

# **DEPARTMENT OF PERSONNEL SERVICES**

## **I. MISSION STATEMENT**

To enhance the achievement of Countywide goals by providing recognized Human Resource functions such as recruitment, compensation, benefits coordination, personnel development, labor relations, training, health and safety, and workers' compensation claims management. The Department of Personnel Services (DPS) is the County's' centralized HR team, part of whose mission is to guide and advise department/agencies in order that they may better accomplish their mission(s).

## **II. DEPARTMENT GOALS**

Contribute and support in the attainment of Countywide goals by assisting departments/agencies in maintaining a fully staffed and qualified workforce.

Classify positions in a timely manner; recruit and retain high value employees; provide training for employees for professional and personal development; handle labor relations issues; maintain compliance with employment and labor laws, Civil Service rules and regulations, and collective bargaining agreements; and implement technology and methods which enhance service, communications, productivity and health.

Develop and maintain an effective Civil Service Commission/Merit Appeals Board.

## **III. PROGRAM DESCRIPTION**

### **a. Objectives**

To transition the DPS to provide continued centralization of the five major HR functions (Administration, Classification and Pay, Labor Relations, Recruitment and Exams, and Transactions) and the addition of other core HR functions including HR Management and Employee Relations (benefits, employee assistance program (EAP), conflict resolution), training (health and safety awareness, injury prevention), workers' compensation, and maintenance of personnel files.

To support departments/agencies by providing a certificate of eligible applicants in a timely manner (upon demand within 90 workdays).

To support departments/agencies with appropriate and timely classification of positions (upon submission of all appropriate documents – within 60 workdays).

To support departments/agencies in labor relations by effectively handling negotiations, contract administration and grievances.

b. Highlights

Last year, the Human Resources Taskforce recommended the restructuring of the Department of Personnel Services to expand the full range of human resources functions into four (4) divisions- Administrative Services and Benefits, Classification & Pay and Labor Relations, Recruitment and Exam, and Employee Development and Health Services.

Adding no new positions, staffing for the restructured department was completed in October 2012. Sixteen (16) of the seventeen (17) authorized positions were filled by transferring three (3) incumbents from the various departments and filling five (5) positions that were shifted from other departments.

The department's main office was renovated to accommodate additional clerical staff and employee personnel files. Overflow staff are temporarily housed next door in the Boards and Commissions office pending the County's master space plan implementation.

Following are accomplishments for the various divisions during the fiscal year 2013.

**Administrative Services and Benefits**

Employee personnel files have been centralized to the Personnel Department's Administrative Services and Benefits Division to ensure proper management and standardization. Files are being reviewed to ensure that the necessary paperwork is filed appropriately and that medical and other records are maintained separately.

A New Hire Orientation/On Boarding Program started in October. New employees to the County are scheduled for four (4) hours of orientation which includes completion of new hire forms, explanation of benefits, overview of collective bargaining agreements, meet and greet with the Mayor, introduction to the County's mission and Holoholo 2020 projects, tour of County facilities, review of Countywide policies and procedures, and providing each employee with a County identification. Since beginning, one hundred six (106) new employees have gone through the New Hire Orientation/On Boarding Program. In addition, twenty-three (23) department heads, supervisors and departmental personnel officers attended an informational session about the program in February and March and twenty-three (23) line supervisors attended a session in April.

The Temporary Disability Insurance (TDI) Program was transferred from the Department of Finance to the Personnel Department in October 2012. Information and forms about the program were updated and sent out to all departments in January 2013. Twenty (20) TDI applications have been processed by the Department of Personnel since taking over the program.

Exit interviews for terminated employees and retirees have also been centralized to the Personnel Department. Informational forms and procedures have been updated and were sent out to all departments in January 2013. Fifteen (15) exit interviews were conducted this fiscal year.

Processing of employees hired for the Parks and Recreation Enrichment Programs during the spring, summer and winter has been transferred to the Department of Personnel Services. This past summer, one hundred thirty-six (136) seasonal employees were processed for the Summer Enrichment Program.

Coordination of open enrollment for employee benefits including Employer-Union Trust Fund (EUTF) health plans and the AllState Flexible Spending Plan was centralized to the Department of Personnel Services. One hundred eighty-eight (188) employees attended the EUTF open enrollment sessions and approximately one hundred (100) changes in health care benefits were processed this year during open enrollment.

Additionally, over forty (40) employees attended the AllState Flexible Spending Plan open enrollment sessions. Eighty-nine (89) percent of employees signed up for pre-taxed health care premiums and over fifty (50) percent of employees enrolled in either medical and/or child care flexible spending plans or various supplemental insurance policies.

### **Classification & Pay and Labor Relations**

This past fiscal year, the backlog of classification requests was decreased from fifty (50) to thirty-three (33). In addition to the regular requests to reclassify positions for incumbents or for vacant positions, the restructuring of the Personnel Department resulted in redescription of positions in several departments.

Aside from the two hundred eighty-nine (289) classification actions taken in the current fiscal year, the department received and reviewed proposed pricing of thirty-two (32) classes for establishment by the State of Hawai‘i, its Department of Education, Hawai‘i Health Systems Corporation (HHSC), the Judiciary, City and County of Honolulu and the counties of Hawai‘i and Maui.

Since July, negotiations started with UPW and HGEA for new contracts to begin July 2013. In April, the United Public Workers (UPW) Unit 01 and the Hawai‘i Government Employees Association (HGEA) Units 02, 03 and 04 contracts were successfully negotiated. HGEA Unit 13 was unable to reach a settlement and therefore has resulted in moving to arbitration.

Also unable to reach a settlement, both the State of Hawai‘i Organization of Police Officers (SHOPO) Unit 12 and the Hawai‘i Fire Fighters Associations (HFFA) Unit 11 contracts have resulted in arbitration.

The Department continues to provide assistance and guidance to the various County Departments/Agencies in contract administration activities. In the current fiscal year, twenty-six (26) employer level grievances have been filed. Grievances dealt with discipline, transfers, promotions, terminations and differences in the interpretation of the contractual provisions.

### **Recruitment and Exam**

One of the most significant accomplishments for the Recruitment and Exam Division this year was the reduction in processing time in the selection process for the Police Department by two (2) months. The department was recognized by the Police Commission for this accomplishment in December 2012.

In October, the department participated in the 2012 Kaua'i Job Fair. Over sixty (60) business organizations and agencies participated in the event. Approximately two hundred fifty-four (254) individuals stopped by to gain more information about County positions. The department also participated in the Spring 2013 Job Fair held at the Kaua'i Community College in April where approximately twenty-eight (28) employers participated in the event and over one hundred thirty-eight (138) potential applicants visited the County booth.

A total of six (6) Administrative Reviews were held this fiscal year as compared to seven (7) held last year. Administrative Reviews are afforded to applicants that do not agree with the decision made regarding their job application. Of the seven (7) reviews, five (5) were accepted and two (2) were sustained as not accepted.

Recruitment of employees for the County's Summer Enrichment Program was transferred from the Parks and Recreation Department to the Personnel Department. Program information and applications are now available and processed online through NeoGov.

Assistance was provided to the County of Maui for proctoring services for three (3) examinations.

### **Employee Development and Health Services**

Online trainings assignments continued for County employees in the current fiscal year on a variety of topics including Preventing Slips, Trips and Falls, Safety and You, Living a Less Stressful Life and Preventing Workplace Harassment for Employees and Supervisors. Offline employees were able to view the assigned training lessons from specified Coordinators within their Departments or through attendance at group sessions.

Upper level management and department heads and deputies attended a Workplace Investigations training in July. Later in the year, over one hundred fifty (150) managers and working supervisors attended training on Employment

Issues. Both trainings were conducted by Sarah Wang of Marr Jones and Wang of O'ahu.

In January, the office of the US Equal Employment Opportunity Commission (EEOC) presented provisions of Title VII prohibiting employment discrimination to department heads, deputies and other upper level managers.

All employees were required to attend a Workplace Violence Program training conducted by Jon Kumashiro of the Department of Human Resources Development (DHRD) that was held over a two (2) day period in July and August. A DVD on the training was recorded for those employees unable to attend the live session.

In April, ergonomics and lighting assessments were conducted for forty-eight (48) employees' workspaces in Council Services, Finance, Boards and Commissions and the Fire Department by Risk Evaluation and Loss Control (REAL).

The County's Vehicle and Equipment Operator's Training Program, previously housed at Public Works, was transferred to the Department of Personnel Services to provide uniform procedures for training, certifying and retraining employees on a County wide basis.

A Vehicle and Equipment Training Request Form was developed for departments to select training for employees to upgrade skills for promotional and temporary assignment opportunities, refresher training, accident follow up training, new equipment/vehicle training, and evaluations.

This past year, a total of sixty-four (64) employees were trained on a variety of equipment and fifty-seven (57) employees completed the annual driver improvement program.

Two hundred and one (201) workers' compensation claims were processed this year by our third-party administrator (TPA) of which one hundred four (104) were new claims. Of the total claims, one hundred twenty-five (125) claims remained open and ninety-seven (97) claims were closed. Therefore, the closing ratio for worker's compensation cases for this fiscal year was seventy-eight (78) percent (97 closed cases divided by 125 new cases).

Worker's Compensation benefits paid this fiscal year was \$1,493,512, up \$176,772 or 13% from last fiscal year. Reserve amounts also increased from \$1,791,608 to \$2,526,034 in relationship to the increase in claim amounts.

The County's Return to Work Program continues to provide opportunities for employees who are injured at work to safely return to work as soon as authorized by a health care provider. During this past year, the Return to Work Program was able to successfully return twelve (12) employees to modified or light duty while

awaiting release to full duty. In addition, one (1) employee was able to be placed in another position within the County based on a permanent restriction.

Open workers' compensation claims were reviewed quarterly with respective Department representatives, the County's third party administrator and insurance broker to develop action plans on major workers' compensation cases including returning injured workers to modified or light duty work assignments as well as to progress towards a fair settlement as part of loss control efforts to reduce costs.

c. Program Activities

1. Civil Service Commission

The Civil Service Commission consists of seven members, appointed by the Mayor and confirmed by the County Council, who shall be in sympathy with and who shall believe in the principles of the merit system in public employment; of the members appointed, one shall be selected from among persons employed in private industry in either skilled or unskilled laboring positions as distinguished from executive or professional positions.

Members	Term of Appointment
Catherine Adams, Chair.....	01/01/12 to 12/31/14
John Low, Vice Chair.....	01/01/11 to 12/31/13
Lani Aranio.....	01/01/11 to 12/31/13
Ryan de la Pena (resigned 10/12/2012).....	01/01/10 to 12/31/12
Gilbert Maerina.....	01/01/11 to 12/31/13
Karen Matsumoto.....	01/01/13 to 12/31/15
Roy Morita.....	01/01/13 to 12/31/15
 Regular Session.....	 11
Executive Sessions.....	11
Special Sessions.....	1
Appeal Filed .....	0

2. Employee Awards Recognition Ceremony

Over two hundred fifty (250) employees and their guests attended the County's annual Employee Awards Recognition Ceremony on June 24, 2013. Employee of the Year awards were presented to those employees in each department who exhibited superior work performance, work efficiency, community service, and special acts beyond the scope of their duties, thereby sustaining pride in work performance and fostering excellence in public service. Awards were also presented to those employees who completed 15, 20, 25, 30 and 35 years of dedicated government service and employees who retired.

### 3. Pre-Retirement Workshop

The annual pre-retirement workshop designed to assist county and state employees in providing the necessary information to successfully transition to retirement life was held on October 29, 2012. Approximately, seventy (70) state and county employees attended the workshop. Topics covered included health fund, retirement benefits, social security benefits, financial planning, wills and estates, deferred compensation, and services for seniors.

## IV. BUDGET

	<b>FY 2013-Budgeted</b>	<b>FY 2013-Actual</b>
Equivalent Personnel	*18	16
Salaries	\$1,005,073	\$ 908,176
Employee Benefits	\$ 627,361	\$ 485,368
Operations	\$ 337,651	\$ 335,709
Total	\$1,970,085	\$1,729,253

\*Includes two 89-day contract positions (1 FTE)

## V. STATISTICS

### Recruitment and Exam

<b>Recruitment Announcement Resource</b>	<b>Number of Applicants</b>	<b>Percent</b>
County of Kaua'i website	3,106	58%
Internet Search Engines (MSN, Google, etc.)	503	9%
Word of Mouth (County of Kaua'i Employee)	502	9%
Other	499	9%
Job Announcement Posting (Visit to the State Recruiting Office or Workforce Development Office)	292	5%
The Garden Island Newspaper	279	5%
Department of Personnel Services	114	2%
Job Fair	29	1%
The Honolulu Star Advertiser	8	0%
Hawai'i Tribune-Herald	2	0%

<b>Recruitment</b>	<b>FY2012</b>	<b>FY 2013</b>
Classes Recruited	133	183
Applications Received	5,387	5,870
Applications Accepted	2,974	3,446
Applications Rejected	2,413	2,424
<b>Types of Examinations Held</b>		
Open Competitive	92	127
Promotional	115	92
Non Competitive	7	18
Registration	12	12
<b>Eligible Placed on List</b>		
Open Competitive	639	850
Promotional	150	202
Registration	1,587	1,139
Re-Employment	1	2
<b>Certification</b>		
Request from Departments	159	210
Job Opportunities filled by Certification	117	160
Eligibles Certified	2,685	2,901

Classification and Pay

<b>Classification and Pay</b>	<b>FY2012</b>	<b>FY 2013</b>
Initial Allocation	25	30
Reallocation	62	44
Reallocation of Vacant Position	70	85
Temporary Reallocation	14	27
End of Temporary Reallocation	14	15
Redescription Review	80	75
No Change	0	1
Withdrawal	18	12
Class Retitled	1	0
Backlog of Classification Requests	50	33
Classification Requests	320	318
Classification Appeals	0	0
Number of Classes Established	27	10
Number of Classes Retitled	0	0
Number of Classes Abolished	0	0
Number of Classes Amended	7	14
Number of Classes Reactivated	2	0

Transactions

<b>Transactions</b>	<b>FY2012</b>	<b>FY 2013</b>
Total Personnel Transactions Audited	1,477	1,523
Promotions	45	43
Demotions	4	6
Transfers	63	92
Pay Increase	21	13
Reallocations	61	50
Suspensions	23	49
Other	677	630
Leave Without Pay	311	293
Seasonal	76	40
New Hires	122	165
Separations	74	142

**Workers' Compensation Claims and Costs By Department**

<b>Department/ Agency</b>	<b>Open</b>	<b>Closed</b>	<b>Total Claims FY 2013</b>	<b>Total Claims FY 2012</b>	<b>Department/ Agency</b>	<b>Cost FY2013</b>	<b>Cost FY2012</b>
Public Works	43	38	81	90	Public Works	\$ 492,711	\$ 538,145
Police	26	23	49	56	Parks & Rec	\$ 430,999	\$ 322,897
Parks & Rec	9	15	24	26	Police	\$ 320,831	\$ 189,856
Fire	6	9	15	30	Fire	\$ 126,550	\$ 219,764
Water	5	4	9	12	Finance	\$ 39,814	\$ 1,169
Finance	4	0	4	2	Water	\$ 36,478	\$ 27,842
Transportation	4	1	5	4	Transportation	\$ 35,912	\$ 12,092
Prosecuting Attorney	2	1	3	0	Prosecuting Attorney	\$ 7,423	\$ 0
County Clerk	2	3	5	0	Housing	\$ 2,794	\$ 1,238
Housing	1	1	2	5	OED	\$ 0	\$ 262
OED	1	2	3	1	Elderly Affairs	\$ 0	\$ 63
Personnel	1	0	1	0	Liquor	\$ 0	\$ 63
Liquor	0	0	0	1	Planning	\$ 0	\$ 3,349
<b>Total</b>	<b>104</b>	<b>97</b>	<b>201</b>	<b>229</b>	<b>Total</b>	<b>\$1,493,512</b>	<b>\$1,316,740</b>

**Workers' Compensation Costs and Reserves by Benefit Type**

<b>Benefit</b>	<b>Costs FY2013</b>	<b>Costs FY2012</b>	<b>Change</b>	<b>Reserves FY2013</b>	<b>Reserves FY2012</b>	<b>Change</b>
Medical	\$ 539,897	\$ 447,833	\$92,064	\$800,089	\$ 469,318	\$330,771
Temporary Total Disability	\$ 459,826	\$ 319,811	\$140,015	\$330,637	\$ 108,642	\$221,995
Permanent Partial Disability	\$ 248,627	\$ 323,604	(\$74,977)	\$1,182,508	\$1,058,643	\$123,865
Vocational Rehabilitation	\$ 13,956	\$ 42,212	(\$28,256)	\$33,249	\$ 26,418	\$6,831
Other Allocated Expenses	\$ 145,604	\$ 79,259	\$66,345	\$179,551	\$ 128,587	\$50,964
Administrative Expenses	\$ 85,602	\$ 104,021	(\$18,419)	NA	NA	NA
<b>Total Costs</b>	<b>\$1,493,512</b>	<b>\$1,316,740</b>	<b>\$176,772</b>	<b>\$2,526,034</b>	<b>\$1,791,608</b>	<b>\$734,426</b>

Vehicle and Equipment Training

<b>FY2013</b>	<b>Public Works</b>	<b>Parks &amp; Recreation</b>	<b>Police</b>
<b>Driver Improvement Program</b>	53	4	
<b>Equipment Training</b>	48	15	1
Aerial Platform Bucket Truck	2		
Backhoe	7		
Bushwacker	5	4	
Clipper	3		
Compactor Backhoe	2		
Dozer	2		
Excavator	3		
Forklift	2		1
Pay Loader	7		
Refuse Truck	1		
Riding Mower	3	3	
Roller	4		
RTV and Trailers		8	
Shredder	1		
Tractor Mower	2		
Water Tank Truck	1		
Wheel Compactor	3		

Number of County Employees as of June 30, 2013

<b>Department</b>	<b>Permanent</b>	<b>Temporary</b>	<b>Exempt</b>	<b>Contract</b>	<b>Total</b>
Auditor's Office	0	0	4	0	4
Civil Defense	3	0	1	1	5
County Attorney	5	0	9	1	15
County Clerk	8	0	24	0	32
Economic Development	2	1	8	0	11
Elderly Affairs	11	4	2	0	17
Finance	76	3	3	3	85
Fire	182	8	3	1	194
Housing	0	0	2	25	27
Liquor	7	0	0	0	7
Mayors' Office	0	0	16	2	18
Parks & Recreation	121	2	4	109	236
Personnel Services	13	0	1	0	14
Planning	23	4	2	0	29
Police	190	10	2	0	202
Prosecuting Attorney	15	2	14	8	39
Public Works	286	8	3	1	298
Transportation	2	0	93	1	96
Water	71	2	4	6	83
<b>Total</b>	<b>1015</b>	<b>44</b>	<b>195</b>	<b>158</b>	<b>1412</b>

Note: Permanent - Probationary and permanent employees  
 Temporary - Provisional and limited term employees  
 Exempt - Elected and appointed employees (excluding commissions, boards and council members)  
 Contract - Employees under personal services contract

DEPARTMENT OF PERSONNEL SERVICES  
STAFF AS OF JUNE 30, 2013

HR Manager II .....	Thomas T. Takatsuki
HR Manager II .....	Crystal Fujikawa
HR Manager II .....	Janine Rapozo
Private Secretary .....	Pualani R. Borales
HR Specialist II .....	Joyce Schuierer
HR Specialist II .....	Erin Takekuma
HR Specialist II .....	Kathy Tanita
HR Specialist I .....	Kris Nakamura
Equipment Operator Trainer .....	Steven Carvalho
Personnel Management Specialist I .....	Telissa Agbulos
Personnel Management Specialist I .....	Debbie Ponce
Human Resources Clerk.....	Michelle Hinazumi
Human Resources Clerk .....	Leimomi Spencer-Gacusan
Human Resources Clerk .....	Kari Villabrille