



CIVIL SERVICE COMMISSION

JEFFREY IIDA, CHAIR
BEVERLY GOTELLI, VICE CHAIR

V. PAMAI CANO, COMMISSIONER
FRANCIS KAAWA, COMMISSIONER
SHELLEY KONISHI, 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 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 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 members after the meeting is concluded.
- **Oral testimony** will be taken during the public testimony portion of the meeting.
 - It is recommended that anyone interested in providing oral testimony to register at least 24 hours prior to the meeting by emailing smuragin@kauai.gov or calling (808) 241-4919. 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).
 - The Chair may limit all oral testimony to three-minutes, but such time limit shall not include pertinent responses by the speaker to questions posed by members of the commission. The Chair may grant an additional three minutes to provide further testimony after all interested persons have had an opportunity to provide oral testimony.
 - 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, November 1, 2022

3:00 p.m. or shortly thereafter

Microsoft Teams VIDEO

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

<https://bit.ly/3VZirG6>

Microsoft Teams AUDIO

Phone: 1-469-848-0234, Conference ID: 889 790 797#

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

ROLL CALL

APPROVAL OF AGENDA

PUBLIC COMMENTS AND TESTIMONY

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

APPROVAL OF MEETING MINUTES

a) Open Session Minutes of September 6, 2022

DIRECTOR OF HUMAN RESOURCES REPORT

CSC 2022-26 July/August 2022 period, October 4, 2022 Meeting

- a) Grievances and Grievance Arbitration Hearings
- b) Investigations
- c) HRMS Project
- d) HR Trainings
- e) 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 Examination
 - f. Payroll
 - g. EEO/ADA

CSC 2022-27 September/October 2022 period, November 1, 2022 Meeting

- a) Grievances and Grievance Arbitration Hearings
- b) Investigations

- c) Meetings with Other Public Sector Jurisdictions, Unions, etc.
- d) HRMS Project
- e) HR Trainings
- f) 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 Examination
 - f. Payroll
 - g. EEO/ADA

EXECUTIVE SESSION.

Pursuant to Hawaii Revised Statutes §92-4, the commission may hold executive meetings closed to the public upon an affirmative vote, taken at an open meeting, of two-thirds of the members present; provided the affirmative vote constitutes a majority of the members to which the board is entitled. Any meeting closed to the public shall be limited to matters exempted by section 92-5. The reason for holding such a meeting shall be publicly announced and the vote of each member on the question of holding a meeting closed to the public shall be recorded and entered into the minutes of the meeting. Pursuant to Hawaii Revised Statutes §92-7(d), after posting of the commission meeting agenda the commission may add an item to the agenda, including an executive meeting closed to the public, by an affirmative two-thirds recorded vote of all members to which the board is entitled; provided that no item shall be added to the agenda if it is of reasonably major importance and action thereon by the board will affect a significant number of persons. Items of reasonably major importance not decided at a scheduled meeting shall be considered only at a meeting continued to a reasonable day and time.

ENTER INTO EXECUTIVE SESSION (Closed to the Public)

CALL TO ORDER IN EXECUTIVE SESSION

BUSINESS

- ES-12 – RFA 2021-02** To consider Appeal filed March 18, 2021, against the action of the Director of Human Resources.
- Pursuant to Hawai'i Revised Statutes §92-4, §92-5(a)(4) and §76-47(e), the commission will hold an executive session to consult with the Deputy Attorney General on the evidence presented at the hearings on February 1, 2022 and October 4, 2022, and discuss the commissions process to rule on the appeal if the commission finds that the director violated any applicable civil service rule, regulation, law or policy; or if the commission finds that the director did not violate any applicable civil service rule, regulation, law or policy and discussion and possible decision making on other related matters. This discussion and consultation may involve matters affecting privacy and consideration of the powers, duties, privileges, immunities,

and/or liabilities of the Commission as they relate to this agenda item.

ES-13 – RFA 2022-01 To consider Appeal filed September 13, 2022, against the action of the Director of Human Resources and EEO Officer/ADA Coordinator. Pursuant to Hawai'i Revised Statutes §92-4, §92-5(a)(4) and §76-47(e), the commission will hold an executive session to consult with the Deputy Attorney General, to review and discuss. This discussion and consultation may involve matters affecting privacy and consideration of the powers, duties, privileges, immunities, and/or liabilities of the Commission as they relate to this agenda item.

ENTER OPEN SESSION (Open to the Public)

CALL TO ORDER IN OPEN SESSION

RATIFY ACTIONS

Ratify the actions taken by the Civil Service Commission in executive session for ES-12 and ES-13.

BUSINESS

CSC 2022-28 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 2022-29 Discussion on the process and tools used to evaluate the Director of Human Resources for period February 16, 2021 to June 30, 2022.

- a) Review Overview DHR Evaluation Process
- b) Review Evaluation Timeline
- c) Review Evaluation Form

CSC 2022-30 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, Cancelled Meeting 7/5/22, Deferred 8/2/22]

ANNOUNCEMENTS:

Next Scheduled Meeting: Tuesday, December 6, 2022 – 3:00 p.m.

ADJOURNMENT

cc: Deputy Attorney General Henry Kim
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:	September 6, 2022	
Location	Boards and Commissions Conference Room and Teleconference via Microsoft Teams	Start of Meeting:	3:00 p.m.	End of Meeting: 3:23 p.m.
Present	Chair Jeffrey Iida, Vice Chair Beverly Gotelli. Commissioners: Francis Kaawa, Shelley Konishi, and Vonnell Ramos. Deputy County Attorney Mark Ishmael (<i>Microsoft Teams</i>). Director Human Resources Annette Anderson (<i>Left at 3:21pm</i>). Office of Boards and Commissions Staff: Administrator Ellen Ching and Administrative Specialist Anela Segreti.			
Excused	Commissioners V. Pamai Cano and Lauren O’Leary,			
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>Administrative Specialist Anela Segreti conducted the roll call; Commissioner Cano was excused. Commissioner Kaawa replied present. Commissioner Konishi replied present. Commissioner O’Leary was excused Commissioner Ramos replied present. Vice Chair Gotelli replied present. Chair Iida replied present.</p> <p>Administrator Ellen Ching announced the following support staff present for the meeting; Deputy County Attorney Ishmael (<i>Microsoft Teams</i>) Director Human Resources Anderson</p>	Quorum was established with five commissioners present.
Approval of Agenda	Chair Iida entertained a motion to approve the agenda.	Vice Chair Gotelli moved to approve the agenda. Ms. Konishi seconded the motion. Motion carried 4:0.
Public Comments and Testimony	<p>Ms. Segreti reported that she did not receive any written testimony or request to testify for this meeting.</p> <p>Ms. Ching noted that there was no one in the audience and that there was no need to ask for testimony before every agenda item.</p>	

SUBJECT	DISCUSSION	ACTION
Approval of Meeting Minutes	a. Open Session Minutes of August 2, 2022 Vice Chair Gotelli noted that under the call to order it should be Vice Chair Gotelli instead of Chair Iida.	Mr. Kaawa moved to approve the Open Session minutes of August 2, 2022, as amended. Ms. Konishi seconded the motion. Motion carried 5:0.
Director of Human Resources Report	<p><u>CSC 2022-25</u> June/July 2022 period, September 6, 2022 Meeting.</p> <ul style="list-style-type: none"> a) Collective Bargaining b) Grievances and Grievance Arbitration Hearings c) Investigations d) HRMS Project e) HR Trainings f) 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 June/July 2022 period, September 6, 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 12 and 15 need to go through the council approval process, once that is done all bargaining units' contracts will be in place for four years. • Last update unless there is something that needs updating. <p>Ms. Anderson reported that there are quite a few grievances and grievance arbitrations;</p> <ul style="list-style-type: none"> • There are no frequency or root causes that need to be addressed. • Each are unique and they do not see any consistent thing that would need training. 	Director of Human Resources Report

SUBJECT	DISCUSSION	ACTION
	<p>Ms. Anderson reported that the investigations do not reveal evidence of any frequent root causes that would benefit from training.</p> <p>Ms. Anderson reported on the HRMS project and the on-going training.</p> <p>Ms. Anderson reported on the HR trainings.</p> <p>Chair Iida asked why they decided to go back to four-year contracts (relating to collective bargaining).</p> <p>Ms. Anderson gave her opinion that it would be better to stagger based on the number of contracts statewide. She believes that some of the reasoning is that the State has a four- or six-year plan that they develop and for future planning it's better to tie into their financial plan. The unions were some wanted two and some four. She also said that because they were late in getting started and if was two years it would be starting again already, the process is very involved for them.</p> <p>Chair Iida addressed that the Commission still wants to look at changing the directors report and will get back to it.</p> <p>Ms. Anderson expressed that she wonders if they need this detailed a report and wants to make sure that it ties into her goals and objectives.</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	None	
Announcements	<p>Next Scheduled Meeting: Tuesday, October 4, 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>Chair Iida noted that the meeting will be at 2:00 p.m. not 3:00 due to appeal hearing.</p>	

SUBJECT	DISCUSSION	ACTION
Adjournment	Chair Iida entertained a motion to adjourn the meeting.	Mr. Kaawa moved to adjourn. Ms. Konishi seconded. Motion carried: 5:0 Meeting adjourned at 3:23 p.m.

Submitted by: _____ Reviewed and Approved by: _____
Anela Segreti, Administrative Specialist Beverly Gotelli, Vice Chair

- Approved as circulated.
- Approved with amendments.

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

October 4, 2022 MEETING

Report Covering July/August 2022

Grievances and Grievance Arbitration Hearings

A Step 3 grievance meeting pertaining to a transfer request by an employee was heard on August 31, 2022. Thereafter, a decision was issued denying the grievance.

A Step 2 grievance meeting pertaining to the termination of an employee for misconduct was heard on September 14, 2022. A written decision is being drafted. Three other grievances that pertain to the terminated employee were also filed, one as a class grievance regarding the discipline policies and the two others pertaining to responses to requests for information. Three separate Grievances meetings are being scheduled.

A Step 3 class grievance pertaining to temporary hazard pay was submitted and will be heard in the next few weeks.

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]

Investigations

The HRD is currently the lead investigator regarding a number of matters:

- The Police Commission requested that an investigation be conducted regarding a complaint from a non-employee that was submitted to the Commission. The investigation is on-going.
- An internal complaint that is required to be submitted to the HRD was investigated. It concerned an internal candidate who was informed she did not meet the minimum qualifications for the position. Following further clarification of information submitted, it was determined that the candidate did meet the minimum qualifications.
- An internal complaint that is required to be submitted to the HRD was investigated. It concerned a department that withdrew a conditional offer of employment that was made to an outside candidate. The HRD issued a decision that allowed the candidate to continue with the recruitment process.

- An internal complaint that is required to be submitted to the HRD is currently being investigated. It concerns an internal candidate who was informed that he did not meet the minimum qualifications for the position because of lack of County certification on two vehicles/equipment. A decision by the HRD will be issued shortly

The allegations in these complaints 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, approximately thirteen since the last Civil Service Commission report by the HRD was presented on September 6, 2022. Modifications and amendments regarding implementation details are being made as necessary.

Training continues throughout the month of September. As of September 19, 2022, 1,103 employees have been trained out of a total workforce of 1,337. Of those are yet to be trained, some are on long term leave and will be trained once they return from leave.

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

[Goal 3, Objective G3A & G3B., Success Measurements 1, 2, 3.– ongoing]

HR Trainings:

As mentioned above, there is a massive amount of HRMS trainings that began in early August and will continue through end of September.

[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.
- New Hires:
 - 1 Cashier I
 - 1 Civil Engineer III
 - 1 Pipefitter Helper
 - 1 Police Evidence Custodian I
 - 1 Program Specialist II
 - 1 Program Specialist III
 - 1 Executive Assistant to the Mayor (exempt)
 - 1 Housing Assistance Specialist III (exempt)
 - 1 Senior Clerk (exempt)
- Exit Interviews (Retirees): 5 of 5
- TDI Applications 1 approved, 1 denied
- Family Leave: 1 approved
- Leave Sharing: 2 approved
- Reference Checks: 3
- Employment Verifications: 9

Transactions Totals:

New Hires	10
Separations	11
Reallocations	9
Promotions	4
Demotions	1
Transfers	5
Pay Increase	152
Suspension	2
Leave Without Pay	0
*Misc. Change Forms	13
**Other	29
89-Day	44
Seasonal	1

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

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

Employee Development and Health Services:

- Provided guidance to department supervisors and employees on various safety-related issues and concerns.
- Six (6) new workers' compensation claims were filed this month: One (1) controverted claim, one (1) indemnity claim, and four (4) medical only claims.
- Bi-monthly reviews of selected workers' compensation claims was held on August 16, 2022 via MS Teams meeting. Nineteen (19) claims were reviewed.
- Equipment/Driver Training:
 - Aerial Bucket Truck (1 Parks Employee)
 - Chipper (1 Parks Employee)
 - Mini Excavator (5 Public Works Employees)
 - Pay Loader (9 Public Works Employees)
 - Stump Grinder (1 Parks Employee)
 - Tractor Mower (1 Public Works Employee)
 - Truck Tractor/CDL Training (4 Public Works Employees)
 - Water Truck (1 Public Works Employee)

Other:

- HRMS Project:
 - Training began on August 8, 2022. Staff have been tirelessly training employees. Managers/supervisors who are also assisting with training and other HRMS tasks have been assisting staff with regular duties. Training also includes floating duties (assisting attendees while trainer conducts training), so some staff have been in training for 5-6 hours a day.
 - Updating training tenant with catch-up transactions, supervisory organization and approval chain changes, etc.

HR Manager, Classification and Pay and Labor Relations:

- Funding bills for the HGEA Unit 15 and SHOPO Unit 12 passed first reading and went to public hearing on September 21st. The bills will be heard at the Council Committee meeting on October 5th with second and final reading occurring on October 19th.
- In conjunction with receiving the final bargaining unit raises for the next 4 years, an Executive Order was prepared for those excluded from Units 3, 4, 11, 12, 13 and 15, including excluded managerial employees. The Executive Order will be finalized once the funding bills are approved by the County Council.
- HRMS Workday training continued for all Associates and Managers. Over one thousand (1,000) employees have been trained thus far. In addition, departmental meetings are being held with various departments to go over supervisory organizations, Alternate Managers, delegations and My Team's Time and Calendar. Division staff assisted at trainings as needed as "Floaters" at both the HR and payroll sessions.
- Our head of recruitment has accepted a position with the Office of the County Attorney. We are in the process of recruiting for the vacancy, although at the HR Specialist II level.
- Reviewed draft salary schedules and language changes for the upcoming contracts for the various bargaining units
- Grievance information being collected from all departments to prepare annual report to the State
- Working with KPD on Police Officer II positions to ensure that minimum qualification requirements are included in the class and on the position descriptions for the various specialized positions

Reallocations Processed: Administrative Support Assistant to Parks & Recreation
 Administrative Aide
 DMV Service Representative II to Senior Clerk
 Legal Clerk III to Legal Clerk II
 Planning Inspector III to Planning Inspector I
 Plant Electrical/Electronic Equipment Repairer to Lead Plant
 Electrical/Electronic Equipment Repairer
 Sanitary Chemist III to Sanitary Chemist IV
 Senior Clerk to DMV Service Representative I
 Tax Clerk to Real Property Tax Clerk
 Water Plant Operator I to Assistant Water Plant Operator
 Water Service Investigator II to Water Service Investigator III

Desk Audits: None

New Classes Adopted: Chemist I
 Sanitary Chemist IV
 Water Meter Mechanic Helper

Administrative Reviews: None

Class Amendments Completed: Chemist II
 Chemist III
 Fire Captain
 Golf Course Grounds Working Supervisor
 Golf Course Groundskeeper
 Housing Self-Sufficiency Specialist I
 Housing Self-Sufficiency Specialist II
 Lead Water Meter Mechanic
 Public Housing & Development Program Specialist I
 Public Housing & Development Program Specialist II
 Public Housing & Development Program Specialist III
 Public Housing & Development Program Specialist IV
 Public Information Specialist I
 Public Information Specialist II
 Sewer Maintenance Helper I
 Sewer Maintenance Repairer I
 Sewer Maintenance Repairer II
 Victim/Witness Counselor I
 Victim/Witness Counselor II
 Victim/Witness Counselor Trainee II
 Water Meter Mechanic

Recruitment and Examination

Recruitment:

Account Clerk

Accountant I
Accountant II
Accounting Technician
Administrative Services Officer
Background Investigator (Exempt)
Building Inspector (Exempt)
Building Permit Clerk I
Bus Driver (Substitute) (Exempt)
CIP Coordinator (Exempt)
Clerk Dispatcher I (Exempt)
Council Legal Analyst (Exempt)
Council Legislative Assistant (Exempt)
COVID-19 Data Entry Specialist (Exempt)
COVID-19 Laboratory Assistant (Exempt)
COVID-19 Specimen Collections Specialist (Exempt)
COVID-19 Travel Testing Site Supervisor (Exempt)
Deputy Fire Chief (Exempt)
Detention Facility Worker (Exempt)
Election Clerk II (Exempt)
Electrician (Exempt)
Fire Captain
Golf Course Grounds Working Supervisor
Housing Self-Sufficiency Specialist (Exempt)
Information Technology Specialist V
Investigator (Exempt)
Lead Pipefitter
Maintenance Worker II
Planning Inspector III
Police Evidence Custodian
Police Services Officer
Program Specialist I (Dispatch Manager) (Exempt)
Public Housing & Development Specialist III (Exempt)
Real Property Tax Clerk (Exempt)
Sewer Maintenance Helper
Sexual Assault Forensic Nurse Examiner (Exempt)
Solid Waste Program Engineer (Exempt)
TAT Tax Clerk (Exempt)
TVR Permit Enforcement Research Specialist (Exempt)

Lists Referred to Departments:

Administrative Services Officer I
Background Investigator (Exempt)
Building Inspector (Exempt)
Bus Driver (Substitute) (Exempt)
CIP Coordinator (Exempt)
Clerk Dispatcher I (Exempt)

Council Legal Analyst (Exempt)
COVID-19 Data Entry Specialist (Exempt)
COVID-19 Laboratory Assistant (Exempt)
COVID-19 Specimen Collections Specialist (Exempt)
COVID-19 Travel Testing Site Supervisor (Exempt)
Deputy Fire Chief (Exempt)
Detention Facility Worker (Exempt)
Election Clerk II (Exempt)
Electrician (Exempt)
Environmental Services Manager
Heavy Automotive and Construction Equipment Welder
Housing Self-Sufficiency Specialist I (Exempt)
Information Technology Specialist I
Investigator (Exempt)
Janitor II
Landfill Operator IV
Maintenance Worker I
Ocean Safety Officer I
Planning Inspector I
Police Services Officer
Public Information Officer
Public Safety Worker I
Real Property Tax Clerk (Exempt)
Senior Clerk
Sexual Assault Forensic Nurse Examiner (Exempt)
Solid Waste Program Engineer (Exempt)
TAT Tax Clerk (Exempt)
Tree Trimmer
TVR Permit Enforcement Research Specialist (Exempt)
Van Driver (Substitute) (Exempt)
Victim/Witness Program Director
Water Service Investigator III

Written Exams Administered:

Emergency Services Dispatcher
Engineering Support Technician I
Park Security Officer
Police Records Unit Supervisor
Police Services Officer
Public Safety Worker
Tree Trimmer

Performance Exams Administered: Landfill Operator IV

Administrative Reviews: Administrative Services Officer (accepted)

Payroll:

- HRMS System/Project
 - Daily training of employees on how to use Workday system
 - Revision of training materials and agendas as needed
- Continuing standing Meetings with Accenture/Payroll Support Staff to go over questions
- Tracking system of current and future changes in anticipation of Gold Tenant
 - Using spreadsheet to track all config changes that will need to be updated manually in Gold Tenant
 - Current changes = 38
- August 2022 Gross Payroll:

15th	\$	4,138,314	
EOM	\$	4,093,632	
EUTF ACTIVE	\$	748,972	
EUTF ACTIVE - DOW	\$	-	
EUTF OPEB	\$	532,821	
EUTF RETIREE	\$	908,346	
ERS (RETIREMENT)	\$	2,275,165	
SOCIAL SECURITY	\$	324,130	
MEDICARE	\$	113,439	
PTS SS SAVINGS	\$	8,522	

EEO/ADA

Coordinator was on extended leave for one month.

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

November 1, 2022 Meeting

Report Covering September/October 2022

Grievances, Grievance Arbitration Hearings, and Union Issues

A follow-up Step 2 grievance meeting pertaining to the termination of an employee for misconduct was heard on September 26, 2022. A written decision was issued denying the grievance. A related class grievance regarding the discipline policies was also heard, and the union will be providing additional information to DHR before a decision is issued.

The HR directors from the various public sector employer jurisdictions met with UPW to discuss non-cost times from the last round of negotiations to attempt to reach agreement on some issues.

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. The same is true of the meeting with UPW to discuss non-cost items.

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

Investigations

The HRD is currently the lead investigator regarding:

- An internal complaint that is required to be submitted to the HRD was investigated following a meeting on September 20, 2022 with the complainant. Although the internal candidate did not meet the minimum qualifications for the position because of lack of County certification on two vehicles/equipment, he was provided with information as to how he can apply for positions that will allow for training on such equipment in the future. A decision was issued following the meeting.

The allegations do not reveal evidence of any frequent root causes that would benefit from a training plan for departments.

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

Meetings with Other Public Sector Jurisdictions, Unions, etc.

A meeting was held on September 28, 2022 with all public sector HR directors and their staff along with the head of Hawaii's Employees Retirement System (ERS) and his staff to discuss

various issues regarding compensation that may be credited for pension benefit calculations. More information will be forthcoming from ERS.

The HRD was invited to a meeting with attorneys from the public sector jurisdictions, along with one of the County's deputy county attorneys, to discuss other issues pertaining to ERS. More information will be forthcoming.

The HRD accepted an invitation by the police union, SHOPO, to attend a presentation on September 28, 2022 to share the results of its survey of SHOPO members regarding working conditions, morale, staffing needs, and leadership by the police chief. SHOPO indicated it would provide HRD with a copy of the survey questions and answers but it has not yet been received.

These meetings did not reveal a need to draft or revise any existing HR policies.

[Goal 1, Objective G1B., Success Measurements 2. – ongoing]

HRMS Project:

The HRD continues to attend the numerous HRMS meetings, approximately twenty-five since the last Civil Service Commission report presented on September 22, 2022. Modifications and amendments regarding implementation details are being made as necessary.

The Kauai Police Department (KPD) has the most challenges due to their unique work schedules, extensive types of differentials that may change based upon a schedule, etc. An advance schedule program that was procured as part of the overall HRMS project (Humanity/TCP) was not totally compatible with Workday and thus was not beneficial for KPD. The HRMS core team, as well as KPD, are exploring other options for the future. The HRMS core team and KPD are working closely with Accenture (implementation vendor for the Workday product) to address various configuration changes with Workday in order to better serve KPD.

Beginning October 1, 2022, there will be a phased in "live drill" of Workday. Certain departments will begin on October 1, 2022, followed by other departments on October 16, 2022 and November 1, 2022. This live drill will result in all employees using Workday for the remainder of the year rather than paper timesheets and leave requests. This will give employees (and managers) the ability to learn how to successfully use Workday before the January 2023 go-live date when paychecks will be issued through Workday.

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

[Goal 3, Objective G3A & G3B., Success Measurements 1, 2, 3.– ongoing]

HR Trainings:

On October 6 and 10, 2022, members of the HRMS Core Team presented HR management with follow-up training on Workday

[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.
- New Hires:
 - 1 Information Technology Specialist I
 - 1 Park Caretaker I
 - 1 Background Investigator (exempt)
 - 1 Election Clerk II (exempt)
 - 1 Parks & Recreation Administrative Aide (exempt)
 - 1 Real Property Tax Clerk (exempt)
- Exit Interviews (Retirees): 1 of 1
- TDI Applications 2 approved
- Family Leave: 5 approved
- Leave Sharing: None
- Reference Checks: 17
- Employment Verifications: 6
- Transactions Totals:

New Hires	6
Separations	15
Reallocations	2
Promotions	6
Demotions	1
Transfers	0
Pay Increase	592
Suspension	2
Leave Without Pay	0
*Misc. Change Forms	13
**Other	19
89-Day	24
Seasonal	2

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

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

Employee Development and Health Services:

- Provided guidance to department supervisors and employees on various safety-related issues and concerns.
- Eight (8) new workers' compensation claims were filed this month: Two (2) indemnity claims and six (6) medical only claims.

- Next bi-monthly reviews of selected workers' compensation claims will be held on October 11, 2022 via MS Teams.
- Equipment/Driver Training: Truck Tractor/CDL Training (2 Publics Works Employees)
 Transfer Station Tractor (1 Public Works Employee)
 Payloader (1 Public Works Employee)
 Forklift Training (4 Water Department Employees)
 Refuse Truck Training (1 Public Works Employee)

Other:

- HRMS Project:
 - Training continued through September. As of September 30, 2022, 91% or 1,219 of 1,343 employees were trained on Workday. Employees who were unable to attend due to leaves, etc. will be scheduled to attend a make-up session and/or work with their department liaisons or managers to review Workday tasks.
 - Staff have incorporated a Workday introduction/basic training within the bi-monthly New Hire Orientations for new employees.
 - Live Drill will begin on October 1, 2022 for over half of the County employees. During this drill, employees will be required to submit time entry (i.e., timesheets) through Workday, as well as corresponding pay period leave and overtime requests. Several departments will be staggered to start later to ensure HR staff will be able to adequately support employees as they acclimate to Workday and to provide additional time for the remaining departments to prepare for the live drill.
 - Continue updating training tenant with catch-up transactions, supervisory organization and approval chain changes, etc.

HR Manager, Classification and Pay and Labor Relations:

- Funding bills for the HGEA Unit 15 and SHOPO Unit 12 passed final reading on October 19th. The Executive Order for those excluded from Units 3, 4, 11, 12, 13 and 15, including excluded managerial employees was also approved and finalized for processing.
- HRMS Workday training continued for all Associates and Managers. A Change Ambassador meeting was held and well attended by all departmental Change Ambassadors. Topics of discussion included training survey results, connectivity updates, "Workday Wiki" as well as receiving feedback from Change Ambassadors on how the live drill has been going. Feedback was very positive including kudos to the Workday Team for the awesome follow through when questions are posed.
- A member of the recruitment staff has accepted another position outside of the County. Recruitment will occur to fill this soon to be vacant position. A current HR Specialist has been promoted to fill the vacant position that heads recruitment.
- Reallocations Processed:
 - Computer Systems Support Technician II to Computer System Support Technician I
 - Heavy Vehicle Mechanic I to Mechanic Helper
 - Human Resources Specialist III to Human Resources Specialist II
 - Real Property Appraiser IV to Real Property Administrative Analyst
 - Senior Clerk to DMV Service Representative I
- Desk Audits: Based on a Recruitment Administrative Review, a desk audit was conducted of a Real Property Program Support Technician position to determine if higher level duties were being performed prior to reallocation to a Tax Relief Services Technician; report

concluded that higher level duties were not being performed while in the Real Property Program Support Technician position

- New Classes Adopted: Victim Witness Counselor Trainee
- Administrative Reviews: None
- Class Amendments Completed:
 - Electrician
 - Electrician Helper
 - Lead Electrician

Recruitment and Examination

Recruitment:

- Accountant II
 - Budget and Grant Analyst II
 - Building Inspector
 - Building Plans Examiner
 - Bus Driver (Substitute) (Exempt)
 - Council Legislative Assistant (Exempt)
 - COVID-19 Administrative Technician (Exempt)
 - COVID-19 Laboratory Assistant (Exempt)
 - COVID-19 Laboratory Supervisor (Exempt)
 - COVID-19 Specimen Collections Specialist
 - Deputy Prosecuting Attorney (Exempt)
 - Disaster Assistance Principal Project Manager (Exempt)
 - Fire Fighter II (Hazmat)
 - Fire Fighter II (Rescue)
 - Fire Fighter III
 - Golf Course Groundskeeper
 - Groundskeeper
 - Heavy Vehicle & Construction Equipment Mechanic
 - Housing Assistance Specialist III (Exempt)
 - Janitor II
 - Laborer I
 - Land Use Plan Checker I
 - Landfill Laborer I
 - Legal Clerical Assistant (Exempt)
 - Park Caretaker I
 - Parks and Recreation Assistant (Exempt)
 - Real Property Administrative Analyst (Exempt)
 - Sewer Maintenance Helper
 - Tractor-Mower Operator
 - Victim Witness Counselor II
- Lists Referred to Departments:
 - Accountant II
 - Administrative Services Officer I
 - Administrative Support Assistant (Exempt)

Budget and Grant Analyst II
Building Permit Clerk I
Bus Driver (Substitute) (Exempt)
Clerk Dispatcher I (Exempt)
COVID-19 Administrative Technician (Exempt)
COVID-19 Laboratory Assistant (Exempt)
COVID-19 Laboratory Supervisor (Exempt)
COVID-19 Specimen Collections Specialist (Exempt)
Deputy Prosecuting Attorney (Exempt)
Disaster Assistance Principal Project Manager (Exempt)
Housing Assistance Specialist III (Exempt)
Information Technology Specialist V
Janitor II (Exempt)
Lead Pipefitter
Legal Clerical Assistant (Exempt)
Legal Clerk III
Maintenance Worker II
Ocean Safety Officer I
Ocean Safety Officer III
Parks and Recreation Administrative Aide (Exempt)
Pipefitter Helper
Police Evidence Custodian I
Police Services Officer
Program Specialist I (Transit Dispatch Manager) (Exempt)
Real Property Administrative Analyst (Exempt)
Senior Clerk
Solid Waste Worker II
Solid Waste Worksite Supervisor
Van Driver (Substitute) (Exempt)
Water Service Investigator III

- Written Exams Administered:
Administrative Support Assistant
Assistant Water Plant Operator
Building Permit Clerk
Fire Captain
Golf Course Grounds Working Supervisor
Lead Pipefitter
Maintenance Worker II
Park Security Officer I
Pipefitter Helper
Police Services Officer
Solid Waste Worksite Supervisor
Water Service Investigator III
- Performance Exams Administered:

Ocean Safety Officer I
Solid Waste Worker II

- Administrative Reviews: None

Payroll:

- HRMS System/Project
 - Daily training of employees on how to use Workday system
 - Revision of training materials and agendas as needed
- Continuing standing Meetings with Accenture/Payroll Support Staff to go over questions
- Preparation of live drill of Workday commencing October 1, 2022
- September 2022 Gross Payroll:

15th	\$ 4,161,026
EOM	\$ 4,197,101
EUTF ACTIVE	\$ 769,539
EUTF ACTIVE - DOW	\$ 48,414
EUTF OPEB	\$ 527,846
EUTF RETIREE	\$ 913,321
ERS (RETIREMENT)	\$ 2,245,167
SOCIAL SECURITY	\$ 324,585
MEDICARE	\$ 115,273
PTS SS SAVINGS	\$ 6,144

EEO/ADA

Coordinator was on extended leave for one month.

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> <p>07/05/22-G1A-2&4: As was briefly discussed in a past commission meeting, news outlets continue to report on <i>The Great Resignation</i>, 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.</p>

			<p>Total resignations (non-retirees) through May 31, 2022:</p> <table> <thead> <tr> <th>Year</th> <th>Total Resignations</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>43</td> </tr> <tr> <td>2018</td> <td>46</td> </tr> <tr> <td>2019</td> <td>47</td> </tr> <tr> <td>2020</td> <td>46</td> </tr> <tr> <td>2021</td> <td>48</td> </tr> <tr> <td>2022 YTD</td> <td>23</td> </tr> </tbody> </table> <table> <thead> <tr> <th>Total retirements through May 31, 2022: Year</th> <th>Total Retirements</th> </tr> </thead> <tbody> <tr> <td>2017</td> <td>53</td> </tr> <tr> <td>2018</td> <td>64</td> </tr> <tr> <td>2019</td> <td>30</td> </tr> <tr> <td>2020</td> <td>52</td> </tr> <tr> <td>2021</td> <td>49</td> </tr> <tr> <td>2022 YTD</td> <td>6</td> </tr> </tbody> </table> <p>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.</p>	Year	Total Resignations	2017	43	2018	46	2019	47	2020	46	2021	48	2022 YTD	23	Total retirements through May 31, 2022: Year	Total Retirements	2017	53	2018	64	2019	30	2020	52	2021	49	2022 YTD	6
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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> <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> <p>07/05/22-G2A-1&2: 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.</p> <p>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.</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"> For HR staff training, each HR staff member is surveyed to determine needs. For staff in other departments, work with department/division heads to identify training needs for the Department. A training program is developed to address the priority training needs. 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> <p>07/05/22-G3A&G3B-1,2&3: 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</p>

			<p>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.</p> <p>07/05/22-G3A&G3B-1,2&3: EEO Coordinator provided two accommodation trainings for new hires during each month.</p> <p>Also provided ADA technical guidance to seven departments</p>
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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 1260"> <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> <p>07/05/22-G4A-1: 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.</p> <p>The HRD attended a step 2 grievance on June 8, 2022 pertaining to a disciplinary written warning.</p> <p>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.</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
		Commissioners receive evaluation form by email	Sandra
		Commissioners' complete evaluation form	Commission
		Commissioners' email completed evaluation form to Sandra	Commission
		Evaluation forms are collated into one form	Sandra
		Commission reviews the collated evaluation form, adjust and unify comments.	Commission

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

Possible Dates	Completed	Task	Responsible
		Review and approve final collated evaluation form	Commission
		Review approved final collated evaluation form with DHR Anderson	Chair/Commission
		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> 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.	<u>Period of Report:</u>
<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: _____