



## **JOB DESCRIPTION**

**Position Title:** Chief Executive Officer

**Reports to:** Board of Trustees

**FLSA Status:** Exempt

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### **GENERAL PURPOSE OF POSITION**

The Chief Executive Officer ("CEO") manages the internal operations of the Office of Hawaiian Affairs ("OHA") by providing leadership, guidance, direction, and executive oversight. The CEO implements the policies, rules, and directives adopted by the Board of Trustees ("BOT"), and guides the organization's operation within the parameters established by the BOT and in response to the concerns of OHA's beneficiaries. Additionally, the CEO works with other agencies, public and private, that also serve Hawaiians and Native Hawaiians consistent with OHA's mission of bettering the conditions of all Hawaiians.

The CEO is selected by the BOT as the principal executive of OHA and is delegated the responsibility for the management of OHA. The CEO serves as the conduit between the BOT and administrative staff and is responsible for the effective communication between the two. This includes developing and overseeing organization structures, systems and procedures; employing and retaining officers and employees to carry out the functions of OHA; and guiding the implementation of OHA's functional, master and strategic plans and processes. The CEO also serves as a spokesperson for OHA, which includes serving as a legislative advocate for OHA.

### **ESSENTIAL FUNCTIONS & RESPONSIBILITIES**

1. Liaison Between Board of Trustees and the Organization
  - a. Attends the meetings of the Board of Trustees and its committees. Works with all Trustees, but more closely with the Chair of the BOT, and its Committees, to assist them in carrying out their assigned responsibilities.

- b. Ensures that the Board has complete and accurate information so that Trustees can make informed policy decisions. Submits periodic reports to the BOT addressing the administration and activities of the office including, but not limited to: strategic planning and BOT initiatives; OHA's budget, finances, investments and other assets; human resources management; operations, services, programs and grants; interagency relations and strategic partnerships; and legislative actions. Ensures that information flows effectively between the BOT and Administration.
- c. Executes the BOT's policy decisions by translating the policy into informative and operational directives which are communicated to organizations or to third parties, as appropriate.
- d. Assigns, when necessary, OHA staff to each Board Committee, Council and Commission to conduct research for and advise the respective Committee, Council and Commission and to maintain record of the proceedings of the same

2. Organizational Leadership and Strategic Direction

- a. Develops a Strategic Plan for BOT review and approval that is consistent with requirements of the Hawai'i Revised Statutes Section 10-6(a), including the establishment of long-range goals for OHA's programs and services and incorporating the needs of the Native Hawaiian community. Ensures that OHA provides opportunities for the beneficiary community to provide input and feedback on the development of the Strategic Plan.
- b. Presents to BOT as often as necessary, but at least annually, an update of the Strategic Plan for review. Establishes processes and procedures for updating the Strategic Plan. Keeps the BOT updated on the organization's progress on the goals set forth in the Strategic Plan.
- c. Defines potential organizational roles and makes a final determination as to the optimal role(s) the organization should and will play in order to successfully implement the Strategic Plan. Ensures annual operating plans and annual operating budget align with the strategic direction set by the BOT.
- d. Provides leadership and guidance to OHA staff to ensure that OHA's mission, core values and principles are understood and put into practice.

3. Organizational Management

- a. Operates and conducts the business and affairs of OHA according to the Strategic Plan, policies adopted by the BOT and all applicable laws, ordinances, codes and regulations of the federal, state and local governments. Ensures operational efficiency, quality services and products, and cost-effective prudent management of OHA resources.
- b. Responsible for negotiating, approving, awarding and executing contracts, agreements, grants, warrants, and other binding legal documents and instructions on behalf of OHA which are usual, necessary and appropriate to the normal operation of the organization and within the budgeted expenditures approved by the BOT.
- c. Responsible for developing procedures and guidelines for the evaluation of programs, contracts and grants that have been funded to promote services for beneficiaries. Ensures that the services provided by programs, contracts and grants support the mission, goals and strategies of OHA, and meet all applicable requirements.
- d. Consults with legal counsel when needed to make sound recommendations to the BOT on legal or other matters, and shall inform the BOT concurrently with the action being taken. **Subject to prior approval of the BOT**, may request any written legal opinion from the Department of the Attorney General, or from any other legal counsel.
- e. Oversees research relating to Native Hawaiians, including, but not limited to, basic demographic data and identification of needs and challenges facing Native Hawaiians.

4. Advocacy

- a. Develops OHA's annual legislative package of bills for BOT approval.
- b. Oversees written testimony and provides oral testimony at public hearings, including legislative hearings, when necessary.
- c. Assesses and reviews laws, policies and practices that impact Native Hawaiians and recommends appropriate strategies, including legislation that will improve the lives of Native Hawaiians.
- d. Networks with other government officials and agencies.

5. Fiscal Management

- a. Develops the OHA Budget in accordance with the OHA Native Hawaiian Trust Fund Spending Policy, mission and strategic direction, applicable laws, rules and regulations.
- b. Submits the proposed Budget to the BOT for consideration and approval. In consultation with the BOT, develops and executes a plan to obtain public comment on the proposed Biennium Budget and incorporate such input into the proposed Annual or Biennium Budget.
- c. Works with the BOT to submit those portions of the OHA Annual or Biennium Budget that include State of Hawaii General Funds and the required Trust Fund match to the Hawaii State Legislature.
- d. Responsible for financial and accounting matters, including preparation of reports required by law and by the BOT and the organization's policies and procedures. Reviews and approves reports prior to submission to the BOT.
- e. Oversees the development and administration of internal procedures and guidelines that are consistent with the laws of the State of Hawaii.
- f. Oversees the internal policies and procedures governing travel and other business related expenditures, including but not limited to guidelines on allowable expenditures and approvals. Ensures that applicable recordkeeping and reporting requirements are met.

6. Asset Management

- a. Responsible for the management and safeguarding of OHA's assets: any real, personal or mixed, tangible or intangible, or any interest therein.
- b. Carries out the management of OHA's Native Hawaiian Trust Fund (NHTF) in accordance with the NHTF Investment Policy adopted by the BOT.

7. Human Resources Management

- a. Responsible for the recruitment, selection, employment and retention of officers and employees as needed to carry out the functions and duties of OHA in compliance with policies set by the BOT. Establishes salary

schedules, based on competitive market salaries, to ensure that OHA is able to attract and retain the best qualified staff to accomplish its mission and goals in an efficient and effective manner.

- b. Annually reviews employee compensation levels in relationship to community practices, job duties, inflation, applicable laws, and other factors. Approves any necessary adjustments to compensation levels.
- c. Defines, sets, and promotes organizational culture that exemplifies OHA values and principles. Oversees and approves creation of management structure, systems, and processes to drive innovation, organizational change, transparency, accountability, and shared responsibility for results.
- d. Reviews and approves human resource policies and procedures to ensure they fully conform to current laws and regulations, as well as OHA's values and principles. Ensures that all employees demonstrate the highest standards of ethics.
- e. Exercises general supervision and direction of OHA employees and is responsible for the establishment and administration of a performance evaluation system that provides feedback to employees on their performance of their respective duties, and facilitates improvement of employee work performance.
- f. Evaluates performance of Senior Management for compliance with established policies and objectives established by the BOT, as well as their contributions towards realizing those objectives. Ensures annual performance evaluations are completed for all OHA staff.
- g. Manages performance of the organization to achieve results for the Native Hawaiian community. Ensures that all members of the organization understand and honor, by their behavior and commitment to performance, their responsibility to the Native Hawaiian community.

8. Community Relationships

- a. Engages with the Native Hawaiian community by proactively soliciting feedback and conducting community meetings as required. Ensures that OHA and its mission, programs and services are consistently and accurately presented in a strong and positive manner.

- b. Advocates actively for OHA, its mission, Strategic Plan and objectives, programs and services.
- c. Maintains a close liaison between OHA, the Native Hawaiian community and the community at large.

### **OTHER DUTIES/RESPONSIBILITIES**

1. Travels to other sites in order to represent OHA will be required from time to time.
2. Performs other duties as may be required by law, or delegated to the CEO by the BOT.

### **KNOWLEDGE, SKILLS AND ABILITIES**

1. The ideal candidate must have working knowledge of:
  - Leadership and decision making models and behaviors
  - Organizational design and organizational development
  - Strategic planning, performance based budgeting, performance based contracting
  - Performance reporting design and best practices
  - Performance evaluation and decision-making design and best practices
  - Knowledge of management practices and technologies, including intellectual property practices
  - Team and group dynamics, facilitation, and management techniques
  - Knowledge of Native Hawaiian history, practices and culture, and current Native Hawaiian social, cultural, educational, economic and political issues and trends.
  - Public agency governance and ethics
  - Principles of governmental finance, accountability, and transparency
  - Internal and external communications management
  - Public policy, lobbying, relationship management, community organizing
2. The ideal candidate must have demonstrated skills or ability to:
  - Communicate effectively, both orally and in writing.
  - Become the public voice of OHA to ensure that OHA is represented with integrity and influence to community partners, other institutions, and the public.
  - Present on a statewide, national, and international stage the strategic priorities and future potential of OHA advocacy initiatives, influencing

policy makers, key stakeholders, Hawaiians, and Native Hawaiians to support in word and action those initiatives.

- Focus on short and long-term, systemic change.

## **EDUCATION, TRAINING AND/OR EXPERIENCE**

1. At least 10 years of experience as a senior executive for a non-profit or for-profit organization/company, public administration, and/or executive leadership experience required, of which last 5 years must be at executive or leadership levels. Experience working in or closely with government, preferably at the state level.
2. Graduate degree in public administration, political science, business administration, or related field; relevant experience may substitute for degree requirements.
3. Experience in working with the Native Hawaiian community and organizations.
4. Experience in working with legislative matters both at the state and federal level.

## **MENTAL DEMANDS**

1. Must be able to comprehend, analyze, organize and prioritize a large volume and wide variety of information within time limitations.
2. Requires concentration, alertness and attention to detail.
3. Must be able to exercise discretion and independent judgment.
4. Wide degree of creativity, flexibility, and openness to change.
5. Must be able to perform under highly stressful conditions while maintaining a courteous and professional demeanor.

**PHYSICAL DEMANDS**

Activity	Over 2/3 of the time	About 2/3 of the time	About 1/3 of the time	Less than 1/3 of time	Seldom or Never
1. Sitting	X				
2. Climbing					X
3. Stooping, kneeling, crouching and/or crawling				X	
4. Standing			X		
5. Walking			X		
6. Handling or fingering	X				
7. Eye-hand-foot coordination	X				
8. Use of vision	X				
9. Pushing			X		
10. Pulling: <ul style="list-style-type: none"> <li>• Less than 25 lbs.</li> <li>• 25-50 lbs.</li> <li>• More than 50 lbs.</li> </ul>	X		X		X
11. Lifting: <ul style="list-style-type: none"> <li>• Less than 25 lbs.</li> <li>• 25-50 lbs.</li> <li>• More than 50 lbs.</li> </ul>	X		X		X
12. Carrying: <ul style="list-style-type: none"> <li>• Less than 25 lbs.</li> <li>• 25-50 lbs.</li> <li>• More than 50 lbs.</li> </ul>	X		X		X

**COMMUNICATION DEMANDS**

Activity	Over 2/3 of the time	About 2/3 of the time	About 1/3 of the time	Less than 1/3 of time	Never
6. Talking (in person) to coworkers	X				
7. Talking (in person) to business associates	X				



Activity	Over 2/3 of the time	About 2/3 of the time	About 1/3 of the time	Less than 1/3 of time	Never
(outside contractors, government officials, etc.)					
8. Talking (in person) to the public (including customers)		X			
9. Talking on the telephone	X				
10. Written communication to coworkers	X				
11. Written communication to business associates (outside contractors, government officials, etc.)	X				
12. Written communication to the public (including customers)		X			
13. Supervising employees or monitoring services provided by outside consultants, vendors and suppliers	X				
14. Responding to written or verbal requests from coworkers	X				
15. Responding to written or verbal requests from business associates	X				

Activity	Over 2/3 of the time	About 2/3 of the time	About 1/3 of the time	Less than 1/3 of time	Never
(outside contractors, government officials, etc.)					
16. Responding to written or verbal requests from the public (including customers)			X		
17. Training and/or giving verbal instructions		X			
18. Training and/or giving written instructions		X			
19. Receiving verbal instructions	X				
20. Receiving written instructions		X			
21. Reading	X				
22. Visiting and/or working at other work sites			X		

## WORK ENVIRONMENT

Work is performed primarily indoors, although employee is expected to visit other sites from time to time (including outdoor areas). Employee will be in contact with chemicals and materials normally found in office environments. Employee will be exposed to low to moderate levels of noise. Work hours are long and varied.

**MATERIAL OR EQUIPMENT DIRECTLY USED**

**Computer (word processing and spreadsheets), calculator, telephone, copy machine, fax machine, and other equipment as required.**

**NOTES**

This job description in no way states, implies, or limits the duties to be performed by the employee filling this position. Employee will be required to follow any other job-related instructions and to perform any other job-related duties requested by management.

This document does not create an employment contract, implied or otherwise, other than an "at will" employment relationship. The Board of Trustees shall have authority to amend this job description to meet the organization's needs.

Position No. 16201, Chief Executive Officer.

Colette Y. Machado  
Colette Machado, Chairperson

01-19-12  
Date