



CIVIL SERVICE COMMISSION

JEFFREY IIDA, CHAIR
AIMEE LORENZO, VICE CHAIR

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

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 adavis@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 adavis@kauai.gov or calling (808) 241-4917. 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, August 6, 2024

3:00 p.m. or shortly thereafter

Piikoi Building, Boards and Commissions Conference Room

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

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 July 2, 2024

DIRECTOR OF HUMAN RESOURCES REPORT

CSC 2024-16 June/July 2024 period, August 6, 2024 Meeting

Monthly Report

- Goal 1 – Policies-New or Revised
- Goal 2 – Workday and HRMS Project
- Goal 3 – Training Priorities
- Goal 4 – Employee Complaints, Grievances and Grievance Arbitration Hearings
- Goal 5 – Recruitment and Retention
- Goal 6 –Union Negotiations and Interest Arbitration Hearings
- Miscellaneous
- Monthly Report from HR Division/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 2024-17 Director of Human Resources Goals and Objectives for period July 1, 2024 to June 30, 2025. (on-going)

- a) Review updated report with 05/07/24, 06/04/24, and 07/02/24 status information.
- b) Discussion and possible decision-making on other related matters.

CSC 2024-18 Discussion and possible action on a salary increase for the Director of Human Resources.

EXECUTIVE SESSION

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

ENTER INTO EXECUTIVE SESSION (Closed to the Public)

CALL TO ORDER IN EXECUTIVE SESSION

BUSINESS

ES-01 Pursuant to Hawai'i Revised Statutes §92-4, 92-5(a)(2) and (4), the commission requests an Executive Session to consider the draft evaluation of the Director of Human Resources evaluation where consideration of matters affecting the privacy of the Director will be involved, and to consult with the Deputy County Attorney on the Commission's powers, duties, privileges, immunities, and/or liabilities as they relate to this agenda item.

RETURN TO OPEN SESSION (Open to the Public)

ANNOUNCEMENTS:

Next Scheduled Meeting: Tuesday, September 3, 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

Board/Commission:	CIVIL SERVICE COMMISSION	Meeting Date:	July 2, 2024	
Location	Boards and Commissions Conference Room	Start of Meeting:	3:00 p.m.	End of Meeting: 3:48 p.m.
Present	Commissioners: Robert Crowell, Beverly Gotelli, Piikea Keyes-Saiki, Shelley Konishi, and Lauren O’Leary. 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	Chair Jeffrey Iida, Vice Chair Aimee Lorenzo.			
Absent				

SUBJECT	DISCUSSION	ACTION
Call To Order Roll Call	<p>Commissioner Gotelli called the meeting to order at 3:00pm and called for a motion to elect a Chair Pro Tem for this meeting as the Chair and Vice Chair are excused.</p> <p>Chair Pro Tem Gotelli requested a roll call. Administrative Specialist Anela Davis verified attendance: Commissioner Crowell replied present. Commissioner Keyes-Saiki replied present. Commissioner Konishi replied present. Commissioner O’Leary replied present. Chair Pro Tem Gotelli replied present. Vice Chair Lorenzo was excused. Chair Jeffrey Iida was excused.</p>	<p>Ms. O’Leary motioned to nominate Ms. Gotelli Chair Pro Tem. Ms. Konishi seconded. Motion carried 5:0</p> <p>Quorum was established with five commissioners present.</p>
Approval of Agenda	Correction to agenda, under announcements, next meeting is August 6, 2024.	Ms. Konishi moved to approve the July 2, 2024, agenda as corrected. Ms. O’Leary seconded the motion. Motion carried 5:0.
Public Comments and Testimony	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.	

SUBJECT	DISCUSSION	ACTION
Approval of Meeting Minutes	a) Open Session Minutes of May 7, 2024.	Mr. Crowell moved to approve the open session minutes of May 7, 2024, as circulated. Ms. O’Leary seconded the motion. Motion carried 5:0.
Director of Human Resources Report	<p><u>CSC 2024-12 April/May 2024 period, June 4, 2024 Meeting (cancelled) Monthly Report</u></p> <ul style="list-style-type: none"> • Goal 1 – Policies-New or Revised • 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 • Monthly Report from HR Division/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 a. EEO/ADA <p><u>CSC 2024-14 May/June 2024 period, July 2, 2024 Meeting Monthly Report</u></p> <ul style="list-style-type: none"> • Goal 1 – Policies-New or Revised • 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 • Monthly Report from HR Division/Sections <ul style="list-style-type: none"> • Administrative Services and Benefits 	

SUBJECT	DISCUSSION	ACTION
	<ul style="list-style-type: none"> • Employee Development and Health Services • HR Manager, Classification and Pay and Labor Relations • Recruitment and Exam • Payroll a. EEO/ADA <p>Director of Human Resources Annette Anderson reminded the Commission that the May/June 2024 is her final for the fiscal year and her next report in July will be with the new goals and objectives.</p> <p>Director Anderson briefed the commission on the April/May 2024 period, June 4, 2024, report (cancelled) and the May/June 2024 period, July 2, 2024 Meeting. <i>(Reports on file)</i>.</p> <p>Director Anderson pointed out that she was able to report on EEO/ADA activities. She updated that the new coordinator has resigned and moved back to the mainland due to personal issues. She will be working remotely on things that can be done remotely as an 89-day hire while HR recruits for the position.</p> <p>With no further questions from the commission, Chair Pro Tem Gotelli moved on to the next agenda item.</p>	<p>Ms. Konishi moved to accept the CSC 2024-12 and CSC 2024-14 Director's reports. Ms. O'Leary seconded the motion. Motion carried 5:0.</p>
<p>Business</p>	<p><u>CSC 2024-13 Director of Human Resources Goals and Objectives for period July 1, 2023 to June 30, 2024. (on-going)</u></p> <ul style="list-style-type: none"> a) Review updated report with 05/07/24, 06/04/24, and 07/02/24 status information. b) Discussion and possible decision-making on other related matters. 	
	<p><u>CSC 2024-15 Discussion and possible action on the Director of Human Resources Evaluation process and form for Fiscal Year period July 1, 2023 to June 30, 2024.</u></p> <p>Administrator Ching went over the process of evaluation. She explained that she will email a fillable version of the evaluation form and updated report on goals and objectives and calculate</p>	

SUBJECT	DISCUSSION	ACTION
	<p>a due date. Once received she will collate a report regarding all comments (not identifying commissioners) and draft one report that reflects the whole body. This is the procedure that was done last time and if commission in agreement will do again.</p> <p>Mr. Crowell asked if he should fill out an evaluation since he has only been on the Commission for the last 5-6 months. Ms. Ching replied that it was up to him and if he feels uncomfortable, he can decline to complete the form. Chair Pro Tem Gotelli noted that if there are any items that he did not feel comfortable completing he could complete the unable to score, but he could also make note in his comments. Mr. Crowell said that he wants to be fair to her and it's an annual evaluation and he's not served for a year. Ms. Ching and Chair Pro Tem Gotelli confirmed that all remarks are confidential.</p> <p>Commissioners discussed a timeline to have evaluation completed. Chair Pro Tem Gotelli wants to have it completed by the end of the month and Ms. Ching's goal is to have it on next month's agenda.</p> <p>Ms. O'Leary asked what the timeline for presenting the evaluation to the Director. Ms. Ching responded that if it is finalized and approved next month it would then depend on the availability of the Chair and Vice Chair. If they are not at next meeting the Commission should discuss who would sit down with the Director since it would be difficult for them if they are not at the meeting that finalizes the report. Ms. O'Leary would prefer that finalization is done at a meeting when the Chair and Vice Chair are present.</p> <p>Ms. Saiki-Keyes asked if the evaluation impacted a salary increase. Chair Pro Tem Gotelli responded no. Ms. Ching went on to clarify that there is a salary resolution increase this year.</p> <p>Commissioners and Administrator discussed vacations and family time and the possibility of not meeting an evaluation form deadline. Administrator Ching will work with those that may need extra time.</p>	<p>Ms. O'Leary moved to accept CSC 2024-15 the Director of Human Resources Evaluation process and form for Fiscal Year period July 1, 2023 to June 30, 2024, seconded by Ms. Konishi. Motion carried 5:0</p> <p>Ms. Keyes-Saiki moved to give Administrator Ching the flexibility to select the due date for evaluation forms to be submitted, seconded by Ms. O'Leary. Motion carried 5:0</p>
Announcements	Next Meeting: Tuesday, August 6, 2024 – 3:00 p.m., in the Boards and Commissions Conference Room, Piikoi Building, 4444 Rice Street, Suite 300, Līhu'e, HI 96766	

SUBJECT	DISCUSSION	ACTION
	Chair Pro Tem Gotelli asked that there be an item on the next agenda regarding a salary adjustment for the Director.	
Adjournment		With no objections from the commission Chair Pro Tem Gotelli adjourned the meeting at 3:48 p.m.

Submitted by: _____
Anela Davis, Administrative Specialist

Reviewed and Approved by: _____
Beverly Gotelli, Chair Pro Tem

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

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

**August 6, 2024 Meeting
Report Covering June/July 2024**

This Human Resources Director's (HRD) report addresses the updated/new goals for fiscal year 2025.

Goal 1--Policies—New or Revised

- Finalized procedures on the submittal of driver's licenses for various positions including those positions that require performance tests. Communication has been provided for those who are involved with the process.
- Performance testing policy is currently being developed.
- Continue to revise all HR documents including policies to ensure gender neutral terms (on-going).

[Goal 1, Objectives G1A., G1B., & G1.D, Success Measurements 1, 2, 3, & 4.]

Goal 2--Workday and HRMS Project

- Continued meetings and development of the Workday Recruitment Module with Accenture.
- Starting to meet with Accenture to work on the development of the Workday Performance module for distributing and maintaining employee evaluations.
- With the help of IT staff, have been able to successfully remove I-9 forms (authorization to work in the U.S.) from existing system for future reference when we transition to the new Workday modules.
- Continued weekly meetings to address the list of desired improvements to Workday payroll and time and attendance.

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

Goal 3--Training Priorities

- County-wide offered training, "Thriving in Hawaii's Culture" by Alt Kagesa, held on June 28, 2024.
- Leadership Training for Police provided by Dale Carnegie on July 8, 2024, and will continue for 8 weekly sessions through August 26, 2024.

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

Goal 4--Employee Complaints, Grievances, Grievance Arbitrations, Lawsuits

- Step 2 Grievance hearing held for employee claiming denial of an overtime opportunity.
- Two Step III Grievances submitted for denial of overtime for promotional interview both in same department but not the department above.

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

Goal 5--Recruitment and Retention

- The current vacancy rate is 16.4% (217 vacancies out of 1,328 positions). It should be noted that the FY 2025 budget added 18 new positions, which contributed to the increase in the number of vacancies.
- The recruitment division continues to explore all options to reduce the vacancy rate, knowing that the labor market shortage is certainly not unique to the County.
- The human resources directors from all the employer jurisdictions (State and Counties) continue to meet on a regular basis to share ideas on ways to improve recruitment and retention.

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

Goal 6—Union Negotiations and Interest Arbitration Hearings

- The employer group and the eight bargaining units will have exchanged their respective bargaining proposals as of July 31, 2024. The first bargaining session is planned for late August for one unit, with others to follow thereafter.

[Goal 6, Objectives G5A. & G5B., Success Measurements 1, 2, & 3.]

Miscellaneous

- At the invitation of the mayor's office, the HRD attended the 10th Annual Mayor's Chamber of Commerce Luncheon held on July 18, 2024 at the Koloa Landing Resort. Approximately 350 people were in attendance. Mayor Kawakami presented a short video presentation and then took question from the audience about a variety of topics.
- On August 12, 2024, a signing ceremony will be held for Mayor Kawakami's free health premiums. Most union leaders, or designees, will be on hand to sign the supplemental agreements.

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.
- Special Open Enrollment for the Mayor’s initiative on offering 100% Premium Coverage for Health Care coverage began on July 8, 2024 and ends on July 26, 2024. Changes approved during this Special Open Enrollment period will be effective September 1, 2024. Multiple information sessions took place during July 8-19 with HR Staff addressing questions from employees in various departments.
- New Hires:
 - 1 Accounting Assistant (exempt)
 - 1 Accounting Technician
 - 1 Engineering Permit Clerk
 - 3 Fire Fighter Trainee
 - 1 Liquor Control Investigator Trainee
 - 1 Park Caretaker I
 - 1 Solid Waste Worker I
 - 1 Tax Collection Assistant (exempt)
- Seasonal Hires:
 - 6 Interns (exempt)
 - 1 Golf Recreation Aide (exempt)
- Exit Interviews (Retirees): 2 of 2
- TDI Applications 2 approved, 1 denied
- Family Leave: 2 approved
- Leave Sharing: None
- Reference Checks: 7
- Employment Verifications: 11

Employee Development and Health Services

- Provided guidance to department supervisors and employees on various safety-related issues and concerns including drug/alcohol abuse and testing.
- Five (5) new workers’ compensation claims were filed this month.
- Safety Training – Bloodborne Pathogens training for new hires (4 employees).
- “Thriving in Hawaii’s Culture” training by Alt Kagesa was held on June 28, 2024. There were 26 attendees.
- Leadership Training for Police provided by Dale Carnegie began on July 8, 2024. There will be a total of 8 sessions (1/week) through August 26, 2024.
- Ergonomics Assessments provided by Atlas Insurance for KPD Records personnel.
- Equipment/Driver Training: CDL Training (ongoing)

HR Manager, Classification and Pay and Labor Relations

- Reallocations Processed:
 - Civil Engineer II to Civil Engineer III
 - Equipment Operator II to Equipment Operator III
 - Equipment Operator II to Transfer Station Loader Operator (2)

- Desk Audits: Liquor Control Investigator II to Liquor Control Investigator Trainee
Ocean Safety Officer I to Program Administrative Coordinator
Police Records Technician I to Police Records Technician II
Project Manager to Civil Engineer I
Senior Clerk to DMV Service Representative I (2)
Water Service Investigator III to Supervising Water Service Investigator
- New Classes Adopted: Civil Engineer II to Civil Engineer III
- Administrative Reviews: None
- Class Amendments Completed:
 - Automatic Sprinkler System Repairer
 - Automotive Mechanic I
 - Plant Electrician
 - Plant Electrician Helper
 - Police Lieutenant
 - Police Sergeant
 - Sprinkler System Repair Worker

Recruitment and Exam

- Recruitment staff had a “meet and greet” with Kauai Police Department’s (KPD) Commission on Accreditation for Law Enforcement Agencies (CALEA) to discuss KPD’s various job classifications, recruitment strategies, etc.
- We are pleased to report that we had a very successful summer Internship Program which will be concluding soon with almost thirty (30) Interns participating this year.
- Recruitment:
 - Accounting Assistant (Exempt)
 - Assistant Electrical Inspector
 - Assistant to the HR Director (Exempt)
 - Automatic Sprinkler System Repairer
 - Automotive Mechanic I
 - Boards and Commissions Clerical Assistant (Exempt)
 - Bus Driver (Substitute) (Exempt)
 - CIP Coordinator (Exempt)
 - Constituent Relations Coordinator (Exempt)
 - Civil Engineer VI Manager
 - DMV Customer Service Assistant
 - Election Clerk (Exempt)
 - Electrical Inspector
 - Housing Quality Standards Inspector II (Exempt)
 - Plant Electrician Helper
 - Police Sergeant/Detective
 - Police Services Officer I
 - Program Administrative Coordinator (Exempt)
 - Program Specialist III
 - Supervising License Examiner and Inspector
 - Tax Collection Assistant
 - Van Driver (Substitute) (Exempt)

- Lists Referred to Departments:

Account Clerk
Accountant II
Accountant Trainee
Accounting Assistant (Exempt)
Accounting Technician
Assistant to the HR Director (Exempt)
Assistant Water Plant Operator
Automotive Mechanic I
Boards and Commissions Clerical Assistant (Exempt)
Bus Driver (Exempt)
CIP Coordinator (Exempt)
Civil Engineer I
Civil Engineer VI Manager
Clerk Dispatcher I (Exempt)
Constituent Relations Coordinator (Exempt)
Council Services Assistant I (Exempt)
DMV Customer Service Assistant (Exempt)
Election Clerk I (Exempt)
Electrical Inspector
Electronics Tradesperson
Equipment Operator III
Groundskeeper
Heavy Automotive and Construction Equipment Welder
Housing Quality Standards Inspector II (Exempt)
Human Resources Specialist I
Janitor II
Janitor Working Supervisor
Laborer I
Legal Clerk III
Liquor Control Investigator I
Ocean Safety Officer I
Park Caretaker I
Park Maintenance Administrator
Park Security Officer II
Parking Enforcement Worker
Personnel Management Specialist I
Planner III
Police Services Officer I
Pool Guard Trainee
Program Administrative Coordinator (Exempt)
Program Coordinator
Program Specialist II
Program Specialist III
Senior Clerk
Sexual Assault Forensic Examiner (SAFE) (Exempt)

Solid Waste Worker I
 Summer Youth Program (Exempt)
 Supervising Water Service Investigator
 Traffic Signs and Markings Helper
 Van Driver (Substitute) (Exempt)

- Written Exams Administered: Assistant Electrical Inspector
 Assistant Water Plant Operator (2)
 Building Inspector Aide
 Emergency Services Dispatcher I (3)
 Liquor Control Investigator Trainee
 Park Security Officer II
 Police Services Officer (2)
 Tax Collections Supervisor
 Traffic Signs and Markings Helper
- Oral Exams Administered: Janitor Working Supervisor
 Supervising Water Service Investigator
- Performance Exams Administered:
 Equipment Operator III
- Administrative Reviews: Building Inspector Aide (denied)

Payroll

- Meeting with Department of Public Works to plan for assumption of timekeeper duties for the department to allow for a more centralized payroll department.
- Standing meetings with Kauai Police Department payroll employees to allow for knowledge transfer and eventual assumption of timekeeper duties.
- Working on accrual tracking for all departments to provide to Finance and auditors.
- Continued learning on creation of new types of Workday reports for use by departments.
- Continued work on “Laundry List” to improve end user access (ongoing).
- June Gross Payroll:

15th	\$	4,582,115
EOM	\$	4,808,647
EUTF ACTIVE	\$	1,716,602
EUTF ACTIVE - DOW	\$	111,306
EUTF OPEB	\$	1,058,585
EUTF RETIREE	\$	1,866,915
ERS (RETIREMENT)	\$	2,389,087
SOC. SEC./MEDICARE	\$	499,867
PTS SS SAVINGS	\$	7,523

EEO/ADA/Investigator

- Completed investigation for another department.
- Addressed ADA questions that were sent to HR.
- Researching various EEO/ADA related issues.
- Providing twice-monthly ADA training during new hire orientation via Teams.

Goals and Objectives Report – COK Civil Service Commission
 Director of Human Resources Annette Anderson – Period of July 1, 2024 to June 30, 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. 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 and/or intended audience. 3. Include in Director’s reports to the CSC a list of policies to be revised and/or created. 4. Assess effectiveness of communication 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>	

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Goal #2 – Review and monitor the Human Resources Management System (HRMS) Project.			
Objectives	Success Measurements	Desired Outcome	Status
<p>G2A. Continue to “tweak” the Workday HRMS for full implementation throughout the County workforce.</p> <p>G2B. Continue to integrate and implement additional modules of the Workday HRMS.</p> <p>G2C. Continue to address individuals and/or departments experiencing problems or seeking improvements with the Workday HRMS.</p>	<ol style="list-style-type: none">1. Timelines and benchmarks are established and met for the completion of the work.2. Detailed monthly progress updates are provided to the CSC in the Director’s report.	<p>Complete the implementation of the HRMS to realize the full benefits of the system.</p>	

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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. <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, provide appropriate training to enhance the skills of HR staff members, and inquire of staff as to other types of desired training.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.	<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, union grievances/arbitrations, and lawsuits filed over the past three years, if possible, to identify most frequent root causes, if any.</p> <p>G4B. Work with Department Heads and key management personnel to review most frequent root causes, if any, and assess whether related training is needed.</p> <p>G4C. Based on assessment of training needs, if any, develop trainings program for impacted County of Kauai departments to address highest priority root causes.</p>	<ol style="list-style-type: none"> 1. Three year, if possible, review is completed and frequent root causes, if any, are identified. 2. A training plan/schedule is developed and implemented. 3. Claims are reduced over time. 4. Bi-annual progress reports are provided to the CSC including statistics on the number of HR related complaints, union grievances/arbitrations, litigation/lawsuits and settlements or awards (for which HR has knowledge) 	<p>Employee complaints, union grievances/arbitrations, and lawsuits are reduced for the County of Kauai, saving money, time, resources and creating a more positive work environment for all employees.</p>	

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Goal #5 – Refine and optimize recruitment and retention.			
Objectives	Success Measurements	Desired Outcome	Status
G5A. Identify best practices to optimize recruitment and retention functions. G5B. Prioritize and implement necessary changes.	<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.	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.	

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Goal #6 – Participate in State-wide union negotiations and interest arbitration hearings.			
Objectives	Success Measurements	Desired Outcome	Status
<p>G6A. Participate in union negotiations and interest arbitration hearings for eight bargaining units, for new contract period commencing 7/1/2025.</p> <p>G5B. Cast votes on behalf of the mayor regarding bargaining proposals and counter-proposals.</p>	<ol style="list-style-type: none">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.	<p>To assure that the interests of the County of Kauai are addressed and discussed during the collective bargaining process.</p>	