

# Kenai Peninsula Borough

## Office of the Borough Mayor

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### MEMORANDUM

**TO:** Brent Johnson, Assembly President  
Members, Kenai Peninsula Assembly

**FROM:** Charlie Pierce, Mayor *CP*

**DATE:** August 11, 2022

**RE:** Confirmation of Justen Huff as the Director of Human Resources

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Pursuant to Chapter 2.20 of the Kenai Peninsula Borough Code of Ordinances, Justen Huff is submitted for confirmation as the Director of Human Resources.

KPB 2.20.030 states:

The assembly shall examine the qualifications of the executive for the purpose of determining whether they comply with the requirements prescribed by statute or ordinance for the position occupied. If they comply, the assembly shall so find and shall confirm the appointment. If they find the executive not qualified, they shall deny confirmation and the mayor shall thereafter hire a qualified person. No more than 31 days shall pass after the mayor has submitted the name of a new executive officer before the assembly shall determine by majority vote whether or not the qualifications set by statute and ordinance have been met. Failure to consider the matter within this time shall be deemed to constitute a finding that the officer possesses the requisite qualifications.

Mr. Huff's resume and job description are attached. Based on his qualifications, past experience, accomplishments, and proven performance, I strongly recommend confirmation.



## Position Description

### Kenai Peninsula Borough

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#### **Director of Human Resources**

#### **Service Type: Administrative, Level 7**

**Definition:** Under the general direction and supervision of the borough mayor and/or designee, the **Director of Human Resources** is responsible for the operation, management and administration of the Human Resources department.

**Minimum Qualifications:** Bachelor's degree in Human Resources Management or a closely related field, and at least six years of experience in human resource administration, at least two years of which have been in a supervisory or administrative capacity. Experience should include employee relations, recruitment, compensation and benefits administration, and performance management. Must have a working knowledge of health insurance plans and have demonstrated the ability to manage a diversified staff. Experience with developing and managing departmental budgets is required. Experience with salary analysis and PERS is desirable. Certifications in human resources desirable. Must have a valid Alaska driver's license to perform all job functions.

#### **Essential Functions:**

1. Supervises the borough's Human Resources department including Print Services/Mail, Homer and Seward Annexes and Custodial maintenance staff.
2. Establishes and interprets regulations, policies, and procedures governing supervised functions through appropriate means. Ensures compliance with all federal and state statutes as well as borough personnel policies and procedures and collective bargaining agreements. Develops, implements and manages policies and procedures pertaining to personnel, healthcare and risk management matters.
3. Plans and directs all centralized human resources functions relating to recruitment, testing, selection and retention of employees, employee and labor relations, training and development, and compensation.
4. Serves as consultant to borough leadership and employees on matters relating to personnel.

Position Description – Director of Human Resources

Essential Functions (continued)

5. Serves with Borough Legal Team and participates in negotiations with organized labor. Manages labor relationships and consults or conducts communications directly with the union. Responds to grievances or other actions as required.
6. Serves as Plan Administrator for borough health plan and other benefit plans. Serves as chief liaison and negotiator with health care providers, third party administrators and brokers.
7. Manages compensation, salary surveys and performance evaluation process.
8. Identifies, analyzes and recommends organizational design and support solutions throughout the borough regarding administration functions.
9. Manages salary classification process for all borough employees including service areas. Determines minimum qualifications, required training, knowledge and skills necessary. With the assistance of service area chiefs, risk management and office of emergency management, coordinates and standardizes qualifications and training of emergency service employees and volunteers.
10. Prepares and manages the Human Resources division's budgets.
11. Responsible for all Human Resources functions, transactions and communications, including ensuring confidentiality of personal information.
12. Directs additional employee related programs including the employee assistance program, supplemental benefits and flexible savings accounts.

**Other Functions:**

1. Other related duties as assigned.

**Physical Demands:** While performing the duties of this job, the employee is frequently required to communicate orally; regularly required to sit; and occasionally required to use hands and fingers dexterously to operate office equipment, to stand, walk, and reach with hands and arms. Specific vision abilities required include close vision and the ability to adjust focus. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

Position Description – Director of Human Resources  
Physical Demands

**Position Description Record:**

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**Date Updated:** 11.12.2019

**Reason for Update:** Reformatted

**Date Updated:** 09.09.2019

**Reason for Update:** Administrative Level Upgraded to Level 7

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# Justen Huff

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## Summary

Having more than 20 years of working experience within all areas of Human Resources coupled with a Master's degree in Human Resources Management, has given me the background, skills and understanding necessary to be a successful HR leader with multiple organizations. My ability to quickly build and grow trusting and collaborative relationships has been an important part of my success.

## Education

Webster University – Master of Arts in **Human Resources Management** 2007

Columbia College – Bachelor of Science in **Business Administration** 2005

## Core Competencies

- Executive Leadership
- Strong Interpersonal Skills
- Strong Analytical and Forecasting Skills
- Performance Management
- Employee Relations
- Talent Acquisition
- Employee Retention
- Leadership Development
- Strategic Organizational Development/Change
- Leave Management
- Training/Coaching
- Talent Acquisition/Retention
- Wage Laws, Payroll and Position Classification
- Executive Collaboration
- Liability Minimization
- Employee Engagement

## Professional Experience

### ***Human Resources Partner, Maine Health (07/2018–Present)***

While leading strategic reorganization efforts, conducting multiple investigations, managing FMLA requests, reducing turnover through analytics/action and improving employee engagement within a large organization (22,000 employees), I have been honored to work with some amazing people while implementing culture altering initiatives!

- Successfully led transition of Long-Term Care Facility with 200 employees to private organization.
- Strategic partner during COVID-19 mobilization, organizational reorganization and restructuring post-COVID-19.
- Effectively partner with executives and management to address business issues related to work force development/optimization, strategic initiatives, employee engagement improvement, change management and succession planning for more than **1,200 employees** at all levels of the organization.
- Closely work with executives, management, and Legal Department on complex employee relations and other HR issues including corrective action, performance management, compensation, sexual harassment and liability minimization.

- Collaborated with and guided executive leadership during reorganization intuitive that affected a large portion of the company with minimal liability. This coordinated planning and implementation resulted in a **smooth transition** with minimal employee reduction.
- Led investigation into various serious and large impact situations, including an on campus sexual assault claim.
- Helped avoid more than **\$1,000,000** in potential lawsuits by guiding the organization to find a creative alternative to firing multiple high level positions.
- Worked with Legal department to develop a better way to discipline executive level positions and minimize the risk of future lawsuit costs.
- Developed and implemented a strategic HR initiative that resulted in a smoother and more efficient HR process across **multiple sites**.
- Coached executives and Sr. Directors on becoming stronger and more effective leaders with **measurable analytics** resulting in higher employee engagement and a reduction in turnover.
- Help change executive and management perception of HR by developing a true business partner relationship.
- Received multiple “Moment to Shine” recognition’s.
- Developed and presented multiple human resource analytical reports and related data.
- Direct HR functions for various departments at multiple locations.
- Created and facilitated successful leadership and OD training for site Managers.
- HRIS programs used – OnBase, Lawson, Kronos, Performance Manager, and Position Manager.

***Director of Human Resources, Health Care Compliance Solutions, Inc. (12/2013–07/2018)***

As the Director of HR, I worked closely with all other executives and department heads. Following multiple process changes and initiatives, employee turnover, morale and engagement greatly improved! This was accomplished by an overhaul of the organizational culture.

- Effectively managed all aspects of Human Resources including, but not limited to employee relations, recruiting, payroll, wage laws, change management, compensation, workforce management, and employee engagement.
- Successfully improved performance in all areas of HCSI Operations including, Human Resources, Client Services, Accounting, Fulfillment, and IT.
- **20% increase** in client retention. This was done through effective hiring, training, coaching, employee relations, and development. The employees have continuously improved their productivity since I began working here.
- Developed and managed training strategies, goals, and materials.
- Streamlined Operations procedures and improved organizational efficiency by **15%**.
- Assisted thousands of healthcare professionals create a culture of compliance within their organization, thus making their organization compliant with federal/state regulations while improving employee morale and productivity. This resulted in a **90% audit success rate** for the clients.
- Improved social media and blog (<http://hcsiinc.blogspot.com/>) reach by more than **200%**.
- Continually improved and updated policy and procedures manuals to ensure compliance (HIPAA, OSHA, Medicare, and HR).

***Administrative Manager, University of Utah (09/2011–11/2013)***

Leading a staff of more than 60 employees while developing and implementing all of the policies, procedures and processes for a new department was a fantastic and very rewarding challenge! I enjoyed creating and implementing a successful succession plan and teaching accountability to young professionals.

- Effectively managed human resources including, but not limited to recruiting, performance management, training, succession planning, policies development, change management, employee engagement, and workforce management.
- Successful at leading a department of **60 employees**.
- Achieved a **5% turnover** rate. This was done by creating a culture of accomplishment, personal responsibility, and exceeding expectations.
- Developed many young adults into productive professionals who accomplished great things that significantly contributed to the success of the NHMU.
- **100% resolution** rate of all employee relations situations and conflicts within my department.
- Best rated customer service of all tested museums nationwide. This was according to a third-party consultant who helps museums improve performance.

*Trainer, C3 Connect (08/2010–09/2011)*

- Effective sales and customer service training resulted in a **25% increase** in product sales.
- Coached and trained organizational leadership and supervisors in maximizing the performance of their departments. This training improved the productivity and employee performance of the participating departments by more than **20%**!
- Developed and implemented effective on-boarding programs. This program included facilitation of new hire orientation classes and mentoring. These on-boarding programs were successful in helping employees feel welcome and quickly contribute to the organization within their new positions.
- Created a culture within the training department that was awesome! We celebrated success, coached mistakes, and all of the trainers truly enjoyed coming to work. Many employees from other departments wanted to be a part of the training department because of the culture we created.

*Human Resource Generalist, Central Peninsula General Hospital (07/2009–10/2009)*

- Managed all recruitment activities for hospital.
- Effective large group training of hospital policies and procedures.
- Assisted with JCAHO inspection preparation.

*Human Resource Manager, Health Care Compliance Solutions, Inc. (03/2002–11/2008)*

- Successful management of Human Resources ensured legal protection for the organization and maximized the productivity from the workforce.
- Investigated and resolved multiple employee relation situations without putting the organization at legal risk. This was accomplished while maintaining confidentiality and ensuring a productive employer/employee relationship.
- Documented current compliance with all required OSHA, HIPAA, Medicare, and Human Resource regulations. This helped protect the organization against possible government fines and penalties.
- Designed, reviewed, and updated all Human Resource/organizational policies and procedures to ensure they were consistent, in alignment with organizational strategic priorities and goals, and compliant with federal and state government regulations.