



CIVIL SERVICE COMMISSION

JEFFREY IIDA, CHAIR
AIMEE LORENZO, VICE CHAIR

BEVERLY GOTELLI, COMMISSIONER
SHELLEY KONISHI, COMMISSIONER
LAUREN O'LEARY, COMMISSIONER

'23 DEC 21 18:01

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 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 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 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.

COUNTY OF KAUAI CIVIL SERVICE COMMISSION

MEETING NOTICE AND AGENDA

Tuesday, January 2, 2024

3:00 p.m. or shortly thereafter

Piikoi Building, Boards and Commissions Conference Room

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

Oath of Office for mayoral appointee Commissioner Jeffrey Iida serving a first term ending 12/31/26.

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 December 5, 2023

DIRECTOR OF HUMAN RESOURCES REPORT

CSC 2024-01 November/December 2023 period, January 2, 2024 Meeting

- Quarterly Reports
 - Goal 1—Policies-New or Revised
 - Goal 3—Training Priorities
 - Goal 4—Employee Complaints
 - Goal 5—Recruitment and Retention
- Monthly Report
 - Goal 2 – Workday and HRMS Project
- Monthly Report from HR Divisions/Sections
 - Administrative Services and Benefits
 - Employee Development and Health Services
 - HR Manager, Classification and Pay and Labor Relations
 - Recruitment and Examination
 - Payroll
 - EEO/ADA

BUSINESS

CSC 2024-02 Director of Human Resources Goals and Objectives for period July 1, 2023 to June 30, 2024. (on-going)

- a) Review updated report with 12/5/23 status information.
- b) Discussion and possible decision-making on other related matters.

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.

ANNOUNCEMENTS:

Next Scheduled Meeting: Tuesday, February 6, 2024 – 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

a)

Board/Commission:	CIVIL SERVICE COMMISSION	Meeting Date:	December 5, 2023	
Location	Boards and Commissions Conference Room	Start of Meeting:	3:00 p.m.	End of Meeting: 3:33 p.m.
Present	Chair Beverly Gotelli. Vice Chair Lauren O’Leary. Commissioners: Jeffrey Iida, Shelley Konishi and Aimee Lorenzo. Deputy County Attorney Mark Ishmael (<i>Microsoft Teams</i>). Director Human Resources Annette Anderson. Office of Boards and Commissions Staff: Administrator Ellen Ching and Administrative Specialist Anela Davis.			
Excused				
Absent				

SUBJECT	DISCUSSION	ACTION
Call To Order Roll Call	Chair Gotelli called the Open Session meeting to order at 3:00 p.m. and requested a roll call. Administrator Ellen Ching verified attendance; Commissioner Iida replied here. Commissioner Konishi replied here. Commissioner Lorenzo replied here. Vice Chair O’Leary replied here. Chair Gotelli replied here. Deputy County Attorney Ishmael was present. Director Human Resources Anderson was present. Administrator Ching was present. Administrative Davis was present.	Quorum was established with five commissioners present.
Approval of Agenda		Vice Chair O’Leary moved to approve the December 5, 2023, agenda. Ms. Konishi seconded the motion. Motion carried 5:0.
Public Comments and Testimony	Administrator Ellen Ching reported no receipt of any written testimony and there was no one from the public in the audience so they did not need to ask for public comments or testimony after each agenda item.	

SUBJECT	DISCUSSION	ACTION
Approval of Meeting Minutes	<p>a) Open Session Minutes of September 5, 2023</p> <p>There was no motion to approve the minutes. Chair Gotelli asked the commission if there was any objections to the September 5, 2023 minutes, with no objections she accepted the minutes as circulated.</p>	
Director of Human Resources Report	<p><u>CSC 2023-41</u> <u>August/September 2023 period, October 3, 2023, meeting.</u></p> <ul style="list-style-type: none"> • Mahalo • Signs Reflecting the Location of the Department of Human Resources (DHR) • Quarterly Reports <ul style="list-style-type: none"> ▪ Goal 1 – Policies-New or Revised ▪ Goal 3 – Training Priorities ▪ Goal 4 – Employee Complaints ▪ Goal 5 – Recruitment and Retention • Workday and HRMS Project • Monthly Report from HR Divisions/Sections <ul style="list-style-type: none"> ▪ Administrative Services and Benefits ▪ Employee Development and Health Services ▪ HR Manager, Classification and Pay and Labor Relations ▪ Recruitment and Examination ▪ Payroll ▪ EEO/ADA <p>Chair Gotelli asked if anyone had any questions on the report. Hearing none she asked for a motion to accept the report. <i>(Report on file)</i></p>	<p>Vice Chair O’Leary moved to accept the August/September 2023 period, October 3, 2023 report. Ms. Konishi seconded the motion. Motion carried 5:0.</p>
	<p><u>CSC 2023-42</u> <u>September/October 2023 period, November 7, 2023, meeting.</u></p> <ul style="list-style-type: none"> • Goal 2 – Workday and HRMS Project • Goal 3 – Training Priorities 	

SUBJECT	DISCUSSION	ACTION
	<ul style="list-style-type: none"> • Goal 4 – Employee Complaints <ul style="list-style-type: none"> ▪ Grievances and Grievance Arbitration Hearings ▪ Employee or Applicant Complaints • Goal 5 – Recruitment and Retention • December 5, 2023 Civil Service Commission Meeting-Human Resources Hosted Reception • Monthly Report from HR Divisions/Sections <ul style="list-style-type: none"> ▪ Administrative Services and Benefits ▪ Employee Development and Health Services ▪ HR Manager, Classification and Pay and Labor Relations ▪ Recruitment and Examination ▪ Payroll ▪ EEO/ADA <p>Chair Gotelli asked if anyone had any questions on the report. Hearing none she asked for a motion to accept the report. <i>(Report on file)</i></p>	<p>Vice Chair O’Leary moved to accept the September/October 2023 period, November 7, 2023 report. Mr. Iida seconded the motion. Motion carried 5:0.</p>
	<p><u>CSC 2023-43</u> <u>October/November 2023 period, December 5, 2023, meeting.</u></p> <ul style="list-style-type: none"> • Goal 1 - Policies • Goal 2 – Workday and HRMS Project • “Bi-Annual Presentation” • Goal 3 – Training Priorities • Goal 4 – Employee Complaints <ul style="list-style-type: none"> ▪ Grievances and Grievance Arbitration Hearings • Goal 5 – Employee Complaints • December 5, 2023 Civil Service Commission Meeting-Human Resources Hosted Reception • Monthly Report from HR Divisions/Sections 	

SUBJECT	DISCUSSION	ACTION
	<ul style="list-style-type: none"> 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 <p>Director of Human Resources Annette Anderson briefed the commission on the October/November 2023 period, December 5, 2023 report. (<i>Report on file</i>) And thanked the commission for her recent performance evaluation and salary adjustment.</p>	<p>Mr. Iida moved to accept the October/November 2023 period, December 5, 2023 report. Ms. Lorenzo seconded the motion. Motion carried 5:0.</p>
Business	<p><u>CSC 2023-44</u> Director of Human Resources Goals and Objectives for period July 1, 2023 to June 30, 2024. (<i>on-going</i>)</p> <ul style="list-style-type: none"> a) Review updated report with 9/5/23, 10/3/23 and 11/7/23 status information. b) Discussion and possible decision-making on other related matters. <p>The commission did not have any questions on the report.</p>	<p>Mr. Iida moved to accept the DHR Goals and Objectives report updated with 9/5/23, 10/3/23 and 11/7/23 status information. Vice Chair O’Leary seconded the motion. Motion carried 5:0.</p>
	<p><u>CSC 2023-45</u> Annual selection of officers for calendar year 2024.</p> <ul style="list-style-type: none"> a) Nominate a commissioner to serve as chair. b) Nominate a commissioner to serve as vice chair. c) Discussion and possible decision-making on other related matters. 	

SUBJECT	DISCUSSION	ACTION
	<p>Chair Gotelli opened the floor for chair nominations. Vice Chair O’Leary nominated Jeffrey Iida. Mr. Iida accepted.</p> <p>Chair Gotelli opened the floor for vice chair nominations. Mr. Iida nominated Aimee Lorenzo and Ms. Lorenzo nominated Shelly Konishi. Ms. Lorenzo accepted and Ms. Konishi declined.</p>	<p>Vice Chair O’Leary nominated Jeffrey Iida to serve as Chair for calendar year 2024. Ms. Konishi seconded the motion. Motion carried 5:0.</p> <p>Mr. Iida nominated Aimee Lorenzo to serve as Vice Chair for calendar year 2024. Vice Chair O’Leary seconded the motion. Motion carried 5:0.</p>
	<p><u>CSC 2023-46</u> <u>Review and approve 2024 meeting schedule.</u></p>	<p>Mr. Iida accepted the CSC 2024 meeting schedule. Ms. Konishi seconded the motion. Motion carried 5:0.</p>
<p>Executive Session</p>	<p>Deputy County Attorney Ishmael stated that if the commission did not need to discuss any confidential privileged information the commission could accept the executive session minutes in open session. The commission did not enter executive session.</p>	<p>Mr. Iida moved to accept the Executive Session Minutes of September 5, 2023, as circulated. Vice Chair O’Leary seconded the motion. Motion carried 5:0.</p>
<p>Announcements</p>	<p>Next Meeting: Tuesday, January 2, 2024 – 3:00 p.m., in the Boards and Commissions Conference Room, Piikoi Building, 4444 Rice Street, Suite 300, Līhu‘e, HI 96766</p>	
<p>Adjournment</p>		<p>With no objections from the commission Chair Gotelli adjourned the meeting at 3:33 p.m.</p>

Civil Service Commission
Open Session
December 5, 2023

Page 6

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**

**January 2, 2024 Meeting
Report Covering October/November 2023**

The following is provided for those Goals, Objectives, and Success Measurements that require a quarterly report to the Commission. Some of the information may have been previously shared in past monthly reports.

Quarterly Report

Goal 1—Policies—New or Revised

- Recruitment & Examination Division is finalizing the oral examination policy which will be used for testing of intra-recruitment candidates whereby the applicant has already worked for the County for at least six months.
- Recruitment & Examination Division is updating all application forms to eliminate optional questions regarding applicant's age and other unnecessary questions.
- Recruitment & Examination Division is revising all division documents to ensure general neutral terms.
- Employee Development & Health Services Division is in the process of reviewing the updated Health and Safety Policy.
- Payroll Division continues updating PowerDMS with forms, wikis, and job aids.
- Payroll updating payroll processing summary for external audit.

[Goal 1, Objectives G1A., G1B., G1C. & G1.D, Success Measurements 1 & 3.]

Goal 3--Training Priorities

- The Administrative Services, Benefits, HRMS, Employee Development & Health Services Divisions have coordinated the following training priorities:
 - ✓ A new leadership training for County employees is being implemented. Alt Kagesa from Pacific Training and Facilitation has been retained to present a training on “The Undelegatable Roles and Responsibilities of a Leader” on January 18, 2024.
 - ✓ Glenn Furuya of Leadership Works is being retained to coordinate a Leadership Training Program that will span over the course of approximately six weeks to be rolled out in February-March 2024.
 - ✓ The annual Driver Improvement Trainings occurred in September and October of 2023.
 - ✓ Fire Extinguisher Trainings were conducted by Kauai Fire Department (HR coordinated) in October and November.
 - ✓ Drug and Alcohol Reasonable Suspicion training for supervisors was held in November.
- The Payroll division has implemented the following trainings:
 - ✓ Workday trainings for new managers.
 - ✓ Workday trainings for new timekeepers.
 - ✓ Workday trainings as needed and as requested by departments.

[Goal 3, Objectives G3A., G3B., Success Measurements 1, 2, 3, & 4.]

Goal 4—Employee Complaints

As stated in Goal 4, the purpose is to review various types of complaints (grievances, internal complaints, agency complaints and lawsuits) to determine if there are common root causes and if so to implement appropriate training programs. A review of the complaints over the past quarter does not reflect common root causes. All but two come from different departments and the two from the same department are unrelated. Nevertheless, we are working with the Hawaii Civil Rights Commission (HCRC) to hopefully resolve one complaint and part of the resolution will be providing additional training regarding preventing and addressing claims of discrimination, harassment, and retaliation.

• **Grievances and Grievance Arbitration Hearings**

Over the past quarter there has been one grievance that the Union wishes to take to arbitration that pertains to the evaluation tool that has been used for decades and reference in it to attendance.

• **Employee Complaints**

- ✓ Dual complaints by two co-workers against each other for violations of the Policy Against Discrimination, Harassment and Retaliation were investigated by DHR staff. Investigator found that there was insufficient evidence to sustain the allegations.
- ✓ An EEOC complaint for race discrimination was resolved through mediation.
- ✓ An EEOC/HCRC complaint was filed for sexual harassment and retaliation. The parties are contemplating mediation.
- ✓ In accordance with Success Measurement 1., a five-year review of complaints from 2019 through 2023 has occurred and the information is provided below:

Five Year Summary of Complaints

<u>Year</u>	<u>Age Discrimination</u>	<u>Race Discrimination</u>	<u>Sexual Discrimination</u>	<u>Workplace Violence/ Hostile Work Environment</u>	<u>Retaliation</u>	<u>*Other</u>	<u>Total</u>
2019	1	1			1	2	5
2020	1	1		10	2	9	23
2021	1			18	2	10	31
2022				11		5	16
2023	1	1	3	4	2	5	16
Total	4	3	3	43	7	31	

*e.g., unfair treatment, unprofessional management, violation of Civil Service Laws, promotion process unfair, recruitment, wrongful termination, failure to follow policies, public complaint

[Goal 4, Objective G4A., G4B., G4C. Success Measurements 1through 5.]

Goal 5--Recruitment and Retention-Success Measurements 1 & 2 Implementation Plan

- The Plan is to increase recruitment strategies by researching alternative methods of posting job announcements and revising job postings to emphasize unique government benefits. Accomplishments so far are:
 - ✓ Recruitment staff participated in final Freshman Academy Career Fair at Kauai High School; staff promoted the County as a workplace via a “Wheel of Fortune” theme with free swag from the various departments of the County; students were unaware that the County actually provided Fire and Police services.
 - ✓ Advertised for the EEO/ADA Officer/Investigation in the SHRM publication; will monitor to see if this is a good option for HR positions.
 - ✓ Requested an opinion from the County Attorney’s office to discuss civil service exemption #5-student help to determine if the hiring of students in different positions may be a viable option to start to fill some vacancies, even if on a part-time basis.
 - ✓ KFD sponsored a free Lifeguard Recruit Clinic on 12/16 to inform and demonstrate the duties and responsibilities of an Ocean Safety Officer including the use of various equipment such as the Rescue Watercraft, Rescue Board and Rescue Tube. Eight (8) individuals attended; two (2) had already applied, three (3) applied on the day of the clinic and the rest were thinking about it and may apply later.
 - ✓ Researching the ability to utilize the Department of Defense’s Skill Bridge Program as a means to attract retired military individuals to work for the County on the military’s dime.
 - ✓ Met with the Department of Water to discuss a possible Apprenticeship Program for our trades positions and researching the possibility of using the already established Hawaii Rural Water Association already established Apprenticeship Program for Water Operators
- Develop supplemental agreements to provide for additional compensation, work benefits (teleworking, differentials, retirement medical, etc.) to retain current employees.
 - ✓ Awaiting final signatures for several agreements including the “no lunch” agreement and “no lunch/overtime” agreement as well as the extension of the “no lunch/overtime” agreement for Finance’s DMV staff.
- Meet with all departments annually to discuss recruitment needs and vacant positions.
 - ✓ Meetings held with the Agency on Elderly Affairs, Parks and Recreation, Liquor, Public Works-Solid Waste, County Clerk-Elections, and Economic Development to discuss various vacancies and possible restructuring and reorganizations to meet the departments’ needs.
- Reduce the total number of vacancies by ten percent (10%) by the end of the fiscal year; Current vacancy rate (with addition of 28 additional positions):
 - ✓ FY2023: 184 vacancies/1281 positions = 14.4%
 - ✓ FY2024: 202 vacancies/1309 positions = 15.4 %
 - ✓ Total vacancies increased from 184 to 202 = 1% increase
 - ✓ The December data pull is the month when the most retirements take place.

[Goal 5, Objectives G5A. & G5B., Success Measurements 1, 2.]

Monthly Report

Goal 2--Workday and HRMS Project:

- Workday Wiki #022 “End of Year Vacation Accruals” was distributed to all employees. This Wiki reminded employees how to check their leave balances, especially at the end of the year to ensure vacation carryover amount is within the maximum limit.
- Workday Wiki #023 “Updating Mailing Address” was also sent out to remind employees how to update their mailing address in Workday. Updating of mailing addresses is critical to assure receipt of annual W-2 forms.
- EUTF file integration testing was completed and the new EUTF personal/personnel data integration file is in production saving a couple of hours per week in processing manual forms. Staff is currently working on a verification of employment report that pulls payroll and personnel data for employees. Once completed, it will save staff time in gathering data for constant requests for information from various entities.
- Payroll continues to do Workday configuration maintenance; including and not limited to
 - Developing new reports
 - Creating new calc fields for reports
 - Updating Earnings/Deduction codes as needed
 - Updating system logic; time tracking, absence, and payroll modules

[Goal 2, Objectives G2A, G2B., G2C., G2D. Success Measurements 1, 2.]

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, ADA accommodations, personnel transactions, etc.
- New Hires: 4 Ocean Safety Officer I
1 Public Information Officer
1 Senior Account Clerk
3 Bus Driver-Substitute (exempt)
1 Constituent Relations Coordinator (exempt)
2 Intern III (exempt)
1 Van Driver-Substitute (exempt)
- Exit Interviews (Retirees): 1 of 1
- TDI Applications: None
- Family Leave: 8 approved
- Leave Sharing: 2 approved
- Reference Checks: 18
- Employment Verifications: 13

Employee Development and Health Services:

- Provided guidance to department supervisors and employees on various safety-related issues and concerns including drug/alcohol testing.
- Four (4) new workers' compensation claims were filed this month: One (1) medical-only claim and three (3) indemnity claims.
- Ergonomic Assessments completed for the Office of Economic Development staff (8).
- Bloodborne Pathogens Training provided to new hires (4 employees).
- Drug and Alcohol Reasonable Suspicion Training conducted by HR's Safety Officer James Stevens and Naomi Sutton from WorkLife Hawai'i. 48 supervisors attended.
- Fire Extinguisher training conducted by KFD (HR coordinated) – Additional 45 employees trained on top of 53 employees in the prior month.
- Equipment/Driver Training:
CDL Behind-the-wheel Training (2 employees)
Excavator (1 Public Works employee)
Backhoe (1 Public Works employee)
Loader (2 Parks employees)

HR Manager, Classification and Pay and Labor Relations:

- Issued decision for grievance regarding Overtime, Continuous Duty.
- Reallocations Processed:
Administrative Services Officer I to Administrative Services Officer II
Administrative Support Assistant to Administrative Assistant II
Automotive Storekeeper I to Janitor II
Budget & Grant Analyst II to Budget & Grant Analyst I

- Bus Driver to Bus Driver (Substitute)
- Bus Driver (Substitute) to Van Driver (Substitute) (3)
- Civil Engineer III to Civil Engineer I
- Civil Engineer V to Civil Engineer II
- Fire Fighter I to Fire Fighter Trainee
- Fire Fighter Trainee to Fire Fighter I (2)
- Fire Fighter Trainee to Wildfire Mitigation Manager
- Ocean Safety Officer I to Ocean Safety Officer II
- Ocean Safety Officer II to Ocean Safety Officer I
- Senior Clerk to DMV Service Representative I (2)
- Wildfire Mitigation Program Manager to Fire Fighter Trainee
- Desk Audits Administrative Officer I to Administrative Officer II
- New Classes Adopted: Heavy Vehicle and Construction Equipment Mechanic Trainee
- Administrative Reviews: None
- Class Amendments Completed:
 - Administrative Services Officer II
 - Civil Engineer I
 - Civil Engineer II
 - Commission Support Clerk
 - Engineering Program Assistant
 - Executive Secretary to the Mayor
 - Field Operations Clerk
 - Planning Commission Secretary
 - Police Evidence Clerk
 - Police Investigations Support Clerk
 - Police Investigative Operations Assistant
 - Police Services Officer
 - Police Warrants Clerk
 - Private Secretary
 - Public Safety Services Secretary
 - Real Property Valuation Analyst III
 - Real Property Valuation Analyst IV
 - Real Property Valuation Analyst V
 - Supervising Legal Clerk
 - Weapons Registration Clerk

Recruitment and Exam

- Working with the various baseyards to catalog all trucks and equipment including the necessary licensure and need for physical examinations for each vehicle/equipment. The first site visits were made to the Kapaa Baseyard, Kapaa Transfer Station, Logistics Marine Camp Baseyard, and the Wastewater Baseyard
- Per the Hawaii Post-Secondary Education Authorization Program, those who attended Hawaii Business College before it closed in 2007 and do not have transcripts or a diploma will not be able to obtain them as it is presumed that student records were destroyed; recruitment will not be able to use this time if an applicant does not have a transcript or diploma to verify their education from this college

- Annual EEO Report completed and submitted.
- Recruitment:
 - Assistant Program Coordinator
 - Bus Driver (Exempt)
 - Bus Driver (Substitute) (Exempt)
 - Council Services Assistant I (Exempt)
 - Deputy Prosecuting Attorney (Exempt)
 - Disaster Assistance Principal Project Manager (Exempt)
 - EEO/ADA Compliance Officer/Investigator
 - Elections Clerk II (Exempt)
 - Electrician (Exempt)
 - Heavy Vehicle and Construction Equipment Mechanic Trainee
 - Intern (Exempt)
 - Investigator (Exempt)
 - Janitor Working Supervisor
 - Legal Clerk II
 - Legal Clerk III
 - Liquor Licensing Clerk (Exempt)
 - Ocean Safety Officer I
 - Park Security Officer I
 - Parks and Recreation Administrative Aide (Exempt)
 - Planner I
 - Planner II
 - Planner III
 - Planner IV
 - Planner V
 - Real Property Valuation Analyst I
 - Real Property Valuation Analyst II
 - Real Property Valuation Analyst III
 - Refuse Collection Equipment Operator
 - Tax Collections Supervisor
 - Van Driver (Substitute) (Exempt)
 - Veteran's Cemetery Caretaker
 - Victim/Witness Counselor Trainee
- Lists Referred to Departments:
 - Administrative Assistant II
 - Assistant Program Coordinator
 - Assistant Wastewater Plant Operator I
 - Bus Driver (Exempt)
 - Bus Driver (Substitute) (Exempt)
 - Clerk-Dispatcher I (Exempt)
 - Computer System Support Technician II
 - Constituent Relations Coordinator (Exempt)
 - Council Services Assistant (Exempt)
 - Deputy Prosecuting Attorney (Exempt)
 - Derelict/Abandoned Vehicle Coordinator

Disaster Assistance Principal Project Manager (Exempt)
 EEO/ADA Compliance Officer/Investigator
 Elections Clerk II (Exempt)
 Electrician (Exempt)
 Electronics Tradesperson
 Emergency Services Dispatcher I
 Golf Course Groundskeeper
 Groundskeeper
 Human Resources Specialist I
 Intern (Exempt)
 Investigator (Exempt)
 Janitor II
 Legal Clerk III
 Liquor Licensing Clerk (Exempt)
 Ocean Safety Officer I
 Park Caretaker I
 Parks and Recreation Administrative Aide (Exempt)
 Pipefitter Helper
 Police Services Officer I
 Principal Project Manager
 Public Housing and Development Program Specialist I
 (Exempt)
 Public Safety Services Secretary
 Senior Clerk
 Van Driver (Substitute) (Exempt)
 Winter Fun Program (Exempt)

- Written Exams Administered:
 - Assistant Wastewater Plant Operator
 - Emergency Services Dispatcher I
 - Ocean Safety Officer IV
 - Pipefitter Helper
 - Plant Electrician Helper
 - Police Services Officer
 - Public Safety Worker I (2)
- Oral Exams Administered: None
- Performance Exams Administered: Ocean Safety Officer I
- Administrative Reviews: Ocean Safety Officer IV (to be scheduled)

Payroll:

- Continued work on “Laundry List” to improve end user access.
- On-going discussions regarding assuming payroll duties from those departments that still maintain their own payroll. Centralized payroll for all departments has been the long-standing goal, and hopefully can be implemented with a phased-in approach given the benefits of Workday.

November Gross Payroll:

15th	\$	4,404,967	
EOM	\$	4,539,766	
EUTF ACTIVE	\$	829,870	
EUTF ACTIVE - DOW	\$	55,160	
EUTF OPEB	\$	550,715	
EUTF RETIREE	\$	912,035	
ERS (RETIREMENT)	\$	2,374,302	
SOC. SEC./MEDICARE	\$	517,066	
PTS SS SAVINGS	\$	4,725	

EEO/ADA

- Recruiting for EEO/ADA/Investigator position following retirement of incumbent.
- Various ADA inquiries being addressed/answered by HRD.

Goals and Objectives Report – COK Civil Service Commission

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

CSC 2024-02 a)

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.			
Objectives	Success Measurements	Desired Outcome	Status
<p>G1A. Identify any Human Resources policies that should be revised and any gaps in existing policies.</p> <p>G1B. Draft and implement revised and/or new policies as deemed necessary.</p> <p>G1C. Draft and implement a communication plan in conjunction with any policy changes.</p> <p>G1D. Schedule systemic review of policies as technology and systems are implemented.</p>	<ol style="list-style-type: none"> 1. Revised and/or new policies as implemented as needed. 2. Revised and/or new policies are successfully communicated to County personnel. 3. Quarterly reports are provided to the CSC to include a list of policies to be revised and/or created. 4. Assess effectiveness of communication plan in conjunction with policy changes. 	<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>08/01/23-G1B&G2C-2&3: 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. 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> <p>09/05/23-G1A-1: DHR staff is in the process of reviewing the following policies to determine if revisions or updates should occur:</p> <ul style="list-style-type: none"> • Recruitment & Examinations • Interview and Selection • Rules of the Director of Personnel Services <p>10/03/23-G1A,G1B&G1D-1&3:</p> <p>Goal 1--Policies—New or Revised</p> <ul style="list-style-type: none"> • Recruitment staff are drafting an Oral Exam Policy while implementing a pilot program to administer oral (versus written) exams for a variety of positions. • Recruitment, Classification and Labor Division staff are reviewing the respective sections in 1) the Rules of the Director and 2) Civil Service Commission rules to determine if amendments are necessary. • Payroll division explored the option/need for a policy pertaining to compensatory cash out upon transfer between departments. • The Employee Development and Health Services unit is reviewing the Health and Safety Policy for potential revisions, which includes multiple areas pertaining to safety (e.g., Respirator Protection, Bloodborne Pathogens, Hearing Conservation, Hazard Communication, etc.). <p>12/05/23-G1A,G1B,G1D-1,2,3&4:</p> <ul style="list-style-type: none"> • Updated job application forms to ensure applicants know to only provide day and month of birth; will avoid applicants inadvertently adding their birth year. Lessens the risk of age discrimination claims. • Job postings have been updated to clarify that credit will be given for the last full month of service before posting ends, which avoids complaints about not giving credit for purposes of meeting the minimum requirements. • Revising all division documents including policies to ensure gender neutral terms (on-going).

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

Objectives	Success Measurements	Desired Outcome	Status
<p>G2A. Complete the process of implementing the HRMS which would include the orientation and training of new hires.</p> <p>G2B. Continue to “tweak” the HRMS for full implementation throughout the County workforce.</p> <p>G2C. Continue to integrate the additional features of the HRMS through exploration and/or further implementation.</p> <p>G2D. 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"> 1. Timelines and benchmarks are established and met for the completion of the work. 2. Monthly progress updates are provided to the CSC including challenges, solutions, benefits, and any cost savings. 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 	<p>Complete the implementation of the HRMS to realize the full benefits of the system.</p>	<p>08/01/23-G2A-1&2: 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> <p>09/05/23-G2A&G2B-1&2: 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.</p> <p>09/05/23-G2B&G2C-2: DHR has done an extensive review of the <i>What's New in Workday</i> 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.</p> <p>09/05/23-G2A -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.</p> <p>10/03/23-G2A&G2B-2: Workday and HRMS Project:</p> <ul style="list-style-type: none"> • Provided updates to all employees when using Workday, via informational reports Wiki #019-Timesheet Submission Process (clarifies that employees must review and re-submit their time entry when changes are made) and Wiki #020-Absence Balance (reminds employees about their various leave balances to ensure that they are aware of the maximum vacation hours allowed at the end of the year to avoid forfeiture). • The Workday system has provided greater reporting capabilities for HR staff who can now generate audit reports, which can identify potential discrepancies in employee records, which provides for a greater check-and-balance auditing functionality for our Administrative and Payroll staff. <p>11/07/23-G2A,G2B&G2D-2: Workday and HRMS Project:</p> <ul style="list-style-type: none"> • Human Resources Payroll Systems Manager and Assistant Payroll Systems Manager attended new hire orientation on 9/1/23 to train on the Workday System. Training was also provided for new timekeepers in the Department of Water and Transportation Agency on 10/4/23. • Provided all employees with Workday updates, via informational reports Wiki #021--Retroactive Changes, which limits employees from making pay and absence changes to one month after the fact; changes that are required beyond one month will require the completion of a change form completed by the employee’s manager. • Amended contract with implementation vendor, Accenture, to assist with further end-user enhancements to Workday. <p>12/05/23-G2A,G2B,G2C,G2D-1,2&3: <u>Workday and HRMS Project</u></p> <ul style="list-style-type: none"> • Started configuration and planning efforts for a new Workday release called My Tasks, which users will be required to use as part of Workday in March 2024. • Continued meetings with the Fire and Police Departments to determine if there are software applications that will assist them with their complicated scheduling, and that will work with the Workday system. • Actively working with the EUTF and the IT Division to create an integration within Workday where employees’ data changes can be imported directly to the EUTF via a secured portal. This will eliminate the need for manual forms to be prepared and submitted to the EUTF when employees change their contact information, terminate employment, and other personnel-

			<p>related actions. This will save time and see greater accuracy in the information being submitted and later processed by the EUTF.</p> <p><u>“Bi-Annual Presentation”</u></p> <p>As required by Goal 2, the following information summarizes the Workday timelines, implementation activities, challenges, solutions, benefits, and cost savings:</p> <p><u>Cost Savings</u></p> <ul style="list-style-type: none"> • The Payroll Systems Manager and the HRMS Administrator are working collaboratively to create ad hoc reports so that managers do not need to prepare the reports; as such, there are cost savings to the County in that the outside vendor no longer needs to assist with these reports. • Paper reduction savings from not using paper timesheets and leaves of absence forms. <p><u>Timesheets</u></p> <ul style="list-style-type: none"> • Electronic timesheets result in less wait time for submittal/revision/approval (*paper timesheets could get lost/misplaced in transit between departments/desks; waiting for wet signatures, etc.*). • Electronic timesheets have cut down on time previously spent formatting Adobe timesheets [printing to PDF, inserting supporting docs, etc.]. <ul style="list-style-type: none"> o Used to spend at least half a day formatting individual adobe timesheet files prior to auditing. • Alerts will show if an employee takes more leave hours, then what is available. • Premiums auto-generate with overtime per union agreements. • Employee can choose to use Cash/Comp Time Earned or be paid for meal or not. • Projects/Work Orders can be attached to a specific type of work the employee is performing. • Able to use Workday Time Block report to mass check timesheet/approval status. • Employees able to attach documents to personal profile “after the fact” of a leave request for record keeping (*doctor note, blood donation, etc.*). • Manager(s)/Timekeepers able to spot check timesheets at any time to catch errors for correction before submittal. • Employees/Payroll able to correct past timesheets and Workday will adjust retro accordingly (*within the 30 days for Employees*). • Various allowances are automatically applied to appropriate pay periods, there’s no need for manual entries (*auto/cell, uniform*). • Not needing to scan every timesheet and leaves of absence. <ul style="list-style-type: none"> o Leave of absence forms were difficult to scan due to size so now there is no need to spend extra time to double check if all papers were scanned correctly. • Since Workday does not allow submissions with errors, fewer errors pass through and can be dealt with quicker. • HR/Payroll may create new schedules based on department needs. • Managers can change/adjust subordinates schedules when needed. • Supervisors/Managers can enter time and/or absence for an employee who may be out on leave avoiding any delays for payroll. • When an employee is “on leave”, in the “Absence” section, Workday shows start/end timeline. • Updated/corrections are instant. <p><u>Transactional Work</u></p> <ul style="list-style-type: none"> • Elimination of manual Payroll Certification (PC) form that previously took about 5-10 minutes to prepare, then another 10 minutes (cumulative) to route for signature and track, plus another 5-10 minutes to input into the system. • Routing of transactions based on supervisor organization structure in Workday – no longer must track and follow-up on emails.
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			<ul style="list-style-type: none"> • Comp Time Off is instantly added if Employee decides to accrue Comp Time for OTs so no need to calculate yourself. • No need to submit accrual adjustments for employees on workers' compensation. • Overall the process for reporting is more efficient. <ul style="list-style-type: none"> ○ Can start time block audit prior to deadlines. ○ Reports for payroll recon and deductions are received earlier on processing day. ○ It is very helpful having a save filter feature on reports [especially for deduction reporting]. • Elimination of a lot of manual calculation sheets. <ul style="list-style-type: none"> ○ Used to manually calculate leave without pay to check against AS400. ○ Workday can calculate salary correctly when an employee terminates mid pay period. • Elimination of entering 'sign in sheets'. <ul style="list-style-type: none"> ○ Employee enters directly in Workday. • No longer having to save/pull distribution reports for other departments that have their own access. • Accountants have access to department payroll information. <ul style="list-style-type: none"> ○ Used to have to drop timesheets or report copies in other drives for Fire.
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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>G3A. 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>G3B. 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"> 1. For HR staff training, each HR staff member is surveyed to determine needs. 2. For staff in other departments, work with department/division heads to identify training needs for the Department. 3. A training program is developed to address the priority training needs. 4. Quarterly progress reports are provided to the CSC. 	<p>County Staff are better equipped to meet the needs of the County of Kauai.</p>	<p>08/01/23-G3A&G3B-1,2&3: <u>Trainings Attended</u> 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><u>Trainings Provided</u></p> <ul style="list-style-type: none"> • Stress Management Training presented by WorkLife Hawai‘i per request of a department. • Bloodborne Pathogens Training provided to new hires. • Equipment/Driver Training: Forklift, Excavator, Hooklift, and Skidsteer. <p>09/05/23-G3A-4: 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.</p> <p>09/05/23-G3A&G3B-2&3: Working with both the police department and the fire department to formulate specific trainings for their needs.</p> <p><u>Trainings Provided</u></p> <ul style="list-style-type: none"> • 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) <p>10/03/23-G3A&G3B-1,2,3&4: <u>Training Priorities</u></p> <ul style="list-style-type: none"> • DHR staff are committed to coordinating and/or presenting trainings based on a four-pronged training plan concept: Supervisory, Leadership, Safety, and General Staff Development trainings. • Supervisory: The primary goal this year is to develop and implement a new supervisory orientation. This training will be mandatory once implemented. The orientation will go over the essentials of supervision including but not limited to understanding pertinent employment laws, collective bargaining agreements, and county policies, performance evaluations process, discipline process, employee engagement, transitioning from co-worker to supervisor, and other supervisory-related topics. • Leadership: DHR staff are working to schedule leadership workshops with various trainers. Additional details on content will be provided later as trainings are planned and confirmed. • Safety: While it is the individual departments’ responsibility to ensure safety trainings are provided to individuals with specific job duties and/or are required to perform or may be exposed to potentially hazardous substances, training was implemented for bloodborne pathogens (as required by OSHA) as part of new hire orientation. Also scheduled is first aid/CPR trainings for October, and Driver Improvement training is scheduled for late September. • Staff Development: Customer Service trainings continue, including refresher trainings for specific individuals as requested by departments. Another DiSC training is being scheduled as well. • DHR staff have access to hundreds of on-line webinars to further their skills and desires within human resources. • Equipment/Driver Training Provided: CDL Theory Training (6 employees)

			<p>Flatbed Truck (2 Public Works employees) Automatic Dump Truck (1 Public Works employee) Tandem Dump Truck (1 Public Works employee) Water Truck (11 Public Works employees) Mini Excavator (6 Water employees) Excavator (6 Water employees) Backhoe (5 Water employees) Skid Steer (5 Water employees) 11/07/23-G3A&G3B-1,2,3&4: <u>Training Priorities</u></p> <ul style="list-style-type: none"> • Payroll began Ocean Safety Bureau training for new full-time workers. • Bloodborne Pathogens Training provided to new hires. • Annual Driver Improvement Training completed in September. • Refresher Training on Discrimination, Harassment, and Retaliation held with employee from KPD (part of disciplinary/follow-up action). • First Aid/CPR Trainings provided on October 2, 2023 and October 3, 2023. • Equipment/Driver Training: CDL Behind-the-wheel Training Forklift Mower • Ergonomics analysis/training provided to Human Resources staff. <p>12/05/23-G3A,G3B-1,2,3&4: <u>Training Priorities</u></p> <ul style="list-style-type: none"> • County-wide reasonable Suspicion drug & alcohol training scheduled. • County-wide leadership training—<i>The Undelegatable Roles & Responsibilities of a Leader</i>”-scheduled. • Ergonomics analysis/training provided to Office of Economic Development staff.
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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>G4A. Review complaints filed over the past five years, if possible, to identify most frequent root causes.</p> <p>G4B. Work with Department Heads and key management personnel to review most frequent root causes and assess related training needs.</p> <p>G4C. 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"> 1. Five year, if possible, review is completed and frequent root causes identified. 2. Department Heads and key management personnel participate in the development of the training plan. 3. A training plan/schedule is developed and implemented. 4. Claims are reduced over time. 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. 	<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>08/01/23-G4A-1: 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> <p>09/05/23-G4A-1: 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.</p> <p>10/03/23-G4A-5: <u>Employee Complaints</u></p> <ul style="list-style-type: none"> • Grievances and Grievance Arbitration Hearings Successfully resolved a grievance regarding low-level disciplinary action, which will prevent the matter from going to arbitration. There is no indication that grievance training is needed for the department that issued the discipline. • Employee Complaints • Dual complaints by two co-workers against each other for violations of the Policy Against Discrimination, Harassment and Retaliation were investigated by DHR staff. Investigator found that there was insufficient evidence to sustain the allegations. • A complaint of age discrimination and safety related concerns was submitted and is currently being investigated. <p>11/07/23-G4A-1: <u>Employee Complaints</u></p> <ul style="list-style-type: none"> • Grievances and Grievance Arbitration Hearings ✓ Informal meeting followed by class grievance for one bargaining unit related to when continuous duty and double pay occurs. ✓ Partial arbitration award issued regarding temporary hazard pay for COVID-19 exposure at work. Phase two to determine additional issues if not mutually resolved by the parties. • Employee or Applicant Complaints ✓ Complaint regarding promotional recruitment and whether minimum qualifications were met. Meeting to occur to further discuss. <p>12/05/23-G4A-1: <u>Grievances and Grievance Arbitration Hearings</u></p> <ul style="list-style-type: none"> • Step 2 grievance meeting occurred regarding continuous duty and double pay. • Informal meeting with union concerning promotional exams when on workers’ compensation or sick leave. • Participated in a confidential EEOC mediation to resolve a claim. • HR Staff investigated of complaint of sexual harassment—unable to substantiate the claims. • Internal complaint was submitted regarding non-selection for promotion. The complainant was informed it was the wrong forum and that it would be subject to the grievance process in the collective bargaining agreement.

Goal #5 – Refine and optimize recruitment and retention.

Objectives	Success Measurements	Desired Outcome	Status
<p>G5A. Identify best practices to optimize recruitment and retention functions.</p> <p>G5B. Prioritize and implement necessary changes.</p>	<ol style="list-style-type: none"> 1. Develop a plan for implementation with timelines and benchmarks. 2. Quarterly progress reports are provided to the CSC. 	<p>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.</p>	<p>09/05/23-G5A-1: 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.</p> <p>DHR has assisted four departments with their recruitment and retention challenges.</p> <ul style="list-style-type: none"> • 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. <p>10/03/23-G5A&G5B-1&2: <u>Recruitment and Retention</u></p> <ul style="list-style-type: none"> • Finalized and implemented a negotiated Supplemental 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. • Recruitment Plan for the current fiscal year. <p>Increase recruitment strategies by researching alternative methods of posting job announcements and revising job postings to emphasize unique government benefits.</p> <ul style="list-style-type: none"> ✓ Job announcement for licensed Civil Engineers now includes information about the additional shortage differential pay and the availability of travel/transportation relocation costs/benefits and/or retention/hiring incentives up to an additional 20% of the posted pay. ✓ Kauai Community Career center website provides a link to County job postings. ✓ To address difficulty in recruiting heavy vehicle and construction equipment mechanics at the Auto Shop, alternative lower-level entry level trainee classes are being researched to assist with filling these vacancies. ✓ Meet with all departments annually to discuss recruitment needs and vacant positions. ✓ Reduce the total number of vacancies by ten percent (10%) by the end of the fiscal year. ✓ Participate in all local job fairs. <p>11/07/23-G5A&G5B-1: <u>Recruitment and Retention</u></p> <ul style="list-style-type: none"> • Changed Labor Registration posting to be on a “continuous” recruitment to expedite hiring of desired candidates by allowing applications to come in continuously versus just twice a year. • Recruitment Division meeting held with Department of Water, Public Works, Parks & Recreation and Transportation Agency to review all equipment operator positions including Commercial Driver’s License requirements, U.S. Department of Transportation physical requirements, performance testing requirements, scheduled performance test locations, training versus evaluation by County Trainer, and assigned equipment, etc. <p>12/05/23-G5A&G5B-1&2: <u>Recruitment and Retention</u></p> <ul style="list-style-type: none"> • Working with Finance-DMV and Safety Division to assure that requirements to pass a CDL test are consistent.

			<ul style="list-style-type: none"> • Staff attended two of three Freshman Academy Career Fairs at Kapaa High School and Waimea High School; recruitment staff will be promoting the County as a workplace via a “Wheel of Fortune” theme with free swag from the various departments of the County. • Hired back two summer Interns during their winter breaks to promote County employment. • Will begin advertising for HR vacancies in SHRM publication.’ • Working on extending a negotiated agreement with the union that involved a pilot program to 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. There was overwhelming positive feedback from employees and therefore the agreement will be extended to the end of the contract period (6/2025). • Meet with all departments annually to discuss recruitment needs and vacant positions. • Presented a summary of the Stay Survey responses from various departments at the Mayor’s full cabinet meeting. • Established and informed HR Staff of the new digital Suggestion Box to engage our HR employees and obtain their feedback.
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