

John Low
Chair

Richard Jose
Vice-Chair

Members:
Fely Faulkner
Elizabeth Hahn
Jeffrey Iida
Karen Matsumoto

COUNTY OF KAUAI CIVIL SERVICE COMMISSION
NOTICE OF MEETING AND AGENDA

Tuesday, November 22, 2016
3:00 p.m. or shortly thereafter
Mo'ikeha Building, Liquor Conference Room 3
4444 Rice Street, Līhu'e, HI 96766

CALL TO ORDER

ROLL CALL

APPROVAL OF MINUTES

Open Session Minutes of October 25, 2016

DIRECTOR'S REPORT

CSC 2016-11

a. November 2016 Director's Report

CSC 2016-12

Update of Director's Goals and Objectives for FY 2016-2017 as part of ES-013 annual job performance review

EXECUTIVE SESSION

Pursuant to Hawai'i Revised Statutes §§92-4 and 92-5 (a) (4), 92-9 (a) (1-4) and (b), the purpose of this executive session is to receive and approve Executive Session minutes, to consider the hire, evaluation, dismissal or discipline of an employee or officer of the County where consideration of matters affecting privacy will be involved, provided that if the individual concerned requests an open meeting, an open meeting shall be held; and to consult with the Commission's legal counsel on issues pertaining to the Commission's and the County's powers, duties, privileges, immunities, and/or liabilities as they may relate to this item, deliberate and take such action as appropriate.

ES-011

Executive Session Minutes of October 25, 2016

ES-012 – RFA 2016-01

Communication filed 7/26/16 appealing the Recruitment & Examination and the Classification or Reclassification of a particular position by the Director of Human Resources (Ongoing pending receipt of Findings of Fact, Conclusions of Law, and Order)

ES-013

Discussion and decision-making for initiating annual job performance review for the Director of Human Resources due 12/31/16

RETURN TO OPEN SESSION

Ratify Commission actions taken in Executive Session for item: **ES-011, ES-012, and ES-013**

ANNOUNCEMENTS

Next Meeting: **WEDNESDAY**, December 14, 2016 – 3:00 p.m., Mo'ikeha Building, **MEETING ROOM 2 A/B**

ADJOURNMENT

NOTICE OF EXECUTIVE SESSION

Pursuant to Hawaii Revised Statutes §92-7 (a), the Commission may, when deemed necessary, hold an executive session on any agenda item without written public notice if the executive session was not anticipated in advance. Any such executive session shall be held pursuant to H.R.S. §92-4 and shall be limited to those items described in H.R.S. §92-5(a).

c: Deputy County Attorney Teresa Tumbaga

PUBLIC COMMENTS and TESTIMONY

Persons wishing to offer comments are encouraged to submit written testimony at least 24-hours prior to the meeting indicating:

1. Your name and if applicable, your position/title and organization you are representing;
2. The agenda item that you are providing comments on; and
3. Whether you will be testifying in person or submitting written comments only.
4. If you are unable to submit your testimony at least 24 hours prior to the meeting, please provide 10 copies of your written testimony at the meeting clearly indicating the name of the testifier; and

While every effort will be made to copy, organize and collate all testimony received, materials received on the day of the meeting or improperly identified may be distributed to the members after the meeting is concluded.

The length of time allocated to persons wishing to present verbal testimony may be limited at the discretion of the chairperson or presiding member.

Send written testimony to:

Civil Service Commission
Attn: Barbara Davis
Office of Boards & Commissions
4444 Rice Street, Suite 150
Līhu'e, HI 96766

Email: bdavis@kauai.gov
Fax: 241-5127 Phone: 241-4919

SPECIAL ASSISTANCE

If you need an alternate format or an auxiliary aid to participate, please contact the Boards & Commissions Support Clerk at 241-4919 at least five (5) working days prior to the meeting.

DRAFT To Be Approved

COUNTY OF KAUAI
Minutes of Meeting
OPEN SESSION

Board/Committee:	CIVIL SERVICE COMMISSION		Meeting Date	October 25, 2016
Location	Mo'ikeha Building, Liquor Control Commission, Meeting Room 3		Start of Meeting: 3:00 p.m.	End of Meeting: 3:42 p.m.
Present	Chair John Low; Vice Chair Richard Jose. Members: Fely Faulkner; Elizabeth Hahn (3:02 p.m.); Jeffrey Iida; Karen Matsumoto Also: Deputy Attorney Teresa Tumbaga; Boards & Commissions Office Staff Support Clerk Barbara Davis and Administrator Jay Furfaro; Human Resources Manager Jill Niitani			
Excused				
Absent				
SUBJECT	DISCUSSION		ACTION	
Call To Order/Roll Call			Chair Low called the meeting to order at 3:00 p.m. with 5 members present.	
Approval of Minutes	<u>Open Session Minutes of September 27, 2016</u>		Mr. Iida moved to approve the minutes as circulated. Mr. Jose seconded the motion. Motion carried 5:0	
Director's Report	<p><u>CRC 2016-10 a. October 2016 Director's Report</u></p> <p>Jill Niitani, Human Resources Manager, explained that Ms. Rapozo was out of the office for the week so she would be presenting the Director's Report. In the past month she reported that in our classification the Labor Relations Division held repricing meetings on different islands with one being held here on Kaua'i. Of the repricing requests that came through none of them were approved. The other jurisdictions were working on possible classification actions to be taken to update some of those positions but there were no repricing changes made from those meetings.</p> <p>We have also been working on the employee development division on creating a supervisory training module. We have come up with what we want to do</p>		Ms. Hahn entered the meeting.	

Open Minutes
10/25/16

SUBJECT	DISCUSSION	ACTION
	<p>through the end of this fiscal year for all the different trainings we want to set up so the departments know beforehand what to expect each month and try to incorporate that with the employee trainings.</p> <p>The Labor Relations Division has filed for a Declaratory Ruling regarding the firefighters union. A hearing was scheduled for October 21st however that is pending right now. There were petitions submitted by the different other unions so that has been postponed until January.</p> <p>This past month we finalized a contract for the Countywide drug and alcohol testing which was awarded to DLS (Diagnostic Laboratory Services). This past budget year it was determined that to make sure there was consistency in the drug and alcohol testing HR would take that over with the exception of police.</p> <p>Ms. Hahn said the report said this would include fire and police, so it does not include police? Ms. Niitani said the budget for the police was not included; fire was added at the tail end with the second revised budget that was submitted. Police are being alcohol and drug tested but that is being handled internally in their own budget.</p> <p>Mr. Jose asked for an explanation of the petition part on the fire union. Ms. Niitani said (the union) had submitted proposals to make changes to the language within the collective bargaining agreement and they were proposing changes that we believed infringed on management's rights. A Declaratory Ruling was filed and it has been going back and forth and will probably be pending for a bit.</p>	
<p>Executive Session</p>		<p>Deputy Attorney Teresa Tumbaga read: Pursuant to Hawai'i Revised Statutes §§92-4 and 92-5 (a) (4), 92-9 (a) (1-4) and (b), the purpose of this executive session is to receive and</p>

SUBJECT	DISCUSSION	ACTION
		<p>approve Executive Session minutes, to consider the hire, evaluation, dismissal or discipline of an employee or officer of the County where consideration of matters affecting privacy will be involved, provided that if the individual concerned requests an open meeting, an open meeting shall be held; and to consult with the Commission's legal counsel on issues pertaining to the Commission's and the County's powers, duties, privileges, immunities, and/or liabilities as they may relate to this item, deliberate and take such action as appropriate.</p> <p>Mr. Jose moved to go into Executive Session at 3:08 p.m. Mr. Iida seconded the motion. Motion carried 6:0</p> <p>Attorney Tumbaga stated before the Commission goes into ES-008 because the Office of the Attorney General is the representative of the Commission for those types of things she would step out for that. She would come back in for ES-010.</p>
Return to Open Session	<p><u>Ratify Commission actions taken in Executive Session for items:</u> <u>ES-009 and ES-010</u></p>	<p>Mr. Iida moved to ratify the actions taken on ES-009 and ES-010. Ms. Hahn seconded the motion. Motion carried 6:0</p>
Announcements Adjournment	<p>Next Meeting: Tuesday, November 22, 2016 – 3:00 p.m.</p>	<p>Mr. Jose moved to adjourn the meeting at 3:42 p.m. Mr. Iida seconded the motion. Motion</p>

SUBJECT	DISCUSSION	ACTION
		carried 6:0

Submitted by: Barbara Davis, Staff Support Clerk

Reviewed and Approved by: John Low, Chair

- () Approved as circulated.
- () Approved with amendments. See minutes of _____ meeting.

DEPARTMENT OF HUMAN RESOURCES
DIRECTOR'S REPORT
TO THE
CIVIL SERVICE COMMISSION

NOVEMBER 2016

The hearing for the Petition for Declaratory Ruling with the Hawai'i Labor Relations Board (HLRB) contending that the Hawai'i Firefighters Association (HFFA) included proposals in their final position statement that are prohibited from being negotiated has been postponed until January 25, 2017. This is an unfortunate delay as arbitration hearings with HFFA are set to begin on November 28, 2016 to ensure that the timeline for interest arbitration is adhered to. As such, prep work has begun with Special Counsel Bob Katz to address the numerous union proposals, including those that are being challenged as prohibited.

In addition, the Hawai'i Government Employees Association's five (5) bargaining units including Unit 2 (blue collar supervisors), Unit 3 (clerical), Unit 4 (clerical supervisors), Unit 13 (professional) and Unit 14 (Ocean Safety and Sheriff), recently filed for impasse at varying times throughout the month of October. As such, the next phase of the process involves mediation prior to the scheduling of interest arbitration. Preliminary meetings with a federal Mediator have been scheduled.

In preparation to roll out the Part-time, Temporary, and Seasonal deferred compensation program, representatives of Comprehensive Financial Planning, National Life Group and Life Insurance Company of the Southwest met with staff to discuss the various forms, employee information booklet, and processes. Target date to roll out the program is January 2017.

CSC 2016-11

Following are highlights and statistics from the various divisions:

Administrative Services and Benefits

- After meeting with the United Public Workers union, changes were made to the draft Leave Sharing Policy to address their concerns; the second draft has been sent to the County Attorney’s office for final review.
- After discovering several problems with our online enrollment for our flexible spending program, staff worked with the various employees to make the necessary corrections to their enrollment and payroll deductions. Staff will be meeting with the flexible spending vendor, Total Administrative Services Corporation (TASC) to ensure that problems do not occur next year.

- New Hires:
 - Election Clerk I (8) (exempt)
 - Heavy Vehicle & Construction Equipment Mechanic I
 - Laborer I
 - Police Services Officer (3)
 - Recreation Worker I
 - Transit Safety Specialist (exempt)
 - Transportation Operations Manager (exempt)
 - Utility Worker

- Exit Interviews Conducted: 3 of 6
- TDI Applications 0
- Leave Sharing: 0
- Reference Checks: 6
- Employment Verifications: 24

- Transactions:

New Hires	16
Separations	6
Reallocations	2
Promotions	2
Demotions	0
Transfers	1
Pay Increase	350
Suspension	0
Leave Without Pay	19
Other	159
Seasonal	1

Classification and Pay and Labor Relations

- Negotiations continue to occupy staff's time as all eight (8) bargaining units have contracts that expire on June 30, 2017. Recently, the Hawai'i Government Employees Association units 2, 3, 4, 13, and 14 filed for impasse with the Hawai'i Labor Relations Board.
- Reallocations Processed: Building Code Development & Enforcement Manager to Code Enforcement Officer
Civil Engineer III to Civil Engineer I
Departmental Public Relations Specialist to Information & Education Specialist
Laborer II to Laborer I
School Crossing Guard to Background Investigator (3)
School Crossing Guard to Police Sergeant (2)
- Desk Audits: Procurement & Specifications Specialist III to Procurement & Specifications Specialist IV
- New Classes Adopted: Equipment Logistics Crew Leader
Equipment Logistics Crew Operator
Information & Education Specialist

Recruitment and Exam

- Staff participated as an interviewer and facilitator for the Kaua'i Police Department's Sergeant and Lieutenant promotional interviews.
- Recruitments: Accountant I
ADU/TVR Enforcement Specialist (exempt)
Code Enforcement Officer
Construction Inspector II
Custodian I (exempt)
Deputy Manager-Engineer (exempt)
Election Clerk II (exempt)
Equipment Operator II
Ocean Safety Officer I
Police Captain
Police Services Officer
Program Coordinator (Aging)
Senior Clerk
Wastewater Plant Operator Assistant
- Lists Referred to Departments: ADU/TVR Enforcement Specialist (exempt)
Civil Engineer I
Custodian I (exempt)
Election Clerk I (exempt)

Election Clerk II (exempt)
 Engineering Program Assistant
 Equipment Operator II
 Laborer I
 Liquor Control Investigator Trainee
 Police Lieutenant
 Police Officer I
 Police Records Clerk
 Police Sergeant
 Police Services Officer

- Written Exams Administered: Community Service Worker
 Emergency Services Dispatcher I
 Fire Captain
 Fire Fighter II
 Fire Fighter III
 Liquor Control Investigator Trainee
 Police Records Clerk
 Police Services Officer
- Performance Exams Administered: Equipment Operator II
- Administrative Reviews: Vehicle Registration & Licensing Manager
 (accepted)

Payroll

- Selected departments were notified of central payroll’s quarterly auditing schedule. Timesheets and leave records of employees selected for review will be audited by staff to ensure compliance and accurate accrual balances.
- Island Saving Plan/Prudential provided training for staff to better serve our employees who participate in a deferred compensation plan including access to the online system, participant audits and distributions, etc.

- Gross Payroll:

10/15/2016	\$3,582,837
10/31/2016	\$3,602,045
EUTF (Health Fund)	\$1,285,000
ERS (Retirement)	\$1,357,845
Social Security	\$270,461
Medicare	\$96,101

Employee Development and Health Services

- Ten (10) new workers’ compensation claims were filed this month with a majority (7) being medical-only claims. Staff has followed up with departments to mitigate hazards

including working on new operational procedures including the use of personal protective equipment (PPE) when warranted.

- Two (2) two (2) hour training sessions on “Workers’ Compensation” were provided to eighty-four (84) employees. The sessions covered the basics of workers’ compensation and included guest speaker, Ele Wood, an adjuster from our current third party administrator, Firms Claim Services.
- Guidance continues to be provided to different departments on various personnel issues; staff were assigned to investigate several complaints involving allegations of retaliation and workplace violence.
- A total of seventy-seven (77) employees attended one (1) of four (4) annual driver improvement classes for those employees that have a Commercial Driver’s License (CDL).
- Equipment/Driver Training: Water Truck (1 Public Works’ employee)
Backhoe (1 Public Works’ employee)

DEPARTMENT OF HUMAN RESOURCES
FISCAL YEAR 2016-2017
GOALS

1. To support all County departments, employees and the general public with the full range of human resource functions
 - a) Provide responsive, fair and consistent recruitment and examination and classification and pay services to departments, employees and job applicants-**ON-GOING**
 - b) Provide training and guidance to all departments on interview and performance evaluation procedures including guidelines and best practices-**ON-GOING**
 - c) Develop a Countywide drug and alcohol testing policy to ensure compliance with existing legal and collective bargaining requirements-**ON-GOING**
 - d) Work with departments and other jurisdictions to recommend new or revisions to existing contract language in negotiating new contracts for all eight (8) bargaining units-**DONE**

UPDATE

In the first four (4) months of the fiscal year, there have been ninety (90) classification actions taken and sixty-eight (68) recruitments that have been posted. Six (6) administrative reviews were held, four (4) of which were sustained.

On-going training and guidance are being provided to all departments on a variety of issues including performance evaluations and interview procedures. An interview checklist has been drafted and is being finalized that will provide guidelines and information to departments in planning the interview, choosing an interview panel, and conducting the interview. In addition, staff have participated as interview panelists at various departments.

Annually and at the end of a probation period, job performance evaluations are due for all employees. The Department of Human Resources (DHR) notifies respective departments at least one (1) month before job performance evaluations are due and assist with developing performance improvement plans for those employees that are not satisfactorily meeting expectations of their job duties.

Preliminary research and work has been done to develop a comprehensive drug and alcohol testing policy. Beginning in July, funding for the County's drug and alcohol testing program was centralized to the (DHR) for better

CSC 2016-12

fiscal management and efficiency. In addition, the DHR centralized the coordination of random drug and alcohol selections and testing for the various departments, ensuring necessary protocols are followed when notifying and accompanying employees to the testing site.

Negotiations for all eight (8) bargaining units have been in full swing since the start of the fiscal year. Along with the entire Employer group, Kaua'i County recommended clarifying language to a number of articles of the various contract to avoid misinterpretation in the future. Unfortunately, the Hawai'i Firefighters Association (HFFA) and the five (5) units of the Hawai'i Government Employees Association (HGEA) have filed for impasse halting further negotiations.

2. To streamline, standardize and centralize various human resource functions that will lead to greater efficiencies
 - a) Develop, update and maintain standardized organizational charts for all departments-DONE
 - b) Centralize and standardize recruitment and hiring efforts for the various youth summer programs-DONE

UPDATE

Standardized organizational charts for all departments were completed and posted on the County's internal SharePoint site. Trainings were held with all departmental staff to ensure upkeep and maintenance of these documents on an on-going basis.

This past summer, the DHR was successful in streamlining and centralizing all summer employment programs to the office's Recruitment Division. One (1) application for all summer internship programs was available online and the hiring of these summer workers was centralized at the DHR. In addition, the administration and budget of the Mayor's Summer Internship Program was transferred to the DHR this past year. The DHR is now responsible for the coordination and receipt of departmental requests for interns, the placement of interns, and payroll for these employees.

An additional summer internship program offered by the Office of Economic Development (OED) through a contract with the Department of Human Services, Division of Vocational Rehabilitation (DVR) provided Summer Youth Employment Program (SYEP) for students at least sixteen (16) years old and not older than twenty-four (24) years of age with a disability and/or other vocational rehabilitation consumers. The DHR worked with OED on this pilot program with the County to place those individuals referred by the DVR at various worksites within the County.

3. To attract, support, and retain a qualified and diversified workforce by fostering employee development and providing a safe environment
 - a) Research alternative recruitment methods and incentives for hard-to-fill positions-**ON-GOING**
 - b) Implement and maintain an on-going supervisor training program that institutionalizes and reinforces leadership qualities and survival skills for new and current supervisors-**ON-GOING**
 - c) Establish Countywide safety committees comprised of supervisors and line employees-**ON-GOING**
 - d) Provide on-going drug and alcohol training including reasonable suspicion training for all departments-**DONE**

UPDATE

Recruitment staff have begun to research alternative methods and incentives for hard-to-fill positions. Positions are currently being reviewed to see if shortage differentials are appropriate. In addition, the DHR has begun to include several dates and/or times for testing of Police Services Officers to maximize the ability to take the entry level test. Other options that are being considered include testing or interviewing in the evenings or at facilities on the Northshore, Kapa'a area and Westside to increase the applicant's ability to be considered for various positions.

The Employee Development and Health Services Division has developed an on-going supervisor training program (see attached) focused on competencies with specific modules to provide support and guidance for supervisors to develop into their new roles. EEO/Sexual Harassment and Discrimination training are completed during On-Boarding for all new hires. In addition, trainings on Customer Service/Employee Engagement, Substance Abuse, Conflict Management, and Workers' Compensation have already been completed for this fiscal year.

The United Public Workers (UPW) union and the DHR worked together to establish a Countywide Safety Committee to address departmental safety issues for blue collar workers. Five (5) members of the committee are selected by the union and five (5) members are selected by the County. Representatives of the Department of Public Works, Department of Parks and Recreation, Department of Water, Transportation Agency and the DHR make up the County's representatives.

In coordination with Worklife Hawai'i, a Reasonable Suspicion Drug training was held in July for sixty-two (62) supervisors in the various departments. Aside from providing supervisors with the tools needed to recognize drug use, the DHR staff provided guidance and information on

drug testing procedures, processes involved when a positive drug test result is received and return to duty and follow up requirements.

4. To enhance the quality and efficiency of services with technological advancements
 - a) Interface the current HRIS Sungard system with the NeoGov online application system to streamline the flow of information-**ON-GOING**
 - b) Successfully implement the HRIS Employee Self Service and Performance Evaluation modules and ensure continued progress to advance the implementation of the Time and Attendance module-**ON-GOING**
 - c) Establish a Memorandum of Understanding with the Employer-Union Health Benefits Trust Fund (EUTF) to obtain accurate detailed billing information-**ON-GOING**

Interfacing the current HRIS SunGard system with the NeoGov online application system to streamline the flow of information was initially successful but has since experienced problems with the file format that was being sent from NeoGov to our HRIS system. Recruitment staff are currently working with the Finance-IT Division to correct the problem.

The HRIS Task Force has been meeting on a regular basis and continues to make strides towards implementation of the various modules.

After months of working out the various challenges to the Employee Self-Service module, implementation is scheduled for early next year. A PowerPoint presentation has been created and will be presented to all departments prior to roll-out. The Employee Self Service module will provide employees with online access to pay stubs, “what if” benefit calculations, demographic change requests automatically routed to the DHR, and other functions.

The NeoGov Performance Evaluation module will allow departments/agencies to automate and streamline their performance review activities while providing the DHR with centralized insight and management capabilities. Plans are to start with a pilot implementation with the Kaua‘i Fire Department with rollout to other departments and agencies to follow in 2017. The project is in the beginning phases of development.

In December of 2015, a contract was executed with ExecuTime for the time and attendance and advanced scheduling modules. After a slight delay due to the vendor’s non-HCE (Hawai‘i Compliance Express) compliance, a Kick-Off meeting was held in April 2016. Since the kick off, implementation team members have been identified and the pilot group has been increased to include select members of the Fire Department, Police Department, DHR and the Finance-IT Division. The County has since provided ExecuTime with the

collective bargaining agreements and current pay codes for review. Departments in the pilot test group were required to complete questionnaires to analyze requirements needed for both the time and attendance and advanced scheduling modules. ExecuTime is in the process of developing a solution design and scope of work for both the time and attendance module and advanced scheduling module for review by the County's implementation team members.

When implemented, this program allows employees to submit their leave requests and timesheets electronically each pay period, increasing efficiencies and decreasing errors and oversights by eliminating several of the manual tasks associated with requesting leave, collecting time and entering data into the payroll system. At this point, implementation plans are for the pilot groups to begin testing the program before the end of the fiscal year.

Finally, a Memorandum of Understanding with the Employer-Union Health Benefits Trust Fund (EUTF) has been finalized for signature. Prior to signing off on the agreement, the County is working on developing policies and procedures for the receipt of the information to ensure security protocols for access and storage.

Supervisory Trainings For FY16-17

Status	Workshop Topic/Description	Training Dates
COMPLETED (ON-GOING)	<p><u>EEO/Sexual Harassment and Discrimination Training</u> All supervisors are/were trained on the updated 2015 Policy Against Discrimination, Harassment, and Retaliation. Supervisors are informed of how to properly handle issues/complaints, and how to proactively prevent claims for harassment. Newly hired supervisors are required view a previously recorded taping of the live training. <i>Duration = Four (4) hours / Session</i></p>	N/A (Upon hire of supervisor)
COMPLETED	<p><u>Competency: Customer Service / Employee Engagement</u> Discuss how supervisors must be able to effectively and efficiently guide team efforts. This involves working with staff and providing necessary constructive feedback that steers the team forward, ultimately realizing team goals and objectives. Training included how to effectively work with and address both external and internal customers. <i>Duration = Three (3) hours / Session</i></p>	Completed July 11, 15, and 19, 2016, August 9, 2016 *Additional training to be held in November 2016
COMPLETED	<p><u>Substance Abuse Training</u> Review of drug and alcohol testing requirements (e.g., procedures/process, roles/responsibilities, etc.). Review of Collective Bargaining Unit rules regarding drug testing. Train and familiarize supervisors of the aspects of substance abuse so that they are able to recognize the signs of drug and/or alcohol abuse and take appropriate action when substance abuse is suspected. <i>Duration = Four (4) hours / Session</i></p>	Completed July 26, 2016
COMPLETED	<p><u>Competency: Conflict Management</u> Conflict with staff, amongst staff, or involving staff is inevitable. It takes skill to effectively handle conflict. This includes conflict that you inherit from past supervisors who were unable or unwilling to deal with the situation and allowed the conflict fester/grow. This workshop will provide awareness to supervisors that every person is different and it takes flexibility and willingness from the supervisors to work with and best handle situations that may arise. <i>Duration = Three (3) hours / Session</i></p>	Completed September 28 and 30, 2016
COMPLETED	<p><u>Workers' Compensation and General Health/Safety Training</u> Review how to complete accident/injury forms properly and timely. Discuss supervisor's responsibilities such as administering disciplinary action if warranted and taking corrective actions as necessary, on-going reporting and follow-up requirements, procedures to follow when an employee can return to work only on a part-time basis or on modified duty, and the return-to-work program-disability payments, light-duty process, RTW Program, permanent restrictions, accident review/investigation, etc.). <i>Duration = Two (2) hours / Session</i></p>	Completed October 27, 2016 (2 sessions)
SCHEDULED	<p><u>Competency: Interpersonal Skills / Behavioral Assessment</u> DiSC Workplace is a behavioral assessment tool that can help supervisors gain insights on their own behavior and that of others. Supervisors must understand and appreciate the styles of the people they work with and learn to adjust their own behaviors to better work with and communicate with others. <i>Duration = Eight (8) hours / Session</i></p>	Scheduled for November 18, 2016 *Additional DiSC training tentatively scheduled for January, March, and May of 2017
SCHEDULED	<p><u>First Aid/CPR Training</u> Refresher and New training will be provided for all employees (including supervisors). <i>Duration (refresher) = Three (3) hours / Session</i> <i>Duration (new) = Five (5) hours / Session</i></p>	Multiple Sessions in November-December 2016

Supervisory Trainings For FY16-17

Status	Workshop Topic/Description	Training Dates
SCHEDULED	<p><u>Competency: Effective Communication</u> Communication is key in all aspects of being an effective supervisor and leader. The goal here is to provide supervisors with techniques and skills to convey information clearly to their employees, through written and verbal means, in order to reduce drama, enhance teamwork, and boost productivity. <i>Duration = Eight (8) hours / Session</i></p>	Scheduled for January 19, 2017
PLANNED	<p><u>Competency: Team Leadership / Team Building</u> Supervisors must be able to effectively and efficiently guide team efforts. This involves working with staff and providing necessary constructive feedback that steers the team forward, ultimately realizing team goals and objectives. <i>Duration = Eight (8) hours / Session</i></p>	Planned for February 2017
PLANNED	<p><u>Disciplinary Process/Performance Issues and Collective Bargaining Contract Review</u> Overview of union contracts pertaining to areas of working conditions, overtime rules, work schedules, other pay/compensation rules, leaves, etc.; Disciplinary process (e.g., progressive discipline, seven steps of discipline, etc.); Handling performance issues (e.g., expectations, monitoring performance, performance probation, performance improvement plans, training agreements, etc.); Dealing with unacceptable employee behaviors (e.g., insubordination, poor attendance, tardiness, etc.); and review of grievance process (e.g., request for information from union, deadlines, steps/levels, responsibilities, what to expect during grievance meetings, etc.). <i>Duration = Four (4) hours / Session</i></p>	Planned for March 2017
PLANNED	<p><u>Recruitment/Hiring Process:</u> Review system processing requirements, civil service rules, interviewing skills/procedures, selection/approval process); Job classification, reallocation/promotional process procedures. <i>Duration = Three (3) hours / Session</i></p>	Planned for April 2017
PLANNED	<p><u>Competency: Planning and Organizing Work/Resource Management and Developing Talent/Mentoring</u> Supervisors need to be able to develop strategic plans that incorporate the details of project management such as establishment of tasks/events, expected outcomes/goals, timelines, etc. This workshop will provide supervisors organization techniques and guidelines in the development of project goals/plans. Included in this workshop will be creating budgets and showing supervisors that it is important to fully utilize resources available, particularly with the budgetary constraints of the County. Additionally, the ability to plan and support the development of staff is key to being a great leader. The best leaders share their talents and experiences, as well as best practices, to better their staff. <i>Duration = Four (4) hours / Session</i></p>	Planned for May 2017
PLANNED	<p><u>Leave Benefits and Leave/Disability Accommodations</u> Review the appropriate procedures in handling leave/disability accommodation requests; Review of various leave benefits that employees may be entitled to and its corresponding laws (e.g., FMLA, Leave Sharing, TDI, Pregnancy Act, etc.). <i>Duration = Three (3) hours / Session</i></p>	Planned for June 2017