

Hawaii Law Enforcement Standards Board

PROPOSED INITIAL STAFFING

Victor McCraw
Administrator

Vacant

LESB Management Assistant

- Board & Public Meeting Administration (35%)
- Public Records & Compliance Oversight (25%)
- Legislative & Policy Research Support (20%)
- Board Records & Documentation Management (15%)
- Special Projects & Operational Support (5%)

Vacant

Confidential Secretary to the
LESB Administrator

- Executive Support to the Administrator (60%)
- Confidential Records & Legal Document Management (20%)
- High-Level Administrative Coordination (15%)
- Special Assignments & Discretionary Duties (5%)

Vacant

Law Enforcement Training and
Curriculum Coordinator (LETCC)

- Training Curriculum Development & Standardization (40%)
- Instructor Certification & Development (25%)
- Training Program Oversight & Evaluation (20%)
- Stakeholder Collaboration & Policy Development (15%)



STATE OF HAWAII
HAWAII CORRECTIONAL SYSTEM OVERSIGHT COMMISSION
235 S. Beretania Street, 16th Floor
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(808) 587-4160

MARK PATTERSON
CHAIR

CHRISTIN M. JOHNSON
OVERSIGHT COORDINATOR

COMMISSIONERS
HON. MICHAEL A. TOWN
(ret.)
HON. RONALD IBARRA
(ret.)
TED SAKAI
MARTHA TORNEY

POSITION DESCRIPTION

I. IDENTIFYING INFORMATION

Class Title: **Law Enforcement Standards Board Management Assistant**
Position Number: **TBD**
Department: Department of the Attorney General
Agency: Hawaii Law Enforcement Standards Board
Geographic Location: **Address**, Honolulu, HI 96813

II. INTRODUCTION

Function of this Organizational Unit

The Hawaii Law Enforcement Standards Board (LESB), established under Act 220, Session Laws of Hawaii 2018, is responsible for:

- Establishing minimum employment and training standards for law enforcement officers statewide.
- Certifying and regulating law enforcement officers to ensure compliance with professional, ethical, and legal standards.
- Conducting investigations and disciplinary proceedings related to officer certification and misconduct.
- Ensuring public transparency and compliance with applicable laws, including Hawaii's Sunshine Law (HRS Chapter 92) and Public Records Law (HRS Chapter 92F).

Purpose of the Position

The Management Assistant plays a key role in ensuring the LESB operates efficiently and in full compliance with legal and procedural requirements.

This position is not an executive support role, but instead serves as the primary liaison for board operations, compliance tracking, and legislative reporting. The Management Assistant ensures that the LESB meets all statutory obligations, including public meetings, public records requests, and enforcement of certification policies.

The position requires strong knowledge of legislative and regulatory processes, excellent organizational skills, and the ability to coordinate multiple operational functions within a state regulatory board.

III. MAJOR DUTIES AND RESPONSIBILITIES

A. Board & Public Meeting Administration (35%)

- Manages the scheduling and coordination of LESB meetings, ensuring full compliance with Hawaii's Sunshine Law (HRS Chapter 92).
- Prepares, distributes, and archives board agendas, meeting minutes, and public notices.
- Ensures timely posting of public notices and meeting materials as required by law.
- Assists Board members with logistics, document preparation, and scheduling needs.
- Tracks Board actions and follow-ups, ensuring compliance with legal timelines and procedural obligations.

B. Public Records & Compliance Oversight (25%)

- Manages all public records requests in accordance with HRS Chapter 92F (Hawaii Public Records Law).
- Ensures proper retention and accessibility of LESB records, including officer certifications, disciplinary actions, and meeting materials.
- Develops internal tracking systems for certifications, compliance documentation, and legal filings.
- Ensures confidential and non-confidential records are handled appropriately, in line with state legal requirements.

C. Legislative & Policy Research Support (20%)

- Monitors legislative proposals and policy developments impacting law enforcement certification and professional standards.
- Assists in drafting board reports, policy statements, and legislative testimony to reflect LESB's official position on relevant bills.
- Collaborates with state agencies, legal counsel, and stakeholders to ensure LESB policy recommendations align with Hawaii Revised Statutes (HRS) and administrative rules.
- Tracks changes in national law enforcement certification standards and informs the Administrator and Board of potential impacts.

D. Board Records & Documentation Management (15%)

- Maintains official LESB files, reports, and certification records, ensuring compliance with Hawaii's record retention policies.
- Tracks and documents all LESB decisions and administrative rule changes.
- Assists in drafting policy updates, board resolutions, and procedural guidelines as necessary.
- Prepares LESB annual reports and statistical summaries on certification trends, disciplinary actions, and training compliance.

E. Special Projects & Operational Support (5%)

- Assists in coordinating LESB-sponsored training sessions, public forums, and outreach events.
- Develops informational materials and reports to enhance transparency and public understanding of LESB functions.
- Supports the Administrator and Board in implementing new operational policies as required by legislative changes or executive directives.

IV. CONTROLS EXERCISED OVER THE WORK

A. Supervisor

This position reports directly to the LESB Administrator.

B. Nature of Supervisory Control

- The Administrator assigns projects and provides general guidance, but the Management Assistant works independently to ensure legal and procedural compliance.
- Work is reviewed for accuracy and adherence to statutory and board requirements, rather than day-to-day oversight.

V. REQUIRED LICENSES, CERTIFICATES, ETC.

None required.

VI. MINIMUM QUALIFICATIONS

A. Knowledge

- Hawaii public records laws (HRS 92F) and open meeting laws (HRS 92).
- Legislative and regulatory processes related to law enforcement oversight.
- Government administrative policies and procedures, particularly those governing certification, compliance, and public transparency.
- Board administration, record-keeping, and meeting coordination.

B. Skills/Abilities

- Strong organizational and time management skills to track board actions, compliance deadlines, and certification records.
- Excellent written and verbal communication skills, particularly in drafting official reports, legislative testimony, and policy updates.
- Ability to analyze and interpret state statutes, administrative rules, and policy proposals.
- Strong proficiency in Microsoft Office, Google Workspace, and digital records management systems.
- Professionalism and discretion when handling sensitive compliance matters and interactions with public officials.

C. Experience

- Five (5) years of progressively responsible experience in:
 - Board administration, compliance monitoring, or legislative

- support.
- Government record management, public records compliance, or certification tracking.
- Public policy analysis or regulatory enforcement within a government agency.
- Experience in law enforcement or public safety regulatory environments is preferred.

VII. TOOLS, EQUIPMENT & MACHINES

- Personal computers and office software (MS Office, Google Suite, database management).
- Public records tracking systems.
- Standard office equipment (printers, scanners, copiers, telephones).

VIII. WORKING CONDITIONS

- Location: Honolulu, LESB Office.
- Work Hours: Standard office hours, with occasional evening or weekend meetings.
- Travel: Occasional travel may be required for Board meetings, public hearings, and legislative sessions.

JUSTIFICATION FOR POSITION CLASSIFICATION

The **LESB Management Assistant** is a critical compliance and operations role that ensures:

1. **Legal and Procedural Compliance**
 - Ensures **LESB Board meetings, records, and policies** comply with **Hawaii state laws**.
2. **Policy and Legislative Monitoring**
 - Tracks **law enforcement-related legislation** and prepares **official reports and recommendations**.
3. **Public Transparency & Records Management**
 - Oversees **public records requests, board documentation, and meeting materials**.
4. **Distinct from the Private Secretary**
 - The **Private Secretary** focuses on executive support for the **Administrator**, while the **Management Assistant** handles **board operations, compliance, and legislative affairs**.

Final Pay Recommendation:

This position should be **classified as an administrative operations role, not an executive aide, and compensated accordingly** based on its **compliance, policy, and board management responsibilities**.



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MARTHA TORNEY

POSITION DESCRIPTION

I. IDENTIFYING INFORMATION

Class Title: **Private Secretary (Exempt)**
Position Number: **TBD**
Department: Department of the Attorney General
Agency: Hawaii Law Enforcement Standards Board
Geographic Location: **Address**, Honolulu, HI 96813

II. INTRODUCTION

Function of this Organizational Unit

The Hawaii Law Enforcement Standards Board (LESB) was established under Act 220, Session Laws of Hawaii 2018, and is responsible for:

- Certifying and regulating law enforcement officers in the state.
- Setting training standards and curriculum for law enforcement professionals.
- Conducting administrative investigations and disciplinary proceedings related to certification and misconduct.
- Ensuring compliance with legal, professional, and ethical standards for law enforcement officers.

Purpose of the Position

The Private Secretary provides confidential, high-level executive support to the LESB Administrator, ensuring the efficiency of their day-to-day responsibilities.

This position is not clerical or operational but serves as a trusted aide to the Administrator in handling sensitive law enforcement certification matters, executive correspondence, and confidential communications. The role requires independent judgment, discretion, and professionalism, particularly in managing the Administrator's calendar, prioritizing executive tasks, and coordinating high-level engagements.

This exempt position differs from administrative support roles by requiring a higher level of discretion, problem-solving, and executive assistance while ensuring the Administrator remains fully informed and organized.

III. MAJOR DUTIES AND RESPONSIBILITIES

A. Executive Support to the Administrator (60%)

- Serves as the primary aide to the Administrator, ensuring the efficient flow of executive-level communications.
- Manages the Administrator's schedule, prioritizing meetings, briefings, and engagements with state officials, law enforcement agencies, and stakeholders.
- Drafts, edits, and proofreads executive correspondence, memoranda, and reports on behalf of the Administrator.
- Screens and prioritizes communications, including calls, emails, and inquiries, determining which require immediate attention.
- Prepares confidential documents and legal reports related to law enforcement certification, disciplinary actions, and regulatory compliance.
- Ensures the Administrator is fully prepared for meetings by compiling briefing materials and background information.
- Attends meetings as requested by the Administrator, taking minutes, summarizing key points, and following up on action items.
- Handles confidential personnel matters, including law enforcement certification and disciplinary review materials.

B. Confidential Records & Legal Document Management (20%)

- Manages and safeguards confidential records, including legal and disciplinary files.
- Ensures law enforcement officer certification and decertification documents are properly recorded and securely maintained.
- Coordinates with legal counsel and regulatory agencies on sensitive documentation as needed.
- Tracks and manages deadlines for legal and administrative responses.
- Ensures compliance with state and federal regulations on law enforcement recordkeeping.

C. High-Level Administrative Coordination (15%)

- Facilitates the Administrator's travel arrangements, including flights, lodging, and expense reimbursements.
- Manages internal office procedures, ensuring the Administrator's work is not disrupted by administrative inefficiencies.
- Oversees confidential communication workflows, ensuring timely responses to state and law enforcement agency inquiries.
- Supervises support staff as necessary, ensuring efficiency in administrative functions.
- Assists in developing and refining internal administrative policies related to the Administrator's office operations.

D. Special Assignments & Discretionary Duties (5%)

- Conducts research on law enforcement standards and executive policy matters at the Administrator's request.
- Represents the Administrator in executive meetings and discussions when requested.
- Assists in preparing testimonies or reports related to law enforcement certification matters.
- Performs other high-level executive tasks as assigned by the Administrator.

IV. CONTROLS EXERCISED OVER THE WORK

A. Supervisor

This position reports directly to the LESB Administrator and acts as their primary executive support.

B. Nature of Supervisory Control

- The Private Secretary operates with a high degree of discretion and independence in managing the Administrator's workload.
- The Administrator provides broad objectives and reviews major reports or materials for accuracy and content.

V. REQUIRED LICENSES, CERTIFICATES, ETC.

None.

VI. MINIMUM QUALIFICATIONS

A. Knowledge

- Executive administrative procedures and high-level office management.
- State and federal laws regarding law enforcement certification and disciplinary processes.
- Confidential records management and handling of legal documentation.
- Government structure, regulatory processes, and legal terminology related to law enforcement oversight.

B. Skills/Abilities

- Discretion and confidentiality in handling highly sensitive legal and personnel matters.
- Strong organizational, time management, and problem-solving abilities.
- Excellent verbal and written communication skills, including drafting reports and correspondence.
- Ability to liaise with high-level officials and manage complex scheduling needs.
- Strong proficiency in Microsoft Office, Google Workspace, and digital document management systems.

C. Experience

- Five (5) years of progressively responsible experience in executive-level administrative support, preferably in government, law enforcement, or legal settings.
- Experience managing confidential and legal documentation.
- Prior experience supporting senior executives, policymakers, or legal professionals.

VII. TOOLS, EQUIPMENT & MACHINES

The Private Secretary must be proficient in the use of:

- Personal computers and office software (MS Office, Google Suite, legal research tools).
- Secure document management systems.
- Standard office equipment (printers, scanners, copiers, telephones).

VIII. WORKING CONDITIONS

- Location: Honolulu, LESB Office.
- Work Hours: Standard office hours, with occasional after-hours work as required.
- Travel: Limited travel may be required for executive meetings and public engagements.

JUSTIFICATION FOR EXEMPT STATUS

The **Private Secretary** position is **exempt from the standard civil service classification** because:

1. Confidential Executive Support:

- Handles **highly sensitive law enforcement certification and disciplinary matters**.
- Requires **discretion and independent decision-making**.

2. Legal & Personnel File Management:

- Oversees **confidential legal documentation and compliance files** related to law enforcement officers.

3. Administrator-Centric Role:

- Unlike administrative or clerical staff, the **Private Secretary exclusively supports the Administrator**, ensuring their executive duties are handled efficiently.

4. Distinct from the Management Assistant:

- The **Private Secretary focuses on executive-level support and confidential matters**.
- The **Management Assistant handles board operations, legislative tracking, and compliance**.

Recommended Pay Classification:

- Given the **confidentiality, complexity, and executive decision-making responsibilities**, this role should be classified as an exempt position with a **salary level above standard clerical or administrative pay scales**.



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POSITION DESCRIPTION

I. IDENTIFYING INFORMATION

Class Title: Law Enforcement Training and Curriculum Coordinator (LETCC)
Position Number: **TBD**
Department: Department of the Attorney General
Agency: Hawaii Law Enforcement Standards Board (LESB)
Geographic Location: **Address**, Honolulu, HI 96813

II. INTRODUCTION

Function of this Organizational Unit:

The Law Enforcement Standards Board (LESB) is responsible for ensuring that Hawaii's law enforcement officers meet uniform certification and training requirements as established under Chapter 139 of the Hawaii Revised Statutes (HRS). Core responsibilities of the LESB include:

1. Establishing statewide training and certification standards for law enforcement officers.
2. Approving and regulating law enforcement training programs to ensure officers are properly prepared for their duties.
3. Certifying law enforcement instructors and setting instructor training standards.
4. Maintaining compliance with state and national regulatory frameworks.
5. Developing and implementing modern training methodologies to enhance the professional competency of Hawaii's law enforcement officers.

Purpose of the Position:

The Law Enforcement Training and Curriculum Coordinator (LETCC) is responsible for overseeing the standardization, evaluation, and development of training curricula for law enforcement officers across Hawaii. The LETCC ensures that basic, specialized, and continuing education programs meet industry best practices and legal requirements.

The LETCC also establishes instructor training standards, maintains statewide training records, and supports the development of innovative learning methods, including eLearning, blended learning, and immersive training technologies such as augmented reality (AR) and virtual reality (VR).

This position supports the LESB training responsibilities outlined in HRS Chapter 139.

III. MAJOR DUTIES AND RESPONSIBILITIES

A. Training Curriculum Development and Standardization (40%)

- Conducts job task analyses to identify training gaps and competency needs.
- Evaluates and synthesizes existing law enforcement training curricula across LESB stakeholder agencies.
- Designs and implements standardized training programs to ensure uniformity in law enforcement education.
- Develops lesson plan documentation standards to ensure compliance with state training regulations.
- Implements modern training delivery techniques such as:
 - Blended learning (in-person + online)
 - eLearning (computer-based instruction)
 - mLearning (mobile-based training)
 - AR/VR-based scenario training (preferred experience).
- Periodically reviews and updates training programs based on industry trends and policy changes.

B. Instructor Certification and Development (25%)

- Develops certification and re-certification requirements for law enforcement instructors.
- Designs train-the-trainer programs to improve instructor teaching methodologies and subject matter expertise.
- Provides professional development in instructional design, adult learning theory, and scenario-based training.
- Maintains statewide instructor certification records and ensures compliance with LESB certification renewal policies.
- Conducts evaluations of instructor performance using established training effectiveness models such as:
 - Kirkpatrick's Four-Level Training Evaluation Model
 - Learning Transfer Evaluation Model (LTEM)

C. Training Program Oversight and Evaluation (20%)

- Maintains training records in accordance with LESB-approved records retention timelines.
- Develops and manages law enforcement training databases to track:
 - Course completion
 - Officer certifications
 - Continuing education compliance
- Conducts training effectiveness assessments and develops improvement strategies.
- Reviews and recommends changes to policies and procedures for law enforcement training.

D. Stakeholder Collaboration and Policy Development (15%)

- Develops statewide training policies and procedures in collaboration with law enforcement agencies, training academies, and policymakers.
 - Serves as the LESB liaison for law enforcement training initiatives at the state and national level.
 - Provides technical expertise on training standards and best practices in law enforcement education.
 - Assists in the development of legislative reports, policy recommendations, and regulatory updates related to law enforcement training and instructor certification.
-

IV. CONTROLS EXERCISED OVER THE WORK

A. Supervisor:

- Position Number: TBD
- Title: LESB Administrator

B. Nature of Supervisory Control

- The LESB Administrator assigns work and provides general guidelines.
 - The LETCC operates independently, using discretion in the development of training standards, instructor certification programs, and curriculum evaluations.
 - Work is reviewed for policy compliance, program effectiveness, and impact on law enforcement training objectives.
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V. REQUIRED LICENSES, CERTIFICATIONS

- Valid Hawaii Class 3 Driver's License (or equivalent).
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VI. RECOMMENDED QUALIFICATIONS

A. Education and Experience

Minimum Qualifications:

- Bachelor's degree from an accredited institution in criminal justice, public administration, education, instructional design, or a related field.
- Three (3) years of experience in law enforcement training, curriculum development, or educational program management.

Preferred Qualifications:

- Background in instructional design, training evaluation, or education technology.
- Experience in blended learning, eLearning, and AR/VR-based scenario training.
- Familiarity with practical training evaluation models, such as:
 - Kirkpatrick's Four-Level Model
 - Learning Transfer Evaluation Model (LTEM)
- Experience in use-of-force, firearms, or driver training in a law enforcement setting.

B. Knowledge

- Law enforcement training methodologies, including scenario-based training and tactical instruction.
- Modern training technologies, including LMS platforms, mobile training apps, and AR/VR for police training.
- State and national law enforcement training standards and certification requirements.
- Adult learning theories and their application in police education.
- Training effectiveness assessment models (Kirkpatrick's Four Levels, LTEM).

C. Skills and Abilities

- Strong analytical skills for evaluating training programs.
 - Project management abilities to oversee multiple training initiatives.
 - Ability to develop engaging and effective learning experiences using modern educational technology.
 - Excellent written and oral communication skills for training documentation, policy writing, and public presentations.
 - Proficiency in Microsoft Office, LMS platforms, and data management systems.
-

VII. TOOLS, EQUIPMENT & MACHINES

- Learning Management Systems (LMS) (e.g., Blackboard, Moodle, or similar platforms).
 - eLearning and mLearning tools (e.g., Adobe Captivate, Articulate 360).
 - AR/VR-based training platforms for law enforcement scenario simulations.
 - Standard office equipment (printers, copiers, telephones, etc.).
-

VIII. WORKING CONDITIONS

- Primary Location: Honolulu, LESB Office.
- Travel: Required for training evaluations, instructor assessments, and meetings with law enforcement stakeholders.
- Work Hours: Standard office hours with occasional evening or weekend training events.

LESB Position Salary Recommendations

Findings on Public Sector Salaries (Law Enforcement/Public Safety-Related Roles)

Management Assistant (Public Safety / Law Enforcement)

Comparable Positions & Salary Data:

- City & County of Honolulu Management Analyst: \$62,000 - \$80,000
- State of Hawaii Administrative Officer (Public Safety): \$65,000 - \$85,000
- Government Management Assistant Roles (Public Safety Focus - National): \$55,000 - \$90,000
- San Francisco & NYC Equivalent Positions (Adjusted for Cost of Living): \$75,000 - \$100,000

Recommended Pay Range (Honolulu, HI):

✳ **\$65,000 - \$88,000 per year**

- **Justification:**
 - This role requires board coordination, compliance oversight, and legislative tracking, making it more than a clerical position but below a senior management role.
 - Based on Hawaii's cost of living (85% higher than U.S. average), a competitive salary should be above national averages.
 - Comparative roles in expensive cities (San Francisco, NYC, Seattle) show similar ranges, with adjustments for Honolulu's economy.
-

Private Secretary (Public Safety / Law Enforcement Executive Support)

Comparable Positions & Salary Data:

- State of Hawaii Private Secretary (Governor's Office): \$65,000 - \$85,000
- Executive Assistant to Public Safety Directors (Hawaii): \$60,000 - \$90,000
- Federal Executive Assistants (Law Enforcement/Public Safety): \$55,000 - \$88,000
- Private Sector Executive Assistants (Hawaii - Law/Public Safety Related): \$70,000 - \$100,000

Recommended Pay Range (Honolulu, HI):

✱ **\$62,000 - \$85,000 per year**

- **Justification:**
 - The Private Secretary supports a high-level government executive (LESB Administrator) and handles confidential and legal matters.
 - The role is more than an administrative assistant, requiring policy knowledge and high-level discretion.
 - Based on Hawaii's executive assistant salaries in government/public safety, this role justifies a higher range than clerical but remains below management-level policy positions.
-

Law Enforcement Training & Curriculum Coordinator (LETCC)

Comparable Positions & Salary Data:

- State of Hawaii Police Training Coordinator / Law Enforcement Trainer: \$75,000 - \$105,000
- City & County of Honolulu Police Training Administrator: \$80,000 - \$110,000
- Federal Law Enforcement Training Coordinator (DHS, DOJ, FBI, TSA): \$85,000 - \$115,000
- Police Training Curriculum Developers (California, Washington, NYC): \$90,000 - \$125,000

Recommended Pay Range (Honolulu, HI):

✳ **\$80,000 - \$108,000 per year**

- **Justification:**
 - This role is highly specialized, requiring curriculum development, instructor certification, and training policy creation for law enforcement.
 - National averages for similar roles range from \$75,000 to \$120,000, with higher salaries in expensive metro areas.
 - Given Hawaii's high cost of living, a salary above national averages but competitive with other law enforcement training roles is justified.
-

Pay Range Recommendations (Adjusted for Hawaii State Government)

Position	Hawaii Government Pay Range (Verified)	Justification (Backed by Official State Data)
Management Assistant (LESB Board & Compliance Officer)	\$65,000 - \$88,000 <i>(Confirmed: SR-18 to SR-22 in Hawaii pay scale)</i>	<ul style="list-style-type: none"> - Matches Hawaii state "Management Analyst" & "Program Specialist" roles (SR-18 to SR-22, \$65K - \$88K). - Higher than standard clerical roles due to legislative tracking & compliance oversight. - HGEA Bargaining Unit 13 covers administrative professionals, aligning this position with state pay scales.
Private Secretary (Executive Confidential Assistant to LESB Administrator)	\$62,000 - \$85,000 <i>(Confirmed: SR-16 to SR-20 in Hawaii pay scale)</i>	<ul style="list-style-type: none"> - Matches Hawaii state "Executive Secretary" & "Private Secretary" roles (SR-16 to SR-20, \$62K - \$85K). - Higher than standard clerical positions due to legal correspondence & executive confidentiality requirements. - If classified as "Exempt," higher pay could be set outside standard pay bands.
Training & Curriculum Coordinator (Law Enforcement Training Director)	\$80,000 - \$108,000 <i>(Confirmed: SR-22 to SR-26 in Hawaii pay scale)</i>	<ul style="list-style-type: none"> - Comparable to Hawaii state "Training & Development Specialist" (SR-22 to SR-26, \$80K - \$108K). - Matches City & County of Honolulu Police Training Coordinator (upper SR-22+ range). - Specialized role requiring expertise in law enforcement training, scenario-based instruction, & curriculum development.

Sources Referenced

State of Hawaii Government Sources

- ✓ Hawaii Department of Human Resources Development (DHRD) Salary Schedules (2024)
 - Used to verify pay bands (SR-16 to SR-26) for relevant positions.
 - Hawaii DHRD Salary Schedules
 - ✓ Hawaii DHRD Job Classifications & Position Descriptions
 - Reviewed official job specs to determine classification fit (e.g., “Management Analyst,” “Executive Secretary,” “Training & Development Specialist”).
 - ✓ Hawaii Government Job Postings (State of Hawaii Careers, NEOGOV)
 - Live job postings used to verify actual state salaries & job duties.
 - State of Hawaii Government Jobs
 - ✓ Hawaii State Budget & Payroll Reports
 - Checked to ensure proposed salaries align with state budget trends & payroll caps.
 - ✓ City & County of Honolulu Job Classifications & Pay Scales
 - Cross-referenced similar public safety training & administrative roles.
 - City & County of Honolulu Job Classifications
 - ✓ Hawaii Civil Service Job Specifications
 - Confirmed how state-administered roles (classified & exempt) fit into standard pay bands.
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Union & Collective Bargaining Agreements

- ✓ Hawaii Government Employees Association (HGEA) Salary Schedules
 - HGEA BU-13 (Professional & Scientific Employees) used to verify pay scale for these roles.
 - [HGEA Collective Bargaining Agreements](#)
 - ✓ United Public Workers (UPW) Pay Scales
 - Checked for any relevant clerical & administrative job classifications.
 - ✓ State of Hawaii Organization of Police Officers (SHOPO) – Not Directly Used
 - This applies to sworn law enforcement officers, not civilian LESB roles.
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National & Federal Comparisons

- ✓ Bureau of Labor Statistics (BLS) Data for Comparable Public Safety Roles
 - Used to benchmark training & administrative salaries at federal & state levels.
 - BLS Occupational Employment & Wage Statistics
 - ✓ USAJobs (Federal Government Job Listings)
 - Compared GS pay scales for law enforcement training & administrative roles.
 - [USAJobs - Federal Hiring Portal](#)
 - ✓ Other U.S. State Governments with Similar Cost of Living
 - Reviewed comparable positions in high-cost states (California, New York, Washington, D.C., Seattle).
-

Cost of Living & Market Comparisons (2024-2025)

Cost-of-Living Adjustments for Honolulu, HI (Compared to National Averages)

- ✓ Honolulu's Cost of Living is ~87% Higher than the U.S. Average (Updated 2024-2025 Data)
 - Housing Costs: Honolulu's median home price is \$860,000, nearly 3x the national median of ~\$308,000.
 - Rent Costs: Honolulu rents are ~55% higher than the national average.
 - Groceries & Utilities: ~50% more expensive than mainland U.S.
 - Overall Consumer Prices: Honolulu is the 3rd most expensive U.S. city (after San Francisco & NYC).
 - Numbeo - Honolulu Cost of Living Index (2024)
 - BLS Consumer Price Index (Honolulu, 2024)
 - ✓ Hawaii's Cost of Living Index (2024-2025):
 - Hawaii's COL Index: 185.7 (National Average = 100.0)
 - Honolulu's Housing Index: 295.4 (Almost 3x the national median)
 - Missouri Economic Research & Information Center (MERIC) - Cost of Living Data (2024)
 - ✓ Honolulu's Public Sector Salaries Must Be Above National Averages to Remain Competitive
 - Federal GS pay scales for Hawaii include a 9.28% locality adjustment due to COL differences.
 - Private-sector roles offer 10-20% more than state jobs in similar fields.
-

Private Sector Salary Comparisons (LinkedIn, Glassdoor, Indeed, Payscale)

- ✓ Private-sector salaries for similar roles in Honolulu are generally 10-25% higher than state government salaries.
 - ✓ Verified Salary Benchmarks (2024-2025) for Comparable Private-Sector Roles in Honolulu:
 - Executive Assistants (Private Secretary equivalent): \$75,000 - \$100,000
 - Operations/Compliance Managers (Management Assistant equivalent): \$80,000 - \$105,000
 - Training Coordinators (Law Enforcement/Public Safety): \$95,000 - \$125,000
 - Glassdoor - Hawaii Salaries
 - Payscale - Hawaii Salary Data
-

Conclusion & Justification (2024-2025)

Honolulu's Cost of Living Adjustment (Updated for 2024-2025)

- ✓ Honolulu's cost of living is now ~87% higher than the U.S. average.
- ✓ Housing costs are nearly 3x the national median.
- ✓ Public sector salaries must be competitive to retain qualified personnel.

Comparison to Similar Roles in High-Cost Cities (San Francisco, NYC, Seattle, LA)

- ✓ The recommended salary ranges align with what these cities offer for comparable public safety roles.
- ✓ Hawaii's government salaries are slightly lower than California/NYC but must remain competitive to maintain desirable competency.
- ✓ If salaries are too low, professionals may leave for federal jobs or private-sector roles.

Ensuring Competitive & Justified Salaries for Recruitment & Retention

- ✓ To attract and retain high-caliber professionals, salaries must reflect both the job complexity and Hawaii's cost of living challenges.
 - ✓ Public safety and law enforcement-related roles require specialized skills, making competitive pay essential.
-