

Curriculum Vitae

HOWARD SAYER, PH.D.

University of Texas at Austin • School of Urban and Public Affairs

1 University Station • Austin, TX 78712

Home: 512-595-2867 • Cell: 512-812-5749

Email: utaustin@hotmail.com

PROFESSIONAL PROFILE

- Accomplished management career reflects 17 years' experience in operational leadership, human resources management, resource utilization, and organizational development in highly decentralized organizations.
- Innovative training and development professional with extensive experience in the design, delivery, evaluation, and enhancement of effective instructional programs and management assessment models.
- Highly articulate and effective communicator with excellent team-building and interpersonal skills; work well with individuals at all levels. Recognized as resource person, problem solver and creative leader.
- Impressive record of streamlining operations, developing and implementing organizational solutions, and applying overall human resources expertise to impact accomplishment of strategic goals.

EDUCATION

- **Ph.D. in Urban and Public Administration**, University of Texas at Austin, School of Urban and Public Affairs, Austin, TX, anticipated May 2008. DISSERTATION: *Public Management Reform in Developing Countries: An Empirical Investigation of the Operational and Financial Efficiency of Private Versus Public Airports in Latin America and the Caribbean*
- **Master of Business Administration**, University of Texas at Austin, Austin, TX, 2001.
- **Master of Science in Human Resources Management**, University of Texas at Austin, Austin, TX, 1990. SPECIALIZATION: *Employee and Labor Relations*
- **Bachelor of Science in Aviation Management**, Florida Aeronautical University, 1989. SPECIALIZATION: *Airline and Airport Management*

ACADEMIC HONORS AND AWARDS

- University Scholar, University of Texas at Austin, 2006 - 2007
- University Scholar, University of Texas at Austin, 2005 - 2006

ACADEMIC/TEACHING EXPERIENCE

Graduate Teaching Assistant, University of Texas at Austin, School of Urban and Public Affairs, Austin, TX, 2007 to Present

- Teach Introduction to Urban Life to classes of 15 to 25 undergraduate students.

Guest Lecturer, University of Texas at Austin, School of Urban and Public Affairs, Austin, TX, 2005 to Present

- Teach Public Personnel Management & Labor Relations, Introduction to Public Administration, Theories of Urban Society, Comparative Administration and Policy, and Public Administration Theory to classes of 10 to 15 graduate and doctoral students.

Graduate Research Assistant, University of Texas at Austin, School of Urban and Public Affairs, Austin, TX, 2005 to 2007

- Performed research and academic work advancing the understanding of public management reform in developing countries, human resources capacity building, aviation infrastructure development management, and economic development in Latin America and Caribbean countries.
- Participated in the instruction, advising and evaluation of graduate students.

COURSES TAUGHT

Graduate

- Theories of Urban Society
- Development Administration in Developing Countries
- Public Personnel Management & Labor Relations
- Organizational Behavior: Understanding Human Behavior in Organizations

Doctoral

- Theory of Political Control of the Bureaucracy
- Theories of Public Management
- Introduction to Public Administration
- Public Administration Theory

TEACHING INTERESTS

- Human Resources Management and Labor Relations in the Public Sector
- Introduction to Public Administration
- Introduction to Public Management
- Comparative Administration & Policy
- Organizational Behavior

RESEARCH INTERESTS

- Research interests are directed primarily toward pedagogical research in a variety of interrelated areas:
 - Aviation infrastructure and human resources development management in developing small nations.
 - Transition of airports and other agencies from government to private enterprises.
- Other areas of interest include:
 - Economic development in Latin American and Caribbean countries.
 - Human resources capacity building in developing countries.

PROFESSIONAL SERVICE

- Interviewer, School of Urban and Public Affairs, evaluating prospective assistant professors, 2005 to 2007
- Discussant, International Symposium, “Issues in Transformational Governance: Legal & Public Service Reform. Infrastructure and Development, Environment and Gender,” University of Texas at Arlington, December, 2005

PUBLICATIONS

Papers and Presentations

- Dr. Alejandro Rodriguez and Sayer, Howard “Cultural Differences: A Cross-Cultural Study of Urban Planners from Japan, Mexico, United States, Serbia-Montenegro, Russia, and South Korea,” *under review by the Journal of American Planning Association.*

- Dr. Alejandro Rodriguez and Sayer, Howard “Urban Governance Reform Index: An Alignment of Contemporary Reform and Public Choice Propositions,” *under review by the State and Local Government Review*.
- Sayer, Howard “Blogger Nation: The New Civic Engagement,” *manuscript in progress*.
- Sayer, Howard “Economic Development Effects of Airports in Small Island Nations of Latin America and the Caribbean,” *manuscript in progress*.
- Sayer, Howard “Airport Privatization: The Road to Sustainability in a Tourism Economy,” *manuscript in progress*.

HIGHLIGHTS OF PROFESSIONAL EXPERIENCE

Global Flight Services, Inc., Austin, TX, 1997 to 2004

Director of Human Resources, Global Workforce Culture and Strategic Initiatives, Austin, TX, 2003 to 2004

- Oversaw the effective delivery of Global Workforce Culture and Strategic Initiatives for Global Flight Services producing annual revenue of \$650 million. Controlled \$1.7 million budget focused around organizational effectiveness, staff development and personnel administration of 7,000 employees in the US, Canada and Europe.
- Partnered with senior management to establish and communicate corporate mission statement and global philosophy. Created global diversity strategy that allocated talent based on national and cultural perspectives. Incorporated global thinking into HR policies and procedures to enhance employee effectiveness.
- Developed strategies and framework for organizational change in corporate culture to market HR programs in employee recruitment, development, and retention to internal employees of Worldwide Flight Services.
- Created and delivered “World of Opportunity at Worldwide” (WOW) leadership and management training program for 700 mid-level employees as well as senior management. Program increased retention of line management from 9% to 15%, and reduced voluntary turnover of ramp service clerks from 18% to 11.5%.
- Implemented management assessment tool that improved employee communications, and ensured that managers and employees worked together to achieve business goals across 62 national and international airports.

Regional Human Resources Manager, Austin, TX, 2001 to 2003

- Directed a staff of 15 HR professionals that provided the full spectrum of human resources services to 3,500 employees in 17 locations across Southeast region. Managed all legal and compliance issues (FLSA, EEO, ADA, and HIPPA); and performed executive-level consulting in HR strategy development, employee/labor relations, and P&L budgeting and planning management.
- Developed and instituted organizational succession-planning program that reduced employee turnover and saved company \$500,000 in annual human capital costs.
- Counseled Regional Vice President, General Managers, and HR staff on the interpretation and application of union agreements for Transport Workers Union of America (TWU), Service Employers International Union (SEIU) and Canadian Auto Workers (CAW).
- Represented HR Services during an SAP HR 4.6c design and implementation project. As project manager, identified and advocated for the unique needs of HR Services function. During implementation, served as trainer to department’s staff.

Human Resources Manager, Special Projects, Austin, TX, 2000 to 2001

- Introduced HR due diligence protocol for mergers and acquisitions; trained senior executives on organizational culture of acquired companies, facilitating seamless integration within parent company of 10,000 employees.
- Conducted situational assessments of HR litigations and labor relations for newly acquired companies, saving Worldwide Flight Services \$3 million in labor costs.
- Instrumental in guiding HR transition team charged with designing and restructuring staffing and airport operations for \$3 million contract with Hong Kong International Airport Authority; reduced labor costs by 25%.

Human Resources Manager, Airport Field Services, Austin, TX, 1999 to 2000

- Managed a staff of 200 employees and controlled a \$3.3 million annual Human Resources budget. Oversaw issues involving EEO, ADA, AAP, and FLSA to ensure compliance with regulations and minimize legal liability.
- Initiated profit and loss cost control procedures, saving company \$226,000 in employee overtime and Worker's Compensation claims.

Human Resources Manager, Airport Field Services, Orlando, FL, 1997 to 1999

- Directed the effective delivery of human resources management, including employee relations, recruitment, organizational development, benefits and compensation, labor law, and HR information systems for division with 1,500 employees and an annual operating budget in excess of \$1.5 million.
- Instituted formal team building programs, improving workforce efficiency and effectiveness by 23%.
- Developed and implemented diversity training program — "Employee Civil Treatment," reducing EEOC and harassment complaints from 35 to 0 per month.

Manager of Real Property, Asset Management, Brotherhood of Churches, Inc., Seattle, WS, 1996 to 1997

- Provided strategic direction, administration, and management support services involving portfolio management/analysis, asset business strategies, capital budget allocation, building maintenance, occupancy administration, and property disposal for non-profit organization with real property assets of \$30+ million.
- Developed national capital investment strategies and promoted optimal investment decisions for real estate acquisition, construction, renovation, leasing, and disposition activities.
- Increased value of organization's portfolio of owned and leased assets by 11%.

General Manager, Orlando International Airport, Airport Services, Inc., Orlando, FL, 1990 to 1995

- Directed aircraft ground handling and passenger service station operations for minority business enterprise provider of aviation services with 80 employees and \$2.5 million in annual revenue.
- Supervised staff of three station managers and five assistant station managers responsible for the efficient and effective fulfillment of customers' contract requirements. Successfully increased profitability, improved customer service levels and decreased operational costs by 12%.
- Demonstrated exceptional track record for prospecting new business, while maintaining strong customer relationships with existing clients. Led high-level presentations and strategic negotiations with senior executives, increasing new business by 27%.

HIGHLIGHTS OF CONSULTING EXPERIENCE

Human Resources Consultant, Safety-Kleen, Austin, TX, 2007

- Directed research team conducting a study on "Voluntary Employee Turnover of Route Sales and Service Representatives" for this leading provider of cleaning, environmental and refining solutions employing 4,500 people throughout the US, Canada and Puerto Rico.

Director of Human Resources, Training and Development, Aviation Services, International Airport, Grand Cayman, 2004

- Established corporate training and development programs that aligned strategic leadership, staffing, training, and performance management processes to ensure highest competency levels and uniform performance standards.
- Led new hire orientations, assessments, curriculum design, lesson plan development, and training for 268 employees at Cayman International Airport.

Airport Operations Consultant, Pacific State Airline Services, San Diego International Airport, San Diego, CA, 1995 to 1996

- Established corporate training and development programs that aligned strategic leadership, staffing, training, and performance management processes to ensure highest competency levels and uniform performance standards.

PROFESSIONAL AFFILIATIONS

- American Society for Public Administration (ASPA)
- Conference of Minority Public Administrators (COMPA)
- Society for Human Resources Management (SHRM)

PROFESSIONAL DEVELOPMENT

- Certified Senior Professional in Human Resources (SPHR), Society for Human Resources Management, 2000
- American Society of Public Administration Annual Conference, Washington, D.C., March 2007