



CIVIL SERVICE COMMISSION

JEFFREY IIDA, CHAIR
ROBERT CROWELL, VICE CHAIR

BEVERLY GOTELLI, COMMISSIONER
PIIKEA KEYES-SAIKI, COMMISSIONER
SHELLEY KONISHI, COMMISSIONER
AIMEE LORENZO, 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 or pseudonym, 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.
- **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 or pseudonym, 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 Chair's 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 speakers who have registered.

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 6, 2026
3:00 p.m. or shortly thereafter
Piikoi Building, Boards and Commissions Conference Room
4444 Rice Street, Suite 300, Lihue, 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 1, 2026

COMMUNICATIONS

DIRECTOR OF HUMAN RESOURCES REPORT

CSC 2026-22 August 2026 /September 2026 period, October 6, 2026 Meeting

Monthly Report

- Miscellaneous
- 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
- 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
 - EEO/ADA

BUSINESS

CSC 2026-23 Director of Human Resources Goals and Objectives for period July 1, 2026 to June 30, 2027. (on-going)

a) Review updated report with 09/01/26 status information.

CSC 2026-24 Discussion and possible action to reschedule November 3, 2026 meeting.

EXECUTIVE SESSION

None Anticipated

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: TBD

ADJOURNMENT

cc: Deputy County Attorney Mahealani Krafft
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 1, 2026	
Location	Boards and Commissions Conference Room		Start of Meeting: 3:00 p.m.		End of Meeting: 3:14 p.m.
Present	Chair Jeffrey Iida. Vice Chair Robert Crowell. Commissioners: Piikea Keyes-Saiki, Shelley Konishi, and Lauren O’Leary. Deputy County Attorney Mahealani Kraftt. Office of Boards and Commissions Staff: Administrator Ellen Ching, Commission Clerk Anela Davis. Director Human Resources Annette Anderson				
Excused	Commissioners: Beverly Gotelli, Aimee Lorenzo.				
Absent					
SUBJECT		DISCUSSION		ACTION	
Call To Order Roll Call		Administrator Ellen Ching called the meeting to order at 3:00 p.m. and conducted roll call: Commissioner Gotelli excused. Commissioner Keyes-Saiki replied here. Commissioner Konishi replied here. Commissioner Lorenzo excused. Commissioner O’Leary replied here. Vice Chair Crowell replied here. Chair Iida replied here.		Quorum was established with five commissioners present.	
Approval of Agenda		Chair Iida called for a motion to approve the agenda.		Ms. Konishi moved to approve the agenda. Ms. O’Leary seconded the motion. Motion carried 5:0	
Public Comments and Testimony		None was received and no one from the public was in the audience, so they did not need to ask for public comments or testimony before each agenda item.			
Approval of Meeting Minutes		a) Open Session Minutes of August 4, 2026. Chair Iida called for a motion to approve the minutes of August 4, 2026.		Ms. Konishi moved to approve the open session minutes of August 4, 2026. Ms. Keyes-Saiki seconded the motion. Motion carried 5:0.	

SUBJECT	DISCUSSION	ACTION
Communications	None	
Director of Human Resources Report	<u>CSC 2026-19 July 2026/August 2026 period, September 1, 2026 Meeting Monthly Report</u> • 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 • 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 • EEO/ADA HRD Anderson summarized reports for July/August based upon the goals (on file). She highlighted the payroll staff who continue to help departments with Workday and other payroll issues. HR annual report to the mayor has been completed and is quite lengthy, she has included some of the statistics in this report (on file). There continues to be negotiations with unions and employer jurisdictions and the different memorandums of agreements, in particular SHOPO and Fire-Ocean Safety. There were no questions from the commissioners. Chair Iida thanked Ms. Anderson for her report.	

SUBJECT	DISCUSSION	ACTION
Business	<u>CSC 2026-16 Director of Human Resources Goals and Objectives for period July 1, 2025 to June 30, 2026. (on-going)</u> a) Review updated report with 06/02/26 status information.	Ms. Konishi moved to accept CSC 2026-16 Director's goals and objectives for period July 1, 2025-June 30, 2026. Ms. Keyes-Saiki seconded the motion. Motion carried 5:0.
	<u>CSC 2026-17 Discussion and possible action on Director of Human Resources Evaluation for Fiscal Year period July 1, 2025-June 30, 2026. (Deferred 08/04/26)</u> Ms. Konishi appreciated all the comments from fellow commissioners, and that she feels the director is doing a great job. Ms. Ching went over the draft evaluation report and explained what would be on the final evaluation.	Ms. O'Leary moved to approve CSC 2026-17 Director of Human Resources draft evaluation for period July 1, 2025-June 30, 2026 to the September 1, 2026 meeting. Ms. Konishi seconded the motion. Motion carried 5:0.
	<u>CSC 2026-20 Discussion and possible action on a salary increase for the Director of Human Resources.</u> Ms. Ching went over the salary resolution maximum increase for the HR Director. Ms. O'Leary acknowledged that she's doing a very good job and open to new ideas and would hate to lose her. Ms. Keyes-Saiki agreed.	Ms. Konishi moved to increase the Director of Human Resources salary to \$152,976.00. Ms. O'Leary seconded the motion. Motion carried 5:0

SUBJECT	DISCUSSION	ACTION
		Ms. Keyes-Saiki moved to make salary increase effective 7/1/2026. Ms Konishi seconded the motion. Motion carried 5:0
	<u>CSC 2026-21 Director of Human Resources Goals and Objectives for period July 1, 2026 to June 30, 2027. (on-going)</u> a) <u>Review updated report with 08/04/26 status information.</u>	Ms. Konishi moved to receive CSC 2026-21. Ms. O’Leary seconded the motion. Motion carried 5:0
Executive Session	The Commission did not go into executive session.	
Announcements	Next Meeting: Tuesday, October 6, 2026 – 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 3:14 p.m.

Submitted by: _____
Anela Davis, Administrative Assistant

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 6, 2026 Meeting
Report Covering August/September 2026**

Miscellaneous

Prior to the arrival of Hurricane Lowell, HR Director and both HR Managers worked with the administration regarding the potential need for administrative leave, which the mayor ultimately granted for non-essential workers from September 8 through 11, 2026. Work continued within HR however to address issues as they arose.

The Civic Center Fire on the evening of September 9, 2026 resulted in the destruction of the interior of the Kapule building that housed a number of County offices, including the DMV. The fire sprinkler system caused extensive damage to the IT's offices that are located in the basement of the Kapule building, which damaged the computer servers that house many of the County's software systems and shared computer drives.

Fortunately, our Payroll division was able to process the September 15, 2026 paychecks since our Workday system is cloud based. Unfortunately, while we await restoration of the servers, we do not have access to our shared drives, which limits certain functions. The same is true for those software systems that are still not functioning.

Although we arrived in the office on Monday 9/14/26 to listen to the mayor's meeting with all employees via Teams, because we had no internet, air conditioning or phones, staff were allowed to return home and telework if they had power and internet. Teleworking continued from September 5 through September 17, 2026.

As of September 21, 2026, HR offices had regained electricity, internet, air conditioning and phone service.

Goal 1--Policies—New or Revised

- On-going--Internal discussions with division heads regarding potential updated policies—more discussion is needed before final decision is made.
- The monthly meetings with subject matter experts from other jurisdictions to discuss possible revisions to pay administration rules for when employees move from one bargaining unit to another were suspended during the days following the hurricane and fire but will resume soon.

[Goal 1, Objectives G1A., G1B., G1C, & G1.D, Success Measurements 1, 2, 3, & 4.]

Goal 2--Workday and HRMS Project

- Ongoing--The HRMS team continues to meet weekly; there are always Workday issues that need to be discussed. The implementation consultant, Accenture, continues to assist in tweaking the system to meet specific needs concerning various positions and/or methods of pay.
- The semi-annual updates to Workday have been reviewed by our HRMS team, and employees have been informed of the updates that will affect them.

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

Goal 3--Training Priorities

- Payroll staff conducted the following trainings in the past month:
 - Public Works, Refuse Division
 - Department of Water Operations Division
 - KPD Dispatch
 - KFD Captains, Bureau Chiefs, and Operations
- Payroll staff received training on various topics during their monthly meeting.
- Administrative Services Division has scheduled the following trainings for November:
 - Social Style Workshop with Leadership Works
 - Emotional Intelligence
 - First Aid/CPR Training

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

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

- Received two complaints from the same complainant in another department alleging harassing conduct. HR will investigate.
- Received two complaints from applicants who were denied paratransit ridership. HR will investigate.
- HRD and two HR managers working with a department concerning reinstatement of a terminated employee who was awarded reinstatement by an arbitrator.

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

Goal 5--Recruitment and Retention

- On-going--Weekly meetings between recruitment staff and the Transportation Agency, Parks and Recreation, Department of Water, KPD and Public Works to discuss recruitment needs.
- Following Hurricane Lowell, many residents did not have power or internet. As a result, recruitment staff set up satellite centers around the island mainly for the popular posting of the Fire Fighter Trainee position (see attached). This way, those without internet can come to the satellite center and apply via HR's laptop. In addition, we will also be promoting the Police Services Officer continuous recruitment since both positions are for first responders.
- Following the fire at the Civil Center, the County's Laserfiche (data management) system is inoperable. The classification division has created a temporary alternate process for departments to use, which will allow classification work to continue.
- Data regarding the free medical benefit option:
 - Job Applicant Data:
 - Of the three hundred twelve (312) applications received,
 - One hundred six (106) applicants (approximately 34%) responded that they were aware of the free medical benefit and it was a factor in applying==previous month was 28%;
 - Ninety (90) applicants (approximately 29%) responded that they were aware of the free medical benefit and it was not a factor in applying ==previous month was 25%;
 - One hundred sixteen (116) applicants (approximately 37%) responded that they were not aware of the benefit==previous month was 47%.
 - New Hires:
 - Aware but not a factor (4)==previous month was (2).
 - Unaware of benefit (5)==previous month was (5).
 - Aware and a factor in applying (0)==previous month was (5).

- Termination Data:
 - Not a factor but liked benefit (1)==previous month was (2).
 - Factor (0)==previous month was (2).
 - Not a factor and no interest in benefit (1)==previous month was (1).
- Vacancy Rate
 - FY2027: 190 vacancies/1341 positions = 14.2%. In FY2025, the vacancy rate was 16.5%. In FY2026 it was 14.8%.
Overall increase of 4 vacancies from prior month 186 to 190.
- Job Fairs
 - Recruitment staff attended the UH Engineering Fair on Oahu along with representatives from Department of Water and Public Works-Engineering.

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

Goal 6—Union Negotiations and Interest Arbitration Hearings

- Employer caucus to discuss renewal and revising of state-wide memorandum of agreement with union.
- One union filed a prohibited practice complaint with the Hawai'i Labor Relations Board regarding language in a proposal from past negotiations that union believes was agreed to and employer group disputes that there was agreement. Working with attorneys to prepare for the hearing on the merits later this year.
- Attended Council public hearing for BU 11 Firefighters multi-year funding for settlement agreement.
- Attended three Council meeting for BU 15 Ocean Safety Officers for funding of arbitration award; Council approved.

[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 but not limited to internal investigations, disciplinary actions, performance reviews and improvement plans, employee assistance program (EAP), conflict/complaints, attendance/leave, benefits, personnel transactions, etc.
- New Hires:
 - 1 Beach Safety Officer (exempt)
 - 1 Building Permit Clerk I
 - 1 Bus Driver (exempt)
 - 2 Bus Driver-Substitute (exempt)
 - 1 Community Service Program Assistant
 - 1 Emergency Services Dispatcher I
 - 1 Information Technology Specialist III
 - 1 Janitor II
 - 1 Laborer I
 - 1 Ocean Safety Officer I
 - 1 Park and Facility Worker I
 - 1 Special Assistant to the Parks and Recreation Director
 - 1 Van Driver-Substitute (exempt)
- Exit Interviews (Retirees): 1 of 1
- TDI Applications 1 denied
- Family Leave: 6 approved, 1 denied
- Leave Sharing: None
- Reference Checks: 8
- Employment Verifications: 10

Employee Development and Health Services

- Provided guidance to department supervisors and employees on various safety-related issues and concerns including drug/alcohol abuse and testing, coordinating various trainings, and conducting internal investigations.
- Eight (8) new workers' compensation claims were filed this month.
- Bi-monthly Workers' Compensation Claims meeting that was scheduled for September 15, 2026, was cancelled due to systems/accessibility issues (hurricane/fire). Next meeting scheduled for November 17, 2026.
- Bloodborne Pathogens Training (14 employees)
- Equipment/Driver Training:
 - CDL Training (ongoing)
 - Automated Refuse Truck
 - Bucket Truck
 - Tandem Dump Truck

HR Manager, Classification and Pay and Labor Relations

- Following the fire at the Kapule Building at the Civic Center, Laserfiche is not accessible and therefore, an alternative processing system was set up for departments to submit classification requests via email.
- HR Manager reviewed the draft report with the consultants for the salary study for elected and appointed officials. Unfortunately, due to the hurricane and fire, a Salary Resolution will not be submitted for the coming year. However, Boards and Commissions will schedule a meeting to have the Salary Commission receive the report and will leave it up to the next administration to decide on moving the recommendations forward or not.
- Reallocations Processed: Accountant Trainee to Accountant I

Accounting Assistant to Fiscal Officer II
 Bus Driver redescription (5)
 Bus Driver to Van Driver (Substitute)
 Business Administrator to Program Support Assistant II
 Civil Engineer V to Principal Project Manager
 Civil Engineer V to Waterworks Inspector
 CZM Enforcement Officer redescription
 Equipment Operator II redescription
 Equipment Operator II to Equipment Operator IV
 Highway Construction & Maintenance Supervisor I redescription
 Planner I to Planner II (2)
 Planner II to Planner III
 Police Officer I to Police Officer II
 Principal Project Manager to Project Management Officer
 Program Support Assistant II to Engineering Program Assistant
 Real Property Appraiser Specialist to Real Property Appraiser I
 Special Project Manager to Special Assistant to the Parks & Recreation Director
 Transit Dispatcher III to Transit Dispatcher I
 Van Driver (Substitute) redescription

- Desk Audits/Job Analysis: None
- New Classes Adopted: None
- Administrative Reviews: None
- Class Amendments Completed: Automotive Mechanic I
 Automotive Mechanic II
 Waterworks Program Assistant
 Waterworks Program Technician

Recruitment and Exam

- Continue to work with the Kauai Police Department (KPD) to support their “recruitment road show” to San Diego and Las Vegas. Unfortunately, the scoring sheet template for the Police Services Officer test is currently not accessible as it is housed on the shared drive which is currently unavailable due to the fire. Staff are working to rebuild the scoring sheet to ensure we can score tests for the KPD road show
- Recruitment: Accountant I
 Accountant II
 Accountant Trainee
 Assistant Wastewater Plant Operator I
 Automotive Mechanic I
 Battalion Fire Chief (2)
 Bus Driver (Exempt)
 Equipment Operator III
 Fiscal Management Officer
 Geographic Information Systems (GIS) Analyst I
 Geographic Information Systems (GIS) Analyst II
 Geographic Information Systems (GIS) Analyst III
 Human Resources Clerk I
 Human Resources Clerk II
 Information Technology Specialist V
 Park Security Officer I

- Planner I
- Planner II
- Program Specialist II
- Project Manager
- Sexual Assault Forensic Nurse Examiner (SAFNE) (Exempt)
- Senior Clerk
- Special Assistant to the Parks & Recreation Director (Exempt)
- Referred to Departments/Interview
 - Accountant I
- Scheduled:
 - Accountant II
 - Accountant Trainee
 - Automotive Mechanic I
 - Battalion Fire Chief
 - Building Plans Examiner I
 - Civil Engineer III
 - Commission Support Clerk
 - County Auditor (Exempt)
 - Emergency Services Dispatcher I
 - Equipment Operator II
 - Fiscal Officer II
 - Highway Construction & Maintenance Supervisor I
 - Human Resources Clerk I
 - Parking Enforcement Worker
 - Police Records Technician I
 - Police Services Officer II
 - Project Manager
 - Public Safety Worker I
 - Real Property Appraiser I
 - Recreation Worker I
 - Recreation Worker II
 - Refuse Collection Equipment Operator
 - Senior Police Records Clerk
 - Transit Dispatcher I (Exempt)
 - Transit Dispatcher II (Exempt)
 - Transit Dispatcher III (Exempt)
 - Van Driver (Substitute) (Exempt)
 - Waterworks Inspector Aide
- Written Exams Administered:
 - Police Services Officer I
 - Police Services Officer II
- Oral Exams Administered:
 - Highway Construction & Maintenance Supervisor I
- Performance Exams Administered:
 - Equipment Operator II
 - Highway Construction & Maintenance Supervisor I
 - Refuse Collection Equipment Operator
- Administrative Reviews:
 - None

Payroll

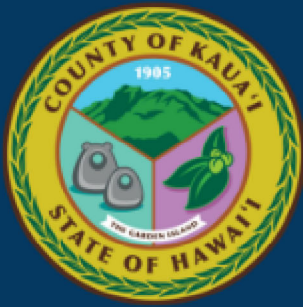
- On-going--Conducted twice monthly new hire orientation training.
- August & September **Gross Payroll:**

14-Aug	\$	5,309,493	
31-Aug	\$	5,231,445	
EUTF ACTIVE	\$	1,491,900	
EUTF ACTIVE - DOW	\$	114,989	
EUTF OPEB	\$	478,031	
EUTF RETIREE	\$	1,028,602	
ERS (RETIREMENT)	\$	3,833,036	
SOC. SEC./MEDICARE	\$	288,836	
PTS SS SAVINGS	\$	11,277	

15-Sep	\$	5,343,563	
30-Sep	\$	5,863,359	
EUTF ACTIVE	\$	1,524,489	
EUTF ACTIVE - DOW	\$	118,341	
EUTF OPEB	\$	489,405	
EUTF RETIREE	\$	1,017,678	
ERS (RETIREMENT)	\$	2,716,063	
SOC. SEC./MEDICARE	\$	618,982	
PTS SS SAVINGS	\$	4,878	

EEO/ADA/Investigator—Human Resources Specialist

- HR Specialist returned to work after an extended family medical leave. The current projects are:
 - Working on four workplace investigations
 - Working on two EEOC matters
 - ADA Accommodation follow up
 - Various other tasks involving ADA issues



WE'RE *hiring*

POLICE SERVICES OFFICER & FIRE FIGHTER TRAINEE

APPLY ONLINE NOW!



Accepting Fire Fighter
Trainee applications until
SEPTEMBER 25, 2026



ANAHOLA CLUBHOUSE



Thursday - September 17, 2026

8:00 AM – 10:00 AM

4:00 PM – 6:00 PM



WAIMEA FIRE STATION 7



Monday - September 21, 2026

8:00 AM – 10:00 AM



Tuesday - September 22, 2026

4:00 PM – 6:00 PM



NO INTERNET?
No Problem



APPLY IN PERSON
at the locations below



KOLOA FIRE STATION 4



Thursday - September 17, 2026

8:00 AM – 10:00 AM

4:00 PM – 6:00 PM



HANALEI FIRE STATION 1



Tuesday - September 22, 2026

8:00 AM – 10:00 AM



Thursday - September 24, 2026

4:00 PM – 6:00 PM

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HRRECRUITMENT@KAUAI.GOV

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EQUAL OPPORTUNITY EMPLOYER

Goals and Objectives Report – COK Civil Service Commission

Director of Human Resources Annette Anderson – Period of July 1, 2026 to June 30, 2027

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
G1A. Identify any Human Resources policies that should be revised and any gaps in existing policies. G1B. Draft and implement revised and/or new policies as deemed necessary. G1C. Assure that revised and/or new policies are communicated to County personnel and/or intended audience. G1D. Schedule systemic review of policies as technology and systems are implemented.	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.	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.	08/04/26-G1A,G1B&G1D-1,2,3,&4: Policies—New or Revised • On-going--Internal discussions with division heads regarding potential updated policies—more discussion is needed before final decision is made. • Meeting held with subject matter experts from other jurisdictions and their HR Directors to discuss possible revisions to pay administration rules for when employees move from one bargaining unit to another. On-going monthly meetings will be scheduled. • Director and HR Managers met with HR Specialist III to review/finalize the revised the policy against discrimination, harassment, and retaliation. Thereafter, revised policy will be sent to attorney for review. 09/01/26-G1A,G1B&G1D-1,2,3,&4: Policies—New or Revised • On-going--Internal discussions with division heads regarding potential updated policies—more discussion is needed before final decision is made. • On-going monthly meetings with subject matter experts from other jurisdictions to discuss possible revisions to pay administration rules for when employees move from one bargaining unit to another.

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

Objectives	Success Measurements	Desired Outcome	Status
G2A. Continue to “tweak” the Workday HRMS for full implementation throughout the County workforce. G2B. Continue to integrate and implement the final module of the Workday HRMS. G2C. Continue to address individuals and/or departments experiencing problems or seeking improvements with the Workday HRMS.	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.	Complete the implementation of the HRMS to realize the full benefits of the system.	08/04/26-G2A,G2B&G2C-1&2: <u>Workday and HRMS Project</u> • Ongoing--The HRMS team continues to meet weekly; there are always Workday issues that need to be discussed. The implementation consultant, Accenture, continues to assist in tweaking the system to meet specific needs concerning various positions and/or methods of pay. • Staff created Drug and Alcohol pools in Workday, which will eliminate the need to track and monitor pools via spreadsheets. 09/01/26-G2A,G2B&G2C-1&2: <u>Workday and HRMS Project</u> • Ongoing--The HRMS team continues to meet weekly; there are always Workday issues that need to be discussed. The implementation consultant, Accenture, continues to assist in tweaking the system to meet specific needs concerning various positions and/or methods of pay. • DHR will begin the implementation of the last module of the Workday system, Workday Learning. Planned for launch in the 2027 calendar year, the roll-out of Workday Learning will modernize the training infrastructure. Employees training attendance will be tracked in Workday, replacing spreadsheets/paper sign-in sheets that are currently used to track completed training.

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
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. 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.	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.	County Staff are better equipped to meet the needs of the County of Kauai.	08/04/26-G3A,G3B-1,2&3: <u>Training Priorities:</u> • Bloodborne Pathogens Training 09/01/26-G3A,G3B-1,2&3: <u>Training Priorities:</u> • Payroll staff conducted the following trainings in the past month: o Liquor Investigator Training o Waimea Wastewater Treatment Plant Supervisor Training o KFD New Recruits o KPD New Recruits

Goal #4 – Review employee complaints to determine if HR, other department staff, or outside investigators should be retained to conduct investigations; attend union grievance meetings and issue decisions; attend and when required testify at arbitrations hearings and trials. If any root causes are identified, take appropriate action to address them.

Objectives	Success Measurements	Desired Outcome	Status
G4A. Determine if complaints should be handled internally, by the receiving department staff, or retain an outside investigator. G4B. Attend grievance meetings and issue written decisions. G4C. Attend arbitration hearings and trials. G4D. If any root causes are identified, take appropriate action to address them.	1. After a complaint is investigated and conclusions are made, if there was a finding of wrongdoing, determine the best corrective action plan to prevent similar occurrences. 2. After grievance meetings occur and a response is issued, convey to department head any suggestions to avoid similar occurrences, if appropriate. 3. Once arbitration and/or trial dates are scheduled, work with deputy county attorney and department heads to prepare well in advance of the hearing date. 4. Take appropriate correction action if root causes are identified.	Employee complaints, union grievances/arbitrations, and lawsuits are properly investigated, researched, and prepared for in order to assure the best outcome for all. Allows for corrective action if root causes are identified.	08/04/26-G4A-4 &G4B-2: <u>Employee Complaints</u> - Received a complaint from employee in another department alleging harassing conduct. HR will investigate. - HR Director is preparing to testify in an upcoming grievance arbitration hearing; HR Manager will attend the full hearing as an employer rep. 09/01/26-G4A-4 &G4B-2: <u>Employee Complaints</u> - Received a complaint from employee in another department alleging harassing conduct. HR will investigate. - HR Director testified in a grievance arbitration hearing; HR Manager attended the full hearing as an employer rep.

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.	1. Develop a plan for implementation with timelines and benchmarks. 2. Provide progress reports to the CSC when new recruitment and retention tools are established.	The County of Kauai has a strategy in place to recruit and retain a robust workforce with the right positions that minimizes vacancies.	08/04/26-G5A&B-1&2 <u>Recruitment and Retention</u> • On-going--Weekly meetings between recruitment staff and the Transportation Agency, Parks and Recreation, Department of Water, KPD and Public Works to discuss recruitment needs. • HR Director met with vendor hired by the Salary Commission for a Classification and Compensation Study for executive appointees and elected officials to discuss the specific duties and responsibilities of the HR Director. • Data regarding the free medical benefit option: - o Job Applicant Data: ☐ Of the one hundred ninety-six (196) applications received, • Forty-nine (49) applicants (approximately 25%) responded that they were aware of the free medical benefit and it was a factor in applying==previous month was 26%; • Sixty-three (63) applicants (approximately 32%) responded that they were aware of the free medical benefit and it was not a factor in applying ==previous month was 30%; • Eighty-four (84) applicants (approximately 43%) responded that they were not aware of the benefit==previous month was 44%. - o New Hires: ☐ Aware but not a factor (1)==previous month was (3). ☐ Unaware of benefit (5)==previous month was (2). ☐ Aware and a factor in applying (12)==previous month was (3). - o Termination Data: ☐ Not a factor but liked benefit (4)==previous month was (4). ☐ Factor (0)==previous month was (0). ☐ Not a factor and no interest in benefit (0)==previous month was (0). • Vacancy Rate - o FY2026: 189 vacancies/1336 positions = 14.1% (last month was 14.8%). - Decrease of 9 vacancies from prior month from 198 to 189. - o Since adjusting the Engineer salary schedule, there has been an increase in Civil Engineers being hired, reducing our vacancies in the Public Works and Water Departments. Prior to the change in salary, we hired between 1-2 new Civil Engineers a year. In the current year, we have already hired 4 new Civil Engineers. Vacancy highs of eleven (11) Civil Engineers between Public Works and the Water Department have now shrunk to a total of four (4) vacancies between the two (2) departments. 09/01/26-G5A&B-1&2 <u>Recruitment and Retention</u> • On-going--Weekly meetings between recruitment staff and the Transportation Agency, Parks and Recreation, Department of Water, KPD and Public Works to discuss recruitment needs. • HR Director met with vendor reps hired by the Finance Department to discuss the Enterprise Resource Planning (ERP) system that will be developed and implemented over a period of years. • Data regarding the free medical benefit option: - o Job Applicant Data: ☐ Of the one hundred sixty-seven (167) applications received, • Forty-six (46) applicants (approximately 28%) responded that they were aware of the free medical benefit and it was a factor in applying==previous month was 26%; • Forty-two (42) applicants (approximately 25%) responded that they were aware of the free medical benefit and it was not a factor in applying ==previous month was 30%; • Seventy-nine (79) applicants (approximately 47%) responded that they were not aware of the benefit==previous month was 43%. - o New Hires: ☐ Aware but not a factor (2)==previous month was (1). ☐ Unaware of benefit (5)==previous month was (5). ☐ Aware and a factor in applying (5)==previous month was (12).

			o Termination Data: ☐ Not a factor but liked benefit (2) previous month was (4). ☐ Factor (2) previous month was (0). ☐ Not a factor and no interest in benefit (0) previous month was (0). • Vacancy Rate o FY2027: 186 vacancies/1341 positions = 13.9% (last month was 14.1%). Decrease of 2 vacancies from prior month from 189 to 184. • The following recruitment data was gathered for inclusion in HR’s FY26 Annual Report: ✓ In FY 2026, the County received 2,917 applications, a decrease of 190 from the previous fiscal year. Despite the decrease in overall applications, the number of applications accepted increased, while applications rejected decreased by 207. A total of 1,531 applicants were determined to meet the minimum qualifications for the positions for which they applied. The County also hired 432 employees, an increase of 34 hires from FY 2025, supporting continued efforts to fill vacancies and meet departmental workforce needs. <table><tr><th>Fiscal Year</th><th>Applications Received</th><th>Applications Accepted</th><th>Applications Rejected</th><th>Eligible Candidates</th><th>Hired</th></tr><tr><td>FY 2026</td><td>2,917</td><td>1,897</td><td>1,045</td><td>1,531</td><td>432</td></tr><tr><td>FY 2025</td><td>3,107</td><td>1,855</td><td>1,252</td><td>1,795</td><td>398</td></tr></table> ✓ Classification Actions Processed <table><tr><th>Classification Action Type</th><th>Number Processed</th></tr><tr><td>Reallocation of Vacant Positions</td><td>133</td></tr><tr><td>Redescription Review</td><td>95</td></tr><tr><td>Reallocation</td><td>83</td></tr><tr><td>Initial Allocation</td><td>34</td></tr><tr><td>Temporary Reallocation</td><td>7</td></tr><tr><td>Extension of Temporary Reallocation</td><td>7</td></tr><tr><td>Total</td><td>359</td></tr></table> ✓ Transactions Activity One hundred seventy-five (175) hires attended the on-boarding orientation program this past fiscal year. This is an increase of 21% more hires than in last fiscal year. Additionally, fifty-three (53) seasonal hire transactions were processed for the Parks and Recreation Enrichment Program, and thirty-two (32) intern hire transactions were processed in this past year.	Fiscal Year	Applications Received	Applications Accepted	Applications Rejected	Eligible Candidates	Hired	FY 2026	2,917	1,897	1,045	1,531	432	FY 2025	3,107	1,855	1,252	1,795	398	Classification Action Type	Number Processed	Reallocation of Vacant Positions	133	Redescription Review	95	Reallocation	83	Initial Allocation	34	Temporary Reallocation	7	Extension of Temporary Reallocation	7	Total	359
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Goal #6 – Participate in State-wide employer caucuses pertaining to union issues.

Objectives	Success Measurements	Desired Outcome	Status
G6A. Participate in employer caucuses with other jurisdictions pertaining to union issues. G6B. When required, cast votes on behalf of the mayor regarding union issues.	3. Attendance at employer caucuses in Oahu and/or virtually. 4. Update the CSC on attendance, although subject matters discussed during employer caucuses and negotiations/interest arbitrations are confidential.	To ensure that the interests of the County of Kauai are addressed and discussed.	08/04/26-G6A&G6B-1, 2, & 3: <u>Union Negotiations and Interest Arbitration Hearings</u> • Agreement has been reached between employer jurisdictions and HFFA BU 11 (Firefighters) that resolves each party's prohibited practice complaint, and to provide continuation of step movement plans, plus increase in across-the-board wage increases in years three and four of the collective bargaining agreement. • HR Director and HR Manager met with UPW leadership and agreed to renew four supplemental agreements, including modifications to the Sick Leave Buyback Agreement. HR Manager met with UPW rep and agreed to modifications to two other supplemental agreements. - o The new terms of the Sick Leave Buyback Program that were ratified by UPW members with a start date of July 1, 2026 provide for additional buyback amounts for consecutive quarters of no sick leave up to one (1) year; buyback amounts will be increased gradually from \$300 to \$500 to \$750 to \$1,000 for up to 4 consecutive quarters of no sick leave. • HR Director, upon recommendation from recruitment/classification/labor staff, awarded temporary hazard pay at 25% (most severe level) for two Ocean Safety Officer IIs for responding to the helicopter crash in Kalaulau, dependent upon consultation with HGEA. 09/01/26-G6A&G6B-1, 2, & 3: <u>Union Negotiations and Interest Arbitration Hearings</u> • Attended Council meetings for BU 11 Firefighters multi-year funding for settlement agreement. • Attended Council meeting for BU 15 Ocean Safety Officers for funding of arbitration award.