



**UNIVERSITY OF GUAM
UNIBETSEDÁT GUÅHAN
Board of Regents**

Resolution No. 22-37

**RELATIVE TO AWARDING THE HONORARY DEGREE OF
DOCTOR OF LAWS TO LUIS R. BAZA**

WHEREAS, the Board of Regents (BOR) is authorized to confer degrees;

WHEREAS, Luis R. Baza is an elite professional in Human Resources Management and Public Administration, spanning over 36 years of public and private sector service. The complexity of his duties and responsibilities demanded the highest level of expertise, integrity, accountability, and ethical leadership of which he cultivated positive work environments, ensuring a solid economic foundation upon which all employees may build a future for themselves and our community;

WHEREAS, Luis R. Baza was instrumental in drafting legislation implementing the Hay Study in 1991 which transformed and unified the Government of Guam's job evaluation and classification system from a narrative to a predominantly quantitative methodology that helped promote equal pay for equal work, correct internal pay inequities, provide better management of the pay system, and address the critical burden placed on the public treasury because of a failing system;

WHEREAS, Luis R. Baza was instrumental in protecting the University of Guam and Guam Community College's Academic Personnel positions from being placed in the unified pay schedule for classified employees, allowing both institutions to retain its academic autonomy;

WHEREAS, since 2000, Luis R. Baza served as guest speaker in the Public Administration and Masters in Public Administration classes at the University of Guam providing guidance and mentorship to students, as well as served as an active participant in academic and community forums;

WHEREAS, while serving as the Civil Service Commission Chairperson, Luis R. Baza functioned as presiding judge over adverse actions (dismissal, suspension, demotion), discrimination and Equal Employment Opportunity grievances, and investigative proceedings ensuring, through the evidentiary process, that management's actions were fair and ethical, and complied with the rules of the law to protect the integrity of the merit system and ensure administrative justice;

WHEREAS, as Deputy General Manager of Administration and Finance at the Port Authority of Guam, Luis R. Baza was instrumental in resolving prominent personnel and administrative issues by instilling a merit-based system, performance-based management process, and cost-effective financing, positively impacting operations and employee morale;

WHEREAS, Luis R. Baza has made a life-long commitment to providing outstanding contributions, steadfast service, and unparalleled leadership and command over personnel operations to the public and private sectors in human resource management, as recognized by the Civil Service Commission and 33rd Guam Legislature; and

WHEREAS, Luis R. Baza's recommendation package has been reviewed by the Honorary Degree Committee; Faculty Senate Standing Committee on Faculty Excellence and Faculty Senate; Deans' Council; Senior Vice President & Provost; UOG President; and the Student Affairs,

Scholarship, Alumni Relations, and Honorary Degree Committee, and recommend approval of the Doctor of Laws, *honoris causa* (LL.D. (h.c.)) to the BOR.

NOW, THEREFORE, BE IT RESOLVED, that the BOR hereby approves to confer the Honorary Degree of Doctor of Laws, *honoris causa* (LL.D. (h.c.)), upon Luis R. Baza; and

BE IT FURTHER RESOLVED, that the BOR, along with the UOG President, will confer said Honorary Degree at the Fanuchánan 2022 commencement.

Adopted this 17th day of November, 2022.



Liza J. Provide, Chairperson

ATTESTED:



Thomas W. Krise, Ph.D., Executive Secretary

Enclosure 2

Gran Chi

Received By:

Honorary Degree Candidate and Recommender's Information Form 4/1/22 @ 12:58pm
Date & Time

Name of Candidate: Luis R. Baza

Title: Deputy General Manager

Organization: Port Authority of Guam

Mailing address: [REDACTED]

Email address: [REDACTED]

Contact number(s) [REDACTED]

Honorary Degree Sought for Candidate:

- Doctor of Laws, *honoris causa* (LL.D. (h.c.))
Awarded for outstanding scholarly achievement in law or for exceptional service to the University or the community at large. Shows a high order of significant or lasting achievements or contributions over time or over a lifetime of achievements.
- Doctor of Humane Letters, *honoris causa* (D.H.L. (h.c.))
Awarded for outstanding achievement in the humanities, social sciences, or in the performing arts, of a scholarly or creative nature. Shows a high order of significant or lasting achievements or contributions over time or over a lifetime of achievements.
- Doctor of Business Management, *honoris causa* (D.BM. (h.c.))
Awarded for outstanding achievement in business or for exceptional service to the University or the community at large. Shows a high order of significant or lasting achievements or contributions over time or over a lifetime of achievements.
- Master of Micronesian Traditional Knowledge
Awarded to an indigenous expert in a field of traditional knowledge. Shows a high order of significant or lasting achievements or contributions over time or over a lifetime of achievements.
Note: Honorary Degree of Master[s] of Micronesian Traditional Knowledge will be made during Fañomnakan Commencement exercises effective Fañomnakan 2010. No more than one (1) such award may be made per year (BOR Resolution 10-16).
- Bachelor of Community Services, *honoris causa* (B.CS (h.c.))
Awarded for exceptional service to the University or the community at large. Shows a high order of significant or lasting achievements or contributions over time or over a lifetime of achievements.

Candidate's Emergency Contact or Next of Kin Information

Name: [REDACTED]

Mailing address: [REDACTED]

Email address: [REDACTED]

Contact number(s) [REDACTED]

Recommender's Information

Per policy, a recommender must be from at least one of the categories below:

- Member of: Current or former UOG Employee
 Current UOG Student or Graduate (alumni) of UOG
 Current or former Board of Regents

Name of Recommender: Ronald B. Aguon

Email address: rbaguon@triton.uog.edu

Contact number(s): (671)-735-2510 [REDACTED]

Relationship to the Candidate: Professional Colleague and Good Friend

Luis R. Baza: Honorary Doctor of Laws Nominee

Recommender: Ronald B. Aguon, Esq. – Assistant Professor, Public Administration & Legal Studies, School of Business & Public Administration, with endorsement by the Public Administration and Legal Studies Department

April 1, 2022

1. Candidate's High Level of Achievement:

- Deputy General Manager, Finance & Administration – Port Authority of Guam (2019-Present)
- Chairman – Civil Service Commission (2018-2019)
- Human Resource Manager, Ship Repair Facility – Cabras Marine Corp. (2016-2017)
- Human Resource and Labor Relations Manager – LSG Sky Chefs Guam/Saipan (2003-2016)
- Chairman – Civil Service Commission (2003-2015)
- Executive Director – Civil Service Commission (2000-2002)
- Personnel Management Administrator – Civil Service Commission (1998-1999)
- Acting Personnel Management Administrator – Civil Service Commission (1998 / 1996-1997)
- Personnel Management Analyst III, II, and I – Civil Service Commission (1994-1998 / 1985-1992)
- Personnel Specialist IV and I – Guam Memorial Hospital Authority (1992-1994/1982-1985)

a. Outstanding Professional Contributions / Lifetime Achievements

Luis Baza is an elite professional in HR Management and Public Administration (PA), spanning 36+ years of public and private sector service. The complexity of his duties and responsibilities demanded the highest level of expertise, integrity, accountability, and ethical leadership. His work has advanced the prominence of human resource practices and procedures throughout our local community. He is a champion of systematic integrity, best practices that are consistent with upholding the principles and mandates of the merit system. For almost four decades, Luis has cultivated positive work environments, ensuring a solid economic foundation upon which all employees may build a future for themselves and our community.

Luis was instrumental in drafting legislation implementing the Hay Study in 1991. This law transformed GovGuam's job evaluation and classification system from a narrative to a predominantly quantitative methodology. His contribution helped to promote equal pay for equal work in the Government of Guam, right internal pay inequities, better management of the pay system, and address the critical burden placed on the public treasury because of a failed system. In effect, this legislation was a milestone in compensation for the Government of Guam that unified the GovGuam pay system for internal equity, external competitiveness, and long-term stability.

The Hay legislation would also have a significant impact on higher education in Guam. During the discussion of the Hay legislation, there was debate on whether UOG/GCC academic personnel should be placed in the unified pay schedule for classified employees. As legal counsel, I stressed the importance of preserving institutional autonomy and WASC accreditation. Luis supported this cause persuasively from a classification perspective. The law ultimately enabled academic personnel to utilize a separate pay system. It is also important to note that his work was

instrumental in drafting the legislation granting academic autonomy to the University of Guam and Guam Community College. Since 2002, Luis has contributed to the University of Guam by serving as guest speaker in PA and MPA classes, and as an active participant in academic and community forums.

Luis' outstanding achievement and significant contribution to the profession are reflected in his administration of the merit system while he was CSC Personnel Management Administrator and Executive Director. As CSC Chairman, he served as presiding judge in adverse action (dismissal, suspension, demotion), discrimination, EEO, grievance, and investigative proceedings. In this capacity, his responsibility, and that of the Commissioners, is to ensure through the evidentiary process that management's actions are fair and ethical, and complied with the Rule of Law. This is of utmost importance in protecting the integrity of the merit system, and dispensing administrative justice, as proudly depicted in the Great Seal of the Civil Service Commission. Incidentally, Luis was an ardent participant in the design of the Seal: Latte Stone (strength and courage) superimposed on the Scales of Justice (law and fairness), with a circular shape (wheel of justice).

Today the University Celebrates over 70 years of Transforming Lives and Advancing Communities. How apropos to recognize someone instrumental in shaping the ability for the University to be all that is has been for our community.

2. Outstanding Intellectual, Creative, and Leadership Capabilities

In addition to the Answer found in Question 1: It is noteworthy that Governor Lou Leon Guerrero appointed Luis to be the Deputy General Manager of Administration and Finance at the Port Authority because of serious concerns that had been hampering Port administration. It was Luis' extraordinary leadership and managerial experience, in both the public and private sectors, that were the reasons supporting his appointment. Since he has taken the helm, prominent personnel and administrative issues have been resolved. He continues his commitment to the merit system and has introduced his concept of performance-based management and cost-effective finance. CSC staff and leadership commend Luis' ability to uplift and sustain employee morale.

3. Reputation, Character, and Dedication

In addition to the Answer found in Question 1 and 2: Luis has been honored by both the Civil Service Commission (Resolution 2019-004) and the 33rd Guam Legislature (Resolution 253-33) for his dedication to the merit system and outstanding public service to the people of Guam, and the Government of Guam.

4. Significant or Lasting Contribution for the Betterment of Our Island, Region, or Nation

Luis has made a significant and lasting contribution to the Island, Region, and Nation by promoting the universal belief in good governance. He has accomplished this as an exponent of the merit principle and

protector of the merit system. His high standards continue with those entrusted with the merit system. I have had a great professional relationship and lasting friendship with Luis since 1985.

5. Overcoming Serious Obstacles in Attaining a Significant Record of Achievement

A difficult challenge is earning the trust and respect of your employees, colleagues, elected officials, agency heads and administrators, the media, and the general public. Luis has done a remarkable job in meeting this challenge.

Commission hearings are adversarial. Sometimes lawyers take advantage of Commissioners knowing they are lay people, especially the Chair. Luis controls and manages the proceedings with adept interpersonal skills and knowledge of the procedural and evidentiary process. His reputation as an adjudicator is impeccable.

Luis Rivera Baza

◆ OBJECTIVE

To continue/broaden 36+ year career in providing a full range of efficient, personable, high-quality human resources, administrative, and management functions and activities.

◆ WORK HISTORY

12/13/2019 – Present **Deputy General Manager, Finance & Administration, Port Authority**

Assist the General Manager in directing, promoting and managing Port assets and services, which includes full responsibility and accountability for all of the Port's internal administration and cost containment functions. Formulates Agency-wide annual budget and business plan ... and directs and reviews expenditures in accordance with approved Agency budget. Directs, promotes and manages all of Port's assets and coordinates serviced provided to port tenants. Maintains good working relationships with Port Users Group, government and regulatory representatives, and the general public. Works closely with the General Manager in planning and implementing the modernization and ongoing development of facilities and properties to support the Port's immediate and long-term goals.

9/01/2018 – 12/12/2019 **Civil Service Commission Board, Government of Guam.** Re-appointed to participate once again on this critical Board, and was re-elected by fellow Commissioners to resume role as CSC Board Chairman on 12/03/2018. The CSC Board consists of the Chairman and six other appointed/legislature-confirmed members. Meetings are generally held twice-weekly (usually on Tuesday and Thursday evenings) to hear/rule on Government of Guam employee appeals on grievances, adverse actions, equal employment opportunity complaints, post-audit investigations of illegal personnel activities in Government and other employee/management related concerns. Utilize in-depth knowledge and experience in human resource management and personnel law to preside over board meetings and render decisions consistent with the merit system and government regulations.

10/17/2016-8/31/17 **Human Resources Manager, Ship Repair Facility, Cabras Marine Corporation.** Manage comprehensive professional human resource services including recruitment & selection, performance management (develop position descriptions and performance standards, take appropriate disciplinary actions when needed), manpower planning, and training & development. Regularly provide counsel to employees on administrative or disciplinary matters and facilitate resolution to competing or conflicting interests. Implemented human resource policies and procedures in consistent to employee handbook. Conduct training on customer service, basic supervision of employees, sexual harassment prevention, and other topics to fulfill company mission.

7/28/03-10/14/16 **Human Resources and Labor Relations Manager, LSG Sky Chefs Guam/Saipan** Serve as one of 4 "core" managers on LSG's Management Team. Manage comprehensive professional human resource services including compensation & benefits, recruitment & selection, performance management (develop position descriptions and performance standards, make recommendations regarding promotions and reassignments for career development, take appropriate disciplinary actions when needed), manpower planning, and training & development. Regularly

provide counsel to employees from diverse ethnic and cultural backgrounds on administrative or disciplinary matters and facilitate resolution to competing or conflicting interests. Develop and implement human resource policies and procedures (including LSG employee handbook). Conduct training on business etiquette, customer service, basic supervision of employees, sexual harassment prevention, and safety/security, among other topics to fulfill company mission. Responsible for researching vendors, procurement, distribution, and management of employee uniforms. Plan, develop, justify, and manage budget for human resource activities, to include incentive awards. Assisted in the development of "Statement of Work" in response to military contract for catering services. On an ongoing basis, monitor LSG's security contractor to ensure security operations are in compliance with contract's scope of work. Represent LSG management to various private and government entities in support of company mission/special projects (e.g., establishment of the VIP lounge at GIAA, environmental issues). Often detailed, in the absence of the General Manager to manage all programs and activities at LSG Sky Chefs Guam and Saipan.

7/2003 – 12/2015 **Chairman, Civil Service Commission Board**

Same description as provided above in the second entry under "Work Experience".

1/1/00-12/27/02 **Executive Director, Civil Service Commission, Government of Guam**

Oversaw the operations, programs, and activities of the Civil Service Commission, covering comprehensive programs relative to position classification and pay, affirmative action and equal employment opportunity, processing of employee grievances and adverse action appeals, enforcement and administration of personnel laws, rules and regulations; and other areas of employment and the merit system of the Government of Guam. Ultimately responsible for a technical and support staff of 16 people. Ultimately accountable for CSC budget including ensuring expenditures and obligations were consistent with government procurement procedures; defended and ensured accurate budget exhibits were provided at legislative oversight hearings. Ultimately accountable for all CSC assets (property and equipment) and provided oversight on annual inventory. **(Retired from GovGuam following this position).**

12/31/98-12/31/99 **Personnel Management Administrator, Civil Service Commission, Government of Guam**

Planned, implemented and administered personnel management programs and activities involved in position classification and pay, affirmative action and equal employment opportunity, processing of employee grievances and adverse action appeals, enforcement and administration of personnel laws, rules and regulations; and other areas of employment and the merit system of the Government of Guam. Provided full range of supervisory functions for staff of eight technical analysts. Served as the right hand man to CSC Executive Director and CSC Chairman.

8/31/98-12/30/98 & 9/20/96-8/20/97 **Acting Personnel Management Administrator, Civil Service Commission, Government of Guam**

Performed all the duties listed in above description for Personnel Management Administrator.

3/28/94-8/30/98 & 3/25/85-12/13/92 **Personnel Management Analyst III, II, and I, Civil Service Commission, Government of Guam**

Independently performed a wide range of complex human resource functions, which included review of classification and pay requests pertaining to creation of positions, pay grade reassignments and pay allocations, amendment of class standards, above step recruitments, and classification appeals for Government of Guam's Executive Branch. Conducted post-audit investigations on personnel actions, recruitment procedures and other employment matters. Provided advice to all departmental directors, supervisors, and employees on appeal procedures for grievances, adverse actions, equal employment opportunity, and performance appraisals. Conducted

training on grievance and adverse action procedures. Prepared testimonials on Legislative bills pertaining to benefits, compensation and other employment issues.

12/14/92-3/27/94 **Personnel Specialist IV, Guam Memorial Hospital Authority, Government of Guam**

Supervised and rated employment applications for all Guam Memorial Hospital Authority positions (i.e., clerical, administrative, technical, para-professional, allied health professional, and blue-collar positions). Advised hospital administrators, supervisors and employees on appeal procedures for grievances, adverse actions, and performance evaluation processes. Supervised and reviewed classification and pay requests pertaining to reclassifications, creation of positions, pay-grade reassignments and pay allocations, amendment of class standards, above-step recruitments, and extension of detail appointments for submission to the Civil Service Commission for board action. Responded to inquiries regarding full range of employment matters. Conducted training on grievance and adverse action procedures, and the hospital's personnel rules and regulations. Supervised personnel staff of six human resource personnel.

4/20/82-3/24/85 **Personnel Specialist I, Guam Memorial Hospital Authority, Government of Guam**

Reviewed employment applications and rated candidates' training and experience for all GMHA positions (same as listed above). Conducted classification and pay requests pertaining to reclassifications, creation of positions, pay-range reassignments, and amendment of class standards, above-step recruitments and detail extensions for submission to the Civil Service Commission. Responded to inquiries regarding employment matters.

◆ **EDUCATION**

Attended University of Guam and Guam Community College and acquired credit hours of continuing education

High School Diploma, George Washington Senior High School

◆ **SIGNIFICANT TRAINING RECEIVED**

- Global Performance Evaluation System (GPS): Hong Kong - 11/03
- Human Resources Management: The Legal Issues - 6/98
- Investigative Interviewing Methods, U.S. Department of Labor - 10/97
- Value Added Human Resource Measurement, Society of Human Resources Management (SHIRM), Guam Chapter - 5/95
- Administrative Hearing Course II, Judge Arthur A. Gladstone - 7/94
- Compensation Management Training, Hay Group, Chicago, Illinois - 5/94
- Basic Training on EEO Procedures, Civil Service Comm., GovGuam - 10/93
- Advanced Job Evaluation Training, Hay Group, New Orleans, Louisiana - 4/93
- Applied Job Evaluation Training, Hay Group, Atlanta, Georgia - 10/92
- Advanced Training in Job Analysis, Job Measurement, and Job Evaluation, Hay Group, Washington, D.C. - 7/91
- Advanced Supervisory Workshop, Dept. of Administration, GovGuam - 1/91
- Basic Occupational Safety and Health, Dept. of Labor, GovGuam - 3/89
- Report and Technical Writing, Dept. of Administration/University of Guam - 5/88
- Team Building, Guam Housing and Urban Renewal Authority, GovGuam - 4/88
- Position Classification and Position Management (Federal Evaluation System), Navy Human Resources Office - 12/87
- Basic Supervisory Workshop, Dept. of Administration, GovGuam - 10/87
- Human Relations and Stress Management, Dept. of Admin., GovGuam - 6/87
- Basic Statistical Operations and Procedures, Dept. of Administration - 3/87

- Basic Position Classification Training, Civil Service Comm., GovGuam - 10/81

◆ TRAINING CONDUCTED

- Basic Supervisory Workshop, LSG Sky Chefs/Cabras Marine (SRF)
- Business Etiquette and Customer Service, LSG Sky Chefs/Cabras Marine (SRF)
- Prevention of Sexual Harassment, LSG Sky Chefs/Cabras Marine (SRF)
- Safety & Security, LSG Sky Chefs
- Leadership Workshop, LSG Sky Chefs
- How to Deal with Upset and Irrate Customers, LSG Sky Chefs
- Reinforcement Training Workshop on the Hay Guide Chart-Profile Methodology to Human Resource Practitioners
- Basic Hay Guide Chart-Profile Methodology to Human Resource Practitioners for the Government of Guam
- Executive Management Workshop: The Legal Issues for Directors/Deputy Directors for the Government of Guam
- Personnel Management and the Legal Issues for Guam Community College and University of Guam supervisors and administrators
- Employee Grievance and Adverse Action Workshop
- Reinforcement Training for Basic Supervisory Workshop, LSG

UNIVERSITY OF GUAM

Assisted CSC Legal Counsel in research and preparing draft legislation for academic autonomy for the University of Guam. Enacted into law as Public Law 23-26. The legislation was the product of cooperative efforts of the CSC/UOG/GCC Ad Hoc Committee comprised of attorneys and management officials from the respective organizations. The intent and purpose of the Committee was to address WASC accreditation concerns regarding independence from the CSC.

The legislation resulted in changes to the provisions of the institutional charters, and the creation of the unique employee category of "academic personnel", distinguished from "classified" and "unclassified". This was a significant change which mooted the contentious issue of whether academics were classified or unclassified vis-à-vis CSC jurisdiction. This change in the category of employees bolstered the autonomy of UOG and GCC.

Public Law 21-59 implemented the Hay Study and created a unified pay plan for the Executive and Judicial Branches. Prior to the Hay Study, UOG had some control of its salary plan, but was still subject to other personnel laws. In preparing draft legislation, the issue of including or excepting the University and GCC from the unified pay plan were seriously debated. Although the accreditation issue was advocated by the CSC Legal Counsel, it was ultimately decided from a job classification perspective, recognizing that pay in academia is uniquely governed by its own unique process and standards. The subsequent enactment of P.L. 23-26 resolved any doubts about the University's independence.

Since 2000, actively participated in University conferences and forums involving the merit system, ethics, and public policy and administration. Additionally served as guest speaker for undergraduate PA and MPA courses since 2000. University students often attended CSC proceedings and were always proudly recognized and given the opportunity to interact with Commissioners and staff to enhance their real-world learning experience.