



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, October 1, 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 September 3, 2024

DIRECTOR OF HUMAN RESOURCES REPORT

CSC 2024-21 August/September 2024 period, October 1, 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, Grievance Arbitrations, Lawsuits
- 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 2024-22 Director of Human Resources Goals and Objectives for period July 1, 2024 to June 30, 2025. (on-going)

- a) Review updated report with 09/03/24 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, November 12, 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:	September 3, 2024	
Location	Boards and Commissions Conference Room	Start of Meeting:	3:00 p.m.	End of Meeting: 3:13 p.m.
Present	Commissioners: Chair Jeffrey Iida, Vice Chair Aimee Lorenzo, Robert Crowell, Beverly Gotelli, and Piikea Keyes-Saiki. Deputy County Attorney Mark Ishmael (<i>Microsoft Teams</i>). Director Human Resources Annette Anderson. Office of Boards and Commissions Staff: Administrator Ellen Ching and Commission Clerk Lisa Oyama.			
Excused	Commissioner Shelley Konishi, Commissioner Lauren O’Leary			
Absent				

SUBJECT	DISCUSSION	ACTION
Call To Order Roll Call	<p>Chair Jeffrey Iida called the meeting to order at 3:00pm.</p> <p>Chair Iida requested a roll call.</p> <p>Commission Clerk Lisa Oyama verified attendance:</p> <p>Commissioner Crowell replied present.</p> <p>Commissioner Gotelli replied here.</p> <p>Commissioner Keyes-Saiki replied here.</p> <p>Commissioner Konishi was excused.</p> <p>Commissioner O’Leary was excused.</p> <p>Vice Chair Lorenzo replied here.</p> <p>Chair Jeffrey Iida replied here.</p>	<p>Quorum was established with five commissioners present.</p>
Approval of Agenda	<p>Clarified that Executive Session minutes were on the agenda.</p>	<p>Ms. Gotelli moved to approve the agenda. Ms. Keyes-Saiki seconded the motion.</p> <p>Motion carried 5:0</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.</p>	

SUBJECT	DISCUSSION	ACTION
<p>Approval of Meeting Minutes</p>	<p>a) Open Session Minutes of August 6, 2024.</p>	<p>Ms. Gotelli moved to approve the open session minutes of August 6, 2024, as circulated. Mr. Crowell seconded the motion. Motion carried 5:0.</p>
<p>Director of Human Resources Report</p>	<p><u>CSC 2024-19 July/August 2024 period, September 3, 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, Grievance Arbitrations, Lawsuits • Goal 5 – Recruitment and Retention • Goal 6 – Union Negotiations and Interest Arbitration Hearings • 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>Director Anderson thanked the Chair and Commissioners for her evaluation and pay increase.</p> <p>Director Anderson briefed the commission on the July/August 2024 period, September 3, 2024, Meeting. <i>(Report on file).</i></p> <p>The Commissioners asked if in a few months they will be able to see if the free medical has made a difference in recruitment. Director Anderson hopes that they will be able to figure it</p>	

SUBJECT	DISCUSSION	ACTION
	<p>out to see if that is what made the difference. About 160ish of current employees switched plans.</p> <p>With no further questions from the commission, Chair Iida moved on to the next agenda item.</p>	
Business	<p><u>CSC 2024-20 Director of Human Resources Goals and Objectives for period July 1, 2024 to June 30, 2025. (on-going)</u></p> <p>a) Review updated report with 08/06/24 status information.</p> <p>b) Discussion and possible decision-making on other related matters.</p>	<p>Ms. Gotelli moved to accept the CSC 2024-20 Director’s report. Ms. Keyes-Saiki seconded the motion. Motion carried 5:0.</p>
Executive Session	<p>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.</p> <p><u>BUSINESS</u></p> <p>ES-02 Pursuant to Hawai‘i Revised Statutes § 92-4, §92-5(a)(4), §92-9(a)(1-4) and (b), the purpose of this Executive Session is for the Commission to approve or amend the Executive Session Minutes of August 6, 2024, and to consult with its attorney on issues pertaining to the Commission’s powers, duties, privileges, immunities, and /or liabilities as they may relate to this item.</p>	<p>With no discussion of the Executive Session Minutes of August 6, 2024, Mr. Crowell moved to approve ES-02 as circulated and Ms. Gotelli seconded the motion. Motion carried in Open session 5:0</p>

SUBJECT	DISCUSSION	ACTION
Return to Open Session	Commission did not go into Executive Session.	
Announcements	Next Meeting: Tuesday, October 1, 2024 – 3:00 p.m., in the Boards and Commissions Conference Room, Piikoi Building, 4444 Rice Street, Suite 300, Līhu‘e, HI 96766	
Adjournment		With no objections from the commission Chair Iida adjourned the meeting at 3:13 p.m.

Submitted by: _____
Anela Davis, Administrative Specialist

Reviewed and Approved by: _____
Jeffrey Iida, Chair

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

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

**October 1, 2024 Meeting
Report Covering August/September 2024**

Goal 1--Policies—New or Revised

- Continue to revise all HR documents including policies to ensure gender neutral terms (on-going).
- Review of department-specific policies prior to consulting with unions (two departments).

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

Goal 2--Workday and HRMS Project

- Continued bi-weekly meetings regarding the Workday Recruitment and Performance Modules. Upon receiving access to the new system in late August to test and determine if changes should be made, it was determined that an extension of the October 1, 2024 go-live dates for the two modules was needed, with Performance extended to November 1, 2024 and Recruitment extended to December 1, 2024. This will allow for more testing to assure that the systems work as intended, and that there is sufficient time to train the end users.
- HR Recruitment staff meets weekly with IT staff to receive training on “Crystal Reports,” which will be used to access information from the current recruitment system, Neogov, once Neogov contract is terminated and the Workday Recruitment system is operating.

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

Goal 3--Training Priorities

- Virtually all of HR staff attended the training by Greg Stube entitled *Lessons Learned from the Battlefield*. Many other departments had their employees attend. There was a choice of two days and over 300 employees attended.
- Police Leadership training was completed in late August, 2024.
- HR Recruitment staff being trained on Crystal Reports (see above).

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

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

- Continue to work with deputy county attorney to prepare for three separate grievance arbitration hearings.
- One internal complaint received regarding harassment. DHR assisting the department to procure an outside investigator.

[Goal 4, Objective G4A. & G4B.; Success Measurement 2.]

Goal 5--Recruitment and Retention

- Quarterly Report:
 - 1) Revised a Supplement Agreement to provide for higher recruitment and retention differentials for certain civilian employees within Kauai Police Department to assure critical services are provided to the public.
 - 2) Working on a Supplemental Agreement for civil engineers to mirror the State of Hawaii's new salary schedule.
 - 3) New job postings/recruitment strategies now highlight the free medical premium.

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

Goal 6—Union Negotiations and Interest Arbitration Hearings

- Negotiations are in full swing for all bargaining units. Thus far, negotiations have been held in-person on Oahu with SHOPO (police), HFFA (fire), and HGEA units (white collar; blue collar supervisors, white collar supervisors, professional, and Ocean Safety). In addition, various employer caucuses were held either in-person or virtually. UPW (blue collar) negotiations were initially scheduled for late August, but UPW cancelled. A new date has yet to be scheduled.

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

Monthly Report from HR Divisions/Sections

Administrative Services and Benefits

- Provided guidance to departments on various personnel issues, including internal investigations, disciplinary actions, performance reviews and improvement plans, employee assistance program (EAP), conflict/complaints, attendance/leave, benefits, ADA accommodations, personnel transactions, etc.
- New Hires:
 - 1 Assistant Water Plant Operator
 - 1 Bus Driver (exempt)
 - 1 Council Services Assistant I (exempt)
 - 1 Deputy Prosecuting Attorney (exempt)
 - 3 Janitor II
 - 1 Liquor Control Investigator Trainee
 - 1 Park Caretaker I
 - 1 Planner I
 - 1 Pool Guard Trainee
 - 1 Project Management Compliance Assistant (exempt)
 - 2 Van Driver (exempt)
- Exit Interviews (Retirees): 5 of 5
- TDI Applications None
- Family Leave: 9 approved
- Leave Sharing: None
- Reference Checks: 7
- 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 abuse and testing; Coordinating various trainings.
- Six (6) new workers' compensation claims were filed this month.
- Bi-monthly reviews of selected workers' compensation claims were held on September 10, 2024. Twenty-three (23) claims were reviewed and discussed.
- Safety Training – Bloodborne Pathogens training for new hires.
- First Aid Training for Parks and Recreation.
- Leadership Training for Police Department leaders was completed on August 26, 2024, following the final session of eight (8) total weekly sessions.
- Greg Stube, 23-year veteran of the U.S. Army Green Berets, led two (2), four (4)-hour training sessions on leadership, on September 4, 2024 and September 6, 2024. The presentation discuss leadership, as well as team dynamics and resiliency. A total of three hundred twenty-six (326) employees attended.
- Safety inspections completed for Public Works' Landfill and Hanapepe Refuse Transfer Station August 21, 2024. Inspection reports were provided to the department for review and mitigation.
- Equipment/Driver Training:
 - CDL Training (ongoing)
 - Hook lift Training
 - Double Axle Refuse Truck
 - Single Axle Refuse Truck

Tandem Truck
Water Tanker
Hook lift
Roll off – Cable Lift Truck
Grader
Auto Tractor with Trailer
Excavator

HR Manager, Classification and Pay and Labor Relations

- Reallocations Processed:
 - Account Clerk to Tax Collection Assistant
 - Accountant II to Accountant III
 - Administrative Assistant I to Accountant Trainee
 - Clerk Dispatcher I to Transit Dispatcher I
 - Clerk Dispatcher I to Transit Dispatcher II
 - Clerk Dispatcher II to Transit Dispatcher II
 - Clerk Dispatcher II to Transit Dispatcher III
 - Customer Service Representative I to Customer Service Representative II
 - Evidence Custodian Assistant to Police Evidence Custodian I
 - Highway Maintenance Manager to Project Management Compliance Assistant
 - Human Resources Specialist I to Human Resources Specialist II
 - Land Use Permit Technician to Planner I
 - Ocean Safety Officer II to Ocean Safety Officer I
 - Planner III to Planner I
 - Planner V to Planner VI
 - Planning Inspector I to Planning Inspector II
 - Police Services Officer to Police Officer I
 - Program Specialist II to Program Specialist I
 - Real Property Appraiser I to Real Property Appraiser II
 - Senior Clerk to IT Systems Project Administrator
- Desk Audits: None
- New Classes Adopted: None
- Administrative Reviews: None
- Class Amendments Completed:
 - Driver License Examiner I
 - Driver License Examiner II

Recruitment and Exam

- Working with the Fire Department on their annual promotional testing for Fire Fighter II, Fire Fighter III and Fire Captain.
- Recruitment:
 - Accountant III
 - Accountant IV
 - Administrative Assistant I
 - Assistant to the HR Director (Exempt)
 - Assistant Program Coordinator

Background Investigator (Exempt)
 Bus Driver (Substitute) (Exempt)
 CIP Coordinator (Exempt)
 County Assistant Executive on Aging
 Customer Service Representative II
 Deputy Prosecuting Attorney (Exempt)
 Detention Facility Worker (Exempt)
 DMV Service Representative III
 Electrical Inspector
 Executive Operations Manager (Exempt)
 Heavy Vehicle and Construction Equipment Mechanic I
 Investigator (Exempt)
 Landfill Operations Assistant
 Lead Pipefitter
 Maintenance Worker II
 Park Caretaker II
 Park Security Officer I
 Payroll Specialist II
 Police Officer I
 Private Secretary (Exempt)
 Professional Standards Specialist (Exempt)
 Program Administrative Officer
 Project Management Compliance Assistant (Exempt)
 Repair Shop Utility Worker
 Sanitary Chemist
 Senior Clerk
 Solid Waste Worker II
 SQL Data and Analytics Administrator (Exempt)
 Tax Clerk
 Tax Collection Assistant
 Transfer Station Loader Operator
 Transit Dispatcher I (Exempt)
 Transit Dispatcher II (Exempt)
 Transit Dispatcher III (Exempt)
 Van Driver (Substitute) (Exempt)
 Wastewater Plant Operator IV

- Lists Referred to Departments:

Accountant I
 Accountant II
 Assistant Program Coordinator
 Assistant to the HR Director (Exempt)
 Automatic Sprinkler System Repairer
 Automotive Storekeeper I (Exempt)
 Background Investigator (Exempt)
 Bus Driver (Exempt)
 Bus Driver (Substitute) (Exempt)
 CIP Coordinator (Exempt)

Code Enforcement and Permit Operations Clerk
 Computer Systems Support Technician I
 Council Services Assistant (Exempt)
 Customer Service Representative II
 Deputy Prosecuting Attorney (Exempt)
 Detention Facility Worker (Exempt)
 Emergency Services Dispatcher I
 Equipment Operator III
 Executive Operations Manager (Exempt)
 Fire Fighter III
 Golf Course Groundskeeper
 Groundskeeper
 Heavy Vehicle and Construction Equipment Mechanic I
 Human Resources Specialist II
 Investigator (Exempt)
 Janitor II
 Legal Clerk III
 Maintenance Worker II
 Ocean Safety Officer I
 Park Caretaker I
 Parking Enforcement Worker
 Payroll Specialist II
 Police Officer I
 Police Services Officer
 Private Secretary (Exempt)
 Professional Standards Specialist (Exempt)
 Program Specialist I
 Program Specialist II
 Project Management Compliance Assistant (Exempt)
 Refuse Collection Equipment Operator
 Sanitary Chemist I
 Senior Clerk
 Senior Clerk (Exempt)
 SQL Data and Analytics Administrator (Exempt)
 Transit Dispatcher I (Exempt)
 Transit Dispatcher II (Exempt)
 Transit Dispatcher III (Exempt)
 Utility Worker (Exempt)
 Van Driver (Substitute) (Exempt)
 Wastewater Plant Operator IV
 Account Clerk
 Assistant Water Plant Operator
 Emergency Services Dispatcher I
 Heavy Vehicle & Construction Equipment Mechanic II
 Liquor Control Investigator Trainee
 Maintenance Worker II

- Written Exams Administered:

Account Clerk
 Assistant Water Plant Operator
 Emergency Services Dispatcher I
 Heavy Vehicle & Construction Equipment Mechanic II
 Liquor Control Investigator Trainee
 Maintenance Worker II

- Oral Exams Administered: Police Sergeant0Detective
Police Services Officer
Public Safety Worker I
Water Meter Mechanic Helper
- Performance Exams: Code Enforcement and Permit Operations Clerk
Equipment Operator III
Ocean Safety Officer I
Refuse Collections Equipment Operator
- Administrative Reviews: None

Payroll

- Various meetings have occurred and continue to occur between payroll staff and staff from the Department of Public Works to work through the details of the transition of timekeeper duties for the Department of Public Works to DHR Payroll Division.
- Training of certain employees of the Department of Public Works to enhance their time entry skills.
- Began twice-a-month meetings between payroll staff and KPD for the eventual transition of timekeeper duties from KPD to DHR Payroll Division.
- Continued work on “Laundry List” to improve end user access (ongoing).
- August Gross Payroll:

15th	\$	4,896,259
EOM	\$	4,766,808
EUTF ACTIVE	\$	946,153
EUTF ACTIVE DOW	\$	57,267
EUTF OPEB	\$	596,883
EUTF RETIREE	\$	880,533
ERS (RETIREMENT)	\$	2,475,649
SSI/MEDICARE	\$	520,973
PTS SS SAVINGS	\$	11,339

EEO/ADA/Investigator

- New Hire Orientation Presentation (Virtual).
- Assisted departments with accommodation requests.
- Review and research re accessibility issue.
- Assisting department with self-audit for accessibility.

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>	<p>08/06/24-G1A,G1B&G1D-1,2,3&4: Policies—New or Revised</p> <ul style="list-style-type: none"> • Recruitment staff are drafting an Oral Exam Policy while implementing a pilot program to administer oral (versus written) exams for a variety of positions. • Recruitment, Classification and Labor Division staff are reviewing the respective sections in 1) the Rules of the Director and 2) Civil Service Commission rules to determine if amendments are necessary. • Payroll division explored the option/need for a policy pertaining to compensatory cash out upon transfer between departments. • The Employee Development and Health Services unit is reviewing the Health and Safety Policy for potential revisions, which includes multiple areas pertaining to safety (e.g., Respirator Protection, Bloodborne Pathogens, Hearing Conservation, Hazard Communication, etc.). <p>09/03/24-G1A,G1B&G1D-1,2&3: Policies—New or Revised</p> <ul style="list-style-type: none"> • Finalized the Performance Testing Policy. In collaboration between the Recruitment and Safety Divisions, there is now a standardized testing procedure, with the creation of a manual reflecting all positions and the equipment involved with the performance testing. Communication to those impacted has occurred. • Continue to revise all HR 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. 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>	<p>08/06/24-G2A,G2B&G2C-1&2: Workday and HRMS Project</p> <ul style="list-style-type: none"> • 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. <p>09/03/24-G2A,G2B&G2C-1&2: Workday and HRMS Project</p> <ul style="list-style-type: none"> • The design phase of the Workday Recruitment and Performance Modules is almost complete with Accenture providing a demonstration of the new system. The next phase is to test and determine if there are any changes that should be made. The roll out of new modules is on schedule pursuant to the terms set forth in the vendor contracts. • Continued weekly meetings to address the list of desired improvements to Workday payroll and time and attendance.

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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>i.e.</i> 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>	<p>08/06/24-G3A,G3B-1,2&3: Training Priorities:</p> <ul style="list-style-type: none">• 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. <p>09/03/24-G3A,G3B-1,2&3: Training Priorities:</p> <ul style="list-style-type: none">• Exploring the use of Manager Dashboard in Workday for instructional aids and videos. Looking a possible multiple dashboards to avoid overload. Seeking input from the departments in order to meet their needs.• Recruitment and payroll staff are in the process of participating in relevant training webinars for their particular areas of work.• HR Staff is working with a number of departments to coordinate trainings specific to their needs.

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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>	<p>08/06/24-G4A-4: <u>Employee Complaints</u></p> <ul style="list-style-type: none"> • 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. <p>09/03/24-G4A & G4B-2: <u>Employee Complaints</u></p> <ul style="list-style-type: none"> • Step 2 Grievance hearing held re disputed resignation. • Various meetings held with deputy county attorney to prepare for three separate grievance arbitration hearings. • One internal complaint received regarding discrimination, harassment, and retaliation. Met with representative to discuss next steps. • One complaint received from member of the public regarding Transportation Agency and bus driver conduct; HR staff assisting the Agency in responding to the complaint.

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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"> 1. Develop a plan for implementation with timelines and benchmarks. 2. Quarterly progress reports are provided to the CSC. 	<p>The County of Kauai has a strategy in place to recruit and retain a robust workforce with the right individuals in the right positions that minimizes vacancies.</p>	<p>08/06/24-G5A&G5B-1: Recruitment and Retention</p> <ul style="list-style-type: none"> • 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. <p>09/03/24-G5A & G5B-1: Recruitment and Retention</p> <ul style="list-style-type: none"> • With the upcoming implementation of the new free medical premiums, all job positions have been revised to start with the following new statement: “The County of Kauai announces Free Health Care Premium Coverage for employees and their families beginning September 1, 2024 including medical, prescription drug, vision and dental plans.” • Recruitment staff met with the Department of Finance to discuss their supervisory organizational structure at Driver’s Licensing to create succession pathways for entry level positions and produce qualified applicants internally. • No change in last month’s vacancy rate of 16.4% (217 vacancies out of 1,328 positions). It should be noted that there were a number of internal promotions and transfers, along with new hires and terminations, resulting in the “no change”.

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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>G6B. 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>	<p>08/06/24-G6A&G6B-1, 2, & 3: <u>Union Negotiations and Interest Arbitration Hearings</u> • 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.</p> <p>09/03/24-G6A & G6B-1, 2, & 3: <u>Union Negotiations and Interest Arbitration Hearings</u> • The first bargaining session with one bargaining unit was held on Oahu on August 19, 2024, with others to follow thereafter.</p>