

TO: MKSOA Board

FROM: Executive Director Performance Evaluation Permitted Interaction Group (PIG)

DATE: August 14, 2025

SUBJECT: Recommendation on Executive Director Evaluation Process

Purpose

The Executive Director Performance Evaluation Permitted Interaction Group (PIG) was established to study, identify, and recommend a process and criteria for conducting an annual performance evaluation of the MKSOA Executive Director. This report outlines the PIG's recommendations for the evaluation framework, including use of the State's PAS system and a supplemental 360-degree feedback process.

Summary of Activities

To develop our recommendations, we:

- Reviewed the State of Hawai'i Exempt Administrator Performance Appraisal System (PAS) used by DLNR;
 - Developed and confirmed performance goals for the PAS forms for both the immediate Partial Annual and Annual cycles
 - Developed a 360-degree feedback model
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1. Formal Performance Appraisal (PAS)

The PIG recommends that MKSOA continue to use the State of Hawai'i Performance Appraisal System (PAS), used by DLNR, for evaluating the Executive Director.

The following goals have already been developed and agreed upon by this PIG:

Partial Annual Period (October 3, 2024 – June 30, 2025):

- Hire core MKSOA staff to establish organizational capacity
- Secure permanent office site for MKSOA operations
- Initiate community engagement sessions island-wide

Annual Period (July 1, 2025 – June 30, 2026):

- Fill 90% of MKSOA positions available
- Operationalize permanent MKSOA office site
- Complete community engagement sessions and integrate findings into MKSOA plans and priorities

The Board should designate an Evaluation Committee (distinct from this PIG) to complete the Partial Annual PAS and later oversee the full Annual evaluation.

2. 360-Degree Evaluation

The PIG recommends implementing a 360-degree feedback process to supplement the PAS and provide broader insight into the Executive Director's leadership and performance. This feedback should be gathered confidentially from:

- Internal MKSOA staff
- External partners from the University of Hawai'i and DLNR
- Members of the MKSOA Board

This supplemental evaluation can be conducted through surveys or structured interviews and should be overseen by the same Evaluation Committee appointed by the Board. The 360 should be timed to align with the formal PAS cycles, but results would be used solely to inform discussion and development—not the official rating.

3. Recommended Board Actions

The PIG recommends that the Board take the following steps:

- Formally adopt the combined PAS + 360 evaluation approach
- Appoint a separate Evaluation Committee to:
 - Administer and complete the Partial Annual PAS
 - Oversee and synthesize a 360-degree evaluation process
 - Conduct the feedback session with the Executive Director
- Retain full Board authority to review and approve the final PAS and feedback delivery

Conclusion

The PIG has fulfilled its purpose of recommending an evaluation structure for the Executive Director and respectfully submits this framework to the Board for adoption. The PIG does not carry out the evaluation itself and recommends that a separate Evaluation Committee be designated by the Board to implement the process outlined above.