

Coastal Zone Management Staffing Study State of Hawai'i



June 2009

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**Prepared for the Office of Planning, Hawai'i
Department of Business, Economic
Development, and Tourism**

**by
Tom Dinell, AICP
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The Cover Art for this Report supplied courtesy of the Coastal Zone Management Program, Office of Planning

Glossary of Abbreviations

AICP	American Institute of Certified Planners
APA	American Planning Association
B&F	Budget and Finance
CZM	Coastal Zone Management
DBEDT	Department of Business, Economic Development, and Tourism
DHRD	Department of Human Resources Development
DURP	Department of Urban and Regional Planning
GIS	Geographic Information System
HRS	Hawai'i Revised Statutes
ISAT	Impervious Surface Analysis Tool
MQ	Minimum Qualifications
MURP	Master of Urban and Regional Planning Degree
MS	Master of Science Degree
NGO	Non-governmental Organizations
NOAA	National Oceanic and Atmospheric Administration
N-SPECT	Nonpoint Source Pollution and Erosion Comparison Tool
OCRM	Ocean and Coastal Resource Management
OP	Office of Planning
ORMP	Ocean Resources Management Plan
PhD	Doctor of Philosophy Degree
SC	Shortage Category
SCR	Selective Certification Requirements
SMA	Special Management Areas
UHM	University of Hawai'i at Mānoa

The Coastal Zone Management Staffing Study

I. The Purpose and Scope of the Study

The Office of Planning (OP) has been concerned for several years about the difficulty of filling classified professional coastal zone management (CZM) positions with qualified personnel. Often a CZM position has remained vacant for a good while OP searches for a qualified individual. Once such a person is found, retention can become a problem and turnover has been relatively high.

Given these concerns, OP contracted for a study of CZM staffing to determine the dimensions of the problem, identify causes of the difficulties, and make recommendations

Specifically, the scope included surveying present and recent past staffing patterns in the State and county CZM programs, gathering data on compensation of comparable personnel in the private sector, examining civil service practices as they relate to CZM positions, determining the applicability of the "shortage category" to the CZM program, ascertaining what makes professional CZM positions attractive or not attractive to current and prospective staff members, and making recommendations for attracting and retaining professional CZM staff members in the future.

II. The Nature of the CZM Program

The CZM program is a federal-state-local cooperative endeavor. The federal CZM program was established in 1972 and is administered by the National Oceanic and Atmospheric Administration (NOAA). The Office of Planning administers the Hawai'i State CZM program. The county planning departments administer the CZM program at the local level. NOAA is the principal funder of the State and County CZM programs, except for the City and County of Honolulu, which funds its own CZM activities.

NOAA through its Office of Ocean and Coastal Resource Management (OCRM), "... provides national leadership, strategic direction and guidance to state and territory coastal programs and estuarine research reserves."¹

The statutory authorization for the State OZM program is set forth in Chapter 205A, Hawai'i Revised Statutes.² The objectives of the CZM Act relate to: (1) recreational resources; (2) historic resources; (3) scenic and open space resources; (4) coastal ecosystems; (5) economic uses; (6) coastal hazards; (7) managing development; (8) public participation; (9) beach protection; and (10) marine resources.

The State CZM division plans for resource management of coastal areas that takes into account both economic development and conservation of resources in a sustainable manner. The focus is on the eco-system as an interrelated whole rather than on individual species, resources, or uses.

- The CZM area in Hawai'i runs from the mountaintops to the ocean as far out as the State's legal seaward boundary. As described on the CZM website:

Unlike single-purpose programs, the Hawaii CZM Program focuses its work on the complex resource management problems of coastal areas in the part of the State that is under the highest stress. Within a framework of cooperation among federal, state, and local levels, the Hawaii CZM Program employs a wide variety of regulatory and non-regulatory techniques to address coastal issues and uphold environmental law. Among them are stewardship, planning, permitting, education and outreach, technical assistance to local governments and permit applicants, policy development and implementation, and

¹ See <http://coastalmanagement.noaa.gov/>

² See http://www.capitol.hawaii.gov/hrscurrent/Vol04_Ch0201-0257/HRS0205A/HRS_0205A-.htm

*identification of emerging issues and exploration of solutions.*³

The counties play a critical role in implementing the CZM program. They set the bounds of their own Special Management Areas (SMA), establish the rules and procedures governing uses and activities within the SMA, consistent with the state statute and program, assess proposals for development, and issue permits.⁴ No development can occur within an SMA without a county's approval.

III. The Personnel Issues

A. The Survey

A staffing survey was submitted to the State CZM Program and to each of the county planning departments, which administer the CZM program. The survey sought information only on the history of professional positions in the Planner Series for the past five years. The State and each of the Neighbor Island counties completed the survey, which appears as Appendix A of this Report.

Because the findings for the State and for the three counties are quite different, they are reported in separate sections. The data for the three Neighbor Island counties are consolidated for their experience has been quite similar. The City and County of Honolulu chose not to respond to the survey, noting that it has not received funding from the State for its CZM program, by its own choice, since late Spring 2007. It did, however, provide some data via e-mail, which will be included below.

B. The State

The CZM Program noted that it often:

³ See http://hawaii.gov/dbedt/czm/program/program_czm.php

⁴ OP acts in the role of the county with respect to the areas on Oahu under the jurisdiction of the Hawai'i Community Development Authority, namely, Kaka'ako and Kaleloha.

- encountered the problem of too few names on the certified list to provide a reasonable choice among candidates;
- faced the problem of a long delay (e.g., one month or more) before receiving a certified list; and
- interviewed persons on the list but determined that they were not a “good fit” and therefore did not select him/her.

The Program also commented that occasionally it selected a person who was not a “good fit,” but, due to existing workload and/or other exigencies, there was an overwhelming need to fill the position immediately and therefore the person was selected anyway. The Program also noted that many times that a list would arrive but the persons on the list had already obtained jobs elsewhere.

The CZM program has five Civil Service positions in the Planner Classes. (It also has five exempt professional positions, a category that is explained below in Section IV F.) The history for two of the positions has been stable. Both positions were filled prior to 2004. In one instance, the position was reclassified from Planner V to Planner VI.

The history for the other three positions is a picture of instability. Taken together, the positions were vacant for almost 20% of the five-year period. In one case, recruitment was halted because, according to OP, the computer system of the Department of Human Resources Development (DHRD) was undergoing modernization.

Again, taken together, these three positions have been occupied by nine persons during the last five years. All three positions are currently filled. The reasons for this high turnover are telling: (1) Transfer to another state job at the same pay

level; (2) Retirement; (3) Initially a “temporary appointment outside the list”⁵, but DHRD did not accept a MS in Environmental Science as a qualifying degree; (4) a “temporary appointment outside the list” at Planner V level who accepted Planner IV appointment and shortly thereafter left for a private firm; (5) Originally a “temporary appointment outside the list” at Planner V level, Salary Range (24) but when list was opened could only qualify at Planner IV level (SR 22) because could not get credit for her experience with OP and elsewhere; therefore, resigned to take a SR 24 level position in another program; and (6) a “temporary appointment outside the list” who left for mainland after six months.

C. The Counties

Two of the counties noted that occasionally there were too few names on the certified list to provide a reasonable choice among candidates. One county indicated that never occurred.

Two of the counties stated that occasionally they have encountered a long delay of a month or more, before receiving a certified list. The other county said this happened often.

Two of the counties indicated that occasionally they interviewed persons on the list who were not “a good fit” and therefore they did not select him/her. One county noted this happened often, but indicated they were referring to all persons on the list who had been interviewed and not necessarily the person selected.

Two of the counties noted that occasionally they have selected a person who was not “a good fit” but due to workload and/or other exigencies there was an overwhelming need to fill the position immediately and therefore they selected the person anyway. One county said this never happened.

⁵ The division may take on a person as a “temporary appointment outside the list” when there is no active Civil Service Planner list. Appointment are for 89 days but may be renewed if a list still does not exist. A person holding a “temporary appointment outside the list” does not receive health benefits or vacation or sick leave.

One county noted that, prior to the current economic downturn, they had difficulty recruiting planners for any position, CZM or otherwise. This county also observed that their CZM positions are considered "temporary civil service" and therefore are not as attractive to potential employees as permanent civil service situations.

The counties, which have many fewer CZM workers than the State, have enjoyed somewhat greater stability than the State in keeping their CZM positions filled. Two of the counties have each had one CZM professional who has been on the job for five years or longer. The major delays in filling a position, which generally have run from two to six months, were attributed to reallocation of a position from Planner V to Planner III and/or recruiting, interviewing and selecting a candidate to fill a position. One county had a gap of several years in filling a Planner V position, which eventually was reduced to a Planner III and then filled. During this interim the Department temporarily assigned one of its regular planners to the CZM program.

The reason for turnover in eight of the nine instances was promotion to a higher-level civil service position, often in the Planner Series. The ninth turnover was due to a death.

The Land Use Approval Branch is part of the Land Use Planning Division of the Department of Planning and Permitting at the City and County of Honolulu. The Branch is responsible for CZM matters. Staff planners in the Branch share duties relating to SMA permits, Conditional Use permits, Plan Review uses, and existing non-residential use. There are no specific positions devoted to CZM. The Department also has a Customer Service Office. That Office has two planners who perform CZM duties exclusively, one monitoring shoreline development and the other performing enforcement duties. The same persons have occupied these two positions for a number of years.⁶

⁶ These data were furnished by Jamie Pierson, who is Chief of the Land Use Approval Branch, via an e-mail dated June 3, 2009.

IV. The Civil Service Framework

A. The Planner Series

The Planner Series includes Planner I through VII. In addition, there are class specifications for Planning Program Manager, Planning Program Administrator I and II, and Planning and Development Coordinator, which cover major supervisory and coordinating responsibilities. Positions in these four classes are covered in the Excluded Managerial Compensation Plan. Planner I and II are pre-professional (or pre-journeyman) classes, which requires little or no specialized experience or specific academic preparation on the part of their occupants. Therefore, in this Report only the Planner III through VII classes will be addressed.

The Department of Human Resources Development (DHRD) characterizes occupants of positions in the Planner Series as follows⁷:

(1) they formulate plans, which are statements of goals and objectives, recommended alternatives for action, and recommended policies and programs within a significant time period; and (2) the plans they formulate are for a broad area of concern having a direct impact on and/or are directly affected by more than one functional concern or activity of the State government. Consequently, it is required of planners that they integrate and reconcile an extensive variety of physical, social, economic and environmental factors.

⁷ See Hawai'i State Department of Personnel Services, *Class Specifications for the Planner Series, Series Definition*, May 1, 1985

The summary of duties among the Planner III through VII classes, which highlights the distinction between the classes, are as follows⁸:

Planner III: Assists in the conduct of public planning projects; conducts fact-finding and analyses; prepares reports of findings and conclusions and planning recommendations.

Planner IV: Conducts planning projects; participates in promoting effective relationships with other agencies and groups.

Planner V: Conducts studies and prepares plans for the development of a geographic area, a major area of concern, public facility or activity; established and promotes effective relationships with other agencies and jurisdictions.

Planner VI: Supervise and participates in a variety of major planning projects, or serves as planner-in-charge for a major planning study or project of the State's principal planning department and/or as overall coordinator of a major inter-agency planning activity.

Planner VII: Directs and coordinates a major subdivision of the State's program of public planning; or several major concurrent planning projects and studies affecting a large and/or significant segment of the program of the State's principal planning department.

⁸ Drawn from Hawai'i State Department of Personnel Service, *Class Specifications for the Planner Series*, undated.

The minimum qualifications (MQ) for the Planner III through VII classes are as follows⁹:

1. Basic Education/Experience Requirement: Baccalaureate degree with appropriate content or progressive responsible experience may be substituted for education on a year-for-year basis
2. Experience Requirements:

Class Title	Specialized	Supervisory	Administrative	Total (years)
	Experience*	Experience	Experience	
Planner III	1 1/2	0	0	1 1/2
Planner IV	2 1/2	0	0	2 1/2
Planner V	3 1/2	**	0	3 1/2
Planner VI	4 1/2	**	0	4 1/2
Planner VII	4 1/2	1	***	5 1/2

* Specialized experience is progressively responsible planning experience. For Planner IV and above, experience must show actual involvement in and responsibility for: (1) integration of information; (2) advising and assisting agencies and administrators; and (3) formulation and presentation of plans and policy recommendations.

** Supervisory attitude may be substituted for actual supervisory experience.

*** Administrative attitude may be substituted for actual administrative experience.

3. Allowed Substitution of Education for Experience:

- a. Master's degree in architecture, civil engineering, ecology, sociology, economics, business, or public administration (or related field) may be substituted for one and one-half years of required specialized experience.
- b. Master's degree in urban and regional planning may be substituted for two and one-half years of required specialized experience.

⁹ For a complete statement of MQs, please see Hawai'i State Department of Personnel Services, *Minimum Qualifications Specifications for the Classes Planner I, II, III, IV, V, VI, & VII*, September 3, 1982.

- c. The Certificate in Planning Studies supplemented by Master's Degree from participating academic departments and/or professional schools may be substituted for two and one-half years of required specialized experience.
- d. PhD degree in urban and regional planning may be substituted for three and one-half years of required specialized experience.

The Minimum Qualification Specification's for the Planner Classes provide "illustrative areas of concentration" based on a list compiled by the American Institute of Planners, an organization that has now been superseded by the American Planning Association (APA) and the American Institute of Certified Planners (AICP).¹⁰ The list contains 13 areas of concentration (e.g., social planning, transportation planning, urban design, renewal planning). None of the listed areas is descriptive of the work of CZM planners; not even Natural Resource Planning, which tends to be specie and use specific, Resource Planning with its emphasis on investment, income and public works, nor Environmental Sciences Planning that is public health oriented.

B. The Salary Plan

The salary schedule for planners is the one for Bargaining Unit 13, professional scientific, non-supervisory personnel. There are 11 steps in the scale running from "C" through "M". Movement from one step to the one above involves an increase of approximately four per cent. For steps C through E, the employee must have two years of credible service before moving to the next step. For steps F to M, three years of creditable service are required for movement to the next step.

¹⁰ Interestingly, neither APA nor AICP has a comparable list of areas of concentration on their current website though APA used the following specializations in their 2008 salary survey: community (re) development, economic planning/development, environment/natural resources, facilities/infrastructure, housing, land-use or code enforcement, management/budgeting/finance, parks and recreation planning, participation and empowerment, planning law, planning methods, preservation, spatial planning, transportation planning, and urban design.

Entry is at Step C unless the person is transferring in from another state or county position and is at a higher salary or permission is obtained from the Department of Business, Economic Development, and Tourism (DBEDT) and DHRD to hire at a higher step because of a shortage.

The current salary schedule (effective October 1, 2008) for Planners III through VII, expressed in terms of annual salary, is as follows¹¹:

Class	SR	Step C	Step F	Step M
Planner III	20	\$42,132	\$47,412	\$62,424
Planner IV	22	\$45,576	\$51,312	\$67,488
Planner V	24	\$51,312	\$57,708	\$75,960
Planner VI	26	\$55,500	\$62,424	\$82,128
Planner VII	28	\$62,424	\$70,224	\$92,400

C. "The Shortage Category" (SC)¹²

DHRD can apply the shortage category when difficulty is encountered filling positions in a class of positions or a portion thereof, primarily due to the pay being too low to attract qualified applicants. The SC designation permits paying a higher entry salary than Step C. The SC designation has been used frequently in the health care field and for some engineering positions, among others.

The following provisions govern the use of the SC:

¹¹ For the complete Bargaining Unit 13 Salary Schedule go to:
http://hawaii.gov/hrd/information/HRDInfoCentral/DocCentral/SalarySchedules/BU13/BU13_2008-10-01.pdf.

¹² Based on a telecon Interview with Joy Inouye in the Employee Classification and Compensation Division of the Hawai'i State Department of Human Resources Development (DHRD) on May 18, 2009, and a subsequent e-mail exchange and State of Hawai'i Department of Human Resources Development, *Shortage Category for Civil Service Positions and Employees*, October 27, 2003, at <http://www.hawaii.edu/ohr/dhrd/0201003.pdf>.

1. The SC applies when there is difficulty in recruiting for specific positions. The person is still hired at the first step but receives a differential added to his/her salary.
2. The DHRD can carve out specific positions from a larger class, e.g., CZM positions from the Planner Class. The SC designation does not change the classification of those positions.
3. The process begins with the departmental personnel officer gathering information to document the difficulties in recruiting. These data typically include: vacancy rate; length of time vacant; time lapse between launching of active recruiting and filling of position; turnover; and nature of labor market.
4. The departmental personnel officer then submits a request for designation of SC to specific positions to the Director of DHRD.
5. If DHRD approves the request, then it is submitted to the bargaining unit union for its input as to the differential (union's approval is not required) and to Budget and Finance (B&F) to approve monetary impact. The general rule is that the requesting department has to fund the differential from within its existing funding. B&F approval is based on whether the department can do that.
6. Generally it takes about a month for DHRD to make its decision and an additional month to secure union input and B&F approval.
7. The incumbent keeps the differential even after the SC designation is removed as long as he/she stays in the position for which the shortage differential was granted.

D. The Selective Certification Requirements (SCR)

This procedure is applicable to positions that necessitate the occupant having "unique knowledge, skills and abilities" in order to be able to perform the work and the MQs for the class do not cover these requirements.¹³ The specialized experience and education, certification and/or licensure must be documented in

¹³ See DHRD Policy No. 200.005 entitled *Instructions for Requesting Selective Certification Requirements*, September 15, 2003.

detail including the legal authority for certification or licensure. If selective certification is granted, it is likely that only those candidates for the position who meet the specialized requirements will be on the eligible list referred to the agency making the appointment.

E. Recruitment and Appointment Above the Minimum Pay Rate

This procedure is applicable when recruitment at the minimum pay step has proven impractical, in which case the Director of DHRD may authorize appointment above the minimum step but still within the applicable salary range.¹⁴ The relevant data for justifying an exception to initial employment at the first step of the pay range includes vacancy, recruitment, and turnover data, prevailing private sector wage data, and information on other means that have been tried or considered to overcome the recruitment difficulty.

F. The Exempt Positions

The Office of Planning's CZM staff consists of five persons occupying civil service positions; two of which are state funded, namely, the Planning Program Manager and a Planner VI. The remaining three positions include two positions classified as Planner V and one as Planner IV, though a request has been submitted to reclassify this one to Planner V. The other five positions on the staff are exempt and are titled Planning and Policy Analysts.

When the service is special or unique, is essential to the public interest, and personnel cannot be recruitment through normal civil service procedures, then the Director of DHRD can declare the position exempt.¹⁵ Frequently such positions are project, rather than program, oriented. Exempt positions have specified

¹⁴ See DHRD Policy No. 201.002 entitled *Hiring Rate –Recruitment and Appointment above the Minimum Pay Rate for Civil Service Positions*, October 27, 2003.

¹⁵ See HRS §76-16(7) or HRS§76-16(2). In practice, it is the Governor who determines whether a position will remain exempt.

end dates but can be extended with the approval of DHRD, B&F, and the Governor.

Persons in exempt positions have all the benefits that civil service employees receive other than tenure. In setting the salaries of exempt employees, OP uses the salary schedule for Planners.

Recruitment is done by OP placing advertisements statewide, contacting university programs likely to know about potential, qualified candidates, utilizing the worldwide web, and pursuing relevant prior contacts. Clearly recruitment is simpler and usually speedier when seeking to fill an exempt position than one that is civil service. Furthermore, recruitment can be tailored so as to fill CZM's specific needs.

F. Staffing Difficulties

OP has confronted a number of difficulties in staffing its CZM program:

- There have been times when lists of planners did not exist.
- At times the lists have been old and most or all of the highly qualified candidates have secured other positions.
- The equivalent experience requirement has been narrowly interpreted in a manner that excludes persons with experience CZM values highly.
- Academic credentials that are highly valued by CZM have not been recognized as qualifying as substitutes for experience.
- DHRD's focus on the position and OP's focus on the occupant, who is now performing duties at a higher level than initially described, has complicated reclassification.
- Compensation has been inadequate to attract a candidate or retain a staff member who meets CZM's needs.

Many of these difficulties are apparent in a review of the CZM Staff Survey reported upon in Section III above.

V. Private Sector and Other Jurisdiction Compensation Practices

Private planning firms have much more flexibility than public agencies when it comes to hiring personnel. They can seek to recruit persons who have the specific combination of academic credentials and planning experience that fits their current requirements. Thus, if they are undertaking a major coastal hazards project, they can seek to employ a person who has had experience dealing with such matters. And if hiring the desired candidate requires \$2,000 more in salary and a moving allowance, the private firm can meet those requirements while the public agency is restricted to hiring a person at the entry step (except in extraordinary circumstances).¹⁶

Government agencies, on the other hand, are bound by existing rules and by class specifications and minimum qualifications that may have been drafted and adopted in years past and do not take into account new circumstances. Revising class specifications, for example, is a major undertaking including bringing position descriptions up-to-date, conducting desk audits, identifying the classes and the distinctions between them, determining the minimum qualifications for each new class, evaluating the impact on occupants of the existing classes, preparing new class descriptions, and then conducting a pay study to determine the proper levels of compensation for occupants of the new classes. It is sometimes easier to continue to use what exists in the absence of a major crisis.

So how much do planning firms in Honolulu pay planners with a Master of Urban and Regional Planning (MURP) degree and little or no field experience? The most frequently cited figure was \$45,000, which is basically what the State pays newly minted planners with a MURP degree, namely SR 22, Step C, \$45,576 per year. All the firms made clear that they would pay more if the candidate had experience they valued. One firm

¹⁶ Comparing benefit packages between the private and public sector is an exceedingly complicated undertaking, especially since benefits can vary so much from one private firm to another and from government to those many firms. No attempt has been made in this Report to compare such benefit packages.

said that it determines what the State will pay and then goes about \$2,000 higher.

The nation-wide American Planning Association (APA) 2008 salary survey (n=12,940 full-time planners including 76 from Hawai'i) indicates that planners with less than three years of experience earned \$45,000 per year.¹⁷ The 25% to 75% quartile range is \$39,700 to \$52,000. The median for all state planners (without reference to experience) in the survey was \$63,000 as compared to a median of approximately \$77,600 for planners employed by private consulting firms. Hawai'i planners (without reference to experience) earn an average of \$75,000. The 25% to 75% quartile range is \$55,700 to \$99,500.

The median salary for environment/natural resource planners (the classification that came closest to CZM planners) was \$72,000 or \$1,000 higher than the median for all planners. Of the specializations listed in the APA survey, environment/natural resource planners were tied with spatial planners as ninth highest specialty out of fifteen.

Neither APA nor NOAA reported that they had any salary information available on coastal zone planners per se.

Coastal zone planners in Maryland are classified as Natural Resources Planners. An individual with a master's degree in natural resources planning, management, administration, or other equivalent natural resources graduate degree and one year of full time professional experience in natural resources planning would be classified as a Natural Resources Planner III. The base salary rate for that class is \$41,074 and Step 1 is \$42,590.¹⁸

The California State Personnel Board classifies coastal zone planners working for the California Coastal Commission or the

¹⁷ The survey is available to APA members on the web at <http://www.planning.org/salary/summary.htm>.

¹⁸ Data provided to Douglas Tom, CZM Planning Program Manager, Hawai'i by Laura Younger, Chesapeake and Coastal Program, Maryland, via e-mail dated June 22, 2009.

San Francisco Bay Conservation and Development Commission as Coastal Program Analyst I, II or III or Coastal Program Manager.¹⁹ The Coastal Analyst II is considered the journeyman level. The MQ for the II level position is three years experience as a Coastal Program Analyst I or the equivalent thereof. A master's or doctoral degree in urban, regional or environmental planning, ecology, marine biology geology, geography, coastal management, environmental science, natural resource management public policy or a related field may be substituted for one year of experience.²⁰

The base salary is \$55,428 per year. (Note that compared to the Hawai'i salaries cited above, two years of relevant experience plus a master's or doctoral degree in one of the listed fields is required.) The California Coastal Commission conducted a salary survey in October 2007 comparing state salaries with those paid by cities to persons performing similar functions in its geographical area.²¹ A 19% lag was found between the state pay for the Coastal Program Analyst II and the salary paid by the surveyed local governments. Even higher lag percentages were found for the other classes. It should be noted that in the APA salary survey reported on above, California planners had a higher median salary than planners in any jurisdiction other than the District of Columbia.²² The California median (n=1717) was \$86,400 compared to \$75,000 for planners in Hawai'i (n=76).

¹⁹ Data provided to Douglas Tom, CZM Planning Program Manager, Hawai'i by Ann McMahon and Melanie Wong, California Coastal Commission, via e-mails dated June 22, 2009.

²⁰ Quoted with minor variations from the California State Personnel Board, *Coastal Program Analyst Series Specifications*, September 8, 1992.

²¹ California Coastal Commission Memorandum to Federal Evaluation Team, *Salary Comparisons Between State Service and Local Governments*, December 2008.

²² These data are available to APA members at <http://www.planning.org/salary/tables/table2.htm>, Table 212

VI. Relationship of the CZM Program to the Department of Urban and Regional Planning (DURP) at the University of Hawai'i at Mānoa (UHM)

A. The Joint Meeting

A meeting of the department chair and a faculty member from DURP, the latter having had extensive CZM experience, and OP's Planning Program Administrator and CZM's Planning Program Manager was held in June 2009 focusing on how best CZM could attract, recruit, and retain the type of persons that it desires to have as its staff members. Several suggestions emanated from the session:

- Participate in DURP Job Fairs (which OP has done in the past);
- Utilize internships, some of which can be funded under the UHM Cooperative Work program and some of which can qualify for simultaneously earning academic credit;
- Establish one or more ongoing CZM internships;
- Make presentations about the CZM program in classes or on other occasions;
- Fund projects through DURP, either by contract or Purchase of Service Agreement, on which students will work in CZM but under faculty supervision; and
- Make sure that students are familiar with the breath and scope of the CZM Program.

It was pointed out that planning students today, both at the Masters and PhD level, are looking for challenging positions in which they can make a difference. They are more committed to the field than a specific organization. They are not particularly concerned about being on a career ladder. In fact, they will move from one agency to another, because the new one provides greater opportunity to have an impact on improving public policy and the environment. Furthermore, they are generally fearful that governmental agencies are too bureaucratic. In fact, the most significant competitor that governmental agencies face in securing the services of talented

planning graduates is the non-governmental organizations (NGOs).

B. Comments from DURP MURP and PhD Students re Positions in the Coastal Zone Management Program

Introductory Note. What follows are not the results of a scientific survey. There are no demographic data nor cross tabulations. The brief survey was simply sent to all candidates for the Master of Urban and Regional Planning and Ph.D. degree on the Department of Urban and Regional Planning Department (DURP) serve list. There were many more “yes, I am interested” responses than “no, I am not interested,” which is to be expected. Persons who are not interested in a potential position with the Coastal Zone Management Program have much less reason to bother responding to the survey, no matter how simple it is, than those who think the program might be for them.

By far the most interesting result of the survey were the reasons students gave that they might be interested (or not interested) in a position with the Program. All in all, there were 22 responses. These are recorded below with a little editing to keep the survey respondents anonymous and delete portions of responses that were more like job applications than simple answers.

The really interesting aspect of the affirmative responses is how they emphasize what makes the Program attractive to potential recruits, namely, its holistic and eco-system nature, its emphasis on sustainability, and its real world focus. These are all critical elements to emphasize in recruiting personnel.

The Brief Questionnaire: Here is the questionnaire that was e-mailed to persons on the DURP serve list:

Would a professional position in the State coastal zone management program in Hawaii be of interest to you? The starting salary for those with a MURP degree is \$45,576 per year and \$51,312 for a PhD

graduate. The State benefits are generous.

The very brief job description is as follows:

Planning for resource management of coastal areas that considers both economic development and conservation of resources in a sustainable manner. The focus is on the eco-system as an interrelated whole rather than on individual species, resources, or uses. The work involves analysis and resolution of complex problems that can run from the mountaintops to the ocean. The positions involve: (1) using a variety of analytic techniques to define problems, which have environmental, economic, social, legal, and political aspects; (2) collecting and analyzing data; (3) projecting future outcomes and assessing their probability; and (4) designing and evaluating alternative strategies, both regulatory and non-regulatory, in real world settings.

Obviously you would need to know more before pursuing this opportunity seriously, but based on the limited information I have provided, please respond below.

1. Yes, this is a position that would interest me and for the following reasons (e.g., I like the emphasis on sustainability):

OR

2. No this type of position is not of interest to me for the following reasons (e.g., this is not my area of expertise):

YES Responses:

- Yes. An approach that looks at the various--from the mountaintop to the ocean-- relevant uses and environmental services related to coastal areas is urgently needed to take

care of Hawaii's coasts.

- Yes, this is a position that would interest me for the following reasons: I am familiar with ORMP and the CZM program, including upcoming projects with climate change. I am interested in "sustainability" in terms of harmonizing human activity with the local environment; and looking at problems in a holistic, systemic way to find practical solutions to intractable problems.
- Yes...coastal zone management is an EIS consideration that should continue to be included to protect the island shorelines.
- I am interested in Disaster Management. I hope CZM will be an opportunity to do such kind of work. It will be focused on creating resilient communities through sustainable development. It will create a scope of work to protect the biodiversity and eco-system.
- Not exactly my area of expertise, but a very interesting sounding position nonetheless! Is that ambiguous enough for you? I guess you can put me down as a YES, though I'm in no position to take the job at the moment.
- Yes. It focuses on natural resource management. It uses an entire watershed approach (mauka to makai). It is a holistic, rather than species specific.
- Yes, but. This position is very interesting and something that I believe is an acknowledgment that holistic management of resources is necessary in order to be successful. However, the salary is woefully inadequate for a new PhD or even for an experienced masters student.
- Yes, this would interest me because: (1) It's working on a platform that integrates development and conservation comprehensively;
(2) It's directed toward developing alternative of solutions for problems in the real world; and (3) It's in Hawaii, a state

where coastal zone management is crucial for its sustainability. In short, I like comprehensive planning, problem solving and the working place!

- Yes, this job would be of interest to me.
- Yes, I would be interested, I like its emphasis on comprehensive eco-systems and planning that cross-cuts disciplines. However, the salaries strike me as rather low compared to planning positions offered on the mainland and the cost of living in Hawaii.
- Yes, I would be interested in such a position because of its broad focus (future-oriented, looking at a larger eco-system) and potential for creativity in problem solving.
- My answer is number 1. Yes, this is a position that would interest me and for the following reasons: a) I like to work in the environmental field where I can use different kinds of data analysis techniques e.g., statistical analysis, GIS); b) I have used ISAT (Impervious Surface Analysis Tool) and N-SPECT (Nonpoint-Source Pollution and Erosion Comparison Tool), which I will be able to use in this position for projecting future land use and its impact on environment, and to evaluate alternative strategies.
- I believe that there is an interrelationship among all organisms and we need to look at the bigger picture and not just individual items. What happens up stream can definitely have (+ or -) effects down stream and on the surrounding environment. I think the Hawaiian concept of ahupua'a is important and should be married with scientifically sound and economically feasible practices in order to REALLY protect and sustain our environment from the mountaintop to the ocean reefs. This position reminds me of a practicum report we did few years ago that focused on ahupua'a and sustainability. The description of the job actually sounds like taking that practicum experience and report to the next level. Also having a background in natural resources and environmental management and MURP degree, this job is

interesting to me because its challenging and interesting at the same time to see if its doable and what framework/model can actually be implemented on the ground and if other places/islands actually practice something like it and if it can be implemented in Honolulu and where to do you draw the boundaries...

- Yes, this is a position that would interest me and for the following reasons: (1) I am graduating shortly and plan to start a "real job" this summer; (2) I would love to remain in Hawaii to work if the right opportunity presents itself. (3) I have had some experience with coastal resources management and putting together GIS maps depicting the results of findings made on a coastal assessment project. I was very impressed and positively surprised to see the highly "stakeholder driven" methods of resources management proposed and used as part of that project (NOAA funded project), and have been interested in coastal resources management since.
- Yes, this is a position that would interest me because of my background as an environmental engineer and planner.
- Yes, this is a position that would interest me and for the following reasons: It sounds like an interesting position that hits on my background. Also, with times as they are, working for the State sounds great!
- A position is of interest on a broad level; however, it is unclear what types of analysis will be performed. I do not have a strong statistics/marine science/hydrology background, yet the overall concept of the position is appealing, particularly with respect to implementation of sustainability measures on an eco-system level.
- Yes, this is a position that would interest me and for the following reasons: I like the broad scope of the problem definition.
- Yes, this is a position that would interest me and for the following reasons: (1) Like the multi-disciplinary approach

(social, environmental, and economic); (2) Acknowledgment of "mountaintop to ocean" relationships (doesn't stop at the shoreline); (3) State position- more opportunity to affect policy.

- Yes, this job would interest me because I hope to make improving-human-living-conditions-to reduce-environmental-impacts my life's work. I'll start now if a tuition waiver is included!

NO Responses:

- No, this job would not be of interest to me because my area of interest is community-based planning and I have no background in resource management.
- No, this type of position is not of interest to me because it is not my area of expertise.
- No, this position is not in my area of expertise.
- Not my area of expertise.

VII. Possible Strategies for the State CZM Program

There are several strategies that the CZM Program could follow in seeking to enhance recruitment and retention of staff. They are discussed below, noting their positive and negative aspects. Specific recommendations are made in the concluding section of this Report.

A. Add a CZM Descriptor to the Planner Series.

As noted in Section IVA above, a good number of specializations are spelled out in the document entitled *Minimum Qualification Specifications for the Classes: Planner I, II, III, IV, V, VI, & VII*. None of these descriptors does a good job of describing the CZM specialty. While they are included in the MQ Specification for illustrative purposes only, the presence of a CZM descriptor might prove useful when DHRD is

evaluating the experience and academic background of candidates seeking to qualify for placement on a certified list of planners. This strategy has a limited potential to contribute to resolving CZM's recruitment difficulties but has no obvious drawbacks. Such a descriptor might read as follows:

Coastal Zone Management Planning

Planning for resource management of coastal areas that takes into account both economic development and conservation of resources in a sustainable manner. The focus is on the ecosystem as an interrelated whole rather than on individual species, resources, or uses. The work involves analysis and resolution of complex problems that can run from the mountaintops to the ocean. The positions involve:

(1) using a variety of analytic techniques to define problems, which have environmental, economic, social, legal, and political aspects; (2) collecting and analyzing data; (3) projecting future outcomes and assessing their probability; and (4) designing and evaluating alternative strategies, both regulatory and non-regulatory, in real world settings.

B. Recruit via Exempt Positions and Subsequently Transfer to Civil Service Position When Available and Transfer Desired.

One strategy is for OP to retain both its exempt positions and its civil service positions. When there is an opening in a civil service position, transfer an exempt employee who meets the MQs for that class into that slot. Sometimes, depending on the organization of duties and responsibilities in the CZM Program, it may be necessary to reclassify the civil service position prior to the transfer. Then, once the transfer is completed, the CZM Program can recruit to fill the now vacant exempt position. The advantage of this approach is that it assures timely recruiting of a qualified individual to fill an exempt position in the program.

The duties and responsibilities of that position may be the same as they were before the prior occupant moved to a civil service or may have been redefined to more appropriately meet current program requirements. The only drawbacks to this approach are that sometime it will be necessary to reallocate a Planner position to a different level, which may take time.

C. Utilize the “Shortage Category (SC)” or the “Selective Certification Requirements (SCR)” or the “Recruitment Above the Minimum Pay Rate” Procedure.

There are three relatively restricted procedures that can be utilized within Civil Service to address problems of recruitment and appointment.

The Selective Certification Requirements is not relevant to overcoming the difficulties encountered by the State CZM program. It requires making the specialized experience and education requirements even more specific than the MQs currently set for the Planner Series. The CZM program has continually been seeking to broaden the experience and education requirements in recruiting and appointing personnel, not narrow them, as SCR would require,

Permission to recruit above the minimum pay rate would be helpful, but it is doubtful that the five Civil Service positions in the CZM would qualify for this exemption given the Staffing Survey data and the detailed documentation required by DHRD. In only three instances could it be documented that initial pay at Step C was the issue leading to turnover. Data on the number of persons who refused a proffered appointment because of the pay level or who did not apply in the first place, possibly a much larger group, are not available.

The designation of CZM positions as a “Shortage Category” would also be helpful, but, again, it is doubtful that the five Civil Service positions in the CZM would qualify for this designation given the Staffing Survey data and the detailed documentation required by DHRD. Furthermore, pay rates in the private sector

in Hawai'i for planners at the entry level do not support the need for designation of CZM planners as a shortage category, though obviously private firms have much greater flexibility than the State in setting pay rates to attract the individual they are seeking to recruit.

D. Utilize the Planner VI Non-Supervisory Track

The CZM Program has currently restricted itself to using the Planner III, IV, and V classes with the exception of one Planner VI position, whose occupant focuses primarily on administration of the federal consistency requirement. The prevalent interpretation has been that the Planner VI position requires supervisory responsibilities. The Duties Summary for Planner VI states that the occupant "supervises and participates in a variety of major planning projects" or "serves as planner-in-charge for a major planning study or project" or serves "... as overall coordinator of a major inter-planning activity."²³

The position that has responsibility for working with a wide range of state and county agencies for implementing the Hawai'i Ocean Resources Management Plan, for example, might qualify for a Planner VI designation. The use of the Planner VI classification is worth exploring because, if it is realized, the CZM program would then have four classes at pay ranges 20 to 26 to work with rather than just three from pay range 20 to 24 as is the current case.

E. Create a New Series: Natural Resources Planner

Another strategy would be to seek the creation of a new class of positions that would more accurately reflect the duties of CZM planners and result in a set of MQs that facilitate the recruitment, appointment, promotion, and retention of the type of planner the CZM program is seeking for its staff.

²³ Drawn from the Planner VI section of the Hawai'i State Department of Personnel Service, *Class Specifications for the Planner Series*, undated.

Maryland, as noted above, uses the Natural Resource Planner series in its personnel system.²⁴ The advantage of this approach is that it would include a larger number of state positions than a class more narrowly designated as CZM Planners. The difficulty with the Natural Resources Planner Series is that it would include positions drawn from such diverse fields that it would be difficult to draft a common set of MQs that were useful to all the different agencies involved.

The Natural Resource Planner positions would probably be drawn from the following classes. Many of the positions in these classes are specie or function specific while the CZM planners are not.

CLASS TITLE	LEVELS	SALARY RANGE
Aquatic Biologist	II to VI	18 to 26
Entomologist	II to VI	18 to 26
Environmental Health Specialist	II to VI	18 to 26
Forester	II to VI	18 to 26
Landscape Architect	IV to VI	22 to 26
Marine Program Specialist		24
Meteorologist	I to V	18 to 26
Natural Area Reserve Specialist	II to V	18 to 24
Planner	I to VII	16 to 28
Trails and Access Specialist	II to V	18 to 24
Wildlife Biologist	II to VI	18 to 26

Creating a Natural Resource Planner series would involve a major undertaking as well as a great deal of difficulty trying to fit positions with very diverse duties and responsibilities into common categories. The CZM Program would be no better off than it is under the present planner series. The outcome for

²⁴ See Section V above.

many of the other agencies involved might well be a situation that is less desirable than their current one.

F. Create a New Series: Coastal Zone Planner

Instead of seeking to create a new Natural Resources Planner series, effort might be directed at establishing a more restricted series, namely Coastal Zone Planner. This would be similar to California's Coastal Zone Analyst series. Creation of such a class would allow the incorporation of the unique aspects of the duties and responsibilities of coastal zone planners into the class specifications and permit the design of the MQs in a way that would facilitate the attraction and recruitment of the type of planners the CZM Program is seeking to employ.

Persons with an academic preparation in marine science with an emphasis on public policy, for example, would have a much easier time of meeting the MQs for a Coastal Zone Planner position than is currently the case in the Planner Series. Furthermore, candidates with work experience in a program designed to reduce coastal zone hazards or to enhance a valley eco-system, for example, would have a much easier time having their know-how qualify in meeting the MQ experience requirements than is currently the case in the Planner Series. In creating such a class, it would be important to make certain that the new specifications meet the needs of the counties.

The potential objection to creating the Coastal Zone Planner series are twofold: (1) the class would include only a small number of positions; and (2) creating such a class might lead to the disintegration or at least the reduction in the scope of the Planner Series as other specialized group of planners sought to establish their own specialized class specifications.

VIII. The Career Ladder and Training for Succession

There are two basic systems for managing personnel in a large organization. The first is the position classification system in which positions are analyzed on the basis of job descriptions and then allocated to classes composed of positions where the

duties and responsibilities are similar and common MQs are appropriate. This is the approach used by the State of Hawai'i and many other governmental jurisdictions as well as private entities. The emphasis is on the position, not the employee filling that spot.

The second basic system is based on rank. The emphasis is on the person who holds a particular rank and then is assigned to a position for which he/she is qualified. This is the military system, illustrated by the United States Army with its private, private first class, corporal, sergeant (of which there are several levels), petty officer (again, there are several levels), followed by second lieutenant, first lieutenant, captain, major, lieutenant colonel, colonel, general (which has four ranks of its own). Universities in the United States have a similar though simpler rank system: instructor, assistant professor, associate professor, and professor. There are very specific rules in rank systems governing movement of an individual from one level to the one above. Almost always in the rank system an individual starts at the bottom and works his/her way up. Thus in the Army an enlisted person enters the system as a private or an officer enters as a second lieutenant following a specified training protocol. The great advantage of the rank system is that it provides a career ladder for those working in the system.

Whatever semblance of a career ladder that exists in the position classification system comes when an employee is promoted, for example from a Planner III position to a Planner IV slot. Thus, for instance, a Planner III position can be reclassified as a Planner IV position when the level of work performed by the occupant of the position changes. The position can then be returned to the Planner III level when its current occupant terminates his/her employment. This is at best a faux career ladder.

There is no likelihood that the present State of Hawai'i position classification system is going to be changed to a rank system at any time in the foreseeable future. Therefore, any element of a career ladder for coastal zone planners will have to be introduced through the reclassification process described

above. It should be noted that one of the DURP professors maintained that the current planning students are not so much interested in being on a career ladder as in being in a position that offers its occupant an opportunity to be an agent of change.²⁵

The current Civil Service system is not structured in such a way that it facilitates training for succession. At best, one can assign an employee to shadow another employee who is about to resign or retire and thus learn the duties, responsibilities, and work procedures, of the terminating employee and to be introduced to his/her contacts and, most importantly, to the people with whom the terminating employee has established working relationships over time. None of the staff members in the CZM division, for instance, other than the Planner VI responsible for administering the federal consistency program, know enough to take over managing that program tomorrow. If there were sufficient advance notice of retirement or other termination, then one of the other staff members could be assigned to learn the ins and outs of administering the federal consistency program.

The other approach to facilitating training for succession is to assign each staff member responsibility for shadowing another staff member and learning what he or she does and how. The difficulty with this approach is it adds workload to both the person being shadowed and the individual doing the shadowing, when each person is already carrying a relatively full workload.

IX. The Ocean Resources Management Plan and the Future of CZM

The Office of Planning describe the Ocean Resources Management Plan (RMP), the major coastal zone initiative in the State of Hawai'i, on the CZM website²⁶ as follows:

²⁵ See Section VIA above.

²⁶ See <http://hawaii.gov/dbedt/czm/ormp/ormp.php>.

The ORMP is a statewide plan mandated by Chapter 205A, Hawaii Revised Statutes. It represents a significant change in the way we approach natural and cultural resources management in response to public concerns that the existing functional management system is not working effectively. It is based on a three-perspective framework:

Perspective 1: Connecting Land and Sea Perspective; 2: Preserving Our Ocean Heritage; and 3: Promoting Collaboration and Stewardship.

Building on traditional Hawaiian management principles and lessons from past efforts, the ORMP is a shift toward integrated and area-based approaches to natural and cultural resources management that require greater collaboration among jurisdictional authorities and that will catalyze community involvement and stewardship. In effect, it is a bottom-up approach that builds on community partnerships. However, because the change is comprehensive, it will take significant time, effort, and considerable thought to realize. The ORMP maps incremental 5-year management priorities to embark on a new course of action and achieve the primary goal: to improve and sustain the ecological, cultural, economic, and social benefits we derive from ocean resources today and for future generations.

The update, implementation and further development of the ORMP have been an ongoing, multi-year effort. In December of 2006, after an extensive stakeholder input and review process, the Hawaii CZM Program transmitted an updated ORMP to the Governor and the 24th session of the State Legislature.

Since the update, the CZM Program has established a multi-stakeholder Policy Group and a Working Group to ensure plan implementation, and have just finished an ORMP implementation work plan for the years 2007-2009.

In Hawai'i the entire State is the coastal zone. This is what makes the ORMP, now in the process of implementation so important. The ocean is perhaps Hawaii's most critical natural resource. What occurs in the ocean surrounding the Hawaiian Islands is, in large part, a consequence of what occurs on the land. It is also a consequence of what occurs elsewhere as is clear when one examines the likely impact of climate change/global warming.

This is neither the time nor place to summarize the ORMP and its implementation. The point in noting the existence, scope, and intent of the ORMP is to emphasize the critical role that the CZM staff plays in shaping some of the most important policy decisions affecting Hawai'i's future. Therefore, it is critically important that OP be in a position to staff the CZM not only adequately but in an outstanding manner. Assuring that OP is in a position to do just that is what makes this staffing study important. What follows in the concluding section of this Report is a set of recommendations for staffing CZM in the days ahead.

X. Recommendations for Staffing CZM in the Days Ahead

A. Add a CZM Descriptor to the Planning Series

Adding a descriptor as described in Section VIIA above is the simplest and least controversial of the recommendations. It will provide recognition for coastal zone planning as a specialty. The suggested wording to be incorporated into the Minimum Qualification Specifications for the Classes Planner I through VII is also provided in Section VIIA.

Pursuing this recommendation, however, only makes sense if OP is not going to seek to establish a new class as described in

section C below or it is going to take many years to establish such a class. If a new class is to be created in the near future, it makes little sense to amend the existing Planner Series specification to reflect the CZM specialty.

B. Recruit via Exempt Positions and Subsequently Transfer to Civil Service Position When Available and Transfer Desired.

Continue to recruit through exempt positions because this gives OP greater flexibility in attracting qualified candidates that meet the needs of the CZM Program and superior speed in appointing them than do the Civil Service procedures. OP should qualify people in exempt positions, who desire the permanence Civil Service status provides, on the appropriate Planner list. Then, when a permanent Civil Service position opens up, OP may have the position reclassified upward or downward if that is necessary. Finally, when interviewing the persons on the list and appointing the most qualified, it is likely to be the person who already has had coastal zone planning experience.

This process should only be used until such time as the new class, as recommended in section C below, is established and the exempt positions reclassified in the new Coastal Zone Planner series.

C. Create a New Series: Coastal Zone Planner

The most basic and far-reaching recommendation is to create a new classification series, namely, Coastal Zone Planner I, II, III, and IV. This will require convincing DHSD that such an action is justified, given the unique duties and responsibilities of planners working in the coastal zone area and the distinctive range of work experience and academic preparation qualifying candidates for appointment as coastal zone planners. It will also require working closely with the counties to make certain that the new class meets their needs or, at least, will not create problems for them. This may be a particularly critical issue with the City and County because they do not have positions

devoted exclusively to coastal zone matters in the Land Use Approval Branch of the Land Use Division of the Department of Planning and Permitting.²⁷

Once the series is created, it will then be necessary to conduct a salary survey to determine the appropriate salary range for each class of Coastal Zone Planners. This will require internal comparisons with other related Civil Service classes and external data documenting the pay levels for persons performing these duties, having these responsibilities, and possessing the same or similar type of academic preparation and appropriate work experience in private sector and non-governmental organizations as well as the federal government. The objectives in setting up this or any salary schedule are to provide internal consistency and reflect market realities.

In the long run, the creation of a new classification series for Coastal Zone Planners should contribute significantly to the attraction, recruitment, appointment, and retention of highly qualified personnel in the CZM Program.

D. What Makes the Coastal Zone Planner Position Attractive?

The responses to the brief questionnaire reported on in Section VIB above make clear that the CZM Program has an array of elements that are attractive to young people with an interest in planning for the environment and in developing and implementing public policy and who desire to work on such matters in the public or private or NGO sector. These elements include: (1) the focus on the eco-system as an interrelated whole rather than on individual species, resources, or uses; (2) the analysis and resolution of complex, real world problems that run from the mountaintops to the ocean; and (3) the emphasis on developing sustainable solutions to these problems,

The elements listed above combine to create a work environment that is appealing to young people who possess a

²⁷ See Section IIIC above.

sense of mission and a desire to make a significant contribution to Hawai'i and beyond. The CZM Program should build upon these attractive facets not only in the recruiting of personnel, but also in assuring, as it currently does, that the work that coastal zone planners perform on a daily basis reflects these significant fundamentals. In staffing CZM, its leadership should consciously and intentionally make the most of the fact that it has a very attractive product to market.

APPENDIX

Coastal Zone Management (CZM) Staffing Survey

Please complete the initial survey questions relating to recruiting persons to fill CZM positions and retaining them that appear on the following page.

Then, please continue to the following pages and complete a block of questions for **each** classified professional position in your Coastal Zone Management (CZM) unit, including the supervisory position, whether filled or vacant, for the period beginning July 2004, and ending May 2009.

Use one sheet for each position in your CZM unit. Leave excess lines blank. Leave the remaining sheets that exceed the number of CZM classified professional positions in your unit blank.

If a position is half-time (or some other fraction), please so indicate in the comment column.

If a position was created or terminated during the five-year period, please use the appropriate dates and then explain the personnel action in the comments column.

See the attached two pages for a "Summary of Minimum Qualification (MQ) for Planner I, II, III, IV, V, VI, and VII Classes., which may prove helpful in responding to one column of questions under "B. History of Position" in the survey. For a complete statement of MQs, please see: Department of Personnel Services, State of Hawai'i, *Minimum Qualification Specifications for the Classes: Planner I, II, III, IV, V, VI, & VII*. The above Summary is drawn from this document.

Continue to the next page.
General Questions Relating to Recruiting and Retaining CZM personnel:

1. In recruiting for a CZM position, have you encountered the problem of too few names on the certified list to provide you with a reasonable choice among candidates? Never ____; Occasionally: ____; Often: ____.
2. In recruiting for a CZM position, have you encountered the problem of a long delay (e.g., one month or more) before receiving a certified list? Never ____; Occasionally: ____; Often: ____.
3. In recruiting for a CZM position, have you interviewed persons on the list but determined that they were not a "good fit" and therefore you did not select him/her? Never ____; Occasionally: ____; Often: ____.
4. In recruiting for a CZM position, have you selected a person who in your view was not a "good fit," but, due to existing workload and/or other exigencies, there was an overwhelming need to fill the position immediately and therefore you selected the person anyway? Never ____; Occasionally: ____; Often: ____.
5. Are there other comments you would like to make about the difficulties you have encountered in filling CZM positions and retaining persons serving in CZM positions? Please so indicate below.
Attach an additional sheet if necessary.

