



Department of Human Resources

Fiscal Year 2021 Annual Report

July 1, 2020 – June 30, 2021

Annette Anderson
Director

DEPARTMENT OF HUMAN RESOURCES

I. MISSION STATEMENT

The Department of Human Resources (DHR) shall provide efficient, timely, and respectful customer service to all County departments and agencies with the full range of human resources functions based upon merit principles and devoid of any bias or prejudice including recruitment and examination, classification and pay, labor relations, payroll and benefits coordination, employee development and training, employee relations, equal employment opportunities, reasonable accommodations, and health and safety by offering effective and innovative solutions for the successful achievement of Countywide goals.

II. DEPARTMENT GOALS

- A. To support all County departments, employees, and the general public with the full range of human resource functions.
- B. To streamline, standardize and centralize various human resource functions that will lead to greater efficiencies.
- C. To attract, support, and retain a qualified and diversified workforce by fostering employee development and providing a safe environment.
- D. To enhance the quality and efficiency of services with technological advancements.

III. PROGRAM DESCRIPTION

A. Objectives

The following demonstrate DHR's commitment to the County's six levels of RISE, "Mobility," "Home," "Connections," "Money," "Freedom," and "Heart."

Recruitment and Examination Division

The Recruitment and Examination Division provides responsive, fair and consistent recruitment and examination to departments, employees and job applicants. Various recruitment strategies are used to increase the applicant pool especially in hard to fill positions.

Classification and Labor Division

The Classification and Labor Division provides responsive, fair, and consistent classification and pay services to departments, employees, and job applicants. Job classifications are continuously reviewed to standardize minimum education requirements to alleviate misinterpretations

Administrative Services and Benefits

Implement a new HRMS Payroll and Personnel system that will allow for an efficient time and attendance, advanced scheduling, and performance evaluation modules.

Provide comprehensive review of benefits/leave for employees; Provide guidance to all departments in benefits/leave administration and processing.

Employee Development and Health Services

Provide guidance and recommendations to departments on employee related challenges including employee conflicts, management of performance issues, workplace violence, harassment, discrimination, and retaliation, reasonable accommodation assessments, and investigations of complaints.

Provide training resources that departments may use in lieu of in-person training.

Equal Employment Opportunities and Reasonable Accommodations Pursuant to the Americans With Disabilities Act

Provide guidance, resources, and recommendations to departments on employee related challenges including harassment, discrimination, and retaliation, reasonable accommodation assessments, and investigations of complaints.

Stress the importance of providing great customer service to both external (e.g., public) and internal (e.g., co-workers) customers, including accessible programs and services.

Payroll

Reorganize and increase the department's payroll staff to continue the centralization of resources and ensure succession.

Automate payroll functions and calculations (within the limitations of the current software) to avoid likelihood of human errors.

Utilize the current software more efficiently to generate data and reports needed for internal/external sources

Cut down the payroll processing from three (3) to two (2) days to allow more time for hours entry staff to audit/enter/review payroll entries

Replace the need for reconciling software by using in house (IT) programming

B. Highlights of Various Divisions

Recruitment and Examination Division

The Recruitment and Examination Division continued to assist departments in their efforts to fill their vacancies whether positions were civil service, appointed or exempt from civil service. These include full-time and part-time, seasonal, short-term, and temporary positions.

This fiscal year there were four hundred fifty-six (456) classes that were recruited for, four hundred thirty-nine (439) recruitment requests received, sixty-three (63) of which were cancelled for various reasons. The Recruitment and Exam Division administered one hundred twenty-seven (127) written exams, scheduling nine hundred sixty-six (966) candidates. In addition, throughout this fiscal year, various performance tests were administered including testing for Fire Fighter Trainee, Ocean Safety Officer I, Pool Guard, Fire Fighter II, Solid Waste Worker II as well as various Equipment Operators.

The Recruitment and Examination Division received five (5) Administrative Review requests during this fiscal year. Administrative Reviews are afforded to applicants who do not agree with the decision made regarding their job application. Of the five (5) reviews, two (2) were accepted and three (3) were sustained as not accepted. There were no appeals to the Civil Service Commission.

As the fiscal year started with COVID-19 still around, the Recruitment and Examination Division found it necessary to continue to adjust and adapt to physical distancing and quarantine requirements for applicants. A revised written and performance testing policy was implemented which included a temperature check and a safety screening questionnaire for all applicants. Additional testing dates were scheduled to accommodate physical distancing requirements and applicants were tested virtually via Skype or other available method if they were unable to travel to the island to test.

After a one year break due to COVID-19, the Student Summer Internship Program was again offered for college students to work at a department in their field of study. A total of eleven (11) summer Interns were hired and placed in various departments including the County Attorney's Office, Office of the Prosecuting Attorney, Department of Water, Finance Department, and the Department of Public Works.

Internal policies were updated including determining which job classifications would require a written exam, the written exam process, recruitment above the minimum requests, hire above the minimum requests, etc. as well as creating standard operating procedures to streamline the recruitment process. A Countywide Motor Vehicle Policy was also completed and distributed to all employees.

In October, Recruitment staff attended Neogov's annual conference virtually. Aside from the pre-conference classes, other break-out sessions included calendar integrations for scheduling interviews, class specification history repository, organizational charts,

possible use of other recruitment sites to attract more applicants, text editing to enhance job announcements and analytics to see where problems in recruitment may be coming from.

Classification & Pay and Labor Relations

This fiscal year, the Classification & Pay Division processed four hundred fifty-nine (459) classification actions. During this same period, the division researched, created, and established ten (10) new classes to meet departments' needs.

Additionally, proposed pricing of thirty-four (34) classes for establishment from the various jurisdictions including the State of Hawai'i, the Department of Education, Hawai'i Health Systems Corporation (HHSC), the Judiciary, the City and County of Honolulu and the counties of Maui and Hawai'i were received and reviewed.

To ensure consistency and clarity to job postings, job classifications are being expanded to include acceptable substitutions to meet minimum qualifications (e.g., education for experience and experience for education, etc.). Close to one hundred (100) job classifications have been revised thus far with the new format.

The department continued to provide labor relations assistance and guidance to the various County departments and agencies in contract administration activities. In the current fiscal year, six (6) employer level grievances were filed.

Via legislative action, a new bargaining unit 15 was created made up of the various counties' Ocean Safety Officers. Previously part of bargaining unit 14, the Hawaii Labor Relations Board approved the new unit splitting the State's Law Enforcement Officers from the Counties' Ocean Safety Officers.

Unable to reach an agreement through the negotiation process, the fiscal year started with employees in the Hawaii Fire Fighters Association (HFFA) Unit 11, the State of Hawaii Organization of Police Officers (SHOPO) bargaining unit 12, and HGEA Unit 15 without a new contract. The Employer group continues to negotiate with these bargaining units and will prepare for arbitration.

The Employer successfully reached agreement with the United Public Workers (UPW) unit 1 and Hawaii Government Employees' Association (HGEA) bargaining units 2, 3, 4, and 13. Settlement for these contracts are shown below:

UPW-Unit 1 (07/01/21 to 06/30/23) (2 year contract)

- No raises for the two (2) year contract period
- Maintain sixty percent (60%) EUTF Employer contribution for prevalent medical plan (HMSA 80/20)

HGEA-Unit 2 (07/01/21 to 06/30/23) (2 year contract)

- No raises for the two (2) year contract period

- Maintain sixty percent (60%) EUTF Employer contribution for prevalent medical plan (HMSA 80/20)

HGEA-Unit 3 (07/01/21 to 06/30/23) (2 year contract)

- No raises for the two (2) year contract period
- Maintain sixty percent (60%) EUTF Employer contribution for prevalent medical plan (HMSA 80/20)

HGEA-Unit 4 (07/01/21 to 06/30/23) (2 year contract)

- No raises for the two (2) year contract period
- Maintain sixty percent (60%) EUTF Employer contribution for prevalent medical plan (HMSA 80/20)

HGEA-Unit 13 (07/01/21 to 06/30/23) (2 year contract)

- No raises for the two (2) year contract period
- Maintain sixty percent (60%) EUTF Employer contribution for prevalent medical plan (HMSA 80/20)

Administrative Services and Benefits

In the last fiscal year, the DHR posted a Request for Proposal (RFP) solicitation for a new Human Resources Management System (HRMS). At the end of the solicitation period, the County received eight (8) proposals. In the months that followed, the County's HRMS Selection Committee reviewed and analyzed the proposals, and later invited four (4) of the eight (8) vendors to present (virtually) a demonstration of the software solution which was held in the week of September 14-18, 2020. Following the demos, the committee continued its review by conducting extensive reference checks and analyzing the vendors' cost proposals. This part of the RFP process was completed in October 2020. With the support of Mayor Kawakami, the County's Capital Improvement Projects' (CIP) team was able to identify unused CIP funds from other projects and recommended a transfer of these monies to support the HRMS project. The County Council approved the money bill to reallocate funds to this project in December 2020. The selection committee continued with its negotiations with the top-ranked vendor, and the notices of award were subsequently issued on February 17, 2021. The committee, with the assistance of the County Attorney's office, was able to negotiate separate contracts to save the County approximately \$1.8 million dollars. Contracts were issued to Accenture, LLP (integrators) and Workday, Inc. (software solution). Contracts with the additional two (2) vendors, ADP, Inc. (tax services) and TimeClock Plus, LLC (Fire & Police advanced scheduling) will be completed in the next fiscal year. With the execution of the software solution vendor (Workday) and integrator (Accenture) completed, the HRMS implementation project officially started on June 1, 2021. The project team have attended Workday trainings and have begun reviewing the implementation tasks including configuration and data gathering. The go-live date of this implementation is set for April 1, 2022.

Thereafter, the DHR will work with the selected vendor in implementing the new HRMS, which is anticipated to take 12-24 months.

One hundred nineteen (119) new hires attended the on-boarding orientation program this past fiscal year. Additionally, sixty-six (66) seasonal employees for the Parks and Recreation Enrichment Program and twelve (12) interns were processed in this past year.

Conversely, exit interviews for sixty-nine (69) employees that left County employment were completed this fiscal year. As part of the exit process, the DHR assists separating employees with the processing of deferred compensation rollover, retiree health enrollment, retiree life insurance beneficiary, and other forms. The department continues to provide assistance to individuals for as long as needed following separation of employment with the County.

Ninety-one (91) open enrollment forms for employee healthcare benefits with the Employer-Union Health Benefits Trust Fund (EUTF) were processed during this year's EUTF Open Enrollment, up from forty-seven (47) from the prior year. Similar to last year, EUTF Open Enrollment informational sessions were held online and employees were given a month and a half to submit enrollment changes. In addition to the annual Open Enrollment period, throughout the fiscal year, two hundred ninety-seven (297) healthcare forms were processed for employees who made changes to add/delete dependents and/or plans, address changes, and bargaining unit and/or department changes. This is a decrease from three hundred eighteen (318) healthcare forms that were processed last year.

In May-June, the DHR coordinated Open Enrollment for the County's Flexible Spending Plan. We introduced the County's new Flexible Spending Plan third party administrator, Interflex Payments, LLC dba Ameriflex. Similar to last year, we coordinated the Flexible Spending Open Enrollment through our insurance broker Allstate Insurance. Allstate Insurance's enrollment portal was used to process flexible spending enrollments as well as voluntary insurance plans' enrollments for the next plan year beginning on July 1, 2021. Ameriflex and Allstate representatives conducted two (2) virtual workshops to discuss the flexible spending plan and voluntary insurance benefits as well as the enrollment procedures. One-hundred sixty-six (166) employees enrolled in the pre-tax flexible spending medical expense reimbursement and/or dependent care reimbursement plans. Similar to last year, if there were no changes, it was not necessary to re-select the pre-taxing of healthcare premiums and various insurance policies to maintain efficiency in the enrollment process. Of the one thousand ninety-three (1,093) employees that are currently enrolled in healthcare benefits, one thousand sixty-nine (1,069) or ninety-eight percent (98%) have elected to have their healthcare premiums pre-taxed. In addition, three hundred eighty-seven (387) employees enrolled in pre-taxed supplemental insurance policies with Allstate Insurance, and one hundred forty (140) employees enrolled in various pre-taxed supplemental insurance policies with Aflac.

The Temporary Disability Insurance (TDI) Program assisted eight (8) employees during the fiscal year for a total amount of \$16,565.05 paid out in benefits. Six (6) TDI claims were denied due to ineligibility. The County's Leave Sharing Program provides donated leave time to assist employees or their family member suffering from a serious personal illness

or injury. Ten (10) employees were recipients of two thousand, eight hundred ninety-six (2,896) donated vacation hours from generous County employees this year.

The DHR continues to assist departments in reviewing and responding to employees' Family Leave requests. There are different eligibility rules and benefits available under the Hawai'i State Family Leave Law (HFLL) and the Family Medical and Leave Act (FMLA). The requirements and benefits provided under one or both can be confusing since each request is slightly different from the other. The DHR assisted departments in preparing the approval/denial notices for sixty-five (65) family leave requests. Extending past the end of last fiscal year, the DHR continued to review and process Families First Coronavirus Response Act (FFCRA) requests for leave/benefits that provided employees additional paid leave under the Emergency Paid Sick Leave Act and the Emergency Family and Medical Leave Act. These additional benefits were specific to leave related to COVID-19 including leave to care for a child whose school or childcare provider is closed or unavailable for COVID-19-related reasons.

WorkLife Hawaii, the County's Employee Assistance Provider (EAP), provided a total of one hundred twenty-six and a half (126.5) hours of counseling and case management to our employees during this past fiscal year. This was significantly higher than last fiscal year's total of fifty-six and one-fourth (56.25) hours. The reasons for EAP counseling pertained to the following issues: Marital/relationship, work-related, family, anger management, depression, drugs/alcohol, anxiety, grief/loss, domestic violence, parenting, and overall wellness issues. The DHR also worked with WorkLife Hawaii to provide various trainings including conflicts among employees/supervisors, as part of corrective actions and supervisory referrals.

Employee Development and Health Services

During the fiscal year, one-hundred forty-five (145) trainings were done under the Vehicle and Equipment Operator's Training Program. Employees were trained on one (1) or more of twenty-three (23) different types of vehicles or heavy equipment. Annual driver improvement program classes were held during the months of August-October. Attendance for this class is required for all Commercial Driver's License (CDL) holders and those driving a vehicle with a Gross Vehicle Weight Rating (GVWR) in excess of 10,000 pounds. One hundred and four (104) employees completed the training, which was a few more than last year (89 employees attended last year).

Customer Service/Dealing with Difficult People training conducted by the DHR was held on November 16, 2020 and November 20, 2020. A total of twenty (20) employees attended the virtual meeting. Providing excellent customer service particularly during the COVID-19 pandemic can be very challenging. Necessary safety precautions added to wait times and delays for customers, which lead to difficult encounters. The purpose of this training was to provide employees, primarily those who provided direct service to the public, tools and techniques to address and assist challenging customers.

The DHR joined our third-party administrators of our Employee Assistance Program (EAP), WorkLife Hawaii, to present our annual Drug and Alcohol Reasonable Suspicion Training to County supervisors. The four (4) hour training was conducted virtually and provided

supervisors information on signs/symptoms of substance abuse to enable them to recognize the signs of drug and/or alcohol abuse and take appropriate action when substance abuse is suspected. The training also covered specific procedures/rules in accordance with the various collective bargaining unit agreements. A total of fifty-nine (59) supervisors attended this training that was held on November 17, 2020.

Throughout the year, the DHR provided individualized training on Conducting Proper Internal Workplace Investigations to three (3) managers and supervisors. While the DHR provides guidance to departments as complaints are received and/or when situations arise that warrant an investigation, we have also been working with supervisors/managers to provide a more detailed review of the investigation process. The training discussed the sequence of events when conducting a proper internal investigation from the start of the process, when initial critical decisions need to be made following the receipt of the complaint, to the end of the process, where notification to the complainant and respondents of the conclusion of the investigation should be done.

Effective communication within the departments, specifically between employees and supervisors is critical in not only achieving departmental goals, but also realizing and maintaining efficiency in day-to-day work. Tailored effective communication training for three (3) supervisors in the Finance Department was held on December 10, 2020.

On January 28, 2021, Mr. Matt Philebeck, Commissioner with the Federal Mediation and Conciliation Services (FMCS) conducted a Teamwork and Conflict Management Training on January 28, 2021. Twenty-nine (29) staff attended. This training was provided for a department that was experiencing a divide in the workplace due to various stressors (including COVID-19) and conflict. Aside from this training, we have utilized services provided by the FMCS throughout the year. They have assisted with the facilitation of external mediation and conflict management services with the goal of resolving conflict within the departments before issues escalate into larger problems.

Supervisory training was provided to newly promoted supervisors of the Fire Department. The training focused on their transition from line staff (co-workers) to supervisors. The trainings also covered conducting performance evaluations, developing/delivering performance improvement plans, dealing with conflicts, addressing concerns/complaints, understanding the employee assistance program, workers' compensation, and family leave. Twenty-three (23) supervisors attended this training held on February 9, 2021 and February 11, 2021.

The DHR developed and conducted individualized training on Employee Relations and Managing Challenging Employees on February 23, 2021, with a supervisor at the Police Department. The contents of this training have been utilized through the remainder of the year to assist other supervisors address difficult relations as well as interactions with employees.

COVID-19 continued to affect our ability to provide in-person trainings due to the limits on large gatherings and social distancing requirements. The need for smaller-sized trainings and the continued use of safety training videos have been helpful to have during

these difficult times. We continue to loan DVDs to departments which include Personal Protective Equipment, Slips, Trips, and Falls, Hazard Communication, Bloodborne Pathogens, Ladder Safety, Driving Safety, Drug and Alcohol Abuse, Crane Safety, Excavation/Trenching, Forklift Operator Safety, Hand and Power Tool Safety, Accident Procedures, Backing Techniques, and Vehicle Inspections.

The DHR staff continued to assist departments in overseeing and monitoring their random drug and alcohol testing programs. The DHR coordinated random test pulls, prepared testing forms, monitored the testing process, ensured that annual required testing thresholds were met, and completed the required Department of Transportation (DOT) annual reports. We continued to maintain the County's Clearinghouse account with the Federal Motor Carrier Safety Administration (FMCSA) which was established by the DOT to track and monitor Commercial Driver's Licenses (CDL) drivers. Specifically the Clearinghouse assists employers in identifying, in real time, drivers who are prohibited from performing safety-sensitive functions, such as operating a commercial motor vehicle due to a drug and/or alcohol program violation. The DHR staff is responsible for entering new employees with CDL licenses into the database, as well as conduct paid queries through the Clearinghouse in accordance with the DOT rules requiring records check for prospective hires and annual reporting for current employees.

One hundred thirty-four (134) workers' compensation claims were processed this year by our third-party administrator (TPA). There were sixty (60) new reportable claims, which is a significant decrease in the amount of claims as compared to last fiscal year where we had eighty (80) new claims. Of the total claims, eighty-eight (88) claims remained open and forty-six (46) claims were closed.

Worker's Compensation benefits paid this fiscal year was \$1,658,220.26 down \$98,781.96 or -5.6% from last fiscal year. Reserve amounts decreased by \$676,792.89 from \$2,695,075.46 to \$3,371,868.35.

The intent of the County's Return to Work Program (RTWP) is to provide opportunities for employees who were injured at work to safely return to work as soon as authorized by a health care provider. If the injured employees are unable to return to their positions, the County is dedicated to assisting the employees through the RTWP process. RTWP meetings were held for two (2) other employees who were deemed to have permanent work restrictions. One of the two (2) employees was able to remain in his position, but the departmental and countywide job searches for the other employee were unsuccessful. This employee was provided vocational rehabilitation services in accordance with the Workers' Compensation law requirements.

There were one thousand three hundred (1,300) lost days attributed to work injuries that were reported this fiscal year as compared to last fiscal year's total lost days reported of nine hundred seventy-eight (978).

Payroll

With the onset of the Coronavirus Pandemic, new processes were put into place not only as safety precautions to slow the spread of the virus, but also to allow the Central Payroll Division to advance technologically. As staff was allowed to Tele Work 100% of the time, electronic timesheets and procedures were established to make it easier to communicate with departments and employees, access timesheets, and retrieve corrected documentation. Direct Deposits for all employees (even Part-Time and Seasonal hires) were also required and established during this time. It cut down on costs of checks and staff's time to reissue manual or lost checks. ACH vendor payments were also revisited and as of June 30, 2021, we currently pay seventeen (17) out of our twenty-eight (28) Payroll AP vendors via ACH instead of mailing out physical checks.

As DHR continues its journey to centralize payroll services in order to increase standardization and efficiencies, staff has been working closely with various departments to build positive relationships and develop better understanding in how specific business processes are established and followed. . In addition to greater efficiencies it allows for consistent contract interpretations for pay and leave accruals.

Training continues to be a top priority for the DHR, and various trainings have been scheduled for all levels. Detailed timesheet trainings have been held throughout the year (and by request) for; Finance, KFD, Department of Water, and Parks & Recreation. Various safety training videos are viewed by all new hires during on-boarding and supervisory training is offered throughout the year to provide supervisors with the necessary resources to succeed. While these training tools and resources provide for a good foundation for supervisors and managers, the DHR also continues to provide guidance to departments as situations arise.

Back in 1994, the County changed from an on-time payroll to a payroll lag. As a result, individuals employed back in 1994 were provided with an "advance" in order to achieve the lag without affecting anyone's pay with the understanding that the "advance" would be collected upon an employee's separation. Two years ago, affected employees were provided with an opportunity to begin to repay this "advance" beginning in July through payroll deductions, vacation cash out or a combination of the two. At that time, a total of fifty-one (51) employees took advantage of the opportunity to pay back the County for this "advance" and avoid having this taken out of their last paycheck. This year, an additional 12 employees paid back this "advance".

This year the County, along with other state jurisdictions continued to implement tax deductions for imputed income which would account for the portion of employer paid medical/Employer-Union Health Benefits Trust Fund (EUTF) benefits for domestic partners (and their children). This was to ensure that those employees were taxed accordingly for the employer portion of medical benefits paid on behalf of the employee's domestic partner/family. This year, there were a total of twenty-nine (29) employees that had domestic partners. Of those twenty-nine, sixteen (16) employees paid additional taxes on behalf of employer paid benefits for their domestic partners/family. Procedures were put in place to request employees to submit annual documentation from the Internal Revenue Service (IRS) stating whether a partner/family was considered IRS

qualified or not. If deemed IRS qualified, no additional taxes were withheld from employee paychecks.

The County has continued to realize savings from the Part-time, Temporary, and Seasonal (PTS) Deferred Compensation Program that started in September 2017. Part Time, temporary and seasonal employees do not contribute to Social Security and instead, a PTS deferred compensation account is set up for their contributions. The County’s savings are obtained by the lowered Social Security taxes that are paid based on a reduced gross payroll. This year, a total savings of \$115,205 was recognized. This was an increase of 58.84% compared to last fiscal year’s total savings of \$67,783.

The County has other pre-tax programs including retirement contributions, deferred compensation, and flex spending including medical premiums in which employee’s may elect to have these various deductions taken before taxes from their paychecks. By allowing these employees to take such pre-tax deductions, they were able to lessen their taxable incomes collectively by \$16,430,459 during the fiscal year. Likewise, the County’s taxes were reduced by \$1,256,930 as a result of these pre-tax options.

Benefits offered by the County of Kaua’i are employer paid portions of EUTF, life insurance, retirement and FICA taxes for all qualified employees. For the fiscal year, the cost of the additional benefits qualified employees received as a percentage of total gross wages per bargaining unit ranged from 5.63% (seasonal employees) to 68.03% (Unit 11).

IV. BUDGET

	FY 2021-Budgeted	FY 2021-Actual
Equivalent Personnel	*22	**23
Salaries	\$1,605,549	\$1,540,256
Employee Benefits	\$ 884,255	\$ 874,524
Operations	\$ 571,465	\$ 482,459
Total	\$3,061,499	\$2,897,239

*Includes one (1) 89-day contract position, Staffing for Summer Hire Program and Seasonal Internship Program is not included.

**Actual filled positions as of June 30, 2021

V. STATISTICS

Recruitment and Exam

Recruitment Announcement Resource	Number of Applicants	Percent
County of Kaua'i website	2,418	48.10%
Word of Mouth (COK Employee)	649	12.91%
Other	639	12.71%
Unknown	522	10.38%
Internet Search Engines (MSN, Google, etc.)	444	8.83%
Job Announcement Posting (WorkWise)	190	3.78%
Department of Human Resources	147	2.92%
Job Fair	9	0.18%
The Garden Island Newspaper	9	0.18%
Totals	5,027	100.00%

Recruitment	FY 2020	FY 2021
Classes Recruited	479	456
Applications Received	4,341	5,028
Applications Accepted	2,313	2,932
Applications Rejected	1,986	1,830
Types of Examinations Held		
Open Competitive	156	93
Promotional	104	126
Non Competitive	0	0
Registration	12	18
Eligible Placed on List		
Open Competitive	1,389	2,229
Promotional	104	136
Registration	651	654
Return-to-Work	0	0
Re-Employment	1	3
Certification		
Request from Departments	403	439
Job Opportunities filled by Certification	468	521
Eligibles Certified	1,383	1,888

Classification and Pay	FY 2020	FY 2021
Initial Allocation	27	34
Reallocation	73	45
Reallocation of Vacant Position	121	125
Temporary Reallocation	18	10
End of Temporary Reallocation	16	4
Redescription Review	155	233
No Change	1	0
Withdrawal	13	8
Class Retitled	0	0
Backlog of Classification Requests	0	0
Classification Requests	424	462
Classification Appeals	0	0
Number of Classes Established	12	10
Number of Classes Retitled	0	3
Number of Classes Abolished	13	75
Number of Classes Amended	26	66
Number of Classes Reactivated	0	0

Transactions

Transactions	FY 2020	FY 2021
Promotions	45	61
Demotions	4	7
Transfers	67	72
Pay Increase	1,229	2,707
Reallocations	60	45
Suspensions	25	52
Other	947	505
Leave Without Pay	3	3
Seasonal	89	26
New Hires	146	107
Separations	145	140
Total Personnel Transactions Audited	2,760	3,725

Payroll

Payroll	FY 20	FY 21
Gross Payroll	\$ 96.0 million	\$ 102.1 million
Employer Union Trust Fund (EUTF)	\$ 23.8 million	\$ 27.2 million
Active	\$ 8.0 million	\$ 9.4 million
Retirees	\$ 8.0 million	\$ 10.9 million
OPEB (Other Post Employment Benefits)	\$ 7.8 million	\$ 6.9 million
Employee Retirement System (ERS)	\$ 22.1 million	\$ 27.2 million
Social Security	\$ 3.6 million	\$ 3.9 million
Medicare	\$ 1.3 million	\$ 1.4 million

Bargaining Unit	# of Employees	Gross Wages	Benefit Costs	% Benefits	FY20 % Benefits	% Change
Unit 1	403	\$22,518,236	\$13,884,225	61.7%	59.6%	+1.9%
Unit 2	21	\$ 1,261,129	\$ 754,656	59.8%	54.8%	+5.0%
Unit 3	269	\$12,588,443	\$ 7,695,552	61.1%	60.2%	+0.9%
Unit 4	19	\$ 1,160,695	\$ 682,018	58.8%	56.6%	+1.2%
Unit 11	142	\$14,616,015	\$ 9,942,638	68.0%	64.5%	+3.5%
Unit 12	161	\$17,695,316	\$11,574,243	65.4%	60.8%	+4.6%
Unit 13	192	\$ 11,548,475	\$ 6,833,246	59.2%	58.3%	+0.9%
Unit 13 Excluded	22	\$ 1,612,635	\$ 960,877	59.6%	57.3	+ 2.3%
Unit 14	56	\$ 3,680,874	\$ 2,189,546	59.5%	57.8%	+1.7%
Excluded Managerial (EM)	57	\$ 6,213,926	\$ 3,531,896	56.8%	55.8%	+1.0%
Elected	11	\$ 812,449	\$ 365,583	45.0%	46.4%	-1.4%
Non-Union	149	\$ 8,262,377	\$ 3,572,415	43.0%	44.2%	+1.2%
Seasonal	104	\$ 294,498	\$ 16,570	5.6%	1.6%	+4.0%
*Total	1,606	\$102,265,069	\$62,003,467	60.6%	58.7%	+1.9%

Workers' Compensation Claims and Costs By Department

Department/ Agency	Open	Closed	Total Claims FY 2021	Total Claims FY 2020	Department/ Agency	Cost FY 2021	Cost FY 2020
Police	20	15	35	70	Police	\$ 207,330.86	\$ 227,924.89
Public Works	23	6	29	42	Public Works	\$ 505,645.47	\$ 482,652.86
Parks & Rec	16	9	25	35	Parks & Rec	\$ 250,005.84	\$ 318,117.55
Fire	13	7	20	29	Fire	\$ 227,149.24	\$ 386,490.82
Transportation	7	4	11	11	Transportation	\$ 307,587.36	\$ 247,795.92
Water	5	3	8	18	Water	\$ 107,297.60	\$ 78,396.31
Finance	2	2	4	5	Finance	\$ 50,507.12	\$ 15,294.81
Prosecuting Atty	1	0	1	2	Prosecuting Atty	\$ 2,696.77	\$ 328.86
Housing	1	0	1	0	Housing	\$ -	\$ -
Planning	0	0	0	0	Planning	\$ -	\$ -
Clerk/Council Svc	0	0	0	0	Clerk/Council Svc	\$ -	\$ -
County Atty	0	0	0	0	County Atty	\$ -	\$ -
Economic Dev	0	0	0	0	Economic Dev	\$ -	\$ -
Elderly	0	0	0	0	Elderly	\$ -	\$ -
Human Resources	0	0	0	0	Human Resources	\$ -	\$ -
KEMA	0	0	0	0	KEMA	\$ -	\$ -
Liquor	0	0	0	0	Liquor	\$ -	\$ -
Mayor's Office	0	0	0	0	Mayor's Office	\$ -	\$ -
Total	88	46	134	212	Total	\$ 1,658,220.26	\$ 1,757,002.02

Workers' Compensation Costs and Reserves by Benefit Type

BENEFITS	COSTS INCURRED			RESERVE AMOUNTS		
	Costs FY 2021	Costs FY 2020	Change	Reserves FY 2021	Reserves FY 2020	Change
Medical	\$513,685.17	\$605,765.06	(\$92,079.89)	\$1,167,766.01	\$908,533.16	\$259,232.85
Temporary Total Disability	\$571,668.50	\$515,498.43	\$56,170.07	\$465,950.70	\$348,218.49	\$117,732.21
Permanent Partial Disability	\$315,902.05	\$367,131.72	(\$51,229.67)	\$1,388,755.82	\$1,142,287.05	\$246,468.77
Vocational Rehabilitation	\$19,976.58	\$37,911.83	(\$17,935.25)	\$55,616.13	\$40,940.19	\$14,675.94
Other Allocated Expenses	\$156,105.11	\$92,390.99	\$63,714.12	\$268,187.59	\$216,552.37	\$51,635.22
Administrative Expenses	\$80,882.85	\$138,303.99	(\$57,421.14)	\$25,592.10	\$ 38,544.20	(\$12,952.10)
Total Costs	\$1,658,220.26	\$1,757,002.02	(\$98,781.76)	\$3,371,868.35	\$2,695,075.46	\$676,792.89

Vehicle and Equipment Training

HEAVY EQUIPMENT/VEHICLE	# OF TRAININGS BY DEPARTMENT				
	PUBLIC WORKS	HR	PARKS	POLICE	FINANCE
6 Cubic Yard Dump Truck	2	-	-	-	-
8 Cubic Yard Dump Truck	2	-	-	-	-
12 Cubic Yard Dump Truck	10	-	-	-	-
15 Cubic Yard Dump Truck	7	-	-	-	-
Armored Vehicle	-	-	-	10	-
Automated Side Arm Refuse Truck	3	-	-	-	-
Automated Truck Tractor	1	-	-	-	-
Bucket Truck	-	-	12	-	-
Compactor Backhoe	1	1	-	-	-
Dozer	-	1	-	-	-
Excavator	9	1	-	-	-
Forklift	8	-	-	-	-
Grader	-	1	-	-	-
Hook Lift Truck	5	-	-	-	-
Mini Excavator	33	-	-	-	-
Pay Loader	16	-	-	-	-
Pumper Truck	1	-	-	-	-
Rear Loading Single Axle Refuse Truck	3	-	-	-	-
Roller	1	-	-	-	-
Tractor Mower	1	-	-	-	-
Truck Tractor Trailer	7	1	-	-	1
VAC-CON Truck	5	-	-	-	-
Water Truck	2	-	-	-	-
TOTAL # OF EMPLOYEES TRAINED (BY DEPARTMENT)	PUBLIC WORKS	HR	PARKS	POLICE	FINANCE
	117	5	12	10	1

Other General Training

TYPE OF GENERAL TRAINING	TOTAL
Driver Improvement Program	104
Employee/Team Conflict Resolution	5
Teamwork and Conflict Management Training	29
Conducting Proper Workplace Investigations	3
Customer Service/Dealing with Difficult People Training	20
Supervisory Training – Drug & Alcohol Reasonable Suspicion Training	59
Supervisory Training – Basics, Effective Communication	24
Employee Relations and Managing Challenging Employees	1
Total # of Employees Trained	245

Number of County Employees as of June 30, 2021

Department	Permanent	Temporary	Exempt	Contract	Total
Auditor's Office	0	0	0	0	0
County Attorney	5	0	12	0	17
County Clerk	7	0	24	0	31
Economic Development	0	0	9	0	9
Elderly Affairs	6	9	1	0	16
Emergency Management	4	0	2	2	8
Finance	75	1	3	1	80
Fire	184	7	3	0	194
Housing	0	0	2	26	28
Human Resources	19	0	2	0	21
Liquor	6	0	1	0	7
Mayor's Office**	0	0	14	0	14
Parks & Recreation	166	0	4	0	170
Planning	18	4	2	0	24
Police	196	6	1	5	208
Prosecuting Attorney	19	2	18	1	40
Public Works	221	5	4	0	230
Transportation	0	0	88	0	88
Water	91	0	3	2	96
Total	1,017	34	193	37	1,281

Note: Permanent - Probationary and permanent employees
 Temporary - Provisional and limited term employees
 Exempt - Elected and appointed employees (excludes boards and commissions members)
 Contract - Employees under personal services contract; does not include 89 day contracts

**Mayor's Office include Boards and Commissions staff

DEPARTMENT OF HUMAN RESOURCES
Staff as of June 30, 2021

Director of Human Resources	Annette L. Anderson
Private Secretary	Pualani R. Belmonte
EEO Officer/ADA Coordinator	Linda Nuland-Ames
HR Manager III	Jill Niitani
HR Manager III	Janine M.Z. Rapozo
HR Specialist III	Erin Takekuma
HR Specialist III.....	Kris Nakamura
HR Specialist I	Telissa Agbulos
HR Specialist I	Gerald Basquez
HR Specialist I	Reina Kurisu
Personnel Management Specialist I	Tiffany Hiranaka
HR Assistant	Kari Mohr
HR Clerk	Corinne Rosa
Central Payroll Accountant	Marissa Lilo
Accountant III	Chita Grace Pasion
Accountant II	Candice Nakaahiki
Payroll Specialist II	Sarah Oishi
Payroll Specialist I	Mish Fujioka
Payroll Specialist I	Kelsi Hirota
Payroll Specialist I	Leimomi Spencer-Gacusan
Safety & Driver Improvement Coordinator	Steven M. Carvalho
Equipment Operator Trainer	Jason Koga
Personnel Support Clerk	Kellie Joto