

Robin A. Hammond, SPHR
Personal Bio

Robin A. Hammond, SPHR is an HR consultant possessing over 24 years of experience as an HR Professional. She has been responsible for the human resources function in high tech, retail, health care, biotech, and consumer products organizations, holding senior level positions in high tech manufacturing and retail settings. Throughout these experiences Robin has dealt with HR and business issues stemming from start-ups, mergers and acquisitions, accelerated growth to force reductions. She has consulted and coached executives, reported to boards of directors, and helped clarify their business strategies and goals. Her specialty is in formulating HR approaches that help companies achieve their business objectives.

Robin has developed expertise dealing with issues in harassment, complaint investigations, multi-ethnic workgroups, workplace security and safety, supervisory training, union avoidance, best practices, and total compensation. She focuses heavily on Human Resource infrastructure consulting, HR auditing, compliance and employee relations, utilizing her strengths in planning, policies and practices, performance management and HRIS systems. Robin is also an instructor with the Northern California Human Resources Council for various courses in HR Management and HR Certification preparation.

Robin received her B.S. Degree in Managerial Economics from the University of California at Davis and holds a certification as a Senior Human Resources Professional.

SUMMARY OF QUALIFICATIONS:

- Over 20 years progressively responsible experience in the Human Resources field.
- Strategic business partner utilizing strong coaching, facilitation and advisory skills.
- Hands-on manager with excellent employee relations and communication skills.
- Exceptional track record regarding employee litigation issues.
- Change agent with varied experience and high success rate.
- Human Resources generalist with working knowledge of employment law, employee relations, training & development, communications, recruitment & retention, benefits, compensation and policy development.
- Ability to generate creative solutions.
- Multiple domestic and international site responsibility.

EXPERIENCE:

1999 to Present: Barbara Fears Associates, San Carlos, CA
Owner

Providing training programs and human resources consulting services to various businesses.

1990 to 2000: Dexter Magnetic Technologies, Fremont, CA
Vice President of Human Resources – 1995 to March, 2000
Director of Human Resources – 1990 to 1995

- Established the human resources function for this business (they had operated for ten years without one)
- Ensured compliance with all employment regulations
- Developed policies & procedures
- Developed recruitment & selection process
- Implemented compensation programs and practices
- Developed and provided training programs for all levels including interpersonal skills development, hiring strategies & procedures, performance management, employment law, Affirmative Action, team building, etc.

Accountable for directing all human resource functions including recruitment, compensation, benefits, employee relations, training and development, employment, communications and employee related litigation. Participation in strategic planning and facilitation of positive change focused on plan achievement. Responsible for advising and supporting management on positive employee relations programs and company philosophy. Member of the business lead team reporting directly to the President. Responsible for five domestic manufacturing locations, one European manufacturing facility, three domestic sales offices, and two off-shore sales offices.

1987 to 1990: Mrs. Smith's Frozen Foods Company, San Jose, CA
Industrial Relations Manager

Performed all personnel and labor relations functions for a 350 employee operation. Responsible for all recruiting, hiring, personnel records, training and development of all levels of employees, EEO/Affirmative Action plans, workers' compensation and safety programs. Resolved complaints and grievances, primary management representative in arbitration cases, and participated in collective bargaining negotiations.

1979 to 1987: Arcata Graphics, San Jose, CA
Plant Personnel Manager – 1982 to 1987

Personnel Coordinator – 1980 to 1982

Industrial & Public Relations Secretary – 1979 to 1980

Corporate office personnel duties for four years. Plant personnel management for five years at the San Jose Division (300+ employees). Arcata was the 2nd largest printing company in the U.S.

1975 to 1979: Executive Systems, Inc., Burlingame, CA
Professional Recruiter – 1977 to 1979
Office Manager – 1975 to 1977
Barbara A. Fears, page 2

EDUCATION:

University of San Francisco - 1989
B.S. - Organizational Behavior
Graduated with 3.9 GPA in major

Chabot College, Hayward, CA - 1987
A.A. – Business Management
Graduated with Highest Honors (3.8 GPA)

BARBARA FEARS ASSOCIATES – RECENT ASSIGNMENTS:

RECRUITMENT:

- Successfully filled 6 managerial/professional positions and one hourly position in less than 2-1/2 months (Magnetic Fabrication & Distribution Company):

Two General Managers (California and New York)

Two Engineers

One Quality Manager

One Outside Sales Engineer

One Machinist

- Filled four positions in less than two months (Diesel Generator Sales & Service Company):

Administrative Manager

Customer Service Representative

Office Coordinator & Generator Technician

- Restructured recruiting process and filled 32 positions in 30 days (Precision Machining & Manufacturing Company):

Director of Operations

Quality Manager

Human Resources Director

Benefits Coordinator

Machinists

Shipping/Receiving Personnel Inspectors

TRAINING:

- Developed and conducted Sexual Harassment Prevention training programs for both managers & employees for:
Warehousing Installation Firm
Diesel Generator Sales & Service Company
- Provided team building training and facilitation for strategic planning meeting for Commercial Printing Company.
- Conducted Employment Law Briefing for Small Business - San Carlos Chamber.

POLICIES/PROCEDURES:

- Developed Employee Handbooks & Policies/Procedures for:
Property Management Company
B to B Software Company
Upscale Beauty Salon
Diesel Generator Sales & Service Company
Soils Engineering Company

COMPENSATION/BENEFITS:

- Analyzed industry salary survey information and developed comprehensive compensation program for Commercial Printing Company.

SUMMARY OF QUALIFICATIONS

- Over 20 years of human resources and business management experience
- Excellent communication and conflict resolution skills
- Innovative and highly accomplished leader

AREAS OF EXPERTISE

Human resources management – Established HR department; recruited and trained department personnel; developed HR policies and procedures; constructed and managed \$5 million budget.

Employee relations – Developed programs to motivate employees; counseled employees regarding career opportunities and performance; advised managers on legal and contractual obligations; investigated employee complaints; recommended and developed corrective action plans.

Labor relations – Participated in labor contract negotiations; represented company in grievances, boards of adjustment, and arbitration; counseled and trained supervisors on issues.

Training and development – Developed and delivered management and skills training on a variety of subjects i.e., prevention of harassment and discrimination in the workplace, internal complaint investigation process, supervisory skills, and others. Certified instructor for Zenger-Miller training programs.

Organizational development – Developed and conducted management training programs; developed and implemented succession planning process; guided managers and employees through reorganizations during periods of rapid growth as well as reductions in force; introduced Total Quality Management (TQM) processes into manufacturing and warehouse environments.

Policies and procedures – Developed and implemented policies and procedures to ensure compliance with legal requirements, the needs of the company, and court-monitored consent decrees. Published employee handbooks for managers and supervisors as well as rank and file employees.

Compensation – Developed and managed merit, bonus, and sales commission compensation programs. Developed performance evaluation processes including job descriptions, job evaluations, assessment forms, supervisors' training, application of evaluations to merit compensation adjustments, and communication to employees.

Staffing/Recruiting – Established recruiting network that included college recruiting, recruiting agencies, and newspaper advertising. Introduced internal job-posting process. Planned and conducted internal career days and external job fairs. Developed summer intern program. Introduced new employee orientation program.

Employee communications – Published employee newsletters and managed video production for quarterly communication to employees.

JEANINE L. SCHREIBER

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PROFESSIONAL EXPERIENCE

**LUCKY STORES/ALBERTSON'S INC.
2000**

1990 –

Vice President, Human Resources

Directed human resources function for this \$4 billion, 20,000-employee retail grocery chain that operates over 200 stores and multiple manufacturing and distribution facilities. Included employee relations, compensation, benefits plan design and administration, recruitment, management development, training, employee communications, affirmative action and equal employment policy, and compliance with employment laws and regulations.

- Developed procedures, designed training program, and created organization to implement difficult consent decree affecting 17,000 employees in 200 remote sites. Early implementation reduced damages by \$1.5 million.
- Planned and coordinated consolidation and physical relocation of financial and administration organizations for Northern and Southern California Divisions resulting in an annual cost savings of \$1.8 million.
- Managed the human resources aspect of the mega-merger of Albertson's and Lucky Stores including, but not limited to, development of all employee communication, consolidation of policies and procedures, plan for downsizing and reassignment of employees, etc.

**BROWNING-FERRIS INDUSTRIES, INC.
1990**

1982 -

**Director of Human Resources, Pacific Region
1990**

1986 -

Directed all aspects of human resource functions for Pacific Region (nine western states and British Columbia) with over 2,000 employees in both union and non-union environments for a transportation and service company.

- Designed and implemented new compensation plan and sales commissions program that contributed to a 22% reduction in turnover of sales personnel in the first year.
- Achieved decertification of labor union representation for a bargaining unit of 65 employees.
- Managed the establishment of a new district to accommodate a new service contract, bringing a facility from an empty building to a full-service operation with only two weeks notice.

**Human Resources Manager, San Jose District
1986**

1982 -

Created human resources department for district with over 300 employees including employee relations, labor relations, compensation, benefits administration, recruiting.

- Managed special assignment: Roll-out of new semi-automated, residential service for 12,000 customers that included selection and negotiation for new equipment, marketing

plan, selling tools, and equipment delivery to customers that resulted in 85% customer acceptance and \$250,000 of additional annual revenue.

- Instituted a counseling program for employees with lost-time injuries and accelerated the safety program, reducing the self-insured workmen's compensation cost by 18%.
- Developed attendance program combining positive rewards and progressive discipline that resulted in a 27% decrease of absenteeism in first year.

JEANINE L. SCHREIBER
THREE

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INTERNATIONAL PAPER CORPORATION
1982

1980 –

Regional Accountant

1981 – 1982

Supervised accounting department with financial responsibility for four manufacturing facilities with combined annual sales exceeding \$110 million.

- Analyzed excessive spoilage losses at remote warehouse operations and implemented new controls and reporting procedures that decreased losses by 5% and increased monthly revenue by \$21,000.
- Consolidated accounts-payable processing from manufacturing facilities to centralized regional system with less than 3% error factor.

Assistant Accountant Manager

1980 –

1981

Supervised accounting department of manufacturing facility with annual revenue of \$27 million.

- Revised job cost standards to reflect changes in capacity and product mix resulting from purchase and installation of \$3 million of capital equipment.
- Planned and controlled implementation of automated, in-house payroll system that reduced processing costs by 12%.

EDUCATION

BS, Business Administration, San Jose State University, San Jose, CA

PROFESSIONAL EXPERIENCE

KAISER PERMANENTE FOUNDATION HEALTH PLAN, INC., Oakland, CA
1995 – Present

Director - Employee Relations 1999 - Present

Serve as senior HR executive and share accountability as a member of the California Division HR Leadership Team for the implementation and governance of HR policy and programs. Direct and administer HR policy, legal and regulatory compliance, recognition and Diversity programs for 70,000 employees. Manage an HR Consulting team that provides service to over 10,000 California Division office employees located primarily in Oakland and Pasadena, California. Professional Staff of 25 team members. Annual Budget of \$2.2 million.

- Led a Task Team that designed and conducted first ever employment law compliance risks assessment. Developed and received executive approval for a Business Case that defined HR compliance goals, systems requirements and resource priorities for 2001 implementation.
- Formulated with a Task Team, Work – Life Balance recommendations on paid time off and expanded employee assistance services that were adopted in the Kaiser Permanente (KP) National Bargaining Agreement, thereby reshaping KP national labor relations strategy and the scope of local bargaining.
- Served as management liaison to employee multicultural associations and acted as a key team member in the re-establishment of two Regional Diversity Councils which began implementation of Diversity Initiatives in workforce development, marketing and cultural competent care.

Area Vice President - Human Resources 1995 - 1999

Directed and managed all human resources functions including labor relations, compensation, benefits, training, employee relations and compliance as Human Resources Leader for 700 Physicians and 6000 full and part time employees located in 4 medical centers and 6 medical offices. Professional Staff of 9 direct reports and 20 indirect reports. Annual Budget of \$1.2 million.

- Provided HR project direction for labor- management task teams that introduced KP best practices in Critical Care, Maternal and Child Health, Emergency Room, and Patient Care Administration. Task Teams achieved all hospital operations per member per month cost and service targets while installing changes in staffing, scheduling and seniority practices.
- Led Northern California JCAHO HR Standards Compliance Team and directed Service Area HR preparation for JCAHO review. Survey resulted in the lowest number of HR citations for any Service Area in Northern California with one medical center receiving no Type I citations.
- Served as a key member of the 1997-1998 KP – California Nurses Association Bargaining Team that negotiated 5-year labor agreement with a two-tier wage structure.

ALLIANCE BLUE CROSS BLUE SHIELD, St. Louis, MO 1989 - 1995

Vice President - Human Resources

Provided strategic leadership and directed human resources policy and program implementation for compensation and benefits, employee relations, training and development, employment and placement services. Professional staff of 30 team members. Annual Budget of \$3 million.

- Served as an executive team member and directed HR project requirements pre and post company IPO. Project met and exceeded planned targets.
- Established on site learning center. Implemented training, development and succession planning programs.
- Reduced technical skills training time by 20% in partnership with an adult education organization and a community college.
- Implemented job selection and placement processes that stabilized turnover rates and reduced time to fill positions by 30%.
- Upgraded HR Team by improving professional skills through first onsite HR certification program with 9 of 11 staff passing HR Certification Institute examination.

JC PENNEY COMPANY, INC., Dallas, TX 1988 - 1989

Manager - Healthcare Cost Containment

Member Corporate Benefits management team. Implemented healthcare cost containment policy. Acted as program administrator and corporate liaison for \$200 million Medical and Dental Benefit programs. Directed and supervised managed care contract activities for 169 HMO and three PPO networks.

- Reorganized 68 member Aetna Claims Processing Center staff. Created specialized processing and customer service units for active and retired associates. Increased customer satisfaction by reducing claims turnaround times by 50%.
- Designed, developed and implemented, through the Aetna Managed Care Division, a pilot protocol project for 10 high volume outpatient surgical procedures and diagnostic tests achieving \$3 million projected annual savings.

EARLIER PROFESSIONAL EXPERIENCE

DIAMOND SHAMROCK CORPORATION, Dallas, TX (Fortune 100 Energy and Chemical Corp.)

General Manager - Human Resources

Managed North American and international operations with locations in Canada, Europe, Indonesia and Singapore. Directly managed all domestic and international HR functions including on site implementation of new compensation and benefits programs in Canada and Europe. Performed a critical compensation and benefit role during the integration of two \$1 Billion acquisitions and several major divestitures. Planned and implemented HR administrative reorganization that saved \$3.5 million dollars annually.

EDUCATION

MA, Education Administration, West Virginia University, Morgantown, WV
 BA, Liberal Arts, West Virginia College, Buckhannon, WV
 Senior Professional Human Resources (SPHR), Life Certification,

Society for Human Resource Management

PROFESSIONAL AND CIVIC AFFILIATIONS

Northern California Human Resource Management Association - Board Member
San Francisco Fine Arts Museums – Board Trustee
Booker T. Washington Community Center – Board Member
Society for Human Resources Management

SUMMARY

Strategic, motivated Human Resources professional with a successful track record of consistent, proactive leadership in the development of HR programs supporting organizational goals and objectives. Flexible team player committed to providing excellence. Self-starter, service-conscious, consultative and fiscally responsible. Proven ability to manage and multi-task in both small and large organizations. Experience with mergers and acquisitions.

AREAS OF EXPERTISE

Employee Relations: Effectively develops, recommends and manages employee relations practices necessary to establish a positive employer-employee relationship and promote a high level of employee moral.

Recruitment: Accomplished in sourcing, networking with agencies/recruiters, target recruiting techniques to generate highly qualified candidates, administrative, technical and management professionals with attention to cultural fit, pre-screening process, interviewing and the selection process. Managed employee referral bonus program.

Benefits: Negotiated, managed and maintained organizations health and welfare benefit plans. Advised upper management on all benefit plans including retirement programs.

Compensation: Partnered in the design and modification of salary structures, research and review of compensation policies and practices, and provided compensation research data and input to proactively identify trends and possible solutions relating to compensation management. Monitored compensation program for internal and external equity. Audited classifications. Trained management on salary program. Created and revised job descriptions ensuring legally compliant job classification. Advised management on enhancements to improve ability to recruit and retain employees.

Legal Compliance: Identified and ensured legal compliance with all regulatory laws affecting organization (e.g. EEO, ADA, FMLA, CFRA, PDL, ERISA, OSHA, FLSA, Wage & Hour, COBRA) by establishing policies, procedures, forms and providing counsel to management.

Payroll/HRIS Management: Efficiently managed payroll function for mid-sized organization. Maintained legal compliance with payroll administration, controls and security. Contracted/migrated payroll to payroll group. Partner in development of a web-based time reporting system.

Health & Safety: Established safety training program and assembled team for disaster preparedness. Reduced work compensation claims by preventing injuries, spearheaded ergonomic initiatives. Conducted ergonomic worksite evaluations for new workspace design, and improved existing employee work conditions. Facilitated training for work/life balance.

Diversity: Specialized training in cultural sensitivity. EEOC complaint. Hands-on experience with Employee Relations diversity issues. Mentored management on diversity awareness.

Leadership Skills: Forecasted needs and spearheaded initiatives to enhance management's knowledge of recruitment, employee relations and employee's knowledge of organizations policies and procedures and benefits. Directed and assisted in the developed of administrative staff. Supervised and directed work of administrative staff as necessary.

EMPLOYMENT HISTORY

The Surplus Line Association of California, San Francisco, CA

2002-

Present

Human Resources Generalist

Responsible for management, development, implementation and maintenance of Human Resources programs including Benefits, Employee Relations, Recruitment, HRIS, Health and Safety, and partnered in management of Compensation program to successfully achieve business objectives.

- ◆Successfully met strategic initiative to expeditiously establish and maintain comprehensive Human Resources programs, policies and administration. Accomplishment recently confirmed in external audit, stating that HR controls have been successfully implemented.

- ◆Strategic: Ensured the organization's people strategy was correctly aligned with the business strategy. Leveraged total compensation as a means of competitive advantage. Assisted management with succession planning initiatives.

The Surplus Line Association of California Continued

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- ◆Negotiated cost-effective and affordable benefit plans compatible with the organization's mission, strategy and corporate culture. Developed, implemented and administered Open Enrollment.

- ◆Budget: Managed Human Resources budget resulting in cost control and significant cost savings in voluntary and involuntary benefit expenditures.

- ◆Effectively partnered with management to change entitlement-oriented to contribution-oriented culture using pay-for-performance model and promoting robust voluntary benefits programs.

- ◆Recovered in excess of \$150k of unrealized demutualized compensation, liquidated shares of publicly traded stock and complied with the DOL to redistribute earnings to eligible participants.

- ◆Added measurable value for the management team providing advisement and counsel on employee relations issues with professionalism and confidentiality. Effectively and meticulously terminated poor performers without legal action.

- ◆Mentored line managers to effectively communicate with their direct reports. Encouraged effective communication between line managers and upper management.

- ◆Project Manager: Conducted needs assessments and managed Human Resources and Payroll projects. Created comprehensive policies and procedures and systems to service the employees, management and provide internal documentation for legal compliance and best business practices. Projects include but are not limited to: Employee Handbook, Performance Management, Interview Plans, Open Enrollment, Implementing HRIS system, Migrating Payroll system, Internal HR website, Change Management, Comprehensive HR Forms and Documentation of Process, Work/Life Balance Initiatives, Audit of Benefits Plans and Invoicing, Records Management, Development of new hire orientation training, resulted in improved employee success and acculturation.

Teradyne Inc., Walnut Creek, CA

2000-2002

Human Resource Specialist/Generalist

Assisted the Human Resources Manager in administration of corporate programs and policies. Specialization in Benefits administration and records management. Maintained records in HRIS (PeopleSoft) system.

- ◆ Successfully partnered with corporate HR to enhance benefit programs resulting in streamlined administrative procedures and the eventual roll out of employee self-service model.
- ◆ Administered voluntary and involuntary benefit programs to over 200 employees.
- ◆ Supported business objectives regarding merger/acquisition and change management and TQM.
- ◆ Implemented divisional customer service surveys with a high rate of response.
- ◆ Increased employee participation in extended education and tracked training.
- ◆ Provided back-up for payroll.
- ◆ Chaired divisional employee relations committee. Member of safety committee.
- ◆ Assisted manager with WARN act implementation, exit interviews and severance packages.

Prior Experience

Sabbatical, Brazil, Bulgaria, United Kingdom, Norway

Assisted Expatriate from 1998-2000 with Relocation Services, Volunteered with International and Local Womens' Associations and Violence Prevention Program. Worked on various projects for Start-up Salon Business

Supported self through college working in administrative, healthcare, waitstaff and sales roles with:

Senior In Home Services ◆ Masses Restaurant ◆ Bekins Moving and Storage ◆ Martinez Police Department ◆ Wildland Resource Management

EDUCATION

Professional In Human Resources (PHR), 2004

Society of Human Resource Management

Human Resource Management Certificate, 2004

University of California - Berkeley, CA

BA, Psychology, 1998 – Emphasis in Neural Psychology, Statistics and Interpersonal Communication

Sonoma State University - Rohnert Park, CA

PROFESSIONAL AFFILIATIONS & COMPUTER PROFICIENCIES

Society of Human Resource Management (SHRM) ◆ World at Work ◆ California Chamber of Commerce

Northern California Human Resource Association (NCHRA)

**PEOPLESOFT ◆ MS OFFICE ◆
MAC ◆ MILLENNIUM IRENE
YEE**

PROFILE

- 25+ years of proactive generalist Human Resources (HR) management experience.
- Strategic business partner with senior management in meeting business goals.
- Extensive experience in managing change through major acquisitions/mergers.
- Organized problem solver with logical, interpersonal and facilitation abilities.

PROFESSIONAL EXPERIENCE

WELLS FARGO & COMPANY, San Francisco, 1978 – present

Vice President / HR Manager

Corporate Staff HR, 1998 – present

Direct the HR function for 2,500 employees, most of who are in professional fields such as accounting, finance, audit, legal, communications, marketing, human resources, systems, property management, security and operations, in 26 states.

- Researched and implemented leadership development program (the Leadership Challenge and Manager Briefing) and team member communications program, Great Company.
- Consult with group heads on talent management, addressing employee survey results and diversity.
- Implemented programs to deal with culture change, virtual management and uncertainty after merger.
- Member of HR leadership group responsible for addressing corporate-wide issues and reviewing and approving policy and programs.
- Implemented new job structure, bonus and options program.
- Designed HR University, an HR development program.
- Structured new Corporate Staff HR group to effectively service client base in new geographic areas. Manage six HR professionals
- Report to HR Director of Wells Fargo & Company.

Finance/Administration, 1993 - 1998

Managed four HR generalists serving 1,400 employees in multi-states and diverse professional fields.

- Identified and addressed recruiting and retention issues by designing and implementing an Employee Input Program. Feedback to management resulted in improved work environment, recruiting program and structured development program.

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- Created internal job search program for long-service employees with limited skills

facing displacement. Achieved 50% placement of impacted group before separation notice was given.

- Contributing member of company-wide HR Re-engineering team and Call Center design team.
- Developed and implemented compensation strategies to address recruiting, compression and retention problems. Piloted a wide-band salary range concept.
- Consulted on organizational development issues. Diagnosed problem conditions and presented options for teambuilding, communication and change management.
- Designed and implemented a management network and development program called “Choices,” which resulted in managers sharing experiences and problem-solving within the network.
- Coached managers and implemented procedures for administration and communication of massive downsizing.
- Reported to the CFO.

Finance/Audit/Properties HR, 1990 – 1993

HR Services, 1986 – 1990

Finance/Audit HR, 1984 – 1986

- Developed recruiting tools and internal program that eliminated search firm expenses.
- Directed annual employment law training for managers. No lawsuits were filed.
- Produced quarterly and ad hoc reports on turnover, demographics, diversity and compensation.

Assistant Vice President and Manager, Employee/Retiree Relations, Corporate Human Resources, 1981 – 1984

- Designed and implemented, without additional staff and in a short timeframe, an early retirement program for 900 eligible employees. Achieved a 72% acceptance rate.
- Developed low-cost programs to address employee and company issues, such as parenting and labor law education for managers.
- Researched and wrote corporate policy to address company issues and to meet legal requirements.
- Supervised three Employee Relations counselors.

Human Resources Officer, 1978 – 1981

EDUCATION

B.A. English, California State University, Hayward

