

PUBLIC DEFENDER SERVICE CORPORATION  
Executive Director's Annual Review



**STEPHEN P. HATTORI**  
PDSC Executive Director

**2016-2017**

### **Summary:**

Chief Justice Maraman reported that the Board of Trustees of the Public Defender Service Corporation was satisfied with Executive Director Hattori's evaluation. Based on the comments provided by survey, suggestions were made to Executive Director Hattori of ways to improve some of the concerns that were addressed through his evaluation. Chief Justice Maraman asked if there is a motion for Executive Director Hattori to continue with his role at the Public Defender Service Corporation. Presiding Judge Lamorena made the motion to continue the appointment of Mr. Hattori as the Executive Director for an additional year.

Seconded by Trustee Ada, and approved by acclamation.

**Evaluation Criteria:**

1. Leadership
2. Management
3. Communications
4. Policy Matters
5. Employee Development
6. Board Relationship
7. Client and Community Relations

**Overall Score:**

**2.65 / 5.00**

## **LEADERSHIP**

- A. Ensures that the PDSC has a long-range strategy that achieves mission, and is able to make consistent and timely progress.
- B. Provides leadership in developing plans with the Board, management, and staff.
- C. Evaluates how well goals and objectives have been met.
- D. Demonstrates quality of analysis and judgment in planning, implementation, and evaluation.
- E. Maintains and utilizes a working knowledge of significant developments and trends in the legal field, proactively responds to change, and invites innovation when appropriate.
- F. Provides direction and support to the Board regarding its fiduciary obligations and governance role.
- G. Engages in learning and growth activities to improve job performance.

## **MANAGEMENT**

- A. Ensures the efficient and effective functioning of the PDSC by dividing and assigning work effectively, delegating appropriate levels of freedom and authority.
- B. Takes personal responsibility for getting things done and appropriately makes use of an effective management and legal team.
- C. Maintains appropriate balance between administrative work and client representation.
- D. Seeks and provides timely, actionable, and constructive performance feedback.
- E. Maintains an awareness of staff capabilities and works with others to facilitate growth and development.
- F. Assists others in meeting client and PDSC objectives.
- G. Ensures that employees are licensed and credentialed as required, and that appropriate background checks are conducted.
- H. Manages the PDSC's activities in accordance with relevant laws and Board policies.
- I. Develops reasonable budgets, communicates them to the Board, and operates within budgetary limits.
- J. Ensures that the PDSC has the appropriate work-spaces and updated technological equipment and programs to meet the demands of present and future workloads.
- K. Assesses and advises on adequate security for all official documents and technology systems.
- L. Exhibits skill in problem solving.
- M. Deals effectively with others in antagonistic situations, using appropriate interpersonal styles and methods to reduce tension and manage the conflict.

## **COMMUNICATIONS**

- A. Keeps the Board, management, and staff informed, and effectively communicates with them.
- B. Effectively communicates with and represents PDSC, as the primary spokesperson and liaison, to outside stakeholders including the local and federal branches of government, opposing counsel, private and government attorneys, clients, and the public.
- C. Provides testimony on legislative or regulatory matters impacting PDSC.
- D. Expresses ideas effectively in individual and group situations; speaks with conviction when explaining or conveying information in presentations to a variety of listeners (e.g., clients, attorneys and staff, public, etc.).
- E. Is comfortable “thinking on one’s feet”; is articulate, persuasive, and prepared.
- F. Listens attentively to the comments, thoughts, and beliefs of others.
- G. Organizes and expresses thoughts and information in writing in a manner that meets the needs and requirements of the intended listener.
- H. Projects a positive image as the Managing Attorney of the PDSC.

## **POLICY MATTERS**

- A. Understands and respects the Board’s policy role.
- B. Assists the Board on policy matters including the overall direction of the PDSC.
- C. Recommends policies or changes to policies to comply with laws and best practices in the industry.
- D. Effectively interprets Board policies and concerns, and develops a consistent direction for the management and staff to follow.
- E. Initiates changes in day-to-day operations to conform to established Board policies.
- F. Provides well-balanced information and clear recommendations to the Board as it establishes new policies.

## **EMPLOYEE DEVELOPMENT**

- A. Creates an atmosphere that fosters teamwork, creativity, and participation.
- B. Assures all employees are well-informed regarding PDSC policies, procedures, and strategic direction.
- C. Sets clear standards of performance for the management and staff.
- D. Encourages professional development and appropriate training of management, attorneys, and staff.
- E. Addresses cross training and, if appropriate, succession planning and promotions, for positions within the PDSC.
- F. Assists supervisors in problem solving with employees.

## **BOARD RELATIONSHIP**

- A. Works closely with the Board to develop and implement strategic plans to carryout the mission of the PDSC.
- B. Provides appropriate, accurate and timely information to the Board at meetings or when tasked.
- C. Keeps the Board well informed on the overall condition of the PDSC and any relevant factors influencing it.

## **CLIENT AND COMMUNITY RELATIONS**

- A. Well respected by the Justices, Judges, private and government attorneys, PDSC employees, Judiciary management and staff, and other stakeholders.
- B. Maintains a healthy working relationship with clients and clients are generally satisfied with the legal services and advice rendered.
- C. Demonstrates understanding of the elements of each case assignment, the involved legal and factual theories, the client's needs, and the public's concerns.
- D. Recognizes time and preparatory work necessary to effectively handle an active caseload.
- E. Displays sound judgment at all times to effectively serve clients, attorneys and staff, the public, and the PDSC.
- F. Demonstrates understanding of the client's goals and objectives; actively works toward meeting the client's needs and addressing the client's issues.
- G. Is accessible to the client and maintains regular communications and contact.
- H. Presents advice to the client in a clear and useful manner.
- I. Balances the needs of all constituencies, including clients, other government agencies, PDSC, and the public.
- J. Handles case management well and clients are kept abreast of the case status and progression.
- K. Participates in networking and community relations on behalf of the PDSC.

## **SUMMARY COMMENTS**

Please feel free to provide summary comments in relation to the questions you answered regarding the 7 areas of competency

Continue to represent our company and insure that all employees are taken care of.

4/13/2017 12:43 PM



Out of all the Executive Director's that I have served under, Steve has been the most approachable and innovative person to serve in this position. He is easy to talk to and genuinely concerned with the growth and future of the corporation.

4/12/2017 7:53 AM



I don't know?

4/4/2017 1:03 PM



I use to enjoy coming to work, but this feeling seems to change lately.

4/4/2017 10:42 AM



Office morale is much better. Improved sense of teamwork. A real effort to create better opportunities and job satisfaction for support staff.

4/3/2017 3:40 PM



His decision making only favors the women at our work environment!!

4/3/2017 10:55 AM



Very accessible and helpful.

4/2/2017 3:00 PM



I have been disappointed with recent hiring practices. There is a lack of transparency in how and why employees were hired/re-hired. There have been candidates who could've contributed much more to our office than the ones that were ultimately hired. Communication seems passive-aggressive and indirect.

3/30/2017 12:12 PM



There is a positively stark difference in the overall organizational atmosphere since Steve has taken the Director's position. I hope that he continues in the progress he has effectuated.

3/29/2017 6:47 PM



Attorney Hattori is doing an excellent job at the helm of PDSC. He needs to get another hobby outside of PD so that his entire life is not devoted to the management of PDSC.

3/29/2017 4:33 PM



In general, I see that the Director definitely puts himself out there for all our clients. He's always willing to be a team player and when help is needed, he's one of the first to volunteer. He has good communication not just with the attorneys, but his staff as well. Always willing to hear what they have to say whether it's a

complaint or a suggestion on how to make things better here at PDSC. Not only does he take suggestions, but will throw them out there to get feedback from others.

3/29/2017 2:03 PM



none

3/28/2017 12:56 PM



## **SUMMARY ACCOMPLISHMENTS**

Based on the Executive Director's goals that were presented in the introduction of this survey, please provide input relative to the director's success in accomplishing such goals.

Goals were set in place since the last Executive Director

4/13/2017 11:13 AM



Steve has done everything except open up the Civil Division. He's doing a FANTASTIC job. Hope he doesn't burn himself out because he's awesome!!!!

4/12/2017 9:15 AM



Although many of the goals presented in this survey were those that were initiated prior to Steve's assumption of the ED position, he has done an outstanding job in picking up the slack and taking over.

4/12/2017 7:55 AM



Overall, SPH does an outstanding job. He tries his hardest and is truly compassionate about the clients and what PDSC is all about. As with all other beings, you can't please everyone, every time, but he does what he can in any given situation.

4/6/2017 8:34 AM



He is keeping true to the goals he has set for PDSC.

4/5/2017 4:52 PM



I don't know?

4/4/2017 1:04 PM



I really can't say because of the rare staff meetings we don't have, updates on the accomplishments are not projected.

4/4/2017 10:45 AM



The Executive Director has excellent communications skills. Clients and Non-Clients have requested to speak to him for guidance and clarification and has put confrontational people, at ease. He is easily approachable either with idle conversation or work related conversation. The Executive Director also can make important decisions in a timely manner, usually after contemplating a problem for a moment, he then gives his decision and the reasoning to back it up.

4/4/2017 9:05 AM



Clients have an attorney starting at the Magistrate's hearing. Stronger attorney teams with better organisation for learning and mentoring. Better coordination among front office secretaries and attorneys for communication with clients..

4/3/2017 3:41 PM



Great atmosphere.

4/2/2017 3:01 PM



Positive changes have occurred within the structure of the office. Though hiring/promotion practices need to be more transparent and follow proper procedure.

Performance Evaluation - PDSC Executive Director 03/14/2016-03/14/2017

3/30/2017 12:15 PM



Many strides have been made in the last year. Many strategic goals are not expected to occur overnight (or in the first year). Steve has made steps towards all goals if not met many milestones.

3/29/2017 6:48 PM



I think Steve is doing a great job!

3/29/2017 4:01 PM



Keeping up to date with legal developments and technology such as case law and Westlaw.

3/29/2017 3:17 PM



Of the Director's goals, I believe he's accomplished about 75% of them. PDSC has gone through some major changes over the last year and because of his goals, it helped us get through the year. Because he set his goals, it helped PDSC get through the past year.

3/29/2017 3:16 PM



Mr. Hattori's best accomplishment is the improvement of employee morale

3/29/2017 2:31 PM



none

3/28/2017 12:57 PM

## **AREAS NEEDING IMPROVEMENT/DEVELOPMENT GOALS**

Please indicate any area you feel the rated employee needs improvement on as well as any development goals you feel he/she should strive for.

Closed Files and Ghost Attorneys.

4/13/2017 12:45 PM



He should have a life outside of PDSC. He needs another hobby besides PDSC.

4/12/2017 9:16 AM



Our super ED needs to work on being more of an ED. His passion for providing the best legal advocacy for our clients is admirable, but his efforts would be better served managing the overall operations of the PDSC. The bulk of client representation should be handled by the 14 staff attorneys and our wonderful ED should concentrate on representing PDSC as a whole.

4/12/2017 7:59 AM



Communications: Listen more attentively to individuals as they are speaking with him.

4/5/2017 4:50 PM



I don't know?

4/4/2017 1:04 PM



Communication, asserting fair opportunities to all.

4/4/2017 10:46 AM



Things are going much better than in the past. The boss is carrying too big a caseload, perhaps, and shifting some of that to another senior attorney might allow speedier progress toward our goals.

4/3/2017 3:46 PM



Better communication with staff and fairness with all his decision! To not only favor women in our work...

4/3/2017 10:56 AM



Wouldn't change anything at this time.

4/2/2017 3:02 PM



Speak directly and immediately to staff. Do not delegate management of the attorneys to the AD. Maintain privacy and do not discuss personnel issues openly with other employees.

3/30/2017 12:15 PM



Beginning too many initiatives can stretch our resources too thin. We should become great at our core objectives before engaging tasks and projects that may not be in our core mandates at this point. Also, evaluation of current initiatives is key to determine whether certain projects should continue. Evaluation is key to ensure organizational policies are effective and efficient.

Performance Evaluation - PDSC Executive Director 03/14/2016-03/14/2017

3/29/2017 6:50 PM



Needs to be more attentive to employees who speak to him of issues, concerns and problems. He also needs to provide feedback to employees with their issues, concerns and problems.

3/29/2017 4:00 PM



Mr. Hattori should concentrate less on adding staff members and spend more time addressing current case management inefficiencies and inefficacies at all levels, including at the attorney level

3/29/2017 2:36 PM



More PR for defendants' rights.

3/28/2017 1:12 PM



none

3/28/2017 12:57 PM



I believe Steve should concentrate more on being a Director than being an Attorney. He is doing a fine job at both but there are areas or matters such as the pending Civil Division that needs his full-time attention. This can only happen by him not being distracted by court work and trials. He was hired to be a Director first, thus he should focus more on that job than being an attorney. But in all Steve is still doing a good job and he should still be retained as our Director.

3/28/2017 9:59 AM

**BEFORE THE BOARD OF TRUSTEES  
OF THE PUBLIC DEFENDER SERVICE CORPORATION  
RELATIVE TO REAPPOINTMENT OF  
ATTORNEY STEPHEN P. HATTORI  
AS THE EXECUTIVE DIRECTOR OF THE  
PUBLIC DEFENDER SERVICE CORPORATION**


**RESOLUTION NO. PDSC 10-17**

- WHEREAS,** Executive Director Stephen P. Hattori has completed his one year annual review with the Board of Trustees as the Corporation's Executive Director; and
- WHEREAS,** the PDSC Board of Trustees were satisfied with Executive Director Hattori's annual performance evaluation and provided recommendations relative to the comments made through Survey Monkey by participants; consequently, making suggestions to Executive Director Hattori of ways to improve some of the concerns that were addressed through his evaluation; and
- WHEREAS,** Pursuant to 12GCA, Section 11108, the Board of Trustees is given the authority and responsibility to appoint a Director (Executive Director) of Public Defender Service Corporation; and
- WHEREAS,** the Board of Trustees approved DOA's Competitive Wage Act of 2014 and the Executive Director's initial pay was determined through the Executive Pay Plan (EPP); and
- WHEREAS,** the EPP allows the appointing authority to set pay based on overall government operations and the people or organizations it serves; and
- WHEREAS,** Executive Director Hattori's current grade and step is E-X, Step 8 and that based on his satisfactory performance, that he move up to the next step, Step 9,<sup>10</sup> and that the Board of Trustees conduct performance evaluations that are appropriate to his grade and step; and
- WHEREAS,** Executive Director Stephen P. Hattori will serve at the pleasure of the Board of Trustees of the Public Defender Service Corporation as required by Public Law 27-20; now therefore be it
- RESOLVED,** the Board of Trustees of the Public Defender Service Corporation, in its meeting of June 27, 2017 hereby approves the reappointment of Stephen P. Hattori as the Corporation's Executive Director.

**DULY AND REGULARLY ADOPTED** this 27<sup>th</sup> day of June 2017.

  
Chief Justice KATHERINE A. MARAMAN  
Chairwoman

ATTEST:

  
\_\_\_\_\_  
CATHY C. GOGUE  
Secretary