



## CIVIL SERVICE COMMISSION

BEVERLY GOTELLI, CHAIR  
LAUREN O'LEARY, VICE CHAIR

JEFFREY IIDA, COMMISSIONER  
SHELLEY KONISHI, COMMISSIONER  
AIMEE LORENZO, COMMISSIONER

RECEIVED

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THE COUNTY OF KAUAI

### Meetings of the Civil Service Commission will be conducted as follows until further notice:

- Meetings will be publicly noticed pursuant to HRS Chapter 92.
- Minutes of the meeting will be completed pursuant to HRS Chapter 92 and posted to the Commission's website upon completion and approval.

### Public Comments and Testimony:

- **Written testimony** will be accepted for any agenda item herein.
  - Written testimony indicating your 1) name, and if applicable, your position/title and organization you are representing, 2) the agenda item that you are providing comment on, and 3) contact information (telephone number and email address), may be submitted to [smuragin@kauai.gov](mailto:smuragin@kauai.gov) or mailed to the Civil Service Commission, c/o Office of Boards and Commission, 4444 Rice Street, Suite 300, Lihue, Hawaii 96766.
  - Written testimony received by the Civil Service Commission at least 24 hours prior to the meeting will be distributed to all Civil Service Commissioners prior to the meeting.
  - Any testimony received after this time and up to the start of the meeting will be summarized by the Clerk of the Board during the meeting and added to the record thereafter.
  - Any late testimony received will be distributed to the to the commissioners after the meeting is concluded.
- **Oral testimony** will be taken during the public testimony portion of the meeting in-person at the public meeting.
  - It is recommended that anyone interested in providing oral testimony register at least 24 hours prior to the meeting by emailing [smuragin@kauai.gov](mailto:smuragin@kauai.gov) or calling (808) 241-4919. Any request to register shall include your 1) name, and if applicable, your position/title and organization you are representing, and 2) the agenda item that you are providing comment on, and 3) contact information (telephone number and email address).
  - Per the Civil Service Commission and Chairs practice, there is a three-minute time limit per testifier per agenda item.
  - Individuals who have not registered to provide testimony will be given an opportunity to speak on an agenda item following the registered speaker.

### 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 [ADAVIS@KAUAI.GOV](mailto:ADAVIS@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 ALTERNATIVE FORMATS SUCH  
AS LARGE PRINT, BRAILLE, OR ELECTRONIC COPY.

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COUNTY OF KAUAI CIVIL SERVICE COMMISSION

MEETING NOTICE AND AGENDA

Tuesday, September 5, 2023

3:00 p.m. or shortly thereafter

'23 AUG 24 A 7:38

Piikoi Building, Boards and Commissions Conference Room

4444 Rice Street, Suite 300, Lihu'e, HI 96766

COUNTY

**CALL TO ORDER IN OPEN SESSION** (Open to the Public)

**ROLL CALL**

**APPROVAL OF AGENDA**

**PUBLIC COMMENTS AND TESTIMONY**

Individuals may orally testify on any agenda item at this time or wait for the agenda item.

**APPROVAL OF MEETING MINUTES**

a) Open Session Minutes of August 1, 2023

**DIRECTOR OF HUMAN RESOURCES REPORT**

**CSC 2023-31** July/August 2023 period, September 5, 2023 Meeting

- Report Covers Revised Goals and Objectives for 2023-2024
- Grievances and Grievance Arbitration Hearings
- Workday and HRMS Project
- Recruitment and Retention
- Policies – New or Revised
- HR Trainings
- Monthly Report from HR Divisions/Sections
  - a. Administrative Services and Benefits
  - b. Employee Development and Health Services
  - c. HR Manager, Classification and Pay and Labor Relations
  - d. Recruitment and Examination
  - e. Payroll
  - f. EEO/ADA

**BUSINESS**

**CSC 2023-32** Letter from Charter Review Commission Chair Bronson Bautista dated July 10, 2023, requesting proposals to amend the Charter. (8/1/23)

- a) Commissioners to present any proposals.
- b) Discussion and possible decision-making on other related matters.

**CSC 2023-33** Director of Human Resources Goals and Objectives for period July 1, 2022 to June 30, 2023. (on-going)

- a) Review updated report with 8/1/23 status information.
- b) Discussion and possible decision-making on other related matters.

**CSC 2023-34** Correction of acts and minutes for meeting held April 4, 2023, regarding items ES-14 and ES-15.

#### **EXECUTIVE SESSION.**

Pursuant to Hawaii Revised Statutes §92-4, the commission may hold executive meetings closed to the public upon an affirmative vote, taken at an open meeting, of two-thirds of the members present; provided the affirmative vote constitutes a majority of the members to which the board is entitled. Any meeting closed to the public shall be limited to matters exempted by section 92-5. The reason for holding such a meeting shall be publicly announced and the vote of each member on the question of holding a meeting closed to the public shall be recorded and entered into the minutes of the meeting. Pursuant to Hawaii Revised Statutes §92-7(d), after posting of the commission meeting agenda the commission may add an item to the agenda, including an executive meeting closed to the public, by an affirmative two-thirds recorded vote of all members to which the board is entitled; provided that no item shall be added to the agenda if it is of reasonably major importance and action thereon by the board will affect a significant number of persons. Items of reasonably major importance not decided at a scheduled meeting shall be considered only at a meeting continued to a reasonable day and time.

#### **ENTER INTO EXECUTIVE SESSION** (Closed to the Public)

#### **CALL TO ORDER IN EXECUTIVE SESSION**

#### **BUSINESS**

**ES-20** Executive Session Minutes of August 1, 2023, 2023

Pursuant to Hawai'i Revised Statutes §92-4, §92-5(a)(4), and §92-9(a)(1-4) and (b), the commission requests an Executive Session to approve or amend the executive session minutes of August 1, 2023, where consideration of matters affecting privacy will be involved and consult with the Deputy County Attorney on issues pertaining to the Commission's powers, duties, privileges, immunities, and/or liabilities as they relate to this agenda item.

**ES-21** Evaluation of the Director of Human Resources for Fiscal Year period July 1, 2022, to June 30, 2023.

- a) Review and decision-making on the Draft DHR Evaluation, unified onto one evaluation by Administrator Ellen Ching for the Civil Service Commission.

Pursuant to Hawai'i Revised Statutes §92-4, §92-5(a)(2) and (4), the commission requests an Executive Session to consider the draft evaluation of the Director of Human Resources, unified onto one evaluation by Administrator Ellen Ching for the Civil Service

Commission where consideration of matters affecting the privacy of the Director will be involved, and to consult with the Deputy County Attorney on the Commission's powers, duties, privileges, immunities, and/or liabilities as they relate to this agenda item.

**ENTER OPEN SESSION** (Open to the Public)

**CALL TO ORDER IN OPEN SESSION**

**RATIFY ACTIONS**

Ratify actions taken by the Civil Service Commission in executive session for ES-20 and ES-21.

**BUSINESS** (Continued)

**CSC 2023-35** Discussion and decision-making regarding salary adjustments related to the Fiscal Year Evaluation period July 1, 2022, to June 30, 2023.

**ANNOUNCEMENTS:**

Next Scheduled Meeting: Tuesday, October 3, 2023 – 3:00 p.m.

**ADJOURNMENT**

cc: Deputy County Attorney Mark Ishmael

cc: Director of Human Resources Annette Anderson

COUNTY OF KAUAI  
Minutes of Meeting  
OPEN SESSION

**DRAFT To Be Approved**

Board/Commission:		CIVIL SERVICE COMMISSION	Meeting Date:	August 1, 2023	
Location	Boards and Commissions Conference Room		Start of Meeting: 3:11 p.m.		End of Meeting: 3:42 p.m.
Present	Chair Beverly Gotelli. Vice Chair Lauren O’Leary. Commissioners: Shelley Konishi and Aimee Lorenzo. Deputy County Attorney Mark Ishmael ( <i>Microsoft Teams</i> ). Director Human Resources Annette Anderson ( <i>left at 3:22 p.m.</i> ). Office of Boards and Commissions Staff: Administrator Ellen Ching and Commission Support Clerk Sandra Muragin				
Excused	Commissioner Jeffrey Iida				
Absent					

SUBJECT	DISCUSSION	ACTION
<b>Call To Order Roll Call</b>	Chair Gotelli called the Open Session meeting to order at 3:11 p.m. and requested a roll call.  Commission Support Clerk Sandra Muragin verified attendance; Commissioner Iida was excused. Commissioner Konishi replied here. Commissioner Lorenzo replied here. Vice Chair O’Leary replied here. Chair Gotelli replied here. Deputy County Attorney Ishmael replied here. Director Human Resources Anderson replied present. Administrator Ching replied here. Support Clerk Muragin replied here.	Quorum was established with four commissioners present.
<b>Approval of Agenda</b>		Ms. Konishi moved to approve the August 1, 2023, agenda. Vice Chair O’Leary seconded the motion. Motion carried 4:0.
<b>Public Comments and Testimony</b>	Administrator Ellen Ching reported there was no one from the public in the audience and there was no need to ask for public comments or testimony after each agenda item.  Commission Support Clerk Sandra Muragin added for the record no receipt of any written testimony.	

SUBJECT	DISCUSSION	ACTION
<b>Approval of Meeting Minutes</b>	a) Open Session Minutes of July 10, 2023	Ms. Konishi moved to approve the Open Session minutes of July 10, 2023, as circulated. Ms. Lorenzo seconded the motion. Motion carried 4:0.
<b>Director of Human Resources Report</b>	<p><b><u>CSC 2023-28</u></b> June/July 2023 period, August 1, 2023, meeting.</p> <ul style="list-style-type: none"> <li>a) Short Reporting Window</li> <li>b) Grievances and Grievance Arbitration Hearings</li> <li>c) Workday</li> <li>d) Recruitment and Retention</li> <li>e) Payroll Reorganization</li> <li>f) HR Trainings</li> <li>g) Monthly Report from HR Divisions/Sections <ul style="list-style-type: none"> <li>a. Administrative Services and Benefits</li> <li>b. Employee Development and Health Services</li> <li>c. HR Manager, Classification and Pay and Labor Relations</li> <li>d. Recruitment and Examination</li> <li>e. Payroll</li> <li>f. EEO/ADA</li> </ul> </li> </ul> <p>Director of Human Resources Annette Anderson briefed the commission on the June/July 2023 period, August 1, 2023, report. (<i>Report on file</i>)</p> <p>Ms. Anderson shared the following updates;</p> <ul style="list-style-type: none"> <li>• Arbitration hearing that recently resumed had concluded and a decision should be made by fall.</li> <li>• Seeking feedback from other counties on the mainland to determine if they should purchase a recruitment and onboarding component.</li> <li>• Submitted salary information to Civil Beat upon their request and currently it has not been published.</li> </ul>	

SUBJECT	DISCUSSION	ACTION
	<p>Chair Gotelli asked if they noticed any changes in retirement when compared with last year to current. Ms. Anderson said no and according to a report nine months ago it was consistent with past years.</p> <p>Vice Chair O’Leary asked if they noticed any common denominator for why employees were leaving. She asked if it was for retirement or medical. Ms. Anderson replied that HR conducted exit survey’s and if there were any noticeable pattern she would have been informed. She said a Stay Survey was sent, and departments had the option to not complete it, so not all departments have responded. She analyzed Human Resources Stay Survey results and said there was no common theme to report.</p> <p>With no further questions from the commission Ms. Anderson left the meeting at 3:22 p.m. and Chair Gotelli moved on to the next agenda item.</p>	
<b>Communication</b>	<p><u><b>CSC 2023-29</b> Letter from Charter Review Commission Chair Bronson Bautista dated July 10, 2023, requesting proposals to amend the Charter.</u></p> <p>Chair Gotelli announced that the commission had time to submit any proposals, and this would be placed on the September 5, agenda.</p>	
<b>Business</b>	<p><u><b>CSC 2023-30</b> Discussion on the process and possible tools and information needed to evaluate the Director of Human Resources. Review of evaluation timeline, and review and approval of review methodology</u></p> <p>Commissioner Lorenzo said she was hesitant to complete an evaluation being that she was new, and this was probably her fourth meeting. Chair Gotelli replied that she could complete an evaluation and select “Unable to Rate” or once the commission goes into discussion on unifying the evaluation, she could verbally add her comments at that time.</p> <p>With no further questions from the commission, they moved on to the next agenda item.</p>	
<b>Executive Session</b>	<p>Ms. Ching read the Hawai‘i Revised Statutes to move the meeting into Executive Session. Pursuant to Hawaii Revised Statutes §92-4, the commission may hold executive meetings closed to the public upon an affirmative vote, taken at an open meeting, of two-thirds of the</p>	

SUBJECT	DISCUSSION	ACTION
	<p>members present; provided the affirmative vote constitutes a majority of the members to which the board is entitled. Any meeting closed to the public shall be limited to matters exempted by section 92-5. The reason for holding such a meeting shall be publicly announced and the vote of each member on the question of holding a meeting closed to the public shall be recorded and entered into the minutes of the meeting. Pursuant to Hawaii Revised Statutes §92-7(d), after posting of the commission meeting agenda the commission may add an item to the agenda, including an executive meeting closed to the public, by an affirmative two-thirds recorded vote of all members to which the board is entitled; provided that no item shall be added to the agenda if it is of reasonably major importance and action thereon by the board will affect a significant number of persons. Items of reasonably major importance not decided at a scheduled meeting shall be considered only at a meeting continued to a reasonable day and time.</p> <p>Chair Gotelli asked for a motion to enter executive session.</p>	<p>Ms. Konishi moved to enter Executive Session. Vice Chair O’Leary seconded the motion. Motion carried 4:0.</p> <p>Open session ended at 3:28 p.m.</p>
<b>Call To Order In Open Session</b>	Chair Gotelli called the Open Session meeting back to order at 3:40p.m.	Quorum was established with four commissioners present.
<b>Ratify Actions</b>	<p>Ratify actions taken in executive session for ES-18 and ES-19.</p> <p>Chair Gotelli announced that for ES-18 the commission approved the executive session minutes.</p> <p>Chair Gotelli announced that for ES-19 the commission tabled the Evaluation of the Director of Human Resources for Fiscal Year period July 1, 2022 to June 30, 2023 to allow Administrator Ellen Ching who volunteered to draft a unified evaluation using the commissions consolidated evaluation for the commission to review at the September 5, meeting.</p>	



SUBJECT	DISCUSSION	ACTION
		Vice Chair O’Leary moved to ratify the actions taken in executive session for ES-18 and ES-19. Ms. Konishi seconded the motion. Motion carried 4:0.
<b>Announcements</b>	Next Meeting: Tuesday, September 5, 2023 – 3:00 p.m., in the Boards and Commissions Conference Room, Piikoi Building, 4444 Rice Street, Suite 300, Līhu‘e, HI 96766  Chair Gotelli announced she would not be here for the October 3, 2023, meeting.	
<b>Adjournment</b>		With no objections from the commission Chair Gotelli adjourned the meeting at 3:42 p.m.

Submitted by: \_\_\_\_\_  
Sandra Muragin, Commission Support Clerk

Reviewed and Approved by: \_\_\_\_\_  
Beverly Gotelli, Chair

- ( ) Approved as circulated.  
( ) Approved with amendments.

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

**September 5, 2023 Meeting  
Report Covering July/August 2023**

**Report Covers Revised Goals and Objectives for 2023-2024:**

Sandra Muragin, Commission Support Clerk, recently provided me with the revised Goals and Objectives for the period of July 1, 2023 to June 30, 2024. This report will refer to these revised goals and objectives.

**Grievances and Grievance Arbitration Hearings:**

Since last month's report there have been two, Step 2 Grievances submitted. They are both involving the same employee, and the union is seeking an appeal to DHR because they were unsuccessful with the Step 1 Grievance filed with a department head. The underlying grievance pertains to a department's issuance of low-level disciplinary action and the related grievance pertains to what if any information was produced in response to the Union's request. To date, there is no indication that grievance training is needed for the department that issued the discipline.

[Goal 4, Objective G4A., Success Measurement 1 – ongoing; Goal 3, Objective G3A, Success Measurement 4.]

**Workday and HRMS Project:**

After consulting with other Workday public sector clients who have purchased and implemented the Workday recruitment module, as well as Accenture our implementation contractor, the Workday core team agreed to execute an amended contract with Workday for this service, which was previously contemplated in the original contract. One of the primary benefits is to have recruitment/onboarding/payroll/time and attendance all be under one system as opposed to multiple systems. It is expected to take nine months to one year to complete the integration, testing, and training process.

[Goal 2, Objectives G2A, G2B., Success Measurements 1. and 2.]

DHR has done an extensive review of the *What's New in Workday* report, which comes out twice-a-year from Workday listing numerous new features. DHR staff reviewed the original list of 549 items and trimmed it down to 120 that are relevant to our usage of Workday. Additional review by our functional leads will occur to determine impacts, and to plan accordingly for testing, rollout, etc. prior to the production delivery date of September 9, 2023.

[Goal 2, Objectives G2B. and G2C., Success Measurement 2.]

During new hire orientation, which encompasses a full day of training and information for newly hired employees on their first day of employment, DHR staff shows them how to log onto

Workday to access paycheck stubs, personal information, and time and attendance information. Additional information can later be reviewed through Job Aids in the County's PowerDMS system.

[Goal 2, Objective G2A., Success Measurement 2.]

### **Recruitment and Retention:**

The human resources directors and staff from the State, the four counties, the Department of Education, University of Hawaii, Judiciary, and Hawaii Health Systems Corporation met on Oahu to discuss a multitude of issues, which included recruitment and retention.

DHR has assisted four departments with their recruitment and retention challenges.

- The first involved negotiating an agreement with the union to increase the pay for employees within a certain department and division that serves the public in person, and continuously each day during opening hours. The employees work through their meal period, which extends their workday, and thereby gives them premium pay plus overtime pay. It is a pilot program that will be reviewed at the end of year to determine if it should be continued.
- The second involves currently negotiating an agreement with the union to provide a retention differential to employees within a certain department and division, which is crucial for addressing public safety communications, and to prevent the constant turnover of employees that has occurred over the past year.
- The third and fourth involve focusing on attracting licensed civil engineers to work for the County (levels CE IV and higher). DHR is now adding verbiage to the continuous recruitment postings for these positions to inform applicants that there is the possibility of receiving a hiring bonus up to 20% of the annual base salary up to a maximum of \$20,000, with payment divided into four yearly payments, on condition that the employee stays employed with the County for four years. Early separation of employment requires prorated pay back by the employee.

[Goal 5, Objectives G5A. and G5B., Success Measurement 1.]

### **Policies—New or Revised**

DHR staff is in the process of reviewing the following policies to determine if revisions or updates should occur:

- Recruitment & Examinations
- Interview and Selection
- Rules of the Director of Personnel Services

[Goal 1, Objectives G1A., Success Measurement 1.]

### **HR Trainings:**

Working with both the police department and the fire department to formulate specific trainings for their needs.

Trainings Provided:

- Bloodborne Pathogens Training provided to new hires and select individuals in the police department.
- Equipment/Driver Training: Forklift (3 Public Works Employees)  
Loader (4 Public Works Employees)  
Excavator (10 Public Works Employees)  
Hooklift Truck (2 Public Works Employees)  
Backhoe (3 Public Works Employees)  
Lowboy Trailer (10 Public Works Employees)  
CDL Theory Training (13 Employees)

[Goal 3, Objectives G3A. and G3B., Success Measurements 2. and 3.]

## **Monthly Report from HR Divisions/Sections**

### **Administrative Services and Benefits:**

- Provided guidance to departments on various personnel issues, including internal investigations, disciplinary actions, performance reviews and improvement plans, employee assistance program (EAP), conflict/complaints, attendance/leave, benefits, drug/alcohol testing, ADA accommodations, personnel transactions, etc.
- New Hires:
  - 1 Automotive Storekeeper I (exempt)
  - 1 Customer Service Representative I
  - 1 Emergency Services Dispatcher I
  - 1 Groundskeeper
  - 1 Information Technology Specialist V
  - 1 Investigator (exempt)
  - 2 Park Caretaker I
  - 1 Park Security Officer I
  - 1 Parks Permit Clerk
  - 1 Program Specialist I (exempt)
  - 1 Program Specialist III (exempt)
  - 1 Senior Clerk
  - 1 Treasurer
  - 1 Van Driver–Substitute (exempt)
- Exit Interviews (Retirees): 4 of 4
- TDI Applications 4 approved, 1 denied
- Family Leave: 5 approved
- Leave Sharing: 1 approved
- Reference Checks: 14
- Employment Verifications: 10

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

- Provided guidance to department supervisors and employees on various safety-related issues and concerns including drug/alcohol testing.
- Six (6) new workers' compensation claims were filed this month: Four (4) indemnity claims and two (2) medical-only claims.
- Safety inspections were held at Hanalei and Kapa'a Public Works – Roads' baseyards on August 2, 2023.
- Bloodborne Pathogens Training provided to new hires (11 employees) and Police Department (6 employees).
- Equipment/Driver Training:
  - Forklift (3 Public Works Employees)
  - Loader (4 Public Works Employees)
  - Excavator (10 Public Works Employees)
  - Hooklift Truck (2 Public Works Employees)
  - Backhoe (3 Public Works Employees)
  - Lowboy Trailer (10 Public Works Employees)
  - CDL Theory Training (13 Employees)

### **HR Manager, Classification and Pay and Labor Relations:**

- The 2023 Compensation Plan was completed by the Classification and Pay staff and sent to all departments, jurisdictions, and unions.

- Reallocations Processed: Accountant II to Assistant Payroll Systems Manager  
Boards & Commission Clerical Assistant to Planner IV  
Building Inspector to Building Plans Examiner I  
Building Plans Examiner I to Building Inspector  
Bus Driver to Bus Driver (Substitute)  
DMV Customer Service Assistant to Senior Clerk  
Emergency Management Staff Officer to Emergency Management Staff Specialist II  
Emergency Services Dispatcher II to Emergency Services Dispatcher I  
Equipment Operator III to Equipment Operator II  
Groundskeeper to Parks and Recreation Administrative Aide  
Liquor Licensing Clerk to Boards & Commissions Clerical Assistant  
Mechanical Repair Worker to Lead Mechanical Repair Worker  
Parks & Recreation Administrative Aide to Park Security Officer I  
Planner III to Planner IV  
Police Services Officer to Police Officer I  
Solid Waste Program Engineer to Highway Maintenance Manager

- Desk Audits: None
- New Classes Adopted: None
- Administrative Reviews: None
- Class Amendments Completed: Abstracting and Tax Mapping Supervisor  
DMV Service Representative III  
Election Clerk II  
Emergency Services Dispatcher III  
Legal Clerk I  
Legal Clerk II  
Legal Clerk III  
Legal Clerk IV  
Ocean Safety Officer I  
Ocean Safety Officer II  
Ocean Safety Officer III  
Ocean Safety Officer IV  
Police Evidence Custodian II  
Police Records Clerk  
Recreation Worker III  
Repair Shop Utility Worker  
Safety and Driver Improvement Coordinator Secretary

Senior Clerk

**Recruitment and Examination**

- Recruitment:
  - Accountant I
  - Accountant II
  - Accountant III
  - Accountant Trainee
  - All Hazards IMT Leader (Exempt)
  - Assistant Payroll Systems Manager
  - Automotive Mechanic I
  - Automotive Storekeeper (Exempt)
  - Bus Driver (Substitute) (Exempt)
  - Civil Engineer I
  - Civil Engineer II
  - Civil Engineer III
  - Civil Engineer IV
  - Civil Engineer V
  - Civil Engineer VI
  - Clerk-Dispatcher I (Exempt)
  - Contract Officer
  - Deputy County Attorney (Exempt)
  - Derelict/Abandoned Vehicle Coordinator
  - Emergency Services Dispatcher I
  - Fiscal Control Analyst
  - Heavy Automotive and Construction Equipment Welder
  - Heavy Vehicle and Construction Equipment Mechanic I
  - Human Resources Clerk I
  - Human Resources Clerk II
  - Human Resources Specialist I
  - Investigator (Exempt)
  - Land Use Permit Clerk
  - Lead Electronic Tradesperson (2)
  - Lead Veteran's Cemetery Caretaker
  - Managing Director (Exempt)
  - Ocean Safety Officer I
  - Ocean Safety Officer III
  - Ocean Safety Officer IV
  - Pipefitter Helper
  - Plant Electrician Helper
  - Plumber II
  - Police Records Clerk
  - Police Records Technician
  - Process Server
  - Program Specialist (Paratransit Assistant Manager) (Exempt)
  - Program Support Assistant II

Public Information Officer  
Public Safety Worker I  
Repair Shop Supervisor  
Scale Attendant  
Senior Account Clerk  
Senior Clerk  
Sexual Assault Forensic Nurse Examiner (SAFNE) (Exempt)  
Solid Waste Working Supervisor  
Van Driver (Substitute) (Exempt)  
Wastewater Plant Maintenance Mechanic  
Water Meter Mechanic

- Lists Referred to Departments:

Accountant I  
All Hazards IMT Leader (Exempt)  
Assistant Payroll Systems Manager  
Automotive Storekeeper (Exempt)  
Bus Driver (Substitute) (Exempt)  
Central Accounting Analyst  
Civil Engineer V  
Clerk Dispatcher I (Exempt)  
Derelict/Abandoned Vehicle Coordinator  
Emergency Management Staff Officer  
Emergency Management Staff Specialist II  
Emergency Services Dispatcher I  
Fiscal Control Analyst  
Heavy Automotive and Construction Equipment Welder  
Human Resources Specialist I  
Investigator (Exempt)  
Janitor Working Supervisor  
Lead Electronics Tradesperson  
Legal Clerk III  
Ocean Safety Officer I  
Park Caretaker I  
Park Security Officer I  
Pipefitter Helper  
Planner IV  
Police Captain  
Police Records Clerk  
Police Records Technician  
Police Services Officer  
Process Server  
Program Specialist I (Exempt)  
Public Information Officer  
Public Safety Worker I  
Scale Attendant I  
Secretary



- Senior Account Clerk
  - Senior Clerk
  - Sexual Assault Forensic Nurse Examiner (SAFNE) (Exempt)
  - Van Driver (Substitute) (Exempt)
  - Water Meter Mechanic
- Written Exams Administered: Account Clerk
  - Emergency Services Dispatcher I
  - Pipefitter Helper
  - Plant Electrician Helper
  - Police Services Officer
  - Public Safety Worker I
  - Repair Shop Supervisor
  - Scale Attendant I
- Performance Exams Administered:
  - Ocean Safety Officer I
- Administrative Reviews:
  - Contracts Officer (denied)

**Payroll:**

- Continued multiple weekly meetings with project team
- Two project lead meetings/week
- Meeting with Accenture
- As needed integration meetings with IT
- Continuously working on security role access for timekeepers and payroll partners (view only)

**July 2023 Gross Payroll:**

15th	<b>\$4,219,873</b>
EOM	<b>\$4,681,073</b>
EUTF ACTIVE	<b>\$841,987</b>
EUTF ACTIVE - DOW	<b>\$52,408</b>
EUTF OPEB	<b>\$564,071</b>
EUTF RETIREE	<b>\$898,679</b>
ERS (RETIREMENT)	<b>\$2,293,093</b>
SOC. SEC./MEDICARE	<b>\$467,393</b>
PTS SS SAVINGS	<b>\$13,092</b>

**EEO/ADA**

- EEO/ADA Coordinator was on leave for much of the month of July.

**OFFICE OF BOARDS & COMMISSIONS**

ELLEN CHING, ADMINISTRATOR

DEREK S.K. KAWAKAMI, MAYOR  
MICHAEL A. DAHLIG, MANAGING DIRECTOR

July 10, 2023

Chair Beverly Gotelli  
Civil Service Commission  
c/o Boards and Commissions  
4444 Rice St., Ste. 300  
Lihue, Hawaii 96766

RE: Requesting proposals to amend the Charter

Dear Chair Gotelli and Commissioners of the Civil Service Commission:

The Charter Review Commission invites the Police Commission to present any proposals on any Charter amendments for the Charter Commission to consider for the 2024 ballot.

Please provide a brief background on the issue and how the amendment will address or solve the issue to the Charter Review Commission by September 30, 2023. As part of the deliberations of the Commission, should the Commission in earnest consider your proposal, they may be requesting more information at that time.

**Please note that the September 30, 2023, is not a flexible deadline.** Once the Commission decides to place a question on the ballot, the Commission works over the next 10 months on the wording of the question, the background information, and the purpose to give the ballot question the best chance of adoption.

Should you have any questions, please feel free to contact, Ellen Ching at [eching@kauai.gov](mailto:eching@kauai.gov) or at 241-4922.

Sincerely,

Bronson Bautista, Chair  
Charter Review Commission

# Goals and Objectives Report – COK Civil Service Commission

Director of Human Resources Annette Anderson – Period of July 1, 2023 to June 30, 2024

**CSC 2023-33 a)**

<b>Goal #1 – Conduct review of Human Resources policies to determine if policies should be revised and/or new policies created. Develop communications action plan for staff, including any future updates on policies.</b>			
<b>Objectives</b>	<b>Success Measurements</b>	<b>Desired Outcome</b>	<b>Status</b>
<p><b>G1A.</b> Identify any Human Resources policies that should be revised and any gaps in existing policies.</p> <p><b>G1B.</b> Draft and implement revised and/or new policies as deemed necessary.</p> <p><b>G1C.</b> Draft and implement a communication plan in conjunction with any policy changes.</p> <p><b>G1D.</b> Schedule systemic review of policies as technology and systems are implemented.</p>	<ol style="list-style-type: none"> <li>1. Revised and/or new policies as implemented as needed.</li> <li>2. Revised and/or new policies are successfully communicated to County personnel.</li> <li>3. Quarterly reports are provided to the CSC to include a list of policies to be revised and/or created.</li> <li>4. Assess effectiveness of communication plan in conjunction with policy changes.</li> </ol>	<p>Policies reflect best industry practices and meet the legal/operational needs of the County of Kauai. Policies are continually reviewed and amended to meet evolving circumstances and are successfully communicated to County personnel. Gaps in existing policies are closed and smooth system of Human Resources effected.</p>	<p><b>08/01/23-G1B&amp;G2C-2&amp;3:</b> The human resources directors of the four counties met with all mayors during the Hawaii County of Mayors virtual meeting to discuss ideas to improve recruitment and retention. Many ideas were exchanged, and the directors will continue to meet in the future, including those from the State, the Department of Education, University of Hawaii, Judiciary, and Hawaii Health Systems Corporation.</p> <p>Civil Beat (civilbeat.org) annually requests and publishes the salaries of all public sector employees in the State of Hawaii. The Human Resources Department compiles the information for County of Kauai employees. For regular employees, the name, department, position title and salary range for each individual is provided and published. For appointed and elected employees, the name, department, position title and actual salary for each individual is provided and published. The salary ranges and actual salary amounts are as of July 1, 2023. The published information may, although not always, assist with recruitment and retention issues.</p>

## Goal #2 – Review and monitor the Human Resources Management System (HRMS) Project.

Objectives	Success Measurements	Desired Outcome	Status
<p><b>G2A.</b> Complete the process of implementing the HRMS which would include the orientation and training of new hires.</p> <p><b>G2B.</b> Continue to “tweak” the HRMS for full implementation throughout the County workforce.</p> <p><b>G2C.</b> Continue to integrate the additional features of the HRMS through exploration and/or further implementation.</p> <p><b>G2D.</b> Continue to address individuals and/or departments experiencing problems with the HRMS via in a responsive and systematic approach.</p>	<ol style="list-style-type: none"> <li>1. Timelines and benchmarks are established and met for the completion of the work.</li> <li>2. Monthly progress updates are provided to the CSC including challenges, solutions, benefits, and any cost savings.</li> <li>3. Bi-annual presentation in June and in November or December to the CSC on the HRMS system, including timelines, implementation activities, challenges, solutions, benefits, and any cost savings</li> </ol>	<p>Complete the implementation of the HRMS to realize the full benefits of the system.</p>	<p><b>08/01/23-G2A-1&amp;2:</b> The Workday core team is in discussion to determine if the Workday recruitment and onboarding components should be purchased. Comparisons with the current system as well as costs are being analyzed.</p>

**Goal #3 – Identify training priorities for Department of Human Resources staff and/or staff from other departments including developing plan for delivery of the training.**

Objectives	Success Measurements	Desired Outcome	Status
<p><b>G3A.</b> Work with HR Department staff and/or other departments to assess data to determine where training is needed to address gaps in knowledge/skills. i.e. grievances, retention etc.</p> <p><b>G3B.</b> Based on assessment, develop a training program with instructional strategies for HR Department staff and/or other departments to address improvements in knowledge/skills.</p>	<ol style="list-style-type: none"> <li>1. For HR staff training, each HR staff member is surveyed to determine needs.</li> <li>2. For staff in other departments, work with department/division heads to identify training needs for the Department.</li> <li>3. A training program is developed to address the priority training needs.</li> <li>4. Quarterly progress reports are provided to the CSC.</li> </ol>	<p>County Staff are better equipped to meet the needs of the County of Kauai.</p>	<p><b>08/01/23-G3A&amp;G3B-1,2&amp;3:</b> Trainings Attended: Two staff members attended an Employment and Labor Law seminar on Oahu regarding recent developments concerning the following employment laws: Americans with Disabilities Act interactive process, Hawaii Occupational Safety and Health, National Labor Relations Board updates, Family Medical and Leave Act and Pregnancy Discrimination Act.</p> <p>Trainings Provided:</p> <ul style="list-style-type: none"> <li>• Stress Management Training presented by WorkLife Hawai'i per request of a department.</li> <li>• Bloodborne Pathogens Training provided to new hires.</li> <li>• Equipment/Driver Training: Forklift, Excavator, Hooklift, and Skidsteer.</li> </ul>

**Goal #4 – Review employee complaints in an effort to identify common root causes and implement appropriate training programs designed to address the most frequent root causes.**

Objectives	Success Measurements	Desired Outcome	Status
<p><b>G4A.</b> Review complaints filed over the past five years, if possible, to identify most frequent root causes.</p> <p><b>G4B.</b> Work with Department Heads and key management personnel to review most frequent root causes and assess related training needs.</p> <p><b>G4C.</b> Based on assessment, develop a training program for County of Kauai departments to address highest priority root causes.</p>	<ol style="list-style-type: none"> <li>1. Five year, if possible, review is completed and frequent root causes identified.</li> <li>2. Department Heads and key management personnel participate in the development of the training plan.</li> <li>3. A training plan/schedule is developed and implemented.</li> <li>4. Claims are reduced over time.</li> <li>5. Quarterly progress reports are provided to the CSC including statistics on the number of HR related litigation/lawsuits and settlements or awards that they are aware of. Report shall also include statistics by category on separation, termination, retirements, etc. to identify trends.</li> </ol>	<p>Employee complaints are reduced for the County of Kauai, saving money, time, resources and creating a more positive work environment for all employees.</p>	<p><b>08/01/23-G4A-1:</b> No new grievances have been submitted since last month's report. The three-week grievance arbitration hearing resumed for three days but was postponed due to two COVID-19 positive cases among the presenters. New hearing dates have not yet been scheduled.</p>

**Goal #5 – Refine and optimize recruitment and retention.**

Objectives	Success Measurements	Desired Outcome	Status
<b>G5A.</b> Identify best practices to optimize recruitment and retention functions.  <b>G5B.</b> Prioritize and implement necessary changes.	<ol style="list-style-type: none"><li>1. Develop a plan for implementation with timelines and benchmarks.</li><li>2. Quarterly progress reports are provided to the CSC.</li></ol>	The County of Kauai has a strategy in place to recruit and retain a robust workforce with the right individuals in the right positions that minimizes vacancies.	

**OFFICE OF THE MAYOR**

DEREK S.K. KAWAKAMI, MAYOR

MICHAEL A. DAHILIG, MANAGING DIRECTOR

**MEMORANDUM**

TO: Board, Commission, and Committee Chairs Who Directly Appoint Directors

FR: Michael A. Dahilig   
Managing Director

DATE: December 27, 2022

RE: Salary Adjustments for Directly Appointed Directors

Pursuant to the salary resolution adopted by the Salary Commission, your commission or board may decide to provide a salary adjustment to your directly appointed departmental director within the parameters of the schedule.

Please keep in mind although the schedule may reflect a beginning date of 1/1/23 as the potential for an increase, these will be retroactively paid out and not considered into effect until March 2023.

Should you have any questions, please do not hesitate to contact me or Ellen.

Happy New Year and Mahalo for your service!

cc: Ellen Ching, B&C Administrator  
Annette Anderson, Director of Human Resources



# **SALARY COMMISSION**

## **COUNTY OF KAUA'I**

# **Resolution**

**No. 2022-1**

### **RESOLUTION RELATING TO THE SALARIES OF CERTAIN OFFICERS AND EMPLOYEES OF THE COUNTY OF KAUA'I**

WHEREAS, pursuant to Section 29.01 of the Kaua'i County Charter, the Salary Commission of the County of Kaua'i establishes the maximum salaries of all elected and appointed officers as defined in Section 23.01D of the Charter,

NOW, THEREFORE, BE IT RESOLVED by the Salary Commission of the County of Kaua'i, State of Hawai'i, that the maximum salaries of certain officers of the County of Kaua'i are established as follows:

#### **Article I. Salaries of Certain Officers and Employees**

Section 1. For the period of January 1, 2023 to June 30, 2023, the maximum salaries shall increase by five percent (5.0%) for those officers and employees referenced in Article I (Parts 1, 2, and 3) of County of Kaua'i Resolution No. 2019-1.

Section 2. For the period of July 1, 2023 to June 30, 2024, the maximum salaries shall increase by five percent (5.0%) for those officers and employees referenced in Section 1 hereof based on their then effective maximum salaries.

Section 3. On July 1, 2024, the maximum salaries shall increase by five percent (5.0%) for those officers and employees referenced in Section 2 hereof based on their then effective maximum salaries.

Section 4. For payroll purposes, the maximum salaries in Sections 1, 2, and 3 hereof shall be rounded up to the nearest whole dollar amount that when divided by 24 results in a whole dollar amount. The five percent (5.0%) increase in Section 2 shall be calculated based on the unrounded amounts of the maximum salaries in Section 1 hereof, and the five percent (5.0%) increase in Section 3 shall be calculated based on the unrounded amounts of the maximum salaries in Section 2 hereof.

Article II. Maximum Salaries. The respective appointing authority may set the salary of any new or existing non-elected appointee at a figure lower than the figure established for the position in this Resolution. Elected officers may voluntarily accept a salary lower than the maximum salary established by this Resolution for their position or may voluntarily forego accepting a salary.

Article III. Severability. If five (5) or more councilmembers vote to reject any portion of this Resolution, the other portions of this Resolution not so rejected shall not be affected thereby. If the application of this Resolution or any of its provisions to any persons or circumstance is held invalid by a court of law, the application of this Resolution and its provisions to other persons or circumstances shall not be affected thereby.

Article IV. Transmittal of Salary Resolution. The County Clerk shall transmit to the Salary Commission, Mayor, Finance Director, and Human Resources Director a final approved copy of the resolution and note any rejected portions thereto within thirty (30) days after the effective date of this resolution.

Article V. This Resolution is effective on March 15, 2023.

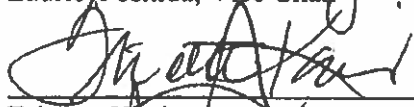
*Adopted by the Salary Commission at its meeting on July 27, 2022.*



Patrick Ono, Chair



Laurie Yoshida, Vice Chair



Trinette Kauai



Howard Leslie



Kenneth Rainforth



John Venardos

# SALARY COMMISSION

## COUNTY OF KAUA'I

# Resolution No. 2019-1

### RESOLUTION RELATING TO THE SALARIES OF CERTAIN OFFICERS AND EMPLOYEES OF THE COUNTY OF KAUA'I

WHEREAS, pursuant to Section 29.01 of the Kaua'i County Charter, the Salary Commission establishes the maximum salaries of all elected and appointed officers as defined in Section 23.01 D of the Charter,

BE IT RESOLVED by the Salary Commission of the County of Kaua'i, State of Hawai'i, that the maximum salaries of certain officers of the County of Kaua'i are established as follows:

#### Article I. Salaries of Certain Officers and Employees

Part 1. Effective as of July 1, 2019, the maximum salaries, payable semi-monthly, of certain officers and employees shall be as follows:

Position	Maximum Annual Salary
Mayor	\$142,062
Director of Finance	\$128,460
Deputy Director of Finance	\$123,318
Director of Human Resources	\$123,318
Planning Director	\$128,460
Deputy Planning Director	\$117,912
Director of Economic Development	\$117,912
Director of Liquor Control	\$117,912
Director of Parks & Recreation	\$128,460
Deputy Director of Parks & Recreation	\$123,318
Director of Housing/Human Concerns	\$123,318
Boards and Commissions Administrator	\$117,912
County Clerk	\$128,460
Deputy County Clerk	\$123,318
County Auditor	\$128,460

Part 2. Effective as of July 1, 2019, the maximum salaries, payable semi-monthly, of the following officers and employees shall be as follows:

Position	Maximum Annual Salary
Managing Director	\$137,022
County Engineer	\$137,022
Deputy County Engineer	\$123,318
County Attorney	\$137,022
First Deputy County Attorney	\$123,318
Deputy County Attorney	\$117,912
Prosecuting Attorney	\$137,022
First Deputy Prosecuting Attorney	\$123,318
Deputy Prosecuting Attorney	\$117,912
Manager and Chief Engineer, Department of Water	\$137,022
Deputy Manager-Engineer, Department of Water	\$123,318
Fire Chief	\$137,022
Deputy Fire Chief	\$123,318
Chief of Police	\$137,022
Deputy Chief of Police	\$123,318

Part 3. Effective at twelve o'clock meridian on December 1, 2020, as required by Kaua'i County Charter Section 29.05, the annual salaries, payable semi-monthly, of the Kaua'i County Council shall be as follows:

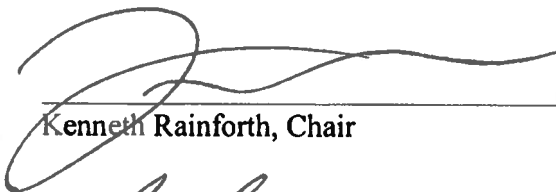
Position	Maximum Annual Salary
Council Chair	\$76,452
Councilmembers	\$67,956

Article II. Maximum Salaries. The respective appointing authority may set the salary of any new or existing non-elected appointee at a figure lower than the figure established for the position in this Resolution. Elected officers may voluntarily accept a salary lower than the maximum salary established by this Resolution for their position or may voluntarily forego accepting a salary.

Article III. Severability. If 5 or more councilmembers vote to reject any part of this Resolution, the other parts of this Resolution not so rejected shall not be affected thereby. If the application of this Resolution or any of its provisions to any persons or circumstance is held invalid by a court of law, the application of this Resolution and its provisions to other persons or circumstances shall not be affected thereby.

Article IV. Transmittal of Salary Resolution. The County Clerk shall transmit to the Salary Commission, Mayor, Finance Director, and Human Resources Director a final approved copy of the resolution and note any rejected portions thereto within thirty (30) days after the effective date of this resolution.

*Adopted by the Salary Commission at its meeting on March 7, 2019.*




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Kenneth Rainforth, Chair



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Robert Crowell, Vice Chair



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Trinette Kau



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Jo Ann Shimamoto

**Table of Projected Increases**

Position	Current Max	5% increase 1/1/23-6/30/23	Divisible by 24	5% increase 7/1/23-6/30/24	Divisible by 24	5% increase 7/1/23	Divisible by 24
Mayor	\$142,062.00	\$149,165.10	\$149,184.00	\$156,623.35	\$156,624.00	\$164,454.52	\$165,472.00
Director of Finance	\$128,460.00	\$134,883.00	\$134,904.00	\$141,627.15	\$141,648.00	\$148,708.50	\$148,728.00
Deputy Director of Finance	\$123,318.00	\$129,483.90	\$129,504.00	\$135,958.09	\$135,960.00	\$142,755.99	\$142,776.00
Director of Human Resources	\$123,318.00	\$129,483.90	\$129,504.00	\$135,958.09	\$135,960.00	\$142,755.99	\$142,776.00
Planning Director	\$128,460.00	\$134,883.00	\$134,904.00	\$141,627.15	\$141,648.00	\$148,708.50	\$148,728.00
Deputy Planning Director	\$117,912.00	\$123,807.60	\$123,816.00	\$129,997.98	\$130,008.00	\$136,497.87	\$136,512.00
Director of Economic Development	\$117,912.00	\$123,807.60	\$123,816.00	\$129,997.98	\$130,008.00	\$136,497.87	\$136,512.00
Director of Liquor Control	\$117,912.00	\$123,807.60	\$123,816.00	\$129,997.98	\$130,008.00	\$136,497.87	\$136,512.00
Director of Parks & Recreation	\$128,460.00	\$134,883.00	\$134,904.00	\$141,627.15	\$141,648.00	\$148,708.50	\$148,728.00
Deputy Director of Parks & Recreation	\$123,318.00	\$129,483.90	\$129,504.00	\$135,958.09	\$135,960.00	\$142,755.99	\$142,776.00
Director of Housing/Human Concerns	\$123,318.00	\$129,483.90	\$129,504.00	\$135,958.09	\$135,960.00	\$142,755.99	\$142,776.00
Boards & Commissions Administrator	\$117,912.00	\$123,807.60	\$123,816.00	\$129,997.98	\$130,008.00	\$136,497.87	\$136,512.00
County Clerk	\$128,460.00	\$134,883.00	\$134,904.00	\$141,627.15	\$141,648.00	\$148,708.50	\$148,728.00
Deputy County Clerk	\$123,318.00	\$129,483.90	\$129,504.00	\$135,958.09	\$135,960.00	\$142,755.99	\$142,776.00
County Auditor	\$128,460.00	\$134,883.00	\$134,904.00	\$141,627.15	\$141,648.00	\$148,708.50	\$148,728.00
Managing Director	\$137,022.00	\$143,873.10	\$143,880.00	\$151,066.75	\$151,080.00	\$158,620.09	\$158,640.00
County Engineer	\$137,022.00	\$143,873.10	\$143,880.00	\$151,066.75	\$151,080.00	\$158,620.09	\$158,640.00
Deputy County Engineer	\$123,318.00	\$129,483.90	\$129,504.00	\$135,958.09	\$135,960.00	\$142,755.99	\$142,776.00
County Attorney	\$137,022.00	\$143,873.10	\$143,880.00	\$151,066.75	\$151,080.00	\$158,620.09	\$158,640.00
First Deputy County Attorney	\$123,318.00	\$129,483.90	\$129,504.00	\$135,958.09	\$135,960.00	\$142,755.99	\$142,776.00
Deputy County Attorney	\$117,912.00	\$123,807.60	\$123,816.00	\$129,997.98	\$130,008.00	\$136,497.87	\$136,512.00
Prosecuting Attorney	\$137,022.00	\$143,873.10	\$143,880.00	\$151,066.75	\$151,080.00	\$158,620.09	\$158,640.00
First Deputy Prosecuting Attorney	\$123,318.00	\$129,483.90	\$129,504.00	\$135,958.09	\$135,960.00	\$142,755.99	\$142,776.00
Deputy Prosecuting Attorney	\$117,912.00	\$123,807.60	\$123,816.00	\$129,997.98	\$130,008.00	\$136,497.87	\$136,512.00
Manager and Chief Engineer, Department of Water	\$137,022.00	\$143,873.10	\$143,880.00	\$151,066.75	\$151,080.00	\$158,620.09	\$158,640.00
Deputy Manager - Chief Engineer, Department of Water	\$123,318.00	\$129,483.90	\$129,504.00	\$135,958.09	\$135,960.00	\$142,755.99	\$142,776.00
Fire Chief	\$137,022.00	\$143,873.10	\$143,880.00	\$151,066.75	\$151,080.00	\$158,620.09	\$158,640.00
Deputy Fire Chief	\$123,318.00	\$129,483.90	\$129,504.00	\$135,958.09	\$135,960.00	\$142,755.99	\$142,776.00
Chief of Police	\$137,022.00	\$143,873.10	\$143,880.00	\$151,066.75	\$151,080.00	\$158,620.09	\$158,640.00
Deputy Chief of Police	\$123,318.00	\$129,483.90	\$129,504.00	\$135,958.09	\$135,960.00	\$142,755.99	\$142,776.00
Council Chair	\$76,452.00	\$80,274.60	\$80,280.00	\$84,288.33	\$84,312.00	\$88,502.74	\$88,512.00
Councilmembers	\$67,956.00	\$71,353.80	\$71,376.00	\$74,921.49	\$74,928.00	\$78,667.56	\$78,672.00

Key for who determines salary increases:   - Elected,   - Mayor,   - Boards or Commissions,   - Council,   - Department Head