

Jeffrey Iida
Chair

Vonnell Ramos
Vice Chair

Members:
Fely Faulkner
Elizabeth Hahn
Richard Jose
Beth Tokioka
Ricky Watanabe

COUNTY OF KAUAI CIVIL SERVICE COMMISSION
NOTICE OF MEETING AND AGENDA

Tuesday, February 4, 2020
3:00 p.m. Hawai'i Standard Time or shortly thereafter
Mo'ikeha Building, Liquor Conference Room 3
4444 Rice Street, Lihu'e, HI 96766

CALL TO ORDER

ROLL CALL

APPROVAL OF MINUTES

A. Open Session Minutes of January 7, 2020

ACTING DIRECTOR'S REPORT

CSC 2020-04

Acting Director's Report for the January 2020 period.

- A. Labor contracts and negotiations
- B. Administrative Services and Benefits
- C. Classification and Pay and Labor Relations
- D. Recruitment and Exam
- E. Payroll
- F. Employee Development and Health Services
- G. EEO/ADA

EXECUTIVE SESSION

Pursuant to Hawai'i Revised Statutes §§92-4, 92-5 (a) (2) (4), 92-9 (a) (1-4) and (b), 76-47 (e) 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 and to discuss the hiring of a new Director of Human Resources, and to consult with the Commission's legal counsel on questions and issues pertaining to the Commission's and County's powers, duties, privileges, immunities, and/or liabilities as they may relate to this agenda item. (On-going)

ES-005

Executive Session Minutes of January 7, 2020

- ES-006** Update on the hiring process of the Director of Human Resources. (On-going)
- A. Final employment screening results for drug test, criminal history, a reference check and college degree verification.
 - B. Final offer of employment.
 - C. Discussion on other related matters.

- ES-007** Final discussion and review of the annual job performance for the Acting Director of Human Resources.

RETURN TO OPEN SESSION

Ratify the actions taken by the Civil Service Commission in executive session for the following agenda items: ES-005, ES-006 and ES-007.

BUSINESS

- CSC 2020-05** Update on the hiring process of the Director of Human Resources. (On-going)
- A. Coordination of protocol announcement procedures.
 - B. Discussion and decision making on the notification to all applicants.
 - C. Discussion on other related matters.

- CSC 2020-06** Discussion on the plans and actions regarding audits performed for the following (on-going):
- A. Fiscal Year 2015-2016 Audit of County Hiring Practices (Report No. 15-01)
 - B. Fiscal Year 2017-2018 Follow-up Audit of County Hiring Practices (Report No. 18-01)

- CSC 2020-07** Discussion and possible outline of job expectations for the Director of Human Resources (on-going).
- A. Review samples of evaluation tools.
 - a. Department of Water Goals and Objectives
 - b. Evaluation Factors: Appointees/Managers
 - c. Self-Evaluation Letter
 - d. Position description and Charter

ANNOUNCEMENTS

Next Meeting: Tuesday, March 3, 2020 – 3:00 p.m., Mo’ikeha Building, Liquor Conference Room 3.

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 HRS §92-4 and shall be limited to those items described in HRS §92-5(a).

cc: Deputy County Attorney Todd Jenson

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: Sandra Muragin
Office of Boards & Commissions
4444 Rice Street, Suite 150
Līhu'e, HI 96766
Email: smuragin@kauai.gov
Fax: 241-5127 Phone: 241-4919

SPECIAL ASSISTANCE

If you need an auxiliary aid/service, other accommodation due to a disability, or an interpreter for non-English speaking persons, please contact the Office of Boards and Commissions at (808) 241-4917 or asegreti@kauai.gov as soon as possible. Requests made as early as possible will allow adequate time to fulfill your request. Upon request, this notice is available in alternate formats such as large print, Braille, or electronic copy.

SUBJECT	DISCUSSION	ACTION
	C. Open Session Minutes of December 17, 2019	Ms. Tokioka moved to approve the Open Session minutes of December 17, 2019, as circulated. Mr. Jose seconded the motion. Motion carried 7:0.
Acting Director's Report	<p><u>CSC 2019-35</u> <u>Acting Director's Reports for the December 2019 period.</u></p> <ul style="list-style-type: none"> A. Labor contracts and negotiations B. Administrative Services and Benefits C. Classification and Pay and Labor Relations D. Recruitment and Exam E. Payroll F. Employee Development and Health Services G. EEO/ADA <p>Acting Director of Human Resources Janine Rapozo reviewed the December report with the Commission (on file). She shared that Unit 3 accepted a settlement and the ratification vote would end tomorrow. If ratified, the next step would be funding approval from the County Council. Unit 14 was scheduled for arbitration on January 13, and Unit 4 held their hearing and was pending a decision. She hopes Unit 4 accepts the settlement. Ms. Rapozo said BerryDunn was selected as the consultant to develop an RFP (request for proposal) for the new HRMS (human resources management system). BerryDunn was contracted to complete the RFP before the end of this fiscal year, June 30, 2020 and once that is done they plan to encumber the funds. She also reported that HR began use of the new IRS W-4 form this year.</p> <p>Ms. Tokioka was concerned that there would not be sufficient time to solicit, close and award a bid by June 30, 2020. Ms. Rapozo explained that they are allowed to encumber CIP (capital improvement) funds and plan to begin the selection process at the beginning of the new fiscal year.</p>	

SUBJECT	DISCUSSION	ACTION
	<p><i>Ms. Janine Rapozo left the meeting room.</i></p> <p>Pursuant to Hawai'i Revised Statutes §§92-4 and 92-5 (a) (2) (4), 92-9 (a) (1-4) and (b), 76-47 (e) 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 and to discuss the hiring of a new Director of Human Resources, and to consult with the Commission's legal counsel on questions and issues pertaining to the Commission's and the County's powers, duties, privileges, immunities, and/or liabilities as they may relate to this agenda item. (On-going)</p>	<p>Ms. Tokioka moved to enter into Executive Session. Mr. Jose seconded the motion. Motion carried 7:0.</p> <p>Administrator Ellen Ching read the Hawai'i Revised Statutes to move the meeting into Executive Session.</p> <p>At 3:06 p.m. the Commission entered into Executive Session.</p>
<p>Return to Open Session</p>	<p>At 3:22 p.m. the Commissioners reconvened in Open Session.</p>	<p>Ms. Faulkner ratified the actions taken in Executive Session for agenda items: ES-001, ES-002, ES-003 and ES-004. Mr. Jose seconded the motion. Motion carried 7:0.</p>
<p>Business</p>	<p><u>CSC 2020-02</u> Discussion on the plans and actions regarding audits performed for the following (ongoing):</p> <ul style="list-style-type: none"> A. Fiscal Year 2015-2016 Audit of County Hiring Practices (Report no. 15-01) B. Fiscal Year 2017-2018 Follow-up Audit of County Hiring Practices (Report no. 18-01) 	<p>Ms. Tokioka moved to defer CSC 2020-02 Discussion on the plans and actions regarding audits performed for the following (ongoing):</p> <ul style="list-style-type: none"> C. Fiscal Year 2015-2016 Audit of County Hiring Practices (Report no. 15-01) D. Fiscal Year 2017-2018 Follow-up Audit of

SUBJECT	DISCUSSION	ACTION
		County Hiring Practices (Report no. 18-01) Ms. Faulkner seconded the motion. Motion carried 7:0.
	<p><u>CSC 2020-03 Discussion and possible outline of job expectations for the Director of Human Resources.</u></p> <p>Ms. Ching encouraged the commission to base their outline of job expectations using the job description and charter; the audit should also be incorporated. Ms. Tokioka said the Department of Water had a useful document that outlined goals, measurements and due dates and requested samples for the commission to view, as well as samples from other departments. Ms. Ching advised that the information in the monthly reports could be improved and more in-line with the job expectations. She said the report should communicate the department's performance and accomplishments.</p> <p>With no further discussion, Chair Iida asked the question.</p>	<p>Ms. Tokioka moved to defer CSC 2020-03 Discussion and possible outline of job expectations for the Director of Human Resources. Ms. Hahn seconded the motion.</p> <p>Motion carried 7:0.</p>
Announcements	Next Meeting: Tuesday, February 4, 2020 – 3:00 p.m., Mo'ikeha Building, Liquor Conference Room 3.	
Adjournment		With no objections, Chair Iida adjourned the meeting at 3:28 p.m.

Submitted by: _____
 Sandra Muragin, Commission Support Clerk

Reviewed and Approved by: _____
 Jeffrey Iida, Chair

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

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

JANUARY 2020

Hawaii Government Employees Association's (HGEA) Unit 3 (clerical employees) negotiating committee accepted a settlement offer from the Employer group and therefore went out for ratification vote beginning December 30th through January 8th. HGEA notified the Employer group that the contract was ratified. The terms of the settlement include the following:

- July 1, 2019: \$2,800 lump sum payment
 Replace step movement plan with negotiated step movements
- July 1, 2020: Employees on Step B to L move one step; delete Step B
 Increase SR-4 to SR-8 by 2% to 10.1%
 Include advanced practical registered nurse as a form of an acceptable
 certificate of absences of five (5) or more consecutive days
 Time Off for overtime work-decreased time from 18 hours to 16 hours
 Add new classes for random drug testing (for Kaua'i, will now include Public
 Safety Worker I and II, Pool Guard, Senior Pool Guard and Swimming
 Instructor)
- January 1, 2021: 3.46% across the board increase

Unable to settle, arbitration for HGEA's Unit 14 (Ocean Safety Officers and Law Enforcement Officers) started on January 13, 2020 and is expected to continue for two weeks. This would be the last bargaining unit that is without a contract.

A contract has been signed with BerryDunn, the selected consultant for the department's Human Resources Management System (HRMS) project. The scope of work includes the development of a Request for Proposal (RFP) for a new HRMS that focuses on employee records and payroll, assisting with the selection of a new vendor and implementation of the new system.

CSC 2020-04

Administrative Services and Benefits

- At the beginning of 2020, the Department of Transportation (DOT) Federal Motor Carrier Safety Administration (FMCSA) will be requiring employers to report and query information about drug and alcohol violations for employees with Commercial Driver’s Licenses (CDL) to a central Clearinghouse, a secure online database.
- Staff worked with our Finance-Information Technology Division to receive training on our new Naviline software which provides for a more robust system for our human resources transactions, moving away from the “green screen”.

- New Hires:
 - Accountant Trainee
 - Disaster Assistance Project Manager (exempt)
 - Fire Accounting Specialist (exempt)
 - Investigator (exempt)
 - IT Communications & Project Manager (exempt)
 - Program Specialist I (exempt)
 - Secretarial Assistant (exempt)
 - Solid Waste Worker II

- Exit Interviews (Retirees): 12 of 12
- Exit Interview (Voluntary Separations/Terminations) 0 of 1
- TDI Applications None
- Leave Sharing: None
- Reference Checks: 14
- Employment Verifications: 16

- Transactions:

New Hires	8
Separations	13
Reallocations	4
Promotions	3
Demotions	0
Transfers	2
Pay Increase	31
Suspension	4
Leave Without Pay	0
Short Term	26
*Miscellaneous Changes	4
**Other	18
Seasonal	1

*Miscellaneous changes include expense distribution changes, schedule changes, personal data changes, etc.

**Other includes end of/extension of temporary reallocations, add/delete pay codes, amended payroll certifications, extension of initial probation, rescinded payroll certifications, etc.

Classification and Pay and Labor Relations

- HGEA's Unit 2's (blue collar supervisors) funding bill is scheduled to be heard at the County Council Committee meeting on January 22nd with final reading on January 29, 2020.
- One (1) United Public Worker grievance was heard regarding the department's inability to provide a safe working environment.
- Reallocations Processed:
 - Accountant Trainee to Accountant I
 - Administrative Officer to Administrative Services Officer II
 - Civil Engineer III to Civil Engineer I
 - Crime Scene Specialist I to Criminalist I (2)
 - Emergency Services Dispatcher II to Emergency Services Dispatcher I
 - Police Services Officer to Police Officer I (5)
 - Program Specialist I to Information Specialist II
 - Real Property Tax Services Supervisor to Program Support Technician II
 - Recycling Specialist I to Recycling Specialist II
 - Student Intern II to Intern I (exempt)
 - Student Intern II to Intern II (exempt)
 - Waterworks Inspector I to Waterworks Inspector II
 - Waterworks Inspector II to Waterworks Inspector III
 - Waterworks Inspector III to Supervising Waterworks Inspector
- Desk Audits: Crime Scene Specialist I to Criminalist I (2)
- New Classes Adopted: None
- Administrative Reviews: None

Recruitment and Exam

- Assisted the Fire Commission in sending out non-selection emails to those applicants that did not move on to the next phase of the process.
- Recruitments:
 - Abstracting and Tax Mapping Supervisor I
 - Accounting Assistant (exempt)
 - Assistant Waterworks Controller
 - Bus Driver (substitute) (exempt)
 - Civil Engineer I
 - Civil Engineer II
 - Civil Engineer III
 - Civil Engineer IV
 - Civil Engineer V
 - Civil Engineer VI

Clerk (off-duty) (exempt)
Cold Case Investigator (exempt)
Construction Inspector III
Criminalist I
Detention Facility Worker (exempt)
Economic Development Specialist IV (exempt)
Election Clerk II (exempt)
Emergency Services Dispatcher I
Emergency Services Dispatcher II
Environmental Services Management Engineer
Equipment Logistics Crew Leader
Equipment Operator I
Fire Accounting Specialist (exempt)
Grant Specialist I
Grant Specialist II
Housing Assistance Specialist III (exempt)
Information Specialist II
Information Technology Specialist III
IT Communications and Project Manager (exempt)
Lead Water Meter Mechanic
Manager and Chief Engineer (exempt)
Police Services Officer
Public Housing & Development Specialist III
(exempt)
Sewer Maintenance Helper
Sexual Assault Forensic Nurse Examiner (SANE)
(exempt)
Vehicle Registration and Licensing Manager
Water Plant Operator I
Water Service Investigator III
Waterworks Information Technology Manager

- Lists Referred to Departments:

Accountant III
Accounting Assistant (exempt)
Administrative Specialist II (exempt)
Bus Driver (substitute) (exempt)
Clerk (off-duty) (exempt)
Clerk-Dispatcher I (exempt)
Cold Case Investigator (exempt)
Construction Inspector III
Customer Service Representative I
Deputy County Attorney (exempt)
Detention Facility Worker (exempt)
Driver License Examiner I
Economic Development Specialist IV (exempt)
Election Clerk II (exempt)

- Emergency Services Dispatcher I
 - Equipment Logistics Crew Operator
 - Equipment Operator II
 - Field Operations Clerk (exempt)
 - Fire Accounting Specialist (exempt)
 - Fire Fighter II
 - Fire Fighter Trainee
- Written Exams Administered:
 - Emergency Services Dispatcher I
 - Park Security Officer I
 - Police Services Officer
 - Wastewater Plant Operator Assistant
- Performance Exams Administered:
 - Equipment Logistics Crew Operator
- Administrative Reviews:
 - Driver License Examiner I (accepted)
 - Planning Inspector (sustained)
 - Process Server (accepted)
 - Water Plant Operator I (accepted)

Payroll

- Corrected definition of “disposable income” in regards to those with garnishments and made adjustments as needed to deduction amounts.
- Created new deduction codes for new tax status codes beginning in 2020.
- CentralSquare, vendor for our payroll system was unable to update our system in time for the new 2020 tax codes. As such, the new deduction method cannot be implemented to calculate taxes for those that select Head of Household status.
- Gross Payroll:

12/15/2019	\$3,941,998
End of Month	\$3,874,743
EUTF (Health Fund)	\$2,153,986
Active	\$ 717,486
Retiree	\$ 754,235
OPEB	\$ 682,265
ERS (Retirement)	\$1,951,512
Social Security	\$297,587
Medicare	\$107,825
PTS SS Savings	\$4,372

Employee Development and Health Services

- Seven (7) new workers’ compensation claims were filed this month; five (5) medical-only claims, one (1) indemnity claim and one (1) controverted claim.

- As part of federal law for those with Commercial Driver's Licenses and as part of collective bargaining agreements, various employees are subject to random, post-accident and reasonable suspicion testing. Those who test positive, are also subject to follow-up testing based on a Substance Abuse Professional's (SAP) recommendation. Currently, we have thirteen (13) employees subject to follow up testing (Parks-2, Public Works-3, Water-1, Fire-5, and Transportation-2).
- As part of an EEO settlement agreement, discrimination and harassment training was provided to the Office of the Prosecuting Attorney on December 13th and 16th; thirty-nine (39) employees attended.
- Equipment/Driver Training:
 - Aerial Bucket Truck (1 Public Works' employee)
 - Compactor Backhoe (2 Public Works' employees)
 - Pay Loader (4 Public Works' employees)
 - Backhoe (4 Public Works' employees)
 - 6 Cubic Yard Dump Truck w/Pinto Hookup Trailer (1 Public Works' employee)
 - 6 Cubic Yard Dump Truck (2 Public Works' employees)
 - 6 Cubic Yard Water Truck (3 Public Works' employees)
 - Hooklift Truck (2 Public Works' employees)
 - Tractor Truck & Trailer (1 Public Works' employee)

EEO/ADA

- Assisting the State Disability and Communications Access Board (DCAB) in scheduling and notifying various departments and agencies on a training that has been scheduled on Kaua'i for February 4th on ADA construction and modifications.

DEPARTMENT OF WATER

County of Kaua'i

"Water has no Substitute – Conserve It!"

MANAGER'S REPORT No. 18-106

June 22, 2018

Re: Discussion and Possible Action on the Manager and Chief Engineer's Goals for
FY 2018-2019

RECOMMENDATION:

It is recommended that the Board discuss and review the Manager and Chief Engineer's existing goals and status to create measureable goals for the Department of Water for the upcoming FY 2018-2019.

FUNDING: N/A.

BACKGROUND: The Manager and Chief Engineer (hereinafter "Manager") is responsible to the Board for the effective conduct of the affairs of the Department of Water. The Manager recommends and participates in Board formulation of Department mission, goals, objectives, rules, regulations, and related policies. Within that framework, the Manager plans, organizes, leads, coordinates, controls, and directs the staff, programs, and activities of the Department.

The Board of Water has the appointing authority to establish the Manager and Chief Engineer's goals to set expectations for performance, to monitor its metrics, and provide feedback. The goals are reassessed and modified mid-year or as deemed necessary at the Board's discretion. In addition, a performance evaluation will be provided to the Department of Human Resources by a minimum of eight (8) sources (e.g. subordinates, co-workers and superiors) each anniversary date of the Manager. The Manager's goals are set every fiscal year.

The following recommendations shall be used to establish and evaluate goals:

- A. Should be specific, measureable, attainable, realistic, relevant, and time-oriented.
- B. Shall be determined in the form of a report, quantifiable result, physical accomplishment, recommendation, or other type of verifiable confirmation.
- C. Must be able to accomplish or subsequently completed within the 12 month period starting July 1, 2018 and ending June 30, 2019. If the goal is expected to take more than one year, it is recommended that it be broken into achievable phases with specific benchmarks for the current year.
- D. Deadlines must be set for accomplishing the goals for the Manager to focus on them in a timely fashion.
- E. Priorities should be identified for the Manager to focus time and energy on the goals which deserve the most attention.

For the board's review and discussion the following goals have been established for the fiscal year ending beginning July 1, 2018 and ending June 30, 2019.

MANAGER'S GOALS UPDATE *established June 22, 2018 for FY18-19*

Manager & Chief Engineer			
Goal #1 - Provide a safe and healthy work environment for employees, customers, and visitors			
Objectives	Success Measurements	Desired Outcome	Status
<p>Create and implement a workplace safety program per Board Policy No. 1.</p> <p>Respond to provide a safe and healthy work environment.</p> <p>Identify potential safety hazards and provide timely solution to mitigate hazards.</p>	<p>Safety program shall provide education and training to cover potential safety and health hazards, including Active Shooter Training and lockdown procedures.</p>	<p>Development of a workplace safety program. Provide active shooter training for all employees.</p> <p>Satisfactorily address all correspondence from Hawai'i Occupational Safety and Health Division (HIOSH)</p>	<p>Active Shooter Training scheduled August 22, 2018 with Kaua'i Police Department (KPD).</p> <p>All employees advised to attend, Dept. of Water will be closed to public but drop box will be available for payments. KPD will also provide evaluation of DOW facilities for suggested safety improvements.</p>
Goal #2 - Establish and conduct monthly all-staff meetings and weekly division head meetings			
Objectives	Success Measurements	Desired Outcome	Status
<p>Ensure all employees stay informed as to the major events, outcomes, and updates of the DOW throughout the year to provide for more efficient operation and streamlined communications to internal and external customers.</p>	<p>All employees shall attend all-staff meetings, which shall be held on a monthly basis. All division heads shall attend weekly division-head meetings with Manager.</p>	<p>All employees shall stay informed as to the major events, outcomes, and updates of the DOW throughout the year to provide for more efficient operation and streamlined communications to internal and external customers.</p>	<p>Monthly all-staff meetings were reinstated in March 2018 and continue to be scheduled for every month throughout the year.</p> <p>Division head meetings shall continue to be held on a weekly basis.</p>
Goal #3 – Host Hawai'i Water Works Association Annual Conference & Expo			
Objectives	Success Measurements	Desired Outcome	Status
<p>Provide for a successful, educational, enjoyable, and beneficial conference for all attendees, including those from all Hawaiian islands.</p> <p>Ensure content is relevant and meaningful to attendees.</p> <p>Provide opportunity for all attendees to network, enjoy Kaua'i.</p>	<p>Provide at least 12 different speakers for at least 12 relevant water-industry topics, and register at least 100 people for the conference.</p>	<p>Increase knowledge base via a wide array of relevant water-related topics and presentations.</p> <p>Receive positive feedback from attendees in post-conference survey.</p>	<p>Conference scheduled for Nov. 7-9 at Kōloa Landing Resort in Kōloa, Kaua'i.</p> <p>Scheduling of topics, speakers, and accommodations in progress.</p>

Manager & Chief Engineer			
Goal #4 - Improve Communications and Streamline Workflow Processes within the DOW			
Objectives	Success Measurements	Desired Outcome	Status
Identify opportunities to improve communications amongst divisions, between divisions, and with public. Identify opportunities to streamline workflow processes for more efficient operations.	Quicker response times to customer inquiries, quicker resolution of issues, and more efficient workflow process for more efficient operations in every division.	Streamlined workflow processes with clear identification of division or person responsible for completing tasks, resulting in quicker responses to inquiries, excellent internal and external customer service.	In progress. Division heads will be required to identify potential opportunities for workflow process improvements and provide to Manager.
Goal #5 - Improve employee morale and build unity within DOW			
Objectives	Success Measurements	Desired Outcome	Status
Increase workplace productivity by improving employee morale, build unity and collaboration within DOW within divisions and between divisions. Improved public perception of the DOW.	Reinstate employee recognition program. Provide at least six (6) events or outings for all employees to participate in throughout the year to build morale.	Happier, healthier, and more productive employees with enhanced sense of pride, value, accountability, commitment, teamwork, and dedication.	Fun committee meets monthly to schedule events, outings, dinners, etc. for employees to participate in. Employee recognition program to be reinstated.
Goal #6 - Provide Incident Command System (ICS) training for selected employees to improve DOW's ability to respond to extreme events or natural disasters			
Objectives	Success Measurements	Desired Outcome	Status
Improve DOW's ability to respond to extreme events or natural disasters, such as a Category 5 hurricane, by provide Incident Command System (ICS) Training to selected staff	Ensure at least four (4) DOW staff are completely certified in all ICS courses (level 100, 200, 300, 400, 700, and 800). Ensure at least four (4) additional staff are certified in introductory level ICS courses, level 100&200.	Improved communications amongst DOW staff and Kaua'i Emergency Operations Center during extreme events or natural disasters, such as 2018 flood event or a major hurricane event.	Identifying specific staff members who will be utilized in emergency response to Kaua'i Emergency Operations Center and corresponding level of certification that will be required.
Goal #7 - Conduct annual Job Performance Reviews (JPRs) of all division heads, create Performance Improvement Plans as needed, and create system to schedule and track JPRs for all staff			
Objectives	Success Measurements	Desired Outcome	Status
Identify opportunities for performance improvement by conducting annual Job Performance Reviews (JPRs) of all division heads, creating Performance Improvement Plans as needed, and creating a system to schedule, track, and ensure JPRs for all staff are conducted on an annual basis at a minimum.	Performance evaluations of all division heads to be completed and, if necessary, a performance improvement plan will be implemented to ensure satisfactory performance.	All division heads performing at satisfactory level with high level of accountability. All staff given the opportunity to have an annual JPR conducted to identify opportunities for improvement.	Working with Dept. of Human Resources to determine current JPR history of all employees, develop and implement schedule to conduct JPRs of division heads and subsequently for all staff throughout the year.

Manager & Chief Engineer			
Goal #8 – Identify specific training needs for all staff members and provide training opportunities			
Objectives	Success Measurements	Desired Outcome	Status
Identify specific training needs and training opportunities, including leadership training, for division heads and all staff members.	Provide leadership training opportunities to division heads. Require division heads to evaluate and determine all training needs for staff and provide opportunities for training, as needed.	All staff members to receive opportunities for training to improve performance, improve customer service, and grow in ability to lead.	Working with Dept. of Human Resources to determine current trainings for all division heads and employees. Targeting Global Leadership Summit August 9-10, 2018 for division heads.
Goal #9 – Fill at least 50% of all Department wide Vacancies in fiscal year 2018-2019			
Objectives	Success Measurements	Desired Outcome	Status
Evaluate each division's needs and prioritize the process of filling vacancies accordingly. Fill at least 50% of all Department wide vacancies. Use 6-month probationary period to determine if new hires are performing at satisfactory level.	Fill at least 50% of all vacancies in the Department by the end of fiscal year 2018-2019.	Improved performance and customer service, more balanced workloads for employees and less overtime.	Recruitment process will be ongoing. Position descriptions are being carefully evaluated.
Goal #10 – Identify and hire Deputy Manager-Engineer			
Objectives	Success Measurements	Desired Outcome	Status
Fill vacancy for Deputy Manager-Engineer to assist Manager & Chief Engineer in fulfilling duties of managing and leading the Department of Water.	Fill vacancy within fiscal year 2018-2019.	Knowledgeable, talented leader who is capable of fulfilling the duties of the position, including assuming the duties of Manager & Chief Engineer as needed.	In progress.
Goal #11 – Improve ability to communicate during and after extreme events, natural disasters, and/or emergencies in the event that the cellular network is not available			
Objectives	Success Measurements	Desired Outcome	Status
Improve communications during and after extreme events or natural disasters by purchasing 800 MHz radios for selected staff, providing training, and conducting periodic testing of the system and protocols.	Establish radio communications plan in the event cell phone service is not available. Purchase and provide 800 MHz radios to selected staff and provide training. Conduct period testing of system and protocols.	Ensure communications are maintained throughout and after an extreme event in which cell phone service would not be available. All necessary staff will be provided with a radio, training, and periodic testing of the system and protocols.	Radios were included in FY18-19 budget and process to purchase radios has been initiated. David Miyazaki from Kaua'i Emergency Management Agency (KEMA) has been contacted to conduct training once radios are purchased.

Manager & Chief Engineer and Operations Division			
Goal # 12 – Utilize results of FY17-18 Water Audit to implement water-loss reduction measures and average less than 10.0% water-loss system-wide for FY18-19.			
Objectives	Success Measurements	Desired Outcome	Status
Effectively utilize information from FY17-18 Water Audit to reduce water loss, which translates to lower energy usage and associated production costs, as well as lower maintenance-related costs for the DOW. Water loss is defined by total water production vs. consumption (“non-revenue water”).	The Chief of Water Operations and Waterworks Controller track water production and consumption and report the results every month via the Board meeting. The cumulative annual average water loss for FY 18-19 shall be less than 10.0%	Prioritizing leak repairs for non-revenue water for each of DOW’s public water systems based on water audit results will translate to lower energy usage and associated production costs, as well as lower maintenance-related costs for DOW.	The FY17-18 Water Audit will be completed by June 30, 2018 and the results will be carefully evaluated to target high priority areas for leak identification and repair.
Manager & Chief Engineer and Operations Division			
Goal # 13 – Develop DOW Vehicle Fleet Management Program			
Objectives	Success Measurements	Desired Outcome	Status
Create a vehicle management program: provide a clear and simple system for staff to share and use vehicles based on needs. Ensure that vehicles are maintained, replaced, and purchased in a timely and responsible manner.	Implementation of vehicle management program for the entire DOW in FY18-19.	Ensure that the Department is responsible in purchasing, maintaining, replacing, and using vehicles.	The Manager & Chief Engineer is gathering information and will be meeting with each division to identify challenges and opportunities.
Manager & Chief Engineer, Operations & Engineering Divisions			
Goal # 14 – Execute contract with professional engineering or architectural consultant for DOW Baseyard Master Plan no later than Dec. 31, 2018.			
Objectives	Success Measurements	Desired Outcome	Status
Spatial and functional planning analysis of the entire existing DOW base yard, internal and external, for present and future needs (20 years min.). Identify existing uses of facilities and determine best use and location, or relocation of existing and proposed structures, covered shelters for equipment and materials, green energy alternatives, parking for vehicles, equipment, and supplies. Capture staff input by establishing task groups.	Execute contract with selected professional architectural or engineering consultant prior to Dec. 31, 2018. Once the contract is executed, DOW to work with consultant to determine schedule for receiving conceptual plan alternatives with cost estimates, which will be presented to the Board for approval.	The DOW will have a contract in place to provide a conceptual Master Plan for the DOW Baseyard. The Master Plan shall provide innovative solutions to maximize DOW’s use of the existing space and considerations for the specific needs of operational staff, I.T. staff, and water quality staff, both now and for the future.	A customized category was created for this proposed contract in the DOW’s most recent Notice for Professional Services to invite interested firms to submit a statement of qualifications for fiscal year 2018-2019 by the end of June, 2018. The DOW will proceed with the consultant selection process in July 2018.

Manager & Chief Engineer and Fiscal Division			
Goal # 15 – Complete the ongoing 5-year water rate study to ensure fair and reasonable water rates for DOW ratepayers.			
Objectives	Success Measurements	Desired Outcome	Status
Provide accurate and timely information to the selected water rate study consultant and work with them to complete a Final Report to be presented to the Finance Committee and approved by the Board of Water.	Complete the current water rate study, present a recommendation to the Finance Committee and receive approval of the final report from the Board of Water no later than December 31, 2018.	The Department will continue to be fiscally responsible to its ratepayers in ensuring fair and reasonable water rates.	The Department is working with the selected consultant to update the financial model with the approved fiscal year 2018-2019 budget.
Manager & Chief Engineer and Fiscal Division			
Goal # 16 – Develop financial policies in support of the DOW's water rate study and budgeting processes by executing a contract with a financial consultant to evaluate the DOW's existing financial policies and make recommendations for policy development.			
Objectives	Success Measurements	Desired Outcome	Status
Evaluate the DOW's existing financial policies and make recommendations for the development of financial policies to be implemented in support of the DOW's water rate study and budgeting process. Identify and implement an accounting program which can be utilized in conjunction with Great Plains to streamline the budgeting process.	Execute the contract with the selected financial consultant no later than December 31, 2018.	The Department will be better positioned to ensure a high level of fiscal responsibility to its ratepayers in maintaining fair and reasonable water rates. The budgeting process will be more streamlined.	The scope of the proposed contract is being developed by the Fiscal division and funds for the contract have been budgeted in the fiscal year 2018-2019 budget.
Manager & Chief Engineer and Fiscal Division			
Goal # 17 – Execute a contract with a vendor to provide a cloud-based hosting solution for the Department's Oracle billing system (Customer Care and Billing, "CC&B") which includes functional and technical support			
Objectives	Success Measurements	Desired Outcome	Status
Provide cloud-based hosting solution with functional and technical support for CC&B applications	Execute a contract with a vendor no later than November 30, 2018.	More efficient customer care and billing system leading to improved customer service More balanced workload for staff who are currently providing functional and technical CC&B support.	The Department is in the process of finalizing the solicitation for vendors to submit proposals and anticipates releasing the Request for Proposals in August 2018.

Manager & Chief Engineer and Fiscal Division			
Goal # 18– Execute a contract with a consultant to evaluate the Department’s Oracle billing system (Customer Care and Billing, “CC&B”)			
Objectives	Success Measurements	Desired Outcome	Status
Evaluate the Department’s Oracle billing system (Customer Care and Billing, “CC&B”) to determine if it is meeting the Department’s needs or identify a system which would better serve the Department and recommend and implementation process.	Execute a contract with a professional consultant and initiate the evaluation of CC&B in fiscal year 2018-2019.	Professional recommendation as to the customer care and billing system best suited to serve the Department and its customers.	The fiscal division will begin developing the scope of the contract in the third quarter of 2018.
Manager & Chief Engineer and Fiscal Division			
Goal # 19 – Provide option of online credit & debit card payment to customers			
Objectives	Success Measurements	Desired Outcome	Status
Improve customer service by providing option of online credit card and debit card payment in addition to cash and checks.	Online credit card and debit card payment option available to customers no later than Dec. 31, 2018.	Improved customer service.	This service is being included in the Department’s solicitation for vendors for the CC&B hosting solution to expedite implementation.
Manager & Chief Engineer, Engineering and Operations Divisions			
Goal # 20 – Execute a professional services contract to conduct a vulnerability and resiliency assessment to develop a comprehensive, island-wide strategy for preparing for the impacts of an extreme event, such as a Category 5 hurricane, for the DOW’s entire system.			
Objectives	Success Measurements	Desired Outcome	Status
Realistically assess DOW’s ability to survive and respond to a major disaster in a way that maintains, to the extent possible, its primary goal of providing safe, affordable, and sufficient drinking water. Identify and assess the vulnerability and resiliency of all major facilities of the DOW’s drinking water system in an extreme event. Generate a mitigation, preparedness, implementation, and rapid recovery report.	Execute a professional services contract no later than December 31, 2018.	Improved emergency preparedness and water system hardening. Identification and prioritization of mitigation actions that can be taken before and after an extreme event to reduce impacts on the water system. The actions shall be realistic based on the DOW’s staffing levels, level of service, and funding capabilities.	A customized category was created for this professional services contract in the DOW’s most recent Notice for Professional Services to invite interested firms to submit a statement of qualifications for fiscal year 2018-2019 by the end of June, 2018. The DOW will begin the consultant selection process in July 2018.

Manager & Chief Engineer and Engineering Division			
Goal # 21 – Complete the design of at least four (4) Water Plan 2020 Projects			
Objectives	Success Measurements	Desired Outcome	Status
Engineering division shall lead and be responsible for all DOW engineering design work, including the review and oversight of consultant's hired to provide design services for the DOW's C.I.P. projects.	Complete four (4) design projects no later than June 30, 2019.	Ensure quality control and standardization of projects. Support the Engineering design needs of the other divisions.	Design is ongoing.
Manager & Chief Engineer, Engineering, Construction, and Water Resources & Planning Divisions			
Goal # 22 – Update of Water System Standards			
Objectives	Success Measurements	Desired Outcome	Status
Evaluate existing Water System Standards and make necessary revisions as it relates to water resources & planning, engineering, and construction.	Complete 1/3 of updates by Dec. 31, 2018, 1/3 of updates no later than June 30, 2018, and complete and implement all updates no later than Dec. 31, 2019.	Completely up-to-date Water System Standards.	Engineering, Construction, and WR/P have initiated review of Water System Standards and will schedule regular meetings to track progress.
Manager & Chief Engineer and Water Resources & Planning (WR/P) Division			
Goal # 23 – Execute contract with consultant to prepare Water Plan 2040			
Objectives	Success Measurements	Desired Outcome	Status
Determine scope of services to be completed for consultant to provide Water Plan 2040. Incorporate considerations for County of Kauai General Plan update. Negotiate with consultant and execute a contract to initiate work on Water Plan 2040.	Executed contract no later than Dec. 31, 2018.	Water Plan 2040 planning document to be completed with expertise from engineering consultant.	Water Resources & Planning to draft scope of services and prepare contract documents.
Manager & Chief Engineer and Water Resources & Planning Division			
Goal # 24 – Execute contract with consultant software for license and maintenance of Innovyze hydraulic modeling software			
Objectives	Success Measurements	Desired Outcome	Status
Prepare sole source procurement, award and execute contract. Provide additional training to WR/P staff as necessary to fully utilize Innovyze hydraulic modeling software. Use G.I.S. information from I.T. to complete all water system models by Dec. 31, 2019.	Execute contract for sole source procurement no later than Dec. 31, 2018.	WR/P staff will be trained to utilize the hydraulic modeling software, Innovyze, coupled with G.I.S., for all DOW systems by the end of 2019.	Water Resources & Planning to draft scope of services and prepare contract documents.

Manager & Chief Engineer and I.T.			
Goal # 25 – Identify specific locations of at least 99.0% of all DOW system water meters and input locations into DOW's G.I.S. database by end of FY18-19			
Objectives	Success Measurements	Desired Outcome	Status
Identify specific locations of water meters and input them into the DOW's G.I.S. database to better serve customers and DOW staff. After all water meter locations are input into G.I.S., DOW will then hire consultant to migrate geodatabase to sequel server format.	At least 99.0% of all DOW system water meters to be located and input into G.I.S. by end of fiscal year 2018-2019.	DOW staff will be able to better service customers with all water service requests and inquiries with a system that correctly locates all existing water meters. DOW meter readers will not be completely dependent on memory or transitioning institutional knowledge when staff retire.	I.T. division has currently located and input approximately 50% of all of the DOW's existing water meters into G.I.S. and will continue to move forward at accelerated pace. Manager & Chief Engineer to ensure that a DOW vehicle is available for I.T. staff to use for field work on routine basis.
Manager & Chief Engineer and I.T.			
Goal # 26 – Install at least 100 new transponders per month for "leak detection" water meters			
Objectives	Success Measurements	Desired Outcome	Status
Install new transponders for "leak detection meters" to evaluate performance of transponders, which are intended to provide better customer service. The new transponders would be capable of notifying customers automatically if continuous usage (i.e. a leak) occurs for a specified duration.	Once DOW executes contract to purchase 1000 new transponders for "leak detection meters", DOW to install an average of at least 100 transponders per month.	Improved customer service with modern technology. The new transponders, known as "leak detection meters" could provide valuable information to customers. DOW will be conducting a pilot study with installation of 1000 new transponders to evaluate performance to weight the relative costs and benefits.	DOW budget for fiscal year 2018-2019 has been approved and includes budget for purchase of 1000 new transponders for "leak detection meters". DOW to initiate installation as soon as possible once transponders are purchased in 3 rd quarter 2018.
Manager & Chief Engineer and I.T.			
Goal # 27 – Execute contract with consultant to create new I.T. Strategic Plan for current and future needs of Dept.			
Objectives	Success Measurements	Desired Outcome	Status
Create new I.T. Strategic plan to supersede previous plan from 2013 and revise scope to include new initiatives for DOW to support current and future growth of Department. I.T. staff and Manager & Chief Engineer to provide scope of services.	Execute contract with consultant and initiate work to create new I.T. Strategic Plan no later than Dec. 31, 2018.	Modernized I.T. Strategic Plan that accurately assesses current and future needs for Dept. of Water and provides realistic means and recommendations to implement and prioritize I.T. initiatives.	DOW budget for fiscal year 2018-2019 has been approved and includes budget for I.T. Strategic Plan. I.T. and Manager & Chief Engineer are in the process of finalizing the scope of services for the consultant.

Manager & Chief Engineer and I.T.			
Goal #28 – Identify best Asset Management software for DOW and initiate implementation of the new software. The new software shall be used to develop a Preventative Maintenance Program.			
Objectives	Success Measurements	Desired Outcome	Status
Identify asset management software which best meets the needs of the Department. The software should be compatible with G.I.S. and Great Plains, should be user friendly, and should be used to generate preventative maintenance work orders. The selected software will shall be used to create a preventative maintenance program for all major DOW assets.	Identify asset management software and initiate implementation of new software in fiscal year 2018-2019.	Asset management software which will be compatible with G.I.S. and Great Plains, user friendly, and used to generate preventative maintenance work orders. Effectively the DOW will be creating a preventative maintenance program for all major DOW assets. Such a program will provide better water system reliability through wise asset management.	DOW budget for fiscal year 2018-2019 has been approved and includes budget for I.T. Strategic Plan. I.T. and Manager & Chief Engineer are in the process of finalizing the scope of services for the consultant, which includes identification of asset management software which will best serve DOW based on specific needs.
Manager & Chief Engineer and Public Relations			
Goal #29 - Develop & implement one new annual water conservation and education event for DOW's primary customers in addition to annual Make a Splash festival.			
Objectives	Success Measurements	Desired Outcome	Status
Build a positive community and educational awareness of DOW through public relations programs. For Make a Splash, DOW will research, seek, and establish partnerships in the community to assist with activities and provide volunteers.	Implement new annual water conservation and water education event in fiscal year 2018-2019. Continue to host annual Make a Splash Festival.	Promote DOW's services to deliver drinking water to customers. Educate customers about water quality & DOW's compliance with Safe Drinking Water Act. Develop media campaign to promote DOW's conservation measures.	DOW's Information & Education Specialist is spearheading this new event and the annual Make a Splash festival.
Manager & Chief Engineer and Public Relations			
Goal #30 – Re-energize the customer service experience by developing a new customer welcome package			
Objectives	Success Measurements	Desired Outcome	Status
Re-establish community and media partnerships to promote positive public trust. Build a positive community and educational awareness of DOW through public relations programs. Assist DOW internal operations with customer service oriented programs.	Implement customer service welcome package in fiscal year 2018-2019.	Improved customer service: upon completion of water service application provide customer with water conservation tools, DOW tips, phone list, brochure, FAQ's and welcome letter. Include CTY sign-up options for all new customers.	DOW's Information & Education Specialist is spearheading the customer service welcome package.

Manager & Chief Engineer and Construction Management			
Goal #31 - Continue to improve construction management methods and expertise and utilize PM Web construction management software			
Objectives	Success Measurements	Desired Outcome	Status
Complete upgrade to project document management system.	Utilize new construction document management program for all DOW C.I.P. and private construction projects in fiscal year 2018-2019.	All construction projects will be using the electronic construction document management system.	Implementation of new construction management program and training for staff and consultants is ongoing.

Option 1: Approve Manager's Report as recommended.

Pros: The Department of Water and Manager & Chief Engineer will have a clear vision established for the next fiscal year with measurable, challenging, time-sensitive, and achievable goals aimed at improving customer service, accountability, and meeting the Department's mission statement.

Cons: The goals set forth are intended to be challenging and the manager & Chief Engineer and Department may not successfully complete all of them in fiscal year 2018-2019.

Option 2: Do not Approve Manager's Report as recommended.

Pros: The Manager and Chief Engineer's fiscal year 2018-2019 goals can be modified as directed by the Board.

Cons: Implementation of the goals could potentially be delayed.

BW /ein

Attachment 1 - Goals for Manager and Chief Engineer and New Template for Annual Evaluation

Step 1: Conduct Evaluation using Dept. of Human Resources Template. Score all categories except #6 "Achieving Goals". Use Weights for each criteria as follows:

	Criteria	*Score (from 1 to 5)	Weight (%)	Total Score
1	Customer Service		10%	
2	Planning and Organizing		10%	
3	Leadership		10%	
4	Communication		10%	
5	Personnel Management		10%	
6	Achieving Goals	Use score from Goals, Step 2, below	30%	
7	Policy Development		10%	
8	Financial Management		10%	
Total Score of Evaluation				

*To score the Dept. of Human Resources criteria, the following legend is used:

1	Unsatisfactory
2	Needs Improvement
3	Satisfactory
4	Excellent
5	Superior

Step 2: Score Goals using this format:

Scoring Legend:	Corresponds to DHR's Legend as:
No progress on goal = 1 points	Unsatisfactory
Goal Partially Met = 2 Points	Needs Improvement
Goal Met on Time = 3 Points	Satisfactory
Goal Met ahead of schedule = 4 points	Excellent
Goal Exceeded ahead of schedule= 5 points	Superior

Goal #	Weight	Average Score (from 1 to 5)	Score x Weight
1	25%		
2	10%		
3	15%		
4	15%		
5	15%		
6	20%		
Total Score of Goals			

Use this score in table above

Step 3: Finalize Total Score of Evaluation (blue cell, above) by using Total Score of Goals (yellow cell) in table above

Manager & Chief Engineer's Goals for August, 2019 through March, 2020

Goal #1 - Fill Key Vacancies and Evaluate Organizational Structure for Improvements					
Tactic	Action Steps	Desired Outcome	Success Measurements	Status/Notes	Score
1.1	Identify and hire Deputy Manager-Engineer to assist Manager & Chief Engineer in fulfilling duties of managing and leading the Department of Water.	Knowledgeable, talented leader who is capable of fulfilling the duties of the position, including assuming the duties of Manager & Chief Engineer as needed.	Identify and hire Deputy Manager-Engineer by March, 2020.		
1.2	Interview, select, and hire qualified applicants for two vacant positions in I.T.: 1. Information Technology Specialist III and, 2. Waterworks Information Technology Officer	More appropriate staffing levels will be provided within I.T. which will better serve the entire DOW and customers. Existing I.T. staff will have more balanced workloads and more balanced distribution of duties.	Hire qualified applicants for both positions: fill at least one position in 2019 and fill both positions by March, 2020.		
1.3	Interview, select, and hire qualified applicant for Assistant Waterworks Controller position.	Performance of the Fiscal division can be greatly enhanced, leading to improved internal and external customer service. A more robust succession plan will be put into place to allow for effective transfer of knowledge, duties, responsibilities, and experience from the Waterworks Controller to the Assistant Waterworks Controller	Hire qualified applicant by Dec. 31, 2019.		
1.4	Conduct research and investigation to determine if the Department of Water should create a new position for a Safety Officer.	Provide a safe and healthy work environment for employees, customers, and visitors. Develop comprehensive workplace safety program to satisfy Board Policy No. 1 and to ensure all applicable safety laws are being met.	Provide recommendation to the Board no later than the March, 2020 Board meeting as to whether the DOW should create a Safety Officer position with appropriate justification.		
1.5	Evaluate each division's needs & prioritize filling vacancies accordingly. Evaluate organizational structure of each division and provide recommendations for reorganization to the Board.	Improved performance, more balanced workloads for employees and less overtime, improved customer service.	Fill at least 5 vacancies across the Department by March 31, 2020.		
				Average Score of Goal #1	

Goal #2 - Ensure Financial Health					
Tactic	Action Steps	Desired Outcome	Success Measurements	Status/Notes	Score
2.1	Complete the ongoing 5-year water rate study to ensure fair and reasonable water rates for DOW ratepayers. Present a recommendation to the Finance Committee and receive approval of final report from Board of Water.	The Department will continue to be fiscally responsible to its ratepayers in ensuring fair and reasonable water rates.	Present a recommendation to the Board by the October 25, 2019 Board meeting and receive approval of the final report from the Board of Water by March, 2020.		
2.2	Develop financial policies in support of the DOW's water rate study and budgeting processes by executing a contract with a financial consultant to evaluate the DOW's existing financial policies, internal controls, and make recommendations for policy development and procedures.	The Department will be better positioned to ensure a high level of fiscal responsibility to its ratepayers in maintaining fair and reasonable water rates. The budgeting process will be more streamlined.	Negotiate and execute a professional services contract with the selected financial consultant by March, 2020.		
Average Score of Goal #2					

Goal #3 - Implement Operational Improvements to Increase Efficiencies and Ensure Water Quality					
Tactic	Action Steps	Desired Outcome	Success Measurements	Status/Notes	Score
3.1	Develop G.I.S. Road Map with G.I.S. consultant to identify specific challenges and specific needs at the DOW to effectively implement available GIS tools and resources across the Department	GIS technologies will be effectively leveraged for a broad range of benefits, including but not limited to: improved identification of meter locations and water facilities, enhanced customer service, quicker response times, and establishment of a reliable system of record to be used by all staff.	Complete procurement for G.I.S. consultant to come to the Department and initiate development of GIS RoadMap for DOW by March, 2020.		
3.2	Water Quality division to provide systematic weekly check to ensure all sampling is conducted and all data required by Department of Health (DOH) is provided. Initiate reporting to Compliance Monitoring Data Portal required by DOH per timeline required by DOH.*	Meet all state and federal regulatory requirements from DOH and Environmental Protection Agency (EPA). Conduct all required sampling and monitoring throughout the year. Ensure quality control and quality assurance of all samples and laboratory practices.	No missed sampling, monitoring, or reporting events throughout the year. Meet all DOH requirements to report data to the new Compliance Monitoring Data Portal (anticipated to be introduced in the 3rd quarter of 2019).	*It is anticipated that DOH will establish a timeline for the requirements associated with the new Compliance Monitoring Data Portal in the 3rd quarter 2019.	
3.3	Water Quality division to review all microbiological sample points and identify suitable alternate locations which may be more representative of water quality within distribution system.	Continue to meet all state and federal regulatory requirements from Dept. of Health and EPA while ensuring that all sample sites are representative throughout the distribution system for each of the DOW's 9 public water systems.	Water Quality division to review all micro sample points and identify those which are no longer viable by November 30, 2019. Identify suitable replacement sites for dedicated sample stations by March 31, 2020.		
Average Score of Goal #3					

Goal #4 - Implement Customer Service Improvements, Promote Wise Water Use and Public Education					
Tactic	Action Steps	Desired Outcome	Success Measurements	Status/Notes	Score
4.1	Continue to improve customer payment options by providing means for credit and debit card payments at DOW lobby via card-swipe machines. Provide mobile application for both Android and Apple to all customers to pay bills via smart phone.	Enhanced payment options for customer's and improved customer service	Implement card-swipe machines in DOW lobby to accept credit and debit cards and provide mobile payment application for both Android and Apple devices to all customers within 2019.		
4.2	Host 3 DOW education events: 1. Fix a Leak Week 2. National Drinking Water Week 3. Make a Splash w/Project WET Festival	Build a positive community and educational awareness of DOW through public relations programs. Educate customers about water quality, conservation, DOW services and DOW's compliance with Safe Drinking Water Act. Provide employee oriented, educational events that highlight important staff functions.	Coordinate and host Make a Splash Festival at a new location in 2019 - Vidinha Stadium Soccer Field. Continue to host annual Fix a Leak Week for customers and enhance National Drinking Water Week events.		
4.3	Increase media advertisements to promote DOW services, including: 1. Customer Account Portal, Billing Services, 2. Water Quality, Drinking Water Service 3. Water service announcements	Improve DOW's visibility and image in the community by utilizing local advertising platforms with DOW-branded ads to promote DOW's services, announcements, and other notices.	Increase use of print advertisement; continue radio announcements, and social media use. Develop DOW branded advertisements showcasing our newly revised logo. Present for Project W.E.T. in at least two conferences in Hawai'i by March, 2020.		
Average Score of Goal #4					

Goal #5 - Expand Training Opportunities for Employees in Critical Areas of Need.					
Tactic	Action Steps	Desired Outcome	Success Measurements	Status/Notes	Score
5.1	Establish program within DOW for staff to apply for Leadership Kaua'i Program in 2020.	DOW staff will be provided with opportunity to demonstrate initiative and participate in valuable leadership training, which will lead to increased leadership abilities across the DOW.	Determine max. number of DOW staff who can attend, obtain Board approval of funds, and establish fair and reasonable means to identify which staff will attend the Leadership Kaua'i Program in 2020.		
5.2	Continue to provide valuable webinar trainings in the Board Room for all staff from professional organizations such as SkillPath and Pioneer Educator.	Provide staff with additional training and resources to be more effective in their roles. Improve skills and knowledge in critical areas.	Provide at least 4 webinar trainings for all staff from August, 2019 through March 20, 2020.		
5.3	Provide for staff to attend budgeted trainings, workshops, and conferences to expand employee's knowledge base and improve proficiency	Improved performance, customer service, proficiency, and skill sets for all staff.	Staff from at least 4 different divisions will attend budgeted Conferences, trainings, or workshops by March, 2020.		
Average Score of Goal #5					

Goal #6 - Improve Internal Communications, Improve Morale, and Build Unity.					
Tactic	Action Steps	Desired Outcome	Success Measurements	Status/Notes	Score
6.1	Continue to conduct all-staff meetings at least every other month and conduct effective, efficient weekly meetings amongst division heads and leads	All employees shall stay informed as to the major events, outcomes, and updates of the DOW throughout the year to provide for more efficient operation and streamlined and consistent communications to internal and external customers.	All employees shall attend all-staff meetings unless absence is pre-approved. Attendance to be taken at meetings. All division heads and leads shall attend weekly division-head meetings with Manager.		
6.2	Provide professional, in-person training for communication with an industry-leading training institution such as SkillPath, Pioneer Educator, etc.	Significant improvement in communications skills and professionalism for all DOW staff.	At least one full day communication training shall be provided to at least 40 DOW staff in 2019 by an industry-leading training institution.		
6.3	Work with staff and fun committee to provide events, outings, dinners, etc. for all employees to participate in throughout the year to build morale, teamwork, and unity. Continue to provide monthly DOW newsletter to DOW staff and partners.	Happier, healthier, and more productive employees with enhanced sense of pride, value, accountability, commitment, teamwork, and dedication.	Provide at least five (5) events, outings, dinners, etc. for all employees to participate in from August, 2019 through March, 2020 to build morale, teamwork, and unity. Continue to provide monthly DOW newsletter to DOW staff and partners.		
6.4	Ensure annual Job Performance Reviews (JPRs) are conducted for all staff, create Performance Improvement Plans as needed.	Improved communication, feedback, and accountability amongst staff and supervisors.	Annual Job Performance Reviews for at least 95% of DOW staff shall be completed and submitted to Dept. of Human Resources by requested due date.		
Average Score of Goal #6					

COUNTY OF KAUAI
EVALUATION FACTORS: APPOINTEES/MANAGERS

Name/Title: _____

Review Dates: _____

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 schedule in most instances.	
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Trend: Improving Same Declining

Recommendation(s) for Improvement: _____

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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 employees. 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 contain 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. Routing 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 personnel 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 generally accurate. 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: _____

comment

OVERALL TREND: Improving Same Declining

EMPLOYEE COMMENTS:

Jeffrey Iida
Chair

Richard Jose
Vice-Chair



Members:
Fely Faulkner
Elizabeth Hahn
Karen Matsumoto
Vonnell Ramos

COUNTY OF KAUA'I CIVIL SERVICE COMMISSION
c/o Office of Boards and Commissions
4444 Rice Street, Suite 150
Lihu'e, HI 96766
Ph: (808) 241-4919 Fax: (808) 241-5127

October 26, 2018

Dear Department Head,

The Civil Service Commission is in the process of completing an annual job performance review for the Director of Human Resources and we would very much appreciate your taking time to assist us with evaluating this position. Your assessment will be kept anonymous and will not be shared outside the Commission's Executive Session, it will be kept confidential.

The evaluation form contains 8 categories. We kindly ask you to rate the level of performance for each category with a number value of 1 to 5; with 5 being superior, 4 excellent, 3 satisfactory, 2 needs improvement and 1 unsatisfactory. You may write N/A (Not Applicable) if you do not know or are unable to give a rating because it does not apply. There is also an area for you to leave any comments you may want to share.

Please mail your completed form in the self-addressed stamped envelope provided and send it via the U.S. postal service. The deadline for receiving your evaluation is Wednesday, November 14, 2018. The Commission will open the sealed envelopes at our next meeting in Executive Session.

Your feedback is valuable to the success of the Director of Human Resources and the Civil Service Commission. Thank you for taking time out of your busy schedule to participate in our evaluation process.

Aloha,

Jeffrey Iida
Chair

Enclosures: Evaluation Form
Stamped, Self-Addressed Envelope

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Evaluation – Director of Human Resources

Annual 2018

Stakeholders List

Department Head	2018	2017	2016	2015
Bernard P. Carvalho Jr. , Mayor Office of the Mayor	X	X	X	X
Wallace G. Rezentes Jr. , Managing Director Office of the Mayor	X	X	X	X
Ken Shimonishi , Director of Finance Finance Department	X	X	X	X
Lyle Tabata , Deputy County Engineer Public Works	X	X	X	X
Lenny Rapozo Jr. , Director Parks & Recreation				
Mauna Kea Trask , County Attorney Office of the County Attorney	X	X	X	
Gerald Rapozo , Director Liquor Control Department				
Celia Mahikoa , Executive on Transportation Transportation Agency				
Kirk Saiki , Manager & Chief Engineer Department of Water	X	X	X	X
George Costa , Director Office of Economic Development				
Kanani Fu , Housing Director Housing Agency				
Michael Dahilig , Director of Planning Planning Department				
Kealoha Takahashi , Executive on Aging Agency on Elderly Affairs				
Michael Contrades , Acting Chief of Police Kaua'i Police Department	X	X Darryl Perry	X Darryl Perry	X Darryl Perry
Robert Westerman , Fire Chief Kaua'i Fire Department	X	X	X	X
Elton Ushio , Emergency Management Administrator Kaua'i Emergency Management Agency				
Justin Kollar , Prosecuting Attorney Office of the Prosecuting Attorney				
Civil Service Commission Members	X	X	X	X

Jeffrey Iida
Chair



Members:
Fely Faulkner
Elizabeth Hahn
Karen Matsumoto
Vonnell Ramos

Richard Jose
Vice-Chair

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October 23, 2018

Dear Ms. Rapozo,

The Civil Service Commission ("Commission") is in the process of completing your annual job performance review. To assist with our review, we have solicited feedback from various stakeholders.

We would also like to receive information from you. We are requesting that you complete a self-evaluation as further explained below. We are also requesting that you be present at the next Civil Service Commission meeting on Tuesday, November 27, 2017 at 3:00 p.m., to further discuss your self-evaluation with the commission, in executive session.

Your feedback is very valuable to us and will greatly help us as we complete your job performance review. Your self-evaluation will be kept confidential and will not be shared outside the Commission's executive session, unless you request an open meeting.

We kindly request you to complete your self-evaluation on the categories below, found in Section 15.05 of the Charter of the County of Kauai. Please use a number value of 1 to 5, with 5 being "superior", 4 "excellent", 3 "satisfactory", 2 "needs improvement", and 1 "unsatisfactory." We also request that you explain your rating with commentary.

Please rate your level of performance in your execution of the human resources management program in the year 2018 in the following areas:

1. Classification, recruitment, selection, employment, deployment, promotion, evaluation, discipline, and separation of employees.
2. Labor relations and negotiations.

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CSC 2020-07 C.

3. Administration of employment policies and trainings related to employee benefits, conduct, development, and safety and injury prevention.
4. Workers' compensation.
5. Equal employment opportunities.
6. Workforce coordination and planning.
7. Administration of the civil service system as prescribed by statute.
8. Other related duties as may be determined by the mayor.

We kindly request that you bring your written response and 10 copies to the Commission's meeting on Tuesday, November 27, 2018.

Mahalo,

Jeffrey Iida
Chair

COUNTY OF KAUA'I

POSITION DESCRIPTION

DIRECTOR OF HUMAN RESOURCES

I. Job Purpose

This position is responsible to the Civil Service Commission for the strategic human resources planning to provide the County with a human resources management program conducive to the County's overall goals and objectives and in accordance with the County Charter.

This position works with the Mayor and other members of the Mayor's cabinet to ensure the County's compliance with laws, rules, and administrative rulings of governmental organizations and other regulatory and advisory authorities relative to human resources management and equal opportunities.

As a cabinet level position, this position may be called upon by the Mayor or Managing Director to serve in various capacities outside the realm of human resources management. As an example, this position may be assigned to County or state-wide ad hoc committees or other entities.

II. Essential Duties and Responsibilities

Plans, directs and implements all aspects of the County's human resources management program including but not limited to recruitment, placement, classification and compensation, training and employee relations, labor relations/collective bargaining, maintenance of personnel records and reports, incentive and service awards, health and safety, organizations and staffing, and Equal Employment Opportunity/Affirmative Action Programs. Receives advice from and reports to the Civil Service Commission on issues and problems relating to personnel and human resources administration.

Responsible for the County's recruitment program which includes establishing a new hire orientation program, identifying the needs of the various departments, develop and implement strategies to meet those needs, evaluating outcomes and filling positions with qualified and competent individuals. Ensures the timely and appropriate filling of vacancies that conform to applicable laws, rules, and collective bargaining agreements. Coordinates compensation and benefits program that will attract and retain qualified individuals.

Oversees the position classification, compensation and benefits program for the County; ensures accurate and current description and classification of positions in accordance with established specifications; initiate new and revised class specifications to meet the needs of new and revised functions and responsibilities, the analysis of job requirements, staffing patterns, class specifications, and organization charts in the review of positions within the County of Kaua'i. Reviews proposed organization changes and the preparation of

justifications for reorganization as required. Provides department heads with the necessary support and guidance to achieve desired organizational effectiveness.

Responsible for the employee development and training programs; analyzes training needs with department managers; establishes organizational and personnel development programs which effectively identify and meet the needs of the County organization and individuals within the organization; ensures any required training is implemented and completed by the appropriate personnel.

Provides direction, interpretation, training, general guidance and counsel to managers, staff and employees regarding collective bargaining agreements. Develops and coordinates a comprehensive labor relations program to ensure prompt, fair and consistent administration of the bargaining unit contracts and resolution of grievances, appeals and/or complaints. Investigates, conducts hearings and prepares responses for grievances, appeals and/or complaints in a timely manner. Identifies alternatives and recommends action to be taken.

Serves as the mayor's representative and spokesperson at the bargaining table with public sector unions. Receives, reviews, assesses probabilities, and evaluates the impact of proposed contract changes. Formulates and recommends strategies, goals, and objectives for negotiations with representatives of other jurisdictions.

Responsible for the safety and worker's compensation program which involves the handling of worker's compensation claims and cases, monitoring ongoing cases, investigating and reviewing questionable claims, collecting and analyzing accident information, settling claims and coordinating job placement efforts. Establishes and maintains a safety program that seeks ways to continue injured employees productivity and self-esteem through effective return to work programs and strives to reduce occurrence of accidents. Serves as a liaison between the injured employee and third party administrator.

Plans, develops and updates, organizes, implements and monitors policies and procedures to ensure the County's compliance with applicable laws and rules on fair employment, the Americans with Disabilities Act, and other similar laws, including ensuring that County facilities, programs, and other activities are equally available to all individuals.

Responsible for the maintenance of personnel records and files; manages leaves of absence programs and the department's drug and alcohol testing program; ensures the timely and accurate processing of payroll; develops and implements the annual budget for the Human Resources department; ensures department is operated within approved budget.

Continually evaluate the County's human resources management structure and employees and plans for continual improvement of the efficiency and effectiveness of these employees as well as providing them with professional and personal growth opportunities.

May perform other duties as appropriate.

III. Qualifications

a. Required

Minimum five (5) years of training and experience in personnel administration either in public service or private business, or both, at least three (3) years of which shall have been in a responsible administrative capacity; knowledge of the principles and methods of personnel administration and belief in applying merit principles and scientific administrative methods to public personnel administration.

b. Preferred

Bachelor's degree in human resources management, business administration or public personnel administration, industrial relations, or a related field desired; human resources management experience may be substituted on a year for year basis.

General knowledge of Hawai'i employment laws, strategic management, public personnel, administration policies, practices and techniques, recruitment and placement, position classification, workforce planning, employee and labor relations, occupational health and safety, and compensation and benefits.

Excellent verbal and written communication skills; strong program and organizational skills; ability to develop and maintain strong interpersonal relationships with county leaders, department managers and staff; supervise and train staff; computer literate; proficient with Microsoft office (outlook, word, excel, power point) and human resources information systems preferred.

IV. Physical Demands and Work Environment

On a regular basis position requires sitting, use of hands to finger, handle, and feel, bend, stoop, climb, reach with hands and arms and lifting and/or moving up to 10 pounds. Occasionally requires standing and walking and lifting and/or moving up to 25 pounds.

ARTICLE XV
DEPARTMENT OF HUMAN RESOURCES

Section 15.01. Organization. There shall be a department of human resources consisting of a civil service commission, a director and the necessary staff for the purpose of establishing a system of personnel administration based upon merit principles devoid of any bias or prejudice, and generally accepted methods governing classification of positions and the employment, conduct, movement, and separation of public officers and employees.

Section 15.02. Civil Service Commission Organization. The civil service commission shall consist of seven members 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.

Section 15.03. Powers and Duties. The civil service commission shall:

A. Adopt rules and regulations to carry out the civil service and compensation laws of the State and county. Such rules and regulations shall distinguish between matters of policy left for the determination of the commission and matters of technique and administration to be left for execution by the director.

B. Hear and determine appeals made by any officer or employee aggrieved by any action of the director or by any appointing authority. Appeal from the decision of the commission shall be as provided by law.

C. Advise the mayor and director of personnel services on problems concerning personnel and classification administration.

D. Execute such powers and duties as may be provided by law.

Section 15.04. Director of Human Resources. The director of human resources shall have had a minimum of five years of training and experience in personnel administration either in public service or private business, or both, at least three years of which shall have been in a responsible administrative capacity and shall be in sympathy with the principles of the merit system. The director shall be appointed and may be removed by the commission. The director shall be the head of the department of human resources and shall be responsible for the proper conduct of all administrative affairs of the department, and for the execution of the human resources management program prescribed in this charter and in the ordinances and regulations authorized by this charter.

Section 15.05. Human Resources Management Program. The director of human resources shall be responsible for the execution of the human resources management program which shall include:

A. Classification, recruitment, selection, employment, deployment, promotion, evaluation, discipline, and separation of employees.

B. Labor relations and negotiations.

C. Administration of employment policies and trainings related to employee benefits, conduct, development, and safety and injury prevention.

D. Workers' compensation.

E. Equal employment opportunities,

F. Workforce coordination and planning.

G. Administration of the civil service system as prescribed by statute.

H. Other related duties as may be determined by the Mayor.”