



CIVIL SERVICE COMMISSION

JEFFREY IIDA, CHAIR
AIMEE LORENZO, VICE CHAIR

BEVERLY GOTELLI, COMMISSIONER
PIIKEA KEYES-SAIKI, COMMISSIONER
SHELLEY KONISHI, COMMISSIONER
LAUREN O'LEARY, COMMISSIONER

RECEIVED

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.

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Public Comments and Testimony:

OFFICE OF
THE COUNTY CLERK
COUNTY OF KAUAI

- **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, March 5, 2024

3:00 p.m. or shortly thereafter

Piikoi Building, Boards and Commissions Conference Room

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

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OFFICE OF
THE COUNTY CLERK
COUNTY OF KAUAI

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 February 6, 2024

DIRECTOR OF HUMAN RESOURCES REPORT

CSC 2024-05 January/February 2024 period, March 5, 2024 Meeting

- Goal 1 – Policies
- Goal 2 – Workday and HRMS Project
- Goal 3 – Training Priorities
- Goal 4 – Employee Complaints Grievances and Grievance Arbitration Hearings
- Goal 5 – Recruitment and Retention
- Miscellaneous Items
- Draft Goals for Fiscal Year 2024-25
- 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 Exam
 - Payroll
- a. EEO/ADA

BUSINESS

CSC 2024-06 Discussion and review of the Draft Goals for the Director of Human Resources Goals and Objectives for period July 1, 2024 to June 30, 2025.

- a) DHR Anderson to share proposed revisions/additions to the goals and objectives.
- b) Discussion and possible decision-making on other related matters.

CSC 2024-07 Director of Human Resources Goals and Objectives for period July 1, 2023 to June 30, 2024. (on-going)

- a) Review updated report with 02/06/24 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, April 2, 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:	February 6, 2024	
Location	Boards and Commissions Conference Room	Start of Meeting:	3:00 p.m.	End of Meeting: 3:16 p.m.
Present	Vice Chair Aimee Lorenzo. Commissioners: Beverly Gotelli, Shelley Konishi and Lauren O’Leary. Deputy County Attorney Mark Ishmael (<i>Microsoft Teams</i>). Director Human Resources Annette Anderson (<i>left at 3:14 p.m.</i>). Office of Boards and Commissions Staff: Administrator Ellen Ching and Commission Support Clerk Sandra Muragin.			
Excused	Chair Jeffrey Iida and Commissioner Piikea Keyes-Saiki.			
Absent				

SUBJECT	DISCUSSION	ACTION
Call To Order Roll Call	<p>Chair Pro Tem Lorenzo called the Open Session meeting to order at 3:00 p.m. and requested a roll call.</p> <p>Commission Support Clerk Sandra Muragin verified attendance; Commissioner Gotelli replied here. Commissioner Keyes-Saiki was excused. Commissioner Konishi replied here. Commissioner O’Leary replied here. Vice Chair Lorenzo replied here. Chair Iida was excused. Deputy County Attorney Ishmael replied here. Director Human Resources Anderson replied here. Administrator Ching replied here. Support Clerk Muragin replied here.</p>	<p>Quorum was established with four commissioners present.</p>
Approval of Agenda		<p>Ms. Gotelli moved to approve the February 6, 2024, agenda. Ms. Konishi seconded the motion. Motion carried 4:0.</p>
Public Comments and Testimony	<p>Administrator Ellen Ching reported no one from the public in the audience so they did not need to ask for public comments or testimony after each agenda item. Support Clerk Muragin stated for the record no receipt of any written testimony.</p>	

SUBJECT	DISCUSSION	ACTION
Approval of Meeting Minutes	a) Open Session Minutes of January 2, 2024.	Ms. Gotelli moved to approve the open session minutes of January 2, 2024, as circulated. Ms. Konishi seconded the motion. Motion carried 4:0.
Director of Human Resources Report	<p><u>CSC 2024-03</u> <u>December 2023/January 2024 period, February 6, 2024, meeting.</u></p> <ul style="list-style-type: none"> • Quarterly Reports <ul style="list-style-type: none"> ▪ Goal 1 – Policies ▪ Goal 2 – Workday and HRMS Project ▪ Goal 3 – Training Priorities ▪ Goal 4 – Employee Complaints Grievances and Grievance Arbitration Hearings ▪ Goal 5 – Recruitment and Retention • 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 Exam ▪ Payroll ▪ EEO/ADA <p>Director of Human Resources Annette Anderson briefed the commission on the December 2023/January 2024 period, February 6, 2024 report. (<i>Report on file</i>)</p> <p>Ms. Gotelli inquired if they have been successful in recruiting at job fairs. DHR Anderson replied historically no but she would check on two most recent job fairs. She said they collect data on where an application originated from.</p> <p>Ms. O’Leary asked for Workday what would the Talent module do. DHR Anderson replied the Talent module would replace the way they process performance evaluations.</p> <p>With no further questions from the commission, Chair Pro Tem Lorenzo moved on to the next</p>	

SUBJECT	DISCUSSION	ACTION
	agenda item.	
Business	<p><u>CSC 2024-04</u> Director of Human Resources Goals and Objectives for period July 1, 2023 to June 30, 2024. (on-going)</p> <p>a) Review updated report with 01/02/24 status information. b) Discussion and possible decision-making on other related matters.</p> <p>The commission did not have any questions on the report.</p>	<p>Ms. O’Leary moved to accept the DHR Goals and Objectives report updated with 12/5/23 status information. Ms. Gotelli seconded the motion. Motion carried 4:0.</p>
Announcements	<p>Next Meeting: Tuesday, March 5, 2024 – 3:00 p.m., in the Boards and Commissions Conference Room, Piikoi Building, 4444 Rice Street, Suite 300, Līhu‘e, HI 96766</p>	
Adjournment		<p>With no objections from the commission Chair Pro Tem Lorenzo adjourned the meeting at 3:16 p.m.</p>

Submitted by: _____
 Sandra Muragin, Commission Support Clerk

Reviewed and Approved by: _____
 Aimee Lorenzo, Chair Pro Tem

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

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

**March 5, 2024 Meeting
Report Covering January/February 2024**

Goal 1—Policies

- With pending legislation regarding negotiating the repricing of job classifications, all of the employer jurisdictions have been meeting to discuss possible solutions. Each jurisdiction is drafting revised Repricing Policies for possible future changes.
- Continue to update PowerDMS database with updated forms, Wiki's and Job Aids.
- Draft sections of the updated Health and Safety Policy is being reviewed.
- Continue to revise all division documents including policies to ensure gender neutral terms (on-going).

[Goal 1, Objectives G1A, G1B, G1D, Success Measurements 1, 2, 4.]

Goal 2--Workday and HRMS Project:

- HRMS Team moving forward to launch Workday Recruitment and Talent modules, with a tentative start date to begin the implementation process which will last through September. The IT Division on the phasing out of our current recruiting system, beginning with exporting onboarding/new hire forms and information.
- Addressing one department's creation of work schedules in Workday that did not align with correct weekly scheduled hours, resulting in under and overpayments. HR Payroll is working with the department to rectify the issue and to provide training to prevent further errors.
- Meeting with one department to attempt to lessen its reliance on manual processes and instead rely upon Workday electronic submissions.

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

Goal 3--Training Priorities

- HR's training budget was significantly increased and approved by Council for FY2024 (7/1/23-6/30/24) to focus on leadership training for a wide variety of employees. The first in a series of weekly leadership trainings will commence on February 26 and continue each week through April 8, 2024. Glenn Furuya is the trainer, and the program is entitled "The Five Seeds of Effective Leadership." There are 52 employees registered and confirmed, representing 16 different departments and/or divisions.
- Select HR staff attended a live webinar on "HR Investigations Workshop: A Guide to Legal & Effective Inquiries."
- Equipment/Driver Trainings for various types of equipment/vehicles.

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

Goal 4--Employee Complaints, Grievances and Grievance Arbitration Hearings

- Internal Complaint received from an employee alleging hostile work environment. HR recommended to department head that HR investigator should conduct the investigation.

[Goal 4, Objective G4A., Success Measurement 4.]

Goal 5--Recruitment and Retention

- Researching alternative methods of posting job announcements and revising job postings to emphasize unique government benefits to increase recruitment.
- Following discussion and analysis regarding the educational requirement for the Planner series of classes with the Planning Department, it was decided to allow for any type of bachelor's degree to meet the educational requirement for the Planner classes with the hopes of qualifying more applicants. Previously only the following degrees were accepted: Urban, Regional, City or Public Planning; Architecture; Landscape Architecture; Civil Engineering; Public or Business Administration; Economics; Biology; Sociology; or a related field.
- Recruitment staff held meetings held with the Prosecuting Attorney, Liquor, and Parks and Recreation departments to discuss various vacancies and possible restructuring and reorganizations to meet the departments' needs.
- Fire Fighter Trainee posting resulted in one hundred thirty-two (132) eligible applicants to take the written examination.
- Knowing that a happy and healthy workplace is a strong indicator for retaining employees, HR had its first mandatory, all-staff, in person, quarterly meeting, followed by a voluntary lunch and birthday celebrations. The DHR arranged for Mayor Kawakami to be the guest speaker at the meeting to share his thoughts and experiences on the important role of the HR department. He also shared memories from his family's grocery business and his father's belief that HR performed a critical role in any organization. The Mayor was able to stay for lunch and birthday cake and interacted with HR staff.

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

Miscellaneous Items

- Now that Hawaii's Legislative session has begun, HR is tasked with monitoring various employment related bills and submitting testimony when appropriate. Because of the large quantity of bills, and multiple hearings, it is a very time consuming process, but a very important process.
- Preparing for collecting bargaining. The employer jurisdictions and the unions are separately beginning to prepare for upcoming negotiations for eight different bargaining units with new contracts that will start in July 1, 2025. The parties will begin meeting for bargaining sessions beginning in the summer or fall of 2024. Prior thereto, the parties will be drafting and exchanging bargaining proposals. The DHR and staff will be traveling to Oahu in March to attend preparation meetings with the other jurisdictions.
- The budget process has begun for fiscal year 2025. The DHR and staff presented to the Mayor and his budget team the proposed HR budget. Once the budgets are finalized they will then be presented to the County Council later in the spring for consideration and approval.

Draft Goals for Fiscal Year 2024-25

At the suggestion of Administrator Ching, attached to this report is a draft of the proposed revisions/additions to the Director's Goals for fiscal year 2024-25, in Word with track changes viewing. The DHR will explain the intent of the revisions and additions at the upcoming meeting.

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:
 - 1 Civil Engineer II
 - 1 Park Caretaker I
 - 1 Real Property Appraiser III
 - 1 Real Property Valuation Analyst III
 - 1 Senior Clerk
 - 1 DMV Customer Service Assistant (exempt)
 - 1 Fire Program Manager (exempt)
 - 1 Intern I (exempt)
- Exit Interviews (Retirees): None
- TDI Applications 2 approved
- Family Leave: 16 approved
- Leave Sharing: None
- Reference Checks: 6
- Employment Verifications: 12

Employee Development and Health Services:

- Provided guidance to department supervisors and employees on various safety-related issues and concerns including drug/alcohol testing.
- OSHA 300 logs and summaries were prepared and completed. Summary documents were provided to the departments to post from February 1, 2024 – April 30, 2024, as required by law. Related reports were provided to the Bureau of Labor Statistics as well as the Hawai'i Occupational Safety and Health Department.
- Annual Drug and Alcohol Testing Management Information System (MIS) reporting completed and accepted by the Federal Transit Administration (FTA).
- Four (4) new workers' compensation claims were filed this month: One (1) indemnity claim and three (3) medical-only claims.
- Bi-monthly reviews of selected workers' compensation claims were held on February 13, 2024. Twenty-six (26) claims were reviewed and discussed. Next meeting is being planned for April.
- Equipment/Driver Training:
 - CDL Behind-the-wheel Training
 - CDL Theory Training
 - Backhoe
 - Skidsteer
 - Loader

HR Manager, Classification and Pay and Labor Relations:

- Reallocations Processed: Agriculture Land Use & Valuation Specialist to Real Property Valuation Analyst III
Boards and Commissions Clerical Assistant to Planner V
Deputy Prosecuting Attorney to Law Clerk
Field Operations Clerk to Program Support Assistant II
Ocean Safety Officer II to Ocean Safety Officer I
Real Property Appraiser II to Real Property Appraiser III
Real Property Valuation Analyst I to Real Property Valuation Analyst II
Senior Clerk to Account Clerk
Senior Clerk to DMV Service Representative I (2)
Senior Project Manager to Principal Project Manager
Tax Clerk to Tax Collection Assistant
- Desk Audits: None
- New Classes Adopted: Wastewater Plant Operations and Maintenance Supervisor
- Administrative Reviews: None
- Class Amendments Completed: Civil Engineer I
Civil Engineer II
Civil Engineer III
Civil Engineer IV
Civil Engineer V
Civil Engineer VI
Civil Engineer V Manager
Civil Engineer VI Manager
Civil Engineer VII Manager
Departmental Personnel Specialist I
Departmental Personnel Specialist II
Equipment Operator I
Equipment Operator II
Equipment Operator III
Equipment Operator IV
Human Resources Coordinator
Human Resources Manager I
Human Resources Manager II
Human Resources Manager III
Human Resources Specialist I
Human Resources Specialist II
Human Resources Specialist III
Landfill Operator II
Landfill Operator III
Landfill Operator IV
Planner I
Planner II
Planner III

Planner IV
Planner V
Planner VI
Planner VII
Planning Program Manager
Refuse Collection Equipment Operator
Solid Waste Worker II

Recruitment and Exam

• Recruitment:

Abstracting and Tax Mapping Technician I
Abstracting and Tax Mapping Technician II
Abstracting Assistant II
Agricultural Land Use & Valuation Specialist
All Hazard IMT Leader (Exempt)
Bus Driver (Exempt)
Bus Driver (Substitute) (Exempt)
Civil Engineer I
Civil Engineer II
Civil Engineer III
Civil Engineer IV
Civil Engineer V
Civil Engineer VI
Crime Scene Specialist I
Crime Scene Specialist Trainee
Criminalist I
Disaster Assistance Principal Project Manager (Exempt)
DMV Customer Service Assistant (Exempt)
DMV Service Representative I
Elections Administrator
Engineering Permit Clerk
Fire Fighter Trainee
Investigator (Exempt)
Legal Clerk III
Program Coordinator
Program Specialist I
Program Specialist II
Spring Program (Exempt)
Tax Collection Supervisor
TVR Specialist (Exempt)
Van Driver (Exempt)

• Lists Referred to Departments:

Account Clerk
Administrative Assistant I
All Hazards IMT Leader (Exempt)
Budget and Grant Analyst I
Bus Driver (Exempt)
Bus Driver (Substitute) (Exempt)
Clerk-Dispatcher (Exempt)

Contracts Officer
 Criminalist I
 Derelict/Abandoned Vehicle Coordinator
 Disaster Assistance Principal Project Manager (Exempt)
 DMV Customer Service Assistant (Exempt)
 EEO/ADA Compliance Officer/Investigator
 Elections Administrator
 Emergency Services Dispatcher I
 Engineering Permit Clerk
 Equipment Logistics Crew Operator
 Fire Captain
 Groundskeeper
 Human Resources Clerk I
 Human Resources Clerk II
 Information Technology Specialist III
 Intern (Exempt)
 Investigator (Exempt)
 Janitor II
 Ocean Safety Officer I
 Park Caretaker I
 Police Services Officer I
 Program Support Assistant II
 Public Safety Worker I
 Senior Clerk
 Solid Waste Worker I
 TVR Specialist (Exempt)
 Van Driver (Exempt)
 Victim/Witness Counselor II

- Written Exams Administered: Account Clerk
Emergency Services Dispatcher I
Police Services Officer
Public Safety Worker I
Solid Waste Worker I
- Oral Exams Administered: None
- Performance Exams Administered: Equipment Logistics Crew Operator
- Administrative Reviews: Ocean Safety Officer IV (to be scheduled)

Payroll:

- Worked to correct departmental errors in work schedules that did not align with weekly hours.
- Continued work on “Laundry List” to improve end user access (ongoing).
- Assumed payroll timekeeper duties from two departments effective February 1, 2024.
- W2s hardcopy forms distributed to all employe and made available in Workday as well.
- Affordable Care Act (ACA) 1095C hardcopy forms being prepared for distribution and made available in Workday as well.

- January Gross Payroll:

15th	\$ 4,589,650
EOM	\$ 4,840,547
EUTF ACTIVE	\$ 849,205
EUTF ACTIVE - DOW	\$ 57,960
EUTF OPEB	\$ -
EUTF RETIREE	\$ 1,462,750
ERS (RETIREMENT)	\$ 2,379,525
SOC. SEC./MEDICARE	\$ 507,792
PTS SS SAVINGS	\$ 6,637

EEO/ADA

- Recruiting for EEO/ADA/Investigator position following retirement of incumbent; interviews to be conducted in March.
- Various ADA inquiries being addressed/answered by HRD.

Goals and Objectives Report – COK Civil Service Commission

CSC 2024-06 a)

Director of Human Resources Annette Anderson – Period of July 1, ~~2023-2024~~ to June 30, ~~2024~~2025

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. Assure that revised and/or new policies are communicated to County personnel and/or intended audience.</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 <u>and/or intended audience.</u> 3. Quarterly-Include in Director's 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 to County personnel and/or intended audience. 	<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>	

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. G2B. Continue to “tweak” the <u>Workday</u> HRMS for full implementation throughout the County workforce. G2CG2B. Continue to integrate <u>and implement</u> the additional <u>features</u> <u>modules</u> of the <u>Workday</u> HRMS through exploration and/or further implementation. G2DG2C. Continue to address individuals and/or departments experiencing problems <u>or seeking improvements</u> with the <u>Workday</u> 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. <u>Detailed Monthly monthly</u> progress updates are provided to the CSC <u>in the Director’s report, including challenges, solutions, benefits, and any cost savings.</u> 3. <u>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</u> 	<p>Complete the implementation of the HRMS to realize the full benefits of the system.</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>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. <u>i.e.</u> 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, <u>provide appropriate training to enhance the skills each of HR staff members, and inquire of staff as to other types of desired training, is surveyed to determine needs.</u> 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. <u>Quarterly progress reports are provided to the CSC.</u> 	<p>County Staff are better equipped to meet the needs of the County of Kauai.</p>	

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Goal #4 – Review employee complaints, union grievances/arbitrations, and lawsuits 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, <u>union grievances/arbitrations, and lawsuits</u> filed over the past five-three years, if possible, to identify most frequent root causes, <u>if any</u>.</p> <p>G4B. Work with Department Heads and key management personnel to review most frequent root causes, <u>if any</u>, and assess <u>whether</u> related training <u>needs</u> <u>is</u> <u>needed</u>.</p> <p>G4C. Based on assessment of <u>training needs, if any</u>, develop a <u>trainings</u> program for <u>impacted</u> County of Kauai departments to address highest priority root causes.</p>	<p>1. Five-Three year, if possible, review is completed and frequent root causes, <u>if any, are</u> identified.</p> <p>2. Department Heads and key management personnel participate in the development of the training plan.</p> <p>3.2. A training plan/schedule is developed and implemented.</p> <p>4.3. Claims are reduced over time.</p> <p>5.4. <u>Quarterly-Bi-annual</u> progress reports are provided to the CSC including statistics on the number of HR related <u>complaints, union grievances/arbitrations, litigation/lawsuits and settlements or awards (for which HR has knowledge) that they are aware of. Report shall also include statistics by category on separation, termination, retirements, etc. to identify trends.</u></p>	<p>Employee complaints-<u>union grievances/arbitrations, and lawsuits</u> are reduced for the County of Kauai, saving money, time, resources and creating a more positive work environment for all employees.</p>	

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>	

Goal #6 – Participate in State-wide union negotiations and interest arbitration hearings.			
Objectives	Success Measurements	Desired Outcome	Status
<u>G6A. Participate in union negotiations and interest arbitration hearings for eight bargaining units, for new contract period commencing 7/1/2025.</u> <u>G5B. Cast votes on behalf of the mayor regarding bargaining proposals and counter-proposals.</u>	1. Attendance at employer caucuses in Oahu and/or virtually. 2. Attendance at negotiations and interest arbitration hearings. 3. Update the CSC on attendance, although subject matters discussed during employer caucuses and negotiations/interest arbitrations are confidential.	<u>To assure that the interests of the County of Kauai are addressed and discussed during the collective bargaining process.</u>	

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Goals and Objectives Report – COK Civil Service Commission

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

CSC 2024-07 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: <u>Goal 1--Policies—New or Revised</u></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). <p>01/02/24-G1A,G1B,G1C,G1D-1&3: <u>Policies—New or Revised</u></p> <ul style="list-style-type: none"> • 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.

			<p>02/06/24-G1A,G1B,G1D-1,2&4:</p> <p><u>Policies</u></p> <ul style="list-style-type: none"> • Policy on conducting performance examinations for vehicles and equipment has been finalized and implemented. The policy ensures that testing is done consistently for intra, inter and open recruitment applicants including equipment used, time allowed for test completion, location of test, etc. • Policy on the use of oral examinations in lieu of written examinations is being finalized. The oral exams will be used as an option for intra or inter recruitment candidates or for open recruitments with a small number of candidates. • Continue to revise all division documents including policies to ensure gender neutral terms (on-going)
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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: <u>Workday and HRMS Project:</u></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

			<p>information, terminate employment, and other personnel-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"> ◦ 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"> ◦ 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. • Business processes allow for individual tasks to be configured in Workday, which makes for a more efficient and accurate process as staff will not “forget” to complete a task associated with a particular process because the system will notify staff of the current as well as upcoming tasks. • Rules from union agreements are configured in Workday. • Implementation of EUTF personnel/personal data file; Eliminates the need to manually process approximately 50 forms per month. • Error and warning messages are clear and intuitive enough for employees and managers to troubleshoot issues on their own. <p><u>Accessibility</u></p> <ul style="list-style-type: none"> • Can be accessed anywhere with a county connection if using county equipment.
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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> • 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. 12/05/23-G3A,G3B-1,2,3&4: <u>Training Priorities</u> • 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. 01/02/24-G3A,G3B-1,2,3&4: <u>Training Priorities</u> •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. 02/06/24-G3A,G3B-1,2&3: <u>Training Priorities</u> • Workplace Violence Prevention and Policy Against Discrimination, Harassment, and Retaliation training held on two dates for a department. • Bloodborne Pathogens Training, First Aid Training, and Customer Service Training held for various employees/departments. • “The Undelegatable Roles and Responsibilities of a Leader” training by Alt Kagesa held for 30 plus employees from various departments.</p>
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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. <p>01/02/24-G4A,G4B,G4C-1,2,3,4&5: <u>Employee Complaints</u></p> <p>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</p>

			<p>resolve one complaint and part of the resolution will be providing additional training regarding preventing and addressing claims of discrimination, harassment, and retaliation.</p> <p>• 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.</p> <p>• Employee Complaints</p> <ul style="list-style-type: none"> ✓ 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: <p>Five Year Summary of Complaints</p> <table border="1" data-bbox="1087 542 2003 799"> <thead> <tr> <th><u>Year</u></th> <th><u>Age Discrim</u></th> <th><u>Race Discrim</u></th> <th><u>Sexual Discrim</u></th> <th><u>Wkpl Violence/Hostile Wk Environ</u></th> <th><u>Retaliation</u></th> <th><u>*Other</u></th> <th><u>Total</u></th> </tr> </thead> <tbody> <tr> <td>2019</td> <td>1</td> <td>1</td> <td></td> <td></td> <td>1</td> <td>2</td> <td>5</td> </tr> <tr> <td>2020</td> <td>1</td> <td>1</td> <td></td> <td>10</td> <td>2</td> <td>9</td> <td>23</td> </tr> <tr> <td>2021</td> <td>1</td> <td></td> <td></td> <td>18</td> <td>2</td> <td>10</td> <td>31</td> </tr> <tr> <td>2022</td> <td></td> <td></td> <td></td> <td>11</td> <td></td> <td>5</td> <td>16</td> </tr> <tr> <td>2023</td> <td>1</td> <td>1</td> <td>3</td> <td>4</td> <td>2</td> <td>5</td> <td>16</td> </tr> <tr> <td>Total</td> <td>4</td> <td>3</td> <td>3</td> <td>43</td> <td>7</td> <td>31</td> <td></td> </tr> </tbody> </table> <p>*e.g., unfair treatment, unprofessional management, violation of Civil Service Laws, promotion process unfair, recruitment, wrongful termination, failure to follow policies, public complaint</p> <p>02/06/24-G4A-4:</p> <p>Employee Complaints</p> <p>Grievances and Grievance Arbitration Hearings</p> <ul style="list-style-type: none"> • Step 2 grievance received regarding promotional interview by employee against another department; meeting will be scheduled. • Complaint received from an employee alleging hostile work environment. Transmitted to department head for procuring an investigator. • Staff participated in a confidential pre-determination settlement process upon suggestion of Hawaii Civil Rights Commission in effort to resolve a pending claim of sexual harassment. 	<u>Year</u>	<u>Age Discrim</u>	<u>Race Discrim</u>	<u>Sexual Discrim</u>	<u>Wkpl Violence/Hostile Wk Environ</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	
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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"> Develop a plan for implementation with timelines and benchmarks. 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. 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. • 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. <p>01/02/24-G5A, G5B-1&2: <u>Recruitment and Retention-Success Measurements 1 & 2 Implementation Plan</u> 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:</p> <ul style="list-style-type: none"> ✓ 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. <ul style="list-style-type: none"> • 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.
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			<p>02/06/24-G5A&G5B-1: Recruitment and Retention</p> <ul style="list-style-type: none"> • Began posting on “KCC Board” for open recruitments; jobs can be posted for up to sixty (60) days so we will rotate recruitments and focus on entry level type positions, hard to fill positions and trade positions. • Recruitment staff contacted UPW to discuss the possibility of using the already established Hawaii Rural Water Association (HRWA) Apprenticeship Program for Water Operators to provide opportunities for entry level individuals to become certified Water Operators; HRWA has stated that government entities are not participating in the program due to push back from the unions. • Recruitment staff met with the Department of Public Works’ and the Department of Water’s Engineering Department and Division Heads to discuss the educational requirements for the Civil Engineer class. After learning that a degree in any engineering field would be allowed to qualify to take the civil engineering license test with the State, a decision was made to amend the educational requirements to allow for any degree in Engineering with the hopes of attracting more applicants. • Drafting supplemental agreements to provide for additional compensation and work benefits to retain employees in certain positions. • Continue to meet with all departments annually to discuss recruitment needs and vacant positions. • Recruitment staff met with Public Works-Solid Waste-Landfill, Parks and Recreation, and Transportation departments to discuss various vacancies and possible restructuring and reorganizations to meet the departments’ needs. • Continued participation of recruitment staff in all local job fairs.
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