

Hawaii Law Enforcement Standards Board

Organizational Structure and Staffing Analysis

Division Implementation Documents

DOCUMENT OVERVIEW

This collection contains five comprehensive division documents that provide the operational foundation for implementing Hawaii's first statewide law enforcement certification and oversight system under HRS Chapter 139. Each document presents detailed analysis, position descriptions, cost projections, and operational requirements necessary to fulfill the Legislature's mandate for professional law enforcement accountability.

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Purpose: Legislative Budget Request Support Documentation

Division Structure

The proposed organizational structure consists of five operational divisions designed to execute the complex regulatory, investigative, training, and administrative functions required by statute:

- **Office of the Board Administrator**
 - Executive leadership and high-level coordination functions, including the Administrator position and executive support staff necessary for Board operations and intergovernmental liaison.
- **Administrative Services Division**
 - Internal operations, records management, and technology infrastructure support, including enterprise-level systems essential for certification tracking and compliance monitoring.
- **Training Standards Division**
 - Curriculum development, standards analysis, and training coordination personnel responsible for establishing and enforcing minimum training requirements for all certified officers statewide.
- **Regional Engagement Division**
 - Field-based liaison personnel providing direct agency coordination and community engagement across Hawaii's diverse geographic and jurisdictional landscape.
- **Professional Standards Division**
 - Independent investigative capacity and certification enforcement functions, including misconduct investigations and administrative hearing support to maintain public trust and accountability.

Phased Staffing and Implementation Overview

To ensure responsible and achievable implementation of HRS Chapter 139, LESB staffing is organized into two sequential phases.

- Phase 1 establishes core operational capacity by funding six priority positions across all divisions: Training Standards, Professional Standards, Administrative Services, and the Office of the Board Administrator. These initial hires form the agency's supervisory and functional backbone, enabling development of foundational systems, procedures, and training frameworks.
- Phase 2 completes the organization's structure with eight additional professional positions, including administrative, technical, training, investigative, and regional liaison roles.

Together, both phases result in a total of fifteen full-time LESB positions (one Administrator and fourteen staff) capable of fulfilling the Board's statewide certification, training, and professional-standards mandates. This phased approach supports scalability, preserves fiscal accountability, and aligns with the Board's recommendation to extend the statutory implementation deadline to July 1, 2028, allowing full operational capacity by that date.

Document Content and Analysis

Each division document includes:

- **Operational rationale** tied to specific HRS Chapter 139 statutory requirements
- **Detailed position descriptions** with comprehensive job specifications
- **Market-based salary analysis** accounting for Hawaii's cost-of-living factors
- **Cost projections** including personnel, support, and technology requirements
- **Implementation considerations** for effective deployment and operations

Supporting Infrastructure

The analysis incorporates critical technology requirements, including enterprise certification management and learning management systems totaling \$188,000 annually, which enable the centralized database and training delivery functions mandated by statute.

Utilization

These documents serve as the analytical foundation for LESB's legislative budget request and provide comprehensive justification for the minimum organizational capacity required to implement the Legislature's vision for statewide law enforcement oversight and accountability.

This analysis represents the culmination of extensive research into comparable oversight systems, market conditions, and operational requirements necessary to establish Hawaii's foundational law enforcement accountability framework.

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Phase 1 -Staffing Organizational Chart

Hawai'i Law Enforcement Standards Board

Proposed **PHASE 1** LESB Staffing as of November 2025



Figure 1: Staff hired during Phase 1

Phase 2 -Staffing Organizational Chart

Hawai'i Law Enforcement Standards Board

Proposed PHASE 2 LESB Staffing as of November 2025



Figure 2: Staff hired during Phase 2 (in color)

Full Staffing Organizational Chart

Hawai'i Law Enforcement Standards Board

Proposed Full LESB Staffing as of November 2025



Figure 3: Full LESB Staffing

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LESB PROPOSED STAFFING

OFFICE OF THE BOARD ADMINISTRATOR

Operational Rationale and Statutory Mandate

The Office of the Board Administrator (OBA) serves as the executive and operational arm of the Hawaii Law Enforcement Standards Board (LESB), established under Act 220, Session Laws of Hawaii 2018, and codified in HRS Chapter 139. The OBA supports the Board's statutory duties to certify law enforcement officers, establish and enforce employment and training standards, adopt administrative rules, maintain a centralized certification database, and prepare public reports for the Governor and Legislature.

The LESB Administrator directs all Board operations, oversees implementation of policies and mandates, and ensures legal and fiscal compliance in collaboration with the Department of the Attorney General. This structure ensures executive leadership and accountability without placing administrative burdens on the Board's appointed membership.

Proposed Staffing Structure and Functions

The Office of the Board Administrator consists of two positions that provide executive leadership and high-level administrative support:

- **LESB Administrator.** The Administrator is directly accountable to the Board and is responsible for the supervision of all staff and contractors under future LESB divisions. This position ensures strategic and statutory alignment across all program areas and functions as the LESB's primary liaison to the Department of the Attorney General, the Legislature, law enforcement agencies, and the public.
- **Special Assistant to the Administrator.** The Special Assistant serves as a confidential executive aide, coordinating high-level scheduling, travel, document flow, and communications on behalf of the Administrator. This position will coordinate with the Attorney General Office staff and relieve them of basic administrative tasks needed to support the Administrator and the LESB. Although the Special Assistant works directly for the Administrator, the LESB Administrative

Manager (ASD) provides day-to-day supervision to support consistent administrative coordination across the agency.

Office of The Board Administrator - Cost Projections

The LESB Administrator position is classified as an executive-level exempt role and is benchmarked to similar department-level leadership positions in Hawaii state government.

Other listed and future LESB positions are recommended to be exempt from civil service requirements through proposed amendments to HRS §§76-16(b) and 139-3(6). These amendments would authorize the Board to establish positions and set compensation at levels consistent with the professionalism and expertise required to fulfill its statutory duties under Chapter 139.

OFFICE OF THE BOARD ADMINISTRATOR

Office of the Board Administrator – Position Roles and Cost Summary

POSITION	PRIMARY RESPONSIBILITIES	SALARY RANGE	ANNUAL SUPPORT COST	TOTAL ANNUAL COST
LESB Administrator	Executive leadership, rulemaking, staff oversight, budget, and legislative coordination	\$170K–\$185K	\$15,000	\$185,000 – \$200,000
Special Assistant to Administrator	Executive scheduling, interagency logistics, legislative tracking, and Board coordination	\$65K–\$78K	\$7,800	\$72,800 – \$85,800
Total (Personnel only)		\$235K–\$263K	\$22,800	\$257,800 – \$285,800

Office of The Board Administrator – Phase 1 Budget Summary

CATEGORY	ESTIMATED AMOUNT
Total Annual Personnel Cost (Salary Only)	\$235,000 – \$263,000
Total Annual Support Cost (Admin \$15,000 + Asst \$7,800)	\$22,800
Total Estimated Division Budget (Annual)	\$257,800 – \$285,800
One-Time Setup Costs (Special Assistant only)	\$5,500
Phase 1 – First-Year Total (FY 2027 Initial Implementation)	\$263,300 – \$291,300
Phase 1 – Ongoing Annual Cost (after Year 1)	\$257,800 – \$285,800

Office of The Board Administrator – Phase 2 Budget Summary

CATEGORY	ESTIMATED AMOUNT
Phase 2 New Annual Costs	\$0
Phase 2 One-Time Costs	\$0
Phase 2 – First Year of Phase 2 (FY 2028, cumulative with Phase 1 baseline)	\$257,800 – \$285,800
Phase 2 – Ongoing Annual Cost (post-Phase 2, full operations)	\$257,800 – \$285,800

Personnel benefit costs are funded through statewide employee benefit programs administered under Hawai'i Revised Statutes Chapters 87A and 88, including the Employer-Union Health Benefits Trust Fund (EUTF) and the Employees' Retirement System (ERS). These costs are centrally funded and not part of the Law Enforcement Standards Board (LESB) budget request. (Sources: Hawai'i State Department of Budget and Finance, Budget Execution Guidelines FY 2025–27; HRS Chs. 87A and 88.)

LESB ADMINISTRATOR

Justification for Position Classification and Salary

Recommended Salary Range: \$170,000 – \$185,000

The LESB Administrator serves as the founding executive of Hawaii's Law Enforcement Standards Board and is the only full-time official authorized to act on the Board's behalf under HRS Chapter 139. This exempt, non-civil service role carries responsibility for launching and managing all aspects of the state's first peace officer certification system. The Administrator oversees policy and rule development, data infrastructure, legislative compliance, and statewide coordination with law enforcement agencies and public stakeholders.

This position requires executive-level leadership, extensive public sector knowledge, and the ability to establish foundational systems in an environment with no prior operational infrastructure. It is one of the few state-level roles combining regulatory authority, legislative responsibility, and executive administration.

This structure and classification are consistent with other high-responsibility oversight positions in Hawaii state government. For example, the Oversight Coordinator for the Department of Corrections and Rehabilitation, whose function involves monitoring and interfacing with an entire agency rather than operating it, was legislatively approved at a \$175,056 salary in recognition of the independence, authority, and subject-matter leadership required. The LESB Administrator's role exceeds these benchmarks in operational complexity and foundational scope, underscoring the justification to match compensation accordingly.

While the HCSOC Oversight Coordinator was legislatively approved at \$175,056 based on its independent monitoring function, the LESB Administrator bears full executive responsibility for statewide implementation of a peace officer certification system, including operational control, regulatory enforcement, and multi-agency coordination. This expanded scope justifies a salary range at or above that benchmark.

Benchmark Comparisons and Cost-of-Living Adjustment

POSITION / SOURCE	SALARY	NOTES
Oversight Coordinator – HCSOC (HI)	\$175,056	Statutorily tied to Director of DHRD salary
Deputy Director – Dept. of Public Safety	~\$175,000	Budget testimony, similar statewide oversight role
Police Chiefs – Neighbor Island Counties	\$168,000 – \$180,000	Law enforcement leadership in counties <200K population
POST Directors – ID, NH, MT, ME (RPP-adjusted)	\$161,000 – \$183,000	Based on 2024 IADLEST Sourcebook and BEA RPP 121.3

The proposed range of \$170,000–\$185,000 reflects these published benchmarks and adjusts for Honolulu’s high cost of living using the U.S. Bureau of Economic Analysis Regional Price Parity Index.

Supporting Justification

- **Statutory Delegation:** Under HRS §139-2, the Administrator is the sole executive authorized to carry out Board decisions and implement its statutory mandates.
- **Foundational Scope:** Responsible for designing and launching the state’s first peace officer certification and decertification system, including regulatory infrastructure and data transparency mechanisms.
- **Cross-Jurisdictional Coordination:** Acts as the central point of engagement for all state and county law enforcement agencies, the Attorney General, and the Legislature.
- **Public Accountability:** Serves as the public face of the Board in legislative hearings, agency oversight, press inquiries, and public communications.

Conclusion

The proposed salary range of **\$170,000 to \$185,000** represents a necessary adjustment from the current \$120,000 base salary to reflect the expanded scope, responsibility, and statutory authority of the LESB Administrator role as operations commence under HRS Chapter 139. This increase aligns the position with comparable executive positions within Hawaii's public sector and accounts for the operational and legal responsibilities that have become fully apparent during implementation planning. This adjustment is essential to attract and retain qualified leadership for Hawaii's first statewide law enforcement certification system during this critical operational phase.

SPECIAL ASSISTANT TO THE ADMINISTRATOR

POSITION DESCRIPTION

I. IDENTIFYING INFORMATION

- **Class Title:** Special Assistant to the Administrator
- **Position Number:** TBD (New Position)
- **Department:** Department of the Attorney General
- **Agency:** Hawaii Law Enforcement Standards Board (LESB)
- **Location:** Honolulu, Hawaii
- **Position Status:** New

II. INTRODUCTION

Function of this Organizational Unit

The Hawaii Law Enforcement Standards Board (LESB) was created under Act 220 (2018) to oversee the certification of law enforcement officers and establish statewide employment and training standards. The Board maintains a centralized certification database, monitors agency compliance, and works to improve professionalism, accountability, and public trust in law enforcement.

The **Office of the Board Administrator (OBA)** provides direct executive and organizational support to the Administrator and the Board. It coordinates leadership schedules, Board communications, and the flow of sensitive materials across LESB divisions and stakeholders. OBA also helps integrate cross-divisional efforts and ensures the continuity of executive-level operations.

Purpose of the Position

The Special Assistant to the Administrator serves as a confidential executive aide, coordinating high-level scheduling, travel, document flow, and communications on behalf of the Administrator. The role ensures that sensitive and time-critical matters, such as legislative tracking, agency coordination, and Board action items, are handled efficiently and discreetly. The incumbent is a visible and trusted point of contact within LESB's leadership structure and supports the Administrator's engagement with internal divisions, partner agencies, and the public.

Although the Special Assistant works directly for the Administrator, the LESB Administrative Manager provides day-to-day supervision to support consistent administrative coordination across the agency.

III. MAJOR DUTIES AND RESPONSIBILITIES

STATE OF HAWAII POSITION DESCRIPTION

I. IDENTIFYING INFORMATION

Class Title: Special Assistant to the Administrator Position Number: TBD (New Position)
Department: Department of the Attorney General Division: Hawaii Law Enforcement Standards Board (LESB) Branch: Office of the Board Administrator Section: N/A Unit: N/A Geographic Location: Honolulu, Hawaii

II. INTRODUCTION

Function of this organizational unit: The Hawaii Law Enforcement Standards Board (LESB) was created under Act 220 (2018) to oversee the certification of law enforcement officers and establish statewide employment and training standards. The Board maintains a centralized certification database, monitors agency compliance, and works to improve professionalism, accountability, and public trust in law enforcement.

The Office of the Board Administrator (OBA) provides direct executive and organizational support to the Administrator and the Board. It coordinates leadership schedules, Board communications, and the flow of sensitive materials across LESB divisions and stakeholders. OBA also helps integrate cross-divisional efforts and ensures the continuity of executive-level operations.

Purpose of the position: The Special Assistant to the Administrator serves as a confidential executive aide, coordinating high-level scheduling, travel, document flow, and communications on behalf of the Administrator. The role ensures that sensitive and time-critical matters, such as legislative tracking, agency coordination, and Board action items, are handled efficiently and discreetly. The incumbent is a visible and trusted point of contact within LESB's leadership structure and supports the Administrator's engagement with internal divisions, partner agencies, and the public.

Although the Special Assistant works directly for the Administrator, the LESB Administrative Manager provides day-to-day supervision to support consistent administrative coordination across the agency.

III. MAJOR DUTIES AND RESPONSIBILITIES

A. Executive Scheduling and Calendar Management (40%)

- Maintains the Administrator's calendar and daily schedules
- Coordinates internal and external meetings, conferences, and events
- Prepares briefings and supporting documents for scheduled engagements
- Manages scheduling conflicts and prioritizes appointments based on organizational needs
- Coordinates with Board members and stakeholders for meeting availability

B. Document and Communication Flow (30%)

- Receives, routes, and tracks executive-level correspondence
- Ensures timely dissemination of materials to LESB members, stakeholders, and the public
- Supports compilation and editing of agenda packets and public notices
- Maintains confidentiality of sensitive documents and communications
- Organizes and maintains executive files and records

C. Travel and Logistical Support (20%)

- Arranges travel for the Administrator and Board leadership
- Manages itineraries, bookings, and logistical coordination
- Coordinates reimbursements and related documentation through fiscal staff
- Prepares travel packets and ensures compliance with state travel policies
- Handles last-minute travel changes and emergency arrangements

D. Administrative and Clerical Support (10%)

- Provides direct clerical assistance to the Administrator
- Assists in responding to legislative inquiries and media communications
- Supports time-sensitive projects as assigned
- Prepares correspondence, reports, and presentations as needed
- Maintains office supplies and equipment for the Administrator's office

IV. CONTROLS EXERCISED OVER THE WORK

A. Position No.: [TBD]

Class Title: LESB Administrative Manager

B. Nature of Supervisory Control Exercised Over the Work: This position receives general direction from the Administrator and day-to-day operational supervision from the Administrative Manager to ensure integrated administrative coordination. Work is performed independently within established guidelines, with regular consultation on complex or sensitive matters. The Special Assistant exercises considerable judgment in prioritizing tasks, managing schedules, and handling confidential information.

C. Nature of Available Guidelines Controlling the Work: Work is guided by established administrative procedures, LESB policies, state personnel rules, confidentiality requirements, and standard government scheduling and correspondence protocols. Employee exercises independent judgment within these guidelines for routine executive support functions. Additional guidance is provided through state procurement regulations, travel policies, and public records requirements.

V. MINIMUM QUALIFICATIONS

A. Knowledge:

- Executive support and scheduling in a government or high-level administrative setting
- Records management, document formatting, and correspondence tracking
- State government operations and administrative procedures
- Basic understanding of confidentiality and privacy requirements

B. Skills:

- Proficiency with Microsoft Office Suite and Google Workspace
- Calendar management and scheduling software expertise
- Professional writing and communication
- Database navigation and document management systems

C. Abilities:

- Ability to maintain discretion, confidentiality, and sound judgment
- Ability to work independently and manage multiple priorities
- Ability to communicate effectively with diverse stakeholders
- Ability to adapt quickly to changing priorities and deadlines

D. Education:

- Associate's degree in public administration, legal studies, communications, or related field preferred
- High school diploma or equivalent with relevant administrative experience may substitute

E. Experience:

- Minimum three (3) years in executive support, government administration, or public service
- Experience with board or commission support functions preferred

F. Required Licenses, Certificates, etc.:

- None required
- Notary commission desirable

VI. DESIRABLE QUALIFICATIONS

- Experience working in Hawaii state government or county agencies
- Familiarity with legislative processes and committee operations
- Knowledge of law enforcement or regulatory agency operations
- Bilingual capabilities (English/Hawaiian or other Pacific languages)
- Experience with Board or Commission support functions
- Advanced proficiency in calendar management software and scheduling systems
- Training in government records management and confidentiality protocols
- Experience with budget tracking and procurement processes
- Knowledge of Hawaii Revised Statutes and administrative rules
- Professional development in public administration or executive support

VII. TOOLS, EQUIPMENT & MACHINES

- SEE SUPPLEMENT TO POSITION DESCRIPTION

VIII. WORKING CONDITIONS

- SEE SUPPLEMENT TO POSITION DESCRIPTION

Special Assistant to the Administrator - Supplement to Position Description

I. TYPE OF WORK

- Sedentary Work (Daily) - Office-based administrative support, computer work, phone coordination, document management
- Lifting (Daily) - Exerting a force of a maximum of 10 pounds for files, documents, office supplies
- Walking and standing (Frequently) - May be required for less than 5 minutes at a time for filing, copying, meeting attendance

II. PHYSICAL DEMANDS

- Handling (Daily) - Document management, filing, briefing materials preparation
- Fingering (Daily) - Extensive computer/typing work, smartphone use for calendar management
- Repetitive motion (Daily) - Computer use, typing, data entry, administrative tasks
- Reaching (Occasionally) - Accessing files, office supplies, Board meeting materials

III. COMMUNICATION DEMANDS

- Verbal communication with co-workers (Daily) - Internal coordination with LESB staff and divisions
- Verbal communication with customers/vendors (Daily) - Board members, legislators, agency executives, media
- Written communication to co-workers (Daily) - Internal memos, calendar invitations, coordination
- Written communications to customers/vendors (Daily) - Executive correspondence, Board communications, meeting notices
- Training or giving verbal instruction (Occasionally) - Orienting temporary staff or providing procedural guidance
- Receiving verbal or written instruction (Daily) - From Administrator and Administrative Manager

IV. ADDITIONAL SKILLS/ABILITIES

- Working and making appropriate decisions without supervision (Daily) - Independent executive support functions
- Processing work with accuracy (Daily) - Calendar management, correspondence tracking
- Identifying and resolving problems in a timely manner (Daily) - Scheduling conflicts, administrative issues
- Prioritizing and planning work activities (Daily) - Managing Administrator's schedule and priorities
- Demonstrating accuracy and thoroughness in work product (Daily) - Executive correspondence and briefing materials
- Following instructions and responding to management direction (Daily) - From Administrator and Administrative Manager
- Managing multiple tasks (Daily) - Coordinating various executive support functions
- Working with a diverse population (Daily) - Board members, agencies, legislators, public
- Ability to prioritize conflicting demands (Daily) - Managing competing schedule requests and deadlines
- Establishing and maintaining effective working relationships (Daily) - Liaison functions with high-level stakeholders
- Using time efficiently (Daily) - Managing executive calendar and time-sensitive matters
- Initiating activities independently (Frequently) - Proactive administrative support
- Working under stressful conditions (Occasionally) - Legislative deadlines, Board meeting preparations

V. ENVIRONMENTAL CONDITIONS

- Works indoors (Daily) - Office environment in government building
- Temperature Changes (Occasionally) - Moving between air-conditioned office and outdoor areas

OFFICE OF THE BOARD ADMINISTRATOR

SPECIAL ASSISTANT TO THE ADMINISTRATOR

Justification for Position Classification and Salary

Recommended Salary Range: \$65,000 -- \$78,000

Target Hiring Range: \$70,000 -- \$75,000 (dependent on qualifications)

The recommended salary range reflects the high-level administrative responsibilities of the Special Assistant to the Administrator, including executive scheduling, confidential correspondence handling, interagency coordination, and support for Board-related logistics. This position serves as a critical liaison between the Administrator, internal LESB divisions, external partners, and the public, and requires sound judgment, discretion, and a thorough understanding of government operations.

Although assigned to the Office of the Administrator, this position receives day-to-day supervision from the LESB Administrative Manager to ensure integrated support across internal operations. The dual-reporting structure enhances organizational continuity and supports real-time responsiveness to executive needs. The proposed classification is consistent with roles that provide trusted executive support and operate with a high degree of administrative independence.

The target hiring range is designed to attract qualified candidates while maintaining alignment with public sector standards for roles involving sensitive communications, legislative interface, and high-trust administrative responsibilities.

Salary Benchmarking and Cost Justification

COMPARABLE ROLE	AGENCY / ENTITY	CLASSIFICATION	2024 BASE SALARY RANGE
Office Assistant V / Admin Specialist	State of Hawaii	SR-13 to SR-18	\$52,000 – \$74,000
Executive Secretary / Admin Support	City & County of Honolulu	BU-03 Equivalent	\$60,000 – \$78,000
Program Support Assistant (GS-8/9)	Federal (Honolulu locality)	GS-8 to GS-9	\$59,000 – \$75,000

This range is aligned with comparable administrative roles that involve executive-level support, confidential responsibilities, and coordination across multiple agencies or stakeholder groups.

Cost of Living & Market Comparisons (2024–2025)

According to the U.S. Bureau of Economic Analysis (BEA), the Honolulu Regional Price Parities (RPP) index is 121.3, or approximately 21% above the national average. Persistent housing and transportation costs pose recruitment and retention challenges for public sector administrative roles.

This position's responsibilities, direct interface with law enforcement agencies, legislative partners, and Board members, require professionalism, timeliness, and discretion. The proposed range ensures internal consistency, supports recruitment, and offers a competitive structure for a role central to LESB's executive operations.

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LESB PROPOSED STAFFING

ADMINISTRATIVE SERVICES DIVISION

Operational Rationale and Statutory Mandate

The Administrative Services Division (ASD) serves as the internal operations and resource management hub of the Law Enforcement Standards Board (LESB). Its primary function is to ensure the efficient delivery of administrative, logistical, financial, and technical support necessary to sustain the agency's core regulatory and certification functions. ASD also ensures the Board's compliance with state procurement requirements, fiscal transparency obligations, records retention policies, and other statutory or administrative mandates.

Under the oversight of the LESB Administrator, this division supports and implements Board actions pursuant to HRS §139-2 and §139-3, which authorize the Administrator to execute Board functions, manage internal agency processes, and oversee contracts, records, systems, and communications related to peace officer certification.

ASD also manages and supports systems and processes related to the Board's public transparency, data tracking, and administrative rulemaking. These duties include supporting the development of Board policies and procedures, procuring, and maintaining learning and certification databases, ensuring reliable public access to Board materials, and executing general administrative functions for all Board personnel.

By assuming primary responsibility for business operations and internal coordination, the Administrative Services Division enables the Administrator to remain focused on external leadership responsibilities, high-level intergovernmental coordination, and strategic implementation of Board priorities.

Proposed Staffing Structure and Functions

The Administrative Services Division is composed of a small, centralized team that supports the day-to-day operations of the LESB, with a focus on administrative coordination, interdepartmental workflow, internal systems, and technical support.

The division is led by the **LESB Administrative Manager**, who reports directly to the Administrator and is responsible for overseeing the internal functions of the Board office. This position supervises two personnel within ASD: the Administrative/Records Specialist and the IT/LMS Administrator. Additionally, this position supervises and conducts

performance evaluations for the Special Assistant to the Administrator, although that position appears in OBA for funding and organizational purposes.

- The **Administrative Records Specialist**, who is responsible for records management, meeting support, purchasing, and logistical coordination.
- The **IT / LMS Administrator**, who manages internal technology functions, including the Board's certification database, learning management system, and user-level tech support.

The **Special Assistant to the Administrator** is assigned to the Office of the Board Administrator (OBA) and provides direct support to the Administrator on matters such as scheduling, communication, and project coordination. While the position operates within the Administrator's office, day-to-day supervision and performance evaluation are conducted by the Administrative Manager to ensure integrated support across internal functions and consistent operational oversight.

ADMINISTRATIVE SERVICES DIVISION – COST PROJECTIONS

The Administrative Services Division includes three full-time authorized positions, each essential to the Board’s internal administration, records management, and technical infrastructure. Salary ranges reflect market-informed estimates based on comparable roles in public sector administrative, records, and IT support functions. These estimates are adjusted to reflect Hawai‘i’s high cost of living and current recruitment conditions.

An annual support cost of \$7,800 per employee is included to cover essential equipment, software, office supplies, telecommunications, and workspace needs. These operational costs ensure each team member is equipped to fulfill responsibilities critical to the Board’s operations and statutory compliance.

One-time setup costs are projected at \$5,500 per position to support onboarding, procurement of computing and communication equipment, workspace outfitting, and licensing of internal tools.

Listed and future LESB positions are recommended to be exempt from civil service requirements through proposed amendments to HRS §§76-16(b) and 139-3(6). These amendments would authorize the Board to establish positions and set compensation at levels consistent with the professionalism and expertise required to fulfill its statutory duties under Chapter 139.

In addition to personnel and internal support, the division is responsible for procuring and maintaining two enterprise-level systems essential to Board operations:

- A **certification management platform** (e.g., ACADIS or comparable solution) that provides centralized functionality for peace officer certification, employment tracking, and compliance management.
 - **Annual subscription:** \$100,000
 - **One-time implementation and configuration:** \$50,000
- A **learning management system (LMS)** (e.g., Anthology) to support statewide delivery and tracking of required training curricula, continuing education credits, and agency-level learning outcomes.
 - **Annual subscription:** \$88,000
 - **One-time implementation and onboarding:** \$113,000

These systems will be managed by the IT/LMS Administrator and are critical to enabling the Board’s statutory responsibilities under HRS §139. The division’s structure and systems investments ensure cross-division operability, long-term scalability, and secure statewide data coordination.

ADMINISTRATIVE SERVICES DIVISION

Administration Services Division - Position Roles and Cost Summary

POSITION	PRIMARY RESPONSIBILITIES	SALARY RANGE	ANNUAL SUPPORT COST	TOTAL ANNUAL COST
LESB Administrative Manager	Supervision of ASD staff, agency operations, records oversight, fiscal coordination	\$70K–\$85K	\$7,800	\$77,800 – \$92,800
Administrative Records Specialist	Records management, Board meeting logistics, procurement, and fiscal support	\$60K–\$70K	\$7,800	\$67,800 – \$77,800
IT / LMS Administrator	Technical support for certification systems, database maintenance, online learning platforms	\$75K–\$90K	\$7,800	\$82,800 – \$97,800
Total (Personnel only)		\$205K–\$245K	\$23,400	\$228,400 – \$268,400

ADMINISTRATIVE SERVICES DIVISION

Administrative Services Division – Phase 1 Budget Summary

CATEGORY	ESTIMATED AMOUNT
Total Annual Personnel Cost (Salary Only)	\$70,000 – \$85,000
Total Annual Support Cost (1 × \$7,800)	\$7,800
LMS System (Anthology) Annual System Cost	\$88,000
Records System (ACADIS) Annual System Cost	\$150,000
Total Estimated Division Budget (Annual)	\$315,800 – \$330,800
One-Time Setup Costs (1 × \$5,500)	\$5,500
Anthology Implementation	\$113,000
ACADIS Implementation	\$70,000
Phase 1 – First-Year Total (FY 2027 Initial Implementation)	\$504,300 – \$519,300
Phase 1 – Ongoing Annual Cost (after Year 1)	\$315,800 – \$330,800

Administrative Services Division – Phase 2 Budget Summary

CATEGORY	ESTIMATED AMOUNT
Phase 2 New Annual Costs (2 positions + support)	\$150,600 – \$175,600
Phase 2 One-Time Costs (2 × \$5,500)	\$11,000
Phase 2 – First Year of Phase 2 (FY 2028, cumulative with Phase 1 baseline)	\$477,400 – \$517,400
Phase 2 – Ongoing Annual Cost (post-Phase 2, full operations)	\$466,400 – \$506,400

Personnel benefit costs are funded through statewide employee benefit programs administered under Hawai‘i Revised Statutes Chapters 87A and 88, including the Employer-Union Health Benefits Trust Fund (EUTF) and the Employees’ Retirement System (ERS). These costs are centrally funded and not part of the Law Enforcement Standards Board (LESB) budget request.

(Sources: Hawai‘i State Department of Budget and Finance, Budget Execution Guidelines FY 2025–27; HRS Chs. 87A and 88.)

LESB ADMINISTRATIVE MANAGER

POSITION DESCRIPTION

I. IDENTIFYING INFORMATION

- **Class Title:** LESB Administrative Manager
- **Position Number:** TBD (New Position)
- **Department:** Department of the Attorney General
- **Agency:** Hawaii Law Enforcement Standards Board (LESB)
- **Location:** Honolulu, Hawaii
- **Position Status:** New

II. INTRODUCTION

Function of this Organizational Unit

The Hawaii Law Enforcement Standards Board (LESB) was created under Act 220 (2018) to oversee the certification of law enforcement officers and establish statewide employment and training standards. The Board maintains a centralized certification database, monitors agency compliance, and works to improve professionalism, accountability, and public trust in law enforcement.

The Administrative Services Division handles the day-to-day operations that keep LESB running. It manages internal records, meetings, technology systems, and agency communications. This division also supports the Administrator and Board by coordinating schedules, public records, and systems used for certification and training.

Purpose of the Position

The LESB Administrative Manager oversees the core internal operations of the Board's Administrative Services Division, supervising administrative support personnel and managing the flow of information, deadlines, and digital systems required to sustain LESB's statutory responsibilities. This position ensures the administrative integrity of LESB operations by standardizing internal workflows, coordinating records and document systems, internal task tracking and deadline

coordination, and supervising data support for LESB's certification and learning management platforms.

This position supervises two personnel within ASD: the Administrative/Records Specialist and the IT/LMS Administrator and conducts performance evaluations for the Special Assistant to the Administrator. It ensures timely compliance with administrative requirements under Chapter 139, public records laws, and departmental reporting mandates, and it provides daily coordination across LESB's support and technical functions.

III. MAJOR DUTIES AND RESPONSIBILITIES

A. Administrative Oversight and Supervision (40%)

- Supervise and coordinate the work of the Administrative/Records Specialist, IT/LMS Administrator, and Special Assistant to the Administrator.
- Establish, monitor, and refine internal workflows to ensure timely task execution, accuracy, and compliance.
- Ensure administrative support is available to all divisions, including documentation, scheduling, and records intake.

B. Document Management and Public Records (25%)

- Oversee processing of incoming and outgoing Board documents, correspondence, and legal filings.
- Ensure accurate recordkeeping practices aligned with UIPA and Sunshine Law requirements.
- Coordinate archiving, digital filing, and retention schedules in compliance with state policy.

C. Board and Legislative Coordination (20%)

- Support the Administrator in coordinating Board meeting agendas, schedules, and legislative deadlines.
- Ensure action items and statutory deliverables are tracked and completed on time.
- Facilitate communication regarding Board operations and deliverables, between LESB leadership, legal counsel, and support staff for Board operations.

D. Technology and Workflow Integration (15%)

- Coordinate technical support needs in collaboration with the IT/LMS Administrator.
- Ensure Board staff and liaisons have functional access and support.
- Monitor internal use of LMS, certification platforms, and shared information systems.

IV. CONTROLS EXERCISED OVER THE WORK**A. Supervisor:**

- Position No. TBD
- Position Title: LESB Administrator

B. Nature of Supervisory Control Exercised Over the Work:

Work is performed under general supervision. The Administrative Records Specialist is expected to work independently within established guidelines and deadlines while maintaining regular communication with supervisory staff on complex issues.

C. Nature of Available Guidelines Controlling the Work:

Work is guided by established records management procedures, LESB policies, state records retention schedules, UIPA and Sunshine Law requirements, and confidentiality protocols. Employee exercises independent judgment within these guidelines for routine records management functions.

V. MINIMUM QUALIFICATIONS

- None required.
- Notary certification or records management experience desirable.

VI. DESIRABLE QUALIFICATIONS

- Experience working in Hawaii state government or county agencies
- Familiarity with legal document processing and court filing procedures
- Knowledge of law enforcement or regulatory agency operations
- Training in advanced records management systems and databases
- Experience with Board or Commission meeting support functions
- Advanced proficiency in document management software and scanning systems

VII. MINIMUM QUALIFICATIONS**A. Knowledge**

- Government administrative and records practices
- State records access and open meeting laws (UIPA, Sunshine Law)
- Scheduling, tracking, and information flow in Board or commission settings

B. Skills and Abilities

- Professional writing and organizational coordination
- Supervisory skill and task delegation
- Ability to manage cross-functional support operations
- Technology coordination and systems integration

C. Abilities

- Work independently and collaboratively across multiple divisions
- Communicate effectively with diverse audiences and stakeholders
- Manage multiple complex projects simultaneously
- Analyze compliance trends and translate findings into actionable procedures

D. Education

- Bachelor's degree in public administration, business administration, or related field preferred
- Equivalent combination of education and experience may substitute

E. Experience

- Minimum five (5) years of experience in public administration or executive-level administrative support
- At least two (2) years of experience in a supervisory or lead role
- Experience supporting boards, commissions, or compliance-oriented government programs preferred

F. Required Licenses, Certificates, etc.

- None required
- Notary certification or records management experience desirable

VIII. TOOLS, EQUIPMENT, & MACHINES

- SEE SUPPLEMENT TO POSITION DESCRIPTION

IX. WORKING CONDITIONS

- SEE SUPPLEMENT TO POSITION DESCRIPTION

LESB Administrative Manager - Supplement to Position Description

I. TYPE OF WORK:

- Sedentary Work (Daily) - Office-based records management, computer work, document processing

II. PHYSICAL DEMANDS:

- Handling (Daily) - Document management, filing, scanning
- Fingering (Daily) - Extensive computer/typing work, document sorting
- Repetitive motion (Daily) - Computer use, typing, data entry, filing activities

III. COMMUNICATION DEMANDS:

- Verbal communication with co-workers (Daily) - Internal coordination
- Verbal communication with customers/vendors (Frequently) - External agencies, public requests
- Written communication to co-workers (Daily) - Internal memos, coordination
- Written communications to customers/vendors (Frequently) - Records responses, correspondence
- Receiving verbal or written instruction (Daily) - From Administrative Manager

IV. ADDITIONAL SKILLS/ABILITIES:

- Working and making appropriate decisions without supervision (Daily) - Independent records functions
- Processing work with accuracy (Daily) - Records management
- Prioritizing and planning work activities (Daily) - Records workflow management
- Demonstrating accuracy and thoroughness in work product (Daily) - Records integrity
- Establishing and maintaining effective working relationships (Daily) - Agency coordination

V. ENVIRONMENTAL CONDITIONS:

- Works indoors (Daily) - Office environment

LESB ADMINISTRATIVE MANAGER**Justification For Position Classification and Salary****Recommended Salary Range: \$70,000 – \$85,000****Target Hiring Range: \$80,000 – \$85,000 (dependent on qualifications)**

This salary range reflects the administrative leadership scope, supervisory responsibilities, and internal systems coordination required of the LESB Administrative Manager. The position supervises two key ASD roles, Administrative Records Specialist and IT/LMS Administrator, and conducts performance evaluations for the Special Assistant to the Administrator, serving as the primary operational manager for the Board’s internal administrative services. It ensures cross-functional continuity, public record compliance, and process coordination across LESB divisions, directly supporting statutory mandates under HRS Chapter 139.

The recommended classification and salary are consistent with similar administrative management roles across state and county government, particularly those involving responsibility for internal operations, coordination of technical and clerical personnel, and oversight of compliance with public records laws and executive-level task tracking. The proposed range offers competitive recruitment leverage without exceeding comparable compensation thresholds in the Hawaii public sector.

Salary Benchmarking and Cost Justification

COMPARABLE ROLE	AGENCY / ENTITY	CLASSIFICATION	2024 BASE SALARY RANGE
Office Manager V	Department of Commerce & Consumer Affairs	SR-22 to SR-24	\$72,000 – \$90,000
Administrative Services Officer	Department of Public Safety	SR-24	\$75,000 – \$91,000
Program Officer (Supervisory)	State Ethics Commission	SR-24	\$73,000 – \$89,000
Internal Operations Manager	State Foundation on Culture & Arts	SR-22	\$70,000 – \$85,000
Personnel Program Manager I	Department of Education	SR-24	\$77,000 – \$92,000

Cost of Living & Market Comparisons (2024–2025)

According to the U.S. Bureau of Economic Analysis (BEA), Honolulu’s cost of living remains among the highest in the United States. The most recent Regional Price Parities (RPP) index places the Honolulu metro area at **121.3**, or approximately **21% above** the national average. High housing, utility, and transportation costs pose significant recruitment barriers for administrative leadership roles within the public sector.

The proposed salary range for the LESB Administrative Manager accounts for:

- The increased cost of professional labor in Hawaii
- Supervision of administrative and technical personnel across multiple domains
- Full operational and internal compliance responsibility for a statewide regulatory agency
- The need to attract highly competent talent during LESB’s critical implementation phase

This range ensures both internal alignment with LESB’s structure and external competitiveness within Hawaii’s public service market, promoting recruitment, retention, and continuity.

ADMINISTRATIVE RECORDS SPECIALIST

POSITION DESCRIPTION

I. IDENTIFYING INFORMATION

- **Class Title:** Administrative Records Specialist
- **Position Number:** TBD (New Position)
- **Department:** Department of the Attorney General
- **Agency:** Hawaii Law Enforcement Standards Board (LESB)
- **Location:** Honolulu, Hawaii
- **Position Status:** New

II. INTRODUCTION

Function of this Organizational Unit

The Hawaii Law Enforcement Standards Board (LESB) was created under Act 220 (2018) to oversee the certification of law enforcement officers and establish statewide employment and training standards. The Board maintains a centralized certification database, monitors agency compliance, and works to improve professionalism, accountability, and public trust in law enforcement.

The Administrative Services Division handles the day-to-day operations that keep LESB running. It manages internal records, meetings, technology systems, and agency communications. This division also supports the Administrator and Board by coordinating schedules, public records, and systems used for certification and training.

Purpose of the Position

This position manages the intake, maintenance, digital filing, and management and lawful dissemination of LESB records and certification documentation. The position ensures accurate, timely handling of records in compliance with the Uniform Information Practices Act (UIPA), the Sunshine Law, and applicable records retention policies. Assists in internal information flow for Board operations, audits, and reporting.

III. MAJOR DUTIES AND RESPONSIBILITIES

A. Records and Document Management (40%)

- Process and organize law enforcement certification, compliance, and administrative documents
- Maintain physical and digital filing systems aligned with retention and archival requirements
- Support responses to public record requests and ensure lawful dissemination
- Coordinate document workflow across LESB divisions and ensure proper version control

B. Administrative Workflow Coordination (30%)

- Coordinate with other LESB staff to track document flow and intake procedures
- Maintain logs and indexes to support certification audits and reporting requirements
- Support preparation of Board meeting materials and administrative documentation
- Assist with fiscal coordination and procurement documentation

C. Public Access and Transparency (20%)

- Assist in preparing and redacting Board meeting materials for public access
- Ensure records and materials are available in a timely manner consistent with UIPA requirements
- Coordinate with legal counsel on records disclosure and confidentiality issues
- Support public information requests and maintain disclosure logs

D. Support to Division and Agency Functions (10%)

- Support the LESB Administrative Manager and other staff with document searches and task tracking
- Assist with meeting logistics, scheduling, and communication coordination
- Provide administrative support for Board meetings and legislative hearings
- Support cross-divisional projects and information sharing initiatives

IV. CONTROLS EXERCISED OVER THE WORK**A. Supervisor:**

- Position No.: [TBD]
- Class Title: LESB Administrative Manager

B. Nature of Supervisory Control Exercised Over the Work:

Work is performed under general supervision. The Administrative Records Specialist is expected to work independently within established guidelines and deadlines while maintaining regular communication with supervisory staff on complex issues.

C. Nature of Available Guidelines Controlling the Work:

Work is guided by established records management procedures, LESB policies, state records retention schedules, UIPA and Sunshine Law requirements, and confidentiality protocols. Employee exercises independent judgment within these guidelines for routine records management functions.

V. REQUIRED LICENSES, CERTIFICATES, ETC.

- None required.
- Notary certification or records management credentials preferred.

VI. DESIRABLE QUALIFICATIONS

- Experience working in Hawaii state government or county agencies
- Familiarity with legal document processing and court filing procedures
- Knowledge of law enforcement or regulatory agency operations
- Training in advanced records management systems and databases
- Experience with Board or Commission meeting support functions
- Advanced proficiency in document management software and scanning systems

VII. MINIMUM QUALIFICATIONS

A. Knowledge

- Public records access laws and administrative rules
- Government filing and archiving systems
- Familiarity with state records retention schedules or archiving protocols preferred
- Basic understanding of confidentiality and privacy requirements

B. Skills

- Information organization and document formatting
- Attention to detail in recordkeeping and data entry
- Professional communication and customer service skills
- Database navigation and data entry

C. Abilities

- Work independently and meet established deadlines
- Apply laws and policies to records management situations
- Maintain confidentiality and professionalism
- Communicate clearly with agencies and coworkers

D. Education

- Associate degree preferred
- Relevant coursework or administrative experience in records management, public administration, or legal studies is desirable and will be considered in evaluating overall qualifications

E. Experience

- At least three (3) years of clerical or administrative experience in a government, legal, or records-based setting
- Familiarity with UIPA, Sunshine Law, or similar transparency requirements preferred
- Experience with digital records management systems desirable

F. Required Licenses, Certificates, etc.

- None required
- Notary certification or records management credentials preferred

VI. TOOLS, EQUIPMENT & MACHINES

- SEE SUPPLEMENT TO POSITION DESCRIPTION

VII. WORKING CONDITIONS

- SEE SUPPLEMENT TO POSITION DESCRIPTION

Administrative Records Specialist - Supplement to Position Description

I. TYPE OF WORK:

- Sedentary Work (Daily) - Office-based records management, computer work, document processing

II. PHYSICAL DEMANDS:

- Handling (Daily) - Document management, filing, scanning
- Fingering (Daily) - Extensive computer/typing work, document sorting
- Repetitive motion (Daily) - Computer use, typing, data entry, filing activities

III. COMMUNICATION DEMANDS:

- Verbal communication with co-workers (Daily) - Internal coordination
- Verbal communication with customers/vendors (Frequently) - External agencies, public requests
- Written communication to co-workers (Daily) - Internal memos, coordination
- Written communications to customers/vendors (Frequently) - Records responses, correspondence
- Receiving verbal or written instruction (Daily) - From Administrative Manager

IV. ADDITIONAL SKILLS/ABILITIES:

- Working and making appropriate decisions without supervision (Daily) - Independent records functions
- Processing work with accuracy (Daily) - Records management
- Prioritizing and planning work activities (Daily) - Records workflow management
- Demonstrating accuracy and thoroughness in work product (Daily) - Records integrity
- Establishing and maintaining effective working relationships (Daily) - Agency coordination

V. ENVIRONMENTAL CONDITIONS:

- Works indoors (Daily) - Office environment

ADMINISTRATIVE RECORDS SPECIALIST

Justification for Position Classification and Salary

Recommended Salary Range: \$55,000 – \$75,000

Target Hiring Range: \$60,000 – \$70,000 (dependent on qualifications)

The recommended salary range reflects the specialized responsibilities of the Administrative Records Specialist, including management of legally sensitive certification documents, support for transparency compliance under the Uniform Information Practices Act (UIPA) and Sunshine Law, and responsibility for records integrity in a law enforcement regulatory environment. This role is essential to the Board's ability to maintain certification documentation, ensure lawful access to public records, and respond to evolving legal and operational reporting needs under HRS Chapter 139.

The position requires advanced organizational skills, familiarity with statutory public records requirements, and the ability to manage digital and physical workflows with independence and discretion. It serves as a central administrative support position within the Administrative Services Division and contributes directly to the Board's audit readiness, transparency obligations, and internal records compliance. The target hiring range supports recruitment of experienced personnel who can meet these demands while remaining within compensation norms in the public sector.

Salary Benchmarking and Cost Justification

COMPARABLE ROLE	AGENCY / ENTITY	CLASSIFICATION	2024 BASE SALARY RANGE
Legal Clerk / Records Management Technician	State of Hawaii	SR-15 to SR-19	\$47,000 – \$72,000
City Clerk Support Staff	City & County of Honolulu	BU-03 Equivalent	\$52,000 – \$70,000
Program Support Assistant (GS-7 to GS-9)	Federal (Honolulu locality)	GS-7 to GS-9	\$55,000 – \$74,000

These benchmarks reflect positions requiring accuracy, legal awareness, and public transparency responsibilities. The LESB Administrative Records Specialist exceeds general clerical duties through its direct connection to regulatory documentation, certification accountability, and state records law.

Cost of Living & Market Comparisons (2024–2025)

According to the U.S. Bureau of Economic Analysis (BEA), the Honolulu Regional Price Parities (RPP) index is 121.3, approximately 21 percent above the national average. With Hawaii's housing and transportation costs among the highest in the U.S., compensation for public sector administrative roles must account for recruitment challenges tied to affordability and workforce retention.

This position is responsible for managing certification records with legal sensitivity, preparing materials for audit and public release, and ensuring procedural compliance with open records laws. The recommended range enables LESB to competitively recruit candidates with appropriate experience in records management, administrative law compliance, and government service.

IT/LMS ADMINISTRATOR

POSITION DESCRIPTION

I. IDENTIFYING INFORMATION

- **Class Title:** IT/LMS Administrator
- **Position Number:** TBD (New Position)
- **Department:** Department of the Attorney General
- **Agency:** Hawaii Law Enforcement Standards Board (LESB)
- **Location:** Honolulu, Hawaii
- **Position Status:** New

II. INTRODUCTION

Function of this organizational unit

The Hawaii Law Enforcement Standards Board (LESB) was created under Act 220 (2018) to oversee the certification of law enforcement officers and establish statewide employment and training standards. The Board maintains a centralized certification database, monitors agency compliance, and works to improve professionalism, accountability, and public trust in law enforcement.

The Administrative Services Division handles the day-to-day operations that keep LESB running. It manages internal records, meetings, technology systems, and agency communications. This division also supports the Administrator and Board by coordinating schedules, public records, and systems used for certification and training.

Purpose of the position

The IT/LMS Administrator manages and maintains the Board's enterprise technology systems that serve as the operational backbone for statewide law enforcement certification and training. This position oversees the learning management system and certification management platform, which collectively represent a \$188,000 annual investment and serve hundreds of users across all Hawaii law enforcement agencies. The incumbent ensures system reliability, data security, user access management, and vendor coordination while providing technical support to internal LESB staff and external agency personnel. This role is critical to fulfilling the Board's statutory mandates under HRS Chapter 139 by maintaining the digital infrastructure

that enables certification tracking, training delivery, and compliance monitoring throughout Hawaii's law enforcement community.

III. MAJOR DUTIES AND RESPONSIBILITIES

A. System Administration and Maintenance (40%)

- Manage the operation and maintenance of the LESB's learning management system and certification management platform, ensuring system uptime, integrity, and responsiveness
- Monitor system functionality, coordinate with external vendors, and troubleshoot technical issues to ensure training modules and certification workflows function as intended
- Maintain internal documentation on system configuration, procedures, and support protocols
- Ensure digital record security, monitor access logs, and support compliance with applicable IT policies

B. User Support and Training (25%)

- Create and manage user accounts, permissions, and access roles across agency stakeholders
- Support agency personnel in accessing training records, certification reports, and assigned modules
- Provide basic IT support and troubleshooting assistance to internal LESB staff as needed
- Develop and deliver user training materials and support documentation

C. Vendor Coordination and Contract Management (20%)

- Serve as technical liaison to vendors during upgrades, integration, and contract implementation
- Coordinate procurement activities and evaluate system performance against contract specifications
- Monitor vendor service level agreements and ensure compliance with technical requirements
- Support contract renewal processes and system enhancement evaluations

D. Reporting and Integration Support (15%)

- Generate standard and ad hoc reports for Board staff, law enforcement agencies, and stakeholders
- Coordinate with the Training Standards Division and Administrator to implement new features, workflows, and updates
- Support cross-divisional technology needs and system integration requirements
- Assist with data analysis and system performance reporting

IV. CONTROLS EXERCISED OVER THE WORK**A. Supervisor:**

- Position No.: TBD
- Class Title: LESB Administrative Manager

B. Nature of Supervisory Control Exercised Over the Work:

Work is performed under general supervision. The IT/LMS Administrator is expected to work independently within established guidelines and technical protocols while maintaining regular communication with supervisory staff on complex system issues, vendor coordination, and security matters.

C. Nature of Available Guidelines Controlling the Work:

Work is guided by established IT procedures, LESB policies, state information security standards, vendor contract specifications, and federal data protection requirements. Employee exercises independent judgment within these guidelines for routine system administration and user support functions.

V. MINIMUM QUALIFICATIONS**A. Knowledge**

- Learning management system administration and implementation
- Database and information systems management
- IT troubleshooting and helpdesk functions
- Digital security and system access management

B. Skills

- Problem-solving and technical troubleshooting
- Written and verbal communication
- Report generation and documentation
- Vendor coordination and contract management

C. Abilities

- Maintain large datasets and user accounts
- Communicate technical issues to non-technical users
- Ensure secure and efficient system operation
- Collaborate effectively with internal and external stakeholders

D. Education

- Bachelor's degree in information technology, computer science, instructional design, or related field preferred
- Equivalent combination of education and experience may substitute

E. Experience

- At least three (3) years of experience in LMS administration, IT systems management, or closely related role
- Experience with enterprise-level systems and multi-user environments preferred

F. Required Licenses, Certificates, etc.

- None required
- IT certifications or LMS platform credentials desirable

VI. DESIRABLE QUALIFICATIONS

- Experience with enterprise learning management systems or certification platforms
- Familiarity with government or law enforcement agency technology environments
- Knowledge of data security requirements and compliance standards
- Experience with vendor management and contract oversight
- Training in database administration or system integration
- Bilingual capabilities (English/Hawaiian or other Pacific languages)

VII. TOOLS, EQUIPMENT & MACHINES

- SEE SUPPLEMENT TO POSITION DESCRIPTION

VIII. WORKING CONDITIONS

- SEE SUPPLEMENT TO POSITION DESCRIPTION

IT/LMS Administrator - Supplement to Position Description

I. TYPE OF WORK:

- Sedentary Work (Daily) - Office-based system administration, computer work, technical support

II. PHYSICAL DEMANDS:

- Handling (Daily) - Computer equipment, server components, technical documentation
- Fingering (Daily) - Extensive computer/typing work, system configuration
- Repetitive motion (Daily) - Computer use, typing, data entry, system navigation

III. COMMUNICATION DEMANDS:

- Verbal communication with co-workers (Daily) - Internal technical coordination
- Verbal communication with customers/vendors (Frequently) - External agencies, vendor support
- Written communication to co-workers (Daily) - Technical documentation, system updates
- Written communications to customers/vendors (Frequently) - User support, vendor correspondence
- Training or giving verbal instruction (Frequently) - User training and technical support
- Receiving verbal or written instruction (Daily) - From Administrative Manager

IV. ADDITIONAL SKILLS/ABILITIES:

- Working and making appropriate decisions without supervision (Daily) - Independent system administration
- Processing work with accuracy (Daily) - Data management and system configuration
- Identifying and resolving problems in a timely manner (Daily) - Technical troubleshooting
- Prioritizing and planning work activities (Daily) - System maintenance scheduling
- Demonstrating accuracy and thoroughness in work product (Daily) - System integrity

- Managing multiple tasks (Daily) - Multi-system administration
- Working with a diverse population (Daily) - Various agency stakeholders
- Establishing and maintaining effective working relationships (Daily) - Vendor and user coordination
- Working under stressful conditions (Occasionally) - System outages and critical issues

V. ENVIRONMENTAL CONDITIONS:

- Works indoors (Daily) - Office environment
- Noise (Occasionally) - Server rooms and technical equipment areas

Key Elements Added:

- Complete supplement covering all 5 required areas
- Technical-specific physical demands and communication requirements
- Emphasis on system administration and troubleshooting responsibilities
- Recognition of occasional stressful conditions during system issues
- Appropriate frequency indicators for all activities

IT/LMS ADMINISTRATOR

Justification for Position Classification and Salary

Recommended Salary Range: \$ \$75,000 - \$90,000

Target Hiring Range: \$80,000 - \$85,000 (dependent on qualifications)

The recommended salary range of \$75,000-\$90,000 reflects the hybrid and highly specialized responsibilities of the IT/LMS Administrator, who supports both internal LESB systems and the external-facing platforms that deliver training and certification functionality statewide. This role is critical to the operation of the LESB's enterprise learning management and certification systems, representing a combined annual investment of \$188,000, which collectively serve as the digital backbone for fulfilling statutory mandates under HRS Chapter 139.

The position requires a blend of IT system administration, helpdesk and technical support, user access configuration, and vendor coordination. It consolidates duties that are typically split between technology and training departments in larger agencies and ensures real-time functionality, security, and data accuracy across LESB's certification and training operations. The target hiring range provides recruitment flexibility while aligning with comparable roles in other public sector agencies and ensuring internal equity.

Salary Benchmarking and Cost Justification

COMPARABLE ROLE	AGENCY / ENTITY	CLASSIFICATION	2024 BASE SALARY RANGE
Information Specialist	State of Hawaii	SR-22 to SR-26	\$60,000 – \$87,000
Educational Technology Specialist	Department of Education	SR-22 to SR-24 Equivalent	\$62,000 – \$84,000
IT Program Support Analyst	City & County of Honolulu	EM-5 Equivalent	\$65,000 – \$88,000
IT/LMS Administrator (Benchmark)	U.S. Government (Honolulu)	GS-11 to GS-12 (adjusted)	\$76,000 – \$92,000

These benchmarks reflect positions that combine platform oversight, user support, and system implementation responsibilities in public sector environments. The LESB role falls within the same functional scope, while extending its responsibilities to law enforcement regulatory systems and compliance reporting.

Cost of Living & Market Comparisons (2024–2025)

According to the U.S. Bureau of Economic Analysis (BEA), Honolulu's Regional Price Parities (RPP) index is 121.3, reflecting a cost of living approximately 21 percent above the national average. Housing, utilities, and transportation expenses in Hawaii significantly impact public sector hiring and retention in technical and professional roles.

This position ensures continuity of LESB's most critical digital systems. It requires both technical acumen and sector-specific fluency in law enforcement, training compliance, and vendor negotiation. The proposed salary range accounts for these realities while maintaining internal alignment with the Board's organizational structure and statewide recruitment needs.

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LESB PROPOSED STAFFING

TRAINING STANDARDS DIVISION

Operational Rationale and Statutory Mandate

The Training Standards Division (TSD) implements the Law Enforcement Standards Board's (LESB) core statutory responsibilities for establishing, maintaining, and enforcing statewide law enforcement training standards under HRS Chapter 139. The division supports the Board's authority to adopt minimum training requirements [§139-3(a)(3)], determine minimum employment qualifications [§139-3(a)(8)], and establish continuing education standards for certified officers [§139-3(a)(4)].

TSD ensures that all law enforcement training programs across Hawaii meet Board-approved standards through curriculum review, instructor credentialing, academy coordination, and compliance monitoring. The division develops training policies that reflect current legal mandates, professional best practices, and community expectations for law enforcement accountability and professionalism.

In coordination with the Board's certification functions, TSD supports implementation of Job Task Analysis (JTA) findings [§139-3(a)(5)], maintains training equivalency standards, and provides technical assistance to agencies and academies statewide. The division's work directly enables the Board's mission to enhance public trust through consistent, professional, and evidence-based law enforcement training standards that serve Hawaii's diverse communities and jurisdictions.

By establishing unified training requirements across all certified law enforcement officers, TSD supports the Board's general authority to perform all functions necessary to fulfill its statutory mandate [§139-3(a)(15)] and ensures Hawaii maintains modern, legally compliant, and professionally recognized law enforcement training systems.

Proposed Staffing Structure and Functions

The Training Standards Division (TSD) develops and manages the instructional and curricular framework required for certification of Hawaii's law enforcement officers. The division establishes and updates minimum training requirements, reviews course content for compliance, supports instructional delivery across jurisdictions, and coordinates

continuing education and specialized learning initiatives in accordance with HRS Chapter 139.

The division is led by the **Law Enforcement Training and Curriculum Coordinator (LETCC)**, who reports directly to the LESB Administrator and provides statewide leadership in training policy, curriculum coordination, and instructional standard-setting. The LETCC serves as the Board's primary representative in matters of curriculum design, implementation, and quality assurance while supervising division personnel and managing stakeholder coordination.

The division structure includes:

- **Law Enforcement Training and Curriculum Coordinator (LETCC):** Provides division leadership and supervises all TSD personnel. Oversees development of statewide training standards, coordinates with academies and agencies on curriculum compliance, and serves as primary staff liaison for training-related Board activities. Manages policy development, rulemaking support, and strategic planning for training initiatives across Hawaii's law enforcement community.
- **Training Program Specialist:** Conducts research and analysis to support training standards development, evaluates course materials for compliance with Board requirements, and assists in policy drafting and curriculum review processes. Coordinates with agencies and academies to ensure training alignment with certification requirements and provides technical support for standards implementation.
- **Certification Specialist:** Manages training-related certification records, monitors agency compliance with LESB training requirements, and provides administrative support for certification processes, audits, and data validation. Coordinates certification workflows between TSD and other LESB divisions while supporting agencies with training documentation and compliance requirements.
- **Training Standards Analyst:** Conducts research and analysis to support training standards development, evaluates course materials for compliance with Board requirements, and assists in policy drafting and curriculum review processes. Coordinates with agencies and academies to ensure training alignment with certification requirements and provides technical support for standards implementation. This position works under the direction of the Law Enforcement Training and Curriculum Coordinator and collaborates with other LESB divisions, agency trainers, and public safety stakeholders to ensure consistency, compliance, and instructional quality across the state. The Training Standards Analyst

contributes to policy development, certification rulemaking, instructor credentialing, and analysis of training outcomes, supporting the Board's mission to ensure that all certified officers in Hawaii meet professional and operational expectations.

This structure ensures comprehensive support for LESB's training mandates while maintaining effective coordination with certification processes, agency partnerships, and Board governance functions.

DRAFT

TRAINING STANDARDS DIVISION – COST PROJECTIONS

The Training Standards Division includes three full-time positions responsible for developing, implementing, and monitoring statewide law enforcement training standards and curriculum compliance. These roles are essential to fulfilling statutory mandates under HRS Chapter 139, including training standards development, curriculum review, instructor credentialing, and agency coordination across Hawaii's law enforcement community.

Position salary ranges are based on internal classification comparisons to similar program development and regulatory positions across state government, including SR-22 through SR-26 civil service bands, with appropriate adjustments for Hawaii's cost of living and current market conditions. The Law Enforcement Training and Curriculum Coordinator receives a supervisory premium reflecting management responsibilities over division operations and statewide training coordination.

Each position is assigned an annual support cost of \$7,800 to account for essential equipment, supplies, communications, travel, and professional development needs. Initial one-time setup costs for office furniture, IT equipment, and workspace configuration are estimated at \$5,500 per position.

The division's structure ensures comprehensive coverage of training standards development, curriculum oversight, and certification coordination while maintaining cost-effective operations and supporting the Board's statutory responsibilities for statewide law enforcement training quality and consistency.

Listed and future LESB positions are recommended to be exempt from civil service requirements through proposed amendments to HRS §§76-16(b) and 139-3(6). These amendments would authorize the Board to establish positions and set compensation at levels consistent with the professionalism and expertise required to fulfill its statutory duties under Chapter 139.

TRAINING STANDARDS DIVISION

Training Standards Division - Position Roles and Cost Summary

POSITION	PRIMARY RESPONSIBILITIES	SALARY RANGE	ANNUAL SUPPORT COST	TOTAL ANNUAL COST
Law Enforcement Training and Curriculum Coordinator	Oversees statewide training standards, curriculum approval, and instructor certification processes	\$95K-\$110K	\$7,800	\$102,800 – \$117,800
Training Program Specialist	Coordinates course delivery, accreditation, and continuing education tracking	\$75K-\$90K	\$7,800	\$82,800 – \$97,800
Certification Specialist	Designs, updates, and standardizes basic and in-service training curricula	\$80K-\$95K	\$7,800	\$87,800 – \$102,800
Training Standards Analyst	Collects and analyzes training compliance data, assists with reporting and evaluation	\$90K-\$95K	\$7,800	\$97,800 – \$102,800
Total (Personnel only)		\$340K-\$390K	\$31,200	\$371,200 – \$421,200

Training Standards Division – Phase 1 Budget Summary

CATEGORY	ESTIMATED AMOUNT
Total Annual Personnel Cost (Salary Only)	\$185,000 – \$205,000
Total Annual Support Cost (2 × \$7,800)	\$15,600
Total Estimated Division Budget (Annual)	\$200,600 – \$220,600
One-Time Setup Costs (2 × \$5,500)	\$11,000
LMS Content and Courseware Development	\$65,000
LMS Standards Integration Consulting	\$38,000
Phase 1 – First-Year Total (FY 2027 Initial Implementation)	\$314,600 – \$334,600
Phase 1 – Ongoing Annual Cost (after Year 1)	\$200,600 – \$220,600

Training Standards Division – Phase 2 Budget Summary

CATEGORY	ESTIMATED AMOUNT
Phase 2 New Annual Costs (1 position + support)	\$87,800 – \$102,800
Phase 2 One-Time Costs (1 × \$5,500)	\$5,500
Phase 2 – First Year of Phase 2 (FY 2028, cumulative with Phase 1 baseline)	\$293,900 – \$328,900
Phase 2 – Ongoing Annual Cost (post-Phase 2, full operations)	\$288,400 – \$323,400

Personnel benefit costs are funded through statewide employee benefit programs administered under Hawai‘i Revised Statutes Chapters 87A and 88, including the Employer-Union Health Benefits Trust Fund (EUTF) and the Employees’ Retirement System (ERS). These costs are centrally funded and not part of the Law Enforcement Standards Board (LESB) budget request.

(Sources: Hawai‘i Department of Budget & Finance, Budget Execution Guidelines FY 2025–27; HRS Chs. 87A and 88.)

LAW ENFORCEMENT TRAINING AND CURRICULUM COORDINATOR

POSITION DESCRIPTION

I. IDENTIFYING INFORMATION

- **Class Title:** Law Enforcement Training and Curriculum Coordinator
- **Position Number:** TBD (New Position)
- **Department:** Department of the Attorney General
- **Agency:** Hawaii Law Enforcement Standards Board (LESB)
- **Location:** Honolulu, Hawaii
- **Position Status:** New

II. INTRODUCTION

Function of this organizational unit:

The Training Standards Division (TSD) develops, implements, and monitors statewide law enforcement training and employment standards to ensure alignment with statutory requirements under HRS Chapter 139. The division is responsible for developing curriculum standards, overseeing continuing education policy, supporting instructor certification and academy approval, and maintaining statewide training equivalency and documentation protocols.

Purpose of the position:

The LETCC provides statewide leadership and subject matter expertise for the development of law enforcement curriculum standards and training requirements. The position supports the Board in establishing and updating minimum basic and in-service training standards, ensuring these standards reflect current law enforcement practices, legal mandates, and community expectations. This position also supports Board workgroups, develops related rules and procedures, and serves as the primary staff liaison for training academy coordination.

III. MAJOR DUTIES AND RESPONSIBILITIES

A. Training Standards Development and Leadership (40%)

- Lead development and implementation of statewide law enforcement training standards pursuant to HRS Chapter 139
- Coordinate with agencies, academies, and stakeholders to establish minimum basic and in-service training requirements
- Supervise Training Standards Division staff and coordinate division priorities and workflows
- Ensure training standards reflect current law enforcement practices, legal mandates, and community expectations

B. Curriculum Oversight and Quality Assurance (25%)

- Review and approve course content, training outlines, and instructor qualifications for compliance with LESB standards
- Coordinate academy engagement, agency training compliance monitoring, and instructor credentialing processes
- Support continuing education equivalency determinations and curriculum update processes
- Oversee implementation of Job Task Analysis (JTA) findings into training curricula

C. Policy Development and Rulemaking Support (20%)

- Draft administrative rules, policies, and procedures related to training standards and certification requirements
- Prepare briefing materials, recommendations, and technical analysis for Board consideration
- Support Board workgroups, committees, and policy development initiatives
- Coordinate training-related compliance monitoring and enforcement activities

D. Stakeholder Coordination and Representation (15%)

- Serve as primary staff liaison for training-related Board committees and external partnerships
- Represent LESB at training conferences, academy meetings, and professional development events
- Coordinate interagency training initiatives and statewide instructional consistency efforts
- Provide technical assistance and guidance to agencies on training compliance matters

IV. CONTROLS EXERCISED OVER THE WORK

A. Supervisor:

- Position No.: TBD
- Class Title: LESB Administrator

B. Nature of Supervisory Control Exercised Over the Work: This position receives general direction from the Administrator and exercises considerable independence in developing training standards, managing division operations, and coordinating statewide training initiatives. The LETCC is responsible for strategic planning, policy development, and supervision of subordinate staff while maintaining regular communication with the Administrator on major initiatives, policy direction, and Board coordination matters.

C. Nature of Available Guidelines Controlling the Work: Work is guided by HRS Chapter 139, LESB policies and procedures, Board directives, federal training standards, and professional law enforcement training practices. The LETCC exercises independent judgment in applying these guidelines to curriculum development, standards implementation, and stakeholder coordination while consulting with the Administrator on complex policy interpretations and strategic decisions.

V. MINIMUM QUALIFICATIONS

A. Knowledge

- Law enforcement training methodologies and adult education principles
- Curriculum development and instructional design practices
- Criminal justice best practices and contemporary policing standards
- State and federal legal standards governing law enforcement training
- Public administration, policy development, and administrative rulemaking processes

B. Skills

- Curriculum design, evaluation, and quality assurance
- Policy drafting and regulatory development
- Meeting facilitation and stakeholder engagement
- Research, analysis, and professional writing
- Public speaking and presentation capabilities

C. Abilities

- Ability to work independently and collaboratively across multiple agencies and jurisdictions
- Ability to communicate effectively with diverse audiences including law enforcement personnel, educators, and community stakeholders
- Ability to manage multiple complex projects simultaneously while meeting statutory deadlines
- Ability to analyze training standards and translate findings into actionable policy recommendations

D. Education

- Bachelor's degree in criminal justice, education, public administration, or related field required
- Advanced degree in criminal justice, education, public administration, or related field preferred

E. Experience

- Minimum five (5) years of progressively responsible experience in law enforcement training, curriculum development, or regulatory oversight
- Experience with instructor development, certification processes, or academy operations preferred
- Supervisory or leadership experience in training or educational environments preferred

F. Required Licenses, Certificates, etc.

- Valid Hawaii driver's license
- May require travel to all counties

VI. DESIRABLE QUALIFICATIONS

- Experience working in Hawaii state government or county law enforcement agencies
- Knowledge of Hawaii law enforcement training programs and certification processes
- Background in adult education, instructional design, or training program development
- Experience with police academy operations, instructor certification, or training standards development
- Familiarity with Job Task Analysis (JTA) methodologies and implementation
- Training in conflict resolution, mediation, or stakeholder engagement
- Experience with multi-jurisdictional coordination and intergovernmental relations

- Advanced knowledge of Hawaii Revised Statutes Chapter 139 and related regulations
- Experience in preparing legislative testimony or regulatory reports
- Professional development in leadership, supervision, or public administration
- Bilingual capabilities (English/Hawaiian or other Pacific languages)
- Professional certifications in training, education, or law enforcement instruction

VII. TOOLS, EQUIPMENT & MACHINES

- SEE SUPPLEMENT TO POSITION DESCRIPTION

VIII. WORKING CONDITIONS – SEE SUPPLEMENT TO POSITION DESCRIPTION

- SEE SUPPLEMENT TO POSITION DESCRIPTION

**Law Enforcement Training and Curriculum Coordinator
Supplement to Position Description**

I. TYPE OF WORK:

- Sedentary Work (Daily) - Office-based supervision, policy development, meeting coordination
- Light Work (Occasionally) - Travel to training sites, carrying meeting materials

II. PHYSICAL DEMANDS:

- Handling (Daily) - Document management, equipment operation, meeting materials
- Fingering (Daily) - Extensive computer/typing work, mobile device use
- Repetitive motion (Daily) - Computer use, typing, data entry, administrative tasks

III. COMMUNICATION DEMANDS:

- Verbal communication with co-workers (Daily) - Internal coordination and supervision
- Verbal communication with customers/vendors (Daily) - External agencies, academy stakeholders
- Written communication to co-workers (Daily) - Internal reports, policy documents
- Written communications to customers/vendors (Frequently) - Agency correspondence, training guidance
- Supervising others, including training or giving verbal instructions (Daily) - Division staff supervision
- Training or giving verbal instruction (Frequently) - Stakeholder training and guidance
- Receiving verbal or written instruction (Daily) - From Administrator

IV. ADDITIONAL SKILLS/ABILITIES:

- Working and making appropriate decisions without supervision (Daily) - Independent policy development
- Processing work with accuracy (Daily) - Standards development and compliance monitoring
- Identifying and resolving problems in a timely manner (Daily) - Training and policy issues
- Prioritizing and planning work activities (Daily) - Division management
- Demonstrating accuracy and thoroughness in work product (Daily) - Policy and standards oversight
- Managing multiple tasks (Daily) - Multi-agency coordination
- Working with a diverse population (Daily) - Various agency and community stakeholders
- Establishing and maintaining effective working relationships (Daily) - Stakeholder coordination
- Visiting/working at different worksites (Frequently) - Academy and agency visits
- Initiating activities independently (Daily) - Division leadership

V. ENVIRONMENTAL CONDITIONS:

- Works indoors (Daily) - Office environment
- Works outdoors (Occasionally) - Training site visits and field operations

LAW ENFORCEMENT TRAINING AND CURRICULUM COORDINATOR

Justification For Position Classification and Salary

Recommended Salary Range: \$80,000 – \$108,000

Target Hiring Range: \$95,000 – \$105,000 (dependent on qualifications)

The recommended salary range reflects the senior-level responsibilities assigned to the Law Enforcement Training and Curriculum Coordinator (LETCC), including statewide authority over law enforcement training standards, curriculum development, instructor certification, and compliance monitoring. This position leads LESB's statutory training mandates under HRS §139-3 and ensures training systems are aligned with contemporary professional standards, equity frameworks, and Job Task Analysis (JTA) outcomes.

The LETCC position requires a unique blend of subject-matter expertise in adult education and criminal justice, along with the leadership skills necessary to manage complex projects and coordinate among diverse law enforcement agencies. The role functions with a high degree of independence and serves as the Board's primary liaison for academy-related oversight, instructional content review, continuing education equivalency, and the implementation of Board-adopted training policies.

The classification and salary range are aligned with comparable state and federal roles that combine regulatory oversight, curriculum design, and interagency coordination. In larger agencies, these duties are often distributed across multiple positions. For LESB, this position consolidates those functions to provide efficient, centralized leadership and ensure continuity across statewide training and certification systems.

Salary Benchmarking and Cost Justification

COMPARABLE ROLE	AGENCY / ENTITY	CLASSIFICATION	2024 BASE SALARY RANGE
Training and Standards Coordinator	Department of Public Safety	SR-26	\$78,000 – \$95,000
Program Officer (Curriculum and Instruction)	State Ethics Commission	SR-24	\$73,000 – \$89,000
Criminal Justice Planner	Department of the Attorney General	SR-24	\$70,000 – \$88,000
Educational Specialist (Adult/Workforce Ed.)	University of Hawai'i	Faculty/Administrative	\$80,000 – \$100,000
Training and Curriculum Specialist (GS-13)	U.S. Dept. of Justice (HI locality)	GS-13 (adjusted)	\$95,000 – \$112,000

The recommended salary range for the LETCC is consistent with compensation for senior-level positions in state and federal government responsible for training standards, curriculum oversight, and regulatory implementation. Benchmarks reflect roles that integrate adult learning design, law enforcement policy, and interagency coordination.

Cost of Living & Market Comparisons (2024-2025)

According to the U.S. Bureau of Economic Analysis (BEA), the Honolulu metropolitan area continues to rank among the highest-cost regions in the United States. The most recent Regional Price Parities (RPP) index places Honolulu at 121.3, indicating that living costs are approximately 21.3% higher than the national average. This reflects particularly high expenses in housing, transportation, and professional services.

The recommended salary range of \$80,000 to \$108,000 ensures LESB can attract and retain candidates with advanced knowledge of law enforcement training, curriculum development, and regulatory compliance. The LETCC role involves independent authority, external engagement, and high accountability conditions that demand senior-level competence and sector-specific experience.

TRAINING STANDARDS ANALYST

POSITION DESCRIPTION

I. IDENTIFYING INFORMATION

- **Class Title:** Training Standards Analyst
- **Position Number:** TBD (New Position)
- **Department:** Department of the Attorney General
- **Agency:** Hawaii Law Enforcement Standards Board (LESB)
- **Location:** Honolulu, Hawaii
- **Position Status:** New

II. INTRODUCTION

Function of this Organizational Unit

The Hawaii Law Enforcement Standards Board (LESB) was established under Act 220 (2018) to oversee the certification of law enforcement officers and to set statewide standards for employment, training, and conduct. The Board manages a centralized certification database, monitors agency compliance, and develops rules to promote accountability, professionalism, and transparency in law enforcement.

The Training Standards Division (TSD) is responsible for developing, implementing, and maintaining training and curriculum standards that align with HRS Chapter 139 and the evolving needs of Hawaii's law enforcement community. The division ensures the Board's training standards reflect legal mandates, operational realities, and national best practices in education and policing.

Purpose of the Position

The Training Standards Analyst supports the LESB's statutory mandate by assisting in the research, drafting, evaluation, and monitoring of law enforcement training standards and certification-related curricula. This position works under the direction of the Law Enforcement Training and Curriculum Coordinator and collaborates with other LESB divisions, agency trainers, and public safety stakeholders to ensure consistency, compliance, and instructional quality across the state. The position contributes to policy development, certification rulemaking, instructor credentialing, and analysis of training outcomes, helping to ensure that all certified officers in Hawaii meet the professional and operational expectations established by the Board.

III. MAJOR DUTIES AND RESPONSIBILITIES

A. Training Standards Development and Research (35%)

- Assist in the development and continuous improvement of statewide law enforcement training standards in accordance with HRS Chapter 139 and Board policy
- Conduct research and comparative analysis of national and local training standards, best practices, and accreditation models
- Prepare and maintain training-related documentation, including curriculum standards, certification matrices, and evaluation tools
- Support implementation of Job Task Analysis (JTA) findings into training requirements

B. Curriculum Evaluation and Coordination (25%)

- Review agency and academy-submitted course materials to assess compliance with Board-approved standards
- Track curriculum submissions, maintain review logs, and assist with feedback delivery and revision coordination
- Support alignment of training content with certification and continuing education requirements
- Coordinate with agencies on curriculum updates and compliance issues

C. Research, Policy Support, and Documentation (20%)

- Assist in drafting administrative rules, policy recommendations, and official Board memoranda related to training and education
- Collect and analyze data related to training performance, certification trends, and agency compliance
- Prepare briefing materials and technical analysis for Board consideration
- Support rule development and policy implementation initiatives

D. Stakeholder Communication and Meeting Support (20%)

- Coordinate with agency training staff, academies, and community partners to ensure effective communication and information exchange
- Participate in committee and workgroup meetings to capture feedback, report findings, and support cross-agency collaboration
- Support the scheduling, logistics, and documentation for Board training subcommittees and project teams
- Provide technical assistance to agencies on training standards and compliance matters

IV. CONTROLS EXERCISED OVER THE WORK

A. Supervisor:

- Position No.: TBD
- Class Title: Law Enforcement Training and Curriculum Coordinator

B. Nature of Supervisory Control Exercised Over the Work: This position receives general guidance from the Law Enforcement Training and Curriculum Coordinator and exercises independent judgment in researching, analyzing, and compiling training-related materials. Work is performed with considerable autonomy in conducting research, evaluating curriculum submissions, and coordinating with agencies while maintaining regular communication with supervisory staff on complex policy matters and strategic initiatives.

C. Nature of Available Guidelines Controlling the Work: Work is guided by HRS Chapter 139, LESB policies and procedures, Board directives, training standards protocols, and established research methodologies. The Training Standards Analyst exercises independent judgment in applying these guidelines to curriculum evaluation, policy research, and stakeholder coordination while consulting with the LETCC on complex standards interpretations and policy development matters.

V. MINIMUM QUALIFICATIONS

A. Knowledge

- State and national law enforcement training practices and standards
- Instructional design and adult learning theory
- HRS Chapter 139 and related legal mandates governing law enforcement training
- Administrative rulemaking and policy development processes
- Research methodologies and data analysis techniques

B. Skills

- Technical writing and research capabilities
- Stakeholder communication and coordination
- Meeting coordination and documentation
- Data tracking, analysis, and records organization
- Policy analysis and curriculum evaluation

C. Abilities

- Ability to analyze and evaluate training content for compliance and effectiveness
- Ability to work independently and meet established deadlines
- Ability to communicate effectively across diverse agencies and stakeholder groups
- Ability to support complex policy development and curriculum implementation projects
- Ability to conduct research and synthesize findings into actionable recommendations

D. Education

- Bachelor's degree in criminal justice, education, instructional design, public policy, or related field required

E. Experience

- Minimum three (3) years of professional experience in training program development, law enforcement education, curriculum compliance, or policy analysis

F. Required Licenses, Certificates, etc.

- Valid Hawaii driver's license
- May require travel to all counties

VI. DESIRABLE QUALIFICATIONS

- Experience working in Hawaii state government or county law enforcement agencies
- Knowledge of Hawaii law enforcement training programs and certification processes
- Familiarity with Job Task Analysis (JTA) methodologies and implementation
- Experience with curriculum development, instructional design, or training evaluation
- Background in policy research, regulatory analysis, or compliance monitoring
- Training in stakeholder engagement, public relations, or community outreach
- Knowledge of Hawaii Revised Statutes Chapter 139 and related administrative rules
- Experience with regulatory compliance monitoring and reporting
- Professional development in public administration, education, or law enforcement policy
- Bilingual capabilities (English/Hawaiian or other Pacific languages)
- Training or instructional certifications (POST, FTO, general instructor credentials)

VII. TOOLS, EQUIPMENT & MACHINES

- SEE SUPPLEMENT TO POSITION DESCRIPTION

VIII. WORKING CONDITIONS

- SEE SUPPLEMENT TO POSITION DESCRIPTION

Training Standards Analyst - Supplement to Position Description

I. TYPE OF WORK:

- Sedentary Work (Daily) - Office-based research, analysis, computer work, document review
- Light Work (Occasionally) - Travel to meetings, carrying research materials

II. PHYSICAL DEMANDS:

- Handling (Daily) - Document management, research materials, meeting supplies
- Fingering (Daily) - Extensive computer/typing work, data entry
- Repetitive motion (Daily) - Computer use, typing, data analysis, administrative tasks

III. COMMUNICATION DEMANDS:

- Verbal communication with co-workers (Daily) - Internal coordination and reporting
- Verbal communication with customers/vendors (Daily) - External agencies, academy personnel
- Written communication to co-workers (Daily) - Research reports, policy drafts
- Written communications to customers/vendors (Frequently) - Agency correspondence, curriculum guidance
- Training or giving verbal instruction (Occasionally) - Technical assistance and guidance
- Receiving verbal or written instruction (Daily) - From LETCC

IV. ADDITIONAL SKILLS/ABILITIES:

- Working and making appropriate decisions without supervision (Daily) - Independent research and analysis
- Processing work with accuracy (Daily) - Standards evaluation and compliance monitoring
- Identifying and resolving problems in a timely manner (Frequently) - Curriculum and policy issues
- Prioritizing and planning work activities (Daily) - Research project management
- Demonstrating accuracy and thoroughness in work product (Daily) - Policy research and analysis
- Managing multiple tasks (Daily) - Multi-agency coordination projects
- Working with a diverse population (Daily) - Various agency and academic stakeholders
- Establishing and maintaining effective working relationships (Daily) - Stakeholder coordination
- Visiting/working at different worksites (Occasionally) - Agency and academy visits
- Initiating activities independently (Frequently) - Research and policy support projects

V. ENVIRONMENTAL CONDITIONS:

- Works indoors (Daily) - Office environment
- Works outdoors (Occasionally) - Training site visits and field research

TRAINING STANDARDS ANALYST

Justification for Position Classification and Salary

Recommended Salary Range: \$70,000-\$85,000

Target Hiring Range: \$73,000-\$80,000 (dependent on qualifications)

The recommended salary range reflects the technical, analytical, and policy-based responsibilities of the Training Standards Analyst, which include interpreting statute, evaluating curriculum alignment, supporting training audits, and advising on instructional standards. The position requires applied knowledge in law enforcement training methodologies, learning evaluation, and curriculum development, as well as the ability to draft reports, review agency training programs, and work closely with academies and public safety agencies across the state.

The role contributes directly to the development, implementation, and maintenance of LESB's statewide training and education standards, supporting HRS Chapter 139 and the Board's policy-making, rulemaking, and compliance functions. The incumbent must possess strong professional writing and policy analysis skills, attention to legal detail, and familiarity with peace officer training environments. The position bridges field operations with agency rule requirements and supports the overall training infrastructure of LESB.

The classification is justified by the cross-agency coordination requirements, analysis of training standards, public sector policy development responsibilities, and professional communication demands. The role requires independent judgment in curriculum evaluation, policy research, and stakeholder coordination while operating within the specialized law enforcement training regulatory environment.

Salary Benchmarking and Cost Justification

POSITION TITLE	AGENCY / ENTITY	CLASSIFICATION	2024 BASE SALARY RANGE
Training Program Specialist	State of Hawai'i – Department of Public Safety	SR-20 to SR-22	\$62,000 – \$79,000
Program Specialist / Analyst	State of Hawai'i – DHRD / AG's Office	SR-22 to SR-24	\$65,000 – \$85,000
Curriculum Standards Analyst	Department of Education	SR-20 to SR-24 Equivalent	\$63,000 – \$84,000
Federal Management Analyst	U.S. Government (GS-11, HI adjusted)	GS-11	\$76,000 – \$92,000

These benchmarks reflect roles that require cross-agency coordination, analysis of training or compliance standards, public sector policy development, and professional communication. The Training Standards Analyst's role falls between general analyst duties and technical curriculum specialists due to its dual emphasis on training policy and operational alignment.

Cost Of Living & Market Comparisons (2024–2025)

According to the U.S. Bureau of Economic Analysis (BEA), the Honolulu Regional Price Parity (RPP) index reflects a cost of living approximately 21% higher than the U.S. average. Hawaii's elevated housing, transportation, and utilities costs reduce the practical value of otherwise competitive salaries.

The recommended salary range of \$70,000 to \$85,000 ensures LESB can attract candidates with the subject matter expertise and evaluative judgment necessary for this role. Given the need to engage with law enforcement training staff, interpret standards, draft recommendations, and contribute to rules and audits, the role must offer a salary range that balances public accountability with realistic recruitment competitiveness in a high-cost labor market.

CERTIFICATION SPECIALIST

POSITION DESCRIPTION

I. IDENTIFYING INFORMATION

- **Class Title:** Certification Specialist
- **Position Number:** TBD (New Position)
- **Department:** Department of the Attorney General
- **Agency:** Hawaii Law Enforcement Standards Board (LESB)
- **Location:** Honolulu, Hawaii
- **Position Status:** New

II. INTRODUCTION

Function of this Organizational Unit

The Hawaii Law Enforcement Standards Board (LESB) was created under Act 220 (2018) to oversee the certification of law enforcement officers and establish statewide employment and training standards. The Board maintains a centralized certification database, monitors agency compliance, and works to improve professionalism, accountability, and public trust in law enforcement.

The Training Standards Division (TSD) supports the Board's statutory responsibility to establish, maintain, and monitor statewide law enforcement training standards. TSD ensures that the LESB's training requirements are translated into effective practice through policy guidance, cross-agency collaboration, and integration with certification processes.

Purpose of the Position

The Certification Specialist provides administrative and operational support for the LESB's certification functions. This position processes certification applications, monitors compliance data, supports investigations into noncompliance, and ensures that certification records are complete and accurate. The Certification Specialist also contributes to rulemaking, agency communications, and public data requests related to peace officer certification. The position requires a strong understanding of professional standards, database navigation, and administrative law.

III. MAJOR DUTIES AND RESPONSIBILITIES

A. Certification Records Processing and Review (40%)

- Process certification applications, eligibility materials, and status updates submitted by employing agencies
- Verify completeness, accuracy, and timeliness of submissions using standardized procedures and LESB protocols
- Maintain accurate and secure records in accordance with LESB standards and statutory requirements under HRS Chapter 139
- Coordinate certification data entry and validation in enterprise certification management systems

B. Compliance Monitoring and Support (25%)

- Identify and report cases of noncompliance, data anomalies, or policy gaps for review by supervisory staff
- Track required submissions such as training rosters, course approvals, and separation notices
- Assist with case preparation for administrative or Board-level action regarding certification matters
- Monitor agency adherence to certification timelines and documentation requirements

C. Interagency Coordination and Communication (20%)

- Respond to certification-related inquiries from agencies, officers, and other stakeholders
- Provide assistance and reminders to ensure timely submissions of certification documentation
- Coordinate with other LESB divisions to support seamless data integration and workflow processes
- Serve as primary point of contact for agencies on certification procedures and requirements

D. Policy and Process Development (15%)

- Assist in drafting policy guidance, procedures, and rulemaking language related to certification processes
- Support implementation of new rules, database capabilities, and certification workflow improvements
- Participate in training and outreach activities related to certification processes and requirements
- Contribute to development of certification-related forms, guides, and instructional materials

IV. CONTROLS EXERCISED OVER THE WORK

A. Supervisor:

- Position No.: TBD
- Class Title: Law Enforcement Training and Curriculum Coordinator

B. Nature of Supervisory Control Exercised Over the Work: This position receives general direction from the Law Enforcement Training and Curriculum Coordinator and works independently within established standards and procedures. The Certification Specialist exercises independent judgment in processing certification applications, monitoring compliance, and coordinating with agencies while maintaining regular communication with supervisory staff on complex cases, policy questions, and procedural matters.

C. Nature of Available Guidelines Controlling the Work: Work is guided by HRS Chapter 139, LESB policies and procedures, Board directives, certification protocols, and administrative rules governing law enforcement officer certification. The Certification Specialist exercises independent judgment in applying these guidelines to individual certification cases, compliance monitoring, and agency coordination while consulting with the LETCC on complex certification determinations and policy interpretations.

V. MINIMUM QUALIFICATIONS

A. Knowledge

- Certification and licensing systems and procedures
- Records and data management practices and protocols
- Public safety agency structure, terminology, and operations
- Basic understanding of confidentiality and privacy requirements
- Administrative law and regulatory compliance procedures

B. Skills

- Document processing and accuracy review capabilities
- Task prioritization and workflow organization
- Oral and written communication skills
- Database navigation, data entry, and records management
- Customer service and professional communication

C. Abilities

- Ability to apply laws and policies to individual certification cases
- Ability to maintain confidentiality and professionalism in sensitive matters
- Ability to communicate clearly and effectively with agencies, officers, and coworkers
- Ability to work independently and meet established deadlines
- Ability to process high-volume documentation with accuracy and attention to detail

D. Education

- Bachelor's degree in public administration, criminal justice, or related field preferred
- Associate degree with relevant administrative experience may substitute

E. Experience

- Minimum two (2) years of administrative experience with certification, licensing, or regulatory functions
- Experience with database use, data processing, or records management required
- Government or public sector experience preferred

F. Required Licenses, Certificates, etc.

- Valid Hawaii driver's license
- May require travel to all counties

VI. DESIRABLE QUALIFICATIONS

- Experience working in Hawaii state government or county law enforcement agencies
- Knowledge of Hawaii law enforcement certification processes and compliance requirements
- Familiarity with law enforcement agency operations and personnel management
- Experience with regulatory compliance monitoring and reporting
- Background in public records management and transparency requirements
- Training in customer service, public relations, or stakeholder coordination
- Knowledge of Hawaii Revised Statutes Chapter 139 and related administrative rules
- Experience with enterprise database systems and data validation processes
- Professional development in public administration or regulatory affairs
- Bilingual capabilities (English/Hawaiian or other Pacific languages)
- Prior experience in certification, licensing, or compliance environments

VII. TOOLS, EQUIPMENT & MACHINES

- SEE SUPPLEMENT TO POSITION DESCRIPTION

VIII. WORKING CONDITIONS

- SEE SUPPLEMENT TO POSITION DESCRIPTION

Certification Specialist - Supplement to Position Description

I. TYPE OF WORK:

- Sedentary Work (Daily) - Office-based certification processing, computer work, document review
- Light Work (Occasionally) - Travel to meetings, carrying certification materials

II. PHYSICAL DEMANDS:

- Handling (Daily) - Document management, filing, certification materials
- Fingering (Daily) - Extensive computer/typing work, data entry
- Repetitive motion (Daily) - Computer use, typing, database navigation, administrative tasks

III. COMMUNICATION DEMANDS:

- Verbal communication with co-workers (Daily) - Internal coordination and reporting
- Verbal communication with customers/vendors (Daily) - External agencies, officers, stakeholders
- Written communication to co-workers (Daily) - Internal reports, case documentation
- Written communications to customers/vendors (Frequently) - Agency correspondence, certification guidance
- Training or giving verbal instruction (Occasionally) - Technical assistance on certification procedures
- Receiving verbal or written instruction (Daily) - From LETCC

IV. ADDITIONAL SKILLS/ABILITIES:

- Working and making appropriate decisions without supervision (Daily) - Independent certification processing
- Processing work with accuracy (Daily) - Certification records and compliance monitoring
- Identifying and resolving problems in a timely manner (Frequently) - Certification and compliance issues
- Prioritizing and planning work activities (Daily) - Case management and workflow coordination
- Demonstrating accuracy and thoroughness in work product (Daily) - Certification integrity and records management
- Managing multiple tasks (Daily) - Multi-agency coordination and case processing
- Working with a diverse population (Daily) - Various agency and officer stakeholders
- Establishing and maintaining effective working relationships (Daily) - Agency coordination
- Working under stressful conditions (Occasionally) - High-volume processing and deadline pressures
- Initiating activities independently (Frequently) - Certification process management

V. ENVIRONMENTAL CONDITIONS:

- Works indoors (Daily) - Office environment
- Works outdoors (Occasionally) - Agency visits and field coordination

CERTIFICATION SPECIALIST

Justification for Position Classification and Salary

Recommended Salary Range: \$65,000-\$75,000

Target Hiring Range: \$68,000-\$73,000 (dependent on qualifications)

The recommended salary range reflects the specialized regulatory responsibilities of the Certification Specialist in overseeing the end-to-end processing of law enforcement certification actions under HRS Chapter 139. This position manages confidential data, legal timelines, and statutory compliance requirements related to initial certification, renewal, revocation, suspension, and equivalency determinations. The role serves as a technical subject matter resource for law enforcement agencies, academies, and Board staff and supports agency accountability through accurate and timely database management.

Given the legal sensitivity and public trust functions tied to this role, the position requires close attention to procedural integrity, high-volume information processing, and strict adherence to confidentiality standards. The Certification Specialist must also maintain expert knowledge of LESB rules and administrative law procedures, contributing to case analysis, record maintenance, and reporting functions. The classification is justified by these specialized regulatory functions and the parallel technical roles found across Hawaii's state and county compliance offices.

The position serves as the primary point of contact for agencies on certification matters and requires independent judgment in applying complex regulations to individual cases while maintaining the integrity of Hawaii's law enforcement certification system.

Salary Benchmarking and Cost Justification

POSITION TITLE	AGENCY / ENTITY	CLASSIFICATION	2024 BASE SALARY RANGE
Administrative Rules Specialist	State of Hawai'i	SR-20 to SR-22	\$60,000 – \$78,000
Certification Program Specialist	Department of Education (HI)	SR-20 to SR-23 Equivalent	\$60,000 – \$80,000
Criminal Justice Program Analyst	Department of the Attorney General	SR-20 to SR-22	\$58,000 – \$75,000
Federal Program Analyst (GS-9/11)	U.S. Government (HI adjusted)	GS-9 to GS-11	\$68,000 – \$87,000
Records & Certification Coordinator	County of Maui / Honolulu PD	BU-03 Equivalent	\$58,000 – \$76,000

The Certification Specialist's salary range is consistent with comparable state, county, and federal positions responsible for regulatory documentation, records verification, certification tracking, and public agency reporting. These benchmarks reflect positions requiring legal and procedural fluency, independent case tracking, and strict confidentiality, aligning with the LESB's certification oversight responsibilities.

Cost of Living & Market Comparisons (2024-2025)

According to the U.S. Bureau of Economic Analysis (BEA), the Honolulu metro area maintains a Regional Price Parity (RPP) index of approximately 121 to 123, meaning the cost of living is 21% to 23% higher than the national average. Hawaii consistently ranks among the top three most expensive states for housing, transportation, and essential goods and services.

Given the required qualifications, high responsibility level, and the financial demands of living and working in Honolulu, the recommended salary range of \$65,000 to \$75,000 ensures that the LESB can competitively attract and retain qualified professionals. This range remains aligned with LESB's internal salary structure, avoids compression with supervisory roles, and supports parity with public sector norms in high-cost jurisdictions.

References

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- State of Hawaii Department of Human Resources Development. (2024). Executive branch salary schedule and classification specifications. <https://dhrd.hawaii.gov>
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LESB PROPOSED STAFFING

REGIONAL ENGAGEMENT DIVISION

Operational Rationale and Statutory Mandate

The Regional Engagement Division provides the operational framework necessary for the Law Enforcement Standards Board (LESB) to execute several core statutory responsibilities under HRS Chapter 139. These include the statewide certification of law enforcement officers [§139-2(b)]; the establishment and enforcement of minimum employment and training standards [§139-3(a)(3), (8)]; and the review and recommendation of statewide law enforcement policies and procedures [§139-3(a)(12)].

To support these mandates, the division facilitates continuous coordination with each law enforcement agency under LESB jurisdiction, ensures the timely collection and validation of certification data for the Board's centralized database [§139-3(a)(14)], and contributes to the preparation of annual legislative reports required by statute [§139-3(a)(16)].

By assigning dedicated LESB Liaisons to support regional and statewide agencies, the division enables field-level engagement, compliance monitoring, and consistent communication across Hawaii's law enforcement system. Its establishment is further necessitated by the Board's general authority and responsibility to perform all duties necessary to fulfill its functions [§139-3(a)(15)] and provides a scalable, cost-effective mechanism to preserve Board oversight while avoiding unfunded mandates on constituent agencies.

Proposed Staffing Structure and Functions

The Regional Engagement Division is composed of a field-based team that ensures consistent LESB presence and agency coordination across the state's diverse geographic and jurisdictional regions. The division operates with three full-time positions strategically deployed to maximize coverage while maintaining cost-effectiveness.

The division is led by the **Lead LESB Liaison**, who reports directly to the Administrator and provides supervisory oversight of all regional liaison operations. This position serves dual functions as both division supervisor and primary liaison to the Honolulu Police Department (HPD), which comprises over 55% of the state's certified law enforcement officers.

The division structure includes:

- **Lead LESB Liaison (Honolulu-based):**
Serves as division supervisor and primary liaison to the Honolulu Police Department (HPD), which represents approximately 2,000 officers, over 55% of the state's certified law enforcement personnel. This centralized assignment enables close integration with LESB headquarters while providing effective oversight of regional operations statewide. The position combines supervisory responsibilities with direct agency liaison duties, ensuring efficient resource utilization and consistent leadership across all regional activities.
- **Regional LESB Liaison – O'ahu Jurisdictions (Honolulu-based):**
Provides liaison support to Kaua'i Police Department, the Department of Law Enforcement (DLE), Division of Conservation and Resources Enforcement (DOCARE), and investigative units of the Department of the Attorney General and Department of Taxation. This position enables centralized coordination from the main LESB office while maintaining readiness for interisland travel and field deployment as operational needs require.
- **Regional LESB Liaison – Neighbor Islands (Maui or Hawai'i Island-based):**
Assigned to support the Maui Police Department and Hawai'i County Police Department, which serve the largest geographic areas outside of O'ahu and collectively represent approximately 775 certified officers. Strategic placement on a neighbor island ensures local presence and reduces travel costs while maintaining direct access to these major county departments.

Comprehensive Division Functions:

All liaison positions, in addition to their specific agency coordination roles:

- Participate in local engagement efforts, including police commission meetings, community forums, training sessions, law enforcement conferences, and public safety events
- Establish consistent LESB presence in local communities, promoting transparency, public trust, and direct stakeholder engagement
- Fulfill the Board's statutory obligations under HRS Chapter 139 to maintain communication with agencies and the public while monitoring compliance through direct observation and local interaction

- Ensure LESB representation when the Administrator or Board Chair are unavailable or when executive-level travel would not be cost-effective
- Support the Board's reporting and compliance functions through field observation, relationship-building, and timely coordination with headquarters
- Provide situational awareness and local intelligence to inform Board policies, strategic planning, and response to emerging law enforcement issues

This structure ensures LESB maintains a consistent, visible, and cost-effective statewide presence while preserving operational efficiency and responsiveness through strategic regional deployment.

REGIONAL ENGAGEMENT DIVISION - COST PROJECTIONS

The Regional Engagement Division includes three dedicated liaison positions responsible for coordinating agency certification activities, monitoring field-level compliance, and engaging community stakeholders across the state. These roles are essential to fulfilling statutory mandates under HRS Chapter 139, including interagency coordination, certification data integrity, public engagement, and the development of a consistent LESB presence statewide.

Position salary ranges are based on internal classification comparisons to similar supervisory and program-level positions across state government, including SR-22 through SR-26 civil service bands, with appropriate adjustments for Hawaii's cost of living and current market conditions. The Lead LESB Liaison receives a supervisory premium reflecting management responsibilities over regional operations.

Each position is assigned an annual support cost of \$7,800 to account for essential equipment, supplies, communications, travel, and professional development needs. Initial one-time setup costs for office furniture, IT equipment, and workspace configuration are estimated at \$5,500 per position.

The division's field-based deployment model ensures cost-effective statewide coverage while minimizing travel expenses and maximizing local presence. Strategic positioning of liaisons across geographic regions reduces operational costs while maintaining the Board's ability to fulfill its statutory oversight and engagement responsibilities under HRS Chapter 139.

Listed and future LESB positions are recommended to be exempt from civil service requirements through proposed amendments to HRS §§76-16(b) and 139-3(6). These amendments would authorize the Board to establish positions and set compensation at levels consistent with the professionalism and expertise required to fulfill its statutory duties under Chapter 139.

REGIONAL ENGAGEMENT DIVISION

Regional Engagement Division - Position Roles and Cost Summary

POSITION	PRIMARY RESPONSIBILITIES	JURISDICTIONS / AGENCIES	SALARY RANGE	ANNUAL SUPPORT COST	TOTAL ANNUAL COST
Lead LESB Liaison	Supervise Regional LESB Liaisons; Oversee interagency coordination and regional liaison operations; Serve as liaison to LESB HQ; Primary liaison to HPD	Honolulu Police Department (HPD) (~2,000 officers; over 55% of statewide total)	\$75K-\$90K	\$7,800	\$82,800 – \$97,800
Regional LESB Liaison #1	Field liaison support; Attend police commission & community meetings; Agency coordination & compliance	Kauai Police Department (KPD) (~165); Department of Law Enforcement (DLE) (~350); DOCARE (~110); Attorney General Investigators; Department of Taxation Investigators	\$65K-\$75K	\$7,800	\$72,800 – \$82,800
Regional LESB Liaison #2	Field liaison support; Attend police commission & community meetings; Agency coordination & compliance	Maui Police Department (MPD) (~350); Hawaii County Police Department (HCPD) (~425)	\$65K-\$75K	\$7,800	\$72,800 – \$82,800
Total (Personnel only)			\$205K-\$240K	\$23,400	\$228,400 – \$263,400

Regional Engagement Division – Phase 1 Budget Summary

Not applicable. *The Regional Engagement Division is proposed to be established in Phase 2 of LESB staffing*

Regional Engagement Division – Phase 2 Budget Summary

CATEGORY	ESTIMATED AMOUNT
Total Annual Personnel Cost (Salary Only)	\$205,000 – \$240,000
Total Annual Support Cost (3 × \$7,800)	\$23,400
Phase 2 – Ongoing Annual Cost (post-Phase 2, full operations)	\$228,400 – \$263,400
One-Time Setup Costs (3 × \$5,500)	\$16,500
Phase 2 – First Year of Phase 2 (FY 2028)	\$244,900 – \$279,900

Personnel benefit costs are funded through statewide employee benefit programs administered under Hawai‘i Revised Statutes Chapters 87A and 88, including the Employer-Union Health Benefits Trust Fund (EUTF) and the Employees’ Retirement System (ERS). These costs are centrally funded and not part of the Law Enforcement Standards Board (LESB) budget request.

(Sources: Hawai‘i State Department of Budget and Finance, Budget Execution Guidelines FY 2025–27; HRS Chs. 87A and 88.)

LEAD LESB LIAISON

POSITION DESCRIPTION

I. IDENTIFYING INFORMATION

- **Class Title:** Lead LESB Liaison
- **Position Number:** TBD (New Position)
- **Department:** Department of the Attorney General
- **Agency:** Hawaii Law Enforcement Standards Board (LESB)
- **Location:** Honolulu, Hawaii
- **Position Status:** New

II. INTRODUCTION

Function of this Organizational Unit

The Hawaii Law Enforcement Standards Board (LESB) was created under Act 220 (2018) to oversee the certification of law enforcement officers and establish statewide employment and training standards. The Board maintains a centralized certification database, monitors agency compliance, and works to improve professionalism, accountability, and public trust in law enforcement.

The Regional Engagement Division connects LESB with law enforcement agencies and communities across the state. Regional liaisons assist with certification paperwork, attend local meetings, and represent the Board in the field. This division ensures LESB is visible, accessible, and responsive to local needs and statewide compliance.

Purpose of the Position

The Lead LESB Liaison supervises LESB's regional liaison functions and provides direct support to the Board's largest constituent agency, the Honolulu Police Department. This position oversees the work of subordinate Regional LESB Liaisons, manages interagency coordination across county and state law enforcement agencies, and ensures effective communication between the LESB headquarters and field operations.

In addition to supporting certification coordination and agency compliance, the Lead Liaison plays a key role in maintaining LESB's visibility and responsiveness in the field. The position regularly attends police commission meetings, law enforcement events, and community forums to represent the Board in instances where the Administrator or Chair are unavailable or when their travel would not be cost-effective. This allows LESB to sustain

an active statewide presence while preserving executive capacity and controlling administrative costs.

Given the public-facing nature of this role and its frequent engagement with community leaders, agency stakeholders, and public forums, the Lead LESB Liaison should possess a level of public information officer (PIO) acumen. The position will serve as a source of local intelligence and situational awareness across the state and will be responsible for drafting recommended talking points or messaging frameworks for the Administrator and Board Chair, particularly when addressing or responding to newsworthy developments in law enforcement. This function supports LESB's statutory interest in transparency, public trust, and timely engagement with evolving issues in the field.

III. MAJOR DUTIES AND RESPONSIBILITIES

A. Supervision and Division Coordination (40%)

- Supervise and coordinate the work of Regional LESB Liaisons assigned to neighbor islands and statewide agencies
- Provide strategic oversight and direction for regional liaison operations across all counties
- Serve as primary communication link between field liaisons and LESB headquarters
- Plan and coordinate interisland travel schedules and regional deployment strategies
- Conduct performance evaluations and provide professional development guidance for subordinate liaisons
- Ensure consistent application of LESB standards and procedures across all regional operations

B. Agency Engagement and Certification Oversight (30%)

- Serve as primary liaison to the Honolulu Police Department, representing over 55% of the state's certified officers (~2,000 officers)
- Coordinate certification data collection, validation, and submission processes with HPD and other assigned agencies
- Monitor agency compliance with Board directives, training requirements, and reporting deadlines
- Facilitate resolution of certification issues, discrepancies, and administrative challenges

- Support agency personnel in understanding and implementing LESB policies and procedures
- Track and report on certification trends, compliance metrics, and agency responsiveness

C. Stakeholder Outreach and Representation (20%)

- Represent the Board at police commission meetings, community forums, and law enforcement events statewide
- Ensure LESB presence at public safety gatherings when Administrator or Board Chair are unavailable
- Promote transparency, public trust, and stakeholder engagement on behalf of the Board
- Develop and maintain relationships with community leaders, elected officials, and public safety stakeholders
- Provide public information support and serve as field-level spokesperson for LESB initiatives
- Coordinate with Administrator on messaging strategies and public communications

D. Reporting, Documentation, and Support (10%)

- Maintain comprehensive documentation of field activities, agency interactions, and compliance monitoring
- Compile regional data and trend analysis for inclusion in Board's annual reports and legislative testimony
- Provide situational awareness and intelligence to Administrator regarding field conditions and emerging issues
- Support preparation of Board materials, policy recommendations, and strategic planning initiatives
- Coordinate with other LESB divisions to ensure integrated operations and information sharing

IV. CONTROLS EXERCISED OVER THE WORK

A. Supervisor:

- Position No.: TBD
- Class Title: LESB Administrator

B. Nature of Supervisory Control Exercised Over the Work:

This position receives general direction from the Administrator and exercises independent judgment in overseeing regional operations. Responsible for scheduling, prioritizing, and reporting on the work of subordinate liaisons. Work is performed with considerable autonomy in field operations while maintaining regular communication with headquarters on strategic matters and significant issues.

C. Nature of Available Guidelines Controlling the Work:

Work is guided by established LESB policies and procedures, statutory requirements under HRS Chapter 139, interagency agreements, and Board directives. The Lead Liaison exercises independent judgment in applying these guidelines to field situations, supervisory decisions, and stakeholder engagement activities. Regular consultation with the Administrator occurs on policy interpretation and complex compliance matters.

V. MINIMUM QUALIFICATIONS

A. Knowledge

- Hawaii's law enforcement structure and interagency dynamics
- State certification and training standards for officers
- Public administration, compliance monitoring, and stakeholder engagement
- Supervisory principles and personnel management practices

B. Skills

- Strong interpersonal and leadership skills
- Professional writing and communication abilities
- Strategic planning and coordination in multi-agency environments
- Public speaking and presentation capabilities

C. Abilities

- Ability to analyze compliance trends and communicate effectively with senior agency officials
- Ability to supervise and coordinate field-based personnel across multiple counties
- Ability to represent the Board professionally in public forums and community settings
- Ability to work independently while maintaining alignment with organizational objectives

D. Education

- Bachelor's degree in public administration, criminal justice, law enforcement, or related field preferred
- Equivalent combination of education and experience may substitute

E. Experience

- Minimum five (5) years in law enforcement, public safety policy, certification oversight, or interagency coordination
- At least two (2) years of supervisory or leadership experience
- Experience with regulatory bodies or public boards preferred

F. Required Licenses, Certificates, etc.

- Valid Hawaii driver's license
- May require travel to all counties

VI. DESIRABLE QUALIFICATIONS

- Experience working in Hawaii state government or county law enforcement agencies
- Knowledge of Hawaii law enforcement certification processes and regulatory frameworks
- Background in public information, communications, or media relations
- Experience with police commission or oversight board operations
- Training in conflict resolution, mediation, or stakeholder engagement
- Familiarity with statewide law enforcement training programs and standards
- Experience with multi-jurisdictional coordination and intergovernmental relations
- Advanced knowledge of Hawaii Revised Statutes Chapter 139 and related regulations
- Experience in preparing legislative testimony or regulatory reports
- Bilingual capabilities (English/Hawaiian or other Pacific languages)
- Professional development in leadership, supervision, or public administration

VII: TOOLS, EQUIPMENT & MACHINES

- SEE SUPPLEMENT TO POSITION DESCRIPTION

VIII: WORKING CONDITIONS

- SEE SUPPLEMENT TO POSITION DESCRIPTION

Lead LESB Liaison - Supplement to Position Description

I. TYPE OF WORK:

- Sedentary Work (Daily) - Office-based supervision, computer work, document review, meeting coordination

II. PHYSICAL DEMANDS:

- Handling (Daily) - Document management, equipment operation, meeting materials
- Fingering (Daily) - Extensive computer/typing work, mobile device use
- Repetitive motion (Daily) - Computer use, typing, data entry, administrative tasks

III. COMMUNICATION DEMANDS:

- Verbal communication with co-workers (Daily) - Internal coordination and supervision
- Verbal communication with customers/vendors (Daily) - External agencies, community stakeholders
- Written communication to co-workers (Daily) - Internal memos, reports, coordination
- Written communications to customers/vendors (Frequently) - Agency correspondence, public communications
- Supervising others, including training or giving verbal instructions (Daily) - Regional liaison supervision
- Training or giving verbal instruction (Frequently) - Staff development and agency guidance
- Receiving verbal or written instruction (Daily) - From Administrator

IV. ADDITIONAL SKILLS/ABILITIES:

- Working and making appropriate decisions without supervision (Daily) - Independent field operations
- Processing work with accuracy (Daily) - Compliance monitoring and reporting
- Identifying and resolving problems in a timely manner (Daily) - Agency and personnel issues
- Prioritizing and planning work activities (Daily) - Regional operations management
- Demonstrating accuracy and thoroughness in work product (Daily) - Supervisory oversight
- Managing multiple tasks (Daily) - Multi-agency coordination
- Working with a diverse population (Daily) - Various agency and community stakeholders
- Ability to prioritize conflicting demands (Daily) - Multiple agency needs
- Establishing and maintaining effective working relationships (Daily) - Stakeholder coordination
- Using time efficiently (Daily) - Supervisory and liaison responsibilities
- Visiting/working at different worksites (Frequently) - Field-based operations
- Initiating activities independently (Daily) - Regional program leadership

V. ENVIRONMENTAL CONDITIONS:

- Works indoors (Daily) - Office environment
- Works outdoors (Occasionally) - Community events and field visits

LEAD LESB LIAISON**Justification for Position Classification and Salary****Recommended Salary Range: \$75,000 - \$90,000****Target Hiring Range: \$80,000 - \$85,000 (dependent on qualifications)**

The recommended salary range reflects the supervisory and interagency responsibilities assigned to the Lead Lesb Liaison. This position plays a vital role in managing field-based operations across multiple counties, coordinating certification and compliance monitoring, and serving as the Board's public representative in law enforcement and community settings. The range balances the complexity and visibility of the role with competitive compensation benchmarks and public sector norms.

The position's classification is justified by its authority to oversee regional personnel and its responsibility for enforcing Lesb standards across diverse jurisdictions. The role also entails significant intergovernmental coordination and requires advanced knowledge of certification protocols, stakeholder engagement, and regulatory frameworks under HRS Chapter 139. The supervisory premium over Regional Lesb Liaisons reflects the additional responsibilities for personnel management, strategic oversight, and direct interface with the state's largest law enforcement agency.

Salary Benchmarking and Cost Justification

POSITION TITLE	AGENCY / ENTITY	CLASSIFICATION	2024 BASE SALARY RANGE
Community Engagement Officer	State Ethics Commission	SR-24	\$70,000 – \$89,000
Law Enforcement Liaison	Department of Law Enforcement	SR-24 to SR-26	\$72,000 – \$95,000
Public Safety Program Specialist	Department of Public Safety	SR-24	\$68,000 – \$90,000
Police Commission Coordinator	County of Maui	BU-13 Equivalent	\$68,000 – \$88,000
Field Services Coordinator	Department of Education	SR-22 to SR-24	\$65,000 – \$85,000

Cost of Living & Market Comparisons (2024–2025)

According to the U.S. Bureau of Economic Analysis (BEA), Honolulu's Regional Price Parities (RPP) index is 121.3, reflecting a cost of living approximately 21% above the national average. The high cost of housing, transportation, and interisland travel adds further challenges for statewide field operations.

This position demands reliable, independent fieldwork and multi-jurisdictional engagement. It requires advanced coordination, diplomacy, and compliance tracking that mirrors or exceeds other public sector liaison positions. The recommended salary range ensures the Board can attract and retain qualified candidates who can operate with a high level of autonomy while implementing statewide standards. It also avoids inequities with similar classifications across agencies and supports long-term organizational consistency.

REGIONAL LESB LIAISON

POSITION DESCRIPTION

I. IDENTIFYING INFORMATION

- **Class Title:** Regional LESB Liaison
- **Position Number:** TBD (New Position)
- **Department:** Department of the Attorney General
- **Agency:** Hawaii Law Enforcement Standards Board (LESB)
- **Location:** Assigned County or Region
- **Position Status:** New

II. INTRODUCTION

Function of this Organizational Unit

The Hawaii Law Enforcement Standards Board (LESB) was created under Act 220 (2018) to oversee the certification of law enforcement officers and establish statewide employment and training standards. The Board maintains a centralized certification database, monitors agency compliance, and works to improve professionalism, accountability, and public trust in law enforcement.

The Regional Engagement Division connects LESB with law enforcement agencies and communities across the state. Regional liaisons assist with certification paperwork, attend local meetings, and represent the Board in the field. This division ensures LESB is visible, accessible, and responsive to local needs and statewide compliance.

Purpose of the Position

The Regional LESB Liaison provides on-the-ground support for the implementation of LESB's certification, standards, and engagement responsibilities. Assigned to a specific set of agencies or a geographic region, the liaison serves as the Board's field representative, coordinating directly with county, state, and special jurisdiction law enforcement agencies to facilitate the flow of information, monitor local agency responsiveness, and maintain consistent Board presence in relevant forums.

This position supports LESB's statutory mission under HRS Chapter 139 by fostering interagency collaboration, promoting transparency and public engagement, and ensuring agency adherence to Board reporting and certification requirements. Regional Liaisons

attend police commission meetings, community forums, and law enforcement events to represent the Board in their assigned jurisdictions, particularly in situations where the Administrator or Chair are unavailable or when travel by executive personnel would not be cost-effective. The liaison also contributes to intelligence gathering and situational awareness at the local level regarding law enforcement and community concerns, to inform Board reports, policies, and outreach strategies.

III. MAJOR DUTIES AND RESPONSIBILITIES

A. Interagency Coordination and Certification Support (40%)

- Serve as the primary LESB liaison for assigned county or statewide agencies
- Coordinate with agency representatives to ensure accurate and timely certification data
- Support agencies in understanding and implementing LESB directives and rule requirements
- Monitor agency compliance trends and provide early notice of emerging issues to LESB headquarters
- Assist with certification data validation and status change processing
- Facilitate communication between assigned agencies and LESB headquarters

B. Stakeholder Engagement and Representation (30%)

- Represent the LESB at regional police commission meetings, community events, and interagency forums
- Ensure the Board's presence at key public safety and governance events across assigned jurisdictions
- Support public transparency and stakeholder trust by maintaining a consistent field presence
- Attend law enforcement conferences, training sessions, and professional development events
- Engage with community leaders, elected officials, and public safety stakeholders
- Promote LESB initiatives and respond to stakeholder inquiries and concerns

C. Field Reporting and Policy Support (20%)

- Document field activities, agency meetings, and compliance communications
- Assist in gathering information for inclusion in the Board's annual reports and legislative communications
- Contribute insight to the Administrator and Board Chair, through the Lead LESB Liaison, regarding agency conditions, concerns, or implementation challenges
- Monitor local law enforcement trends and community relations issues
- Provide situational awareness and intelligence on regional developments affecting law enforcement

D. Administrative and Travel Coordination (10%)

- Maintain scheduling and records for regional meetings and compliance check-ins
- Coordinate with the Lead LESB Liaison and LESB office staff regarding travel, logistics, and Board assignments
- Manage regional documentation and communication workflows
- Support cross-divisional coordination and information sharing
- Assist with meeting logistics and event coordination

IV. CONTROLS EXERCISED OVER THE WORK**A. Supervisor:**

- Position No.: TBD
- Class Title: Lead LESB Liaison

B. Nature of Supervisory Control Exercised Over the Work:

This position operates with general oversight and regional autonomy. Assignments are coordinated with the Lead LESB Liaison and Administrator, but day-to-day judgment is exercised independently in the field. Work is performed with considerable independence while maintaining regular communication with supervisory staff on significant issues, policy questions, and strategic matters.

C. Nature of Available Guidelines Controlling the Work:

Work is guided by established LESB policies and procedures, statutory requirements under HRS Chapter 139, interagency agreements, and Board directives. The Regional Liaison exercises independent judgment in applying these guidelines to field situations, agency coordination activities, and stakeholder engagement. Regular consultation with the Lead LESB Liaison occurs on policy interpretation, compliance issues, and complex agency matters.

V. MINIMUM QUALIFICATIONS**A. Knowledge**

- Hawaii's law enforcement structure and agency types
- Public administration, regulatory coordination, and basic legislative processes
- Intergovernmental communications and records management practices
- Law enforcement certification and training standards

B. Skills

- Strong interpersonal and organizational communication skills
- Professional writing for documentation, reporting, and interagency correspondence
- Problem-solving and conflict resolution abilities
- Time management and coordination in field-based environments

C. Abilities

- Ability to work independently while maintaining alignment with central objectives
- Ability to communicate effectively with diverse stakeholders in law enforcement and community settings
- Ability to maintain respectful and professional conduct in public forums
- Ability to analyze agency compliance issues and communicate findings clearly

D. Education

- Associate degree in criminal justice, public administration, or related field preferred
- Equivalent combination of education and experience may substitute

E. Experience

- Minimum three (3) years in law enforcement, public safety coordination, policy implementation, or government liaison work
- Experience working with multi-agency structures or public boards preferred

F. Required Licenses, Certificates, etc.

- Valid Hawaii driver's license
- May require travel throughout assigned region and to other islands

VI. DESIRABLE QUALIFICATIONS

- Experience working in Hawaii state government or county law enforcement agencies
- Knowledge of Hawaii law enforcement certification processes and compliance requirements
- Familiarity with police commission operations and community oversight structures
- Experience with interagency coordination and multi-jurisdictional projects
- Background in public records management and transparency requirements
- Training in stakeholder engagement, public relations, or community outreach
- Knowledge of Hawaii Revised Statutes Chapter 139 and related administrative rules
- Experience with regulatory compliance monitoring and reporting
- Bilingual capabilities (English/Hawaiian or other Pacific languages)
- Professional development in public administration or law enforcement policy

VII. TOOLS, EQUIPMENT AND MACHINES

- SEE SUPPLEMENT TO POSITION DESCRIPTION

VIII. WORKING CONDITIONS

- SEE SUPPLEMENT TO POSITION DESCRIPTION

Regional LESB Liaison - Supplement to Position Description

I. TYPE OF WORK:

- Sedentary Work (Daily) - Office-based coordination, computer work, document review
- Light Work (Frequently) - Travel to meetings, carrying meeting materials, occasional lifting of equipment

II. PHYSICAL DEMANDS:

- Handling (Daily) - Document management, meeting materials, mobile devices
- Fingering (Daily) - Extensive computer/typing work, mobile device use
- Repetitive motion (Daily) - Computer use, typing, data entry, administrative tasks
- Reaching (Occasionally) - Accessing files, equipment setup at various locations

III. COMMUNICATION DEMANDS:

- Verbal communication with co-workers (Daily) - Internal coordination with headquarters
- Verbal communication with customers/vendors (Daily) - External agencies, community stakeholders
- Written communication to co-workers (Daily) - Reports, coordination, documentation
- Written communications to customers/vendors (Frequently) - Agency correspondence, meeting summaries
- Training or giving verbal instruction (Occasionally) - Agency guidance and support
- Receiving verbal or written instruction (Daily) - From Lead LESB Liaison

IV. ADDITIONAL SKILLS/ABILITIES:

- Working and making appropriate decisions without supervision (Daily) - Independent field operations
- Processing work with accuracy (Daily) - Compliance monitoring and data collection
- Identifying and resolving problems in a timely manner (Frequently) - Agency coordination issues
- Prioritizing and planning work activities (Daily) - Regional schedule management
- Demonstrating accuracy and thoroughness in work product (Daily) - Reporting and documentation
- Managing multiple tasks (Daily) - Multi-agency coordination
- Working with a diverse population (Daily) - Various agency and community stakeholders
- Establishing and maintaining effective working relationships (Daily) - Stakeholder coordination
- Using time efficiently (Daily) - Field-based operations
- Visiting/working at different worksites (Daily) - Field-based position requirements
- Initiating activities independently (Frequently) - Regional program implementation

V. ENVIRONMENTAL CONDITIONS:

- Works indoors (Daily) - Office environment and meeting venues
- Works outdoors (Occasionally) - Community events and field visits
- Temperature Changes (Occasionally) - Travel between locations and outdoor events

REGIONAL ENGAGEMENT DIVISION

REGIONAL LESB LIAISON

Justification for Position Classification and Salary

Recommended Salary Range: \$65,000 - \$75,000

Target Hiring Range: \$70,000 - \$75,000 (dependent on qualifications)

The recommended salary range reflects the field-based and interisland nature of this position, its agency liaison responsibilities, and its function as a public representative of the LESB in community, commission, and agency settings. The Regional LESB Liaison must coordinate with law enforcement agencies, attend community and oversight meetings, and provide real-time compliance support while working independently across diverse jurisdictions.

This classification is justified by the travel requirements, data collection responsibilities, and direct interface with external stakeholders. The role demands judgment, initiative, and an understanding of regulatory frameworks in order to support agency compliance and provide Board visibility across counties. The position requires professional-level skills in stakeholder engagement, compliance monitoring, and interagency coordination while operating with considerable independence in field settings.

Salary Benchmarking and Cost Justification

COMPARABLE ROLE	AGENCY / ENTITY	CLASSIFICATION	2024 BASE SALARY RANGE
Public Safety Community Liaison	Department of Public Safety	SR-22 to SR-24	\$65,000 – \$88,000
Police Commission Coordinator	County of Maui / County of Kauaʻi	BU-13 Equivalent	\$68,000 – \$88,000
Field Program Specialist	Department of Education	SR-22 to SR-24	\$65,000 – \$85,000
Program Specialist (GS-9/11)	U.S. Government (HI locality adjusted)	GS-9/11	\$68,000 – \$87,000
Community Outreach Coordinator	Various State Agencies	SR-22 to SR-23	\$62,000 - \$82,000

These comparables reflect positions involving external communications, public accountability, interagency collaboration, and regional operations, each core to the LESB liaison mission.

Cost of Living & Market Comparisons (2024–2025)

According to the U.S. Bureau of Economic Analysis (BEA), Hawaii's statewide Regional Price Parity (RPP) index remains one of the highest in the country, with Honolulu at 121.3 and other counties not far behind, averaging about 21% above the U.S. average. The cost of housing, transportation, and interisland travel significantly impacts the affordability of field-based work.

A competitive salary is required to attract and retain qualified professionals who can operate with minimal oversight, represent the LESB in community and oversight forums, and coordinate agency communications in a geographically distributed regulatory environment. The recommended range ensures internal equity with other LESB positions while providing sufficient compensation to attract experienced candidates capable of independent field operations.

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LESB PROPOSED STAFFING

PROFESSIONAL STANDARDS DIVISION

Operational Rationale and Statutory Mandate

The Professional Standards Division (PSD) serves as the investigative and certification enforcement arm of the Hawaii Law Enforcement Standards Board (LESB), established under Act 220, Session Laws of Hawaii 2018, and codified in HRS Chapter 139. The division implements the Board's statutory authority to investigate misconduct [§139-3(a)(11)], conduct administrative hearings [§139-7], and enforce professional standards through certification actions including suspension, revocation, and conditional certification.

The PSD is tasked with receiving, screening, and investigating complaints or reports of conduct that may impact an officer's certification eligibility under §139-3(a)(11) and §139-6. It ensures that officers meet and maintain professional and ethical standards pursuant to Board-adopted rules [§139-3(a)(1)] and supports the Board's duty to promote public trust through impartial, transparent certification enforcement. PSD also manages the intake of agency-reported misconduct, oversees due process notifications under §139-7, supports the work of the LESB Hearing Board, and ensures the integrity of investigative documentation used in Board decisions and public reporting under §139-3(a)(16).

By centralizing investigative and hearing functions under one division, the LESB ensures consistency in certification enforcement while maintaining the highest standards of procedural fairness and accountability. This structure supports the Board's general authority to perform all duties necessary to fulfill its functions [§139-3(a)(15)] and ensures Hawaii maintains transparent, legally compliant, and professionally recognized law enforcement oversight systems that serve the public interest.

Proposed Staffing Structure and Functions

The Professional Standards Division is structured to carry out the full lifecycle of certification investigations and hearings while maintaining capacity for statewide complaint intake, investigative triage, and hearing coordination. The division operates with a lean but effective team that ensures timely and thorough investigations while maintaining the highest standards of due process and procedural fairness.

The division is led by the **Lead Investigative Agent**, who reports directly to the Administrator and provides supervisory oversight of all investigative operations. This

position serves dual functions as both division supervisor and senior investigator for complex or high-priority cases requiring advanced investigative expertise and coordination with legal counsel.

The division structure includes:

- **Lead Investigative Agent:** Serves as division supervisor and conducts complex investigations requiring senior-level oversight. Reports directly to the Administrator and coordinates with legal counsel on hearing preparation, policy development, and case management. Supervises division personnel and ensures consistent application of investigative standards and due process requirements across all certification enforcement actions.
- **Investigative Agent (2 positions):** Conduct field and administrative investigations into officer misconduct and certification eligibility matters. These positions handle the majority of routine investigations, evidence gathering, witness interviews, and report preparation under direction of the Lead Investigative Agent. They provide statewide coverage and ensure timely response to complaints and agency referrals.

Contract Support Services:

- **Contract Investigative Support:** Provides supplemental investigative capacity for peak caseloads, specialized expertise, or geographic coverage needs, particularly for neighbor island cases or matters requiring specific technical skills.
- **Administrative Law Judge Services:** Presides over LESB administrative hearings pursuant to §139-7, ensuring procedural fairness, managing evidentiary matters, and issuing recommended findings to the Board.

This structure enables the PSD to conduct thorough investigations, support comprehensive due process proceedings, and maintain the legal and ethical standards required for Hawaii's law enforcement certification system while operating efficiently within available resources.

PROFESSIONAL STANDARDS DIVISION – COST PROJECTIONS

The Professional Standards Division includes three full-time positions responsible for conducting independent investigations, ensuring due process compliance, and maintaining professional standards for Hawaii's certified law enforcement officers. These roles are essential to fulfilling statutory mandates under HRS Chapter 139, including misconduct investigations, certification enforcement, and administrative hearing support.

Position salary ranges are based on internal classification comparisons to similar investigative and regulatory positions across state government, including SR-22 through SR-26 civil service bands, with appropriate adjustments for Hawaii's cost of living and current market conditions. The Lead Investigative Agent receives a supervisory premium reflecting management responsibilities over division operations and complex case oversight.

Each position is assigned an annual support cost of \$7,800 to account for essential equipment, supplies, communications, travel, and professional development needs. Initial one-time setup costs for office furniture, IT equipment, and workspace configuration are estimated at \$5,500 per position.

The division's investigative model ensures comprehensive coverage of certification enforcement while maintaining cost-effective operations through strategic use of contract services for specialized needs and peak capacity requirements.

Listed and future LESB positions are recommended to be exempt from civil service requirements through proposed amendments to HRS §§76-16(b) and 139-3(6). These amendments would authorize the Board to establish positions and set compensation at levels consistent with the professionalism and expertise required to fulfill its statutory duties under Chapter 139.

PROFESSIONAL STANDARDS DIVISION

Professional Standards Division – Position Roles and Cost Summary

POSITION	PRIMARY RESPONSIBILITIES	SALARY RANGE	ANNUAL SUPPORT COST	TOTAL ANNUAL COST
Lead Investigative Agent	Supervises investigators, manages case assignments, ensures investigative integrity	\$85K–\$100K	\$7,800	\$92,800 - \$107,800
Investigative Agent (1)	Conducts misconduct investigations, prepares reports and evidence for hearings	\$75K–\$90K	\$7,800	\$82,800 – \$97,800
Investigative Agent (2)	Same as above	\$75K–\$90K	\$7,800	\$82,800 – \$97,800
Contract Investigator (1)	On-call investigative support (estimated at 1/3 cost of salaried Investigator)	\$22.5K - \$27K	\$5,000	\$27,500 - \$32,000
Contract Investigator (2)	Same as above	\$22.5K - \$27K	\$5,000	\$27,500 - \$32,000
Administrative Law Judge	Hearing Officer for Board appeals and certification actions (flat contract estimate)	\$75K	\$0	\$75,000
Total (Personnel only)		\$355K - \$409K	\$33,400	\$388,400 - \$442,400

Professional Standards Division – Phase 1 Budget Summary

CATEGORY	ESTIMATED AMOUNT
Total Annual Personnel Cost (Salary Only)	\$160,000 – \$190,000
Total Annual Support Cost (2 × \$7,800)	\$15,600
Total Estimated Division Budget (Annual)	\$175,600 – \$205,600
One-Time Setup Costs (2 × \$5,500)	\$11,000
Phase 1 – First-Year Total (FY 2027 Initial Implementation)	\$186,600 – \$216,600
Phase 1 – Ongoing Annual Cost (after Year 1)	\$175,600 – \$205,600

Professional Standards Division – Phase 2 Budget Summary

CATEGORY	ESTIMATED AMOUNT
Phase 2 New Annual Costs (1 position + support)	\$82,800 – \$97,800
Phase 2 One-Time Costs (1 × \$5,500)	\$5,500
Phase 2 – First Year of Phase 2 (FY 2028, cumulative with Phase 1 baseline)	\$263,900 – \$308,900
Phase 2 – Ongoing Annual Cost (post-Phase 2, full operations)	\$258,400 – \$303,400

The Administrative Law Judge (\$75,000) is contracted on an as-needed basis for administrative hearings and is presented separately from the base annual division budget.

Personnel benefit costs are funded through statewide employee benefit programs administered under Hawai‘i Revised Statutes Chapters 87A and 88, including the Employer-Union Health Benefits Trust Fund (EUTF) and the Employees’ Retirement System (ERS). These costs are centrally funded and not part of the Law Enforcement Standards Board (LESB) budget request.

(Sources: Hawai‘i Department of Budget & Finance, Budget Execution Guidelines FY 2025–27; HRS Chs. 87A and 88.)

LEAD INVESTIGATIVE AGENT

POSITION DESCRIPTION

I. IDENTIFYING INFORMATION

- **Class Title:** Lead Investigative Agent
- **Position Number:** TBD (New Position)
- **Department:** Department of the Attorney General
- **Agency:** Hawaii Law Enforcement Standards Board (LESB)
- **Location:** Honolulu, Hawaii
- **Position Status:** New

II. INTRODUCTION

Function of this Organizational Unit

The Hawaii Law Enforcement Standards Board (LESB) was created under Act 220 (2018) to oversee the certification of law enforcement officers and establish statewide employment and training standards. The Board maintains a centralized certification database, monitors agency compliance, and enforces professional conduct standards to promote public trust and accountability.

The Professional Standards Division (PSD) is responsible for conducting investigations into certification eligibility, misconduct allegations, and violations of administrative rules. It also manages the due process system for proposed revocation, suspension, and other certification actions. The division provides investigatory, administrative, and hearing support to ensure timely, fair, and objective resolution of cases involving peace officer certification.

Purpose of the Position

The Lead Investigative Agent supervises investigative operations and ensures consistent, fair, and timely investigations related to officer misconduct, certification eligibility, and compliance violations. This position manages case assignments, oversees staff investigators and contractors, and coordinates with legal counsel and the LESB Administrator to prepare cases for Board review and administrative hearings. The Lead Investigative Agent also monitors policy compliance, supports interagency data coordination, and ensures investigatory practices align with legal standards and Board rules.

III. MAJOR DUTIES AND RESPONSIBILITIES

A. Investigative Supervision and Case Management (40%)

- Supervise investigative agents and coordinate case assignments across the division
- Review and approve investigative plans, timelines, and methodologies for consistency with LESB standards
- Ensure investigations comply with due process requirements, Board policies, and statutory mandates under HRS Chapter 139
- Oversee quality control and consistency across all division investigations and reporting
- Monitor caseload distribution and ensure timely completion of investigative assignments

B. Complex Investigation Leadership (30%)

- Conduct high-priority or sensitive investigations requiring senior-level oversight and expertise
- Coordinate multi-jurisdictional investigations and interagency cooperation with law enforcement agencies
- Interview key witnesses, complainants, and subjects in complex certification matters
- Prepare detailed investigative reports and recommendations for Board action and administrative hearings
- Serve as lead investigator on cases involving potential certification revocation or suspension

C. Hearing Coordination and Legal Support (20%)

- Coordinate with Administrative Law Judge and legal counsel on hearing procedures and evidence presentation
- Prepare case files, evidence packages, and witness coordination for administrative hearings
- Serve as division liaison to Board members, legal representatives, and hearing panels
- Ensure proper documentation and procedural compliance for all certification actions and appeals
- Support testimony and evidence presentation during formal hearing proceedings

D. Policy Development and Training (10%)

- Develop and update investigative policies, procedures, and protocols for division operations
- Provide training to division staff on investigation techniques, legal requirements, and Board standards
- Coordinate with other LESB divisions on policy implementation, compliance monitoring, and information sharing
- Represent PSD in professional development opportunities and interagency coordination activities
- Support rulemaking and policy development initiatives related to certification enforcement

IV. CONTROLS EXERCISED OVER THE WORK**A. Supervisor:**

- Position No.: TBD
- Class Title: LESB Administrator

B. Nature of Supervisory Control Exercised Over the Work:

This position receives general direction from the Administrator and exercises considerable independence in managing division operations, conducting complex investigations, and coordinating with legal counsel. The Lead Investigative Agent is responsible for strategic planning, case prioritization, and supervision of subordinate staff while maintaining regular communication with the Administrator on major cases, policy matters, and Board coordination.

C. Nature of Available Guidelines Controlling the Work:

Work is guided by HRS Chapter 139, LESB policies and procedures, Board directives, due process requirements, and established investigative protocols. The Lead Investigative Agent exercises independent judgment in applying these guidelines to complex investigations, personnel management, and legal coordination while consulting with the Administrator on policy interpretations and sensitive matters.

V. MINIMUM QUALIFICATIONS**A. Knowledge**

- Criminal and administrative investigative techniques and procedures
- Due process requirements and administrative law principles
- Law enforcement certification standards and disciplinary processes
- Evidence collection, preservation, and presentation methods
- Supervisory principles and personnel management practices

B. Skills

- Advanced investigative and analytical skills
- Professional report writing and documentation
- Oral communication and presentation abilities
- Case management and supervision
- Conflict resolution and stakeholder coordination

C. Abilities

- Ability to conduct complex investigations with independence and objectivity
- Ability to supervise investigative personnel and coordinate multi-case workflows
- Ability to work with sensitive and confidential information while maintaining integrity
- Ability to communicate effectively with diverse stakeholders and legal professionals
- Ability to make sound decisions under pressure and meet critical deadlines

D. Education

- Bachelor's degree in criminal justice, public administration, law, or related field required
- Advanced degree preferred

E. Experience

- Minimum seven (7) years of progressively responsible experience in criminal, administrative, or certification-related investigations
- At least three (3) years of supervisory or leadership experience
- Experience with internal affairs, professional standards, or regulatory investigations preferred

F. Required Licenses, Certificates, etc.

- Valid Hawaii driver's license
- May require travel to all counties

VI. DESIRABLE QUALIFICATIONS

- Experience working in Hawaii state government or county law enforcement agencies
- Knowledge of Hawaii law enforcement certification processes and regulatory frameworks
- Background in internal affairs, professional standards, or misconduct investigations
- Experience with administrative hearings, due process procedures, or regulatory enforcement
- Training in advanced investigative techniques, interview methods, or evidence analysis
- Familiarity with multi-jurisdictional coordination and intergovernmental relations
- Advanced knowledge of Hawaii Revised Statutes Chapter 139 and related regulations
- Experience in preparing cases for administrative hearings or legal proceedings
- Professional development in leadership, supervision, or public administration
- Bilingual capabilities (English/Hawaiian or other Pacific languages)
- Professional certifications in investigation, law enforcement, or regulatory compliance

VII. TOOLS, EQUIPMENT & MACHINES

- SEE SUPPLEMENT TO POSITION DESCRIPTION

VIII. WORKING CONDITIONS

- SEE SUPPLEMENT TO POSITION DESCRIPTION

DRAFT

Lead Investigative Agent - Supplement to Position Description

I. TYPE OF WORK:

- Sedentary Work (Daily) - Office-based supervision, case review, report writing, meeting coordination
- Light Work (Frequently) - Travel to investigation sites, carrying investigation materials, evidence handling

II. PHYSICAL DEMANDS:

- Handling (Daily) - Document management, evidence handling, investigation materials
- Fingering (Daily) - Extensive computer/typing work, mobile device use
- Repetitive motion (Daily) - Computer use, typing, data entry, report writing
- Reaching (Occasionally) - Accessing files, evidence storage, equipment setup

III. COMMUNICATION DEMANDS:

- Verbal communication with co-workers (Daily) - Internal coordination and supervision
- Verbal communication with customers/vendors (Daily) - External agencies, witnesses, complainants
- Written communication to co-workers (Daily) - Internal reports, case coordination
- Written communications to customers/vendors (Frequently) - Investigation reports, legal correspondence
- Supervising others, including training, or giving verbal instructions (Daily) - Division staff supervision
- Training or giving verbal instruction (Frequently) - Staff development and procedural guidance
- Receiving verbal or written instruction (Daily) - From Administrator

IV. ADDITIONAL SKILLS/ABILITIES:

- Working and making appropriate decisions without supervision (Daily) - Independent investigation management
- Processing work with accuracy (Daily) - Case analysis and evidence evaluation
- Identifying and resolving problems in a timely manner (Daily) - Investigation and personnel issues
- Prioritizing and planning work activities (Daily) - Case management and division operations
- Demonstrating accuracy and thoroughness in work product (Daily) - Investigation integrity and reporting
- Managing multiple tasks (Daily) - Multi-case coordination and supervision
- Working with a diverse population (Daily) - Various stakeholders and witnesses
- Establishing and maintaining effective working relationships (Daily) - Legal and agency coordination
- Working under stressful conditions (Frequently) - High-stakes investigations and deadline pressures
- Visiting/working at different worksites (Frequently) - Field investigations and interagency meetings
- Initiating activities independently (Daily) - Investigation planning and division leadership

V. ENVIRONMENTAL CONDITIONS:

- Works indoors (Daily) - Office environment
- Works outdoors (Occasionally) - Field investigations and evidence collection
- Temperature Changes (Occasionally) - Travel between locations and outdoor investigations

LEAD INVESTIGATIVE AGENT

Justification For Position Classification and Salary

Recommended Salary Range: \$85,000 -- \$100,000

Target Hiring Range: \$90,000 -- \$95,000 (dependent on qualifications)

The recommended salary range reflects the senior-level supervisory and investigative responsibilities of the Lead Investigative Agent, who serves as the division supervisor for the Professional Standards Division and conducts the most complex and sensitive certification investigations under HRS Chapter 139. This position oversees the intake, review, and investigation of misconduct allegations, manages internal caseload assignments, and ensures due process procedures are followed in all certification enforcement actions.

Given the sensitivity of certification action cases, including potential revocation, suspension, and misconduct findings, the Lead Investigative Agent plays a critical role in upholding statewide professional standards for law enforcement officers. The position demands high-level investigative knowledge, supervisory experience, and the ability to work independently while maintaining public accountability and legal integrity. The role also requires coordination with legal counsel, preparation of cases for administrative hearings, and oversight of contract investigators operating across multiple jurisdictions.

The recommended salary range reflects the complexity and scope of responsibilities, the required level of independence, and the role's direct impact on statewide certification decisions. It is benchmarked against supervisory investigative positions in comparable state oversight, legal, and law enforcement entities.

Salary Benchmarking and Cost Justification

POSITION TITLE	AGENCY / ENTITY	CLASSIFICATION	2024 BASE SALARY RANGE
Senior Investigator	Hawaii Correctional System Oversight Comm.	Exempt (HRS §353L)	\$80,000 – \$100,000
Supervisory Investigator	State of Hawaii – Regulated Industries	SR-26	\$76,000 – \$96,000
Criminal Investigator V	Department of the Attorney General	SR-24	\$72,000 – \$93,000
Supervisory Special Agent	U.S. Dept. of Justice (HI adjusted)	GS-13	\$102,000 – \$132,000
Lead Compliance Officer	HCSOC Model – Exempt		\$80,000 – \$105,000

The recommended salary range of \$85,000 to \$100,000 for the Lead Investigative Agent position reflects the high degree of discretion, independence, and case management responsibility required for statewide oversight. Unlike traditional internal affairs or agency-specific roles, this position functions independently from employing departments and reports directly to the LESB Administrator. The role includes supervisory duties, legal compliance functions, investigative triage, and policy application, functions comparable to senior state investigators and federal agents operating in regulatory or disciplinary contexts.

Cost of Living & Market Comparisons (2024–2025)

Hawaii's high cost of living, especially in Honolulu where this position is based, creates challenges for recruiting and retaining experienced personnel for oversight roles. The U.S. Bureau of Economic Analysis (BEA) places Honolulu's Regional Price Parity (RPP) at 121.3, or 21% above the national average, driven primarily by housing, transportation, and professional services.

Given the complexity of investigative work and the need for consistent, high-quality case handling, competitive salaries are essential to attract and retain qualified professionals. The proposed salary range reflects these cost factors while aligning with statewide compensation norms for similarly demanding roles and ensuring the Board can recruit candidates with the advanced investigative experience and supervisory capabilities necessary for effective certification enforcement.

DRAFT

INVESTIGATIVE AGENT

POSITION DESCRIPTION

I. IDENTIFYING INFORMATION

- **Class Title:** Investigative Agent
- **Position Number:** TBD (New Position)
- **Department:** Department of the Attorney General
- **Agency:** Hawaii Law Enforcement Standards Board (LESB)
- **Location:** Honolulu, Hawaii
- **Position Status:** New

II. INTRODUCTION

Function of this Organizational Unit

The Hawaii Law Enforcement Standards Board (LESB) was established under Act 220 (2018) to certify and regulate law enforcement officers statewide, establish employment and training standards, and monitor agency compliance. The Professional Standards Division (PSD) is responsible for carrying out independent investigations into officer misconduct, reviewing potential certification actions, and supporting the Board's regulatory integrity.

Purpose of the Position

The Investigative Agent conducts administrative investigations into alleged officer misconduct that may affect certification status. The position independently gathers facts, interviews witnesses, evaluates evidence, and prepares investigative reports and recommendations for certification action. The agent works closely with the Lead Investigative Agent and Board legal counsel, and may provide testimony before the Board, hearing panels, or administrative bodies.

III. MAJOR DUTIES AND RESPONSIBILITIES

A. Administrative Investigations (50%)

- Conduct independent, non-criminal investigations into certification-affecting conduct by law enforcement officers
- Interview complainants, witnesses, officers, and agency representatives using established protocols
- Obtain and review personnel records, disciplinary files, video/audio evidence, and investigative reports
- Evaluate evidence and identify applicable LESB rules, policies, or legal standards
- Coordinate with agencies and other stakeholders to gather relevant information and documentation

B. Documentation and Reporting (25%)

- Prepare detailed investigative summaries and draft findings of fact in accordance with Board standards
- Submit written reports for review by the Lead Investigative Agent and Board counsel
- Maintain accurate records of investigative steps, timelines, and evidence chains
- Support timely case resolution and contribute to Board reporting obligations under HRS Chapter 139
- Ensure all documentation meets legal and procedural requirements for potential hearings

C. Certification Hearings and Case Review (15%)

- Participate in pre-hearing preparation and procedural reviews with legal counsel
- Attend LESB hearings as needed and provide factual testimony regarding investigations
- Assist in compiling documentation for hearing panels or Administrative Law Judges
- Support case presentation and evidence coordination during formal proceedings
- Maintain professional demeanor and objectivity during testimony and questioning

D. Stakeholder Liaison and Compliance Monitoring (10%)

- Communicate with law enforcement agencies regarding certification-related inquiries and procedures
- Monitor agency responses to Board notifications or corrective actions
- Support education and outreach efforts related to LESB rules and professional standards
- Coordinate with other LESB divisions on investigation-related matters and information sharing
- Provide technical assistance to agencies on compliance and reporting requirements

IV. CONTROLS EXERCISED OVER THE WORK**A. Supervisor:**

- Position No.: TBD
- Class Title: Lead Investigative Agent

B. Nature of Supervisory Control Exercised Over the Work:

This position receives general guidance from the Lead Investigative Agent and exercises independent judgment in conducting investigations, gathering evidence, and preparing reports. Work is performed with considerable autonomy in fact-gathering, witness interviews, and analytical duties while maintaining regular communication with supervisory staff on complex cases, procedural questions, and case progression matters.

C. Nature of Available Guidelines Controlling the Work:

Work is guided by HRS Chapter 139, LESB policies and procedures, Board directives, investigative protocols, and due process requirements. The Investigative Agent exercises independent judgment in applying these guidelines to individual cases, evidence evaluation, and stakeholder coordination while consulting with the Lead Investigative Agent on complex investigations, policy interpretations, and procedural matters.

V. MINIMUM QUALIFICATIONS

A. Knowledge

- Peace officer conduct standards and disciplinary procedures
- Administrative investigations and due process principles
- Police operations and oversight structures
- Interview techniques and evidence evaluation
- State certification or licensing board practices

B. Skills

- Professional writing and case documentation
- Interviewing and information-gathering
- Analytical review and procedural accuracy
- Use of investigative software and records systems
- Oral communication and stakeholder liaison

C. Abilities

- Ability to work independently on confidential and sensitive matters
- Ability to analyze case facts within legal and regulatory frameworks
- Ability to coordinate investigative timelines and meet procedural deadlines
- Ability to exercise objectivity and fairness under pressure
- Ability to communicate effectively with diverse stakeholders and maintain professional relationships

D. Education

- Bachelor's degree in criminal justice, public administration, or related field required
- Advanced degree in criminal justice, public administration, or related field preferred

E. Experience

- Minimum three (3) years of experience in law enforcement, internal affairs, regulatory oversight, or related investigative work
- Experience with administrative investigations or compliance monitoring preferred

F. Required Licenses, Certificates, etc.

- Valid Hawaii driver's license
- May require travel to all counties

VI. DESIRABLE QUALIFICATIONS

- Experience working in Hawaii state government or county law enforcement agencies
- Knowledge of Hawaii law enforcement certification processes and regulatory frameworks
- Background in internal affairs, professional standards, or misconduct investigations
- Experience with administrative hearings, due process procedures, or regulatory enforcement
- Training in investigative techniques, interview methods, or evidence analysis
- Familiarity with multi-jurisdictional coordination and intergovernmental relations
- Knowledge of Hawaii Revised Statutes Chapter 139 and related administrative rules
- Experience with regulatory compliance monitoring and reporting
- Professional development in investigation, law enforcement, or public administration
- Bilingual capabilities (English/Hawaiian or other Pacific languages)
- Professional certifications in investigation, law enforcement, or regulatory compliance

VII. TOOLS, EQUIPMENT & MACHINES

- SEE SUPPLEMENT TO POSITION DESCRIPTION

VIII. WORKING CONDITIONS

- SEE SUPPLEMENT TO POSITION DESCRIPTION

Investigative Agent - Supplement to Position Description

I. TYPE OF WORK:

- Sedentary Work (Daily) - Office-based investigation work, report writing, case analysis
- Light Work (Frequently) - Travel to investigation sites, carrying investigation materials, evidence handling

II. PHYSICAL DEMANDS:

- Handling (Daily) - Document management, evidence handling, investigation materials
- Fingering (Daily) - Extensive computer/typing work, mobile device use
- Repetitive motion (Daily) - Computer use, typing, data entry, report writing
- Reaching (Occasionally) - Accessing files, evidence storage, equipment setup

III. COMMUNICATION DEMANDS:

- Verbal communication with co-workers (Daily) - Internal coordination and reporting
- Verbal communication with customers/vendors (Daily) - External agencies, witnesses, complainants
- Written communication to co-workers (Daily) - Investigation reports, case coordination
- Written communications to customers/vendors (Frequently) - Investigation correspondence, agency communications
- Training or giving verbal instruction (Occasionally) - Technical assistance and procedural guidance
- Receiving verbal or written instruction (Daily) - From Lead Investigative Agent

IV. ADDITIONAL SKILLS/ABILITIES:

- Working and making appropriate decisions without supervision (Daily) - Independent investigation work
- Processing work with accuracy (Daily) - Evidence analysis and case documentation
- Identifying and resolving problems in a timely manner (Frequently) - Investigation and procedural issues
- Prioritizing and planning work activities (Daily) - Case management and timeline coordination
- Demonstrating accuracy and thoroughness in work product (Daily) - Investigation integrity and reporting
- Managing multiple tasks (Daily) - Multi-case coordination
- Working with a diverse population (Daily) - Various stakeholders, witnesses, and complainants
- Establishing and maintaining effective working relationships (Daily) - Agency and stakeholder coordination
- Working under stressful conditions (Frequently) - Sensitive investigations and deadline pressures
- Visiting/working at different worksites (Frequently) - Field investigations and agency meetings
- Initiating activities independently (Frequently) - Investigation planning and case development

V. ENVIRONMENTAL CONDITIONS:

- Works indoors (Daily) - Office environment
- Works outdoors (Occasionally) - Field investigations and evidence collection
- Temperature Changes (Occasionally) - Travel between locations and outdoor investigations

INVESTIGATIVE AGENT

Justification for Position Classification and Salary

Recommended Salary Range: \$75,000 – \$90,000

Target Hiring Range: \$80,000 – \$85,000 (dependent on qualifications)

This salary range reflects the complexity and autonomy of the Investigative Agent role, which requires professional judgment, adherence to due process, and field-based case management involving potential revocation, suspension, or limitation of peace officer certification under HRS Chapter 139. Investigative Agents must be capable of conducting independent fact-finding, interviews, and interagency coordination, and must prepare investigative summaries that can withstand legal scrutiny and support potential administrative hearings.

As LESB's certification enforcement authority expands, this position ensures the Board can respond promptly and credibly to complaints and mandatory reporting. The role bridges investigative practices with regulatory obligations, requiring knowledge of law enforcement standards, administrative procedures, and Hawaii-specific legal mandates.

Recruitment for this position demands a qualified candidate with demonstrated law enforcement and investigative experience, often equivalent to supervisory or command-level experience in internal affairs or regulatory compliance. The target range ensures flexibility based on experience level while maintaining alignment with comparable state enforcement roles.

Salary Benchmarking and Cost Justification

COMPARABLE ROLE	AGENCY / ENTITY	CLASSIFICATION	2024 BASE SALARY RANGE
Criminal Investigator II	State of Hawai'i	SR-22 to SR-24	\$70,000 – \$87,000
Enforcement Investigator IV	Department of Commerce & Consumer Affairs (DCCA)	SR-24	\$72,000 – \$90,000
POST Investigator	Idaho Peace Officer Standards & Training (POST)	State Investigator	\$67,000 – \$83,000
Correctional Oversight Specialist	Hawai'i Correctional System Oversight Commission	Exempt	\$75,000 – \$90,000
Internal Affairs / Compliance Investigator	City & County of Honolulu / State Agencies	Varies (Mid-level IA)	\$72,000 – \$95,000

The recommended range reflects statewide and national compensation benchmarks for investigative professionals with regulatory responsibilities and independent case authority. The classification is consistent with roles supporting oversight bodies, certification boards, and public integrity agencies tasked with ensuring compliance, conducting misconduct reviews, and maintaining accountability in sensitive law enforcement contexts.

Cost of Living & Market Comparisons (2024--2025)

The recommended salary range of \$75,000 to \$90,000 for the Investigative Agent reflects the high cost of living in Honolulu, the investigative and compliance responsibilities of the position, and relevant benchmarks from similar positions in local, state, and federal government.

According to the U.S. Bureau of Economic Analysis (BEA), Honolulu's Regional Price Parity (RPP) index is 121.3, or 21% above the national average. This substantially increases the cost of housing, transportation, and professional expenses, particularly for field-based staff expected to conduct interviews, inspections, and evidence reviews across multiple jurisdictions.

LESB Investigative Agents must possess the independence, discretion, and subject-matter expertise necessary to carry out complex administrative investigations tied to certification and misconduct allegations. The recommended range balances fiscal responsibility with the need to recruit qualified professionals capable of conducting timely and impartial investigations that meet the Board's regulatory obligations under HRS Chapter 139.

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