


# Kenai Peninsula Borough

## Office of the Borough Mayor

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### MEMORANDUM

**TO:** Wayne Ogle, Assembly President  
Members, Kenai Peninsula Assembly

**FROM:** Charlie Pierce, Mayor 

**DATE:** January 10, 2019

**RE:** Confirmation of Kim Saner as Human Resources Director

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Pursuant to Chapter 2.20 of the Kenai Peninsula Borough Code, the name of Kim Saner is hereby submitted for confirmation as the Human Resources Director.

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

**Position Description:** Director of Human Resources

**Service Type:** Administrative – Level - 6

**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 and Risk Management department as set forth in KPB 2.33 and 2.34.

**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 and labor relations, recruitment, benefits administration, and performance management. Must have a working knowledge of health insurance plans, preferably self-funded plans, risk management concepts and have demonstrated the ability to manage a large, diversified staff. Experience with developing and managing departmental budgets is required. Experience with salary analysis, union matters including grievances and negotiations, and PERS is desirable. Certifications in human resources and labor relations strongly preferred. Must have a valid Alaska driver's license to perform all job functions.

**Essential Functions:**

1. Supervises the borough's Human Resources department including Human Resources and Risk Management functions, as well as the 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.
5. Serves as chief liaison and negotiator 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 performance evaluation and compensation 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. Provides administrative and operational direction to the employees of the Risk Management division. Attends Risk Management Committee meetings on behalf of the borough Human Resources function.
11. Prepares and manages the Human Resources division's budgets; supervises the budget process for Risk Management.
12. Responsible for all Human Resources functions, transactions and communications, including ensuring confidentiality of personal information.
13. 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.

# KIM K. SANER

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Address: 35595 Van Dyke St, Soldotna, Alaska 99669 Phone: (907) 260-3290 Mobile: (330) 219-8559 Email: [retmsg@gmail.com](mailto:retmsg@gmail.com)

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DATE: 3 October 2018

POSITION: Human Resources Director

Selecting Official:

***"The perfect blend of experience and talent bring remarkable results."***

I am writing in response to the position of **Human Resources Director**, advertised as being open at this time for the Kenai Borough. I am a talented professional with more than 25 years of solid and progressive experience in all facets of human resources management, which include managing employee relations, payroll, benefits, leave of absence, recruitment, retention, and training. My extensive background, along with my management abilities, has allowed me to dramatically improve human resource departments and functions throughout my career. Now, I am interested in bringing my years of HR management experience and abilities to work for Kenai Borough.

I reached the juncture of my career where I am seeking an opportunity to work more closely to my home and to contribute to the welfare of the area that I have chosen to live in. My ability to work as a team player in a fast-paced environment, together with my penchant for detail contributes to my successes in my chosen career. I have performed a wide variety of activities, including implementing human resources policies, processes, and procedures, strategic planning and employee law. My background includes experience in mentoring and motivation, handling employee's issues, and safety training. I am able to manage human resource activities across multiple locations, and am skilled in directing special projects. In addition, I have a comprehensive knowledge in quality performance management.

The accompanying résumé could give you an idea of my potential for making a worthwhile contribution to your company. My demonstrated ability to effectively interact with the most senior levels of a large organization is indicative of the success I can bring to your position.

Thank you for your time and consideration.

Sincerely,

Kim K Saner, Esq.

Enclosure: Résumé

– **Kim K. Saner, Esq. SPHR**  
(907) 260-3290 ■ [retmsg@gmail.com](mailto:retmsg@gmail.com)  
35595 Van Dyke St. Soldotna AK 99669

Global HR Leadership ■ Change Management ■ Organizational Development ■ Labor & Employment Law  
Turnaround Management ■ Employee Relations ■ ADR ■ Labor Negotiations

Senior HR executive with over twenty five years of success in high profile executive leadership roles. Handles tough labor, employment and union issues rapidly and effectively. Develops and implements policies and procedures that maximize organizational potential and drive growth. Communicates effectively with senior leaders, team members and all internal and external stakeholders. Establishes positive rapport and delivers on commitments to create a working environment that continually contributes to organizational success.

A trusted advisor/confidante to senior leadership and members of the management team. Transforms underperforming organizations through effective hiring and training of talent and establishing the essential infrastructure crucial to sustained prosperity. Consistently delivers successful outcomes within the most complex and culturally diverse environments. Additional competencies include:

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|---|--|
| ■ Policy & Process Improvement          | ■ Conflict Resolution                    |
| ■ Resource Allocation & Utilization     | ■ EEOC, MSPB, FLRA, ADA, ADEA, FLSA      |
| ■ Union & Non-Union Environments        | ■ Statutory & Regulatory Compliance      |
| ■ Sexual Harassment & Hostile Workplace | ■ Direction, Re-engineering of Mission & |

Focus

#### CAREER SYNOPSIS

### **Denali Universal Services**

Sept 2017-

Present

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

Directs a team of Human Resources professionals in all aspects of human resources for a mid-sized company of 750 personnel. Develops and administers policy compliance across the organization. As a member of the Executive team, provides advice and counsel at the executive level on legal implications and impacts on the company in regards to personnel matters. Acts as a strategic partner on the executive team and promotes integration into the parent organization through initiatives.

- Engage in mediations with employees to save legal costs. Realizing a savings of over \$50,000. in one instance alone.
- Hired 22 short term personnel with enhanced skill sets in only 6 weeks in a high employment area.
- Manage HR processes across locations in three states and in remote areas of Alaska.
- Maintain personal staffing in a high turnover industry, with some locations experiencing over 100% turnover annually.
- Extensively revised Personnel Policies

### **Department of Defense, U.S. Air Force,**

2014-

2017

#### ***SCIENCE AND ENGINEERING CIVILIAN CAREER FIELD ADVISOR***, WASHINGTON DC,

As a contractor to the US Air Force in support of the Deputy Assistant Secretary (Science, Technology & Engineering) and Director of Acquisitions personnel, bring a broad knowledge of US Federal Government human resources to advise at the USAF Air Staff Headquarters level on policy regarding hiring, assignments,



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career track promotions, retirements, and terminations. Provide policy advice on training requirements, training opportunities, recruitment and the implementation of these factors into career programs. Develop new policy or encourage change to existing policy in anticipation of trends and developing issues affecting 35,000 Science & Engineering (S&E) and Acquisitions civilian employees throughout the Air Force. Work extensively on diversity and inclusion concerns to enhance the mission readiness of the Air Force.

- Submitted recommendations for significant legislative change in the areas of civilian personnel retirements, and recruitment. Accepted at high levels of the Air Force for submission to Congress. If adopted could impact the entire Federal Workforce.
- Provide advice on the expenditure of Defense Acquisition Workforce Development Fund in an amount of \$852 million per year.
- Team Lead for S & E Diversity and Inclusion Action Plan. First Career field of 22 to develop and implement an action plan of this nature.
- Identified critical missing components to the Civilian Development Education process. Instituted an evaluation stage to measure program successes and failures on an ongoing basis. Potential impact to over 3000 middle and senior S&E employees.

**CIVILIAN PERSONNEL OFFICER, RAF Mildenhall, Suffolk, GBR**

**2013-2014**

Led large multicultural civilian personnel office with 40 team members. Handled human resources support for the USAF, NSA, USN, US Army, DOD schools, Defense Commissary Agency and other agencies. Directed ER, staffing and classification. Guided and counseled senior leaders on the full range of complex HR issues. Managed two pensions with assets of \$30 million and directed HR functions for a medium sized hospital. Conducted policy negotiations with the Ministry of Defence on application of MOD policies at US bases. Subject matter expert on UK labor laws.

- Directed all Human Resources actions for a mid-sized hospital including staffing, classification, performance and recruiting of professional and administrative staff.
- Reduced processing time from four months to six weeks by engaging directly with the UK Home Office to improve return times for Componency Stamp which is required for waiver of automobile customs, duty, VAT and car tax.
- Negotiated a program that discovered and reversed \$200,000 in errors over five months in civilian pay to the MOD.
- Realized \$1.1 million in savings by stopping unauthorized allowances to the MOD.
- Reached 250,000 potential hires and increased hiring in critical areas by 20% by launching \$11,500 direct hire media campaign to address shortfalls in critical employee classifications.
- Anticipating \$19 million local economic impact due to base closures in the UK, conducted Congressionally-mandated strategic analysis to assist senior government officials to deal with base closures and ameliorate economic fallout.
- Staffed 34% of the total workforce, adding 388 new employees, while overcoming tumultuous sequestration obstacles that significantly restricted hiring for the UK and US civilian workforce.
- Saved \$20,000 by directing the reallocation of training resources and maximizing technology and local assets, without sacrificing the quality and quantity of necessary training.
- Led personnel office to recognition as the "Best Civilian Personnel Program in the Air Force," the Air Force's highest personnel office award, for two consecutive years.
- Only US military unit to have a British team member recognized for exemplary performance by Queen Elizabeth II.

## **United States Department of Agriculture, Forest Service**

**2007-2013**

**HUMAN RESOURCES OFFICER, Juneau, AK (2010-2013)**

Led HR service team of 10 HR professionals assisting 1200 employees. Implemented HR program, identifying emerging issues. Engaged with labor union to contain potential problems. Changed SOPs and policies to guide HR and management, and to meet the needs of a new service model. Handled employee

Saner, Kim (330) 219-8559

performance evaluations, formulated guidelines and performance expectations and handled disciplinary actions. Proposed and approved appointments, selections and reassignments. Drove compliance with EEO policies throughout the hiring process.

- Reduced end-to-end hiring time from 180 days to 80 days.
- Placed over 400 human resources staff back to the field to provide more personalized service, decentralizing the service model and re-energizing the team.
- Led 84 one-on-one briefings to educate commanders on employee relations, creating a better environment among managers and employees.
- Revised 100% of labor relations policies after significant change in organizational structure of HR rendered obsolete prior policies and processes.
- Attained highest metrical evaluations, ranking first or second in customer service and operational performance nationwide, through by leading effectively and managing tasks efficiently.
- As senior leader of redesign team, developed and implemented 13 new service teams distributed across regional offices and stations.

**LABOR RELATIONS ADVISOR, Washington, DC (2009-2010)**

Handled labor relations advice in a highly unionized environment with 2,800 employees. Collaborated with the Chief of the Forest Service and other senior management officials to interpret and develop new policies. Full responsibility for handling grievances and unfair labor practices claims. Facilitated mid-term negotiations with three different NFFE locals. Handled national collective bargaining negotiations. Designed labor relations training programs for managers and supervisors. Represented management before FLRA, EEOC and MSPB.

- Negotiated settlements between the Forest Service Law Enforcement and Investigations branch and National Federation of Federal Employees to reduce Administratively Uncontrollable Overtime and implement legislatively mandated paid lunches. .
- Represented the Forest Service before the FLRA in a highly contested petition for inclusion of Special Agents into the Bargaining Unit. Significantly benefited the Agency after winning in part, at appeal to the Authority.
- Engaged with the Union to control abuse of travel for representational purposes. Through enforcement of existing Agreement language to require maximum use of communication technology, reduced unnecessary travel resulting in significant savings to the Agency.
- Provided the first ever Labor Relations training to the Law Enforcement and Investigations Officers and Special Agents in 4 Regions across the United States.

**LABOR RELATIONS SUPERVISOR, Albuquerque Service Center, Albuquerque, NM (2009)**

Led, directed, trained and mentored team of 12 labor relations specialists located remotely in the United States providing services to approximately 15,000 managers and employees. Handled HR functions, including delegating workload, evaluating technical efficiency of subordinates, assessing staff performance and assuring statutory and regulatory compliance. Developed a mentoring program for new Labor Relations Specialists. Interacted with two national and local Labor Unions across multiple regions.

- Oversaw two significant petitions to the FLRA for unit inclusion in the Union. In one case, if successful, the inclusion would have permitted confidential secretaries to be represented. Failure would have had Agency wide impact. The Union's attempt was unsuccessful when we proved that inclusion conflicts with statute and undermines effective management.

**LABOR RELATIONS ADVISOR, Alaska Region, Juneau, AK (2007-2009)**

Interpreted and guided management on legal and regulatory labor relations compliance. Handled intricate labor-management issues by reviewing and executing administrative strategies and effectively interpreting the collective bargaining agreement. Promptly responded to labor relations issues at regional office. Oriented and trained managers on labor relations in federal workplace. Management delegate in FLRA, EEOC, and MSPB hearings.

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- Expertly won contract negotiations and defended management against grievances coming from the collective bargaining agreement. This included negotiating Impact and Implementation agreements for a re-organization of the Alaska Regional Office and the two largest National Forests in the nation. The week long negotiations resulted in agreements that impacted over 1500 employees. Authored operating agreement for a newly established Partnership Council. Among the Partnership Council accomplishments were changes to travel policies, gun carrying requirements and mandated methods of bear interactions at visitor centers by employees in the protection of visitors. .
- Successfully represented the Agency in settlement negotiations through mediated processes preventing costly litigation. In one specific termination case the employee's personal problems caused a complete refusal to work or engage with Management thus prevented further employment. Given the circumstances and previous employment record, I agreed to permit a resignation without prejudice saving costly grievances and potential litigation.
- Limited formal grievances to only seven for the entire year through close interactions with the union local.

## **United States Postal Service**

2000-2006

### ***POSTMASTER***, Lake Milton OH (2005-2006)

Led and directed mail clerks and mail carriers in a rural Post Office to provide a full array of postal services to the public. Maintained overall financial accountability for the office including stamp stock, cash and man hour utilization. Ensured proper mail processing and delivery, to record a 99.9% on time delivery rate for accountable mail.

### ***CUSTOMER SERVICE SUPERVISOR***, Warren OH (2002-2005)

Led and directed 9 mail clerks in mail processing and window operations. As the main post office in an urban environment, serviced all local businesses with services including bulk mail acceptance and caller service. Maintained \$100K in accountable stamp stock and cash. Managed 25 mail carriers in city and rural delivery. Managed work hour utilization to effectively provide deliver services in a city with a population of 85,000.

### ***ASSISTANT WORKPLACE INTERVENTION ANALYST***, Akron OH (2002)

Collaborated in preparing climate surveys to identify the degree of hostility within a workplace environment. Improved work environment and optimized productivity through analysis and compilation of results. Liaised emergency action plans with city and county disaster and law enforcement agencies in anticipation of natural or manmade disasters.

### ***INSTRUCTOR, DISTRICT HUMAN RESOURCES POSTAL EDUCATION AND DEVELOPMENT CENTER*** (2000-2002)

Educated newly hired postal employees with established organizational policies, including drug policies, sexual harassment, violence in the workplace, discrimination, and equal opportunity in hiring and promotion. Assigned and scheduled instructors and trainees for safety, EEO, retail services and driving training.

## **PRIVATE PRACTICE OF LAW**

## **Law Office of Kim K. Saner, OH**

2007-2013

**ATTORNEY**



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Handled family law, contracts, wills and divorce. Subject matter expert on Administrative Grievances, MSPB, EEOC and FLRA cases to attorneys of record. Represented employees in EEO and MSPB cases. As Mediator for the Alaska Court Systems, mediated child custody and visitation disputes for lower income clients that, due to the nature of the conflicts, were often controversial and difficult to settle.

- Maintained an 80% success rate in mediating over 200 small claims cases with amounts in controversy up to \$10,000.
- Won several Landlord/ Tenant cases with damages in excess of \$5000.
- Was Counsel in Divorce cases, including in one case winning a not normally awarded spousal support.

#### EDUCATION, TRAINING, LICENSE & CERTIFICATIONS

**University of Akron**, Akron OH  
*Juris Doctor Degree*

**Kent State University**, Kent OH  
*Master of Arts Degree in Liberal Studies*  
*Bachelor of Arts Degree in General Studies*

**State of Ohio:** *Admitted to the Practice of Law*

**Human Resources Certificate Institute:** *Senior Professional Human Resources*

**Better Business Bureau:** *Certified Arbitrator*

**State of Ohio Supreme Court:** *Certified Divorce Mediator*

**Akron, Ohio Municipal Court:** *Mediator, Small Claims*

**State of Alaska Court System:** *Certified Mediator*

#### ASSOCIATIONS, AWARDS & MILITARY SERVICE

**State of Ohio Bar Association:** *Member*

**National Association of Postmasters of the United States:** *Member*

**National Association of Postal Supervisors:** *Member*

**American Postal Workers Union:** *past Member and Steward*

**Airplane Owners and Pilots Association:** *Member*

**Employer Support of Guard and Reserves:** *Volunteer*

**Center for Strategic and International Studies, Project on Nuclear Issues:** *Member*

Saner, Kim (330) 219-8559

**US Air Force:** *Outstanding Civilian Career Service Award; Civilian Personnel Office of the Year Award (two consecutive); Europe and Africa Best Civilian Personnel Office of the Year Awards (two consecutive); Four Quality Step Increases for Outstanding performance within 7 years; Four Commanders achievement coins within two years.*

**United States Army Reserve:** *Master Sergeant (Ret.); Army Commendation Medal; National Defense with Bronze Star; Overseas Service Medal; Armed Forces Expeditionary Medal; Achievement Medal (2X); War on Terrorism Medal; Reserve Components Achievement Medal; NCO Professional Development Ribbon with Device; Good Conduct Medal*

**State of Ohio:** *Award of Merit; Ohio Faithful Services Ribbon; Ohio Distinguished Service Medal; Ohio Special Services Ribbon*