



CIVIL SERVICE COMMISSION

JEFFREY IIDA, CHAIR
BEVERLY GOTELLI, VICE CHAIR

V. PAMAI CANO, COMMISSIONER
FRANCIS KAAWA, COMMISSIONER
LAUREN O'LEARY, COMMISSIONER
VONNELL RAMOS, COMMISSIONER

Meetings of the Civil Service Commission will be conducted as follows:

- 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 Commission's website upon completion and approval.

Public Comments and Testimony:

- **Written testimony** will be accepted for any agenda item herein.
 - Written testimony indicating your 1) name, and if applicable, your position/title and organization you are representing, 2) the agenda item that you are providing comment on, and 3) contact information (telephone number and email address), may be submitted to asegreti@kauai.gov or mailed to the Civil Service Commission, c/o Office of Boards and Commission, 4444 Rice Street, Suite 300, Lihue, Hawaii 96766.
 - Written testimony received by the Civil Service Commission at least 24 hours prior to the meeting will be distributed to all Civil Service Commission 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 Civil Service Commission during the meeting and added to the record thereafter.
 - Any late testimony received will be distributed to the to the members after the meeting is concluded.
- **Oral testimony** will be taken at any time during the meeting.
 - It is recommended that anyone interested in providing oral testimony register at least 24 hours prior to the meeting by emailing asegreti@kauai.gov or calling (808) 241-4917. Any request to register shall include your 1) name, and if applicable, your position/title and organization you are representing, and 2) the agenda item that you are providing comment on, and 3) contact information (telephone number and email address).
 - Per the Civil Service Commission's and Chairs practice, there is three-minute time limit per testifier per agenda item.
 - Individuals who have not registered to provide testimony will be given an opportunity to speak on an agenda item following the registered speaker.

SPECIAL ASSISTANCE

IF YOU NEED AN AUXILIARY AID/SERVICE, OTHER ACCOMMODATION DUE TO A DISABILITY, OR AN INTERPRETER FOR NON-ENGLISH SPEAKING PERSONS PLEASE CONTACT THE OFFICE OF BOARDS AND COMMISSIONS AT (808) 241-4917 OR 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 KAUA'I CIVIL SERVICE COMMISSION
MEETING NOTICE AND AGENDA
Tuesday, August 2, 2022
3:00 p.m. or shortly thereafter
Boards and Commissions Conference Room
4444 Rice Street, Suite 300, Līhu'e, 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 May 3, 2022.
- b) Open Session Minutes of June 7, 2022

DIRECTOR OF HUMAN RESOURCES REPORT

CSC 2022-21 June period, July 5, 2022 Meeting

- a) Collective Bargaining
- b) The Great Resignation – No Significant Impact to County of Kaua'i
- c) Grievances and Grievance Arbitration Hearings
- d) HRMS Project
- e) HR Trainings
- f) Monthly Report from HR Divisions/Sections
 - a. Administrative Services and Benefits
 - b. Other
 - c. HR Manager, Classification and Pay and Labor Relations
 - d. Recruitment and Exam
 - e. Payroll
 - f. EEO/ADA

BUSINESS

CSC 2022-22 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 2022-23 Discussion on the process and tools used to evaluate the Director of Human Resources for period February 16, 2021 to June 30, 2022.

- c) Review Overview DHR Evaluation Process
- d) Review Evaluation Timeline
- e) Review Evaluation Form

CSC 2022-24 Discussion and decision-making on possible changes to the format and/or contents contained in the Director of Human Resources Monthly Report. [Deferred 6/7/22]

ANNOUNCEMENTS:

Next Scheduled Meeting: Tuesday, September 6, 2022 – 2:00 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:	May 3, 2022
Location	Boards and Commissions Conference Room and Teleconference via Microsoft Teams	Start of Meeting:	3:00 p.m.
		End of Meeting:	3:45 p.m.
Present	Chair Jeffrey Iida. Vice Chair Beverly Gotelli. Commissioners: Francis Kaawa and Vonnell Ramos. Deputy County Attorney Mark Ishmael (<i>Microsoft Teams</i>). Director Human Resources Annette Anderson. Office of Boards and Commissions Staff: Administrator Ellen Ching (<i>Microsoft Teams</i>) and Commission Support Clerk Sandra Muragin (<i>Microsoft Teams</i>).		
Excused	Commissioner V. Pamai Cano		
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; Commissioner Cano was excused. Commissioner Kaawa replied present. Commissioner Ramos replied present. Vice Chair Gotelli replied present. Chair Iida replied present. Deputy County Attorney Ishmael replied present and alone. Director Human Resources Annette Anderson replied present. Administrator Ching replied present and alone. 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. Mr. Ramos seconded the motion. Motion carried 4:0.</p>
Public Comments and	<p>Ms. Muragin reported she did not receive any written testimony or request to testify for this meeting.</p>	

SUBJECT	DISCUSSION	ACTION
Testimony		
Approval of Meeting Minutes	a. Open Session Minutes of April 5, 2022	Vice Chair Gotelli moved to approve the Open Session minutes of April 5, 2022, as circulated. Mr. Ramos seconded the motion. Motion carried 4:0.
Director of Human Resources Report	<p><u>CSC 2022-14</u> <u>March/April period, May 3, 2022, meeting.</u></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 March/April period, May 3, 2022, meeting report. (<i>Report on file</i>)</p> <p>Ms. Anderson reported the following updates;</p> <ul style="list-style-type: none"> • Ratification from membership on HGEA bargaining units 3,4 and 14. • Arbitration award issued to Fire. • Police bargaining unit 11 will enter arbitration on May 23 on O‘ahu • Ocean safety bargaining unit 15 awaiting arbitration award. 	

SUBJECT	DISCUSSION	ACTION
	<p>Implementation of HRMS has been postponed until January 1, 2023. Ms. Anderson was assigned to oversee the HRMS which would take up a significant portion of her time to oversee and attend 4-6 meetings a day.</p> <p>Ms. Anderson said some of the unions are pursuing grievances instead of complaints and she took the time to analysis if it was impacting a particular department, if there was a pattern or if training needed. She did not identify a trend.</p> <p>Chair Iida asked if the January 2023 rollout of HRMS was realistic. Ms. Anderson replied yes. Mr. Ramos asked how the county was dealing with resignation, work shortages, retirements and are they ramping up recruitment. Ms. Anderson said the County was not impacted. She said vacancies are 13% but it includes positions that are not being filled due to departments reorganizing. Ms. Anderson said there will always be the hard to fill vacancies, but it was being addressed with hiring bonuses.</p>	
Business	<p><u>CSC 2022-15</u> Director of Human Resources Goals and Objectives for evaluation period February 16, 2021 to June 30, 2022 (on-going)</p> <ul style="list-style-type: none"> a) Review updated report b) Discussion and possible decision-making on other related matters 	<p>Mr. Kaawa moved to defer CSC 2022-15 to the next meeting. Vice Chair Gotelli seconded the motion. Motion carried 4:0.</p>
	<p><u>CSC 2022-16</u> Discussion and decision-making on possible changes to the format and/or contents contained in the Director of Human Resources Monthly Report.</p> <ul style="list-style-type: none"> a) Review updated timeline. b) Discussion and possible decision-making on other related matters <p>Chair Iida asked if any information contained in the monthly report were on a regular basis. Ms. Anderson replied it was done on a monthly basis.</p> <p>Chair Gotelli said information contained in page 4-6 were not important.</p> <p>Mr. Kaawa asked what the purpose of HR Manager, Classification and Pay and Labor</p>	

SUBJECT	DISCUSSION	ACTION
	<p>Relations. Ms. Anderson explained the positions were reallocated and positions under class amendments were being changed.</p> <p>Ms. Ching proposed to work with Chair Iida and present a draft next month; she has worked with other commissions on changing their reports.</p> <p>Chair Iida said they do not need all the information but wanted to keep administrative reviews.</p> <p>Mr. Kaawa asked that they list positions that were filled and felt that HR, Manager, Classification and Pay and Labor Relations and Class amendments were not needed.</p>	<p>Mr. Kaawa moved to approve Administrator Ellen Ching work with Chair Jeffrey Iida on a draft format and present to the commission at its next meeting. Vice Chair Gotelli seconded the motion. Motion carried 4:0.</p>
	<p><u>CSC 2022-17</u> Discussion and selection of a date to continue the Appeal Hearing meeting for RFA 2021-02.</p>	<p>Vice Chair Gotelli moved to tentatively select Tuesday, August 2, 2022, to continue the Appeal Hearing for RFA 2021-02. Mr. Ramos seconded the motion. Motion carried 4:0.</p>
<p>Announcements</p>	<p>Next 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</p>	
<p>Adjournment</p>	<p>Chair Iida asked for a motion to adjourn.</p>	<p>Mr. Kaawa moved to adjourn the meeting. Vice Chair Gotelli seconded the motion. Motion carried 4:0.</p> <p>Chair Iida adjourned the meeting at 3:45 p.m.</p>

Civil Service Commission
Open Session
May 3, 2022

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Submitted by: _____ Reviewed and Approved by: _____
Sandra Muragin, Commission Support Clerk Jeffrey Iida, Chair

- Approved as circulated.
- Approved with amendments.

COUNTY OF KAUAI
Minutes of Meeting
OPEN SESSION

DRAFT To Be Approved

Board/Commission:	CIVIL SERVICE COMMISSION	Meeting Date:	June 7, 2022	
Location	Boards and Commissions Conference Room and Teleconference via Microsoft Teams	Start of Meeting:	3:00 p.m.	End of Meeting: 3:09 p.m.
Present	Chair Jeffrey Iida. Vice Chair Beverly Gotelli. Commissioners: V. Pamai Cano (<i>Microsoft Teams</i>) and Francis Kaawa. Deputy County Attorney Mark Ishmael (<i>Microsoft Teams</i>). Director Human Resources Annette Anderson (<i>Left at 3:08pm</i>). Office of Boards and Commissions Staff: Administrator Ellen Ching and Commission Support Clerk Sandra Muragin (<i>Microsoft Teams</i>).			
Excused	Commissioner Vonnell Ramos			
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>Administrator Ellen Ching conducted the roll call; Commissioner Cano replied present and alone. Commissioner Kaawa replied present. Commissioner Ramos was excused. Vice Chair Gotelli replied present. Chair Iida replied present.</p> <p>She announced the following support staff present for the meeting; Deputy County Attorney Ishmael (<i>Microsoft Teams</i>) Director Human Resources Anderson Administrator Ching Support Clerk Muragin (<i>Microsoft Teams</i>)</p>	<p>Quorum was established with four commissioners present.</p>
Approval of Agenda		Vice Chair Gotelli moved to approve the agenda, as circulated. Mr. Kaawa seconded the motion. Motion carried 4:0.
Public Comments and	Ms. Muragin reported she did not receive any written testimony or request to testify for this meeting.	

SUBJECT	DISCUSSION	ACTION
Testimony		
Approval of Meeting Minutes	<p>a. Open Session Minutes of May 3, 2022</p> <p>The minutes of May 3, 2022, was not completed in time for the meeting.</p>	<p>Vice Chair Gotelli moved to defer the Open Session minutes of May 3, 2022. Mr. Kaawa seconded the motion. Motion carried 4:0.</p>
Director of Human Resources Report	<p><u>CSC 2022-18</u> <u>May period, June 7, 2022, meeting.</u></p> <ul style="list-style-type: none"> a) Collective Bargaining b) HRMS Project c) HR Trainings d) Monthly Report from HR Divisions/Sections <ul style="list-style-type: none"> a. Administrative Services and Benefits b. Employee Development and Health Services c. Other d. HR Manager, Classification and Pay and Labor Relations e. Recruitment and Exam f. Payroll g. EEO/ADA <p>Director of Human Resources Annette Anderson reviewed the May period, June 7, 2022, meeting report. (<i>Report on file</i>)</p> <p>Ms. Anderson reported the following updates;</p> <ul style="list-style-type: none"> • HGEA bargaining units 1, 2, 3, 4 and 13 in the process of County Council approval on July 20, 2022. • There was not settlement with Police and Ocean Safety and she did not have any updates. <p>Ms. Anderson said HRMS project was in the final testing to verify that payroll information was accurate.</p>	

SUBJECT	DISCUSSION	ACTION
	<p>Ms. Anderson was happy to report that her staff organized the employee recognition banquet held at the Veterans Center. It was the first in-person since COVID and there were 250 in attendance that honored 52 employees. She commended her staff for the planning and execution and thought it was well received.</p> <p>With no further questions from the commission Ms. Anderson left the meeting and Chair Iida moved on to the next agenda item.</p>	
Business	<p><u>CSC 2022-19</u> Director of Human Resources Goals and Objectives for period February 16, 2021 to June 30, 2022 (on-going)</p> <ul style="list-style-type: none"> a) Review updated report b) Discussion and possible decision-making on other related matters 	<p>Mr. Kaawa moved to defer CSC 2022-19. Vice Chair Gotelli seconded the motion. Motion carried 4:0.</p>
	<p><u>CSC 2022-20</u> Continued discussion and decision-making on possible changes to the format and/or contents contained in the Director of Human Resources Monthly Report.</p> <p>The draft report was not completed in time for the meeting.</p>	<p>Mr. Kaawa moved to defer CSC 2022-20. Vice Chair Gotelli seconded the motion. Motion carried 4:0.</p>
Announcements	<p>Next 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</p>	
Adjournment	<p>Chair Iida asked for a motion to adjourn.</p>	<p>Vice Chair Gotelli moved to adjourn the meeting. Mr. Kaawa seconded the motion. Motion carried 4:0.</p> <p>Chair Iida adjourned the meeting at 3:09 p.m.</p>

Civil Service Commission
Open Session
June 7, 2022

Submitted by: _____ Reviewed and Approved by: _____
Sandra Muragin, Commission Support Clerk Jeffrey Iida, Chair

- Approved as circulated.
- Approved with amendments.

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

July 5, 2022 MEETING

Report Covering May/June 2022

Collective Bargaining:

As of June 27, 2022, there has been no change from last month's report regarding the status of collective bargaining with the various unions except for yellow highlights below:

- 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 **occurred on** May 23, 2022 on Oahu; **awaiting arbitration award.**
 - HGEA BU 15 (Ocean Safety Officers) Interest arbitration hearing concluded March 18, 2022; awaiting arbitration award.

The Great Resignation—No Significant Impact to County of Kauai

As was briefly discussed in a past commission meeting, news outlets continue to report on *The Great Resignation*, causing businesses to be understaffed and negatively impacting operations. SHRM (Society for Human Resource Management) reported on June 1, 2022 that April was the eleventh consecutive month that more than four million workers left their jobs, representing 2.9% of the labor force.

Fortunately, the County of Kauai is not experiencing a greater number of voluntary resignations or retirements than in years past. The following tables provide the numbers of resignations and retirements and, as can be seen, there was no dramatic change since the beginning of COVID-19 in March 2020 through present.

Total resignations (non-retirees) through May 31, 2022:

Year	<u>Total</u> Resignations
2017	43
2018	46
2019	47
2020	46
2021	48
2022 YTD	23

Total retirements through May 31, 2022:

Year	<u>Total</u> Retirements
2017	53
2018	64
2019	30
2020	52
2021	49
2022 YTD	6

This data supports the view that it is currently not necessary to recommend the creation of new policies that would address staffing needs and enhance retention.

[Goal 1, Objective G1A., Success Measurements 2 and 4 – ongoing]

Grievances and Grievance Arbitration Hearings

The HRD attended a grievance arbitration hearing from June 14, 2022 through June 16, 2022 that pertained to a termination from employment. The matter did not conclude so it was rescheduled to resume on Saturday July 16, 2022.

The HRD is scheduled to attend a grievance arbitration hearing from July 18, 2022 through July 22, 2022 pertaining to an unpaid disciplinary suspension.

The HRD attended a step 2 grievance on June 8, 2022 pertaining to a disciplinary written warning.

The allegations in these grievances do not reveal evidence of any frequent root causes that would benefit from a training plan for departments. The incidents are from different departments and divisions and the conduct is not similar.

[Goal 4, Objective G4A., Success Measurement 1 – ongoing]

HRMS Project:

The HRD continues to attend the numerous HRMS meetings, which average four to six per day, Monday through Friday. Some meetings start as early as 6:00 a.m. due to the vendors’ international workforce.

Testing of the various employment and payroll scenarios is close to completion. It will inform if we have met the thresholds established for variances so that the final tenant for Go-Live can be built. “Roadshows” for each department, which provide an overview of the Workday system, are happening in June with HR staff attending each department’s first Roadshow. July will entail reviewing and testing the “job aids” (how to use features in Workday) in preparation for training all employees, hopefully beginning in August. There will be in-person training, virtual training, frequently asked questions, and job aids. In addition, during the last quarter of the calendar year, employees will be able to enter their work schedules and timesheets into the new system, as if it were live. The information will then be moved over to the current payroll 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]

[Goal 3, Objective G3A & G3B., Success Measurements 1, 2, 3.– 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, 2, 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 ended on May 13, 2022. A total of 67 forms reviewed/coded and sent to the EUTF for processing. Changes made in the Open Enrollment period will be effective July 1, 2022.
- Flexible Spending Open Enrollment for the benefits plan year July 1, 2022 – June 30, 2023 began on May 16, 2022 and ended on June 9, 2022.
- New Hires:
 - 1 Accountant Trainee
 - 1 Park Caretaker I
 - 1 Executive Assistant to the Prosecuting Attorney (exempt)
 - 1 Prevention Services Specialist (exempt)
 - 1 Sexual Assault Forensic Nurse Examiner (exempt)
- Exit Interviews (Retirees): 2 of 3
- TDI Applications None
- Family Leave: 3 approved
- Leave Sharing: None
- Reference Checks: 9
- Employment Verifications: 10
- Transactions Totals:

New Hires	5
Separations	7
Reallocations	3
Promotions	4
Demotions	0
Transfers	4
Pay Increase	391
Suspension	4
Leave Without Pay	0
*Misc. Change Forms	35
**Other	60
89-Day	18
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:

- Five (5) new workers' compensation claims were filed this month: Two (2) indemnity claims and three (3) medical only claims.

- Next bi-monthly reviews of selected workers' compensation claims will be held on June 28, 2022 via MS Teams.
- Drug and Alcohol Testing and Medical Review Officer Procurement. The Invitation for Bid (IFB) – Recommendation of Award was completed but awaiting contract review and signature of awarding vendor.
- Equipment/Driver Training: Forklift Training (Additional Trainings completed – Total for the year are 21 recertifications and 35 new certifications)
- Tractor/Trailer CDL (1 Public Works Employee)

Other:

- HRMS Project:
 - End-to-end testing is 98% completed. Staff continues to work on completing testing scenarios, specifically retesting items where fixes or changes to configurations were applied.
 - Parallel testing continues.
 - Functional leads continue to work with Change Management team to develop training and job aids. Change Management team will be conducting roadshow presentations with departments in June-July.

HR Manager, Classification and Pay and Labor Relations:

- Five funding bills for HGEA Units 2, 3, 4, 13 and HFFA Unit 11 transmitted to the County Council for the approval of raises for these bargaining units is moving through the various readings and committees.
- Attended first Salary Commission meeting to present information on executive appointment salary comparisons among all State and County jurisdictions as well as salary inversions between employees and their department heads and deputies. Additional meetings are being held in the coming months.
- HRMS meetings continue to discuss various items related to payroll, compensation and leave time. Workday Road Shows have begun and are scheduled throughout the month of June for all County employees. Thus far, Road Shows were held for Council, Finance, Police, Water, HR, Housing, PW-Engineering, Buildings, Wastewater, and Roads, Fire-Operations and Ocean Safety with other departments scheduled during the remainder of June. Departmental Change Ambassadors have been assigned to conduct their departments' Road Shows with the assistance of the HRMS Project team members. The Road Show was also taped for those employees unable to attend an in person Road Show. In addition, User Experience Testing (UET) began with the testing of the basic Workday Job Aids for our non-HRMS HR staff.
- Reallocations Processed:
 - Accountant I to Accountant II
 - Bus Driver (substitute) to Bus Driver
 - Commission Support Clerk to Staff Services Assistant
 - Departmental Staff Assistant II to Council Legislative Assistant
 - Fire Fighter I to Fire Fighter Trainee
 - Greenskeeping Crew Leader to Golf Course Grounds Wk'g Supervisor
 - Information Technology Specialist IV to GIS Analyst IV
 - Mechanic Helper to Transit Fleet Mechanic

- Desk Audits: Police Apprentice to Police Evidence Custodian I
Prevention Services Coordinator to Program Specialist III
Real Property Valuation Analyst III to Real Prop. Val. IV
Senior County Real Prop. Tech. Officer to RP. Tech Officer
- New Classes Adopted: Transit Fleet Mechanic to Heavy Vehicle Mechanic I
Water Microbiologist IV to Water Microbiologist III
None
- Administrative Reviews: Abstracting & Tax Mapping Technician I
Abstracting & Tax Mapping Technician II
Abstracting & Tax Mapping Technician III
Building Plans Examiner I
Geographical Information Systems Analyst I
Geographical Information Systems Analyst II
- Class Amendments Completed: One pertaining to recruitment rejection
- Class Amendments Completed: Building Plans Examiner II
Building Plans Examiner III
Computer Systems Support Technician I
Computer Systems Support Technician II
Computer Systems Support Technician III
Economic Development Specialist I
Economic Development Specialist II
Economic Development Specialist III
Economic Development Specialist IV
Geographical Information Systems Analyst III
Geographical Information Systems Analyst IV
Geographical Information Systems Analyst V
Human Resources Clerk I
Human Resources Clerk II
Human Resources Technician I
Human Resources Technician II
Mechanical Repair Worker
Park Maintenance and Service Worker I
Park Maintenance and Service Worker II
Supervising Building Plans Examiner

Recruitment and Exam:

- Participated in an afternoon Job Fair at the Phillipine Cultural Center; turnout was very low with just seventeen (17) individuals stopping at the County's table
- Thirteen (13) Summer Interns were hired and placed at HR, Finance, Water, Fire, Police, Liquor, Housing and County Attorneys
- Recruitment: Accountant III
Assistant Wastewater Plant Operator I
Background Investigator (Exempt)
Bus Driver (Exempt)
Bus Driver (Substitute) (Exempt)
CIP Coordinator (Exempt)

Clerk Dispatcher I (On-call) (Exempt)
 Commission Support Clerk (Exempt)
 Council Legislative Assistant (Exempt)
 Detention Facility Worker (Exempt)
 Disaster Assistance Principal Project Manager (Exempt)
 Economic Development Specialist IV (Exempt)
 Environmental Services Manager
 Golf Course Grounds Working Supervisor
 Heavy Vehicle Mechanic I (Exempt)
 Housing Assistance Specialist III (Exempt)
 Information Specialist I
 Investigator (Exempt)
 Janitor II (Exempt)
 Mechanical Repair Worker
 Ocean Safety Officer III
 Ocean Safety Officer IV
 Police Lieutenant
 Police Sergeant/Detective
 Police Services Officer
 Program Specialist II
 Senior Clerk (Exempt)
 Sexual Assault Forensic Nurse Examiner (SANE) (Exempt)
 Solid Waste Worksite Supervisor
 TAT Tax Clerk (Exempt)
 Transit Fleet Mechanic (Exempt)
 Water Microbiologist III
 Accountant II
 Administrative Support Assistant
 Background Investigator (Exempt)
 Bus Driver (Exempt)
 Bus Driver (Substitute) (Exempt)
 CIP Coordinator (Exempt)
 Clerk-Dispatcher I (On-call) (Exempt)
 Commission Support Clerk (Exempt)
 Detention Facility Worker (Exempt)
 Disaster Assistance Principal Project Manager (Exempt)
 Equipment Operator III
 Geographic Information Systems Analyst II
 Heavy Vehicle Mechanic I (Exempt)
 Housing Assistance Specialist
 Investigator (Exempt)
 Janitor II
 Janitor II (Exempt)
 Maintenance Worker I
 Mechanical Repair Worker
 Ocean Safety Officer I (Exempt)

- Lists Referred to Depts.:

Park Caretaker I
Pipefitter Helper
Police Records Technician I
Police Services Officer
Procurement Clerk II
Public Safety Worker I
Repair Shop Supervisor
Senior Clerk (Exempt)
Sexual Assault Forensic Nurse Examiner (Exempt)
Summer Youth Program (Exempt)
TAT Tax Clerk (Exempt)
Tax Collection Supervisor (Exempt)
Transit Fleet Mechanic (Exempt)
Van Driver (Substitute) (Exempt)
Water Plant Operator I

- Written Exams Administered: Assistant Water Plant Operator
Cashier I (2)
DMV Services Representative III
Emergency Services Dispatcher I
Highway Construction and Maintenance Supervisor II
Pipefitter Helper
Police Records Unit Supervisor
Police Services Officer (3)
Public Safety Worker I
Repair Shop Supervisor
Solid Waste Worksite Supervisor
Tree Trimmer
- Perf. Exams Administered: Equipment Operator III
Ocean Safety Officer I
- Administrative Reviews: None

Payroll:

- HRMS System/Project
 - Multiple Weekly Meetings with Project Team & Accenture, Absence, Benefits, Payroll, and Time Tracking
 - Continue testing of scenarios and work on fixes if variances occur
 - Creating job aids for future trainings of employees
 - Continue to transition manual payroll text file creations
 - Continued training with HR Admin on Budget Items
- May, 2022 Gross Payroll:

15th	\$	4,022,861	
EOM	\$	3,982,706	
EUTF ACTIVE	\$	794,755	
EUTF OPEB	\$	-	
EUTF RETIREE	\$	921,161	
ERS (RETIREMENT)	\$	2,199,999	
SOCIAL SECURITY	\$	316,318	
MEDICARE	\$	110,012	
PTS SS SAVINGS	\$	7,142	

EEO/ADA

- Conducting three investigations
- 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.</p> <p>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> <p>06/07/22-G2A-1&2: 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.</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. Once completed, the vendor will begin the final build of the new system, which will take many weeks to build.</p> <p>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.</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. 06/07/22-G3A&G3B-1&3: EEO Coordinator provided two accommodation trainings for new hires during each month. Also provided ADA technical guidance to seven departments</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="1171 1008 1927 1256"> <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 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</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>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>

July 5, 2022

To: Jeffrey Iida, Chair
Members of the Civil Service Commission
From: Sandra Muragin, Commission Support Clerk
Re: DHR Evaluation Process 2021 to 2022

Pursuant to County Charter 15.04 the Director of Human Resources shall be appointed and may be removed by the Civil Service Commission. As expressed by the Hawai'i Intermediate Court of Appeals, implicit in the powers to appoint and remove are also the power to evaluate and discipline. Pursuant to HRS §76-75 the merit appeals board shall appoint and may at pleasure remove a personnel director, who shall be the chief administrative officer of the department of civil service.

Goal:

- Boards and Commissions shall supply the Commission with the necessary tools to complete an annual evaluation of the Director of Human Resources
- Civil Service Commission shall annually evaluate the Director of Human Resources and adopt a unified summary reflective of the Commission as a whole body versus the opinion of one or two Commissioners.
- Evaluation period February 16, 2021 to June 30, 2022. (extension adopted 3/1/22)

Measures to assess accomplishments and performances:

1. Goals and Objectives Report – updated and reviewed monthly
2. DHR Report – updated and reviewed monthly
3. DHR meeting presentations – monthly
4. DHR Administrative Review Letter/Report – when an appeal is filed
5. DHR testimony – oral testimony at appeal hearings

Tools:

1. Annual Evaluation Form – fillable PDF form
2. Timeline – evaluation timeline

Process-Timeline:

1. July 2022: evaluation forms emailed to Commissioners and due within one to two weeks. Commissioners evaluate the DHR from February 16, 2021 to June 30, 2022.
2. August/September 2022: review collated evaluation report and adjust or adopt to reflect a unified summary of the whole commission.
3. September/October 2022: review final evaluation form with DHR and submit to HR.

REVISED Annual Performance Evaluation Timeline – DHR Annette Anderson February 16, 2021 to February 15, 2022 June 30, 2022

Possible Dates	Completed	Task	Responsible
October 5, 2021	Ms. Cano moved to approve the commission's recommendations to amend the timeline as follows; change email annual evaluation form to commissioners to February 1, 2022 and change all other dates ahead by two months. Ms. Faulkner seconded the motion. Motion carried 5:0.	Review and Approve Annual Evaluation Form	Commission
December 1, 2021		Email Annual Evaluation Form to Commissioners	Sandra
December 1-10, 2021		Commissioners complete Annual Evaluation	Commission
December 1-10, 2021		Commissioner's email completed form to Sandra	Commission
December 13-16, 2021		Collate Completed Annual Evaluations Forms	Sandra
January 4, 2022		Review and Approve collated Annual Evaluation	Commission
January 5-31, 2022		Review Collated Annual Evaluation with HRD Anderson	Commission/Chair
February 1-14, 2022		Email signed & completed Annual Evaluation to HR	Sandra
February 15, 2022		HR Deadline to receive Annual Evaluation	Sandra
December 7, 2021	Ms. Cano moved to approve use of Option #2 for the annual evaluation of Human Resources Director Annette Anderson for period February 16, 2021 to February 15, 2022. Ms. Gotelli seconded the motion.	Review and Approve Revised Eval Form	Commission
January 4, 2022	Vice Chair Gotelli moved to extend the director's evaluation period from February 16, 2021 to April 5, 2022. Ms. Cano seconded the motion. Roll Call Vote: 6-Aye 0-Nay. Motion carried 6:0.	At the January 4, 2022 meeting a motion was made that unknowingly extended the DHR's annual evaluation period to April 5, 2022, it should have extended the DHR's goals and objectives.	Staff placed the correction on the next available meeting, which was March 1, 2022, due to an appeal hearing held on February 1, 2022.
February 2, 2022		Email Revised Eval Form to Commissioners	Sandra
February 2-14, 2022		Commissioners complete Eval Form	Commission
February 2-14, 2022		Commissioner's email completed Eval Form to Sandra	Commission
February 18-21, 2022		Collate Commissioner's Eval Forms	Sandra
March 1, 2022		Review Collated Eval Form and unify comments	Commission
April 5, 2022		Review and Approve final Collated Eval Form	Commission
April 2022		Review Collated Eval Form with HRD Anderson	Commission/Chair
April 2022		Email signed Eval Form to HR	Sandra

REVISED Annual Performance Evaluation Timeline – DHR Annette Anderson February 16, 2021 to ~~February 15, 2022~~ June 30, 2022

Possible Dates	Completed	Task	Responsible
March 1, 2022	Vice Chair Gotelli moved to reconsider the action taken at the commissions January 4, 2022, meeting for CSC 2022-04. Mr. Kaawa seconded the motion. Motion carried 5:0.	At the March 1, 2022 meeting a motion was made on CSC 2022-07 to reconsider the action taken at the January 4, 2022 on CSC 2022-04.	Action taken by the commission to correct the 1/4/22 motion on CSC 2022-04.
March 1, 2022	Vice Chair Gotelli moved to change the DHR evaluation date to June 30, 2022. Mr. Ramos seconded the motion. Motion carried 5:0.	At the March 1, 2022 meeting a motion was made on CSC 2022-08 to change the DHR evaluation date to June 30, 2022.	Action taken by the commission to allow more time to complete the DHR annual evaluation.
March 1, 2022	Ms. Cano moved to extend the DHR goals and objectives to June 30, 2022. Mr. Kaawa seconded the motion. Motion carried 5:0.	At the March 1, 2022 meeting a motion was made to extend the DHR goals and objectives to June 30, 2022.	Action taken by the commission to extend the goals and objectives to be in line with the new due date for the annual evaluation.
March 1, 2022	Vice Chair Gotelli moved to extend the goals and objectives to June 30, 2023. Mr. Kaawa seconded the motion. Motion carried 5:0.	At the March 1, 2022 meeting a motion was made to extend the existing goals and objectives to June 30, 2023.	Action taken by the commission to use the existing goals and objectives for the new evaluation period, which would allow the commission time to re-examine the evaluation process, forms and goals and objectives.
July 5, 2022		Commissioners receive evaluation form by email	Sandra
July 5-15, 2022		Commissioners' complete evaluation form	Commission
July 6-15, 2022		Commissioners' email completed evaluation form to Sandra	Commission
July 18-22, 2022		Evaluation forms are collated into one form	Sandra
August 2, 2022 or September 6, 2022		Commission reviews the collated evaluation form, adjust and unify comments.	Commission
September 6, 2022 or October 4, 2022		Review and approve final collated evaluation form	Commission
September 6-22, 2022 or October 4-21, 2022		Review approved final collated evaluation form with DHR Anderson	Chair/Commission
September or October		Email signed evaluation form to Human Resources Department	Sandra

**COUNTY OF KAUAI – CIVIL SERVICE COMMISSION
DIRECTOR HUMAN RESOURCES – ANNUAL EVALUATION**

<u>Name:</u> Annette Anderson	<u>Appointment Date:</u> 02/16/20
<u>Reason for Report:</u> <small>Pursuant to County Charter 15.04 the Director of Human Resources shall be appointed and may be removed by the Civil Service Commission. As expressed by the Hawai'i Intermediate Court of Appeals, implicit in the powers to appoint and remove are also the power to evaluate and discipline. Pursuant to HRS §76-75 the merit appeals board shall appoint and may at pleasure remove a personnel director, who shall be the chief administrative officer of the department of civil service.</small>	<u>Period of Report:</u> 02/16/21 to 06/30/22
<u>Commissioner Name:</u>	<u>Date:</u>

1. Leadership Skills and Professional Qualities

- Leads by example. Exhibits honesty, integrity, and self-discipline.
- Sets and enforces professional standards.
- Promotes, supports, and implements EEO policies and programs.
- Motivates and develops subordinates. Serves as a mentor.
- Accepts personal responsibility.

Overall Rating – check one box - whole numbers only:

5-Excellent/Outstanding 4-Good/Exceeds Expectations 3-Satisfactory/Meets Standards
 2-Needs Improvement 1-Unsatisfactory

Examples: (Provide specific examples of performance)

2. Policies, Procedures, Rules and Regulations

- Adheres to and implements the principles and methods of recruitment, placement, classification and compensation, training and employee relations, labor relations/collective bargaining, maintenance of personnel records and reports, incentive and service awards, health and safety, organizations and staffing, and Equal Employment Opportunity/Affirmative Action Programs.
- Adheres to and coordinates a comprehensive labor relations program to ensure prompt, fair and consistent administration of the bargaining unit contracts and resolution of grievances, appeals and/or complaints. Promotes, supports, and implements EEO policies and programs.
- Identifies alternatives and recommends action to be taken.

Overall Rating – check one box - whole numbers only:

5-Excellent/Outstanding 4-Good/Exceeds Expectations 3-Satisfactory/Meets Standards
 2-Needs Improvement 1-Unsatisfactory

Examples: (Provide specific examples of performance)

**COUNTY OF KAUAI – CIVIL SERVICE COMMISSION
DIRECTOR HUMAN RESOURCES – ANNUAL EVALUATION**

3. Planning, Organizing, and Setting Priorities

- Sets priorities. Develops realistic and attainable goals with accompanying metrics to measure progress.
- Develops plans to achieve departmental and county goals.
- Anticipates and solves problems.
- Anticipates and budgets for future personnel and equipment.
- Develops contingency plans for major events and emergency operations.

Overall Rating – check one box - whole numbers only:

5-Excellent/Outstanding **4-Good/Exceeds Expectations** **3-Satisfactory/Meets Standards**
 2-Needs Improvement **1-Unsatisfactory**

Examples: (Provide specific examples of performance)

4. Personnel and Resource Management

- Develop training programs; analyzes training needs with department managers; establishes organizational and personnel development programs.
- Recognizes and addresses personnel problems at the earliest stages.
- Prepares the budget in accordance with department and county policies. Exercises fiscal control, with emphasis on controlling overtime.

Overall Rating – check one box - whole numbers only:

5-Excellent/Outstanding **4-Good/Exceeds Expectations** **3-Satisfactory/Meets Standards**
 2-Needs Improvement **1-Unsatisfactory**

Examples: (Provide specific examples of performance)

5. Communications

- Provides positive feedback and corrective counseling to subordinate personnel as appropriate.
- Maintains on-going communications with county leadership, and as the mayor's representative and spokesperson at the bargaining table with public sector unions.
- Keeps the Civil Service Commission and county leadership informed on incidents that could affect departmental operations and community relations. Responds promptly to Commission requests for information.

Overall Rating – check one box - whole numbers only:

5-Excellent/Outstanding **4-Good/Exceeds Expectations** **3-Satisfactory/Meets Standards**
 2-Needs Improvement **1-Unsatisfactory**

Examples: (Provide specific examples of performance)

**COUNTY OF KAUAI – CIVIL SERVICE COMMISSION
DIRECTOR HUMAN RESOURCES – ANNUAL EVALUATION**

Notable Accomplishments and Recognition Achieved This Reporting Period:

Quality, Adequacy and Effectiveness of Monthly and Quarterly Reports:

Overall Job Competency:

Areas Needing Improvements :

Evaluation Results:

Final Total Points (add overall rating score from each evaluation factor 1 to 5): _____

Overall Rating: _____ 23-25 points or 90-100% Excellent/Outstanding
_____ 20-22 points or 80-89% Good/Exceeds Expectations
_____ 13-19 points or 50-79% Satisfactory/Meets Expectations
_____ 10-12 points or 40-49% Needs Improvement
_____ 5-9 points or 39% & below Unsatisfactory

I Received a Copy of
this Performance Review:

_____ **Director Human Resource**

Date: _____

Discussed with Director By:

_____ **Chair – Civil Service Commission**

Date: _____