



CIVIL SERVICE COMMISSION

JEFFREY IIDA , CHAIR
BEVERLY GOTELLI, VICE CHAIR

V. PAMAI CANO, COMMISSIONER
FRANCIS KAAWA, COMMISSIONER
VONNELL RAMOS, 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 meetings will be completed pursuant to HRS Chapter 92 and posted to the Civil Service Commission's website upon completion and approval.

Public Comments and Testimony:

- **Written testimony:** The Civil Service Commission shall accept written testimony for any agenda item herein.
 - Written testimony indicating 1) testifiers name, and if applicable, testifiers position/title and organization represented, 2) the agenda item that the testifier provided comment on, and 3) contact information (telephone number and email address), may be submitted to smuragin@kauai.gov or mailed to the Civil Service Commission, c/o Office of Boards and Commission, 4444 Rice Street, Suite 300, Lihue, Hawaii 96766.
 - Written testimony received by the Civil Service Commission at least 24 hours prior to the meeting shall be distributed to all members prior to the meeting.
 - Any testimony received after this time and up to the start of the meeting will be summarized by the Clerk of the Committee during the meeting and added to the record thereafter.
 - Any late testimony received shall be distributed to the members after the meeting is concluded.
- **Oral testimony** will be taken during the public testimony portion of the meeting.
 - It is recommended that anyone interested in providing oral testimony register at least 24 hours prior to the meeting by emailing smuragin@kauai.gov or call (808) 241-4919. Any request to register shall include 1) testifiers name, and if applicable, testifiers position/title and organization represented, and 2) the agenda item that the testifier provided comment on, and 3) contact information (telephone number and email address).
 - It shall be the responsibility of the testifier to attend the meeting on time.
 - Pursuant to HRS §92-3 of the Public Agency Meetings and Records statute, the boards shall afford all interested persons an opportunity to submit data, views, or arguments, in writing, on any agenda item. The commission shall also afford all interested persons an opportunity to present oral testimony on any agenda item.
 - Individuals who did not register to testify shall be given an opportunity to speak on an agenda item following the registered speakers.

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COUNTY OF KAUA'I CIVIL SERVICE COMMISSION

NOTICE OF MEETING AND AGENDA

Tuesday, May 3, 2022

3:00 p.m. Hawai'i Standard Time or shortly thereafter

Boards and Commissions Conference Room

4444 Rice Street, Suite 300, Līhu'e, Hi 96766

CALL TO ORDER IN OPEN SESSION

ROLL CALL

APPROVAL OF AGENDA

PUBLIC COMMENTS AND TESTIMONY

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

APPROVAL OF MEETING MINUTES

a) Open Session Minutes of April 5, 2022.

DIRECTOR OF HUMAN RESOURCES REPORT

CSC 2022-14 March/April period, May 3, 2022 Meeting

- a) Collective Bargaining
- b) HRMS Project
- c) HR Trainings
- d) Update on Review and Revisions to Internal Policies and/or Procedures
- e) Discussion on Format of the Human Resources Director's Monthly Reports for 2022
- f) Monthly Report from HR Divisions/Sections
 - a. New Hires
 - b. Administrative Services and Benefits
 - c. Employee Development and Health Services
 - d. Other
 - e. HR Manager, Classification and Pay and Labor Relations
 - f. Recruitment and Exam
 - g. Payroll
 - h. EEO/ADA

BUSINESS

CSC 2022-15 Director of Human Resources Goals and Objectives for period February 16, 2021 to June 30, 2022. (on-going)

- a) Review updated report
- b) Discussion and possible decision-making on other related matters

CSC 2022-16 Discussion and decision-making on possible changes to the format and/or contents contained in the Director of Human Resources Monthly Report

CSC 2022-17 Discussion and selection of a date to continue the Appeal Hearing meeting for RFA 2021-02.

ANNOUNCEMENTS:

Next Scheduled Meeting: Tuesday, June 7, 2022 – 3:00 p.m. in the Boards and Commissions Conference Room, Piikoi Building, 4444 Rice Street, Suite 300, Līhu‘e, Hi 96766

ADJOURNMENT

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

COUNTY OF KAUAI
Minutes of Meeting
OPEN SESSION

DRAFT To Be Approved

Board/Commission:	CIVIL SERVICE COMMISSION	Meeting Date:	April 5, 2022	
Location	Teleconference via Microsoft Teams	Start of Meeting:	3:00 p.m.	End of Meeting: 3:11 p.m.
Present	Chair Jeffrey Iida. Vice Chair Beverly Gotelli. Commissioners: V. Pamai Cano and Vonnell Ramos. Deputy County Attorney Mark Ishmael. Office of Boards and Commissions Staff: Commission Support Clerk Sandra Muragin.			
Excused	Commissioner Francis Kaawa and Administrator Ellen Ching			
Absent				

SUBJECT	DISCUSSION	ACTION
Call To Order/ Roll Call	<p>Chair Iida 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 to identify if anyone was present with them at their location during the meeting;</p> <p>Commissioner Cano replied present and alone.</p> <p>Commissioner Kaawa was excused.</p> <p>Commissioner Ramos replied present and alone.</p> <p>Vice Chair Gotelli replied present and alone.</p> <p>Chair Iida replied present and alone for the record.</p> <p>Deputy County Attorney Ishmael replied present and alone.</p> <p>Director Human Resources Annette Anderson was excused.</p> <p>Administrator Ching was excused.</p> <p>Support Clerk Muragin replied present and alone.</p>	<p>Quorum was established with four commissioners present.</p>
Approval of Agenda		<p>Vice Chair Gotelli moved to approve the agenda, as circulated. Ms. Cano seconded the motion. Motion carried 4:0.</p>
Public Comments and Testimony	<p>Ms. Muragin reported she did not receive any written testimony or request to testify for this meeting.</p>	
Approval of Meeting Minutes	<p>a. Open Session Minutes of March 1, 2022</p>	

SUBJECT	DISCUSSION	ACTION
		<p>Vice Chair Gotelli moved to approve the Open Session minutes of March 1, 2022, as circulated. Mr. Ramos seconded the motion. Motion carried 4:0.</p>
<p>Director of Human Resources Report</p>	<p><u>CSC 2022-11</u> February/March period, April 5, 2022, 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) Discussion on Format of the Human Resources Director’s Monthly Reports for 2022 f) Monthly Report from HR Divisions/Sections <ul style="list-style-type: none"> a. New Hires b. Administrative Services and Benefits c. Employee Development and Health Services d. Other e. HR Manager, Classification and Pay and Labor Relations f. Recruitment and Exam g. Payroll h. EEO/ADA <p>Director of Human Resources Annette Anderson reviewed the February/March period, April 5, 2022, meeting report. (<i>Documents on file</i>)</p> <p>Ms. Anderson reported Hawai‘i Government Employees Association (HGEA) ocean safety officers completed arbitration and awaiting award. HRMS team meeting with Managing Director Michael Dahilig to review project status. New safety officer rolled out a bi-weekly “safety message” emailed to all county employees. Ms. Anderson asked if the commission wanted to keep the report the same or make changes.</p>	

SUBJECT	DISCUSSION	ACTION
	Chair Iida said he would place it on the agenda at the next meeting for the commission to discuss.	
Business	<p><u>CSC 2022-12 Director of Human Resources Goals and Objectives for evaluation period February 16, 2021 to June 30, 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 commission did not have any questions on the updated report.</p>	
	<p><u>CSC 2022-13 Director of Human Resources Annual Evaluation for period February 16, 2021 to June 30, 2022. (on-going).</u></p> <ul style="list-style-type: none"> a) Review updated timeline. b) Discussion and possible decision-making on other related matters <p>The commission reviewed the updated timeline and did not have any further questions.</p>	
Announcements	Next Meeting: Tuesday, May 3, 2022 – 3:00 p.m., in the Boards and Commissions Conference Room, Piikoi Building, 4444 Rice Street, Suite 300, Līhu‘e, HI 96766	
Adjournment	Chair Iida asked for a motion to adjourn.	<p>Vice Chair Gotelli moved to adjourn the meeting. Mr. Ramos seconded the motion. Motion carried 4:0.</p> <p>Chair Iida adjourned the meeting at 3:11 p.m.</p>

Submitted by: _____
 Sandra Muragin, Commission Support Clerk

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**

MAY 3, 2022 MEETING

Report Covering March/April 2022

Collective Bargaining:

As of April 20, 2022, the status of collective bargaining with the various unions is as follows:

- Four Year Agreements Reached (7/1/21-6/30/25).
 - UPW BU 1 (blue collar) ratification by members occurred for tentative agreement pay increases as part of reopener negotiations; however, the tentative agreements are still subject to approval by the Legislature and all County Councils before implementation.
 - HGEA BU 2 (blue collar supervisors) ratification by members occurred for tentative agreement pay increases as part of reopener negotiations; however, the tentative agreements are still subject to approval by the Legislature and all County Councils before implementation.
- Tentative Agreements reached during reopener negotiations for pay increases and awaiting outcome of ratification voting during the week of 4/18/22 for the following:
 - HGEA BU 3 (white collar)
 - HGEA BU 4 (white collar supervisors)
 - HGEA BU 13 (professional & scientific)
- HFFA BU 11 (Fire) arbitration award should be issued in April, 2022 for four year agreement (7/1/21-6/30/25); however, when issued, the award is still subject to approval by the Legislature and all County Councils before implementation.
- Unsettled units at impasse and subject to interest arbitration:
 - SHOPO BU 12 (Police) Interest arbitration hearing to occur week of May 23, 2022 on Oahu.
 - HGEA BU 15 (Ocean Safety Officers) Interest arbitration hearing concluded March 18, 2022; awaiting arbitration award.

HRMS Project:

Change Order agreed to wherein additional services will be provided by the vendor assisting with preparing for implementation, e.g., building a training module to allow employees to learn the system and practice entering timesheets, overtime pay, and leaves of absence, with similar trainings for supervisors who must approve the entries. Time-line for go-live is postponed until January 1, 2023---go-live needs to occur at the beginning of the quarter and not in-between. Communication to employees is occurring now regarding details concerning the change.

Continued training of the core implementation team has been on-going with 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.

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

HR Trainings:

EEO Coordinator provided two accommodation trainings for new hires during each month. Customer Service Training held for Police Department on March 29, 2022.

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

Review of Employee Complaints/Grievances

In addition to reviewing internal complaints submitted by employees, the HRD is required to handle either Step II or Step III grievances (depending upon the bargaining unit) and render decisions as the last step prior to grievance arbitrations. After the decision is issued, the employee/union may elect to take the matter to grievance arbitration. Over the past two months, there has been an increase in grievance filings. An analysis by the HRD shows that they are being filed by different unions, i.e., UPW, HGEA, SHOPO, and HFFA, and for many different reasons, e.g., suspensions/terminations, transfers/promotions, temporary hazard pay, holiday pay, etc. There is no specific pattern detected, nor are they coming from one particular department.

With respect to the grievances that proceed to arbitration, there is some evidence that the unions are pursuing matters which, in the past, would not have warranted the time and expense of arbitration, i.e., grieving written warnings.

As such, at present there is no evident root causes, which would warrant development of training plans for the departments that would result in reduced grievances/arbitrations.

[Goal 4, Objectives G4A, G4B, and G4C., Success Measurements 2, 3, and 4. – on going]

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

At the March 2022 meeting, Chair Iida indicated that this matter would be placed on the agenda for a future meeting and discussion.

Regarding the format of the HRD’s monthly report, the first two to three pages of the Report come 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?

Monthly Report from HR Divisions/Sections

Administrative Services and Benefits:

- Provided guidance to departments on various personnel issues, including internal investigations, disability accommodations, disciplinary/performance, mediation, attendance/leave, benefits, drug/alcohol testing, etc.
- New Hires:
 - 4 Fire Fighter Trainees
 - 1 Tax Clerk
 - 2 Archaeologist III (exempt)
 - 1 Bus Driver-Substitute (exempt)
 - 1 COVID-19 Administrative Technician (exempt)
 - 1 COVID-19 Specimen Collection Specialist (exempt)
 - 1 Van Driver-Substitute (exempt)
- Exit Interviews (Retirees): 1 of 1
- TDI Applications 3 approved
- Family Leave: 4 approved
- Leave Sharing: None
- Reference Checks: 10
- Employment Verifications: 13
- Transactions Totals:

New Hires	11
Separations	6
Reallocations	13
Promotions	3
Demotions	0
Transfers	1
Pay Increase	0
Suspension	2
Leave Without Pay	0
*Misc. Change Forms	13
**Other	48
89-Day	32
Seasonal	4

*Miscellaneous 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:

- Six (6) new workers' compensation claims were filed this month: three (3) controverted claims, two (2) indemnity claims, and one (1) medical only claim.
- Bi-monthly reviews of selected workers' compensation claims were held on April 12, 2022, via MS Teams meeting, with a multitude of claims reviewed.
- Equipment/Driver Training: Truck Tractor Training

Other:

- HRMS Project:
 - End-to-end testing began on March 2, 2022. Critical/high testing scenarios to be completed by April 10, 2022.
 - Parallel testing catch-up transactions began on March 28, 2022. Configuration and business process changes will be entered in the Parallel tenant.
 - Continued Finance/IT Division work on integration tasks with external vendors (e.g., ERS, NeoGov, ADP, TCP/Humanity, etc.) and reports.
 - Continued functional leads work with Change Management team to develop training and job aids.

HR Manager, Classification and Pay and Labor Relations:

- Attended Council Budget hearings over two week period.

- Reallocations Processed:
 - Accountant II to Accountant Trainee
 - Archaeologist III to Administrative Support Assistant
 - Boards and Commissions Clerical Assistant to Commission Support Clerk
 - Building Permit Clerk II to Building Permit Clerk I
 - Civil Engineer I to Civil Engineer II
 - Civil Engineer III to Civil Engineer I
 - Driver License Clerk I to DMV Service Representative II (2)
 - Driver License Clerk II to DMV Service Representative II
 - Engineering Support Technician I to Engineering Support Technician II
 - Engineering Support Technician IV to Engineering Support Technician I
 - Grant and Budget Specialist to Budget and Grant Analyst II
 - HRMS Administrator to Payroll Audit Specialist
 - IT System Project Manager to HRMS Administrator
 - Laborer II to Laborer I (2)
 - Motor Vehicle Registration Officer to DMV Operations Supervisor
 - Payroll Audit Specialist to Payroll Technician (2)
 - Planner I to Planner III
 - Planner VII to Planning Program Manager
 - Police Services Officer to Police Officer I
 - Program Support Technician II to Administrative Support Assistant
 - Public Works Roads Operation Manager to Executive Assistant to Mayor
 - Sprinkler System Repair Worker to Automatic Sprinkler System Repairer
 - Vehicle Titles & Registration Technician I to DMV Service Rep. II (4)
 - Vehicle Titles & Registration Technician II to DMV Service Rep. III (2)

- Desk Audits: None

- New Classes Adopted:
 - Executive Assistant to the Prosecuting Attorney
 - Highway Maintenance Manager
 - Real Property Valuation Analyst I
 - Real Property Valuation Analyst II

- Administrative Reviews: None

- Class Amendments Completed: Automotive Mechanic I
Automotive Mechanic II
Cashier I
Cashier II
Commission Support Clerk
Geographic Systems Analyst I
Geographic Systems Analyst II
Geographic Systems Analyst III
Motor Vehicle Program Technician
Planning Program Manager
Real Property Valuation Analyst III
Real Property Valuation Analyst IV
Real Property Valuation Analyst V
Senior GIS Analyst
Tax Relief Services Technician

Recruitment and Exam:

- Finalized and distributed summer internship circular to all departments; upcoming program increases the hourly pay to \$13.00 (was at minimum wage of \$10.10 per hour) and flexibility in extending program if departments are able to fund.

- Recruitment: Appointed Positions (OPA) (Exempt)
Bus Driver (Substitute) (Exempt)
Cashier I
Commission Support Clerk (Exempt)
COVID-19 Laboratory Assistant (Exempt)
COVID-19 Laboratory Supervisor (Exempt)
COVID-19 Specimen Collection Specialist (Exempt)
Economic Development Specialist IV (Exempt)
Emergency Services Dispatcher I
Fleet Coordinator Trainer (Exempt)
Golf Course Groundskeeper
Groundskeeper
Janitor II
Laborer I
Landfill Laborer I
Maintenance Worker I
Motor Vehicle Program Technician
Ocean Safety Officer I
Park Caretaker I
Park Caretaker II
Parking Enforcement Worker
Parks and Recreation Administrative Aide (Exempt)
Payroll Audit Specialist (Exempt)
Pipefitter Helper
Planning Program Manager
Police Records Unit Supervisor
Private Secretary (Exempt)

Procurement and Specification Specialist I
Sexual Assault Forensic Nurse Examiner (SANE) (Exempt)
Solid Waste Worker II
Solid Waste Worksite Supervisor

- Lists Referred to Departments: Accountant Trainee
Administrative Support Assistant
Appointed Positions (OPA) (Exempt)
Assistant Water Plant Operator
Bus Driver (Substitute) (Exempt)
Clerk-Dispatcher I (Exempt)
Commission Support Clerk (Exempt)
County Assistant Executive on Aging
COVID-19 Laboratory Assistant (Exempt)
COVID-19 Laboratory Supervisor (Exempt)
COVID-19 Specimen Collection Specialist (Exempt)
Economic Development Specialist IV (Exempt)
Executive Assistant to the Mayor (Exempt)
Fleet Coordinator Trainee (Exempt)
Legal Clerk I
Ocean Safety Officer I (Exempt)
Parks and Recreation Administrative Aide (Exempt)
Payroll Audit Specialist (Exempt)
Payroll Technician
Personnel Support Clerk (Exempt)
Planner III
Planning Program Manager
Police Evidence Custodian I
Police Services Officer
Private Secretary (Exempt)
Procurement and Specifications Specialist I
Program Support Technician II
Public Safety Worker I
Senior Groundskeeper
Sexual Assault Forensic Nurse Examiner (SANE) (Exempt)
Van Driver (Substitute) (Exempt)
Wastewater Administrative Assistant (Exempt)
Water Microbiologist V
- Written Exams Administered: Administrative Support Assistant
Assistant Water Plant Operator
Police Services Officer (2)
Public Safety Worker I (2)
Senior Groundskeeper
Tax Collection Supervisor
Tree Trimmer
- Performance Exams Administered: Ocean Safety Officer I

- Administrative Reviews: None

Payroll:

- Hired two new payroll technicians to fill vacancies
- HRMS System/Project
 - Transition of vendor’s new payroll consultant lead
 - Multiple Weekly Meetings with Project Team & Accenture, Absence, Benefits, Payroll, and Time Tracking
 - Continue E2E Testing Configuration Prep
 - Continue to transition manual payroll text file creations
 - Continued training with HR Admin on Budget Items
- March 31, 2022 Gross Payroll:

15th	\$	4,076,993	
EOM	\$	4,005,496	
EUTF ACTIVE	\$	788,050	
EUTF OPEB	\$	-	
EUTF RETIREE	\$	908,762	
ERS (RETIREMENT)	\$	2,231,148	
SOCIAL SECURITY	\$	316,088	
MEDICARE	\$	111,297	
PTS SS SAVINGS	\$	7,841	

EEO/ADA

- Assigned two new investigations for two departments
- Provided ADA technical guidance to six departments
- Provides ADA training for new hires

Goals and Objectives Report – COK Civil Service Commission

Director of Human Resources Annette Anderson – Period February 16, 2021 to ~~February 15, 2022~~ June 30, 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"> Outstanding issues from “Follow-up Audit of County Hiring Practices: Report No. 18-01 are addressed. Revised and/or new policies as implemented as needed. Revised and/or new policies are successfully communicated to County personnel. 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-G1B&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> <p>01/04/22-G1B&G1C: No new policies or procedures were drafted or revised this past month.</p> <p>04/04/22-G1B&G1C-2&3: As our new Safety Officer updates our safety policies, HR has started a bi-weekly “Safety Message” to all county employees giving them tips on safe protocols and practices, “How To’s” on performing tasks safer, reporting unsafe conditions, and links to various safety resources.</p> <p>Recruitment staff is working on revising the “Certification of Eligibles for Civil Service Positions” policy that describes the proper referral, consideration, and selection of individuals for public service to assure compliance with the merit-based civil service system. The revised policy covers the entire recruitment cycle from beginning to end and is meant to be a valuable resource tool for all departments.</p>

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: 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> <p>01/04/22-G2A-1&2: 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.</p> <p>04/02/22-G2A-1&2: Meetings with Managing Director Dahilig and the core HRMS team members from the Human Resources Department (HR) and Information</p>

			<p>Technology Division (IT) to review project status, timelines, and necessary resources, among other things.</p> <p>No additional changes from last month's report regarding training, data conversion, testing, and working with the field, which are repeated below.</p> <p>Continued training of the core implementation team has been on-going with HR staff, as well as other department leads, participating in many days and hours of training.</p> <p>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.</p> <p>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.</p> <p>Update on implementation and field trainings will be published in the near future. Coordinating with the Mayor's office for information sharing.</p>
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Goal #3 – Identify training priorities for Department of Human Resources staff and/or staff from other departments including developing plan for delivery of the training.

Objectives	Success Measurements	Desired Outcome	Status
<p>G3A. Work with HR Department staff and/or other departments to assess 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. 01/04/22-G3A&G3B-1&3: As noted above, numerous HRMS trainings have been presented to core implementation team members in DHR and IT.</p> <p>04/05/22-G2A&G3B-1&3: EEO Coordinator provided two accommodation trainings for new hires.</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="1167 971 1927 1222"> <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. 01/04/22-G4A-1/4/5: No new complaints or lawsuits received since the submission of last month’s meeting.</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
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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> <p>01/04/22-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>