

## SUSAN A. LUEGER

Shorewood, WI 53211-1748

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### BOARD ADVISOR & HUMAN RESOURCES CONSULTANT

Highly accomplished senior HR executive and board advisor with comprehensive experience across manufacturing, utilities, and financial services industries. Strategic thinker, adept at understanding the business, aligning HR systems to support it, and implementing practical solutions within complex organizations. High energy, results oriented leader, coach, and team player with high integrity, deep expertise and solid judgment, as well as excellent communication and organization skills.

### PROFESSIONAL EXPERIENCE

**Challenger, Gray & Christmas - Chicago, IL.**

2010 -

**Executive Advisor**

Providing transition coaching to C-Suite executives across the country.

**S A Lueger Advisors – Milwaukee, Wisconsin**

2010 –

**President**

Specializing in all aspects of HR and board relations in public and private companies, as well as executive coaching, to help maximize board, executive and company performance.

**NORTHWESTERN MUTUAL LIFE INSURANCE COMPANY – Milwaukee, Wisconsin**

1994-2010

**Vice President, Human Resources (CHRO)**

Responsible for overall HR strategy, talent management, leadership development, staffing, diversity & inclusion, compensation, benefits, organization development, training, employee and union relations, HR systems, payroll, and on-site primary care health clinics of a privately held life, disability and long term insurance, annuities, trust services, and broker-dealer Fortune 150 company, with \$21B in revenue, 5,000 employees and 7,500 financial representatives. Partnered with CEO and senior executives on leadership, HR and cultural issues. Worked closely on a regular basis with CEO and Chair of Board HR Committee and other Board Members on CEO succession and other issues.

- Developed HR strategy and organization to better align services and staff with business needs.
- Developed robust performance management system to enhance accountability, differentiation and pay for performance. Achieved best practice distribution of rewards (top 20% received twice the merit increase of average performers and significantly higher annual variable pay).
- Redesigned succession planning process and facilitated twice per year sessions with Management Committee to review top talent and development progress. Added rigorous assessment process to allow for better comparison and development planning.
- Designed CEO succession process with Chair of HR committee of the Board. Successfully retained all internal candidates and strengthened top team's working relationships through a program of executive coaching, individual development, and increased cross functional work, which directly impacted desire to maintain and improve collaboration.
- Created leadership development program with 360 degree feedback, individual development plans, coaching, training and on the job assignments to build bench strength.
- Designed health care strategy that reduced medical spending trend from 12% to less than 5% through "Get Informed, Get Active, Get Healthy" theme and accompanying changes in medical plans to consumer driven designs, employee incentives, wellness programs, pharmacy benefit carve-out and on-site primary care clinics. Extremely high employee participation in all wellness activities (80%) and in consumer driven health plan (36%).
- Redesigned retiree medical, disability leave and pension plans. Implemented Paid Time Off banks in place of vacation and sick leave. Redesigned and outsourced 401(k) plan to Vanguard. Resulted in over \$10M in savings, reduction in unscheduled time off and enhanced 401(k) options and tools.
- Designed first and subsequent annual and long term incentive plans for executives and investment professionals to ensure competitive practices and alignment to the business, including developing co-investment and carry plans for private equity and other investment professionals, trust company

compensation and mutual fund wholesaler compensation. Expanded annual variable pay plan to all employees. Instituted governance model and risk assessment of all plans.

- Significantly changed organization's approach to labor negotiations, reducing time to negotiate, increasing management rights, increasing communication to management employees during negotiations and reducing the threat of labor actions. Union membership dropped from 58% of the eligible population in 1994 to 33% in 2010.
- Significantly increased employee communication – Total Rewards statement, regular communications on health care costs, need for consumerism, value of working at Northwestern Mutual, etc. Post-communication surveys indicate that these were well received and employees understood the main message points.
- Provided executive sponsorship for successful on time, on budget PeopleSoft implementation in 1994 and new HRIS system, UltiPro, in 2009.
- As a result of the above efforts, the organization received numerous awards, including Great Places to Work Institute "100 Best Places To Work" - 2002, 2003; Milwaukee Journal Sentinel "Top 100 Best Places to Work" – 2010; Workplace Training Magazine "Training Top 125" – 2010; Glassdoor.com "The Best Place to Work" in the insurance industry, 11<sup>th</sup> overall - 2009; Computerworld "Best Places to Work in IT" – 2006, 2007, 2008, 2009; Wellness Council of America "America's Healthiest Companies" – 2009

**WISCONSIN ELECTRIC POWER COMPANY (WE Energies) – Milwaukee, Wisconsin 1985-1994**

**Vice President, Human Resources (CHRO) (1992-1994)**

**Assistant Vice President, Human Resources (1992)**

**Director, Human Resources (1991-1992)**

Responsible for compensation, benefits, payroll, employee and labor relations, employment, health and safety, security, organization development & training and workforce diversity in a Fortune 500 electric and gas utility.

- Worked with nine unions and 13 contracts. Established and led collaborative labor relations effort through joint study committee with unions and management.
- Key partner on re-engineering efforts, resulting in redesign of operations. Managed reduction in force of 20%. Related cost savings of \$44M.
- Achieved highest safety standings in the electric utility industry.
- Successfully led PeopleSoft implementation
- Introduced first long term incentive plan (stock options, performance shares).
- Trustee for 401K plans, pension plans, and nuclear decommissioning trust plan.
- Instituted skills based diversity training, affinity groups, targeted recruiting for diversity.

**Manager, Compensation and Benefits (1990-1991)**

Responsible for design, development and implementation of compensation and benefit policies, plans and programs.

- Developed benefit strategies for all labor contract negotiations.
- Designed and implemented flexible benefits plan. Cost savings of over \$2.2M.
- Overhauled employee communications on compensation and benefits.
- Implemented first annual and long term incentive plans.

**Project Specialist – Employment (1988-1990)**

**Senior Specialist – Employment (1985-1988)**

Responsible for performance management system and succession planning process.

- Refined and enhanced performance management system. Reduced time spent by managers, directors, etc. by 20%.
- Assessed managerial and leadership candidates and made recommendations to senior management.
- Developed formal succession planning process, facilitated senior leadership discussion of candidates, prepared materials for board.
- Made site visits to coal fired, nuclear and hydro power plants, substations, system control center, transmission facilities, gas and electric district crews to better understand their work, their working conditions and what leadership capabilities were needed.

**INRYCO, Inc. – Milwaukee, Wisconsin** **1983-1985**  
(Inland, Ryerson Construction Company, former subsidiary of Inland Steel Corporation)  
**Manager, Organization Development**  
Responsible for succession planning and all management training, including sales training.

**STATE OF KANSAS – Topeka, Kansas** **1977-1981**  
**Various positions of increasing responsibility**

- Supervised staff of five persons.
- Designed and conducted program evaluations for state funded social services programs.
- Staffed a 26 member task force on problems of children and youth in the state, composed of citizens and legislators. Involved researching topic areas for the members as well as organizing and writing the final report.
- Tracked criminal justice legislation in state House and state Senate committees and reported bill status to Governor. Made recommendations to Governor on legislation. Policy analysis of legislation, budgets and agency plans for the Governor's office in the area of public safety. Wrote public safety section of the Governor's 1978 Legislative Message.

#### **CORPORATE BOARD EXPERIENCE**

**Pieper Electric Power – Milwaukee, WI.** **1997 - 2002**  
Advisory Board Member for a privately held multi-state commercial and residential electrical contractor.  
Advised CEO on utility relations and HR issues, as well as conversion from ESOP to S corporation.

**Northwestern Mutual – Milwaukee, WI.** **1994 – 2010**  
Key liaison to Human Resources, Nominating and Corporate Governance Committee of the Board of Trustees.  
Worked with all major compensation and benefits consulting firms to formulate recommendations.  
Evaluated and recommended Board compensation annually.

#### **NON-PROFIT BOARD EXPERIENCE**

Board Member, Cardinal Stritch University (2011 - ); Member, Trustees Committee; Member, Compensation Committee

Board Member, Opera Omaha (2012 – 2013); Advisory Board Member, Opera Omaha (2011); Member, Nominating and Governance Committee; Member, Long Range Planning Committee,

Board Member, Ten Chimneys Foundation (2006 – present) (Alfred Lunt and Lynn Fontanne estate and theater conference center); Member, Development and Nominating Committees

Board Member and President, Milwaukee Repertory Theater (1998 – 2006); Member Personnel Committee; Co-chair Board Development Committee; Executive Committee

Board Member and Chair, Milwaukee Urban League (1995-2000) and chair of Personnel Committee, First Vice Chair, and Executive Committee member

Board Member, United Community Center (1995-2003) (Hispanic social service agency and school), Co-Chair, Personnel Committee

Committee member, Shorewood Civil Service Commission (1986 – 1992)

#### **EDUCATION**

Ph.D., Applied Social Psychology, Minor: Industrial Relations, Loyola University of Chicago  
M.A., Applied Social Psychology, Loyola University of Chicago  
B.S., Major, Psychology, Minor: Personnel, Western Illinois University, Macomb, IL.

#### **EXECUTIVE EDUCATION**

University of Wisconsin – Madison, School of Business, "Director's Summit", 2010  
University of Southern California, Center for Effective Organizations: Strategic Partnership with Impact: Strategy Analysis for Organization and Human Resources, 2010  
University of Michigan, School of Business Administration, "Negotiating and Administering the Labor Contract".

The Washington Campus, "Public Policy Institute", sponsored by the Edison Electric Institute  
Harvard Business School, "Strategic Human Resource Management"  
University of Chicago, "Financial Analysis for Non-Financial Managers".  
Marquette University, "Financial Accounting".

#### **PROFESSIONAL MEMBERSHIPS**

Fellow of the National Academy of Human Resources  
Past Member and Director of the Human Resource Policy Association; Chair, Employment Rights Committee  
Past Member of the Personnel Roundtable; Executive Committee Member  
Past Member of the Conference Board Senior Human Resources Advisory Council; past Chair