

2007-2008

**KAUA'I COUNTY
SALARY COMMISSION**

AMENDMENTS TO APRIL 18, 2007 REPORT & RESOLUTION

COMMISSION MEMBERS

Allan Smith, Chair
Thomas Cooper
Robert Crowell
Randall Hee
Virginia Kapali
Trinette Kau
Dawn Murata

June 8, 2007

I. Introduction

The Salary Commission filed a preliminary report and resolution documenting its activities and findings with the Kaua'i County Council ("Council") on March 15, 2007 and a report and resolution on April 18, 2007. To address concerns raised by the Council at its consideration of the April 18, 2007 report and resolution at the Council's Committee of the Whole meeting on May 2, 2007, the Salary Commission met on May 9, 2007 and May 23, 2007 to consider technical and substantive amendments to its April 18, 2007, report and resolution.

II. Council Concerns and Salary Commission Deliberations

At its Committee of the Whole meeting on May 2, 2007, and in a May 8, 2007, letter from the Council Chair to the Salary Commission, the Council submitted the following for consideration by the Salary Commission.

A. Technical corrections

The Council's letter noted that the Salary Commission's report and resolution incorrectly identified the current salary of the Deputy County Clerk as \$66,000, when his actual salary is \$69,000. To correct this error, the Commission adopts a new salary schedule for the Deputy County Clerk which provides him the same increases as deputies or first deputies whose current salaries are \$69,000. The corrected salaries are stated on the attached resolution. (Attachment A). The attached resolution also makes other, non-substantive technical corrections to dates and section designations.

B. Salary of the Deputy Fire Chief

The position of Deputy Fire Chief was not included in the Commission's last report, since it had not been established at that time. It has since been established, and the Commission recommends that the salary for this position be set at the same rate as the Deputy Police Chief.

C. Salary of the Director of Housing

As of May 18, 2007, the position of Director of Housing (or Housing Director) is under consideration, but has not been established. Should this position be established, the salary for this position should be the same as the Director of the Offices of Community Assistance and the Director of Economic Development.

D. Council salary levels and parity with executive pay increases

In its April 18, 2007, resolution and report, the Salary Commission provided an increase of approximately thirty-four (34) percent for the Council Chair and Councilmembers, effective January 1, 2009. During Council discussions and in the Council Chair's letter to the Salary Commission, the Council noted that the increases were less than the approximately forty-three (43) percent increase proposed for the Mayor and appointed department heads. The Council also noted that since Kaua'i County Charter section 29.06 precludes any change in the salary of councilmembers during their term, the value of the increase to councilmembers is even less because the increase occurs later. Finally, the Council notes that its members do not receive the same vacation, sick, and holiday leave benefits as department heads.

After considering the Council's concerns, the Commission determined appropriate salary adjustments for the Council based on the following considerations. The Commission obtained salary information for comparable positions in the State to determine statewide averages. Based on the most current salary information available, the statewide averages are \$51,461 for council chairs and \$46,350 for councilmembers. The Commission adjusted the Council Chair's salary so the separation between the salaries of the Council Chair and other members remains at its current level of 12.5 percent. To these base salaries, the Commission applied the seven (7) percent annual increases between 2008 and 2010 earlier proposed for executive appointees and the Mayor. However, Charter section 29.06 does not allow Council pay increases to take effect until after the end of the term of the current Council. Therefore, the Council's increases will commence on January 1, 2009 and January 1, 2010. The resulting salaries are \$53,066 (CouncilMembers) and \$59,699 (Council Chair), as of January 1, 2009 and \$56,781 (CouncilMembers) and \$63,879 (Council Chair) as of January 1, 2010. The Commission believes that the salaries compare favorably with council salaries statewide, and appropriately reflect the increases in the complexity of the Council's work and the time demands of the job.

In its discussions, the Council questioned the purpose of retaining Charter section 29.06, because the creation of the Salary Commission has decreased the Council's role in the salary setting process. The question of retaining a charter provision is primarily within the jurisdiction of the Charter Review Commission.

Since the Charter Review Commission will convene in the near future, the Salary Commission will defer discussion of Charter section 29.06 until the Charter Review Commission convenes.

E. Performance Evaluation Form and Policy

At its Committee of the Whole meeting on May 2, 2007, the Council requested copies of the evaluation form and policy to be used in measuring appointee performance. The form and policy are attached to this report. (Attachment B).

III. Findings and Recommendations

The Salary Commission's findings and recommendations are set forth in the resolution attached as Attachment A.

**RESOLUTION PROPOSING AN ORDINANCE AMENDMENT
RELATING TO SALARIES**

BE IT RESOLVED BY THE SALARY COMMISSION OF THE COUNTY OF KAUA'I, STATE OF HAWAII:

SECTION 1. Pursuant to Section 29.03 of the Charter of the County of Kaua'i (hereinafter "Charter"), the Salary Commission hereby resolves to propose the changes described in this resolution to the Kaua'i County Council.

SECTION 2. Chapter 3, Article 2, Section 3-2.1 of the Kaua'i County Code 1987, is hereby amended to provide for the following salaries, effective as of the dates stated below and subject to the performance review requirements of the Salary Commission's resolution dated and transmitted on April 18, 2007:

<u>Position</u>	<u>Effective dates</u>			
	7/1/07	1/1/08	1/1/09	1/1/10
Deputy County Clerk	\$ 86,250	\$ 92,288	\$ 98,748	\$105,660
Deputy Fire Chief	\$ 86,250	\$ 92,288	\$ 98,748	\$105,660
Director of Housing	\$ 90,000	\$ 96,300	\$103,041	\$110,254

SECTION 3. Chapter 3, Article 3, Section 3-3.1 of the Kaua'i County Code 1987, is hereby amended to provide for the following salaries, effective as of the dates stated below.

<u>Position</u>	<u>Effective date</u>	
	1/1/09	1/1/10
Council Chair	\$59,699	\$63,879
Councilmember	\$53,066	\$56,781

SECTION 4. Typographical correction. The date of "January 10, 2010" in Section 2 of the Salary Commission's April 18, 2007 resolution is changed to "January 1, 2010."

SECTION 5. Severability. If any portion or portions of this Resolution are deemed invalid or rejected by a vote of five (5) or more councilmembers, the other provisions of this resolution shall not be affected thereby. If the application of this ordinance or any of its provisions to any person or circumstances is held invalid, the application of this Resolution and its provisions to other persons or circumstances shall not be affected thereby.

SECTION 6. Portions of this Resolution not rejected by five (5) or more councilmembers within sixty (60) days shall be enacted into ordinance by the County Clerk and County Council.

INTRODUCED BY:

Excused

Allan Smith, Chair

[REDACTED]

Virginia Kapali, 1st Vice chair

[REDACTED]

Randall Hee, 2nd Vice Chair

[REDACTED]

Thomas Cooper

[REDACTED]

Robert Crowell

[REDACTED]

Trinette Kaui

[REDACTED]

Dated: June 8, 2007

Dawn Murata

BRYAN J. BAPTISTE
MAYOR



MALCOLM C. FERNANDEZ
DIRECTOR OF PERSONNEL SERVICES

COUNTY OF KAUA'I
DEPARTMENT OF PERSONNEL SERVICES
MO'IKEHA BUILDING
4444 Rice Street, Suite 140
LIHU'E, KAUA'I, HAWAII 96766
Telephone (808) 241-6595 • Fax (808) 241-6593

May 8, 2007

TO: DEPARTMENT HEADS, DEPUTIES, EXECUTIVES COVERED UNDER
KAUA'I COUNTY CODE §3-2.1, AND AFFECTED COMMISSIONS

FROM: MALCOLM C. FERNANDEZ, DIRECTOR OF PERSONNEL SERVICES

SUBJECT: **PERFORMANCE EVALUATIONS FOR EXECUTIVE APPOINTEES**

The 2007 Kaua'i County Salary Commission has recommended a measure for increased salaries for department heads, deputies and non-elected executives covered under the Kaua'i County Code §3-2.1 based on performance-based pay. Any salary increase will be contingent on evidence that the executive appointee has met or exceeded job requirements for the performance appraisal period of July 1, 2006 to June 30, 2007.

We are transmitting for your information, the County's policy and procedures on Performance Evaluation for Executive Appointees. Employees are required to be evaluated, at least annually, to determine their fitness and ability for employment in their positions, and to continue to demonstrate such by meeting all performance requirements of their positions. The performance evaluation is considered a critical employee development tool, and pre-determined job-specific performance goals and objectives are the cornerstone of the program.

Annual evaluations for non-elected executive appointees should be completed and signed by June 30th. Guidelines are attached and will serve as the basis for the transition to implementing this policy immediately. Legislative appointees covered by Section 3-2.1 of the Kaua'i County Code may choose to follow these procedures to meet the requirements of the Salary Ordinance proposal.

If there are questions on this, you may contact 241-6595.


Director of Personnel Services

Attachments (3)

DEPARTMENT OF PERSONNEL SERVICES
COUNTY OF KAUAI

ADMINISTRATIVE POLICIES & PROCEDURES

PERFORMANCE EVALUATION FOR EXECUTIVE APPOINTEES

I. POLICY

An objective evaluation of the performance of the County's non-elected executive appointees covered by Section 3-2.1 of the Kauai County Code shall be conducted regularly. Aspects of performance to be evaluated shall include managerial competencies and ability to either meet or exceed job expectations as specified on their job description or by other relevant factors.

II. RATIONALE

This policy provides a means to determine whether employees are meeting or exceeding job requirements as defined on the position description, and to highlight employees' progress and strengths and areas that need to be strengthened.

III. DEFINITIONS

"Appointing authority" means the Mayor or designee, board, commission or department head having the power to make adjustments for their respective employees.

"County" means the County of Kauai.

"Director" means the Director of Personnel Services for the County of Kauai.

IV. SCOPE

This policy applies to all non-elected department heads, deputies and executives covered by Section 3-2.1 of the Kauai County Code within the executive branch of the County of Kauai.

V. RESPONSIBILITIES

- A. The Department of Personnel Services (DPS) is responsible for the development and implementation of the Executive Appointees Performance Evaluation Program, including determination of the form(s) and procedures used.
- B. The Director of Personnel Services is responsible for the administration of the Executive Appointees Performance Evaluation Program.
- C. DPS is responsible for ensuring compliance with established policy and procedures, maintaining forms and documents relative to this policy, and evaluating the effectiveness of the program and making appropriate adjustments, as necessary. Original forms and documents will be kept in the affected employee's official personnel file. Copies will be maintained at DPS.
- D. The Mayor or his designated representative is responsible for reviewing of the Executive Appointees Performance Evaluation guidelines and procedures.
- E. Executive employee's responsibilities:
 - 1. Actively look for ways to measure own performance on the job;
 - 2. Propose ideas to appointing authority when requested;
 - 3. Keep an open mind when discussing goals with appointing authority;
 - 4. Provide realistic and accurate input at the end of the rating period.
- F. Appointing authority's responsibilities:
 - 1. Set attainable and realistic goals with employees;
 - 2. Challenge employees to increase effort or performance through challenging goals;
 - 3. Clarify expectations for employee performance;
 - 4. Monitor employee performance and provide feedback to aid in employee development.

VI. PROCEDURE

- A. The executive employee drafts goals/standards for the coming year.
 - 1. Goals should be specific, measurable, attainable, realistic and time-oriented.
 - 2. Categories of goals
 - a) Individual goals
 - 1) focus on achievements of the individual employee;
 - 2) are meaningful to achievement of organizational success;
 - 3) relate to work being performed.
 - b) Work unit goals
 - 1) focus on employee contribution to achievement of the work units defined goals and objectives;
 - 2) treat all employees within the work unit equally;
 - 3) achievement makes contribution toward organizational goals.
 - c) Organizational goals
 - 1) relate to achievement of organizational goals, objectives, and mission;
 - 2) focus on the organization and the employees' role in achieving the organizational mission;
 - 3) identify competencies needed to meet organizational goals.
- B. Employee and appointing authority agree to standards and goals for the year.
- C. Goals are reassessed and modified at mid-year.
- D. Appointing authority obtains input on performance from a minimum of eight (8) multiple sources (e.g. subordinates, co-workers and superiors).
- E. The Director may authorize Commissions to evaluate the performance of their executive appointees on approved rating sheets that may provide for weighted judgement suited to their organizational

PERFORMANCE EVALUATION
FOR EXECUTIVE APPOINTEES

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needs. Data will be transmitted on Form KPC-10 to satisfy Salary Commission requirements.

- F. Appointing authority summarizes performance and provides comments on Form KPC-10.
- G. Appointing authority and executive employee meet to discuss performance and to set new goals for planned improvement for the coming year.
- H. Appointing authority and executive employee sign and date the form.
- I. Appointing authority submits the appropriate form(s) to the Director of Personnel Services who creates reports to Mayor and Salary Commission as required.

VII. AUTHORITIES & REFERENCES

Hawai'i Revised Statutes §76-12, §76-13, §76-17, §89C;
Rules of the Director of Personnel Services, §1-3.

**DEPARTMENT OF PERSONNEL SERVICES
COUNTY OF KAUAI**

**EMPLOYEE PERFORMANCE EVALUATION GUIDELINES
FOR NON-ELECTED EXECUTIVE APPOINTEES**

The Executive Appointees Performance Evaluation Program requires non-elected executive appointees covered by Section 3-2.1 of the Kauai County Code to be evaluated at least once annually. The purpose of the evaluation is to assess the services of the employee during the rating period to ensure the employee meets the performance requirements of the position. The performance evaluation is considered in personnel actions taken by an appointing authority as applicable.

Criteria:

The following general performance factors, and any other specific factor pertinent to the executive appointee should be used in the performance evaluation:

- Customer Service/Attitude, Cooperation and Collaboration
- Planning and Organizing of Objectives
- Leadership/Supervisory Skills
- Communication Skills
- Personnel Management, including Employee Retention
- Achieving Goals/Quality and Quantity of Work
- Policy Development/Problem Solving, Initiative and Creativity
- Management of Financial and Material Resources

Documentation and Evaluators:

Collect data and information that confirm the executive appointee's accomplishments. In consultation with the employee, the appointing authority will select a minimum of 8 colleagues/peers to provide performance evaluation input. Input will be used only as feedback for the evaluation and will be kept anonymous. Colleagues/peers should provide input only on those criteria for which they have verifiable information.

Appointing authorities and others providing input who evaluate the performance of the executive appointee should be personally familiar with the employee's work and have a thorough understanding of the job requirements for the position.

Executive Appointees Performance Evaluation Guidelines

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Formal Evaluation Summary Form:

The form used to record the final summary of the executive appointee's performance evaluation is DPS Form KPC-10. The appointing authority will review all the performance documentation, compare the documented data/information with the executive appointee's performance expectations and complete a summary of the evaluation, placing it on the evaluation summary form.

Rating: indicates the level of the executive appointee's performance for each criteria. The following are the ratings:

- (1) Unsatisfactory - employee does not meet minimum standards in this category;
- (2) Needs Improvement - performance must improve for employee to be successful in this category;
- (3) Satisfactory - employee performance meets the expected standards in this category;
- (4) Excellent - employee consistently meets and occasionally exceeds performance standards;
- (5) Superior - employee often exceeds performance standards.

Timing of Performance Evaluations:

The performance evaluations are to be conducted as deemed appropriate by the appointing authority, but no less than annually, assuring that the employee's Form KPC-10 is completed and signed at least thirty (30) days prior to any salary increase or by May 31. The evaluation period is the previous 12-month period, or since date of hire for employees hired within the previous 12-month period.

Employee Development Plan:

The executive appointee and appointing authority must establish performance expectations for the year. The expectations are developed around the criteria to be rated by the appointing authority at the end of the performance evaluation year. These may include, but are not limited to:

- (1) Review of goals agreed upon at previous performance discussions.

**Executive Appointees Performance
Evaluation Guidelines**

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- (2) Review of developmental activities that have occurred since the previous performance discussion.
- (3) Comparison and discussion of current (within the evaluation year) evaluation forms completed by the employee and appointing authority.
- (4) Planning for goals and development for the next evaluation period.

Sources of data/information for the development of the performance expectations include future plans, program initiatives, situational variables, past performance areas needing improvement, etc.

Records:

Copies of the documents will be made for the appointing authority and employee's records for future use. The original documents are maintained in the employee's departmental personnel file. The original Form KPC-10 Evaluation Factors: Appointees/Managers is the only document that needs to be sent to the Department of Personnel Services.

EVALUATION FACTORS: APPOINTEES/MANAGERS

Name/Title: _____
 Years of Service: _____

Name of Rater: _____

Unsatisfactory (1)	Needs Improvement (2)	Satisfactory (3)	Excellent (4)	Superior (5)	Score
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1. **Customer Service:** Courtesy in dealing with customers and effectiveness in meeting the customer's needs. (Customers may include, but not limited to, the public; Mayor; County Council; Board or Commission; and other department/agency heads and deputies.)

Has shown little interest in meeting the needs of the customers. Antagonize the customers in dealings with them.	Is occasionally discourteous when working with customers. Sometimes is not effective in meeting the needs of customers.	Almost always courteous and effective when dealing with customers.	Is pleasant and helpful when dealing with customers.	Courteous and effective when dealing with customers; goes far beyond the call of duty to serve customers.	
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Trend: Improving _____ Same _____ Declining _____

Recommendation(s) for improvement: _____

2. **Planning and Organizing:** Establishing a course of action, structuring or arranging resources, and setting priorities for self and others to accomplish specific goals. Demonstrated ability to plan ahead, schedule work, set realistic goals, anticipate and prepare for future assignments, set logical priorities and use time wisely.

Usually disorganized, and often in a crisis caused by lack of planning and organizing.	Has difficulty in setting priorities and/or in attaining goals.	Usually does a good job in assigning priorities. Able to attain most goals.	Seldom in a crisis due to lack of planning and organizing. Is able to attain nearly all goals.	Does a superior job in assigning priorities. Anticipates problems and decides how to handle them. Accomplishes tasks ahead of scheduled in most instances.	
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Trend: Improving _____ Same _____ Declining _____

Recommendation(s) for improvement: _____

Unsatisfactory (1)	Needs Improvement (2)	Satisfactory (3)	Excellent (4)	Superior (5)	Score
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3. **LEADERSHIP.** Measurement of getting people to willingly work to accomplish an objective. Utilization of appropriate interpersonal styles and methods to guide individuals or groups toward effective task accomplishment. Controlling and evaluating performance, utilization of resources available to accomplish tasks, effective employee development and counseling and sharing leadership when appropriate.

Inhibit subordinate motivation to accomplish tasks or improve personal development. Fails to take initiative and rarely knows job status. Shares little or no information with superiors or subordinates.	Sometimes fails to sufficiently motivate employees to accomplish tasks or develop. Shares very little information with superiors or subordinates.	Effectively motivates to accomplish tasks and develop employees. Takes action to solve problems. Maintains a good method of sharing information with superiors and subordinates.	Consistently effective in motivating employees to accomplish tasks and improve personal development. Maintains excellent method of sharing information. Most potential problems are detected early.	Exceptionally effective leader. Maintains highly motivated and developed employees. Problems are consistently detected early, and information is shared in the most efficient manner. This person is always on top of things.	
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Trend: Improving ___ Same ___ Declining ___

Recommendation(s) for improvement: _____

4. **Communication.** Expression of ideas orally and in writing, providing relevant and timely information to superiors, co-workers, subordinates and other customers, listening and understanding others.

Written work is often incomplete and contains errors. Fails to clearly express opinion on ideas.	Written work usually contains some errors. Thoughts are not presented in a logical order. In conversation, often has trouble being understood.	Reports are generally accurate but occasionally contain errors. Routine reports are performed adequately, but more important or complex reports require closer supervision.	Reports are consistently accurate and well organized, seldom needing correction. This person can capably prepare and present important oral or written reports. Listens well and can be understood.	Writes well-organized, understandable and accurate reports. Oral or written presentation is excellent, needs minimal improvement. In less formal conversation, this person listens well in addition to getting the point across.	
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Trend: Improving ___ Same ___ Declining ___

Recommendation(s) for improvement: _____

Unsatisfactory (1)	Needs Improvement (2)	Satisfactory (3)	Excellent (4)	Superior (5)	Score
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5. **Personnel Management.** Selecting, managing, motivating and developing employees, following prescribed personnel policies and practices, including equal employment opportunity. Effectiveness in utilization of personal resources.

Has difficulty in selecting, managing, motivating, and developing staff members to meet individual and group goals. Often disregards prescribed personnel policies and practices.	Somewhat effective in selecting, managing, motivating, and developing staff members to meet individual and group goals. Usually follows prescribed personnel policies and practices. However, some improvement of these skills is needed.	Generally effective in selecting, managing, motivating, and developing staff members to meet individual and group goals. Follows prescribed personnel policies and practices. Effective in managing personnel resources.	Very effective in selecting, managing, motivating, and developing staff members to meet individual and group goals. Follows prescribed personnel policies and practices. Handles employee performance problems effectively and selects well-qualified candidates.	Exceptionally effective and creative in selecting, managing, motivating and developing staff members to meet individual and group goals. Follows prescribed personnel policies and practices. Demonstrates skill and creativity in dealing with employee performance problems, and selecting well-qualified candidates.	
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Trend: Improving ___ Same ___ Declining ___

Recommendation(s) for improvement: _____

6. **Achieving Goals.** Effective organizational management to achieve defined program measurements, goals, and objectives. Establish realistic program measurements, goals and objectives for employees. Produce a reasonable volume of work on schedule, demonstrating accuracy, thoroughness and dependability.

Does not achieve defined objectives, and establishes unrealistic goals for employees. Develops error prone, incomplete work. Work is generally untimely. Regular reminders needed to obtain compliance.	Goals are not always achieved, and accuracy and volume of work is sometimes less than standard. Work is frequently untimely. Some monitoring required.	Effective in the establishment of realistic, achievable goals; production of work is dependable and accurate generally. Work is generally timely.	Goals are consistently achieved. The volume, accuracy and thoroughness of work is very effective. Work is almost always timely.	Exceptional manager, achieving extremely high standards. Production of work is exceptional due to high degree of accuracy, volume, and thoroughness. Work is always timely.	
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Trend: Improving ___ Same ___ Declining ___

Recommendation(s) for improvement: _____

Unsatisfactory (1)	Needs Improvement (2)	Satisfactory (3)	Excellent (4)	Superior (5)	Score
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7. **Policy Development.** The development and implementation of sound policy, which identifies and analyzes problems effectively and develops alternative solutions. This encompasses job knowledge, which includes depth, currency, and breadth.

Cannot develop a policy independently, and does not identify or analyze problems.	Often is not able to develop a sound policy based on job knowledge. Often does not identify solutions.	Effective establishment of sound policy based on analysis of problems. Develops some alternative solutions.	Consistently develops and implements sound policies. Very knowledgeable and effectively analyzes problems.	Exceptional development and implementation of sound policy. Significant thorough research and analysis conducted and several feasible alternate solutions are developed.	
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Trend: Improving ___ Same ___ Declining ___

Recommendation(s) for improvement: _____

8. **Financial Management.** Effective development and implementation of financial budgets and controls, operating within prescribed fiscal limits, incorporating key costs control issues.

Frequently pays inadequate attention to financial budgets and controls in planning and completing work. Work is frequently over budget. Fails to fully utilize budget resources; or budget fails to provide for program requirements.	Sometimes pay inadequate attention to financial budgets and controls in planning and completing work. Work is sometimes over budget without adequate attempts to control costs. Occasionally attempts to circumvent county guidelines.	Attentive to financial budgets and controls, and generally operates within prescribed financial limits. Budget overruns are infrequent, and causes are normally identified and justified. Implements plans to control costs where possible. Effective in managing fiscal resources.	Consistently effective in developing financial budgets and controls and in operating within prescribed financial limits. Seeks opportunities to control costs, and adapts plans and methods to prevent budget overruns.	Exceptionally effective in developing budgets and controls (incorporating low cost control issues) and in operating within prescribed financial limits. Actively seeks opportunities to control costs, adapts plans and methods to prevent budget overruns, and encourages and assists others in effecting cost savings.	
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Trend: Improving ___ Same ___ Declining ___

Recommendation(s) for improvement: _____

Overall Trend: Improving ___ Same ___ Declining ___

Signature of Employee Date

Signature of Rater Date

Employee comments: _____

