

Deborah L. Kerr, Ph.D.

Professor of the Practice (1999 – present)
George Bush School of Government and Public Service
Texas A&M University
1066 Allen Building TAMU 4220
College Station, TX 77843-4220

President
Affintus LLC
Austin, TX 78748

Employment

Sr. Vice President of Human and Organizational Development (2005 – 2007)
American Heart Association
1700 Rutherford
Austin, TX 78754

Director of Audit and Chief Strategy Officer
(1991 – 2005)
The Texas State Auditor's Office
1501 N. Congress Avenue
Austin, Texas 78701

Education

Doctor of Philosophy
The University of Texas at Austin, Austin, Texas
Dissertation: A Conceptual Model for Managing Human Service Organizations

Master of Arts
Columbia University, New York, New York

Bachelor of Arts
Saint Mary's College, Notre Dame, Indiana

Contact and Media

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Faculty Positions

Texas A&M University, George Bush School of Government and Public Service (graduate), Professor of the Practice, 1999 – present.

Texas State University, School of Business (undergraduate and graduate), Adjunct Faculty.

East Stroudsburg University, Center for Educational Opportunity and Department of Education (undergraduate), Assistant Professor.

Academic Courses Taught

Graduate courses: Public Policy Formation, Performance Management and Measurement, Advanced Public Management, and Capstone.

Written About Dr. Kerr and Her Work

Elbel, Mauri. 2013. “Look past resume to make better hiring decision.” *Austin American-Statesman*. JOBS: HIRE AUSTIN Marketplace, Section G, page 1 Sunday, October 27, 2013.

Kellog, Jane. 2013. “A Hire Power.” *Austin Woman Magazine* September: 94-96. (Recognizing my company as the winner of the Austin Woman’s 2012 Small Business Grant – follow up one year later.)

Lagunas, Kyle. 2011. “Four Ways to Avoid Bottlenecks in the Hiring Process.” December 9. Available at <http://blog.softwareadvice.com/articles/hr/four-ways-to-avoid-bottlenecks-in-the-hiring-process-1120911/>

Nair, Mohan. *Essentials of Balanced Scorecard*. Hoboken, NJ: John Wiley & Sons. 2004.

Niven, Paul R. *Balanced Scorecard: Step by Step*. New York: Wiley, 2002 (306-310).

Pike, Valerie E., MBA. *Balanced Scorecard Basics on Implementation*. Whitepaper published on Society for Human Resource Management Website, Management Practices /HR Measurement/Metrics/Audits. <http://my.shrm.org/whitepapers/default.asp?page=manage.htm>, 2002.

Barrett, Katherine and Greene, Richard. “The Texas Yardstick”, *Financial World*, May 11, 1993: 38.

Publications

- Kerr, Deborah L. 2014. The Secret to Growth in 2014? YOU! *Austin Chamber Magazine* Winter 2014: 22-23, 26. Available in the print edition and at <http://www.austinchamber.com/the-chamber/publications/magazine/winter2014/index.html>
- Kerr, Deborah L. 2013. Managing Turnover in Small and Medium-Sized Businesses. *Texas CEO Magazine* (August 3). Available in the print edition and at <http://texasceomagazine.com/departments/keeping-the-people-who-keep-you-in-business/>
- Keeping the People Who Keep You in Business. 2013 (July-August). *Texas CEO Magazine*. Also available at <http://texasceomagazine.com/departments/keeping-the-people-who-keep-you-in-business/>
- Death by Interview. 2012 (October 21). ProjectSmart. <http://www.projectsmart.co.uk/death-by-interview.html> and HR.com (October 22) http://www.hr.com/en/app/blog/2012/10/death-by-interview_h8lxkngi.html
- Why Hiring Should Be More Like Buying a Used Car. (With Brian Vogel.) 2012 (August). ERE.net. <http://www.ere.net/2012/08/31/why-hiring-should-be-more-like-buying-a-used-car/>
- Seven Hiring Myths that Prevent Great Talent Selection and What to Do About Them. *AustinIsIt Austin Emerging Technology Newsletter and Blog*, <http://austinisit.wordpress.com/> April 2, 2012.
- Are You Staffing for the Success of Your Company? (with Bill Balcezak) 2011. *Software CEO*. October 18. Available at <http://www.softwareceo.com/blog/entry/43683/Are-You-Staffing-for-the-Success-of-your-Company/>
- The Talent Show: Three Talent Management Metrics CEOs Can Use to Improve the Bottom Line (with Paula A. Soileau). 2011. *Texas CEO Magazine*. December.
- Accountability by Numbers. Reprint. *The Accounting World*. Institute of Chartered Financial Analysts of India. November 2003.
- Il Business Della Pubblica Amministrazione. September 2003. <http://www.balancedscorecardreview.it/c2003/c0309.htm>.
- Accountability by Numbers. *Journal of Accountancy*. June 2003. Available also at <http://www.aicpa.org/pubs/jofa/jun2003/index.htm>
- Consulting in State Government by State Government. (With Thomas J. Shindell, Ph.D.) In Phillips, Jack J. and Patricia Phillips, *Building a Successful Consulting Practice*. Alexandria, VA: ASTD. 2002.
- The Business of Government. *Perform*, 1, No. 3 (October 2001). Available also at <http://www.pbviews.com/resources/perform/list.asp>.
- System Centered Theory in Business: Crossing the Boundary to a New Application. (With Juli Fellows, Ph.D.) Presented at the SCT 2000 International Conference, Atlanta, GA, April 10, 2000.
- The Effect of a Behavior-Based Performance Appraisal System on Management Information and Assessment. Presented at the International Personnel Management Association National

Conference, New Orleans, LA, June 1995. (Unpublished)

Managing Rosie the Riveter: The Work Between Strategic Planning and Performance Measurement. *Public Productivity & Management Review*, XVII, No. 3, 1994.

Add Worker Surveys to Your Information System. *Austin Business Journal*. January 19-22, 1989.

Measuring the Results of Training and Development: The Key to Strengthening Managerial Commitment. (With James D. Bell, Ph.D.) *Training and Development Journal*, January 1987.

A Pre-Test-Post-Test and Experimental-Control Group Analysis of the Personnel Department's Training. (With James D. Bell, Ph.D.) *Resources in Education*, April 1986.

Professional Overview

Performance Management, Strategic Leadership, and Executive Management

Launched Affintus LLC (www.affintus.com), an Austin-based startup company, offering advanced job matching assessments that scientifically predict which candidates for promotion, job assignment, or hiring are most likely to become very high performers. Assisted in the design and implementation of the proprietary questionnaire, created the functional specifications for the Software-as-a-Service (SaaS) platform, wrote the business plan used to secure early stage bank funding, created content for the website, and marketed the software to clients and potential clients. Affintus has been recognized as:

- Finalist in the Austin Chamber 2013 Business Awards
- Winner of the 2012 AW Media Small Business Grant
- Winner of the 2011 Rice Alliance / RISE Fast Pitch Competition
- Finalist in the Austin Chamber 2011 Business Awards
- Finalist in the Peopelfund's 2011 Top Seed Business Plan Competition

The Affintus business plan and service were judged "best in class" at the TiE Austin Summer Funding Forum 2010.

Developed and implemented one of the first public sector scorecards in the nation; this internationally recognized performance management system increased transparency and accountability by aligning the work of all divisions and functions with organizational strategies and mission; setting clear performance standards; communicating performance expectations throughout the organization; and collecting and storing key results data with supporting information and action plans (see publications and awards below)

With colleagues on executive team, designed and directed organization-wide strategic and operational planning (including budgeting) to establish annual as well as long term goals; wrote final strategic plan

Led the development of statement of values in collaboration with executive team and managers; coached executive team modeled use of the values in decision making

Developed plan for communicating organizational strategy, performance expectations, and data collection processes to all employees; worked directly with managers and executives to answer their questions and to support their adoption of the new performance management system

Helped executives and senior managers develop performance management and measurement systems that support data-driven decision making, communicate organizational strategies to employees, and align work for efficiency and effectiveness

Worked directly with legislators, legislative staff, and testified before legislative committees on performance management and measurement as well as other aspects of organizational performance

Using science-based approaches, coached senior managers and executives to focus on their behavior and the effect their actions produce in their business; helped them adopt new behaviors necessary to achieve enterprise-wide performance improvement

Frequently asked to speak at national, regional, and statewide meetings on performance management, strategy, and performance measurement; published on strategy and accountability.

Organizational and Workforce Development and Management

Improved organizational effectiveness in public and private sector organizations by designing and implementing organizational management systems that emphasize cost-effective and efficient management of human capital

Led the development and implementation of an organization-wide, competency-based knowledge management system, which has saved the organization more than \$250,000 a year by identifying strategy-focused competencies for all employees; automatically determining competency gaps; targeting hiring and training at filling gaps; and streamlining performance planning, management, and pay administration processes

Led team of HR consultants that saved the state of Texas about \$3 million per year as a result of work process analysis and business process improvement strategies (job design improvement, changes in business processes, etc.)

Participated in development of strategies to maintain organization's competitiveness as an employer of choice, even when compensation increases were not possible; as a result, numerous employees who had left the organization for other employment chose to return

Led and participated in the development of employee survey based on the strategies and values of the organization; survey was designed to provide executive team with frequent (quarterly) feedback on the employer-employee relationship and on staff morale; organizational changes were made based on the feedback; cost contained by making data collection and analysis completely automated

Directed the first audit of human resource management in Texas state government, which identified HR risk in managing Texas' \$10 billion expenditure for 270,000 employees; continued to lead focus on HR as a high-risk area in legislative research reports and to develop strategies to address the risk

Led and participated in developing human resource strategic plans, operational plans, and a performance management and measure system (scorecard), assuring HR's alignment with organizational strategy and mission as well as identifying HR costs and mapping HR expenditures to the budget

Designed performance appraisal system recognized by Financial World Magazine as one of four outstanding public sector management initiatives in its review of the 50 states' management practices

Coached and partnered with senior manager team members to develop the knowledge and skills needed to assume executive positions, which several have done; similarly coached employees to acquire knowledge needed to assume higher level positions (references available on request)

Frequently asked to speak at national, regional, and statewide meetings on HR and human performance topics; published and presented research on human resource practices in performance appraisal (selected presentations and article citations below)

Developed formula for calculating individual employee dollar value contribution to the organization

Recognition and Honors

UT Continuing Professional Education Excellence Award for outstanding teaching and service, 2016.

Silver Star Award for outstanding service given by the Texas A&M George Bush School classes of 2009, 2014, 2015, and 2018.

Distinguished Achievement Award for Teaching, Texas A&M Association of Former Students, 2008.
Given based on nomination by and support from current and former graduate students.

Balanced Scorecard Hall of Fame, 2004. Recognition of the Texas State Auditor's Office scorecard as a best-practice performance management system by the Balanced Scorecard Collaborative.

Excellence in Accountability Award. 2004. Recognition of the SAO Data Compiler for its contribution to effective and cheaper procurement and contracting processes by the National State Auditors' Association.

Top 100 Innovations in American Government. 2003. Institute for Government Innovation, Harvard University named the Texas State Auditor's Office's consulting operation one of the best innovations in government.

Excellence in Performance Management Award, 2002. Recognition of the SAO Special Investigative Unit's scorecard as a best practice by the American Society for Industrial Security Foundation.

Who's Who in the South and Southwest

The University of Texas at Austin. Elected to Phi Kappa Phi. Awarded competitive doctoral fellowship, funded by the Bureau of Education for the Handicapped. Awarded competitive University Research Grant for support of dissertation research.

Columbia University. Elected to Phi Delta Kappa and Pi Lambda Theta Honor Societies.

University of Notre Dame and Saint Mary's College. Awarded Notre Dame-Saint Mary's Fiction Award for short fiction. Upper division Dean's List.

Professional Presentations (invited)

Testing a Framework of Common Measures for Small and Mid-sized Nonprofits. 14th International Conference of the International Society for Third Sector Research (ISTR). for ISTR 2021 Global Virtual Conference, July 12-15, 2021.

Measuring Performance Across Nonprofits: Testing a Framework of Common Measures. Nonprofit Academic Centers Council Biennial Conference, Cass School of Business (now Bayes School), University of London, July 17, 2019.

Organizational Performance Management: Nonprofit Analytics. East Texas Nonprofit Leadership Conference (Angelina College). Lufkin, Texas, October 20-21, 2017.

HR Analytics AHRMA Annual Conference: The Business of HR. Austin, Texas, July 28, 2017.

The Sudoku of Nonprofits: Managing by the Numbers. Nonprofits in the 21st Century (for the A&M Nonprofit 180 Group). College Station, Texas, April 7, 2017.

The Challenge of Change: Strategies for Staffing (with Katherine Kissman). Women Administrators Network. Luncheon speaker, College Station, Texas, February 24, 2017.

Leading by the Numbers: Performance Measurement for Fire and Emergency Services. Texas A&M TEEEX Leadership Development Symposium, Frisco, Texas, January 10, 2017.

Leading by the Numbers: An Approach for Developing Performance Measures. Texas A&M TEEEX Leadership Development Symposium, San Marcos, Texas, January 11, 2016 (two sessions).

HR by the Numbers. HR Houston: Gulf Coast Symposium, Houston, Texas, May 13, 2015 (two sessions).

HR by the Numbers. Human Resource Institute of Alberta Annual Conference, Edmonton, Alberta, Canada, April 22, 2015

Critical Thinking and Problem Solving. Executive Women in Texas Government Annual Conference, San Marcos, Texas. November 24, 2014.

The Sudoku of HR: Nine Numbers that Prove HR Value. Saskatchewan Association of Human Resource Professionals Annual Conference, Regina, Saskatchewan, Canada, October 7, 2014 (two sessions)

Infinite Possibilities for 21st Century Hiring Using Science and Technology (with Jill Koob, Employer Flexible). Gulf Coast Symposium, Houston, TX. May 14, 2014

The Sudoku of HR: Nine Numbers that Prove HR Value. Leadership Empowers Alberta Development (LEAD Conference). Edmonton, Alberta, Canada. April 18, 2013.

The Sudoku of HR: Numbers to Prove the Value of HR. San Antonio HR Management Association. San Antonio, TX. March 12, 2013

Why Hiring Should Be More Like Buying a Used Car. Women's Business Council – Southwest. Austin, TX. February 26, 2013.

The Sudoku of HR. One-day training session; HR Houston, Houston, TX, December 6, 2012.

HR Analytics: Measures to Prove your Strategic Value. HRSouthwest, Ft. Worth, TX, October 16, 2012.

The Sudoku of HR. WilcoHR, Round Rock, TX, June 7, 2012; HR Southwest Annual Conference, Fort Worth, TX, November 1, 2011; Florida HR Annual Conference, Orlando, FL, August 29, 2011; AHRMA Annual Conference, Austin Human Resource Management Association, Austin, TX, August 25, 2011.

HR as a Profit Center. Austin High Tech HR Roundtable, Austin, TX, May 14, 2012.

Strategic Planning: Maybe-proofing your Operation. The Association for Legal Career Professionals - National Meeting, Austin, TX, April 19, 2012.

HR in MMXI. Luncheon Keynote Address. Austin Human Resource Management Association, Austin, TX, February 24, 2011.

Performance Networks: HR and Organizational Success. Austin Human Resource Management Association, Austin, TX, February 24, 2011.

Making Human Resources a Profit Center. Austin Area Strategic HR Forum, Austin, TX, August 18, 2010.

Technology's Impact on Hiring in a Changing World. 2nd Annual Door64 Tech Fair, Austin, TX, June 15, 2010.

The Sudoku of HR. Austin Human Resource Management Association, Austin, TX, January 20, 2010.

The Sudoku of HR: Finding the Numbers that Prove Your Value. 2009 Colorado Human Resources Conference, Keystone, CO, October 2, 2009.

Measuring and Reporting Results Without a Bottom Line: Challenges for Nonprofits and Healthcare Organizations. 12th Annual Actuate International User Conference Thought Leadership Day, Las Vegas, NV, August 5, 2008.

Managing by Numbers: Accountability, Performance Measurement, and the Public Manager's Role in Performance Management. Municipal Management Association of Southern California Annual Conference, La Jolla, CA, June 30, 2008.

Accountability for Success. The Bush School Nonprofit Forum, Texas A&M University, College Station, TX, April 25, 2008.

Manage Yourself or How txtg mks u stpd. The Bush School Leadership Forum, Texas A&M University, College Station, TX, April 11, 2008.

How to Build and Manage A Balanced Scorecard for Your Government Organization. Performance Management Summit West, Advanced Learning Institute, Las Vegas, NV, December 13, 2007.

How to Build and Manage A Balanced Scorecard For Your Government Organization From The Inside Out. Performance Measurement in Government, Advanced Learning Institute's 21st National Conference on Performance Measurement for Government, Washington, DC, September 20, 2007.

- Using a Balanced Scorecard to Manage and Measure Your Internal Communications Program. Advanced Learning Institute's Strategic Internal Communications In Government, Washington, DC, September 11, 2007.
- How To Use Strategic Internal Communications To Engage Employees At All Levels By Connecting Them To Your Organization's Goals And Strategic Plan. Pre-Conference Workshop, Advanced Learning Institute's Strategic Internal Communications In Government, Washington, DC, September 10, 2007.
- Manager, First Manage Yourself. Mays School of Business MBA and Executive MBA Programs Executive Women's Summit, College Station, TX, April 20, 2007.
- How Managers Manage Themselves—Key to Unlocking High Performance. Balanced Scorecard Collaborative 2007 Executive Conference on Creating A High-Performance Organization: Putting Your People Where Your Strategy Is, Coral Gables, FL, March 22, 2007.
- Aligning People to Turn Strategy into Action. Balanced Scorecard Collaborative Government Summit, Arlington, VA, October 12, 2006.
- Accountability by Numbers: Sensible Measurement in Plain English. Texas Society of CPAs, Austin, TX, September 11-12, 2006.
- Using the Balanced Scorecard in Planning and Conducting Performance Audits. Southeastern and Southwest Intergovernmental Audit Forum Joint Conference, Savannah, GA, September 5, 2006.
- Using the Concepts of Balanced Scorecard in Planning and Conducting Performance Audits. Mid-America Intergovernmental Audit Forum Spring Meeting, Kansas City, MO, May 5, 2006.
- Balanced Scorecard Basics: How (and Why) to Build and Use a Scorecard. The Association of Government Accountants 2006 Professional Development Conference, Irving, TX, January 19, 2006.
- Using the Balanced Scoreboard in the Public and Nonprofit Sectors: Been There, Done That, Doing it Again. The Government Forum of the American Society for Quality: The 2nd Annual Public Sector Performance Measurement Leadership Dialogue, Seattle, WA, May 19, 2005.
- Identifying and Closing Critical Competency Gaps (Competency Profile System). Balanced Scorecard Collaborative: HR Summit, Orlando, FL, March 11, 2005.
- Evaluation Data Compiler: Better, Faster, Cheaper Vendor Selection. Texas Association of State Systems for Computing and Communication, Austin, TX, December 7, 2004.
- Management Matters: How Your People Affect Your Bottom Line. Governing Magazine's national conference Managing for Performance '04, Austin, TX, October 1, 2004.
- Proving the Value of HR: Performance Measurement That Tells Your Story. Texas Government Human Resources Conference, Austin, TX, September 28, 2004.
- Accountability: What It Is, What It Isn't, and Why You Should Do Anything About It, Governor's Executive Development Program, Galveston, TX, September 16, 2004.
- Managing Accountability in Government. Presentation to International Fellows Program, General Accounting Office, Washington, DC, May 20, 2004.

- A Scorecard Update – Five Years Later. General Accounting Office, Washington, DC, May 20, 2004.
- Building A Public Sector Scorecard: How To Make Yours Actually Work. American Learning Institute, Washington, DC, May 20, 2004.
- Shaping an Efficient and Effective State Government. Southwest Intergovernmental Audit Forum, Santa Fe, NM, February 2, 2004.
- Impact of Tight Budgets on High Risk Areas. National Association of State Auditors, Comptrollers, and Treasurers 2003 Annual Conference, Harrisburg, PA, August 11, 2003.
- The Balanced Scorecard in the Public Sector. Western Association of College and University Business Officers Annual Meeting, Banff, Alberta, Canada, April 21, 2003.
- The Balanced Scorecard. Florida Department of Revenue, Tallahassee, FL, April 14, 2003.
- The Balanced Scorecard and Accountability – How to Realistically Improve Performance in the Public Sector. Performance Strategies for Government, Sacramento, CA, January 29, 2003.
- Building a Balanced Scorecard in the Public Sector. The California State University 5th Annual Quality Improvement Symposium and Exposition, Foster City, CA, November 8, 2002.
- The Balanced Scorecard and Accountability in the Public Sector – Maybe Proofing Your Organization. Performance Management for Government: Accountability, Performance, Results, Washington, DC, November 5, 2002.
- Taking the Mystery Out of Accountability – How to Realistically Improve Performance in the Public Sector. Governor’s Executive Development Program, Dallas, TX, October 29, 2002.
- Running It Like a Business: The Balanced Scorecard in Government. The Users Conference: Panorama Business Views, Toronto, Canada, June 20, 2002.
- Running It Like A Business: Using the Balanced Scorecard in the Public Sector. 13th Biennial Forum of Government Auditors, Providence, RI, May 21, 2002.
- The Balanced Scorecard Approach to Audit Management. Internal Audit / Financial Management Conference, Austin, TX, February 20, 2002.
- It’s What You Learn After You Know It All That Count. Third Annual Texas Government Human Resources Conference, Austin, TX, December 11, 2001.
- The Public Sector Balanced Scorecard: May-be-Proofing Your Organization. Institute of Internal Auditors, Lacy, WA, June 27, 2001.
- So Why Would Anyone Want to Work for You? Governor’s Executive Development Program, Austin, TX, December 7, 2000.
- Managing on Purpose: The Failure of Strategy and What to Do About It. 13th National Forum of Government Auditors, New Orleans, LA, May 16, 2000.
- Leadership Anxiety, Ambiguity, and Action. National Forum for Black Public Administrators, The University of Texas at Austin, Austin, TX, March 9, 2000.

- Communicate to Avoid Being Outsourced. Annual Human Resource Management Institute, The University of Texas at Austin, Austin, TX, March 15, 1999.
- The New Imperative for Human Resources: Put Up or Shut Up. Human Resource Panel, The University of Texas at Austin, Austin, TX, January 29, 1999.
- Managing Performance in the Age of Accountability. Texas State Agency Business Administrators' Association, Kerrville, TX, December 1998.
- Human Resources in the 21st Century, The University of Texas at Austin, Austin, TX, November 13, 1998.
- Danger in the Comfort Zone – Are You Ready for the Future? Governor's Center for Management Development, Austin, TX, October 28, 1998.
- Cost and Effect: Managing People in State Government. State Agency Human Resource Association, Austin, TX, September 30, 1998.
- So What Have You Done for Me Lately? or How Communication Changes When the Boss Wants to Know. Austin Human Resource Management Annual Conference, Austin, TX, August 27, 1998.
- Creating Your Future: Present Challenges and Practical Responses. Parks & Wildlife, Austin, TX, July 22, 1998.
- Walk This Way: New Directions for Human Resource Pros. Parks & Wildlife, Austin, TX, June 16, 1998.
- Auditing for Accuracy for Performance Measures. Managing for Results Conference, Austin, TX, May 21, 1998.
- Changing Role of the Trainer in an Age of Accountability. The University of Texas at Austin Learning Institute, Austin, TX, March 24-26, 1998.
- Looking into the Crystal Ball: Trends and Issues for the Future. Society of Government Meeting Professionals, San Antonio, TX, January 24, 1998.
- Strategic Human Resource Management in State Government. Governor's Executive Development Program, Corpus Christi, TX, December 11, 1997.
- Public Management from the Perspectives of Leading Professionals, Inaugural Lecture Series: *When It's All Over but the Shouting: Human Performance, Public Service and Your Success*. Texas A&M University, George Bush School of Government and Public Service, College Station, TX, November 14, 1997