



## CURRICULUM VITAE

Deborah Hefner  
Consultant

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### EDUCATION

M.A. Human Resource Management, Central Michigan University

B.A., Wagner College  
*Major: Psychology and Sociology*

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### PROFESSIONAL EXPERIENCE

#### Consulting

##### **Employment Practices Solutions, Inc.**

*Consultant*

February 2022 – present

Conduct investigations into complaints of workplace misconduct. Provide guidance to employers concerning sound personnel practices and procedures. Provide training programs on a broad range of employment issues, including investigation procedures, harassment, sensitivity, conflict management, diversity, effective hiring, disciplinary action and other workforce policies and practices. Provide one-on-one coaching to employees following investigations. Make presentations, serve on discussion panels and write articles on employment related topics.

##### **Hefner Resources**

*President and Owner*

September 2008 – October 2009

January 1996 – April 1997

Provided Human Resource expertise to small and emerging growth firms with limited or no in-house Human Resource function. Conducted analysis and communication of results to managers regarding internal 360 feedback and other feedback mechanisms, provided individual coaching for managers related to management of employee performance, improved communication upward, laterally and with direct reports, conflict resolution, employee engagement, and improvement of cross functional relationships.

#### Employee Relations

##### **Citigroup**

*Director, Employee Relations Policy and COE Group*

2010 – 2020

Managed team of investigators providing support to all U.S. based businesses. Conducted internal investigations into high-risk employment related matters. Ensured relative consistency regarding interpretation and application of Citi policy and practices, guidance for similarly situated Employee Relations cases, and recommendations for

remedial action. Tracked and analyzed Employee Relations issues and trends, diagnosed root causes, and developed recommendations for remediation strategies. Provided Employee Relations related guidance to Human Resource partners. Design specialized Employee Relations training to further develop management skills and capability in relation to performance management, conflict resolution, employee engagement, communication and facilitation of constructive dialogue.

### **Merrill Lynch**

*Director, Employee Relations*

2001 – 2008 (Employee)

1997 – 2001 (Consultant)

Lead New York based Employee Relations Advisory team comprised of HR professionals and employment attorneys. Advisors were responsible for thorough independent investigations related to employee concerns in all U.S. based businesses. Provided guidance to Human Resource colleagues regarding management and employee issues. Employee Relations matters ranged from complex and high visibility issues with potential reputational and financial impact to the firm, to counseling regarding disciplinary actions and discharge decisions. Director was responsible for Individual case management of high-profile matters and collaboration with Employment Law, Security, Health Services and Public Affairs as needed. Created and delivered firm's first Employee Relations metrics report for senior HR management in partnership with Legal and HR information services. Determined Employee Relations training requirements, developed content and delivered training for specific audiences, such as Human Resources, various levels of Management and Financial Analysts, based upon Employee Relations case metrics. Developed Employee Relations environmental review process as preventative measure toward reducing risk and assessing training needs. Mediation and deposition preparation and attendance as needed.

## **Human Resource Management**

### **Novartis Pharmaceuticals**

*Human Resource Business Partner*

2009 – 2010

Responsible for building first Human Resources function for the Generic Division of Novartis. Reported to the U.S. Head of Human Resources, dotted line to the Head of Human Resources in Germany, and dotted line to Head of Research and Development of Generic Medicines. Responsible for all aspects of the Human Resources function to include ongoing staffing reviews, management of annual talent reviews and succession planning, year-end compensation planning, mitigating risk through coaching and counseling of managers and employees, targeted training, and ongoing assessment of a work environment comprised of various levels of scientists, lab technicians, compliance employees, and facilities management.

### **Hewlett-Packard (formerly Digital Corporation)**

*Human Resource Business Partner*

1987 – 1989

Responsible for Employee Relations, Training, and Compensation planning for Software and Sales Divisions.

### **American Express**

*Manager, Central Staffing*

1985 – 1987

Managed team of eighteen recruiters during Shearson integration. Position required high sensitivity related to two distinct cultures joining and assimilation of Shearson employees into the American Express staffing function.

### **General Mills**

*Division Human Resource Generalist*

1982 – 1985

Human Resource Manager for Sales, Marketing and Technology Divisions. Population was unique mix of General Mills corporate employees and entrepreneurial designers throughout the newly acquired Fashion Group. The group included Monet Jewelry, Eddie Bauer, Foot Joy, and Izod. Due to wide range of professional employee backgrounds and unusual mix of creative and corporate functions, such as Apparel and Jewelry Design, Marketing, Finance, Technology and Sales, the position required sensitivity to creative and cultural differences and change management.

1989 – 1996: Resided in Brussels, Belgium

Additional HR Generalist positions prior to General Mills were with Litton Industries in Colorado and Queens Medical Center in Hawaii.

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### **MEMBERSHIPS (LinkedIn)**

Employee Relations Forum  
HR Acuity Employee Relations group  
HR Professionals Network  
Consultants Network / Consultancy.org  
Human Resources & Talent Management Executive group  
National Society for Human Resource Management (SHRM)

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