrs-s.com) / [www.euhrmg.org](http://www.euhrmg.org))**
**PROJECT MANAGEMENT**

Retained as the project manager for the following benchmarking organizations established by HRS&S Services:

- **Electric Utility Staffing & Recruiting Benchmarking, Project Manager (5/05-Current)**  
*Established a benchmarking group and two conferences hosted by Dominion Resources & Tennessee Valley Authority (2006) and Progress Energy (2007) to benchmark the area of staffing & recruiting.*
- **Electric Utility HR Metrics Group (EU-HRMG), Project Manager (4/03-Current)**  
*Established a group at the request of Entergy Nuclear in New Orleans to establish common HR metrics. We have five years of data including three staffing & recruiting metrics (external hire rate, hire cycle time and cost per hire). See Web Site at [www.hrs-s.com](http://www.hrs-s.com) and [www.euhrmg.com](http://www.euhrmg.com)*
- **Nuclear Human Resources Group (NHRG), Project Manager (2/95-Current)**  
*Established a group for the nuclear power industry in 1995 to benchmark nuclear human resources, recruiting, labor and employee relations, workforce planning for the future.... in the 102 nuclear units in the U.S., three nuclear utilities in Canada and the nuclear utilities in Europe. NHRG is a Community of Practice with the Nuclear Energy Institute (NEI) in Washington, DC and works with the Center for Energy Workforce Development for staffing the nuclear industry to support future nuclear plants construction and operations. I report to an Exec Committee that includes HR Directors and Vice Presidents from the largest U.S. nuclear utilities and Director HR-Institute of Nuclear Power Operations/ Director, Industry Infrastructure-NEI.*

## HR MANAGEMENT EXPERIENCE

## EMPLOYMENT - FPL GROUP

- Human Resources Manager, Juno Beach & Turkey Point Nuclear Plant: for FPL Group, the first U.S. Company to be awarded the Deming Prize for total quality management; reported to Site VP & HR Director (matrix organization). Established first on-site HR function at an FPL nuclear power plant. During this time Turkey Point was removed from the NRC Watch List. Responsible for labor relations, employment, salary admin, diversity, drug/alcohol testing and any other disciplinary issues, employee recognition, and implementation of corporate policies for 1400 employees. Managed the “re-structuring evaluation team”
- Personnel Supervisor, Juno Beach: responsible for the salary admin, succession planning, random/for cause/nuclear access drug testing, background/FBI fingerprinting/review/ adjudication, psychological evaluations, response to legal/EEOC personnel charges, and mgmt job rotation. Managed five TQM teams on drugs and alcohol testing, fingerprinting, staffing, turnover, and on-site HR function; developed first random drug testing and fingerprinting program and implemented for 5,000 employees and contractors; and assisted in the development/ implementation EAP
- College and Professional Recruitment Manager, FPL-Miami, FL: responsible for all FPL exempt professional and college recruitment activities, employment advertising, and CO-OP program primarily for BSME/EE.
  - Managed the FPL employment process for all engineers and other degreed applicants; college relations of 33 universities in the Midwest and East
  - Managed a CO-OP program with 7 universities for 50 engineering and computer science
  - Established/chaired-committee of electric utility recruiting managers-Southern College Placement Assc

EEO Testing Specialist, FPL-Miami, FL: developed, validated, and implemented employment and technical tests. Served on the Personnel Research Task Force located under the Edison Electric Institute (EEI) in Washington, DC, for the development, validation, and implementation of the EEI Plant Operator Screening System, Power Plant Maintenance Selection System, Clerical Position/Meter Reading, Sys Operations tests

Organization Development & Training Specialist, FPL-Miami, FL: developed instructor training, instruction in problem solving, managerial skills, manager and supervisor assessment, and selection interviewing

## EDUCATION

- MS, Human Resources Management, NOVA UNIVERSITY,
- BS, Human Resources Management, FLORIDA ATLANTIC UNIVERISTY

## TRAINING & CERTIFICATIONS

- Employee Concerns Issues & Managing Protected Employees (ECP Forum-Certification)
- Methods to Detect and Prevent Retaliation in the Workplace (ECP Forum-Certification), Phoenix, AZ
- Kepner Tregoe, Genco & Telos, Problem Solving/Mgmt Styles Instructor Certification, Princeton, NJ;
- Managerial Grid, Blake & Mouton, Management Styles, Facilitator Training, Dallas, TX;
- Six Sigma & Quality Improvement, Miami, FL and USN Naval Air Station, Jacksonville, FL
- Competency-Based Interviewing, Certified and Developed Instructor Training, Miami, FL/Berlin, CT

## PROFESSIONAL AFFILIATIONS

- Society for Human Resource Management
- Nuclear Human Resources Group-Executive Committee, Chair and Project Manager
- Employee Concerns Program Forum - Advisor