

BOARD OF TRUSTEES

Carmen. Hulu Lindsey, *Chairperson*  
 Leina'ala Ahu Isa, *Vice Chairperson*  
 Dan Ahuna, Trustee Kaua'i & Ni'ihau  
 Kalei Akaka, Trustee O'ahu  
 Keli'i Akina, Trustee At-Large  
 Luana Alapa, Trustee Moloka'i & Lāna'i  
 Brendon Kalei'āina Lee, Trustee At-Large  
 Mililani Trask, Trustee Hawai'i Island  
 John Waihe'e IV, Trustee At-Large



**STATE OF HAWAII**  
**OFFICE OF HAWAIIAN AFFAIRS**

**MEETING OF THE BOARD OF TRUSTEES**

**DATE:** Thursday, June 2, 2022  
**TIME:** 10:00 am  
**PLACE:** Virtual Meeting  
 Viewable at [www.oha.org/livestream](http://www.oha.org/livestream) OR  
 Listen by phone: (213) 338-8477,  
 Webinar ID: 869 4686 3097

**Due to COVID-19, the OHA Board of Trustees and its standing committees will hold virtual meetings until further notice. The virtual meeting can be viewed and observed via livestream on OHA's website at [www.oha.org/livestream](http://www.oha.org/livestream) or listened by phone: (213) 338-8477, Webinar ID: 869 4686 3097 A physical meeting location open to the general public will be available at 560 N. Nimitz Hwy., Suite 200, Honolulu HI 96817. All members of the public that wish to access the physical meeting location must pass a wellness check and provide proof of full vaccination or a negative COVID-19 test taken within 72 hours of entry.**

**AGENDA**

- I. Call to Order**
- II. Public Testimony\*** on Items Listed on the Agenda\* (Please see page 2 on how to submit written testimony or provide oral testimony. Oral testimony by phone will **not** be accepted)
- III. Community Concerns and Celebrations\*\***(Please see page 2 on how to submit written testimony or provide oral testimony. Oral testimony by phone will **not** be accepted)
- IV. New Business**
  - A. Committee on Resource Management
    1. Action Item RM #22-08: Community Based, Micro Kokua Grants†
    2. Action Item RM #22-09: OHA Biennium Budget for the Fiscal Biennium Periods 2021-2022 (FY 22) and 2022-2023 (FY 23) - Realignment #3†
    3. Action Item RM #22-10: Limited Delegation of Authority of Chapter 10-17 Grant Awards for the Purposes of Effecting Responsive Emergency Financial Assistance and Community Based, Micro Kokua Grants (1<sup>st</sup> reading) †
  - B. Action Item BOT#22-08: Approval of the method, process, timeline, survey and evaluation instrument for the performance appraisal of Ka Pouhana/CEO as recommended by Kumabe HR LLC
- V. Executive Session‡**
  - A. Consultation with Kumabe HR LLC, Board Counsel Robert Klein, re: questions and issues pertaining to the Board's powers, duties, privileges, immunities, and liabilities with respect to AI BOT#22-08: Approval of the method, process, timeline, survey, and evaluation instrument for the performance appraisal of Ka Pouhana/CEO, as recommended by Kumabe HR LLC pursuant to HRS § 92-5(a)(2) and (4).
  - B. Approval of Minutes
    1. August 19, 2021
    2. September 8, 2021
    3. September 23, 2021
    4. October 7, 2021
    5. October 28, 2021
    6. December 29, 2021
- VI. Announcements**

## BOARD OF TRUSTEES

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**VII. Adjournment**

If you require an auxiliary aid or accommodation due to a disability, please contact Everett Ohta at telephone number 594-1988 or by email [everetto@oha.org](mailto:everetto@oha.org) no later than three (3) business days prior to the date of the meeting. Meeting Materials will be available to the public 72 hours prior to the meeting and posted to OHA's website at: [www.oha.org/bot](http://www.oha.org/bot)

In the event that the livestream or the audiovisual connection is interrupted and cannot be restored, the meeting may continue as an audio-only meeting through the phone and Webinar ID listed at the beginning of this agenda. Meeting recordings are available upon request to [BOTmeetings@oha.org](mailto:BOTmeetings@oha.org) until the written meeting minutes are posted to OHA's website.

†**Notice: The 72 Hour rule, pursuant to OHA BOT Operations Manual, Section 49, shall be waived for distribution of new committee materials.**

\* **Public Testimony on Items Listed on the Agenda must be limited to matters listed on the meeting agenda.**

\*\* **Community Concerns and Celebrations is not limited to matters listed on the meeting agenda.**

‡ **Notice: This portion of the meeting will be closed pursuant to HRS § 92-5.**

\*\* **Community Concerns and Celebrations is not limited to matters listed on the meeting agenda.**

Hawai'i Revised Statutes, Chapter 92, Public Agency Meetings and Records, prohibits Board members from discussing or taking action on matters not listed on the meeting agenda.

Testimony can be provided to the OHA Board of Trustees either as: (1) **written testimony emailed** at least 24 hours prior to the scheduled meeting, (2) **written testimony mailed** and received at least two business days prior to the scheduled meeting, or (3) live, oral testimony online or at the physical meeting location during the virtual meeting.

(1) Persons wishing to provide **written testimony** on items listed on the agenda should submit testimony via **email** to [BOTmeetings@oha.org](mailto:BOTmeetings@oha.org) at least **24 hours prior** to the scheduled meeting or via **postal mail** to Office of Hawaiian Affairs, Attn: Meeting Testimony, 560 N. Nimitz Hwy., Suite 200, Honolulu, HI 96817 **to be received at least two business days prior** to the scheduled meeting. Any testimony received after these deadlines will be late testimony and will be distributed to the Board members after the scheduled meeting.

(2) Persons wishing to provide **oral testimony online** during the virtual meeting must first register at:

[https://us06web.zoom.us/webinar/register/WN\\_nFJEEKkkSMCuPpft49jvrg](https://us06web.zoom.us/webinar/register/WN_nFJEEKkkSMCuPpft49jvrg)

You need to register if you would like to orally testify. Once you have completed your registration, a confirmation email will be sent to you with a link to join the virtual meeting, along with further instructions on how to provide oral testimony during the virtual meeting. The registration page will closed once the Public Testimony or Community Concerns agenda items have concluded.

To provide oral testimony online, you will need:

- (1) a computer or mobile device to connect to the virtual meeting;
- (2) internet access; and
- (3) a microphone to provide oral testimony.

Oral testimony online or at a physical meeting location will be limited to five (5) minutes.

Oral testimony by telephone/landline **will not** be accepted at this time.

PHONE (808) 594-1888

FAX (808) 594-1868



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Once your oral testimony is completed, you will be asked to disconnect from the meeting. If you do not sign off on your own, support staff will remove you from the Zoom meeting. You can continue to view the remainder of the meeting on the livestream or by telephone, as provided at the beginning of this agenda. Please visit OHA's website for more detailed information on how to submit Public Testimony OR Community Concerns at: <https://www.oha.org/how-to-submit-testimony-for-oha-bot-meetings/>

*Carmen Hulu Lindsey*  
Trustee Carmen Hulu Lindsey  
Chairperson, Board of Trustees

5/27/2022  
Date

Office of Hawaiian Affairs  
Meeting of the Board of Trustees  
June 2, 2022  
10:00 A.M.

**IV. New Business**

**A. Committee on Resource Management**

**1. Action Item RM #22-08: Community Based, Micro Kokua Grants†**

*The Committee Report for this action will be forwarded to the Board of Trustees once received from the RM Committee.*

Office of Hawaiian Affairs  
Meeting of the Board of Trustees  
June 2, 2022  
10:00 A.M.

**IV. New Business**

**A. Committee on Resource Management**

**2. Action Item RM #22-09: OHA Biennium Budget for the  
Fiscal Biennium Periods 2021-2022 (FY 22) and 2022-2023 (FY  
23) - Realignment #3†**

*The Committee Report for this action will be forwarded to the Board of  
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Office of Hawaiian Affairs  
Meeting of the Board of Trustees  
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**IV. New Business**

**A. Committee on Resource Management**

**3. Action Item RM #22-10: Limited Delegation of Authority of Chapter 10-17 Grant Awards for the Purposes of Effecting Responsive Emergency Financial Assistance and Community Based, Micro Kokua Grants (1<sup>st</sup> reading) †**

*The Committee Report for this action will be forwarded to the Board of Trustees once received from the RM Committee.*

Office of Hawaiian Affairs  
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**IV. New Business**

**B. Action Item BOT#22-08: Approval of the method, process, timeline, survey and evaluation instrument for the performance appraisal of Ka Pouhana/CEO as recommended by Kumabe HR LLC**



# CEO Evaluation

## June 2, 2022



# Trustee Results

## 1. How will the data be collected?

- The data will be collected by online surveys with Trustee approval. Individual results will remain confidential. The Trustees have all been individually interviewed. The focus will be similar to evaluations in the past.
- Utilize a 1-5 scale including 5) Outstanding, 4) Exceeds requirements, 3) Meets all requirements, 2) Meets some requirements, 1) Consistently does not meet requirements, 0) Not applicable or not observed.

## 2. What topics will be explored?

- Integration with both the job description and the contract with the following broad categories: 1) Trustee Relations, 2) Leadership, 3) Engagement, 4) Advocacy, 5) Compliance, 6) Fiscal/Asset Responsibility, and 7) Community Relations.

## 3. Need Trustee Input

- Identify 4-5 measurable goals for the next year to provide a quantitative component (after survey results).
- Review timeframe: Since there has been no formal evaluation, we recommended the review timeframe be from inception of the CEO's employment contract (November 2019 to May 1, 2022).
- Recommend we share all results with CEO (of partner surveys).

## 4. Who participates in the assessment?

- Utilize survey results as a "voice" in the CEO evaluation process.
- CEO-Self
- Direct Reports
- Employees

## 5. How will feedback be handled?

- The results of the various surveys will be shared in aggregate and anonymously with the BOT to provide perspective. The results will be shared as an average rating per competency with comments included.

# Evaluation Method

- In keeping with the broad-based mission of OHA and the many stakeholders in the success of OHA's mission, a 360-degree evaluation model would allow broad based feedback to be incorporated to the final evaluation instrument.
- The Trustees have the responsibility to oversee the CEO position and therefore have the ultimate responsibility during the review process (the vote).
- The survey participants (CEO-Self, Direct Reports, and Employees) will be able to provide input to the Trustees to provide perspective based on their interaction with the CEO (the voice).

# Process Method

- Step 1: Approval for method, process, instrument, and timeline. Board of Trustees approves final survey for Trustees, CEO, Direct Reports, and Employees.
- Step 2: Surveys are sent out to constituent groups (CEO, Direct Reports, and Employees) on June 2<sup>nd</sup>. Reminder email sent on June 5<sup>th</sup>. Recommend surveys emailed from the Chair's office with email introduction from Kumabe HR explaining third-party confidential collection.
- Step 3: Surveys are due on June 8<sup>th</sup> from CEO, Direct Reports, and Employees.
- Step 4: Email survey results for Trustee review (from CEO, Direct Reports, and Employees) June 13<sup>th</sup> and present survey results on Thursday, June 16<sup>th</sup>.
- Step 5: Email survey link to Trustee's on June 16<sup>th</sup>.
- Step 6: Trustee surveys are due on June 27<sup>th</sup>.
- Step 7: Draft final instrument for Trustee review by July 8<sup>th</sup> for discussion and approval on Friday, July 15<sup>th</sup>.
- Step 8: Present final draft of CEO evaluation to BOT. Incorporate Trustee revisions and goals and obtain final approval on Friday, July 15<sup>th</sup>.
- Step 9: Performance review session, with Trustees, Consultants, and CEO on Tuesday, July 26<sup>th</sup>.
- Step 10: The CEO will provide her comments to the Chair's office by Monday, August 1<sup>st</sup>.

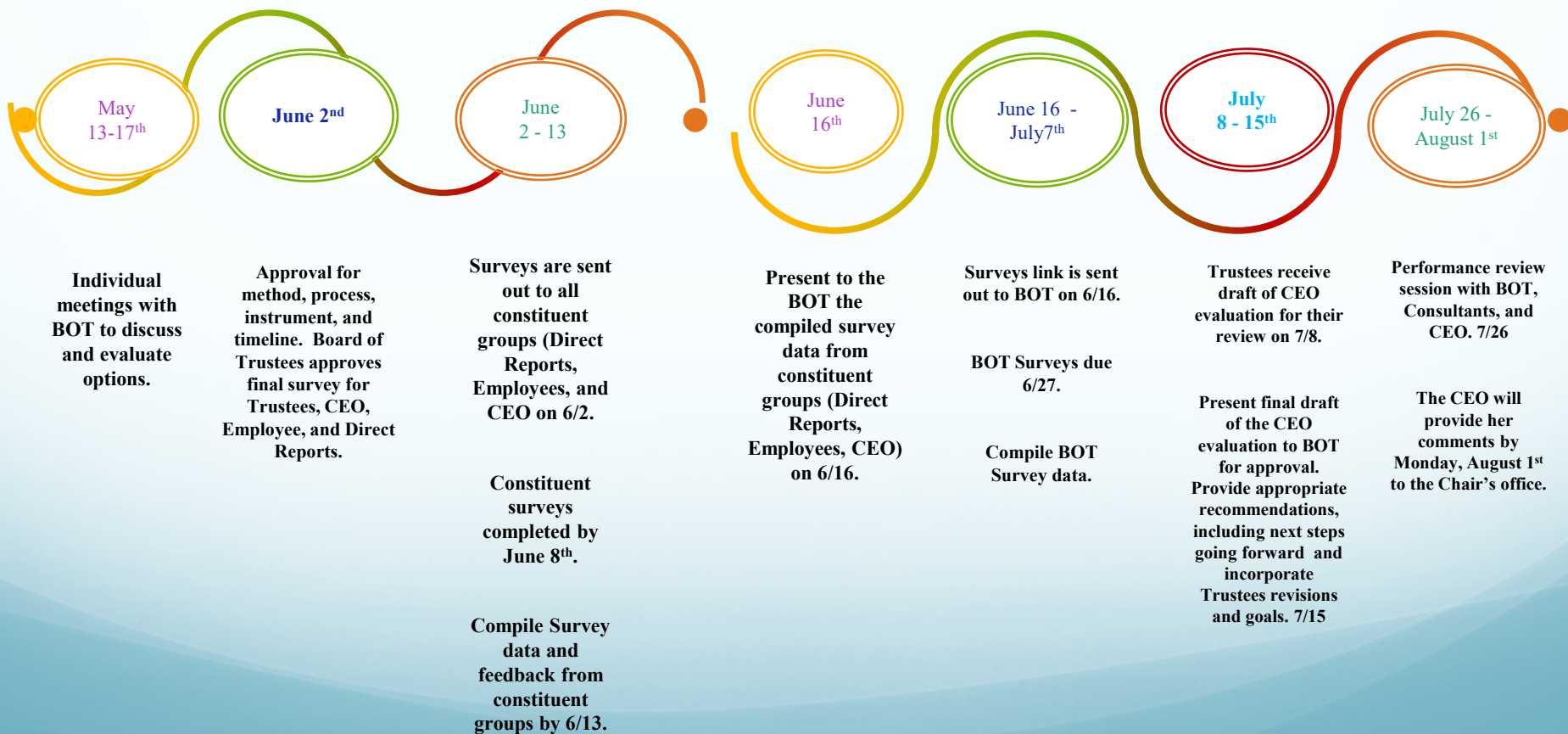
# Performance Ratings and Criteria

- 5) **Outstanding** - Performance consistently exceeds all requirements of the objectives and results in contribution beyond job expectations
- 4) **Exceeds Requirements** – Performance consistently exceeds most requirements and meets all other requirements of the objectives
- 3) **Meets All Requirements** – Performance is consistently solid and reliable
- 2) **Meets Some Requirements** – Performance meets some, and is below other requirements of the objectives
- 1) **Consistently Does Not Meet Requirements** – Performance does not meet requirements of the objectives and significant improvement needs to be demonstrated in the short-term
- **N/A**

# Survey Participants

	Trustee Relations	Leadership	Engagement	Advocacy	Compliance	Fiscal/Asset Responsibility	Community Relations
Trustees	X	X	X	X	X	X	X
CEO	X	X	X	X	X	X	X
Direct Reports/Leadership		X					
Employees			X				

# Timeline & Deadlines



# Survey

<https://www.surveymonkey.com/r/OHATRUSTEE2022DRAFT>

# Common Rating Errors

- **HALO** – Individuals rate someone high in all areas because they are very impressive in one or two areas.
- **HORN** – Individuals rate someone very low in all areas because they need development in one or more areas.
- **Central Tendency** – All ratings are in the middle.
- **Leniency** – Everyone is rated very high in all areas
- **Strictness** – Everyone is rated very low in all areas.
- **Recency Bias** – Failure to take into account for the whole year
- **Contrast Effect** – Rating individuals against others in the position.



# Key Decisions

June 2<sup>nd</sup>:

Board of Trustees approves method, instrument, process, surveys and timeline



June 2 - June 8<sup>th</sup>

Distribute survey to CEO -Self, Direct Reports, Employees

June 13<sup>th</sup>

Survey results provided to Trustee



June 16<sup>th</sup>

Trustee survey sent out via email link

June 27<sup>th</sup>

Trustee survey due



July 8<sup>th</sup> - Email Final draft of CEO Evaluation to Trustees

July 15<sup>th</sup> - Present final draft of the CEO Evaluation to BOT.  
Incorporate Trustees revisions and goals. BOT to approve changes.

July 26<sup>th</sup> - Performance review session with Trustees, Consultants and CEO.

August 1<sup>st</sup> - The CEO will provide her comments to the Chair's office.

# Next Steps

- Send out surveys to participants.
- Provide survey constituencies survey results to Trustees and send out surveys to Trustees.
- Review Draft CEO Evaluation sent to BOT prior to July 15<sup>th</sup> meeting.

**Mahalo!**  
**Any Questions?**



**CEO/ “Ka Pouhana”: Dr. Sylvia Hussey, Ph.D.**  
**Board Chair:**

**Date of Evaluation:**  
**Date of Hire:**  
**Evaluation Period:**

#### Rating Guide

1	2	3	4	5
Consistently Does Not Meet Requirements  <i>Performance does not meet requirements of the objectives and significant improvement needs to be demonstrated in the short-term</i>	Meets some Requirements  <i>Performance meets some, and is below other requirements of the objectives</i>	Meets All Requirements  <i>Performance is consistently solid and reliable</i>	Exceeds Expectations  <i>Performance consistently exceeds most requirements and meets all other requirements of the objectives</i>	Outstanding Performance  <i>Performance consistently exceeds all requirements of the objectives and results in contribution beyond job expectations</i>

Competencies	Comments	Rating
<b>Trustee Relations:</b> The CEO serves as the conduit between the Board of Trustees (BOT) and the OHA administering and implementing the strategic direction and plan. Under the policies and the direction of the Board, the CEO is tasked to administer the office and programs of the OHA in a timely and efficient manner. The CEO further ensures that the Board has accurate information to enhance their decision-making. Provide written and oral reports regarding all relevant OHA aspects including progress made on the BOT and Committees’ priority initiatives. The CEO is expected to responsibly communicate with the Board in advance on any matters of public significance that Board members must be aware of to perform their jobs. Effectively performs duties as required by the BOT-approved position description and contract. Communication is a key element to ensure success in the area of Trustee relations. The CEO effectively performs the range of operational functions required of the OHA’s CEO, including administering the Office by implementing the policies, rules, and		

Competencies	Comments	Rating
<p>directives adopted by the Board insuring the priority of Board initiatives.</p>		
<p><b>Leadership:</b> Establishes clear vision and direction for the OHA. Provides leadership and direction to the OHA staff to ensure that the OHA's mission, core values, and principles are understood and put into practice. Effectively mentors and empowers staff to create a healthy, positive, and culturally grounded environment. Handles problems in a professional manner and accepts responsibilities for decisions and actions. Uses creative, innovative problem-solving strategies for adapting to uncertainties and complexities and makes timely decisions. Functions as a self-starter, setting high personal standards and pursuing goals with a high level of personal drive and energy. Defines, sets, and promotes organizational culture that exemplifies the OHA values and principles. Develops and implements the OHA's strategic plan consistent with HRS 10-6(a). Oversees and approves creation of management structure, systems, and processes to drive innovation, organizational change, transparency, accountability, and shared responsibility for results.</p>		
<p><b>Engagement:</b> The CEO is a person of integrity. Personally and as an organization demonstrates the values of Pilina-relationships; Laulima- Collective effort; Kuleana-Fulfilling obligations; Kūpono- Respectful behavior; and Po'okela- Striving for excellence. Aligns the cultural aspects of leadership with our organization. Train employees to standards of professional competence and provide opportunities to develop and grow to broader roles at the OHA. Affirms the unique contributions of all people recognizing their diverse background and varying needs in the workplace, values people and shows genuine concern for their well-being. Promotes a culture of open communication and transparency. Challenges,</p>		

Competencies	Comments	Rating
<p>motivates, evaluates, and rewards employees and managers toward the achievement of goals and objectives. The CEO maintains a work style, which is open to constructive suggestions and creates a feeling of unity and enthusiasm among those in contact with. The CEO is establishing the OHA as an employer of choice.</p>		
<p><b>Advocacy:</b> Advocates before the Legislature through oral and written testimony at hearings, and informs the public at forums about laws, policies, and practices that will improve the lives of Native Hawaiians. Develops the OHA's annual legislative package of bills for the BOT approval. Recommend strategies including legislation aimed at improving the lives of the OHA's beneficiaries. Issues messages and media communications that foster positive public opinion and public support for bettering the condition of Native Hawaiians. Promotes Non-Government and Government funding sources for the Hawaiian people. Presents a vision of a Hawaii future that supports prosperity for all residents and ensures that the OHA and its missions, programs and services are consistently and accurately presented in a strong and positive manner.</p>		
<p><b>Compliance:</b> Discharges all duties and responsibilities as may be required by law and in accordance with the OHA's Bylaws, the Board of Trustees' Executive Policy Manual, the Board of Trustees' Operations Manual, Fiscal Procedures Manual, approved stand-alone policies, rules and regulations of the OHA and the duties identified in the CEO's approved position description as well as consistent with the strategic plan and all applicable laws, rules, and ordinances. Reviews and approves human resource policies and procedures to ensure they fully conform to current laws and regulations, as well as the OHA's values and principles. Ensures that all employees demonstrate the highest standards of ethics. In accordance with applicable employment laws, appoint and terminate all the OHA employees (Executive hires or terminations require timely notifications to the Board) and manages and evaluates all the OHA employees, and maintains a uniform and comprehensive salary range schedule and succession plan. Employs qualified personnel for</p>		

Competencies	Comments	Rating
<p>vacant positions through competitive and open recruitment; ensures adequate staffing throughout the agency; and retains qualified employees to provide for organizational stability and positive results.</p>		
<p><b>Fiscal/Asset Responsibility:</b>          Develops the OHA Budget in accordance with the OHA Native Hawaiian Trust Fund Spending Policy, mission and strategic direction, applicable laws, rules and regulations and submits to the BOT for 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. Provides a comprehensive financial and asset management accountability, monitoring and reporting program subject to the policies and procedures set forth in the Board's policies, rules, and operating manuals. 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. Responsible for the management and safeguarding of the OHA's assets: any real, personal or mixed, tangible or intangible, or any interest therein. Carries out the management of the OHA's Native Hawaiian Trust Fund (NHTF) in accordance with the NHTF Investment Policy adopted by the BOT. Oversees the development and administration of internal procedures and guidelines that are consistent with the laws of the State of Hawaii including travel and other business related expenditures, but not limited to guidelines on allowable expenditures and approvals. Ensures that applicable recordkeeping and reporting requirements are met. Promotes and protects the OHA's entitlements and asset portfolio. Measures and improves the effectiveness of grant funded programs.</p>		

Competencies	Comments	Rating
<p><b>Community Relations:</b>  Is an effective liaison between the Board of Trustees, the OHA and the Hawaiian community and promotes the mission of the OHA to the community. Develops programs promoting a positive image of the OHA and creates awareness of available services to local community. Represents the OHA in various community organizations and works closely with Hawaiian community leaders in determining community needs. Actively develops partnerships with other community providers to achieve the OHA's long term goals, develops and promotes the OHA's image in the community and effectively communicates activities of the OHA to the community and has the respect of peers in local and state affiliated organizations. Develop and approve messaging and media communications that foster positive public opinion and public support for bettering the conditions of Hawaiians and Native Hawaiians, presenting a vision of a Hawai'i future that yields prosperity for all residents. Increases communication, collaboration, cooperation, and projects with all private and public agencies serving Native Hawaiians and the community at large. Engages with the Native Hawaiian community by proactively soliciting feedback and conducting community meetings as required. Ensures that the OHA and its mission, programs and services are consistently and accurately presented in a strong and positive manner.</p>		

#### Trustee Comments

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**The OHA's most significant accomplishments under the CEO's leadership.**

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**What areas of development in the CEO would enhance the overall job performance?**

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**Please share what you think are the most critical goals for the coming year. If possible, please include specific measurable metrics to evaluate.**

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☐ Meets All Requirements

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**Office of Hawaiian Affairs  
Meeting of the Board of Trustees  
June 2, 2022  
10:00 A.M.**

**V. Executive Session‡**

**A.Consultation with Kumabe HR LLC, Board Counsel Robert Klein, re: questions and issues pertaining to the Board's powers, duties, privileges, immunities, and liabilities with respect to AI BOT#22-08: Approval of the method, process, timeline, survey, and evaluation instrument for the performance appraisal of Ka Pouhana/CEO, as recommended by Kumabe HR LLC pursuant to HRS § 92-5(a)(2) and (4).**

**B.Approval of Minutes**

- 1. August 19, 2021**
- 2. September 8, 2021**
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- 4. October 7, 2021**
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- 6. December 29, 2021**

