

Jim Broadhead

Since joining FPL Group in 1989, James L. Broadhead, chairman and CEO of FPL Group, Inc., has focused the company's efforts on strengthening its core business, Florida Power and Light, while expanding its energy-related operations outside of Florida through FPL Energy. At the same time, FPL has emerged as an innovator in worksite health promotion. FPL's Proactive Injury Prevention Program was highlighted as an example of creative new approaches to worksite health promotion in "Creative New Twists to Programming" in the Spring/Summer 2000 issue of *Worksite Health*. Today



FPL provides power to nearly 8 million people in Florida and is one of the nation's largest electric utilities. FPL Energy has grown rapidly to become a leading independent power producer and currently has power plants in operation or under construction or development in fifteen states. With Jim Broadhead (center) are Larry Kelleher, senior vice president of human resources and corporate services (left), and Andrew Scibelli, manager of FPL-Well Program for Florida Power and Light Co.



JIM BROADHEAD: THE POWER OF HEALTH PROMOTION

The FPL-Well Program, the employee wellness program at Florida Power and Light Co., celebrated its ten-year anniversary in January. The program owes its start to Jim Broadhead, CEO of FPL Group, who directed the human resource department to start a wellness program shortly after he became CEO in 1989.

FPL, one of the largest investor-owned utilities in the country, is positioned for change. Its parent company, FPL Group, and Energy Corp. have announced an agreement to combine in a merger of equals, creating the largest power company in the nation. The new company will be the largest U.S. electric utility serving more than 6.3 million customers and the largest power producer with a generating capacity of more than 48,000 megawatts. Based on closing stock prices of both companies on July 28, 2000, the combined company will have a total enterprise value of more than \$27 billion. Senior Co-Editor George Pfeiffer, M.S.E., FAWHP, talks with Broadhead about FPL-Well.

George Pfeiffer: You have been a key supporter of the FPL-Well Program. What is the business rationale for this program and how does it contribute to FPL's competitive advantage?

Jim Broadhead: Any company that wants to attract and retain talented employees has to treat them well. The FPL-Well Program was designed for employees to help them maintain and improve their health, and, as a result, their quality of life. These programs build resiliency and healthy habits, and, in the long run, will help the company because employees will spend less time being sick. We have high expectations of our employees. We work hard and we all need to remember to take care of ourselves. This program helps employees develop

and practice self-management skills that have proven benefits.

Pfeiffer: As a decision-maker, what factors convince you that employee-support services such as health promotion are not just a nice thing to do, but should be viewed as a core benefit?

Broadhead: Study after study has shown that employees view their medical plan as one of the most important benefits that a company can offer. But most medical plans just help pay the bills when you or a family member is sick. At FPL we had one of the first medical plans in our area to cover preventive care, and we took that concept a step further with our comprehensive employee wellness program. Because, if the medical plan is so important to

employees, we want it to include the resources employees need to be proactive about their health.

Pfeiffer: Within many organizations, HR-related functions such as employee benefits, health promotion, employee assistance, and health and safety operate in separate silos with little collaboration. Your organization, on the other hand, seems to have a strong cross-functional approach to HR management. Has this cross functionality evolved or is it part of FPL's overall operational philosophy?

Broadhead: Both, really. Looking for integrated solutions is part of our operational philosophy and it continues to evolve as a dynamic process. Outstanding customer



service demands that our HR functions stay in close contact with their customers—our employees. This requires the flexibility to change strategies and solutions as customer needs change, and the only way to do that is through a cross-functional approach.

The FPL-Well Program has been quick to respond to changes in employee needs by staying closely aligned with business-unit plans, offering stress-management programs to our customer-care centers, ergonomic assessments to our office workers, and safety task analysis to our field employees.

We can't expect employees to navigate an HR maze to find the services offered by the company. The HR department has worked hard to build an organization that makes the best use of Web technology to let employees know about their services and backs this up with a one-stop toll-free helpline where HR representatives answer direct questions from employees. That way we can serve our office and field workers and their families.

Pfeiffer: Many companies are dealing with an aging workforce that represents a wealth of experience and expertise but also comes with its own unique needs and challenges. Has FPL addressed the needs of a maturing workforce in regard to health care and other related issues?

Broadhead: HR has positioned itself as a strategic business partner to our business units, so that the specific needs for each of our business units can be addressed with specific solutions. It's true that some of our business units, such as power generation and power systems, have a greater proportion of longer-service employees. But other business units, such as marketing, customer service, and meter reading, are staffed with a higher number of younger workers. By looking at the demographics of the business unit, as well as listening to what employees tell us through the FPL-Well employee

surveys, we are able to offer programs that our employees will use.

Pfeiffer: What are some of the HR challenges you envision over the next decade, and how is your organization addressing them?

Broadhead: Without a doubt the biggest single HR challenge over the next decade will be selecting the right individuals and then conditioning them to deal with changes in the work environment. Simply put, we're going to have to select the best talent through creative recruiting, then retain the best talent through the right mix of compensation, training, and challenging work.

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But there's more to it. The utility industry is recreating itself, and the surviving companies will be the ones who can thrive in an ever-changing culture.

Employees need to be fast and flexible without sacrificing high-quality standards. This means we must foster an environment in which everyone is open to different approaches and diverse points of view. An underlying respect for the individual is basic to encouraging innovative work practices and helping each person work at his or her most productive and satisfying level.

This underlying respect for the individual is also basic to our safety program. Instead of simply responding

to accidents, FPL is working to build a total safety culture that sensitizes employees to the potential for accidents and educates them to react proactively to correct a hazardous situation. This approach only works when employees are looking out for each other as well as for themselves.

Pfeiffer: Many organizations promote the concept that their employees are their greatest asset, yet fall short in providing an environment that supports personal and professional growth. How does FPL deal with human-capital issues?

Broadhead: We like to say that at FPL, employees aren't a company asset, they are the company. Our past and future successes depend on our employees. FPL has never been satisfied with the status quo; we strive for excellence and thrive on the diverse backgrounds, viewpoints, and skills that our people bring to their jobs. It's only fair that excellence is rewarded in kind.

The FPL work environment reinforces personal excellence through on-site fitness centers (not just at the corporate offices, but at more than twenty of our other smaller offices), cafeterias with heart-healthy selections, smoke-free offices, an employee health center, onsite health screenings, and many more wellness programs. Most programs are either free or at minimal cost to the employees and employees are often given work time to participate.

For personal and professional growth, we offer more than fifty classroom courses, more than 120 online courses, more than 1,000 titles in our media library, and financial assistance to employees to help them work toward work-related undergraduate and graduate college degrees.

Pfeiffer: Today, we hear a lot from working people about the need for work/life balance. Part of this can be attributed to the proliferation of technology that keeps many people connected to their

jobs at all times. Do you believe that the evolving nature of work dictates the need for organizations to be more sensitive to these issues? If so, what is FPL doing in this area?

Broadhead: A healthy balance between work and a personal life is essential for high-performing individuals, but the balance is different for different people. At FPL, performance expectations are high; our employees work very hard, and our organization tries to provide services and programs that help employees make the best use of their work time.

Many of our employees are able to work flexible schedules. Some of our business units, such as customer service, have arranged for employees to job share and telecommute. We have made arrangements with local agencies for child-care discounts and an elder-care referral system. And we offer an employee-assistance program with free confidential counseling to employees and family members who need to work through personal issues. We view it as part of providing a supportive environment.

Pfeiffer: What do you do personally to manage your own health?

Broadhead: I exercise every day. I watch what I eat, keeping my diet largely vegetarian and low fat. And, maybe most importantly, I maintain a positive outlook.

Pfeiffer: Do you have any closing recommendations for other companies?

Broadhead: Our wellness program has made a difference in employees' lives. I know it has changed some lives and it may have saved a few lives. If there is a company out there trying to decide whether it makes sense in a corporate environment, I would say that it has worked for us. It has helped employees and added value to the organization. Employees tell us it's one of the best benefits we offer.



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