

## Application Form

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### Profile

Paul

First Name

R

Middle Initial

Hafner

Last Name

Preferred Name

Email Address

Home Address

Suite or Apt

Austin

City

TX

State

Postal Code

Residency and District Information

**Are you a City of Austin Resident? \***

☒ Yes

**Are you, or your employer, a registered lobbyist with the City or have you, or your employer, been registered as a lobbyist with the City Clerk within the past three years?**

No

Mobile: (512) 527-4572

Primary Phone

Home: (512) 394-5871

Alternate Phone

Cell Phone

Home Phone

Business Phone

**Select Your District**

☒ District 5

Retired

Employer

Job Title

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### Interests & Experiences

Please tell us about yourself and why you want to serve on a board or commission

## Why are you interested in serving on a board or commission?

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My 30+ years in Human Resources and specific experience of conducting employee investigations, preparing investigation reports, representing the department at various hearings and close liaison with legal staff and other HR Executives have spiked my interest in the resolution process for employee issues.

[Hafner Resume 2019.doc](#)

Upload a Resume

## Resume

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## Qualifications

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## Demographics

Some boards and commissions require membership to be racially, politically or geographically proportionate to the general public. The following information helps track our recruitment and diversity efforts.

### Ethnicity

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☒ Caucasian/Non-Hispanic

### Gender

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☒ Male

### Sexual Orientation

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☒ Straight/Heterosexual

  
Date of Birth

### Disability or Impairment Information

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#### Do you have an auditory/hearing disability or impairment?

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☒ No

#### Do you have a visual disability or impairment?

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☒ No

#### Do you have a mobility disability or impairment?

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☒ No

Do you have a cognitive disability or impairment?

☒ No

Do you have another disability or impairment you'd like to share?

None

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## Board Requirements

Which Boards would you like to apply for?

Municipal Civil Service Commission: Submitted


Some boards have additional requirements for appointees. Additional requirements will appear below as they apply to each board.

Question applies to Municipal Civil Service Commission

**Please select the requirements you have met (Municipal Civil Service Commission): \***

- ☒ Experience or knowledge in labor/employment law.
- ☒ Experience or knowledge of the administration of human resources or labor relations
- ☒ Qualified voter of the City

**Paul Hafner**  
**12303 Toluca Drive**  
**Austin, TX 78748**  
**(512)527-4572**



May 14, 2019

Deena Estrada  
City of Austin  
301 W. Second Street  
Austin, TX 78701

**RE: Municipal Civil Service Commission Volunteer**

Dear Ms. Estrada:

I read with interest the notice regarding the Municipal Civil Service Commission volunteer positions that are currently open.

Attached you will find my resume detailing my experience which includes 30+ years in various Human Resources positions. My last assignment was as a Business Process Consultant in the Austin-Travis County Emergency Medical Services (ATCEMS) Human Resources Department. After ten (10) years working for Austin-Travis County EMS, I retired in September 2016.

As you will see by reviewing my attached resume, while working in ATCEMS Human Resources, I was involved in the transition of EMS to a Civil Service organization. My duties included training, investigations, grievances and other related Human Resources functions.

Prior to working for the City of Austin, I held various Human Resource leadership positions and was involved in the development and implementation of performance management programs and conducted numerous investigations which resulted in disciplinary actions up to and including termination. In the event of legal challenges to employee separations, my role included working closely with outside or internal counsel to respond to these challenges or lawsuits. In addition, I was intimately involved in investigations, response to and resolution of claims filed by employees involving Department of Labor, EEOC, Workers Compensation and California Department of Fair Employment and Housing

Thank you for taking the time to review my resume. I look forward to hearing from you.

Sincerely,

***Paul Hafner***

Paul Hafner


Attachment: Resume

**Human Resources Professional** with 30+ years reshaping and revitalizing organizations by designing and managing programs that strengthen recruitment, retention, workforce development, and operational efficiency.

### INDUSTRY ALIGNMENT

INDUSTRY	EXAMPLES	CUSTOMERS
<b>Professional Services</b>	All Counties Courier	Chicago Title, Fidelity Title, First American
<b>Healthcare</b>	Toshiba America Medical Systems, EMS	Tenet, St. Joseph's Healthcare, Travis County
<b>Civil Engineering</b>	Willdan Associates	State of CA, Orange County Transit District
<b>Industrial Products</b>	Rosemount Analytical (Emerson), Printronix, Structural Composites Industries	Ford, General Motors, Dupont, Microsoft, DOD, Avery Dennison, Volvo, DOT, Boeing, FAA

### HUMAN RESOURCES ARSONAL

	Skill Set	Subset	Subset	Develop Team
<b>Employee Relations</b>	Union Avoidance Performance Management Terminations Policy and Procedures Retention Programs	Positive Employee Relations Progressive Discipline Documentation Severance Pay Employee Handbooks Succession Planning	Supervisor Do's and Don'ts Performance Reviews Release Agreements Standard Operating Procedures Internal Promotions	
<b>Benefits &amp; Compensation</b>	Benefit Plan Design Vendor Selection Open Enrollment Retiree Medical Section 125 Disability Plans Optional Life Insurance 401(k) Plan Compensation Programs Job Development Pay For Performance Bonus Plans Wage Surveys Sales Incentive Plans	HMO, PPO, POS RFPs, Bids & Cost analysis Milestones Development FASB Compliance, Cost Sharing Pre-Tax Premiums (Annual Plans) Coordination with State Disability Eligibility of Dependents Company Match Components: Base Wages & Bonus Job Description, Wage/Range Survey MBOs, Merit Increase Matrix Eligibility, Terms & Conditions Benchmark Jobs, Pay/Range Surveys Total Compensation	Modify Deductibles/ Premiums Final Selection Process Employee Meetings Medicare Coordination Significant Events Eligibility for Coverage Evidence of Insurability Vesting of Company Match, Lead or Shift Differential Position to Market Correlation with Performance Measurement/Documentation Analysis & Implementation Base/Commissions, Draws	
<b>Training &amp; OD</b>	Leadership Training Sexual Harassment Cultural Diversity Interviewing 360 Profile	Zenger Miller, DDI, AchieveGlobal Awareness & Establishing Culture Cultural & Racial Differences Behavioral Interviewing Developmental Tool	Custom Programs Intervention & Prevention Diversity as a Strength "Past behaviors will continue" Peer/Boss/Client feedback	
<b>Recruiting &amp; Staffing</b>	Technical & Professional Expansion/Downsizing Diversity Programs Employment Agencies Alternative Recruiting Internet Recruiting	IT, Engineering, Operations, Sales Rapid Growth Recruiting, Layoffs Minority Agencies Negotiating Terms & Conditions Active/Passive Sourcing Monster, CareerBuilder, Craigslist	Accounting, HR, Leadership WARN Notifications Outreach Recruiting Temp & Direct Hire Employee Referral Resume mining	<b>Develop Individual</b> <i>"50% of work life satisfaction is determined by the relationship a worker has with his/her immediate boss"</i> Sharon Jordan-Evans, author <b>"Love'Em or Lose 'Em"</b>

### EDUCATION & TRAINING

**B.A. Psychology**, California State University, Fullerton

#### TRAINING & SEMINARS

- Train-The-Trainer: Zenger Miller *Supervision*; DDI *Interaction Management*; Achieve Global *Frontline Leadership*
- Facilitator Certification: Personnel Dimension Inc *360 Profiler*
- Numerous Health & Safety Seminars: *Developing an Injury Illness Program*; *Hazardous Waste Spill Containment Team Development*; *Material Safety Data Sheet Fundamental Requirements*; *Ergonomic Workplace Audit*; *OSHA Reporting*
- Various Quality Seminars: *Statistical Process Control*; *Developing Quality Work Teams*, *Just-In-Time Manufacturing*

#### PROFESSIONAL MEMBERSHIPS

**PIHRA** (Professionals in HR Assoc) since 1982  
**SHRM** (Society for HR Management) since 1996  
**World-At-Work** (American Compensation Assoc) since 2000  
**OCCABA** (Orange County Compensation & Benefits Assoc) since 2001

**NHRA** (National HR Assoc) since 2003  
**AHRMA** (Austin HR Management Assoc) since 2006  
**WCHRM** (Williamson County HR Management Assoc) since 2006  
**TRA** (Texas Recruiters Association) since 2006

**MANUFACTURING****BUSINESS & OPERATIONS**

- |                                   |                               |                               |
|-----------------------------------|-------------------------------|-------------------------------|
| ❖ Material Planning and Control   | ❖ Just-In-Time                | ❖ Quality Testing and Audit   |
| ❖ Design for Manufacturability    | ❖ Electro-Mechanical Assembly | ❖ Statistical Process Control |
| ❖ Manpower Forecasting/Scheduling | ❖ Quality Inspection          | ❖ ISO 9001 Certification      |

**SALES**

- |                            |                             |                              |
|----------------------------|-----------------------------|------------------------------|
| ❖ Total Compensation       | ❖ Mid-Year Sales Reforecast | ❖ Commissions Payout Options |
| ❖ Draws Against Commission | ❖ Regional Sales Targets    | ❖ National Accounts          |
| ❖ Sales Target Development | ❖ Territory Development     | ❖ New Business Development   |

**MEDICAL**

- |                              |                       |                           |
|------------------------------|-----------------------|---------------------------|
| ❖ X-Ray                      | ❖ Ultrasound          | ❖ Applications Specialist |
| ❖ Magnetic Resonance Imaging | ❖ PACS                | ❖ Radiology Techs         |
| ❖ Nuclear Medicine           | ❖ Computed Tomography |                           |

**SOFTWARE TOOLBOX**

ADOBE ACROBAT  
GO-TO-MY PC  
MS EXCEL  
ADP HR

MS OUTLOOK  
MS WORD  
MS POWERPOINT  
WINDOWS 10

**PERSONAL STRENGTHS**

- ⇒ Builds good relationships
- ⇒ Works for a leader and a cause
- ⇒ Willing to confront difficult situations
- ⇒ An empathic listener
- ⇒ Strong believer and supporter of consensus leadership
- ⇒ Integrity and Character count!

**PROFESSIONAL EXPERIENCE**

**City of Austin Emergency Medical Systems Division** – Austin, TX

2006 - 2016

**BUSINESS PROCESS CONSULTANT, HUMAN RESOURCES** – Provided guidance and leadership to HR Generalist in Safety related areas – Worker's Compensation, Return-To-Work program, Injury/Illness Tracking, and Medical Leave (FMLA). Provided Training in following specific areas: Ethics, Sexual Harassment Prevention, Workers' Compensation. Supported Field-based employee population in public Emergency Medical Services (EMS) organization of 600+ employees engaged in providing emergency rescue and transport in a urban/rural area with 1 Million plus population. Assisted HR Manager and EMS Director during transition to Civil Service

**MANAGER, HUMAN RESOURCES** – Hired to lead and develop HR Team in public Emergency Medical Services (EMS) organization of 470 employees engaged in providing emergency rescue and transport in a urban/rural area with 1 Million plus population. Accomplishments included:

- **Revamping and reshaping Recruiting Team** – Refocused Recruiting team to provide total sourcing, screening and hiring of all EMS personnel.
- **Performance Management** – Improved performance review and disciplinary action programs which resulted in improved productivity by ensuring consistent application of all City of Austin and EMS HR policies, reducing need for filing of Grievances by employees. Analyzed skills and competencies of current HR Team, promoted 2 team members, hired new Recruiting Manager and replaced two Recruiters.

**All Counties Courier, Inc.** - Irvine, CA

2002 - 2006

**VICE PRESIDENT, HUMAN RESOURCES** - Brought in as Sr. HR Leader of a 600-employee private courier company to review and upgrade critical HR Processes/procedures in following areas:

- **Interviewing/Hiring** – Implemented behavioral interviewing and developed more critical screening techniques and reduced short-term turnover by approximately 15%.
- **Performance Management** – Improved performance review and disciplinary action programs which resulted in improved productivity by rewarding performers and facilitating consistent discipline/termination of poor performers. Analyzed skills and competencies of current HR Team, replaced 2 Managers, and established development plans for other HR members.
- **Safety Compliance** – Managed an improved safety training program that reduced worker's compensation insurance costs by approximately \$200K.

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**PROFESSIONAL EXPERIENCE (continued)**

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**Toshiba America Medical Systems - Tustin, CA**

1996 – 2002

**HUMAN RESOURCES MANAGER** – Hired to provide HR leadership to national field sales and corporate marketing organizations in a 1,000-employee national medical device sales and service company. Primary accomplishments included:

- **Interviewing/Hiring** – Faced with a daunting turnover amount close to 50% in the field sales force, it was plainly evident that we were not hiring the right people. I developed a profile of the top Toshiba Account Executive and after implementing this throughout our hiring process for all sales staff; turnover was reduced within a 2-year period to less than 5%. This equaled a savings of approximately \$400K.
- **Performance Management** – Worked with company attorney and top sales executive to upgrade a performance management program that standardized approaches to measuring and monitoring employee performance, which resulted in improved related operating efficiency and a reduction in costly litigation. Savings varied depending upon individual employee performance; however, by requiring consistent application of performance measurement and documentation prior to terminating an employee, annual savings in legal fees exceeded \$100K.
- **Compensation Management** - Worked closely with Compensation Manager and VP-Sales to improve sales incentive programs that enhanced the company's ability to attract, hire, and retain top-notch talent. By revising commission payout tiers, top performers were more effectively rewarded and remained with the Company longer, which improved sales revenue in some years as much as \$30M.

**Willdan Associates - Anaheim, CA**

1994 - 1996

**DIRECTOR, HUMAN RESOURCES** – Hired to upgrade HR leadership and enhance programs, policies and procedures for a 400-employee multi-state civil engineering company. Primary accomplishments included:

- **Benefit Management** - Completely redesigned company's benefit offerings from a self-funded program to provide a third party medical and dental offering using *Prudential* as a new primary provider, and saved over \$500,000 annually. Also introduced first Company-match for current 401(k) program and facilitated audit of program.
- **Performance Management** - Developed an improved severance package program for long-term employees, established standard policies and procedures governing hiring, discipline, performance review and termination. Reduced custom severance packages and reduced potential litigation as well as improving company cash flow.

**Rosemount Analytical – La Habra, CA**

1990 – 1994

**DIRECTOR, HUMAN RESOURCES** – Hired to enhance HR programs, policies and procedures, as well as continue transition of this 200-employee process instrument manufacturing company, from previous owners (Beckman Instruments). Primary accomplishments included:

- **Benefit Management** - Revised retiree medical benefit to ensure compliance with FASB guidelines and saved over \$650,000 annually.
- **Change Management** - Co-facilitated successful effort for ISO 9001 certification, which provided additional revenue channels for international business exceeding \$5M in one year.
- **Transitional Leadership** – Developed Rosemount Analytical Employee Handbook, Policies and Procedures to replace prior Beckman protocols and brand identification. Introduced Emerson Stock-based matching 401(k) Program
- **Safety Compliance** – Developed an IIPP (Injury Illness Prevention Program) and more aggressive safety inspection and monitoring programs, resulting in \$30,000 per year savings based on lowering our X-Mod rating.

**Structural Composites Industries - Pomona, CA**

1989 - 1990

**MANAGER, HUMAN RESOURCES** – Hired to set-up and enhance HR programs, policies and procedures for a 200-employee lightweight pressurized cylinder manufacturing company. Primary accomplishments included:

- **Labor/Employee Relations Management** – When faced with a union-organizing attempt within the first 60 days of coming on board as top HR leader, led a complete Union Avoidance program, including employee and management meetings to educate both employees and management regarding union allegations. Although an election was held, a significant accomplishment was winning the election and prevailing against the union's filing of 7 unfair labor charges.
- **EEO Audit Leadership** – Successfully passed OFCCP audit, and avoided extensive time and money to settle on a Letter of Agreement proposed by the government.
- **Compensation Leadership** – Revised all hourly wage structures to more effectively recognize top performers, versus current system of automatic pay increases based on tenure.

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PROFESSIONAL EXPERIENCE (continued)

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Printronic - Irvine, CA

1981 - 1989

**MANAGER, EMPLOYEE RELATIONS** – Hired to provide employee relations support to manufacturing division of 1,000-employee computer peripheral company. Primary accomplishments included:

- **Leadership Training** - Conducted 26-week supervisory training programs for all members of the leadership team throughout the Company in basics of management such as: interviewing, setting job standards, delegating, conducting performance appraisals, effective listening, improving employee performance, dealing with emotional behavior in discussions, averting discrimination, and disciplinary action and termination. Also developed customized training programs involving more than 100 supervisors over a 3 to 4-year period covering areas such as cultural diversity, substance abuse, and sexual harassment. The savings from educating managers in the techniques of identification, intervention and prevention of unlawful behavior (discrimination, sexual harassment, drug use) within their own departments saved the Company potentially thousands of dollars in legal costs to defend such cases
- **Employee Relations** - Developed employee recognition program for long-term service employees that significantly improved productivity, based on significance provided for service awards.
- **Safety Compliance** - Developed more aggressive safety inspection and monitoring programs, resulting in a one-year savings of \$24,000 based on lowering our X-Mod rating.