



**TESTIMONY OF  
THE DEPARTMENT OF THE ATTORNEY GENERAL  
TWENTY-SIXTH LEGISLATURE, 2012**

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**ON THE FOLLOWING:**

G.M. NO. 560, SUBMITTING FOR CONSIDERATION AND CONFIRMATION AS THE DIRECTOR OF THE DEPARTMENT OF HUMAN RESOURCES DEVELOPMENT, GUBERNATORIAL NOMINEE, **BARBARA A. KRIEG**, FOR A TERM TO EXPIRE 12-1-2014.

**BEFORE THE:**

SENATE COMMITTEE ON JUDICIARY AND LABOR

**DATE:** Monday, January 30, 2012

**TIME:** 10:30 a.m.

**LOCATION:** State Capitol, Room 016

**TESTIFIER(S):** David M. Louie, Attorney General  
(written testimony only)

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Chair Hee and Members of the Committee:

I write in strong support of Governor Abercrombie's nomination of Barbara A. Krieg as Director of the Department of Human Resources Development.

I have served with Ms. Krieg for the past year in the Governor's cabinet. Ms. Krieg was initially the deputy director and has now been the acting director for a significant time.

Ms. Krieg is an excellent choice for this position. During the time that I have worked with her, she has demonstrated a strong understanding of the needs of the Department and the legal issues involved in the Department. She is intelligent, articulate, personable, and gracious. She is very hard working and has a strong background in employment law. I have been involved in numerous meetings with her on various labor and employment issues. She is able to cut to the heart of the matters and to creatively come up with practical solutions to difficult problems.

I strongly urge the Committee to make a favorable recommendation of her nomination to the Senate.

TESTIMONY BY DWIGHT TAKAMINE  
IN STRONG SUPPORT OF

NOMINEE, BARBARA A. KRIEG  
AS THE DIRECTOR OF THE DEPARTMENT OF HUMAN RESOURCES DEVELOPMENT

**SENATE COMMITTEE ON JUDICIARY AND LABOR**

Monday, January 30, 2012

10:30 a.m.

State Capitol, Conference Room 016

Chair Hee, Vice Chair Shimabukuro, and Members of the Committee:

It is with great pleasure that I testify in support of Ms. Krieg's confirmation as the Director of the Department of Human Resources Development (DHRD). Though I have only known Ms. Krieg for a short time, I have been highly impressed with her approach to matters as the Interim Director of DHRD.

Over the last few months, Ms. Krieg has endeavored to help the Department of Labor and Industrial Relations fill critical positions as well as help draft important legislation that the department has brought forward for consideration by the legislature. Ms. Krieg has ensured that DHRD personnel participated in problem-solving discussions at our department and has personally attended many of those meetings.

I believe that Ms. Krieg has gone over and above in her efforts to help our department and others during her brief tenure. I personally feel a level of support from her that gives me confidence that our department can overcome many of the serious difficulties we face.

Ms. Krieg's personal knowledge of the many aspects of labor relations, legal and non-legal, has afforded the department the opportunity to obtain constructive suggestions and recommendations on numerous issues at the heart of our human resource challenges

In summary, I urge you to confirm Ms. Krieg as Director of the Department of Human Resources Development where she would be a valuable asset to the rest of the executive departments and hence ultimately to the entire state.

Thank you for the opportunity to provide testimony on this matter.



## DEPARTMENT OF BUSINESS, ECONOMIC DEVELOPMENT & TOURISM

No. 1 Capitol District Building, 250 South Hotel Street, 5th Floor, Honolulu, Hawaii 96813  
Mailing Address: P.O. Box 2359, Honolulu, Hawaii 96804  
Web site: [www.hawaii.gov/dbedt](http://www.hawaii.gov/dbedt)

NEIL ABERCROMBIE  
GOVERNOR

RICHARD C. LIM  
DIRECTOR

MARY ALICE EVANS  
DEPUTY DIRECTOR

Telephone: (808) 586-2355  
Fax: (808) 586-2377

Testimony of  
**Mary Alice Evans, Deputy Director**  
Department of Business, Economic Development, and Tourism  
before the  
**Senate Committee on Judiciary and Labor**  
Monday, January 30, 2012, 10:30 a.m.  
Conference Room 016  
in consideration of  
**GM 560: Nomination of Barbara A. Krieg**  
**for Director of Department of Human Resources Development**

Aloha Chair Hee, Vice Chair Shimabukuro, and Members of the Committee on Judiciary and Labor.

I urge your **support** for the confirmation of Barbara Krieg as Director of the Department of Human Resources Development.

As the deputy director of DBEDT, I have had the pleasure of working with Barbara for almost a year on human resource issues. As you know, recent retirements, abolishment of positions and the 2009 Reduction-in-Force left DBEDT with a skeleton crew for the personnel function which serves many important state agencies such as the Hawaii State Energy Office, Hawaii Tourism Authority, the Hawaii Housing Finance and Development Corporation, the Hawaii Community Development Authority, the Office of Planning, the High Technology Development Corporation and more.

Barbara Krieg volunteered the support of her department to help DBEDT through this difficult time in order to make it possible for these agencies to fulfill your expectations for them. If the personnel function is adequate, it should be an almost invisible partner helping to deliver renewable energy, a stable tourism industry, affordable housing, smart growth communities and the growth of creative and technology jobs and businesses. If the personnel function is not able to support the needs of these programs, delays start to hurt the best efforts of dedicated staff.

Barbara has helped us start rebuilding DBEDT's human resource function with training, mentoring, and processing of transactions. Without Barbara's help this past year, DBEDT would not have been able to complete a re-organization of the department and resolution of most of the grievances created by the 2009 RIF. We would not have been able to fill critical positions as quickly.

Please confirm Barbara Krieg for Director of DHRD. Thank you for this opportunity to provide my comments.



**DEPARTMENT OF BUSINESS,  
ECONOMIC DEVELOPMENT & TOURISM**

No. 1 Capitol District Building, 250 South Hotel Street, 5th Floor, Honolulu, Hawaii 96813  
Mailing Address: P.O. Box 2359, Honolulu, Hawaii 96804  
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**NEIL ABERCROMBIE**  
GOVERNOR

**RICHARD C. LIM**  
DIRECTOR

**MARY ALICE EVANS**  
DEPUTY DIRECTOR

Telephone: (808) 586-2355  
Fax: (808) 586-2377

Statement of  
**RICHARD C. LIM**  
Director

Department of Business, Economic Development, and Tourism  
before the  
**COMMITTEE ON JUDICIARY AND LABOR**  
Monday, January 30, 2012  
10:30 a.m.  
State Capitol, Conference Room 016

in consideration of  
**GM 560**  
**Gubernatorial Nominee, BARBARA A. KRIEG**  
for  
**Director, Department of Human Resources Development**

Chair Hee, Vice Chair Shimabukuro, and Members of the Committee on Judiciary and Labor.

I am writing in **strong support** of the nomination of **Barbara A. Krieg**, for Director of the Department of Human Resources Development.

When I started work as the Director of the Department of Business, Economic Development and Tourism (DBEDT) over a year ago, the Legislature made clear to me that they had strong concerns about the previous Administration's handling of the 2009 Reduction-in-Force at DBEDT. The H.G.E.A. had filed a class action grievance, dated January 22, 2010, alleging violations of collective bargaining contracts covering DBEDT workers affected by the RIF. It was my job to resolve these grievances as fairly and quickly as possible.

From the very beginning of this resolution process, Barbara Krieg offered helpful advice and the assistance of her staff at DHRD to support DBEDT. With Barbara's help, and the H.G.E.A.'s guidance, DBEDT has made strong progress in resolving grievances.

In addition to resolving the RIF-related grievances, the Legislature charged me with conducting a formal re-organization of the department to address RIF-related imbalances in staffing. Barbara and the DHRD staff provided advice and counsel on how to conduct the re-organization process properly with meaningful consultation with the H.G.E.A. As a result, DBEDT's RIF-related re-organization was approved in record time.

I urge you to **confirm** the nomination of Barbara Krieg as Director of the Department of Human Resource Development. Thank you for the opportunity to comment.

January 28, 2012

Testimony to the

Senate Committee on Judiciary and Labor

For Hearing on Monday, January 30, 2012

10:30 a.m., Conference Room 016

GOVERNOR'S MESSAGE 560

Relating to the Consideration and Confirmation of

**Barbara A. Krieg**

As Director of the Department of Human Resources Development

To Chairperson Clayton Hee and Members of the Committee:

My name is Doreen Kuroda and I have been with the Department of Human Resources Development since 1992, the start of my State career. I am voluntarily writing to **strongly support** the confirmation of Ms. Barbara A. Krieg as the Director of the Department of Human Resources Development.

Since June 2011, I have had the honor and privilege to work closely with Barbara in her capacity as Deputy Director and more recently as Interim Director. Over the past six months, Barbara has provided me with guidance on projects that have been assigned to me and her trust and faith in me has given me confidence in all that I do.

Her background as an employment law attorney has enable her to quickly grasp the essence of often difficult personnel issues and make thoughtful and balanced decisions. As such, when former Director Topping resigned, Barbara was able to quickly transition to her new responsibilities. She brings to this position a wealth of knowledge and experience, high integrity, and the willingness to assist others. More importantly, she exhibits an inclusive management style, openness, and passion for human resources. I, as well as others in the department can benefit and learn from her. She will be a welcomed and effective leader for the Department of Human Resources Development.

As such, I ask for your favorable consideration of Ms. Krieg's confirmation as Director of the State Department of Human Resources Development. Thank you for this opportunity to offer this testimony.

## SENATE JUDICIARY AND LABOR COMMITTEE

Testimony in Support of Governor's Message 560

January 30, 2012

Senator Clayton Hee, Chair

Senator Maile S. L. Shimabukuro, Vice Chair

Good Morning Chair Hee, Vice Chair Shimabukuro, and members of the committee,

My name is Baron Gushiken, formerly a staff member with the House of Representatives, currently working with the Department of Human Resources Development (DHRD). I am proud and honored to present testimony in support of Governor's Message 560, to confirm **Barbara Krieg** as Director of DHRD.

I want to preface my testimony by sharing how my perspective of DHRD has changed from the time I served as staff for a member of the House, monitoring the many hearings and information briefings regarding the Reduction-In-Force, or RIF during the previous administration. Through these legislative activities, there were many questions about how decisions were made to eliminate permanent civil service staff positions from departments and agencies, affecting individuals who went through a rigorous recruitment, screening, and examination process, while many appointed exempt employees were retained. Those actions caused doubts to surface about the need for the ongoing recruitment, screening and examination of qualified professional civil service specialists by DHRD, when appointed exempt "generalists" could remain in their positions at the discretion of the administration and administrators who appointed them.

Subsequently, as the previously described functions no longer appeared sacrosanct since they were easily circumvented, bills were introduced to combine DHRD with the Department of Labor and Industrial Relations, merging the various functions into one department that looked after the interests of the combined private and public workforce. However, it became clear that the two departments had differing missions and constituencies with complex and sometimes competing interests. The concerns and personal stories of the many public employees who testified during those hearings sent a clear message that they felt ignored, marginalized and even betrayed by the system to recruit, examine, place and protect them to do the job they proved clearly qualified to do.

As a result, it was clear that the morale of the state public workforce was substantially weakened, as the remaining front line employees were forced to take a larger workload due to staff reductions. And ultimately, the public suffered.

But what was remarkable was the public workforce continued to stay the course and provide the best services possible in spite of staff cuts and furloughs (de facto pay reductions), with some finding creative ways to make adjustments to serve the public, and adjust to reductions in operating expenses. Sadly, many veteran and respected "specialists" chose to retire, rather than "bump" and displace a specialist in another division or department due to seniority because they truly believed that to do so was wrong.

And, through all the reductions, bumping, and retirements, the DHRD staff not only handled many of the personnel transactions, but often shared the sadness of the personal hardships of many individuals behind those transactions

That being said, the newly elected Governor faced a greatly demoralized public workforce and was challenged to find capable people worthy of the valued and dedicated workforce who remained.

He brought in Sunshine Topping as the DHRD director, who had a strong human resources management background, to be joined by attorney Barbara Krieg as the deputy director with a strong legal background to complement her efforts.

NEIL ABERCROMBIE  
GOVERNOR



KALBERT K. YOUNG  
DIRECTOR

LUIS P. SALAVERIA  
DEPUTY DIRECTOR

STATE OF HAWAII  
DEPARTMENT OF BUDGET AND FINANCE  
P.O. BOX 150  
HONOLULU, HAWAII 96810-0150

ADMINISTRATIVE AND RESEARCH OFFICE  
BUDGET, PROGRAM PLANNING AND  
MANAGEMENT DIVISION  
FINANCIAL ADMINISTRATION DIVISION  
OFFICE OF ECONOMIC RECOVERY  
AND REINVESTMENT (ARRA)

EMPLOYEES' RETIREMENT SYSTEM  
HAWAII EMPLOYER-UNION HEALTH BENEFITS TRUST FUND  
OFFICE OF THE PUBLIC DEFENDER  
PUBLIC UTILITIES COMMISSION

January 30, 2012

The Honorable Clayton Hee, Chair  
And Members  
Senate Committee on Judiciary and Labor  
Hawaii State Senate  
415 South Beretania Street, Room 016  
Honolulu, Hawaii 96813

**RE: GM 560: Nomination of Ms. Barbara A. Krieg as the Director for  
the Department of Human Resources Development**

Dear Chair Hee and Members of the Senate Committee on Judiciary and Labor:

Please accept this testimony in support of the nomination of Ms. Barbara A. Krieg as the director for the Department of Human Resources Development (DHRD). I have worked with Ms. Krieg as part of the Governor's cabinet for the past year with her serving as the department's deputy. Ms. Krieg has demonstrated her sophisticated knowledge of the role DHRD performs within the State organization, but more importantly she understands the strategic vision that the department can achieve in improving the State's operations. And, she has the background and demonstrated ability to move the State towards its objectives.

As an attorney with extensive years of private practice experience in Hawaii, that background will surely serve as an asset to the State of Hawaii and DHRD. I am confident that she brings a credentialed perspective to the duty and function of the DHRD director. She already has demonstrated as much during her past year on the job.

I encourage the Committee and your colleagues in the full Senate to support Ms. Barbara Krieg's confirmation. Thank you for the opportunity to provide you with comment on Ms. Krieg's nomination.

Aloha,

A handwritten signature in black ink, appearing to read "Kalbert K. Young".

KALBERT K. YOUNG  
Director, Department of Budget & Finance

NEIL ABERCROMBIE  
GOVERNOR OF HAWAII



LORETTA J. FUDDY, A.C.S.W., M.P.H.  
DIRECTOR OF HEALTH

STATE OF HAWAII  
DEPARTMENT OF HEALTH  
P.O. Box 3378  
HONOLULU, HAWAII 96801-3378

In reply, please refer to:  
File:

**Senate Committee on Judiciary and Labor**

**January 30, 2012**

**Testimony of Loretta J. Fuddy, A.C.S.W., M.P.H.  
Director of Health**

**Governor's Message 560, Gubernatorial Nominee, Barbara Kreig**

1 **Department's Position:** Support.

2 **Fiscal Implications:** None.

3 **Purpose and Justification:** Thank you for this opportunity to provide testimony in strong support for  
4 the confirmation of Ms. Barbara Kreig as the Director of the Department of Human Resources  
5 Development (DHRD).

6

7 The Department of Health (DOH) has worked closely with Ms. Kreig during her appointment as both  
8 Deputy Director as well as the acting Director of DHRD. Ms. Kreig continues to support and encourage  
9 an open dialogue with DOH in efforts to address complex and long standing personnel practices that  
10 contribute to delays in classifying, recruiting and hiring a diverse workforce staff necessary to meet the  
11 needs of DOH. We are currently engaged in a pilot project with DHRD that Ms. Kreig was intimately  
12 involved in developing that delegated various personnel functions unique to DOH in order to gain more  
13 process efficiencies. We are confident that Ms. Kreig's background and experience in the private sector

*"Promoting Lifelong Health and Wellness"*



1 will assist DHRD in assessing and evaluating our current human resources system and that she will  
2 provide the leadership needed to improve our civil service personnel system.

3  
4 I can personally speak to the openness of Ms. Kreig in finding creative solutions to assure a well- trained  
5 and committed public service workforce and look forward to continuing our work with Ms. Kreig and  
6 her team at DHRD in moving the State of Hawaii forward. I wholeheartedly endorse Ms. Kreig's  
7 appointment as Director of Department of Human Resources Development.

8

STATE OF HAWAII  
DEPARTMENT OF DEFENSE

TESTIMONY  
RELATING TO THE CONFIRMATION OF  
BARBARA A. KRIEG  
AS THE DIRECTOR OF THE DEPARTMENT OF HUMAN RESOURCES  
DEVELOPMENT

PRESENTATION TO THE  
SENATE COMMITTEE ON JUDICIARY AND LABOR

BY

MAJOR GENERAL DARRYLL D. M. WONG  
ADJUTANT GENERAL

January 30, 2012

Good Morning, Chair Hee, Vice Chair Shimabukuro and Committee Members:

I am Major General Darryll D. M. Wong, State Adjutant General. I am testifying in strong support of Ms. Barbara A. Krieg, a gubernatorial nominee as the Director of the Department of Human Resources.

I have known Ms. Krieg since she was appointed as the deputy director of the Department of Human Resources can personally attest to her character, outstanding work ethic, selfless service, her sense of fairness and respect, and her integrity.

Ms. Krieg graduated from University of California, Los Angeles, Law School and joined the law firm of Riordan and McKinzie in Los Angeles handling litigation for cases involving employment claims and contract disputes. In 1997, she was a Counsel Attorney in the Labor and Employment department of Bryan Cave LLP

in Santa Monica, CA. At this firm, she litigated labor and employment cases in state and federal courts and the National Labor Relations Board.

Leaving California for Hawaii, she joined the law firm of Alston Hunt Floyd and Ing in Honolulu and represented employers in employment and labor law. She advised clients on compliance with state and federal regulations regarding leave, disability accommodations, wage and hour requirements, and sensitive employee matters such as discipline, termination and harassment investigations.

Ms. Barbara A. Krieg's experience and service in the private and public sectors are a testament to her dedication and personal work ethic. She has experience in representing employers and employees in employment disputes, labor laws, and collective bargaining negotiations; therefore, I respectfully request your favorable consideration and her confirmation as the Director of the Department of Human Resources Development.



*The Judiciary, State of Hawaii*

**Testimony to the Senate Committee on Judiciary and Labor**

Senator Clayton Hee, Chair  
Senator Maile S.L. Shimabukuro, Vice Chair

Monday, January 30, 2012, 10:30 a.m.  
State Capitol, Conference Room 016

by  
Susan Pang Gochros  
Chief Staff Attorney and Director, Intergovernmental and Community Relations

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**GM 560:** Submitting for consideration and confirmation as the Director of the Department of Human Resources Development, Gubernatorial Nominee, BARBARA A. KRIEG, for a term to expire 12-1-2014.

**Testimony:**

I enthusiastically support Barbara Krieg's nomination as director for the State of Hawaii's Department of Human Resources Development (DHRD). Based on my working relationship and friendship with Barbara, I can attest to both the professional qualifications and personal attributes that make her ideally suited for this position.

As an associate, and then partner at her former law firm, Barbara enjoyed her area of law and responsibilities as an employment law attorney. She worked very hard and was extremely responsible and well-respected by her colleagues. She shared with me, however, that she felt something was missing --- she wanted to make a greater contribution to the community which both she and her husband have embraced.

When the opening for the position of deputy director for DHRD was announced, Barbara spoke candidly to me about the advantages and disadvantages of taking a position that might provide a chance to make the contribution which she envisioned. Although she was concerned about the considerable loss of income this job entailed, she decided to pursue it. Once appointed deputy director, Barbara enjoyed the job far more than she ever anticipated. She greatly enjoyed working with the staff at DHRD and Barbara's legal background, expertise and hard work have



GM 560  
Senate Committee on Judiciary and Labor  
Monday, January 30, 2012  
Page 2

been very much appreciated by her staff who consider her a valued colleague and exemplary leader. Barbara was disappointed when the director resigned from the position, but Barbara agreed to become interim acting director given her rapidly evolving enthusiasm for public service and appreciation for the staff for whom she had developed such respect.

On a professional level, the Hawaii Judiciary has benefited from Barbara's vast employment law experience, her wise and practical counsel and integrity. She keeps us informed of developments that may impact our human resource issues and is always available to answer questions and respond to issues. Dee Wakabayashi, the Judiciary's Human Resources Director, (who has also submitted testimony in support of Barbara) often tells me how grateful she is that Barbara is at the helm at DHRD, particularly during such thorny times as we are all experiencing in state government, and we have both sought Barbara's advice and counsel on difficult employment issues.

I am excited that Barbara wishes to continue with public service and that she finds this position so rewarding and challenging. Barbara's intelligence, commitment, passion and integrity make her an excellent candidate for this important position and I wholeheartedly support her nomination. It is wonderful when former private sector workers become infected with the "public service" bug, and Barbara is a prime example of how that infection can greatly advantage our public sector, and the community at large.

Thank you for the opportunity to testify on behalf of this nomination. Please feel free to call me at 539-4988 if you have any questions or if I may provide any further information on the matter of Barbara Krieg's confirmation.



*The Judiciary, State of Hawaii*

**Testimony to the Senate Committee on Judiciary and Labor**  
Senator Clayton Hee, Chair  
Senator Maile S.L. Shimabukuro, Vice Chair

Monday, January 30, 2012, 10:30 a.m.  
State Capitol, Conference Room 016

by  
Dee Wakabayashi  
Human Resources Director

**WRITTEN TESTIMONY ONLY**

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**GM 560:** Submitting for consideration and confirmation as the Director of the Department of Human Resources Development, Gubernatorial Nominee, BARBARA A. KRIEG, for a term to expire 12-1-2014.

**Testimony:**

I am providing this testimony in support of Ms. Barbara A. Krieg's confirmation as Director of the Department of Human Resources Development (DHRD). As the Human Resources Director for the Judiciary, I have firsthand knowledge and interaction with Ms. Krieg in her previous capacity as Deputy Director of DHRD and most currently as Interim Director of DHRD.

In one of my first meetings with Ms. Krieg, I was struck by her sincerity and forthrightness. I have found Ms. Krieg to be personally attentive to issues affecting human resources management in the public sector. The nature of collective bargaining and human resources involves the application of a variety of laws, rules and regulations for the state, judiciary, and counties. Ms. Krieg's employment law background provides a solid foundation to understanding and applying those laws and rules. She has shown to provide effective leadership in addressing major issues affecting human resources.

Also, Ms. Krieg has shown insight and skill in conducting meetings, allowing everyone to express their opinion without losing sight of the objective; explaining complicated issues in a



GM 560  
Senate Committee on Judiciary and Labor  
Friday, January 27, 2012  
Page 2

simple and understandable manner; and ably communicating with diplomacy and an even temperament.

It is important that the Director of DHRD work with the jurisdictions' human resources directors to ensure that meaningful discussion takes place prior to decision making. As the director for the largest jurisdiction, she has assumed a leadership role amongst the human resources directors. Ms. Krieg has shown a commitment to the position and the institution for which she has been asked to serve and support.

I am confident that Ms. Krieg will serve the State of Hawaii Department of Human Resources Development well in her role as Director.

Thank you for your consideration of my statement of support.

Steven S. Kamaura  
3148-A East Manoa Road  
Honolulu, HI 96822

January 28, 2012

The Honorable Clayton Hee, Chairman  
Senate Committee on Judiciary and Labor  
The Senate  
Twenty-Sixth Legislature  
Regular Session of 2012  
State Capitol  
Honolulu, HI

RE: GM 560, Gubernatorial Nominee Barbara A. Krieg

Dear Mr. Chairman,

I strongly support the nomination of Ms. Barbara A. Krieg as Director of the Department of Human Resources Development.

Although she has been in the department for less than one year, she has smoothly transitioned from Deputy Director of Human Resources Development to Interim Director of the department. She has clearly demonstrated her ability to lead the department forward despite the nearly 25% reduction in staff that has occurred over the past two years due to a depressed economy. Her private sector legal experience in human resources has helped us to view issues in a different light and prioritization. She is personable, upbeat, energetic, bright, and makes quick and sound decisions.

I have worked in the Department of Human Resources Development for over three decades and she is unequivocally the best director that we have ever had. The State of Hawaii would benefit tremendously with her confirmation as Director of Human Resources Development.

Thank you for the opportunity to testify on her nomination.

Sincerely,

/s/

STEVEN S. KAMAURA



January 24, 2012

Senator Clayton Hee, Chair  
Committee on Judiciary and Labor  
Hawaii State Legislature  
2012 Session

Re: Governor's Message No. 560  
Testimony in Support of Barbara A. Kreig  
Director, Department of Human Resources and Development

Dear Chair Hee, Vice Chair Shimabukuro and Members of the Committee:

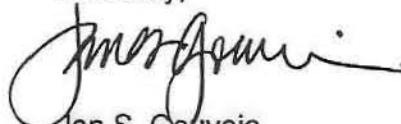
Please accept this written testimony in support of the confirmation of Barbara A. Kreig as the Director for the Department of Human Resources and Development (DHRD).

In my capacity as Deputy Director for the Department of Accounting and General Services, I have worked with Ms. Kreig since she started her tenure at DHRD in 2011. I have found her to be very knowledgeable about issues relating to human resources and labor relations. She also exhibits a compelling work ethic that commands respect from all stakeholder groups within her business. While she genuinely cares about our employees and their work environment, she is also mindful of the operational needs of the employer. Given her judicious disposition, Ms. Kreig is able to strike a fair and responsible balance between these interests.

On a more personal level, I thoroughly enjoy working with Ms. Kreig. She has a warm sense of humor with a welcoming personality. More importantly, though, she is a reliable colleague that keeps her word.

Ms. Kreig is a tremendous asset to the State of Hawaii. I strongly recommend and support her confirmation as the Director for the Department of Human Resources and Development.

Sincerely,



Jan S. Geuveia

January 27, 2012

Honorable Clayton Hee, Chair  
Senate Committee on Judiciary and Labor  
Twenty-Six State Legislature  
State Capitol, Room 407  
Honolulu, Hawaii 96813

Dear Senator Hee:

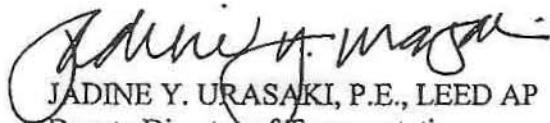
Subject: GM 560 - Ms. Barbara Krieg's Confirmation for Director,  
Department of Human Resources Development

I am writing in support of Ms. Barbara Krieg's confirmation as the Director of the Department of Human Resources Development. As a former labor attorney and Deputy Director of the Department of Human Resources Development, Barbara has made significant professional contributions to the State of Hawaii.

Ms. Krieg has been supportive in assisting and expediting the Department of Transportation in our recruitment and classification efforts. She exhibits a high level of integrity and enthusiasm through her involvement with staff and peers, thus earning virtual respect from all.

In closing, Barbara is a truly outstanding representative of the State in all respects. I highly recommend her confirmation.

Yours very truly,

  
JADINE Y. URASAKI, P.E., LEED AP  
Deputy Director of Transportation

NEIL ABERCROMBIE  
GOVERNOR



STATE OF HAWAII  
DEPARTMENT OF TRANSPORTATION  
869 PUNCHBOWL STREET  
HONOLULU, HAWAII 96813-5097

GLENN M. OKIMOTO  
DIRECTOR

Deputy Directors  
JADE T. BUTAY  
FORD N. FUCHIGAMI  
RANDY GRUNE  
JADINE URASAKI

IN REPLY REFER TO:

January 30, 2012

**GM 560**

**Submitting for consideration and confirmation as the Director of the Department of Human Resources Development, Gubernatorial Nominee, BARBARA A. KRIEG, for a term to expire 12-1-2014.**

TESTIMONY OF Glenn M. Okimoto, PhD., DIRECTOR

SENATE COMMITTEE ON JUDICIARY AND LABOR

I am pleased to support the appointment of Barbara Krieg as Director of the Department of Human Resources Development (DHRD). I believe that her appointment will enhance the effectiveness of DHRD and position the state well for the future.

Ms. Krieg is particularly well qualified and an ideal selection. For the past several months she has served as the interim director. In that time, she has established an impressive record of accomplishment, taking a leading role in getting the state ready for a potential strike by the United Public Workers during the APEC summit. Her leadership during her interim carries a consistent theme of forward-thinking. She has reorganized DHRD to be more integrated in order to deliver excellent support and service to departments such as the DOT. I had the privilege of working closely with her in confronting and resolving complex and thorny human resources challenges. She is a strong leader who will be able to bring together diverse interests in collaborative efforts.

I am certain that her experience, expertise, and dedication will be an asset to the state and as such, I unconditionally support her appointment and urge you to confirm her.



January 27, 2012

TESTIMONY TO THE  
SENATE COMMITTEE ON JUDICIARY AND LABOR  
For Hearing on Monday, January 30, 2012  
10:30 a.m., Conference Room 016

**Governor's Message 560**

Relating to the Consideration and Confirmation of

**BARBARA A. KRIEG**

As Director of the Department of Human Resources Development

The Honorable Chairperson Clayton Hee and Members of the Judiciary and Labor Committee:









The staff of the Department of Human Resources Development, Employee Staffing, Classification and Compensation Division, **strongly supports** the confirmation of Ms. Barbara A. Krieg as the Director of the Department of Human Resources Development.

In her capacity as Deputy Director and Interim Director, Barbara has shown an open and responsive management style that has brought positive change to our department and respect from many. During the past year, she has demonstrated her commitment to upholding the principles of the merit system. Her background in employment and labor law enables her to quickly grasp personnel issues and the complexities of public employment, make thoughtful and sound decisions, and effectively articulate her analyses. Her genuine desire to work with us, her willingness to listen and understand our issues and concerns, her support and appreciation of our efforts to provide quality customer service, her integrity, and invaluable guidance

inspires us to work together as a team in helping our department meet its goals. As Barbara has already proven her effectiveness as our Interim Director, we believe she will continue to lead us in a positive direction.

As such, we ask for your support of her confirmation as Director of the Department of Human Resources Development. Thank you for the opportunity to submit this testimony.


Respectfully submitted,

Signature	Job Title
<u>Shelley Perez</u> 	<u>Personnel Management Specialist</u>
<u>Vicki Takenaka</u> 	<u>Personnel Management Specialist</u>
<u>Teena Hokama</u> 	<u>Personnel Management Specialist</u>
<u>Corinne Daido</u> 	<u>Personnel Management Specialist</u>
<u>Alicia Sumida</u> 	<u>Personnel Management Specialist</u>
<u>Nola Chock</u> 	<u>Personnel Management Specialist</u>
<u>Donna Gusman</u> 	<u>Personnel Technician</u>
<u>Jodie Choo</u> 	<u>Personnel Technician</u>


Signature	Job Title
<u>Sunah Cheng</u> <i>JK</i>	<u>Personnel Management Specialist</u>
<u>Shirley Chan</u> <i>SC</i>	<u>Personnel Management Specialist</u>
<u>Ann Wong</u> <i>AW</i>	<u>Personnel Technician</u>
<u>Eliza Campos</u> <i>EC</i>	<u>Personnel Management Specialist</u>
<u>Irene Yoshida</u> <i>IY</i>	<u>Personnel Management Specialist</u>
<u>Gloria Young</u> <i>GY</i>	<u>Secretary</u>
<u>Lisa Hodges</u> <i>LH</i>	<u>Personnel Management Specialist</u>
<u>Joy Inouye</u> <i>Ji</i>	<u>Personnel Program Manager</u>
<u>Dawn Young</u> <i>DY</i>	<u>Personnel Program Manager</u>
<u>Ryan Hata</u> <i>RH</i>	<u>Personnel Technician</u>
<u>Rose Achuela</u> <i>RA</i>	<u>Personnel Clerk</u>
<u>Corrine Takafuji</u> <i>CT</i>	<u>Personnel Technician</u>
<u>Stephanie Wada</u> <i>SW</i>	<u>Personnel Management Specialist</u>

Signature


Job Title

Cynthia Seaton 


Personnel Clerk

Patti Miyamoto-Asato 


Personnel Program Officer

Audrey Nakasone 


Personnel Management Specialist

Marian Nakamura 


Personnel Management Specialist

Charlene Kumashiro 

Secretary

Susan Zukeran 

Personnel Program Manager (TA)

Debra Nishiyama 

Personnel Program Administrator

January 27, 2012

TESTIMONY TO THE  
SENATE COMMITTEE ON JUDICIARY AND LABOR  
For Hearing on Monday, January 30, 2012  
10:30 a.m., Conference Room 016

**Governor's Message 560**

**Relating to the Consideration and Confirmation of  
BARBARA A. KRIEG  
As Director of the Department of Human Resources Development**

TO THE HONORABLE CHAIRPERSON CLAYTON HEE AND MEMBERS OF THE  
SENATE COMMITTEE ON JUDICIARY AND LABOR:

The undersigned members of the Department of Human Resources Development's ("DHRD") senior management team thank you for this opportunity to testify in **strong support** of Barbara A. Krieg's confirmation as DHRD Director.

Since joining DHRD in March 2011 as Deputy Director and then becoming Interim Director in September 2011, Barbara has demonstrated an active and involved interest in learning about, and improving upon, all of our departmental program areas. Barbara can quickly understand and process complex, technical issues pertaining to classification and compensation, recruitment, employee and labor relations, and workers' compensation, which allows her to provide guidance to inform our policy decisions. For example, Barbara has worked with our staff to identify ways to help client line departments address their personnel needs, and started to build the relationships necessary to work effectively with our public employee unions. Barbara has also taken an active role in discussions with department directors, deputies, and other stakeholders to try and develop strategies to help control our workers' compensation costs, such as identifying opportunities to return employees to work after an injury and expediting resolution of issues in dispute.

Moreover, Barbara has also been an invaluable department-wide resource because of her extensive legal background and in-depth knowledge of labor and



employment law, rules, and regulations. With her broad experience in resolving real-life private sector employment issues, Barbara brings a fresh and illuminating perspective to DHRD in administering our valuable State employee workforce. Barbara genuinely cares about the well-being of our employees and her initiatives are clearly geared towards helping to ensure the State remains a highly desirable place of employment.

We believe that Barbara's terrific combination of intelligence, knowledge, experience, and personality makes her nomination especially timely as we face the extraordinary challenges and opportunities posed by our present financial situation. She does not hesitate to question our underlying justifications for our existing processes and will inquire about more effective or cost-efficient alternatives.

We respectfully urge the Committee to support Barbara's nomination and for the Senate to advise and consent to her appointment as DHRD Director. Thank you for the opportunity to submit this testimony.

Respectfully submitted,

Florencio Baguio  
Employee Claims Division

Jon Kumashiro  
Safety Office

Debra Nishiyama  
Employee Staffing Division

Lois Maeda  
Employee Claims Division

Dawn Young  
Employee Classification and  
Compensation Division

Joy Inouye  
Employee Classification and  
Compensation Division

Nicholas Hermes  
Employee Relations Division

Susan Zukeran  
Employee Staffing Division

Allison Murakawa  
Labor Relations Office

Cassandra Adachi  
Employee Assistance Office

David Keane  
Information Systems Office

Mary Ann Teshima  
Administrative Services Office

# SHOPO

January 23, 2012



## TESTIMONY

HEARING  
BEFORE THE: SENATE COMMITTEE ON JUDICIARY AND LABOR  
The Honorable Senator Clayton Hee, Chair

HEARING  
DATE: MONDAY, JANUARY 30, 2012, 10:30 A.M.  
Conference Room 016  
State Capitol, 415 South Beretania Street

RE: **BARBARA A. KRIEG**  
GM 560 Relating to Barbara A. Krieg  
for the Position of Director of the Department of  
Human Resources Development, State of Hawaii  
Term to expire 12-1-2014

PRESIDENT  
Tenari R. Ma'afala

VICE PRESIDENT  
Malcolm Lutu

TREASURER  
James "Kimo" Smith

SECRETARY  
Bryson M. Ponce

DIRECTORS AT LARGE  
Michael Cusumano  
John Haina  
Jeffrey-James Lee

HONOLULU CHAPTER CHAIR  
Stanley Aquino

HAWAII CHAPTER CHAIR  
Reed K. Mahuna

KAUAI CHAPTER CHAIR  
Jesse Guirao

MAUI CHAPTER CHAIR  
Michael Bates

Dear Chairman Hee and Committee Members:

My name is Tenari Ma'afala and I am the President of the State of Hawaii Organization of Police Officers (SHOPO). SHOPO was founded in 1971 and is an independent, non-affiliated exclusive union for Hawaii's police officers. SHOPO supports the gubernatorial nomination of BARBARA A. KRIEG as Director of the Department of Human Resources Development.

Ms. Krieg has made herself available to discuss issues relating to collective bargaining with SHOPO and her understanding of the process and commitment to the principles of good faith bargaining is greatly appreciated. We look forward to working with her and her staff.

The State of Hawaii Organization of Police Officers support the nomination of Barbara A. Krieg to serve as the Director of the Department of Human Resources Development.

Thank you for the opportunity to testify.

Sincerely yours,

TENARI R. MA'AFALA  
President

Main Office & Honolulu Chapter  
1717 Hoe Street  
Honolulu, Hawaii 96819-3125  
Ph: (808) 847-4676 \*84 SHOPO\*  
(800) 590-4676 Toll Free  
Fax: (808) 841-4818

Hawaii Chapter Office  
688 Kino'ole Street, Room 220 B  
Hilo, Hawaii 96720  
Ph: (808) 934-8405  
Fax: (808) 934-8210

Maui Chapter Office  
1887 Wili Pa Loop, Suite #2  
Wailuku, Hawaii 96793  
Ph: (808) 242-6129  
Fax: (808) 242-9519

Kauai Chapter Office  
4264 Rice Street, Lihue  
Mailing Address:  
P.O. Box 1708  
Lihue, Hawaii 96765  
Ph: (808) 246-8911

jmo

hee6 - Dinna

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**From:** Sherrie Seki [sherrieseki@gmail.com]  
**Sent:** Wednesday, January 25, 2012 6:27 PM  
**To:** hee2 - Nahelani  
**Subject:** Fwd: Letter in Support of Krieg Confirmation

Testimony for Monday.

----- Forwarded message -----

**From:** Sen. Clayton Hee <senhee@capitol.hawaii.gov>  
**Date:** Wed, Jan 25, 2012 at 3:16 PM  
**Subject:** RE: Letter in Support of Krieg Confirmation  
**To:** "Suzuki, Carol S. Y." <csuzuki@honolulu.gov>  
**Cc:** "barbara.krieg@hawaii.gov" <barbara.krieg@hawaii.gov>, "Tomei, Linda H" <ltomei@honolulu.gov>, "Chun-Carmichael, Robin T." <rchun@honolulu.gov>, "sherrieseki@gmail.com" <sherrieseki@gmail.com>

Thank you. Your email will be forward to Sherrie Seki, the Committee Clerk for the Committee on Judiciary and Labor.

Clayton Hee

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**From:** Suzuki, Carol S. Y. [csuzuki@honolulu.gov]  
**Sent:** Tuesday, January 24, 2012 4:24 PM  
**To:** Sen. Clayton Hee  
**Cc:** 'barbara.krieg@hawaii.gov'; Tomei, Linda H; Chun-Carmichael, Robin T.  
**Subject:** Letter in Support of Krieg Confirmation

Please find attached an advance copy of DHR's letter in support of Ms. Barbara Krieg's nomination for appointment to the position of Director of DHRD. A hardcopy has been mailed to your office. Thanks.

Carol Suzuki  
Department of Human Resources  
City and County of Honolulu  
Phone: (808) 768-8502 FAX: (808) 768-5563  
Email: [csuzuki@honolulu.gov](mailto:csuzuki@honolulu.gov)

TESTIMONY BY WILLIAM  
IN STRONG SUPPORT OF

NOMINEE, BARBARA A. KRIEG  
AS THE DIRECTOR OF THE DEPARTMENT OF HUMAN RESOURCES DEVELOPMENT

**SENATE COMMITTEE ON JUDICIARY AND LABOR**

Monday, January 30, 2012  
10:30 a.m.  
State Capitol, Conference Room 016

Chair Hee, Vice Chair Shimabukuro, and Members of the Committee:

It is with great pleasure that I testify in strong support of Ms. Krieg's confirmation as the Director of the Department of Human Resources Development (DHRD). I have had the pleasure of working with Ms. Krieg since she joined the Abercrombie administration.

Ms. Krieg wore the hat of the Public Information Officer (PIO) for DHRD as one of her duties as Deputy Director. I had the opportunity to work closely with Ms. Krieg as the Department of Labor and Industrial Relations' PIO (DLIR). I was deeply impressed with Ms. Krieg's knowledge of the many aspects of public sector labor relations in addition to her obvious acumen in the capacity of PIO for DHRD.

Since then, Ms. Krieg has helped the DLIR fill critical positions through a variety of flexible approaches as well as help draft important legislation that the department has brought forward for consideration by the legislature. Ms. Krieg has ensured that DHRD personnel participated in problem-solving discussions at our department and has personally attended many of those meetings.

I believe that Ms. Krieg has gone over and above in her efforts to help our department and others during her brief tenure. Ms. Krieg's personal knowledge of the many aspects of labor relations, legal and non-legal, has afforded the department the opportunity to obtain constructive suggestions and recommendations on numerous issues at the heart of our human resource challenges.

From my perspective, Ms. Krieg has already demonstrated her ability to serve as the Director of the Department of Human Resources Development and I urge you to support her confirmation so that she may continue to be a valuable asset to the rest of the executive departments and hence ultimately to the entire state.

Thank you for the opportunity to testify on this matter.

Audrey Hidano  
3157 Alika Avenue  
Honolulu, HI 96817

BEFORE THE SENATE COMMITTEE ON JUDICIARY AND LABOR  
MONDAY, JANUARY 30, 2012  
10:30 A.M.  
ROOM 016

GOVERNOR'S MESSAGE NO. 560  
SUBMITTING FOR CONSIDERATION AND CONFIRMATION AS THE  
DIRECTOR OF THE DEPARTMENT OF HUMAN RESOURCES  
DEVELOPMENT, GUBERNATORIAL NOMINEE, BARBARA A. KRIEG, FOR A  
TERM TO EXPIRE 12-1-2014

Chair Hee and Vice Chair Shimabukuro, and Members of the Committee:

I strongly support the confirmation of Barbara Krieg as the Director of the Department of Human Resources Development. I have known Ms. Krieg since she became Deputy Director of the Department of Human Resources Development and find her to be very intelligent and also very knowledgeable with human resource issues.

Ms. Krieg received her law degree in 1995 from the University of California and has a B.A. in Modern Languages from the University of Notre Dame. She is an attorney with a strong background in employment and labor laws. She has worked as Counsel Attorney at Alston Hunt Floyd & Ing in Honolulu and Brayn Cave LLP in California. She was an Associate Attorney at Riordan & McKinzie in Los Angeles from 1995 to 1997. Ms. Krieg is a member of the Hawaii State Bar Association, the American Bar Association, and Society of Human Resources Management.

Thank you for your consideration of Ms. Krieg's confirmation as the Director of the Department of Human Resources Development.

Frederick D. Pablo  
P.O. Box 480  
Kula, HI 96790

January 27, 2012

The Honorable Clayton Hee  
Chair, Senate Committee on Judiciary and Labor  
State Capitol, Room 407  
Honolulu, HI 96813

RE: GM 560 (Testimony In Support) Confirmation of Barbara Krieg  
Director, Department of Human Resources and Development

Dear Chair Hee and Members of the Senate Committee on Judiciary and Labor:

I am pleased to offer my recommendation in support of Barbara Krieg for your consideration as Director, Department of Human Resources and Development.

I have known Barbara Krieg since the time I became Director of the Department of Taxation in December 2011. While she was Deputy Director and as Acting Director at the Department of Human Resources and Development, I have often consulted her in resolving human resources issues covering various areas including hiring, counseling and investigations, etc. Our personnel staff has remarked how Barbara Krieg will make herself available to address their concerns, has arranged for her key staff members to assist in specialized areas and has timely provided follow ups to our department's inquiries. She has always been responsive to our department's concerns and has to ability to communicate with tact and knowledge.

I respectfully request your favorable consideration and confirmation of Barbara Krieg as Director for the Department of Human Resources and Development.

Sincerely,

Frederick D. Pablo, MBA, CAP

Melissa Pavlicek  
841 Bishop Street, Suite 2100  
Honolulu, Hawaii 96813

Re: Confirmation of Barbara Krieg

Ladies and Gentlemen:

My name is Melissa Pavlicek. I am an attorney and small business owner. I am writing to ask for your support in the confirmation of Barbara Krieg as the Director of the Dept. of Human Resources. I have had the opportunity to work closely with Barbara in her role as deputy and acting director of DHRD due to my service as the executive director of the Society for Human Resource Management Hawaii Chapter. She is an outstanding SHRM Hawaii volunteer and a leader in the HR profession.

I have also had the unique pleasure of being represented by Barbara in her role as legal counsel for a non-profit board on which I served and which was involved in a complex and long-standing legal dispute with multiple stakeholders. Her good counsel and sound advice was very much practical and action-oriented.

On a personal level, Barbara is deeply committed to hearing the perspectives of diverse members of the community, she has a cool-as-a-cucumber exterior but a tenacious and hard-working dedication to public service that is unmatched. She is and will make an outstanding director. Please confirm her appointment.



January 24, 2012

Senate Confirmation Hearing

Re: Governor's Message (G.M.) No. 560 -- Barbara Krieg confirmation

To Whom It May Concern:

I am writing this letter in support of Barbara Krieg's confirmation to Director Human Resources Development (DHRD).

Barbara has assisted Hawaiian Airlines on a number of Human Resources issues prior to her appointment to interim DHRD. My experience working with Barbara was one of the best I have had with an outside counsel. I found her to be highly professional, direct and knowledgeable of the issues. I had utmost faith in her advice. I would not hesitate to use her services again should the opportunity arise.

It is for these reasons that I would highly recommend Barbara to be the Director Human Resources Development.

Sincerely,

Barbara D. Falvey  
Senior Vice President Human Resources



Chair Hee  
Vice Chair Shimabukuro  
Committee Members

January 24, 2012

Aloha,

I am writing in strong support of Interim Director Barbara Krieg's confirmation. I couldn't endorse Barbara more enthusiastically, especially given my experienced understanding of what the job entails, and what Barbara has to offer.

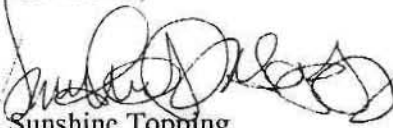
When Barbara came on as DHRD's Deputy Director in March of 2011, we clicked instantly. I could see that she felt as much passion for the Employees of the State of Hawaii as I did, and that she understood the critical importance of our role at DHRD. Knowing that she would step in to replace me as Director made my incredibly difficult decision to leave the position much more tolerable. I knew I would be leaving the Governor, the DHRD employees, and the Employees of the State of Hawaii in the hands of someone much smarter, much more efficient, and as compassionate as I was!

Thanks to her background as a labor attorney with the prestigious firm of Alston, Hunt, Floyd, and Ing, Barbara has a very in depth understanding of the HR field in Hawaii. She is able to interpret, explain, and understand impacts of HR issues on our own State Employees, and on employees statewide. Her ability to listen, and to comprehend very complex facts is essential to so many of the issues that face DHRD today.

Barbara is completely committed to this position, this Administration, this State, and to the Department Of Human Resource Development. She loves what she does, and it shows. The employees know that in her they have a sharp, caring, and knowledgeable leader who will support them 100%.

I don't think you could find a better Director for DHRD than Barbara! I'm just sad that a prior commitment will keep me from coming in to testify in person.

Mahalo no,



Sunshine Topping  
Former Director, DHRD (2010-2011)

hee6 - Dinna

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From: mailinglist@capitol.hawaii.gov  
Sent: Wednesday, January 25, 2012 10:53 AM  
To: JDLEstimony  
Cc: s.leng@aol.com  
Subject: Testimony for GM560 on 1/30/2012 10:30:00 AM

Testimony for JDL 1/30/2012 10:30:00 AM GM560

Conference room: 016  
Testifier position: Support  
Testifier will be present: No  
Submitted by: Sharon Leng  
Organization: Individual  
E-mail: [s.leng@aol.com](mailto:s.leng@aol.com)  
Submitted on: 1/25/2012

Comments:

RE: GM No. 560 (Submitting for consideration and confirmation of Barbara Krieg as Director, Department of Human Resources Development, State of Hawaii)  
Hearing Date and Time: January 30, 2012, 10:30 am

TO THE HONORABLE CLAYTON HEE, CHAIR AND MEMBERS OF THE SENATE COMMITTEE ON JUDICIARY AND LABOR:

My name is Sharon On Leng and I would like to thank you for the opportunity to testify in heartfelt support of Barbara Krieg as the Director for the state Department of Human Resources Development ("HRD"). The challenging economic conditions, coupled with the dynamic legal and regulatory issues confronting labor and employment matters call for very serious consideration of this contemporary but wise, legally and intellectually talented, temperament balanced, hard working, personable leader to head the top administrative state position of human resources. Acting Director Krieg clearly possesses the personal and professional qualities necessary to administer the work of the Department, as has been proven in tenure with the state.

Prior to her state employment with HRD, Ms. Krieg was a private legal practitioner with the prestigious law firm of Alston Hunt Floyd & Ing emphasizing employment litigation law. In her practice, Ms. Krieg was a dedicated legal counselor who could zero in on the issues at hand and consistently leverage her legal advocacy skills to reach high measures of success for her clients. What made Ms. Krieg's services truly outstanding was her natural ability to work with people from all walks of life, as well as her consistent demonstration of intellectual, legal and ethical integrity, compassionate objectivity, and intuitive understanding of what fuels conflicts and what resolves them.

As the Litigation Manager for a Honolulu based company in Honolulu, I had relied upon Ms. Krieg's solid and competent counsel to assist us in navigating through many of our complicated and difficult employment issues. Ms. Krieg's depth of legal knowledge and wide range experience with people served us well in successfully resolving our various matters and I still wish she were in private practice to continue to work with us.

Based upon these reasons, I thank you for seriously considering the very capable Barbara Krieg for the Directorship at the state Department of Human Resources Development as I believe our community will be very well served by her appointment.



**HO'OLA LĀHUI HAWAI'I**  
*P.O. Box 3990; Lihue, Hawai'i*  
*Phone: 808.240.0100 Fax: 808.246.9551*

**TO: COMMITTEE ON JUDICIARY AND LABOR**  
**Senator Clayton Hee, Chair**  
**Senator Maile Shimabukuro, Vice-Chair**

**RE: GM # 560.**

In **Support** of the appointment of Barbara Krieg as the Director of the Department of Human Resources

I have had and continue the privilege and honor to know Barbara Krieg since August 2006. I know her to be of impeccable character in addition to being a highly skilled professional with a vast knowledge of best practices in human resources. Barbara is uniquely qualified to serve in the position as the director of the Department of Human Resources Development.

During her tenure at Alston, Hunt, Floyd, and Ing, Barbara was our primary contact in the area of human resources management. She was readily available and provided our organization with expert legal advice that was beyond reproach.

While we greatly miss her counsel we know that she will continue to make remarkable contributions to the state of Hawaii as the Director of the Department of Human Resources Development and remain a valuable asset to the Governor's Cabinet

We wholeheartedly and enthusiastically endorse her appointment.

O Wau Iho No,

David Peters  
Chief Executive Officer

**Testimony in Support of BARBARA KRIEG  
as Director of the State Department of Human Resources Development  
Governor's Message (G.M.) No. 560**

**Senate Committee on Judiciary and Labor**

**Public Hearing—Monday, January 30, 2012. 10:30 a.m.**

**Submitted via email: [JDLtestimony@capitol.hawaii.gov](mailto:JDLtestimony@capitol.hawaii.gov)**

Please accept this testimony *in support* of Barbara Krieg's appointment as Director of the State Department of Human Resources Development.

As an attorney with Alston Hunt Floyd & Ing, Ms. Krieg represented our firm in the area of labor law, ensuring that we understood a full realm of complicated Federal and State labor laws and carefully implemented them. She was a godsend during a period of growth when we could have easily made unintentional, yet serious mistakes in any number of areas. Under her direction and with her extremely diligent support, we were able to develop a level of professionalism that now guides our Human Resources efforts. Although our practices are now built on a solid foundation, not a day passes when we do not miss working with Ms. Krieg.

Ms. Krieg is without a doubt a well-qualified candidate and as a community, we are very fortunate that someone of her caliber is willing to serve us. There are few who truly understand the commitment that Ms. Krieg must make to be effective in her new role or the personal sacrifices she will make in order to fulfill that commitment.

The members of our HR team and executive level staff join me in urging you to support her nomination!

Vicki Gaynor  
Vice President  
Community Planning & Engineering/Environet, Inc.  
1100 Alakea Street, 6<sup>th</sup> floor  
Honolulu, Hawaii 96813

TO THE SENATE COMMITTEE ON JUDICIARY AND LABOR  
THE TWENTY-SIXTY LEGISLATURE

MONDAY, JANUARY 30, 2012

10:30 a.m.

Conference Room 016

TESTIMONY ON GM 560 RELATING TO SUNSHINE TOPPING FOR THE POSITION OF  
DIRECTOR OF THE DEPARTMENT HUMAN RESOURCES DEVELOPMENT

Chair Clayton Hee, and Vice Chair Maile Shimabukuro, and members of the Senate Committee on Judiciary and Labor, thank you for giving me the opportunity to provide you with this testimony. I humbly and respectfully ask for your support and confirmation of Ms. Barbara Kreig as the Director of the Department of Human Resources and Development (DHRD).

I met Ms. Kreig in last year when she was appointed as the Deputy Director for DHRD.

Although this is a rather short period of time to get to know someone, I have found Ms. Kreig to be a very kind, honest and open individual. My immediate sense of Ms. Kreig was that she cared about people and had vast knowledge of labor laws and was very clear in explaining interpretations of these laws and practices. I was impressed by her tenacity to take on challenges as a new State employee, a Deputy Director and especially during meetings to address collective bargaining issues. She has a can do attitude that carries over in her everyday duties. As the Interim Director of DHRD, she has taken one of the most challenging positions during a very difficult time. There is no basket of resources, funds or benefits to negotiate with the Employee Unions, yet, she perseveres and continues to motivate others with a positive attitude that says we can get through this. Ms Kreig's proactive attitude is let's get this right. She looks to her staffs' leadership for guidance to maneuver DHRD and has dug down deep to flagship this Department for the benefit of the people of Hawaii. Her positive outlook on bleak times is exactly what DHRD needs.

Once again, I humbly and respectfully ask for your support in confirming Ms. Barbara Kreig as the Director of the Department of Human Resources Development.

Mahalo Nui Loa,

Jodie Maesaka-Hirata



Testimony for JDL 1/30/2012  
10:30:00 AM GM560  
Conference room: 016

Aloha Chair Hee, Vice Chair Shimabukuro and members of the Senate Judiciary and Labor Committee. We are Ryan Kusumoto and Lisa Kracher, the Legislative Committee co-chairs for the Society for Human Resource Management – Hawaii Chapter ("SHRM Hawaii").

SHRM Hawaii represents nearly 1,000 human resource professionals in the State of Hawaii.

On behalf of the board of directors and our members, we would like to thank you for giving us an opportunity to support the confirmation of Barbara Krieg as the Director of the state Department of Human Resources.

Ms. Krieg is an outstanding member of the legal and human resources professions. She has served as an active member of SHRM Hawaii and distinguished herself for leadership, candor, communications and volunteerism. She has contributed to the advancement and education of human resource professionals and we believe that she is truly committed to public service.

We ask that you confirm her nomination.



SHRM Hawaii, P. O. Box 3175, Honolulu, Hawaii (808) 447-1840

Corianne W. Lau  
1001 Bishop St, Ste 1800  
Honolulu, HI 96813  
(808) 524-1800

January 27, 2012

Via email: [JDCTestimony@Capitol.hawaii.gov](mailto:JDCTestimony@Capitol.hawaii.gov)

Senator Clayton Hee, Chair  
Senator Maile S.L Shimabukuro, Vice Chair  
Members, Senate Committee on Judiciary and Labor  
State Capitol  
415 South Beretania St.  
Honolulu, HI 96813

Re: **In Support of the Appointment of Barbara A. Krieg  
Director of Human Resources Development ("DHRD")  
G.M. No. 560  
Hearing Date/Time: January 30, 2012 at 10:30 a.m.**

Dear Chairman Hee, Vice Chair Shimabukuro and Members of the Senate  
Judiciary and Labor Committee:

I write in support of the nomination of Barbara A. Krieg as the Director of  
the State of Hawai'i's Department of Human Resources Development ("DHRD").

I am a shareholder and director of the law firm of Alston Hunt Floyd & Ing,  
but I am writing in my personal capacity. I have been an attorney in the State of  
Hawai'i since 1985. I served on the board of the Hawai'i State Bar Association  
for six years. I am a past President of Hawai'i Women Lawyers and the Hawai'i  
Women's Legal Foundation. I am currently on the boards of the Legal Aid  
Society of Hawai'i, the YWCA of O'ahu and the East-West Center. I have both  
personal knowledge of Barbara A. Krieg and knowledge of her reputation among  
many other attorneys in Hawai'i.

I have known Barbara for over five years. She joined our law firm as of  
counsel initially, and rose quickly to become a director and shareholder (partner).  
She was one of the leaders of our Labor, Employment, and Government  
Contracts practice group within the firm and served as a mentor to many of the  
young attorneys in the practice group. Barbara took an active part in the firm's  
management once she became a partner.

Barbara is extremely intelligent and dedicated to her work. She is hard-working and very knowledgeable in the areas of labor and employment law, in which she practiced for over sixteen years. Those skills are very valuable in running the State of Hawai'i's personnel system. Barbara's experience advising companies and pre-law experience in international business ensures she will not lose sight of the fiscal responsibilities of her position, which is constantly under public scrutiny.

Personally, Barbara is truly beloved by staff and colleagues alike. We were so sorry to see her leave our firm, but our loss is absolutely the State of Hawai'i's gain. Barbara's dedication to public service won out over greater opportunities for personal economic benefit in the private practice of law.

I urge the Committee to support her appointment. Thank you for your consideration. Should you have any questions, please do not hesitate to contact me.

Very truly yours,

A handwritten signature in cursive script, appearing to read 'Corianne W. Lau', written in black ink.

Corianne W. Lau



Dianne Winter Brookins  
1001 Bishop St, Ste 1800  
Honolulu, HI 96813  
(808) 524-1800

January 26, 2012

Via email: [JDLTestimony@capitol.hawaii.gov](mailto:JDLTestimony@capitol.hawaii.gov)

Senator Clayton Hee, Chair  
Senator Maile S.L Shimabukuro, Vice Chair  
Members, Senate Committee on Judiciary and Labor  
State Capitol  
415 South Beretania St.  
Honolulu, HI 96813

Re: **In Support of the Nomination of Barbara A. Krieg  
Director of Human Resources Development ("DHRD")  
G.M. No. 560  
Hearing Date/Time: January 30, 2012 at 10:30 a.m.**

Dear Chairman Hee, Vice Chair Shimabukuro and Members of the Senate Judiciary and Labor Committee:

I write in support of the nomination of Barbara A. Krieg as the Director of the State of Hawaii's Department of Human Resources Development ("DHRD").

I am a shareholder and director of the law firm of Alston Hunt Floyd & Ing, but I am writing in my personal capacity. I have been an attorney in the State of Hawai'i since 1993. I am currently Vice President of the Hawaii Women's Legal Foundation and Chair of the Board of Trustees of Kahi Mohala Behavioral Health, and serve on the board of Hawaii Women Lawyers. I have both personal knowledge of Barbara A. Krieg and knowledge of her professional competency and reputation.

I have known Barbara for approximately six (6) years. Over those years, I have been impressed by Barbara's passion for service. She has served with energy and creativity on the board of non-profits, both here and in California. Her passion for service also motivates Barbara in her representation of her clients, where her legal advice is always practical, well-founded, and client-focused. Ultimately, that same passion for service led to Barbara's desire to serve Hawai'i as its Director of the DHRD.

I urge the Committee to support her appointment. Thank you for your consideration. Should you have any questions, please do not hesitate to contact me.

Very truly yours,  
  
Dianne Winter Brookins

January 27, 2012

COMMUNITY MEDIA

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The Honorable Clayton Hee  
Chair  
Senate Committee on Judiciary and Labor  
Hawaii State Senate  
415 S. Beretania Street, Room 407  
Honolulu, HI 96813

RE: GM 560

Dear Chair Hee, Vice Chair Shimabukuro and Members of the Judiciary and Labor Committee;

**Subject: Letter in Strong Support of Barbara Krieg as DHRD Director**

I am writing to strongly support the appointment of Ms. Barbara Krieg for the position of Director of the Department of Human Resources Development. In my opinion, she would be an outstanding selection.

Ms. Krieg provided counsel to 'Ōlelo Community Media from July, 2006 until March, 2011 when she was appointed as the Deputy Director of DHRD. I can attest to Barbara's hard work and dedication to the clients she serves and the thoroughness of her work. As O'ahu's Public, Education and Government access provider, 'Ōlelo can face some unique challenges. In her work with us on matters ranging from 'Ōlelo's contract with the State to counsel on HR issues, Barbara provided dependable and well researched advice that served our organization well. Although we celebrated with Barbara her appointment as Deputy Director of DHRD last year, we were certainly sad to lose her as our counsel.

Barbara is someone who blends warmth, with professionalism and compassion with reason. For all these reasons, I urge you to confirm Ms. Krieg's appointment.

Aloha,

Roy K. Amemiya, Jr.  
President and CEO

Clyde J. Wadsworth  
1001 Bishop St, Ste 1800  
Honolulu, HI 96813  
(808) 524-1800

January 27, 2012

Via email: [JDCTestimony@capitol.hawaii.gov](mailto:JDCTestimony@capitol.hawaii.gov)

Senator Clayton Hee, Chair  
Senator Maile S.L. Shimabukuro, Vice Chair  
Members, Senate Committee on Judiciary and Labor  
State Capitol  
415 South Beretania St.  
Honolulu, HI 96813

Re: **In Support of the Nomination of Barbara A. Krieg**  
**Director of Human Resources Development ("DHRD")**  
**G.M. No. 560**  
**Hearing Date/Time: January 30, 2012 at 10:30 a.m.**

Dear Chairman Hee, Vice Chair Shimabukuro and Members of the Senate Judiciary and Labor Committee:


I write in support of the nomination of Barbara A. Krieg as the Director of the State of Hawaii's Department of Human Resources Development ("DHRD").

I am an attorney with the law firm of Alston Hunt Floyd & Ing, but I am writing in my personal capacity. I have 26 years of civil litigation experience, having been admitted to practice law in the State of California since 1985 and in the State of Hawaii since 2006. I currently serve on the board of the Hawaii LGBT Legal Association. I have both personal knowledge of Barbara A. Krieg and knowledge of her professional competency and reputation.

I have known Barbara for almost six years. Over those years, I have been impressed by her professionalism, her pursuit of excellence and her passion for service. Barbara has brought all of these qualities to bear in the representation of her clients, providing legal advice that is always thoughtful, practical and sound. She also has served with energy and passion on the boards of non-profit organizations benefiting the community. Ultimately, that same passion has led her to serve our state government with honor, distinction and true Aloha spirit.

I urge the Committee to support her appointment. Thank you for your consideration. Should you have any questions, please do not hesitate to contact me.

Very truly yours,

  
Clyde J. Wadsworth