

TESTIMONY

GM422

Norman K. Kato II  
1717 Hoe Street  
Honolulu, HI 96819

**TESTIMONY OF NORMAN KENICHI KATO II**

BEFORE THE SENATE COMMITTEE ON LABOR  
APRIL 15, 2010, 4:00 P.M.  
ROOM 312

**GOVERNOR'S MESSAGE NO. 422**

SUBMITTING CONSIDERATION AND CONFIRMATION TO THE  
HAWAII LABOR RELATIONS BOARD, LABOR REPRESENTATIVE,  
GUBERNATORIAL NOMINEE, NORMAN KENICHI KATO II,  
**FOR A TERM TO EXPIRE 06/30/2011**

Dear Chair Takamine and Members of the Senate Committee on Labor:

Thank you for this opportunity to present background information about myself in consideration of my confirmation to the Hawai'i Labor Relations Board, Representative of Labor.

I was born and raised in Hawai'i. I grew up in Kaneohe on the bay, and still reside there near the ocean. I attended and graduated from Damien Memorial High School, and the University of Hawai'i at Manoa, receiving a Bachelor of Arts in Political Science, with an emphasis on International Relations. I attended the William S. Richardson School of Law, and received a Juris Doctor. I was admitted to the Hawaii State Bar in 1992.

Since 1999 to present, I have been the General Counsel for the State of Hawai'i Organization of Police Officers (SHOPO). My duties include providing legal advice and counsel to the board of directors, staff, and members; arbitrating grievances statewide; representing the union and members before various agencies, boards, commissions, and in state and federal court. Thus, I am intimately familiar with labor law, collective bargaining, and labor relations in Hawai'i.

I also have a unique understanding of labor, as my family's roots in Hawai'i began humbly on plantations. My paternal grandfather was born on and worked on a plantation on the Big Island, and my maternal grandfather was born on and worked on a plantation on Maui. When I was a child, my grandfathers would often tell me stories about their hard lives on the plantations. They both worked very hard, and used what little money they earned to help their families. They instilled within my parents, and my parents, in turn, within me and my two younger brothers a strict work ethic: always strive to do your best, to work hard, to be humble and respectful, and to make personal sacrifices to provide a better life for your family and your children.

My education, experience, knowledge, background, and upbringing, will all serve me in good stead in being able to render fair and principled decisions. Thus, I humbly ask for your support in my nomination to the Hawai'i Labor Relations Board – Representative of Labor. Thank you for your time and consideration.



April 13, 2010

## TESTIMONY

Hearing Before the : SENATE COMMITTEE ON LABOR  
The Honorable Senator Dwight Y. Takamine, Chair

Hearing Date : THURSDAY, APRIL 15, 2010, 4:00 PM  
Conference Room 312  
State Capitol, 415 South Beretania Street

Regarding : **Governor's Message No. 422**  
**NORMAN KENICHI KATO II**  
Gubernatorial Nominee, Consideration and Confirmation  
to the Hawaii Labor Relations Board (HLRB) for a Term  
to Expire June 30, 2011

**PRESIDENT**  
Tenari R. Ma'afala

**VICE PRESIDENT**  
Malcolm Lutu

**TREASURER**  
James "Kimo" Smith

**SECRETARY**  
Andrew Lum

**DIRECTORS AT LARGE**  
Michael Cusumano  
John Haina  
Jeffrey-James Lee

**HONOLULU CHAPTER CHAIR**  
Stanley Aquino

**HAWAII CHAPTER CHAIR**  
John Stewart

**KAUAI CHAPTER CHAIR**  
Jesse Guirao

**MAUI CHAPTER CHAIR**  
Michael Bates

Chair Takamine and Members of the Committee:

As President of the State of Hawaii Organization of Police Officers (SHOPO), I am pleased to submit this letter of recommendation regarding the appointment of Mr. Norman Kato to fill an open position on the Hawaii Labor Relations Board (HLRB).

Mr. Kato has served as General Counsel for SHOPO the past ten years and is very familiar with all matters of labor relations and fairness for our police officers throughout the State. We believe, without a doubt, that he possesses the skills, knowledge, experience, and most importantly, the passion to make sound decisions that would directly impact our community. If appointed, he would offer invaluable insight to the Hawaii Labor Relations Board.

In that regard, I respectfully request your support in confirming Mr. Kato's appointment to fill this open seat for the remainder of its term.

If you would like to meet or discuss the matter further, please contact staff Executive Secretary Jessie Oshiro at 847-4676.

Thank you for your time and we look forward to your favorable consideration.

Sincerely yours,

TENARI R. MA'AFALA  
President

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

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

Hawaii Chapter Office  
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Hilo, Hawaii 96720  
Ph: (808) 934-8405  
Fax: (808) 934-8210

Maui Chapter Office  
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Wailuku, Hawaii 96793  
Ph: (808) 242-6129  
Fax: (808) 242-9519

Kauai Chapter Office  
3146 Akahi Street, Unit 2  
Lihue, Hawaii 96766  
P.O. Box 1708  
Lihue, Hawaii 96766  
Ph: (808) 246-8911



April 13, 2010

## TESTIMONY

**PRESIDENT**  
Tenari R. Ma'afala

**VICE PRESIDENT**  
Malcolm Lutu

**TREASURER**  
James "Kimo" Smith

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**KAUAI CHAPTER CHAIR**  
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**MAUI CHAPTER CHAIR**  
Michael Bates

Hearing Before the : **SENATE COMMITTEE ON LABOR**  
The Honorable Senator Dwight Y. Takamine, Chair

Hearing Date : **THURSDAY, APRIL 15, 2010, 4:00 PM**  
Conference Room 312  
State Capitol, 415 South Beretania Street

Regarding : **Governor's Message No. 422**  
**NORMAN KENICHI KATO II**  
**Gubernatorial Nominee, Consideration and Confirmation**  
to the Hawaii Labor Relations Board (HLRB) for a Term  
to Expire June 30, 2011

Chair Takamine and Members of the Committee:

Governor Linda Lingle submitted to your committee her nomination of Mr. Norman Kato II to fill the labor representative's open position on the HLRB.

As the union representing approximately 2900 police officers statewide, we believe that Mr. Kato's experience in the labor field will complement the Board and respectfully request your support in confirming his appointment to fill the vacant seat and serve for the remainder of its term expiring June 30, 2011.

Thank you for this opportunity to **testify in support of Norman Kenichi Kato II** and we look forward to the Committee's favorable consideration.

Sincerely yours,

  
**RUSSELL AKANA**  
Executive Director

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

**Hawaii Chapter Office**  
688 Kino'ole Street, Room 220B  
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3146 Akahi Street, Unit 2  
Lihue, Hawaii 96766  
P.O. Box 1708  
Lihue, Hawaii 96766  
Ph: (808) 246-8911

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



**SHOPO**  
**STATE OF HAWAII ORGANIZATION OF POLICE OFFICERS**  
*"A Police Organization for Police Officers Only"*

Date: 04/15/2010  
Place: Conference Room 312  
Time: 4:15pm

Dear Dwight Takamine and Senate Labor Committee Members:

**Regarding Senate GM 422 Relating To the Hawaii Labor Relations Board**

My name is Scott Dunn, Lobbyist for SHOPO. We support GM 422 relating to the consideration and confirmation of Gubernatorial Nominee, NORMAN KENICHI KATO II, Esq. to the Hawaii Labor Relations Board:

On behalf of the over 2500 police officers in the State of Hawaii we strongly recommend Norman Kenichi Kato II to the Hawaii Labor Relations Board. As Police Officers and a Union Organization we have always supported and endorsed people with moral character, personal and professional integrity. We believe Norman has been blessed with all these traits. Furthermore, Mr. Kato as an attorney has represented his clients with the highest ethical standards and has applied the law with respect and knowledge. We have found Norman to be hardworking and fair.

For these reasons, we support the passage of GM 422 relating to the consideration and confirmation of Gubernatorial Nominee, NORMAN KENICHI KATO II, Esq. to the Hawaii Labor Relations Board:

Thank you  
Scott Dunn



**HAWAII GOVERNMENT EMPLOYEES ASSOCIATION**  
AFSCME Local 152, AFL-CIO

**RANDY PERREIRA**  
*Executive Director*  
Tel: 808.543.0011  
Fax: 808.528.0922

**NORA A. NOMURA**  
*Deputy Executive Director*  
Tel: 808.543.0003  
Fax: 808.528.0922

**DEREK M. MIZUNO**  
*Deputy Executive Director*  
Tel: 808.543.0055  
Fax: 808.523.6879

**The Twenty-Fifth Legislature, State of Hawaii  
Hawaii State Senate  
Committee on Labor**

**Testimony by  
Hawaii Government Employees Association  
April 15, 2010**

**GM 442 – SUBMITTING FOR  
CONSIDERATION AND CONFIRMATION  
TO THE HAWAII LABOR RELATIONS  
BOARD, GUBERNATORIAL NOMINEE,  
NORMAN K. KATO II**

The Hawaii Government Employees' Association, AFSCME Local 152, AFL-CIO supports the confirmation of Norman K. Kato to the Hawaii Labor Relations Board (HLRB). Confirming the appointment of Mr. Kato to the HLRB will enable it to function with three members; an employer representative, labor representative and neutral chairperson. There has been a labor representative vacancy since last fall.

The HLRB, a quasi-judicial administrative agency, needs all three members to interpret the state's collective bargaining laws for public employment and conduct hearings to resolve labor disputes on complaints of prohibited practices that may be filed by and between employers, employees and their unions under Chapter 89, HRS. These cases typically involve an employer's failure to bargain in good faith, an employer's interference with an employee's right to participate in bargaining activities, or a union's failure to fairly represent its members in the negotiation of agreements or the pursuit of grievances.

The Board also conducts union representation elections, supervises the impasse procedures in public employment, and issues declaratory rulings which clarify the applicability of governing statutes and its rules. According to the HLRB in 2009, there were 61,684 employees who were included in the respective bargaining units by employing jurisdictions.

Thank you for the opportunity to support GM 422, which will enable the HLRB to function as intended with three board members.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "N.A. Nomura", written over a yellow rectangular background.

**Nora A. Nomura**  
**Deputy Executive Director**



**UNIVERSITY OF HAWAII AT MĀNOA**

Industrial Relations Center

GM422

TESTIMONY OF JOYCE M. NAJITA  
DIRECTOR, INDUSTRIAL RELATIONS CENTER  
UNIVERSITY OF HAWAII AT MANOA

BEFORE THE SENATE COMMITTEE ON LABOR  
THURSDAY, APRIL 15, 2010  
4:00 P.M.  
ROOM 312

GOVERNOR'S MESSAGE NO. 422  
SUBMITTING FOR CONSIDERATION AND CONFIRMATION  
TO THE HAWAII LABOR RELATIONS BOARD, GUBERNATORIAL NOMINEE,  
NORMAN KENICHI KATO II, FOR A TERM TO EXPIRE 6-30-2011

Chairperson Takamine and Members of the Committee:

I have known Mr. Kato for more than 10 years as a participant in the training workshops sponsored by the Industrial Relations Center and as General Counsel for the State of Hawaii Organization of Police Officers (SHOPO). During this time, I have been impressed with Mr. Kato's commitment to serious study and consideration of workplace issues and his ability to resolve conflicts arising out of the employment relationship. With Mr. Kato sitting as the Labor Representative, the State of Hawaii will have an able and valued member if confirmed to serve on the Hawaii Labor Relations Board.

It is without reservations that I recommend Mr. Norman Kato's nomination be confirmed.

Respectfully,

*Joyce M. Najita*

Joyce M. Najita  
Director

TESTIMONY OF WILLIAM J. PUETTE, Ph.D.  
DIRECTOR, CENTER FOR LABOR EDUCATION AND RESEARCH  
UNIVERSITY OF HAWAII - WEST O'AHU

BEFORE THE SENATE COMMITTEE ON LABOR  
THURSDAY, APRIL 15, 2010  
4:00 P.M.  
ROOM 312

GOVERNOR'S MESSAGE NO. 422  
SUBMITTING CONSIDERATION AND CONFIRMATION TO THE  
HAWAII LABOR RELATIONS BOARD, LABOR REPRESENTATIVE

GUBERNATORIAL NOMINEE, NORMAN KENICHI KATO, II  
FOR A TERM TO EXPIRE 06/30/2011

Chairperson Takamine, and members of the Committee:

I urge confirmation of nominee Norman Kato, II to the Hawai'i Labor Relations Board. Mr. Kato began attending Labor Studies classes at our Center nearly 10 years ago and has proved himself to be a diligent and committed scholar of collective bargaining law and contract administration. His participation in the our continuing education workshops and seminars on these subjects have contributed greatly to the class dynamics and have always been appreciated by our professors and students alike.

In his eight years as the General Counsel for SHOPO, I have had the opportunity and privilege to interact with Mr. Kato on a professional as well as on a personal level. Our discussions of the workings of Chapters 89 and 377 of State law particularly as they compare to federal public and private sector collective bargaining laws have always been insightful and rewarding.

There is no question in my mind that Mr. Kato's character and integrity are above reproach, reflecting a balanced temperament well-suited to this quasi-judicial appointment. As the director of CLEAR, an educator, and arbitrator, I recognize his ability to analyze and understand the law, and I am confident he would contribute well and wisely to the deliberations of this board.

I am pleased, therefore, to strongly support, without reservation, confirmation of nominee Norman K. Kato, II to the Hawai'i Labor Relations Board.

Thank you very much for this opportunity to testify on his behalf.



**RICHARD NAIWIEHA WURDEMAN**  
**Attorney at Law, A Law Corporation**

333 Queen Street, Suite 604, Honolulu, Hawaii 96813  
Telephone: (808) 536-0633 \* Facsimile: (808) 536-0634  
e-mail: [rnwurdeman@rnwlaw.com](mailto:rnwurdeman@rnwlaw.com)

April 12, 2010

Senator Dwight Y. Takamine  
Chair, Committee on Labor  
Hawaii State Capitol, Room 204  
415 South Beretania Street  
Honolulu, HI 96813

RE: **Testimony in Support of Norman K. Kato, II**  
**GM 422, Consideration and Confirmation to the Hawaii Labor**  
**Relations Board**

Dear Chair Takamine, Vice-Chair Taniguchi, and Members of the Senate Committee on Labor:

I am writing to you in **strong support of my colleague, Norman Kato**, who is before you for consideration and confirmation to the Hawaii Labor Relations Board.

I first met Norman when we were law students at the William S. Richardson School of Law at the University of Hawaii. I was impressed with Norman as he was always a very active member in class discussions, a strong student, and an effective advocate on a variety of issues.

I crossed paths with Norman again several years ago when I started providing legal services as an outside counsel for the State of Hawaii Organization of Police Officers ("SHOPO"). Norman has served as general in-house counsel for SHOPO since 1999 where he has advised the State Board of Directors and has served as the primary advocate for police officers statewide in labor arbitration matters. He has been an exemplary representative and attorney for SHOPO and its membership. He has also always been willing and able to assist me in matters with which I was handling for the union. He is very diligent and talented and I am confident that he will serve on the Hawaii Labor Relations Board with great distinction and will be an important asset to the labor and management communities as well as to the people of Hawaii.

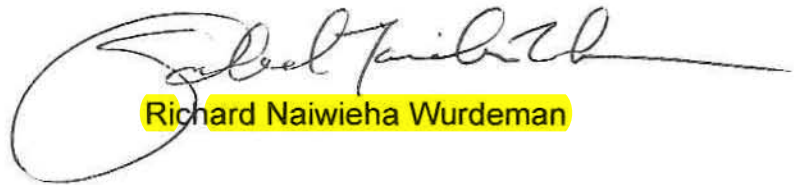
I thank you for your consideration of Norman Kato and I respectfully request your confirmation of his candidacy.

Senator Dwight Y. Takamine  
April 12, 2010  
Page -2-

Please do not hesitate to contact me should I be able to provide you with any further input or information.

Mahalo nui.

Very truly yours,



Richard Naiwieha Wurdeman

# YOSHIDA & ASSOCIATES

## ATTORNEYS AT LAW

A LAW CORPORATION

PACIFIC GUARDIAN CENTER, MAUKA TOWER  
737 BISHOP STREET, SUITE 2730  
HONOLULU, HAWAII 96813  
PHONE: 808-536-6614 FAX: 808-536-9899

April 13, 2010

### TESTIMONY OF RANDAL YOSHIDA

BEFORE THE SENATE COMMITTEE ON LABOR  
THURSDAY, APRIL 15, 2010  
4:00 P.M.  
ROOM 312

### GOVERNOR'S MESSAGE NO. 422

Submitting for Consideration and Confirmation to the  
Hawaii Labor Relations Board  
Gubernatorial Nominee, NORMAN KENICHI KATO II,  
For a Term to Expire June 30, 2011

Dear Chairman Takamine and Members of the Labor Committee:

It is a pleasure for me to submit testimony in support of Norman Kenichi Kato II to serve as a member of the Hawaii Labor Relations Board.

With over 17 years of experience practicing law, eleven of which were exclusively as a labor law litigator, Norman is undoubtedly qualified for the job. He has personally successfully litigated complex cases before the Hawaii Labor Relations Board and has achieved significant results for his client, the State of Hawaii Organization of Police Officers (SHOPO). In fact, I have personally observed Norman litigate cases, and can provide you with my unqualified opinion that he has an extremely sharp legal mind and is an outstanding legal writer. He is intimately familiar with the labor laws, the procedures at the HLRB, and knows the HLRB staff and other labor attorneys.

In his professional and personal life, Norman consistently maintains the highest level of ethical conduct, integrity, and moral courage. His clients, family and friends can always depend upon him as an honest, reliable, and trustworthy person, who shares his keen insight, high-quality advice, and honest opinions.

Norman does not rush to judgment, but is methodical and deliberate. He is fair, objective, deliberate, and will thoroughly research the issues and fully understand the facts before he takes a legal position.

I am extremely confident that Norman will be an asset to the Hawaii Labor Relations Board and strongly urge your confirmation of his nomination.

April 13, 2010

David S. Glanz  
Attorney At Law  
34150 Ada Dr.  
Solon, OH 44139

TESTIMONY OF DAVID S. GLANZ  
ATTORNEY AT LAW

BEFORE THE SENATE COMMITTEE ON LABOR  
APRIL 15, 2010 4:00 P.M.  
ROOM 312

GOVERNOR'S MESSAGE NO. 422  
SUBMITTING CONSIDERATION AND CONFIRMATION TO THE  
HAWAII LABOR RELATIONS BOARD,  
LABOR REPRESENTATIVE GUBERNATORIAL NOMINEE,  
NORMAN KENICHI KATO II,  
FOR A TERM TO EXPIRE 06/30/2011

Chairman Takamine and honorable members of The Senate Committee on Labor:

I have known Norman Kato for nearly twenty years in a personal and professional capacity. We went to law school together; I immediately found him to a scholarly gentleman of the utmost integrity. He has always been diligent and hard working.

We have continued to interact professionally, and I find Norman to be an ethical and knowledgeable Attorney. We have sought advice from each other, and worked on legal issues together. His insights and sense of honor have been inspirational and invaluable to my practice of law. We have also been on opposing sides. Norman is civil, and yet serves his clients and the interests of justice with zeal and impeccability.

Norman is a true mensch in every sense of the word. Norman would be a superb addition to the Hawaii Labor Relations Board. Thank you for your consideration.

Very Truly,

David S. Glanz  
Attorney At Law



# MEHEULA AND DEVENS LLP

ATTORNEYS AT LAW

A PARTNERSHIP (INCLUDING LAW CORPORATIONS)\*

707 Richards Street Penthouse One Honolulu, Hawaii 96813-4623 Telephone: (808) 528-5003 Fax: (808) 254-6872 PacificLaw.com

William Meheula\* Vladimir P. Devens Derek T. Mayeshiro Kurt Kagawa

April 13, 2010

**U.S. MAIL/FAX: 808-586-7339**

The Honorable Senator Dwight Y. Takamine  
Chair  
Committee on Labor  
1st Senatorial District  
Hawaii State Capitol, Room 204  
415 South Beretania Street  
Honolulu, HI 96813

Re: **HLRB Nomination-Norman Kato (Governor's message No. 422)**

Dear Chairman Takamine:

**I am writing this letter in support of Norman Kato's nomination to the Hawaii Labor Relations Board ("HLRB").**

I am a partner with the law firm of Meheula & Devens, LLP, and also serve as general outside counsel for the State of Hawaii Organization of Police Officers ("SHOPO") and as a Vice Chairman on the State Land Use Commission. Our firm concentrates its practice in several areas, one of which is labor relations and employment issues.

I have known Mr. Kato in a professional capacity for many years. Mr. Kato is an experienced labor attorney who has worked on a broad spectrum of labor matters during his 10+ years of service as SHOPO's in-house counsel. Mr. Kato's experience includes serving as the lead litigator in several complex labor arbitrations, participating in contract negotiations with the Counties and the State and representing our union before the HLRB in various matters. Mr. Kato has worked on labor issues and grievances in every county and having worked in the labor trenches for so many years, Mr. Kato has a considerable amount of labor knowledge and familiarity with an assortment of labor issues.

Based on my experience and having worked side by side with Mr. Kato, I can say without reservation that he possesses the intelligence and integrity that make him an ideal candidate for the position on the HLRB. His demeanor is consistent with the level of judicial temperament one will need for service on the HLRB, but most importantly Mr. Kato can be counted on to be fair minded with the board's decision making process.

Mr. Kato's character is beyond reproach, he exhibits due respect for others, maintains the right dose of humility and carries an old school work ethic that will serve him well on the HLRB.

The Honorable Senator Dwight Y. Takamine  
Chair  
4/13/10  
Page Two

While SHOPO's loss will be HLRB's gain, SHOPO will certainly miss Mr. Kato's wise counsel and advice that it depends and relies upon on a daily basis.

Thank you for the opportunity to submit this letter in support of the nominee, and I hope your committee will give Mr. Kato its favorable consideration.

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'Vladimir Devens', written over the closing text.

Vladimir Devens



**TESTIMONY OF BARBARA UPHOUSE WONG**  
**in her personal capacity**

BEFORE THE SENATE COMMITTEE ON LABOR  
THURSDAY, APRIL 15, 2010  
4:00 P.M.  
ROOM 312

GOVERNOR'S MESSAGE NO. 422  
SUBMITTING FOR CONSIDERATION AND CONFIRMATION TO THE  
HAWAII LABOR RELATIONS BOARD  
**GUBERNATORIAL NOMINEE, NORMAN K. KATO II**

Chairperson Takamine, Vice-Chair Taniguchi and Members of the Committee:

**That you for this opportunity to testify in strong support for the consideration and confirmation of Norman K. Kato II, Esq. as the labor representative to the Hawaii Labor Relations Board.**

Mr. Kato is the State of Hawaii Organization of Police Officers ("SHOPO") General Counsel and is the exclusive representative of Bargaining Unit 12 police officers. I have known Mr. Kato for over 10 years and first met him when I was an Assistant Chief at the Honolulu Police Department and a member of the Administrative Review Board. We worked with each other on a regular basis when Mr. Kato represented officers. We had a very respectful and cordial relationship, despite the fact that we were often on opposing sides of issues concerning the employer and employees.

Mr. Kato has quality experience in the area of labor relations having represented officers in grievances, including termination hearings, for 11 years. Mr. Kato was always well-prepared and handled these hearings very professionally. He treated all with respect and fairness.

As the Labor Representative on the Hawaii Labor Relations Board, Mr. Kato will be an instant asset with his proven experience. His integrity will continue to bolster labor's trust in the Hawaii Labor Relations Board.

Thank you for the opportunity to testify on Mr. Kato's behalf.



April 13, 2010

The Honorable Dwight Y. Takamine  
Chairman, Senate Committee on Labor  
Twenty-Fifth Legislature  
Hawaii State Capitol, Room #204  
Honolulu, Hawaii 96813

RE: Governor's Message 422  
Appointment of Norman Kenichi Kato, II  
Member, Hawaii Labor Relations Board

Hearing Date Thursday, April 15, 2010  
Hearing Time 4:00 p.m.  
Room No. Conference Room #312

Dear Chairman Takamine and Members of the Labor Committee,

I write today in support of Governor Lingle's interim appointment of Norman Kenichi Kato II, to the Hawaii Labor Relations Board.

I have known Norman for over twenty years. We first met in 1989 as first year law students at the University of Hawaii's William S. Richardson, School of Law. While not taking any labor classes in law school, Norman and I eventually wound up practicing labor law as our primary avocation.

Although we have never appeared on the same case and actually practice in different labor law arenas, over the years we have discussed on numerous occasions labor law issues and hearing and briefing strategies. In all of these discussions Norman has always made it a point to maintain the highest standards of integrity allowable under our legal code of conduct.

I know that over the last decade Norman has always defended his client's interest to the utmost under our code of professional conduct. However, I also know that Norman also kept an eye focused on the big picture.

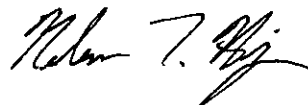
He always tried to balance his client's interest with that of, in these cases, the various police departments of our State. Norman always strived to settle these cases fairly.

Over the years, Norman has proven to be honest and trustworthy. In all of this time, Norman has not done anything for me to even begin to question his integrity, objectivity, or

trustworthiness. In my opinion, Norman is a man of outstanding character—a dutiful and caring son (his parents are now both deceased), and a true friend.

In an adjudicatory position what is expected is that the adjudicator has a good knowledge of the law and the procedure under which the adjudication is to be performed. Additionally, this chosen person should also be fair, honest, and trustworthy. Norman exemplifies these qualities and character traits. I have no doubt that Norman will prove to be an outstanding appointment to this board.

Sincerely,

A handwritten signature in black ink, appearing to read "Nelson T. Higa", with a stylized flourish at the end.

Nelson T. Higa