



CIVIL SERVICE COMMISSION

JEFFREY IIDA , CHAIR
BEVERLY GOTELLI, VICE CHAIR

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

Pursuant to Hawai'i Revised Statutes Section 92-3.7, which codified Act 220, SLH 2020i the meetings of the Civil Service Commission will be conducted as followings:

- In addition to attendance in-person, the public may also attend the meeting by phone using the **Microsoft Teams Audio** telephone number and conference ID provided on the agenda.
- The public may also attend the meeting through **Microsoft Teams Video** using the link provided on the agenda.
- **Written testimony** may be submitted on any agenda item and 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 Commission during the meeting and added to the record thereafter.
- **Oral testimony** will be taken during the public hearing portion of the meeting **in-person at the public meeting location, by using the Microsoft Teams Audio telephone number, or via Microsoft Teams link as an additional accommodation** listed on the agenda.
 - All testifier audio and video will be disabled until it is your turn to testify.
 - If there are temporary technical glitches during your turn to testify, we may have to move on to the next person due to time constraints; we appreciate your understanding.
- If the remote telephone or link connection is lost and cannot be restored within 30 minutes during the meetings, the Civil Service Commission will continue all matters and reconvene at the next scheduled Civil Service Commission Meeting.

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 ALTERNATIVE FORMATS SUCH AS LARGE PRINT, BRAILLE, OR ELECTRONIC COPY.

COUNTY OF KAUAI CIVIL SERVICE COMMISSION
MEETING NOTICE AND AGENDA
Tuesday, June 7, 2022
3:00 p.m. or shortly thereafter
Boards and Commissions Conference Room
4444 Rice Street, Suite 300, Lihu'e, 96766

Microsoft Teams VIDEO

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

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

Microsoft Teams AUDIO

Phone: 1-469-848-0234, Conference ID: 185 710 455#

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 May 3, 2022.

DIRECTOR OF HUMAN RESOURCES REPORT

CSC 2022-18 May period, June 7, 2022 Meeting

- a) Collective Bargaining
- b) HRMS Project
- c) HR Trainings
- d) 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

BUSINESS

CSC 2022-19 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 2022-20 Continued discussion and decision-making on possible changes to the format and/or contents contained in the Director of Human Resources Monthly Report

ANNOUNCEMENTS:

Next Scheduled Meeting: Tuesday, July 5, 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

The draft copy of the meeting minutes
for the May 3, 2022,
Civil Service Commission meeting
was not available at the posting of the
June 7, 2022 agenda
on May 23, 2022.

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

June 7, 2022 MEETING

Report Covering April/May 2022

Due to scheduled leaves of absence by Boards and Commission staff as well attendance at the Oahu arbitration hearing by the Director, this report is being submitted on May 19, 2022, which is only sixteen days from the last Civil Service Commission meeting. Thus, this report covers less periods of time than other reports.

Collective Bargaining:

As of May 19, 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 Governor signing of funding bill and approval by 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 Governor signing of funding bill and approval by all County Councils before implementation.
 - HGEA BU 3 (white collar) ratification by members occurred for tentative agreement pay increases as part of reopener negotiations; however, the tentative agreements are still subject to Governor signing of funding bill and approval by all County Councils before implementation.
 - HGEA BU 4 (white collar supervisors)
 - HGEA BU 13 (professional & scientific) ratification by members occurred for tentative agreement pay increases as part of reopener negotiations; however, the tentative agreements are still subject to Governor signing of funding bill and approval by all County Councils before implementation.
- HFFA BU 11 (Fire) arbitration award was issued on April 25, 2022 for four year agreement (7/1/21-6/30/25); however, award is still subject to Governor signing of funding bill and approval by 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:

The HRD is now attending virtually allow HRMS meetings, which average four to six per day, Monday through Friday. The HRD is working closely with the two Project Managers and the Core Project Team (six

members) to assure that the project is on-schedule, decisions are made, and that the implementation is successful.

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. Once completed, the vendor will begin the final build of the new system, which will take many weeks to build.

Expanded training will begin for all employees and managers. There will be in-person training, virtual training, as well as “job aids” which give an overview of what is required in order access and input employee information into the new system. In addition, during the last quarter of the calendar year, employees will be able to enter their schedules and timesheets into the system, as if it was live. The information will then be moved over to the current system which will continue to issue paychecks through December 31, 2022. This will give employees many weeks of practice prior to the go-live date.

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

HR Trainings:

EEO Coordinator provided two accommodation trainings for new hires during each month. Also provided ADA technical guidance to seven departments

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

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.
- EUTF Open Enrollment for the benefits plan year July 1, 2022 – June 30, 2023 began on April 18, 2022 and ended on May 13, 2022. Health insurance plan changes made during this Open Enrollment period will be effective July 1, 2022.
- New Hires:
 - 1 Assistant Chief Liquor Control Investigator
 - 1 Automotive Mechanic I
 - 1 Automotive Store Clerk
 - 2 Payroll Technicians
 - 1 Pool Guard Trainee
 - 1 Scale Attendant I
 - 1 Tree Trimming Heavy Truck & Aerial Platform Operator
 - 1 Clerk Dispatcher I (exempt)
 - 1 Commission Support Clerk (exempt)
 - 1 COVID-19 Specimen Collection Specialists (exempt)
 - 1 Deputy Prosecuting Attorney (exempt)
 - 1 Executive Assistant to the Mayor (exempt)
 - 1 Janitor II (exempt)
 - 1 SAFN Examiner (exempt)
- Exit Interviews (Retirees): 1 of 1
- TDI Applications 3 approved
- Family Leave: 10 approved
- Leave Sharing: None
- Reference Checks: 8
- Employment Verifications: 15

• Transactions Totals:

New Hires	16
Separations	10
Reallocations	4
Promotions	4
Demotions	2
Transfers	3
Pay Increase	0
Suspension	0
Leave Without Pay	0
*Misc. Change Forms	18
**Other	28
89-Day	28
Seasonal	0

*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:

- Four (4) new workers' compensation claims were filed this month: Two (2) indemnity claims and two (2) medical only claims.
- Bi-monthly reviews of selected workers' compensation claims were held on April 12, 2022 via MS Teams meeting. Twenty-one (21) claims were reviewed.
- Drug and Alcohol Testing and Medical Review Officer Procurement. The Invitation for Bid (IFB) posting concluded on April 18, 2022. Bid proposals were reviewed and staff is working with Finance/Purchasing to finalize the recommendation of award and contract process.
- Ergonomic Safety Assessments: Coordinated in-person ergonomic assessments of Finance-Real Property workstations on April 7, 2022 and April 19, 2022. Assessment reports were provided to the department and respective employees so that proper adjustments could be made to improve work area setups. Additional assessments will be conducted in May and June.
- Safety Messages: Our first safety message (regarding Personal Protective Equipment) was sent via email to all employees on April 1, 2022. The overarching goal of these safety messages is to ensure safety is constantly on the minds of all employees. These safety messages are short and direct but contain links to additional information and resources for departments and employees to review if applicable. Safety messages will be sent bi-weekly.
- Equipment/Driver Training: Forklift Training (19 Recertified, 13 Newly Trained); Manitex Crane Post-Accident Training (1); Tractor/Trailer CDL (2 Employees)

Other:

- HRMS Project:
 - End-to-end testing is 93% completed. Staff continues to work on completing testing scenarios, specifically retesting items where fixes or changes to configurations were applied.
 - Parallel testing catch-up transactions for the first payroll parallel testing pay period were successfully inputted. Payroll and integrations testing is being worked on and the payroll variance audit is being reviewed. Configurations and business process continue to be refined in the Parallel tenant.
 - Workday - NeoGov integration set-up was completed. Staff will begin retesting the hiring process with the added integration immediately following review/training session with Accenture scheduled for early May.
 - Functional leads continue to work with Change Management team to develop training and job aids.
 - Completed Welcome to Workday Basics video with the assistance of Mayor's Office. This video will be used by the Change Management team during their roadshow presentations.

HR Manager, Classification and Pay and Labor Relations:

- Five funding bills for HGEA Units 2, 3, 4, 13 and HFFA Unit 11 were transmitted to the County Council for the approval of raises for these bargaining units.
- Approximately two hundred fifty (250) guests including fifty-two (52) honorees attended the annual Employee Recognition Banquet that was held on Friday, May 13, 2022, at the Veteran's Center. The

event was put on by HR Staff, with assistance from a talented member of the mayor's office. In keeping with tradition, department heads from the various departments and agencies worked the buffet line, serving the dinner meal to all guests. Employees of the Year from each department were honored along with employees with significant years of service with the County.

- Reallocations Processed: Accountant I to Accountant II
 Archaeologist III to Electrician-Electronic Equipment Repairer
 Assistant Chief of Field Operations and Maintenance to Highway Maintenance Manager
 Bus Driver (Substitute) to Van Driver (Substitute)
 COVID-19 Public Information, Response, and Recovery Specialist to COVID-19 Media and Communications Archivist
 Fire Fighter Trainee to Fire Fighter I
 Laborer I to Laborer II
 Laborer II to Laborer I
 Planner I to Planner II
 Planner IV to Planner V (2)
 Plant Electrician to Plant Electrical/Electronic Equipment Repairer
 Private Secretary to Executive Assistant to the Prosecuting Attorney
 Procurement Technician I to Procurement Technician II
 Special Assistant to the Chief of Field Operations & Maintenance to Assistant to the Highway Maintenance Manager
 Wastewater Plant Operator IV to Wastewater Plan Operator Trainee
- Desk Audits: None
- New Classes Adopted: None
- Administrative Reviews: None
- Class Amendments: Assistant Wastewater Plant Operator I
 Assistant Wastewater Plant Operator II
 Chief Examiner and Motor Vehicle Inspector
 Engineering Support Technician I
 Engineering Support Technician II
 Engineering Support Technician III
 Engineering Support Technician IV
 Highway Construction & Maintenance Supervisor I
 Highway Construction & Maintenance Supervisor II
 Information Specialist I
 Information Specialist II
 Police Records Clerk
 Procurement Clerk I
 Procurement Clerk II

Recruitment and Exam:

- Summer Employment--applicants have been referred to Parks and Recreation for the Summer Enrichment Program and applicants for internships have been placed at various County departments
- Recruitment: Accountant II
 Administrative Support Assistant
 Assistant to the Highway Maintenance Manager (Exempt)
 Building Inspector (Exempt)

Building Permit Clerk I
Bus Driver (Substitute) (Exempt)
Cashier I
COVID-19 Media and Communications Archivist (Exempt)
Division of Motor Vehicle Services Representative III
Engineering Support Technician I
Equipment Operator II
Equipment Operator III
Executive Assistant to the Prosecuting Attorney (Exempt)
Geographic Information Systems Analyst I
Geographic Information Systems Analyst II
Geographic Information Systems Analyst III
Highway Construction and Maintenance Supervisor I
Investigator (Exempt)
Legal Clerk IV
Park Maintenance Operations Superintendent
Pipefitter
Planner IV
Police Records Clerk
Police Records Technician I
Prevention Services Specialist (Exempt)
Procurement Clerk I
Procurement Clerk II
Program Specialist II (Elderly)
Refuse Collection Equipment Operator
Repair Shop Supervisor
Senior Clerk
Solid Waste Program Engineer (Exempt)
Tree Trimmer
TVR Permit Enforcement Specialist (Exempt)
Youth Summer Programs (Exempt)

- Lists Referred to Depts: Accountant II
Assistant to the Highway Maintenance Manager (Exempt)
Building Inspector (Exempt)
Bus Driver (Substitute) (Exempt)
Civil Engineer I
Clerk-Dispatcher I (Exempt)
COVID-19 Media and Communications Archivist (Exempt)
Electrician (Temporary) (Exempt)
Emergency Services Dispatcher I
Equipment Operator II
Executive Assistant to the Prosecuting Attorney (Exempt)
Geographic Information Systems Analyst III
Heavy Automotive and Construction Equipment Welder
Investigator (Exempt)
Legal Clerk I
Legal Clerk II

Motor Vehicle Program Technician
Ocean Safety Officer I (Exempt)
Park Caretaker I
Park Caretaker II
Park Maintenance Operations Superintendent
Parking Enforcement Worker
Pipefitter
Pipefitter Helper
Planner II
Police Services Officer
Prevention Services Specialist (Exempt)
Private Secretary (Exempt)
Program Compliance Specialist (Exempt)
Public Safety Worker I
Solid Waste Program Engineer (Exempt)
Solid Waste Worker II
Summer Youth Program (Exempt)
Tax Collection Supervisor
TVR Permit Enforcement Specialist (Exempt)
Van Driver (Substitute) (Exempt)

- Written Exams Administered: Cashier I
Emergency Services Dispatcher I
Maintenance Worker I
Park Caretaker II
Pipefitter Helper
Police Services Officer
Public Safety Worker I (2)
- Performance Exams Administered: Equipment Operator II
Ocean Safety Officer I
Pool Guard
Pool Guard Trainee
Solid Waste Worker II

- Administrative Reviews: None

Payroll:

- HRMS System/Project
 - 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
- April 30, 2022 Gross Payroll:

15th	\$	4,109,438	
EOM	\$	4,026,225	
EUTF ACTIVE	\$	796,598	
EUTF OPEB	\$	-	
EUTF RETIREE	\$	934,854	
ERS (RETIREMENT)	\$	2,213,253	
SOCIAL SECURITY	\$	316,503	
MEDICARE	\$	112,008	
PTS SS SAVINGS	\$	8,502	

EEO/ADA

- Continued investigations for one department
- Provided ADA technical guidance to seven 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"> 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-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.</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. 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 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> <p>05/03/22-G2A-1&2:</p> <p>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.</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. 2</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>
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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. 04/05/22-G3A&G3B-1&3: EEO Coordinator provided two accommodation trainings for new hires. 05/03/22-G3A&G3B-1&3: EEO Coordinator provided two accommodation trainings for new hires during each month. Customer Service Training held for Police Department on March 29, 2022.</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 998 1921 1258"> <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. 05/03/22-G4A,G4B,G4C-2,3,4: 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</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																																																												
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Total	3	3	1	42	9	22	80																																																												

			<p>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.</p> <p>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.</p> <p>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.</p>
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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>