



CIVIL SERVICE COMMISSION

TBD , CHAIR
BEVERLY GOTELLI, VICE CHAIR

V. PAMAI CANO, COMMISSIONER
FELY FAULKNER, COMMISSIONER
FRANCIS KAAWA, COMMISSIONER
VONNELL RAMOS, COMMISSIONER

REGULAR MONTHLY TELECONFERENCE MEETING NOTICE AND AGENDA

Monday, January 4, 2022
3:00 p.m. or shortly thereafter

Microsoft Teams VIDEO

Click on the URL below or type the URL into your computer or smart phone

<https://bit.ly/3oBMN2R>

Microsoft Teams AUDIO

Phone: 1-469-848-0234, Conference ID: 523 073 493#

This meeting will be held via Microsoft Teams remote technology platform. Members of the public are invited to join this meeting by calling the phone number above and when prompted enter the conference ID information or by clicking the URL or typing the URL into a computer or smart phone. You may testify during the meeting or submit written testimony in advance of the meeting via e-mail or mail. To avoid excessive noise/feedback, please mute your phone and unmute to testify.

Oath of Office for mayoral appointee Commissioner Jeffrey Iida serving a partial term ending 12/31/23.

CALL TO ORDER IN OPEN SESSION (Open to the Public)

ROLL CALL

BUSINESS

CSC 2021-31 Annual selection of a chairperson for calendar year 2022.
a) Nominate a commissioner to serve as chair.

PUBLIC COMMENTS AND TESTIMONY

Individuals may orally testify on any agenda item at this time.

APPROVAL OF MEETING MINUTES

a) Open Session Minutes of December 7, 2021

DIRECTOR OF HUMAN RESOURCES REPORT

CSC 2022-01 December 2021 period, January 4, 2022 Meeting
a) Collective Bargaining-No Change from December Meeting Report
b) HRMS Project-No Change from December Meeting Report
c) HR Trainings-No Change from December Meeting Report

- d) Update on Review and Revisions to Internal Policies and/or Procedures
- e) Litigation/Lawsuits/Settlements
- f) 100% Centralized Payroll System integration with new HRMS System- No Change from December Meeting Report
- g) Discussion on Format of the Human Resources Director's Monthly Report for 2022
- h) Monthly Report from HR Divisions/Sections
 - a. Administrative Services and Benefits
 - b. Employee Development and Health Services
 - c. Other
 - d. HR Manager, Classification and Pay and Labor Relations
 - e. Recruitment and Exam
 - f. Payroll
 - g. EEO/ADA

COMMUNICATION

- CSC 2022-02** Memorandum received 12/02/21 from Councilmember Felicia Cowden, request for consideration of rescission of new county employment policy regarding incoming employees to be vaccinated for COVID-19 dated 11/30/21.
- a) Commission to take-action on the request to rescind the new employment vaccination policy

BUSINESS

- CSC 2022-03** Director of Human Resources Goals and Objectives for evaluation period February 16, 2021 to February 15, 2022 (on-going)
- a) Review updated report
 - b) Discussion and possible decision-making on other related matters

- CSC 2022-04** Discussion on establishing goals and objectives for the evaluation of the Director of Human Resources for period February 16, 2022 to February 15, 2023 (on-going)

EXECUTIVE SESSION:

Pursuant to Hawai'i Revised Statutes §92-7(a), the Commission may, when deemed necessary, hold an Executive Session on any agenda item without written public notice if the Executive Session was not anticipated in advance. Any such Executive Session shall be held pursuant to HRS §92-4 and shall be limited to those items described in HRS §92-5(a). Discussions held in Executive Session are closed to the public.

ENTER INTO EXECUTIVE SESSION

Disconnect from Open Session and enter Executive Session

CALL TO ORDER IN EXECUTIVE SESSION (Closed to the Public)

ROLL CALL

BUSINESS

ES-01 – RFA 2021-05

Consolidation of RFA 2021-03 Appeal filed July 6, 2021, against the action of the Director of Human Resources and RFA 2021-04 Appeal filed August 13, 2021, against the action of the Director of Human Resources.

Pursuant to Hawai'i Revised Statutes §92-4, §92-5(a)(4) and §76-47 (e), the commission requests an Executive Session to consult with the Deputy Attorney General on the withdrawal of the appeal and the necessary steps to finalize and close the appeal and possible decision making on other related matters. This discussion and consultation may involve matters affecting privacy and consideration of the powers, duties, privileges, immunities, and/or liabilities of the Commission as they relate to this agenda item.

ES-02 – RFA 2021-02

Appeal filed March 18, 2021, against the action of the Director of Human Resources

Pursuant to Hawai'i Revised Statutes §92-4, §92-5(a)(4) and §76-47 (e), the commission requests an Executive Session to consult with the Deputy Attorney General on an Appeal filed March 18, 2021, to review and discuss the scheduled hearing particulars. This discussion and consultation may involve matters affecting privacy and consideration of the powers, duties, privileges, immunities, and/or liabilities of the Commission as they relate to this agenda item.

ENTER INTO OPEN SESSION

CALL TO ORDER IN OPEN SESSION (Open to the Public)

ROLL CALL

RATIFY ACTIONS

Ratify the action taken by the Civil Service Commission in executive session ES-01 and ES-02.

ANNOUNCEMENTS:

Next Scheduled Meeting: Tuesday, February 1, 2022 – 2:00 p.m. Microsoft Teams Teleconference

ADJOURNMENT

NOTICE OF EXECUTIVE SESSION

Pursuant to Hawai'i Revised Statutes, §92-7(a), the Commission may, when deemed necessary, hold an Executive Session on any agenda item without written public notice if the Executive Session was not anticipated in advance. Any such Executive Session shall be held pursuant to HRS §92-4 and shall be limited to those items described in HRS §92-5(a). Discussions held in Executive Session are closed to the public.

cc: Deputy Attorney General Henry Kim
cc: Deputy County Attorney Mark Ishmael
cc: Director of Human Resources Annette Anderson

PUBLIC COMMENTS and TESTIMONY

SPEAKER REGISTRATION

Prior to the day of the meeting: Persons wishing to testify are requested to register their name, phone number and agenda item via email to: smuragin@kauai.gov or call 808-241-4919.

On the day of the meeting: Persons who have NOT registered to testify by the time the meeting begins will be given the opportunity to speak on an item following oral testimony from registered speakers. Each speaker will be limited to a three-minute presentation on each item.

WRITTEN TESTIMONY

Prior to the day of the meeting: Testimonies may be emailed: smuragin@kauai.gov or mailed: Civil Service Commission, Office of Boards and Commissions, Pi'ikoi Building, 4444 Rice Street, Suite 300 Lihue, HI 96766. Please include your name and if applicable, your position/title and organization you are representing along with the agenda item that you are providing comments on.

While every effort will be made to copy, organize, and collate all testimony received, materials received improperly identified may be distributed to the members after the meeting is concluded.

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 asegreti@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 alternate formats such as large print, Braille, or electronic copy.

COUNTY OF KAUAI
Minutes of Meeting
OPEN SESSION

Board/Commission:	CIVIL SERVICE COMMISSION	Meeting Date:	December 7, 2021
Location	Teleconference via Microsoft Teams	Start of Meeting:	3:00 p.m. End of Meeting: 4:18 p.m.
Present	Chair Beth Tokioka. Vice Chair Vonnell Ramos. Commissioners: V. Pamai Cano, Beverly Gotelli and Francis Kaawa. Deputy County Attorney Mark Ishmael. Human Resources Director Annette Anderson (<i>left at 4:16pm</i>). Office of Boards and Commissions Staff: Administrator Ellen Ching and Commission Support Clerk Sandra Muragin.		
Excused	Commissioner Fely Faulkner		
Absent			
SUBJECT	DISCUSSION	ACTION	
	Prior to the meeting being called to order, Administrative Assistant to the County Clerk Eddie Topenio administered the Oath of Office to Mayoral Appointee Commissioner V. Pamai Cano serving a first term ending 12/31/24. Deputy County Clerk Scott Sato administered the Oath of Office to Mayoral Appointee Commissioner Francis Kaawa serving a first term ending 12/31/23 on Monday, 11/22/21, and Mayoral Appointee Commissioner Beverly Gotelli serving a partial term ending 12/31/22, took the Oath of Office from Mr. Topenio on Monday, 11/29/21.		
Call To Order /Roll Call	<p>Chair Tokioka called the Open Session meeting to order at 3:00 p.m. and requested a roll call.</p> <p>Commission Support Clerk Sandra Muragin verified attendance and requested a verbal response of present or here and for the record to announce and identify if anyone was present with them at their location during the meeting;</p> <p>Commissioner Cano replied present and alone.</p> <p>Commissioner Faulkner was excused.</p> <p>Commissioner Gotelli replied present and alone.</p> <p>Commissioner Kaawa replied present and alone.</p> <p>Vice Chair Ramos replied present and alone.</p> <p>Chair Tokioka replied present and alone.</p> <p>Deputy County Attorney Ishmael replied present and alone.</p> <p>Human Resources Director Anderson replied present and alone.</p>		

SUBJECT	DISCUSSION	ACTION
	Administrator Ching replied present and alone. Support Clerk Muragin replied present and alone.	Quorum was established with five commissioners present.
Public Comments and Testimony	Ms. Muragin reported no written testimonies received.	
Approval of Meeting Minutes	A. Open Session Minutes of October 5, 2021	Ms. Cano moved to approve the Open Session minutes of October 5, 2021, as circulated. Ms. Gotelli seconded the motion. Motion carried 5:0.
Human Resources Director's Report	<p><u>CSC 2021-27</u> September/October/November 2021 period, December 7, 2021, meeting.</p> <ul style="list-style-type: none"> a) Collective Bargaining b) HRMS Project c) HR Trainings d) Update on Review and Revisions to Internal Policies and/or Procedures e) Litigation/Lawsuits/Settlements f) 100% Centralized Payroll System integration with new HRMS System g) Monthly Report from HR Divisions/Sections <ul style="list-style-type: none"> a. Administrative Services and Benefits b. Employee Development and Health Services c. Other d. HR Manager, Classification and Pay and Labor Relations e. Recruitment and Exam f. Payroll g. EEO/ADA <p>Human Resources Director Annette Anderson reviewed the September/October/November 2021 period, December 7, 2021, meeting report. (<i>Documents on file</i>)</p> <ul style="list-style-type: none"> • For the benefit of the new commissioners briefly explained the format of her report; <ul style="list-style-type: none"> ○ First couple of pages included updates from Ms. Andersons that correlated with her goals and objectives. 	

SUBJECT	DISCUSSION	ACTION
	<ul style="list-style-type: none"> ○ Followed by a standard report that contained detailed data from various areas ● Collective bargaining: <ul style="list-style-type: none"> ○ Three bargaining units have not settled and would go into arbitration. Hawai'i Fire Fighters Association (HFFA) Bargaining Unit (BU) 11 arbitration would begin mid-January 2022, Hawai'i Government Employees Association (HGEA) Ocean Safety Officers BU 15 arbitration would be held in March 2022 and State of Hawai'i Organization of Police Officers (SHOPO) BU 12 have not settled on an arbitration date. ● HRMS Project and Training: <ul style="list-style-type: none"> ○ Purchased HRMS to replace the county's outdated system that required numerous manual handlings of HR transactions. The vendor was currently assisting with the transfer of data and training back-end employees the mechanics and operation of the system. ○ Data Conversion and Testing: Once data is converted into HRMS testing was conducted and if needed the vendor assisted with any corrections needed to properly process the work. ○ Change Ambassadors: At the request of the vendor the county assigned 67 employees from all departments to communicate the new system to their department employees. ○ Schedule: The schedule did not include the additional time needed to adjust the new system to process the county's various processes specific to the County of Kaua'i. The HRMS system purchased was the same one used by Maui County and it was thought that the transition would be easier since most of the data was the same. However, they now realize that adjustments need to be done. The project was still within budget. ● HR Training: Offered a supervisory training on effectively addressing employee conflict and a mandatory leadership training for all department heads and deputies on leading yourself through tough times. ● Litigation/Lawsuits/Settlements: <ul style="list-style-type: none"> ○ Compiled a table chart that categorized and identified problem areas from the past six years. This was one of the goals that the commission requested. The 	

SUBJECT	DISCUSSION	ACTION
	<p>department could work identify significant areas of concern, find a root cause and work on solutions.</p> <ul style="list-style-type: none"> ○ The workplace/violence/hostile work environment contained the highest number of tallies followed by significant area of concern and other category. Most complaints in 2021 originated from one department and these were investigated. HR is working with that department to develop training and mediation to resolve and eliminate complaints. ● 100% Centralized Payroll System Integration with new HRMS System <ul style="list-style-type: none"> ○ This task has been placed on hold until the new HRMS system is in place. <p>Chair Tokioka appreciated and thanked Ms. Anderson for creating the table that highlighted problem areas. She said it was a great tool to focus and work to resolve issues. Ms. Anderson replied that if they took out data received from the one department and compared it to the number of employees it would not look as significant.</p> <p>With no other questions or clarification from the commissioners on the information provided in the director’s report Chair Tokioka moved on to the next agenda item.</p>	
<p>Communication</p>	<p><u>CSC 2021-28</u> Letter received from Charter Review Commission Chair Reid Kawane dated October 1, 2021, requesting any proposals to amend the Charter.</p> <p>Chair Tokioka said this was a routine proposal from the charter review commission prior to an election. Administrator Ellen Ching offered to email sections of the charter that were relevant to this commission and a link to the current charter. The commission could defer to the next meeting to allow time to review the email or receive it for the record and that would take it off the agenda.</p> <p>Shared examples of previous charter amendments from other commissions;</p> <ul style="list-style-type: none"> ○ Charter commission approved and placed on the ballot an amendment to increase the level of requirements for hiring the Chief of Police. The public voted to approve this amendment. ○ Charter commission approved mandating a larger number of county employees to file 	

SUBJECT	DISCUSSION	ACTION
	<p>financial disclosures to avoid conflicts. The public voted to approve this amendment.</p> <ul style="list-style-type: none"> ○ Charter commission did not place on the ballot a request to eliminate the one-year absence once a commissioner completes a full term. <p>Chair Tokioka said the last amendment from this commission was to change personal department to human resources department.</p> <p>After some discussion the commission requested to review Ms. Ching’s information and they would provide feedback at the January meeting.</p>	<p>Ms. Gotelli moved to defer action on the letter received from Charter Review Commission Chair Reid Kawane dated October 1, 2021, requesting any proposals to amend the Charter to the January 4, 2021, meeting. Mr. Kaawa seconded the motion. Motion carried 5:0</p>
<p>Business</p>	<p><u>CSC 2021-29</u> <u>Director of Human Resources Goals and Objectives for evaluation period February 16, 2021 to February 15, 2022 (on-going)</u></p> <ul style="list-style-type: none"> a) Review updated report b) Discussion and possible decision-making on other related matters <p>The commissioners did not have any questions or require further clarification on the information provided; Chair Tokioka moved on to the next agenda item.</p>	
	<p><u>CSC 2021-30</u> <u>Revisit of the evaluation form that includes Human Resources Department recommendations of amendments for the commission to review and possible decision-making.</u></p> <ul style="list-style-type: none"> a) Review of Option #1 and Option #2 and possible approval of final document. b) Review amended evaluation timeline c) Discussion and possible decision-making on other related matters 	

SUBJECT	DISCUSSION	ACTION
	<p>Chair Tokioka directed the commission to Option #1 and Option #2 forms included in their packet. She said the rating scale for Option #1 was either meet or does not meet and Option #2 provided five different rating scales. Ms. Ching replied that human resources department recommended a point system to identify and define the evaluation. HR addressed issues with the collated report which did not always define a unified evaluation. Ms. Ching said the commission had the authority to amend the form and this was not a final document.</p> <p>After some discussion each commissioner commented they preferred Option #2.</p> <p>Vice Chair Vonnell asked for an updated or more detailed description of 2-needs improvement and 1-unsatisfactory. Chair Tokioka replied that the commission could amend the motion or approve as is.</p> <p>With no amendments from the original motion, Chair Tokioka called for the vote.</p>	<p>Ms. Cano moved to approve use of Option #2 for the annual evaluation of Human Resources Director Annette Anderson for period February 16, 2021 to February 15, 2022. Ms. Gotelli seconded the motion.</p> <p>Motion carried 5:0.</p>
	<p><u>CSC 2021-31</u> <u>Annual selection of officers for calendar year 2022.</u></p> <ul style="list-style-type: none"> a) Nominate a commissioner to serve as chair. b) Nominate a commissioner to serve as vice chair. c) Discussion and possible decision-making on officers and other related matters. <p>Chair Tokioka opened the floor for nominations for chair.</p> <p>Vice Chair Ramos declined to accept the chair nomination due to an anticipated heavy work obligation in 2022 and could possibly miss six meetings.</p> <p>Ms. Cano asked for a list of responsibilities for the Chair. Chair Tokioka replied that the chair was present in most meetings, facilitated the meetings, responsible for approving the agenda</p>	<p>Ms. Gotelli nominated Vice Chair Vonnell Ramos to serve as Chair for calendar year 2022. <i>(motion died with no second)</i></p>

SUBJECT	DISCUSSION	ACTION
	<p>and in the chairs absence the vice chair stepped into the chair role.</p> <p>Ms. Ching said Jeffrey Iida would join the commission at the January 4, 2022, meeting and previously served as chair several times on this commission. The commission may want to defer nominating a chair until January 4, 2022.</p> <p>DCA Ishmael stated that the commissions actions were validated by quorum and according to the charter the chair or vice chair did not have any special powers or specific duties. But he would need to reference other documents and confer with the attorney’s office to validate his response.</p> <p>After much discussion the commission decided to nominate a vice chair and elect a chair at the January 2022 meeting.</p> <p>Ms. Cano declined to accept the nomination of vice chair. She explained her inexperience on the commission along with balancing her work obligations was a concern for her.</p> <p>DCA Ishmael said the Charter made no mention of a chair or vice chair for the civil service commission. Ms. Muragin referenced the rules required a chair or chairperson delegate. DCA Ishmael said the commission rules required a chairperson or chairperson delegate and he would research the rules and accompanying Hawai‘i Revised Statutes. To avoid any disruption to the January 4, 2022 meeting that was scheduled for a hearing, Ms. Gotelli volunteered to serve as vice chair.</p>	<p>Ms. Gotelli moved to defer selection of chair to the January 4, 2022, meeting. Ms. Cano seconded the motion. Motion carried 5:0</p> <p>Ms. Gotelli moved to nominate V. Pamai Cano as vice chair for calendar year 2022. <i>(motion died with no second)</i></p> <p>Ms. Cano moved to nominate Commissioner Beverly Gotelli to serve as Vice Chair for calendar year 2022. Mr. Kaawa</p>

SUBJECT	DISCUSSION	ACTION
		seconded the motion. Motion carried 5:0
	<u>CSC 2021-32</u> <u>Review and approve 2022 meeting schedule</u>	Ms. Gotelli moved to adopt the 2022 meeting schedule as circulated. Mr. Kaawa seconded the motion. Motion carried 5:0.
	<p><u>CSC 2021-33</u> <u>Update on vacant commissioner positions.</u></p> <p>a) <u>Administrator Ching to share.</u></p> <p>Ms. Ching shared the following;</p> <ul style="list-style-type: none"> • Chair Tokioka would term out 12/31/21 • Fely Faulkner termed out 12/31/21 but allowed a 90-day extension and would continue to serve on the commission through March 31, 2021. • Jeffrey Iida would start on the commission January 4, 2022. <p>Ms. Ching said after March 31, 2022 the commission would be short two. Chair Tokioka said if they know of anyone who could serve on this commission to refer volunteers to Ms. Ching.</p> <p><i>Ms. Anderson left the meeting at 4:16 p.m.</i></p>	
	<p>Executive Session Minutes of October 5, 2021.</p> <p>Ms. Muragin advised that if the commission required no amendments or changes to the executive session minutes it could be approved in open session.</p> <p>Chair Tokioka asked if any amendments needed to be done and if not requested the executive session minutes be approved in open session.</p>	Vice Chair Ramos moved to approve the Executive Session minutes of October 5, 2021, as circulated. Ms. Cano seconded

SUBJECT	DISCUSSION	ACTION
	<p>The commission did not enter executive session; the following agenda items were not done;</p> <ul style="list-style-type: none"> • Executive Session • Enter Into Executive Session • Call To Order in Executive Session • Roll Call • Approval of Meeting Minutes • Call To Order In Open Session • Roll Call • Ratify Actions 	<p>the motion. Motion carried 5:0.</p>
Announcements	<p>Next Meeting: Tuesday, January 4, 2022 – 2:00 p.m., Microsoft Teams Teleconference</p>	
Adjournment	<p>Ms. Ching thanked Chair Tokioka for her guidance during her term. Chair Tokioka was instrumental in leading the commission through remote teleconference meetings and thanked her for leading meetings and assisting with administrative duties.</p>	<p>With no objections from the commission, Chair Tokioka adjourned the meeting at 4:19 p.m.</p>

Submitted by: _____
 Sandra Muragin, Commission Support Clerk

Reviewed and Approved by: _____
 Beth Tokioka, Chair

- () Approved as circulated.
- () Approved with amendments. See minutes of _____ meeting.

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

JANUARY 4, 2022 MEETING

Report Covering November/December 2021

Due to employees taking time off during the holidays, this Report is submitted on December 16, 2021 to meet the earlier deadline for agenda posting. As such, only seven (7) workdays have elapsed since the December 7, 2021 Civil Service Commission meeting and thus there is a limited amount of new information to share.

Collective Bargaining--No Change From December Meeting Report:

As of December 16, 2021, the status of collective bargaining with the various unions is as follows:

- Two Year Agreements Reached (7/1/21-6/30/23) with the unions below, all with no pay increases in either year but right to reopen salaries in year two (7/1/22-6/30/23):
 - UPW BU 1 (blue collar)
 - HGEA BU 2 (blue collar supervisors)
 - HGEA BU 3 (white collar)
 - HGEA BU 4 (white collar supervisors)
 - HGEA BU 13 (professional & scientific)Should the parties not reach agreement on the year two reopener, unions will proceed to arbitration, with the exception of BU 1 which is a strike unit.
- Unsettled units at impasse and proceeding to arbitration (assuming no settlement) are:
 - HFFA BU 11 (Fire) January 10 through 18, 2022
 - SHOPO BU 12 (Police) Hearing date to be determined.
 - HGEA BU 15 (Ocean Safety Officers) March 14 through 19, 2022

HRMS Project--No Change From December Meeting Report:

Continued training of the core implementation team has been on-going with Human Resources (HR) staff, as well as other department leads, participating in many days and hours of training.

Continued data conversion from old system to the new has occurred over a number of weeks, with both HR and IT staff involved along with the vendors, followed by making necessary corrections.

Continued testing of uploaded data with various employment and payroll scenarios has been on-going over a number of weeks with thousands of test scenarios created and tested. Certain employees in HR and IT have spent three to six hours per day doing testing.

[Goal 2, Objective G2A., Success Measurements 1 and 2. – ongoing]

HR Trainings--No Change From December Meeting Report:

As noted above, numerous HRMS trainings have been presented to core implementation team members in DHR and IT.

[Goal 3, Objective G3A & G3B., Success Measurements 1 and 3.– ongoing;]

Update on Review and Revisions to Internal Policies and/or Procedures:

No new policies or procedures were drafted or revised this past month.

[Goal 1, Objectives G1B. and G1C., Success Measurements 2 and 3. – on going;]

Litigation/Lawsuits/Settlements:

No new complaints or lawsuits received since the submission of last month's meeting.

[Goal 4, Objectives G4A, Success Measurements 1, 4, 5—on-going]

100% Centralized Payroll System Integration with new HRMS System--No Change From December Meeting Report:

Converting to 100% centralized payroll will not occur until after the new system is in place. Departments conducting their own payroll recordkeeping are included in the HRMS implementation team, and transition from departments to payroll will be staggered over a period of time once all stakeholders are trained and the new system is fully implemented.

[Goal 5, Success Measurement 3—on-going]

Discussion on Format of the Human Resources Director's Monthly Reports for 2022:

As mentioned in the December 2021 meeting, the first two to three pages of the Human Resources Director's Report is directly from the Director and highlights the work that pertains to the Director's Goals and Objectives as developed by the Commissioners for the annual performance review of the Director.

The remaining portions of the Report are from the various HR divisions, sections, and private secretary, all of which contain detailed information. The total cumulative hours spent drafting monthly reports by the five (5) staff members totals approximately seven (7) hours.

Do the Commissioners wish to continue with the same format or are changes desired?

89-Day	30
Seasonal	0

*Miscellaneous Change Forms include expense distribution changes, schedule changes, personal data changes, etc.

**Other includes end of/extension of TR, add/delete add pay codes, amended PCs, extension of initial probation, rescinded PCs, term of contract/contract appointment PCs, etc.

Employee Development and Health Services:

- Nine (9) new workers’ compensation claims were filed this month: Four (4) indemnity claims and five (5) medical only claims.
- Next bi-monthly reviews of selected workers’ compensation claims will be held on December 14, 2021 via MS Teams.
- Equipment/Driver Training: Water Truck (4 Public Works Employees)

Other:

HRMS Project:

- Functional leads continue to work on builds for the next tenant (i.e., end-to-end testing) and integration tasks with external vendors (e.g., ERS, NeoGov, ADP, TCP/Humanity, etc.), change management tasks, etc.

HR Manager, Classification and Pay and Labor Relations:

- Weekly HRMS meetings continue including working meetings to discuss configurations of specific business processes. The first monthly meeting with all departmental Change Ambassadors was held. All departments provided valuable feedback and brought back additional questions from their employees regarding the Workday system. Information has been posted, employees are being directed to PowerDMS for additional information and one department set up a festive “open house” with snacks and drinks for their employees. All FAQs have now been compiled into one document and will be posted on PowerDMS for easy access for employees.
- Budget entries for all positions has been completed for fiscal year 2023. Meetings with departments will begin early next year in preparation for the March 15th submittal to Council.
- Participated in four (4) interviews to fill the Safety Officer position. A selection was made and is pending start date.
- Met with several departments (Public Works, KPD and Finance-IT) to discuss reorganization plans
- Completed report for Kauai County for submittal to the City to finalize a Jurisdictional Executive Salaries and Budget Information Report for all jurisdictions
- Reallocations Processed:
 - Civil Engineer II to Civil Engineer I
 - Legal Clerk I to Legal Clerk II
 - Ocean Safety Officer II to Ocean Safety Officer I
 - Personnel Support Clerk to Public Housing Maintenance and Landscaping Worker
 - Police Apprentice to Administrative Support Assistant
 - Police Officer I to Police Services Officer (2)
- Desk Audits: None
- New Classes Adopted: Parking Enforcement Worker
- Administrative Reviews: None
- Class Amendments Completed: Assistant Program Coordinator
Assistant Water Plant Operator

Civil Engineer I
Civil Engineer II
Civil Engineer III
Civil Engineer IV
Civil Engineer V
Civil Engineer VI
Housing Assistance Specialist I
Housing Assistance Specialist II
Housing Assistance Specialist III
Legal Clerk I
Legal Clerk II
Legal Clerk III
Legal Clerk IV
Police Investigative Operations Assistant
Pool Guard Trainee
Pool Guard
Program Coordinator
Program Specialist I
Program Specialist II
Program Specialist III
Program Support Technician I
Program Support Technician II
Senior Pool Guard
Supervising Legal Clerk
Water Plant Operator I
Water Plant Operator II

Recruitment and Exam:

- All hires for the Parks and Recreation Winter Fun Program were processed
- Availability of Fire staff to coordinate drug and alcohol testing at the stations has been problematic; will meet again with KFD to ensure replacements are available
- Recruitments:
 - Assistant Chief Liquor Control Investigator
 - Assistant Water Plant Operator
 - Automotive Mechanic I
 - Background Investigator (Exempt)
 - Building Permit Clerk II
 - Bus Driver (Exempt)
 - Bus Driver (Substitute) (Exempt)
 - CIP Coordinator (Exempt)
 - Detention Facility Worker (Exempt)
 - Disaster Assistance Principal Project Manager (Exempt)
 - Electrician (Temporary) (Exempt)
 - Equipment Operator III
 - Fleet Coordinator
 - Housing Assistance Specialist III (Exempt)
 - Information Technology Specialist I
 - Information Technology Specialist II
 - Information Technology Specialist III

Information Technology Specialist IV
Information Technology Systems Project Manager
(Exempt)
Landfill Operator III
Legal Clerk I
Legal Clerk II
Legal Clerk III
Liquor Training Coordinator (Exempt)
Market Model Analyst (Exempt)
Ocean Safety Officer I (Exempt)
Personnel Support Clerk (Exempt)
Planning Inspector I
Planning Inspector II
Police Investigative Operations Assistant
Prevention Services Specialist (Exempt)
Public Housing Maintenance and Landscaping Worker
(Exempt)
Real Property Appraiser I
Real Property Appraiser II
Real Property Appraiser III
Real Property Appraiser IV
Real Property Compliance Specialist I
Real Property Compliance Specialist II
Real Property Compliance Specialist III
Senior Clerk (Exempt)
Senior Pool Guard
Sexual Assault Forensic Nurse Examiner (SANE) (Exempt)
TAT Tax Clerk (Exempt)
Tractor Mower Operator
TVR Permit Enforcement Specialist (Exempt)
Water Plant Operator I
Water Plant Operator II
Water Special Projects Manager (Exempt)

- Lists Referred to Departments: Accountant I
Administrative Support Assistant
Assistant Chief Liquor Control Investigator
Background Investigator (Exempt)
Building Permit Clerk
Bus Driver (Exempt)
Bus Driver (Substitute) (Exempt)
CIP Coordinator (Exempt)
Civil Engineer I
Clerk Dispatcher I (Exempt)
Detention Facility Worker (Exempt)
Disaster Assistance Project Manager (Exempt)
Electrician (Temporary) (Exempt)
Equipment Operator III

Field Operations Clerk
 Fire Assistant Chief
 Golf Course Operations Assistant
 Groundskeeper
 Housing Assistance Specialist III
 Information Technology Systems Project Manager
 (Exempt)
 Janitor II
 Lead Electrician-Electronic Equipment Repairer
 Liquor Training Coordinator (Exempt)
 Ocean Safety Officer I (Exempt)
 Park Caretaker I
 Park Maintenance Operations Superintendent
 Park Security Coordinator
 Personnel Support Clerk (Exempt)
 Police Lieutenant
 Police Sergeant/Detective
 Police Services Officer
 Prevention Services Specialist (Exempt)
 Principal Project Manager
 Program Compliance Specialist I (Exempt)
 Program Support Technician II
 Project Management Officer
 Public Housing Maintenance and Landscaping Worker
 (Exempt)
 Public Safety Worker I
 Safety Officer (HR Specialist III)
 Sexual Assault Forensic Nurse Examiner (SANE) (Exempt)
 TAT Tax Clerk (Exempt)
 TVR Permit Enforcement Specialist (Exempt)
 Van Driver (Substitute) (Exempt)
 Water Special Projects Manager (Exempt)
 Winter Fun Program (Exempt)

- Written Exams Administered: Administrative Support Assistant
Lead Electrical Electronic Equipment Repairer
Park Security Coordinator
Public Safety Worker I
- Performance Exams Administered: Equipment Operator III
- Administrative Reviews: Golf Course Operations Assistant-denied

Payroll:

- HRMS System/Project
 - Multiple Weekly Meetings with Project Team & Accenture, Absence, Benefits, Payroll, and Time Tracking
 - Updated Test Scenarios

- Requested Departments to review scenarios and add/comment on those listed under their expertise
- Updated HR Budget as of November 30, 2021
- Gross Payroll:

15th	\$	4,015,150	
EOM	\$	4,145,642	
EUTF ACTIVE	\$	786,229	
EUTF OPEB	\$	-	
EUTF RETIREE	\$	894,265	
ERS (RETIREMENT)	\$	2,274,482	
SOCIAL SECURITY	\$	316,737	
MEDICARE	\$	113,302	
PTS SS SAVINGS	\$	9,592	

EEO/ADA

- Worked on multiple investigations.
- Assisting with multiple ADA accommodation request.
- ADA Trainings for new hires
- On-going--Policy on Reasonable Accommodations
- On-going--ADA/EEO issues for mandatory vaccination

COUNTY COUNCIL

Arryl Kaneshiro, Chair
Mason K. Chock, Vice Chair
Bernard P. Carvalho, Jr.
Felicia Cowden
Bill DeCosta
Luke A. Evslin
KipuKai Kualii



OFFICE OF THE COUNTY CLERK

Jade K. Fountain-Tanigawa, County Clerk
Scott K. Sato, Deputy County Clerk

Telephone: (808) 241-4188
Facsimile: (808) 241-6349
E-mail: cokcouncil@kauai.gov

Council Services Division
4396 Rice Street, Suite 209
Lihu'e, Kaua'i, Hawai'i 96766

MEMORANDUM

November 30, 2021

RECEIVED

DEC 02 2021

BOARDS & COMMISSIONS

TO: Derek S. K. Kawakami, Mayor
Michael A. Dahilig, Managing Director
Matthew M. Bracken, County Attorney
Annette L. Anderson, Director of Human Resources
Beth Tokioka, Chair
and Members of the Civil Service Commission

FROM: Felicia Cowden, Councilmember *Felicia Cowden*

RE: REQUEST FOR CONSIDERATION OF RESCISSION OF NEW COUNTY EMPLOYMENT POLICY REQUIRING INCOMING EMPLOYEES TO BE VACCINATED FOR COVID-19

I. BACKGROUND

As an individual Councilmember, I have deep concerns about the policy changes recently and quietly enacted to consider only vaccinated applicants for County employment. This is not only unconstitutional, but it also amplifies an unsound, politically-driven bias in our government organization that is meant to be politically impartial.

It is becoming actively clear that vaccination status is not related to the ability to catch, transmit, or cause symptomatic infection of the COVID-19 virus, but being vaccinated comes at a risk of injury. Although adverse vaccine reactions have yet to be formally acknowledged by the County of Kaua'i public video briefings, these events are scientifically reflected in the national bureaucracies governing the pandemic. Locally, lingering impacts and significant permanent injuries—while rare—are occurring after vaccination.

Although COVID-19 vaccine manufacturers are free from liability relating to their vaccine impacts, the County as an employer remains liable for its employment actions. We have recently lost our liability insurance carrier and are now contracting with two new carriers at greater cost for half the coverage. I believe the County's new COVID-19 vaccination policy has the potential to pose a significant economic risk

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Re: Request For Consideration Of Rescission Of New County Employment Policy
Requiring Incoming Employees To Be Vaccinated For COVID-19
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to the County; as such, the Council should be included in considering whether to implement this high-risk policy change.

In terms of vaccine risks, an example would be the significant adverse reaction of myocarditis, which is most commonly experienced by young, healthy, physically fit men. As many first responders are part of this demographic, it is unsurprising that some of them have been reluctant to be vaccinated for COVID-19. Additionally, their demographic is the least likely to catch or succumb to the virus, as innate immunity is strong among this population. Furthermore, natural immunity of those who are COVID-19 recovered is proving to be the most effective immunity, yet this is not being recognized as qualifying for employment status.

The justification for this employment strategy is questionable and places the County at significant risk of lawsuits.

II. BEST PRACTICES FOR IMPLEMENTATION

It has been brought to my attention that the County's new standard employment offer letter only states the hiring eligibility requirement of evidence of being fully vaccinated, but does not include reference to the possibility of requesting a religious exemption. I have heard that some applicants have been told verbally that they can request an interview with "an EEO" for a religious exemption, but this religious exemption option was only informally shared in conversation and may not have been communicated uniformly to all applicants.

III. REQUEST FOR CONSIDERATION THAT THE NEW HIRE POLICY BE RESCINDED

This is to request consideration that the County's new policy of requiring incoming employees to be vaccinated for COVID-19 be rescinded.

If the Administration chooses not to take that step, then at minimum other actions should be taken, including but not limited to:

1. Prospective employees who began the employment process before the policy was imposed but were not formally offered employment until after the policy was imposed (e.g., prospective employees of the Kaua'i Police

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Department or Fire Department, who would have begun testing and training many months ago), should be exempted from the new policy.

2. The religious exemption option should be communicated in writing to all prospective employees.
3. The religious exemption should be applied impartially by highly trained personnel, with adequate oversight to facilitate some fairness.
4. Allow evidence of natural immunity for those who are COVID-19 recovered as an alternative to the vaccination requirement.

IV. REQUEST FOR CLARIFICATION ON HIRING POLICIES

This is to request a written response from any of the above-cited recipients of this memorandum, or a group thereof, regarding the following:

1. Please clarify the legal justification (including a constitutionality analysis) and scientific explanation for limiting the hiring of new County staff to be only those who are vaccinated for COVID-19.
2. Please provide sources showing the medical accuracy that vaccinated people are the only population that is not likely to catch, carry, or transmit the virus that causes COVID-19.
3. Please explain what enables the Administration to implement this policy (which could be interpreted as a level of discrimination) without Council approval or notification, given that staff openings are a broad concern across the County and this could have liability costs.
4. Please explain:
 - a. What qualifies a Human Resources officer to evaluate the validity of another individual's religious position?
 - b. Despite the fact that nothing is more unique or personal than an individual's spiritual beliefs, is the County limiting a religious or spiritual belief to be defined by a person's membership or association with a structured religious organization, or is a person being

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presented with a serious of questions that have arbitrarily been defined by the secular state government?

5. Please explain whether the religious exemption, or any other ability to obtain County employment without being vaccinated for COVID-19, is formally communicated to applicants at the beginning or at any stage of the employment application process.
6. On November 29, 2021, Governor David Y. Ige signed an emergency proclamation stating that as of December 1, 2021, the counties will no longer be required to obtain the approval of the governor or the director of the Hawai'i Emergency Management Agency (HIEMA) prior to issuing county emergency orders, rules, or proclamations. Please explain how this change will enable the County to make better, more equitable policies.

For your reference, I may request a formal Council briefing on these issues. *Mahalo* for your assistance in this pressing matter.

A response by December 13, 2021 is requested. Should you have any questions, please feel free to contact me or Council Services Staff at 241-4188.

JA:dmc

Goals and Objectives Report – COK Civil Service Commission
 Director of Human Resources Annette Anderson – Period February 16, 2021 to February 15, 2022

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 and create a plan to address any outstanding items from “Follow-up Audit of County Hiring Practices: Report No. 18-01</p> <p>G1B. Identify any Human Resources policies that should be revised and any gaps in existing policies.</p> <p>G1C. Draft and implement revised and/or new policies as deemed necessary to include a communications action plan.</p>	<ol style="list-style-type: none"> 1. Outstanding issues from “Follow-up Audit of County Hiring Practices: Report No. 18-01 are addressed. 2. Revised and/or new policies as implemented as needed. 3. Revised and/or new policies are successfully communicated to County personnel. 4. Quarterly reports are provided to the CSC to include update on outstanding audit issues and list of policies to be revised and/or created. 	<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.</p>	<p>5/4/21-G1A-1&4: Quarterly report submitted with update on outstanding audit issues and list of policies to be revised and /or created. Goal completed for Audit Recommendations 1,4 and 8; on-going for Audit Recommendations 2 and 7.</p> <p>5/4/21-G1B&G1C-2&3: Goal completed for Audit Recommendations 1,4 and 8; on-going for Recommendations 2 and 7.</p> <p>Motor Vehicle Policy---The revised motor vehicle policy has now been acknowledged by all County employees either through the electronic PowerDMS System or by wet signature.</p> <p>Travel Policy---The draft Travel Policy developed by the Finance Department and reviewed by edited by HR remains with Finance for consideration of suggested edits. HR will review any further edits that are made.</p> <p>Violence in the Workplace Policy---HR is in the process of revising and updating the Violence in the Workplace Policy. When completed, it will be sent to employees for review and acknowledgement.</p> <p>Drug and Alcohol Testing Pools---HR is in the process of revising and updating the procedures used in connection with random drug and alcohol testing pools to assure timely and accurate compliance with Commercial Drivers’ License (CDL) federal law, and in accordance with applicable collective bargaining agreements.</p> <p>7/6/21-G1A-1&4: Recommendation 7 of the 2018 Follow-Up Audit states. - DHR should consult with the County Attorney to implement a comprehensive policy that ensure compliance with document retention and maintenance requirements at the federal, state, and county levels. This recommendation was included as Goal #2, Objective G2B., Success Measurement 1 in last year’s Goals and Objectives for this Director. As noted in the August 4, 2020 Director’s Report to the Commission, a draft HRD Retention & Destruction policy was created and sent to the Office of County Attorney for review and approval. As subsequent Director’s Reports have noted, we await response and approval. Once HR is informed by the Office of the County Attorney the update will be included in subsequent Director’s reports.</p> <p>7/6/21-G1B&G1C-2&3: Travel Policy---The draft Travel Policy developed by the Finance Department and reviewed by edited by HR has now been finalized, approved by HRD, and forwarded for approval by others.</p> <p>8/3/21-G1B&G1C-2&3: At the request of the Mayor’s office, a revised Recruitment Incentive Policy increasing the amount and duration of hiring bonuses and relocation expense reimbursements was drafted for optional use for certain hard to fill positions, subject to approval by HR. The above serves as the second quarterly progress report for Goal 1.</p> <p>8/31/21-G1B&G1C-2&3: No additional information to report regarding this matter.</p> <p>10/5/21-G1B&G1C-2&3: HRD has revised the County-Wide Language Access Policy and Plan. Its distribution will be through the County’s PowerDMS electronic platform.</p> <p>12/07/21-GAB&G1C-2&3: As mentioned in a previous HRD report during this past quarter, HRD has revised the County-Wide Language Access Policy and Plan.</p>

CSC 2022-03

Goal #2 – Review and monitor the HRMS Human Resources Management System (HRMS) Project; assist with any multi-department issues.

Objectives	Success Measurements	Desired Outcome	Status
<p>G2A. Complete the process of implementing new HRMS.</p>	<ol style="list-style-type: none"> 1. Timelines and benchmarks are established and met for the completion of the work. 2. Monthly progress updates are provided to the CSC. 	<p>Complete the migration to the new HRMS in order to realize the benefits of the project.</p>	<p>4/6/21-G2A-1&2: Notices of award were issued on February 17, 2021 to four (4) vendors: Accenture, LLP (integrators), Workday, Inc. (software solution), ADP, Inc. (tax services), and TimeClock Plus, LLC (Fire & Police scheduling). We did not receive any protests to these awards and proceeded with the review of the contracts, statements of work, and services agreements with the vendors. We are continuing to work with our attorneys, Finance Department, and the vendors on acceptable terms of these contracts. Once the contracts are signed, the implementation of the new system can commence. The go live date for the new HRMS system is still projected for January 1, 2022.</p> <p>5/4/21-G2A-1&2: Continued review by attorneys for the vendors and County attorneys to reach agreement regarding acceptable contract terms.</p> <p>6/8/21-G2A-1&2: Contracts with two of the four HRMS vendors have been executed, Accenture, LLP (integrators), Workday, Inc. (software solution). Contracts for the remaining two vendors, ADP, Inc. (tax services), and TimeClock Plus, LLC (Fire & Police scheduling), are being reviewed by the attorneys for the vendors and County attorneys to reach agreement regarding acceptable contract terms.</p> <p>Due to significant delays in reaching agreement with the two primary vendors, mostly due to attorneys' review and disagreements over specific contracts terms, the go-live date has been postponed from January 1, 2022. Because the vendors require a start date only on the first of a quarter, the go-live date will now occur on April 1, 2022. The Mayor has been apprised and commented that due to the magnitude of this project, delays are understandable and the April 1, 2022 go-live date is acceptable.</p> <p>7/6/21-G2A-1&2: Training has begun for the core implementation team, with a kick-off meeting with all department leads and Accenture, LLP (integrators) and Workday, Inc. (software solution) on June 16, 2021. The Executive Project Team are attending Workday trainings pertaining to their functional areas while also completing implementation tasks. Over the next four (4) months, the Kaua'i Workday tenant (system) is being configured for unit testing which is anticipated to begin in October. Contracts for the remaining two vendors, ADP, Inc. (tax services), and TimeClock Plus, LLC (Fire & Police scheduling), are being reviewed by the attorneys for the vendors and County attorneys to reach agreement regarding acceptable contract terms. Accenture/Workday are using a project management software system and certain team members have been trained on the new system. Others will be trained via train the trainer method.</p> <p>8/3/21-G2-1&2: Training continues for the core implementation team. Human Resources (HR) staff, as well as other department leads, are participating in many days and hours of training. Unfortunately, due to the trainers being located in multiple time zones on the mainland, some training sessions begin at 5:30 or 6:00 a.m. The vendors are not able to adjust their trainers' schedules to work into the evening hours; hence, we must accommodate with early sessions for many of the trainings. Nevertheless, we have willing participants eager to learn the new system.</p> <p>HR staff continues to meet and discuss with County of Maui staff since the new HRMS system is mirrored after Maui's product. It is a benefit to the County of Kaua'i to learn from Maui's experience. Contracts for the remaining two vendors, ADP, Inc. (tax services), and TimeClock Plus, LLC (Fire & Police scheduling), continue to be reviewed by the attorneys for the vendors and County attorneys to reach agreement regarding acceptable contract terms. Accenture/Workday, who are using a project management software system, have noted that we are currently on schedule.</p> <p>8/31/21-G2A-1&2: The fourth and final vendor contract with ADP has been executed.</p> <p>10/5/21-GSA-1&2: Most implementation team members have received the required training. The next phase of the project entails testing of uploaded data to ensure accuracy. It is anticipated that certain individual employees in DHR and IT will be required to spend three to six hours per day during October/November on testing. In addition, sixty-two Change Ambassadors have been selected to assist with being the eyes and ears for the various departments and to assist with marketing the product and training employees on how to use the system. Accenture/Workday, who are using a project management software system, continue to report that the project is on schedule. Go live date is April 1, 2022.</p> <p>12/07/21-G2A-1&2: HRMS Project Schedule. The County of Kauai's implementation team is currently working with our vendor, Accenture, concerning changes that need to occur to the Maui configuration of the Workday tenant. During the past two months of unit testing, the team has identified numerous examples of County processes and job profiles that differ from Maui and must be aligned to Kauai. As such, a change order will be submitted that will incorporate these changes. It will also impact the go-live date, which must start on the first day of a quarter. Both County and Accenture agree that this is the best course to assure success.</p>

Goal #3 – Identify training priorities for Department of Human Resources staff and/or staff from other departments including developing plan for delivery of the training.

Objectives	Success Measurements	Desired Outcome	Status
<p>G3A. Work with HR Department staff and/or other departments to assess where they feel training is needed to address gaps in knowledge/skills.</p> <p>G3B. Based on assessment, develop a training program for HR Department staff and/or other departments to address improvements in knowledge/skills.</p>	<ol style="list-style-type: none"> 1. For HR staff training, each HR staff member is surveyed to determine needs. 2. For staff in other departments, work with department/division heads to identify training needs for the Department. 3. A training program is developed to address the priority training needs. 4. Quarterly progress reports are provided to the CSC. 	<p>County Staff are better equipped to meet the needs of the County of Kauai.</p>	<p>5/4/21-G3A&G3B-1to4: The following is the first quarterly report regarding training priorities: HR, working with other departments, assessed the training needs, developed training programs, and where noted provided the following training: Transportation—HR is developing new content for bus driver training regarding customer service, and specifically the process to follow when dealing with difficult passengers. Parks & Recreation—To address workplace issues, HR coordinated individual employee trainings with WorkLife Hawaii on best practices for addressing employee/team conflict. Department of Water—At the DOW’s request, HR developed a training program and provided training to DOW supervisors regarding timesheets for various bargaining unit employees. 4 Police—HR is developing a training program, with handouts, regarding policy against discrimination, harassment and retaliation. Training priorities for HR Staff--HR managers and the Director are working on content for a survey for internal HR staff to determine their training needs and desires. Future reports will identify the responses to the survey. 6/8/21-G3A&G3B-1&3: EEO/ADA Coordinator enrolled in EEOC Webinar to enhance skills and knowledge. 6/8/21-G3A&G3B-2&4: As noted in the Administrative Services report below, HR coordinated mediation for Police Department staff, which resulted in the participants reaching an agreement that addressed the need for improved communication and the ability to respectfully settle minor issues amicably. 7/6/21 G3A&G3B-1&3: HR staff as well as other departments are participating in the HRMS project training. 8/3/21-G3A&G3B-1&3: HR staff (both HR Managers and EEO/ADA Coordinator) gave an all-day training to the newly promoted Sergeants and Lieutenants at KPD. Topics included performance management, evaluations, EEO/Civil Rights, and ADA accommodations. HR coordinated and retained an outside trainer to conduct “customer service” training for Finance and Planning employees pursuant to the Department Heads’ request. A total of 63 employees attended. EEO/ADA Coordinator provided two ADA trainings for new hire orientations. The Department of Water is currently requesting HR assistance for future training. The above serves as the second quarterly progress report for Goal 3. 8/31/21-G3A&G3B-1&3: No additional information to report regarding this matter. 10/5/21-G3A&G3B-1,2&3: As noted above, numerous HRMS trainings have been presented to core implementation team members in DHR and IT. EEO/ADA Coordinator attended webinar trainings involving workplace diversity and compliance with EEO Guidance related to COVID-19 vaccinations, accommodations, and testing. HR Manager and EEO/ADA Coordinator attended webinar trainings regarding workplace investigations, and vaccines and masks in the workplace. Finally the HR Director and HR Manager attended a webinar regarding marijuana issues in the workplace. 12/01/21-G3A&G3B-1&3: Supervisory Training on Effectively Addressing Employee Conflict presented by Alt Kagesa on October 21, 2021 at the Kaua‘i Veterans Center. There were two (2) three and a half (3.5) hour sessions held. A total of eighty (80) supervisors attended plus the Mayor. Leadership Training w/Glenn Furuya – Training entitled “Leading Yourself Through Tough Times” for all Department Heads and Deputies, including the Mayor, was held virtually on November 9, 2021 from 10:00 a.m. – 3:00 p.m.</p>

Goal #4 – Review employee complaints in an effort to identify common root causes and implement appropriate training programs designed to address the most frequent root causes.

Objectives	Success Measurements	Desired Outcome	Status																																																																
<p>G4A. Review complaints filed over the past five years, if possible, to identify most frequent root causes.</p> <p>G4B. Work with Department Heads and key management personnel to review most frequent root causes and assess related training needs.</p> <p>G4C. Based on assessment, develop a training program for County of Kauai departments to address highest priority root causes.</p>	<ol style="list-style-type: none"> Five year, if possible, review is completed and frequent root causes identified. Department Heads and key management personnel participate in the development of the training plan. A training plan/schedule is developed and implemented. Claims are reduced over time. Quarterly progress reports are provided to the CSC including statistics on the number of HR related litigation/lawsuits and settlements or awards that they are aware of. Report shall also include statistics by category on separation, termination, retirements, etc. to identify trends. 	<p>Employee complaints are reduced for the County of Kauai, saving money, time and resources and creating a more positive work environment for all employees.</p>	<p>5/4/21-G4A&G4B-1&5: The following is the first quarterly report regarding employee complaints, root causes, and training: Review of Previous Complaints—HR has maintained a directory of complaints filed by employees since January 2020. Previous complaints are located in multiple folders and/or directories, with some under names of HR staff assigned, thus, efforts to review five years back, if possible, will take longer. Root causes—Over half of the complaints submitted to HR since January 2020 pertain to one or more of the following allegations: harassment, discrimination, hostile work environment, retaliation. The remaining complaints involve allegations against management such as unprofessional conduct, misuse of grant funds, disclosure of personal information, recruitment and/or civil service violations, and wrongful termination. For the next quarterly report, there will be further analysis, including if the complaints were substantiated, and options for reducing future complaints. Training— For the next quarterly report, there will be further analysis to determine if and when further training should occur with respect to the COK’s policy against Discrimination, Harassment, and Retaliation. All employees are trained upon hire and receive the policy. Periodic updated training within individual departments occur as needed. There have been additional methods used in the past including mediation and talk story sessions to address the issues as well. 8/3/21-4: HR is not aware of any new litigation/lawsuits/settlements related to HR matters. This serves as the second quarterly progress report for Goal 4. 10/5/21-G4A&G4B-2&3: DHR is aware of one new lawsuit related to non-selection and alleged race discrimination. Numerous Internal Complaints were filed by employees in one Department/Division/Section regarding workplace issues such as bullying, harassment, behavioral issues, etc. during August and September. DHR is working directly with the Deputy Director and Division/Section heads to address the issues. EEO/ADA Coordinator is also conducting investigations concerning the various issues. 12/07/21-G4A-1/4/5: As mentioned in a previous HRD report during this past quarter, DHR is aware of one new lawsuit related to non-selection and alleged race discrimination. DHR has compiled data from the past six years regarding the type of employee complaints received in an effort to identify common root causes and implement appropriate training programs designed to address the most frequent root causes.</p> <table border="1" data-bbox="1165 1096 1932 1356"> <thead> <tr> <th>YEAR</th> <th>Age</th> <th>Race</th> <th>Sexual</th> <th>Wkpl Violence</th> <th>Retaliate</th> <th>*Other</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>2016</td> <td></td> <td></td> <td></td> <td>8</td> <td>1</td> <td>1</td> <td>10</td> </tr> <tr> <td>2017</td> <td></td> <td></td> <td>1</td> <td>3</td> <td>2</td> <td></td> <td>6</td> </tr> <tr> <td>2018</td> <td></td> <td>1</td> <td></td> <td>3</td> <td>1</td> <td></td> <td>5</td> </tr> <tr> <td>2019</td> <td>1</td> <td>1</td> <td></td> <td></td> <td>1</td> <td>2</td> <td>5</td> </tr> <tr> <td>2020</td> <td>1</td> <td>1</td> <td></td> <td>10</td> <td>2</td> <td>9</td> <td>23</td> </tr> <tr> <td>2021</td> <td>1</td> <td></td> <td></td> <td>18</td> <td>2</td> <td>10</td> <td>31</td> </tr> <tr> <td>Total</td> <td>3</td> <td>3</td> <td>1</td> <td>42</td> <td>9</td> <td>22</td> <td>80</td> </tr> </tbody> </table> <p>*e.g., resume falsification, improper use of authority, unfair treatment, improper handling of grant funds, unprofessional management, violation of Civil Service Laws, promotion process unfair, wrongful termination, Drug and Alcohol testing discriminatory practices, applicant claims to meet minimum qualification requirements, applicant denied entry to testing due to late arrival, questions on Fire Captain exam vague or misinterpreted.</p>	YEAR	Age	Race	Sexual	Wkpl Violence	Retaliate	*Other	Total	2016				8	1	1	10	2017			1	3	2		6	2018		1		3	1		5	2019	1	1			1	2	5	2020	1	1		10	2	9	23	2021	1			18	2	10	31	Total	3	3	1	42	9	22	80
YEAR	Age	Race	Sexual	Wkpl Violence	Retaliate	*Other	Total																																																												
2016				8	1	1	10																																																												
2017			1	3	2		6																																																												
2018		1		3	1		5																																																												
2019	1	1			1	2	5																																																												
2020	1	1		10	2	9	23																																																												
2021	1			18	2	10	31																																																												
Total	3	3	1	42	9	22	80																																																												

Goal #5 – Optimize payroll division functions and staffing related to eventual 100% centralized payroll and in connection with future automation with new HRMS system.

Objectives	Success Measurements	Desired Outcome	Status
<p>G5A. Identify any changes necessary within the payroll division in order to meet the needs of a 100% centralized system integrated with the new HRMS system.</p> <p>G5B. Implement necessary changes.</p>	<ol style="list-style-type: none"> 1. Develop timeline for movement of all county payroll functions to the HR Department. 2. Payroll functions are successfully integrated with HRMS in accordance with the implementation plan. 3. Quarterly progress reports are provided to the CSC. 	<p>Payroll functions are consolidated within HR and automated to the greatest extent possible. Payroll is efficient and accurate, and meet the needs of the County of Kauai and its various departments.</p>	<p>5/4/21-G5A&G5B-1to3: Currently some payroll staff have been re-deployed to be part of HRMS implementation team. Continued analysis regarding timing for 100% centralized payroll, and staffing needs, is on-going; however, decisions are dependent upon information received during the training and testing phases of HRMS.</p> <p>8/3/21-G5-3: The go-live date for HRMS is April 1, 2022. Converting to 100% centralized payroll will not occur until after the new system is in place. Departments conducting their own payroll recordkeeping are included in the HRMS implementation team, and transition from departments to payroll will be staggered over a period of time once all stakeholders are trained and the new system is fully implemented. This serves as the second quarterly progress report for Goal 5.</p> <p>12/07/21-G5-3: Converting to 100% centralized payroll will not occur until after the new system is in place. Departments conducting their own payroll recordkeeping are included in the HRMS implementation team, and transition from departments to payroll will be staggered over a period of time once all stakeholders are trained and the new system is fully implemented.</p>

COUNTY OF KAUA'I

POSITION DESCRIPTION

DIRECTOR OF HUMAN RESOURCES

I. Job Purpose

This position is responsible to the Civil Service Commission for the strategic human resources planning to provide the County with a human resources management program conducive to the County's overall goals and objectives and in accordance with the County Charter.

This position works with the Mayor and other members of the Mayor's cabinet to ensure the County's compliance with laws, rules, and administrative rulings of governmental organizations and other regulatory and advisory authorities relative to human resources management and equal opportunities.

As a cabinet level position, this position may be called upon by the Mayor or Managing Director to serve in various capacities outside the realm of human resources management. As an example, this position may be assigned to County or state-wide ad hoc committees or other entities.

II. Essential Duties and Responsibilities

Plans, directs and implements all aspects of the County's human resources management program including but not limited to recruitment, placement, classification and compensation, training and employee relations, labor relations/collective bargaining, maintenance of personnel records and reports, incentive and service awards, health and safety, organizations and staffing, and Equal Employment Opportunity/Affirmative Action Programs. Receives advice from and reports to the Civil Service Commission on issues and problems relating to personnel and human resources administration.

Responsible for the County's recruitment program which includes establishing a new hire orientation program, identifying the needs of the various departments, develop and implement strategies to meet those needs, evaluating outcomes and filling positions with qualified and competent individuals. Ensures the timely and appropriate filling of vacancies that conform to applicable laws, rules, and collective bargaining agreements. Coordinates compensation and benefits program that will attract and retain qualified individuals.

Oversees the position classification, compensation and benefits program for the County; ensures accurate and current description and classification of positions in accordance with established specifications; initiate new and revised class specifications to meet the needs of new and revised functions and responsibilities, the analysis of job requirements, staffing patterns, class specifications, and organization charts in the review of positions within the County of Kaua'i. Reviews proposed organization changes and the preparation of

justifications for reorganization as required. Provides department heads with the necessary support and guidance to achieve desired organizational effectiveness.

Responsible for the employee development and training programs; analyzes training needs with department managers; establishes organizational and personnel development programs which effectively identify and meet the needs of the County organization and individuals within the organization; ensures any required training is implemented and completed by the appropriate personnel.

Provides direction, interpretation, training, general guidance and counsel to managers, staff and employees regarding collective bargaining agreements. Develops and coordinates a comprehensive labor relations program to ensure prompt, fair and consistent administration of the bargaining unit contracts and resolution of grievances, appeals and/or complaints. Investigates, conducts hearings and prepares responses for grievances, appeals and/or complaints in a timely manner. Identifies alternatives and recommends action to be taken.

Serves as the mayor's representative and spokesperson at the bargaining table with public sector unions. Receives, reviews, assesses probabilities, and evaluates the impact of proposed contract changes. Formulates and recommends strategies, goals, and objectives for negotiations with representatives of other jurisdictions.

Responsible for the safety and worker's compensation program which involves the handling of worker's compensation claims and cases, monitoring ongoing cases, investigating and reviewing questionable claims, collecting and analyzing accident information, settling claims and coordinating job placement efforts. Establishes and maintains a safety program that seeks ways to continue injured employees productivity and self-esteem through effective return to work programs and strives to reduce occurrence of accidents. Serves as a liaison between the injured employee and third party administrator.

Plans, develops and updates, organizes, implements and monitors policies and procedures to ensure the County's compliance with applicable laws and rules on fair employment, the Americans with Disabilities Act, and other similar laws, including ensuring that County facilities, programs, and other activities are equally available to all individuals.

Responsible for the maintenance of personnel records and files; manages leaves of absence programs and the department's drug and alcohol testing program; ensures the timely and accurate processing of payroll; develops and implements the annual budget for the Human Resources department; ensures department is operated within approved budget.

Continually evaluate the County's human resources management structure and employees and plans for continual improvement of the efficiency and effectiveness of these employees as well as providing them with professional and personal growth opportunities.

May perform other duties as appropriate.

III. Qualifications

a. Required

Minimum five (5) years of training and experience in personnel administration either in public service or private business, or both, at least three (3) years of which shall have been in a responsible administrative capacity; knowledge of the principles and methods of personnel administration and belief in applying merit principles and scientific administrative methods to public personnel administration.

b. Preferred

Bachelor's degree in human resources management, business administration or public personnel administration, industrial relations, or a related field desired; human resources management experience may be substituted on a year for year basis.

General knowledge of Hawai'i employment laws, strategic management, public personnel, administration policies, practices and techniques, recruitment and placement, position classification, workforce planning, employee and labor relations, occupational health and safety, and compensation and benefits.

Excellent verbal and written communication skills; strong program and organizational skills; ability to develop and maintain strong interpersonal relationships with county leaders, department managers and staff; supervise and train staff; computer literate; proficient with Microsoft office (outlook, word, excel, power point) and human resources information systems preferred.

IV. Physical Demands and Work Environment

On a regular basis position requires sitting, use of hands to finger, handle, and feel, bend, stoop, climb, reach with hands and arms and lifting and/or moving up to 10 pounds. Occasionally requires standing and walking and lifting and/or moving up to 25 pounds.