



CIVIL SERVICE COMMISSION

JEFFREY IIDA, CHAIR
BEVERLY GOTELLI, VICE CHAIR

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, December 6, 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/3O605jf>

Microsoft Teams AUDIO

Phone: 1-469-848-0234, Conference ID: 769 698 892#

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 October 4, 2022
- b) Open Session Minutes of November 1, 2022

DIRECTOR OF HUMAN RESOURCES REPORT

CSC 2022-31 November 2022 period, December 6, 2022 Meeting

- a) Grievances, Grievance Arbitration Hearings, Appeal Hearings and Union Issues
- 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

BUSINESS

CSC 2022-32 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 2022-33 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, Not on Agenda 9/6/22 and 10/4/22, Deferred 11/1/22]

CSC 2022-34 Annual selection of officers for calendar year 2023.

- a) Nominate a commissioner to serve as chair.
- b) Nominate a commissioner to serve as vice chair.
- c) Discussion and possible decision-making on officers and other related matters.

CSC 2022-35 Review and approve 2023 meeting schedule

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-14 Executive Session Minutes of October 4, 2022.
Pursuant to Hawai'i Revised Statutes §92-4, §92-5(a)(4), §92-9 (a)(1-4) and (b), the commission requests an Executive Session to approve or amend the executive session minutes of October 4, 2022, where consideration of matters affecting privacy will be

involved and to consult with the Deputy County Attorney on issues pertaining to the Commission's powers, duties, privileges, immunities, and/or liabilities of the Commission as they relate to this agenda item.

ES-15 Executive Session Minutes of November 1, 2022.
Pursuant to Hawai'i Revised Statutes §92-4, §92-5(a)(4), §92-9 (a)(1-4) and (b), the commission requests an Executive Session to approve or amend the executive session minutes of November 1, 2022, where consideration of matters affecting privacy will be involved and to consult with the Deputy County Attorney on issues pertaining to the Commission's powers, duties, privileges, immunities, and/or liabilities of the Commission as they relate to this agenda item.

ES-16 Director of Human Resources Annual Performance Evaluation for period February 16, 2021 to June 30, 2022.

- a) Review collated DHR evaluation form and collectively adopt the final overall rating and clear examples of performance for the evaluation period.
- b) Discussion and decision-making on other related matters

Pursuant to Hawai'i Revised Statutes §92-4, §92-5(a)(4), §92-9 (a)(1-4) and (b), the commission requests an executive session to consult with the Deputy County Attorney on the commissions process to complete the Director of Human Resources Annual Performance Evaluation for period February 16, 2021 to June 30, 2022 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.

CORRESPONDENCE

ES-17 Correspondence from SHOPO (State of Hawai'i Office of Police Officers) Business Agent Kaua'i Chapter Roy Asher dated July 6, 2022 to Director Human Resources Annette Anderson

Pursuant to Hawai'i Revised Statutes §92-4, §92-5(a)(4), §92-9 (a)(1-4) and (b), the commission requests an executive session to consult with the Deputy County Attorney on the commissions review and possible response to Business Agent Roy Asher 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.

ENTER OPEN SESSION (Open to the Public)

CALL TO ORDER IN OPEN SESSION

RATIFY ACTIONS

Ratify actions taken by the Civil Service Commission in executive session for ES-14, ES-15, ES-16, and ES-17.

ANNOUNCEMENTS:

Next Scheduled Meeting: Tuesday, January 3, 2023 – 3:00 p.m.

ADJOURNMENT

cc: Deputy County Attorney Mark Ishmael

cc: Director of Human Resources Annette Anderson

COUNTY OF KAUAI
Minutes of Meeting
OPEN SESSION

Board/Commission:	CIVIL SERVICE COMMISSION	Meeting Date:	October 4, 2022
Location	Boards and Commissions Conference Room and Microsoft Teams Teleconference	Start of Meeting: 2:01 p.m.	End of Meeting: 2:05 p.m.
Present	Chair Jeffrey Iida. Vice Chair Beverly Gotelli. Commissioners: V. Pamai Cano, Francis Kaawa, and Lauren O’Leary. Deputy Attorney General Henry Kim. Deputy County Attorney Hugo Cabrera. Director Human Resources Annette Anderson. Office of Boards and Commissions Staff: Administrator Ellen Ching (<i>left at 2:05pm</i>) and Administrative Specialist Anela Segreti.		
Excused	Commissioner Vonnell Ramos, Deputy County Attorney Mark Ishmael, and Commission Support Clerk Sandra Muragin.		
Absent			



SUBJECT	DISCUSSION	ACTION
	Administrative Assistant to the County Clerk Eddie Topenio officiated the oath of office to Commissioner Lauren O’Leary on Thursday, June 30, 2022 and Commissioner Shelley Konishi on Friday, September 2, 2022.	
Call To Order/ Roll Call	Chair Iida called the Open Session meeting to order at 2:01 p.m. and requested a roll call. Administrative Specialist Anela Segreti verified attendance; Commissioner Cano replied present. Commissioner Kaawa replied present. Commissioner O’Leary replied present. Vice Chair Gotelli replied present. Chair Iida replied present.	Quorum was established with five commissioners present.
Approval of Agenda	Chair Iida waived approval of the agenda.	
Public Comments and Testimony	Chair Iida announced if there were any public comments or testimony. Hearing none he moved on to the next agenda item.	
Executive Session	There was a discussion on whether the last appeal hearing meeting was held in open session or executive session. Deputy County Attorney Hugo Cabrera stated for the record that the last meeting was held in executive session.	

SUBJECT	DISCUSSION	ACTION
	<p>Chair Iida asked for a motion to enter executive session.</p> <p>No one read the Hawaii Revised Statutes and Executive Session paragraph before moving into Executive Session.</p> <p>Administrator Ellen Ching announced she was not allowed in executive session and left the meeting. Before leaving she stated that Appellant Kenneth Cummings, Representative Roy Asher, Deputy County Attorney Hugo Cabrera and Director of Human Resources Annette Anderson were also in attendance.</p>	<p>Vice Chair Gotelli moved to enter Executive Session. Commissioner Cano seconded the motion. Motion carried 5:0.</p> <p>The commission and staff, ended open session at 2:05 p.m.</p>
Call To Order in Open Session	The commission did not reconvene in open session to adjourn the meeting.	
Ratify Actions	None	
Announcements	Next Meeting: Tuesday, November 1, 2022 – 3:00 p.m.	
Adjournment	Chair Iida ended the meeting in executive session.	The meeting was adjourned in executive session at 5:09 p.m.

Submitted by: _____
 Sandra Muragin, Commission Support Clerk

Reviewed and Approved by: _____
 Jeffrey Iida, Chair

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

COUNTY OF KAUAI
Minutes of Meeting
OPEN SESSION

DRAFT To Be Approved

Board/Commission:	CIVIL SERVICE COMMISSION	Meeting Date:	November 1, 2022	
Location	Boards and Commissions Conference Room and Teleconference via Microsoft Teams	Start of Meeting:	3:00 p.m.	End of Meeting: 3:42 p.m.
Present	Chair Jeffrey Iida. Vice Chair Beverly Gotelli. Commissioners: V. Pamai Cano, Francis Kaawa, Shelley Konishi, and Lauren O’Leary. Deputy County Attorney Mark Ishmael (<i>Microsoft Teams – disconnected at 3:18 p.m. and reconnected into the meeting at 3:35 p.m.</i>). Director Human Resources Annette Anderson (<i>left at 3:15pm</i>). Office of Boards and Commissions Staff: Administrator Ellen Ching (<i>left at 3:18 p.m. and rejoined the meeting at 3:37 p.m.</i>) and Commission Support Clerk Sandra Muragin			
Excused	Commissioner Vonnell Ramos			
Absent				



SUBJECT	DISCUSSION	ACTION
Call To Order Roll Call	Chair Iida called the Open Session meeting to order at 3:00 p.m. and requested a roll call. Commissioner Cano replied present. Commissioner Kaawa replied present. Commissioner Konishi replied present. Commissioner O’Leary replied present. Commissioner Ramos was excused. Vice Chair Gotelli replied here. Chair Iida replied here. Deputy County Attorney Ishmael replied here. Director Human Resources Anderson replied here. Administrator Ching replied here. Support Clerk Muragin replied here.	Quorum was established with six commissioners present.
Approval of Agenda		Vice Chair Gotelli moved to approve the agenda, as circulated. Mr. Kaawa seconded the motion. Motion carried 6:0.
Public	Ms. Muragin reported no one from the public called in or in-person and she did not receive any	

SUBJECT	DISCUSSION	ACTION
Comments and Testimony	written testimony or request to testify for this meeting.	
Approval of Meeting Minutes	a. Open Session Minutes of September 6, 2022	Mr. Kaawa moved to approve the Open Session minutes of September 6, 2022. Vice Chair Gotelli seconded the motion. Motion carried 6:0.
Director of Human Resources Report	<p><u>CSC 2022-26</u> July/August period, October 4, 2022, meeting.</p> <ul style="list-style-type: none"> a) Grievances and Grievance Arbitration Hearings b) Investigations c) HRMS Project d) HR Trainings e) 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 Examination f. Payroll g. EEO/ADA <p><u>CSC 2022-27</u> September/October period, November 1, 2022, meeting.</p> <ul style="list-style-type: none"> 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 <ul style="list-style-type: none"> a. Administrative Services and Benefits b. Employee Development and Health Services c. Other 	

SUBJECT	DISCUSSION	ACTION
	<ul style="list-style-type: none"> d. HR Manager, Classification and Pay and Labor Relations e. Recruitment and Examination f. Payroll g. EEO/ADA <p>Director of Human Resources Annette Anderson briefed the commission on the July/August period, October 4, 2022, report and September/October period, November 1, 2022, report. <i>(Reports on file)</i></p> <p>Ms. Anderson summarized both reports and shared the following updates;</p> <ul style="list-style-type: none"> • Received four grievances with different incidences and from different departments. The four were; termination for misconduct, discipline policy and if it was changed or shared with the union, transfer request and temporary hazard pay. She said there were no commonality on the grievances, and it did not require further action on policy or training. • Received four complaints: <ul style="list-style-type: none"> ○ A non-employee applicant; this was assigned to HR to investigate from the police commission. Investigation completed and police commission to determine outcome. ○ Internal complaint from applicant who did not meet the minimum qualifications (MQ's). After the investigation it was determined that the applicant met the MQ's and proceeded through the recruitment process. ○ Internal complaint department withdrew conditional offer of employment from an outside applicant. After the investigation DHR Anderson determined the outside applicant was able to proceed through the recruitment process. ○ Internal complaint from applicant who did not meet the MQ's. The investigation uncovered that the applicant was not certified in certain requirements and was provided information on how to become certified. • Attended various meetings; <ul style="list-style-type: none"> ○ HR Directors statewide met with UPW (United Public Workers) to discuss but did not settle non-cost financial matters. 	

SUBJECT	DISCUSSION	ACTION
	<ul style="list-style-type: none"> ○ HR Directors statewide met with ERS (Employees Retirement System) management and staff to discuss on-going concerns on compensation and what differentials qualify as creditable for pension calculations. ○ HRS Directors statewide met with various deputy attorney general and county attorneys on ERS matters ○ SHOPO (State of Hawai‘i Organization of Police Officers) invited DHR Anderson to a presentation on the membership SHOPO survey results regarding leadership and working conditions. ● HRMS Project - Workday; <ul style="list-style-type: none"> ○ Attended 38 meetings in the last few months. ○ Training of county employees completed except for those that were absent. ○ Top UPW leadership from O‘ahu and Kaua‘i requested an in-depth Workday presentation. HR to present a thorough overview this Thursday and assure UPW that its members were being supported. ○ Committed to the January 2023 go live date. ○ Departments were batched in phases and began to input time and absences in Workday. The three phases were October 1, October 15 and November 1. Although all employees are now entering information in Workday they are being paid out of the current system; however, beginning January 2023, all employees will be paid out of Workday. ○ Conducted smaller meetings with departments who required extra training. <p>With no questions from the commission Ms. Anderson left the meeting at 3:15 p.m. and Chair Iida moved on to the next agenda item.</p>	
Executive Session	<p>Ms. Ching read the Hawai‘i Revised Statutes to move the meeting into 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</p>	

SUBJECT	DISCUSSION	ACTION
	<p>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.</p> <p>Chair Iida asked for a motion to enter executive session.</p>	<p>Vice Chair Gotelli moved to enter Executive Session. Commissioner O’Leary seconded the motion. Motion carried 6:0.</p> <p>Open session ended at 3:18 p.m.</p>
<p>Call To Order In Open Session</p>	<p>Chair Iida called the Open Session meeting back to order at 3:37 p.m.</p> <p>Deputy County Attorney Ishmael and Administrator Ching rejoined the open session meeting.</p>	<p>Quorum was established with six commissioners present.</p>
<p>Ratify Actions</p>	<p>Ratify actions taken in executive session for ES-12 and ES-13.</p>	<p>Vice Chair Gotelli moved to ratify actions taken in executive session for ES-12. Mr. Kaawa seconded the motion. Motion carried 4:0. (Commissioner Cano, Commissioner Kaawa, Vice Chair Gotelli, and Chair Iida)</p> <p>Ms. Cano moved to ratify actions taken in executive session for ES-13. Mr. Kaawa</p>

SUBJECT	DISCUSSION	ACTION
		seconded the motion. Motion carried 6:0.
Business	<p><u>CSC 2022-28</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>Ms. Muragin shared that the report was updated through July 2022.</p>	<p>Vice Chair Gotelli moved to receive CSC 2022-28 DHR Goals and Objectives for period February 16, 2021 to June 30, 2022, for the record. Mr. Kaawa seconded the motion. Motion carried 6:0.</p>
	<p><u>CSC 2022-29</u> Discussion on the process and tools used to evaluate the Director of Human Resources for period February 16, 2021 to June 30, 2022.</p> <ul style="list-style-type: none"> a) <u>Review Overview DHR Evaluation Process</u> b) <u>Review Evaluation Timeline</u> c) <u>Review Evaluation Form</u> 	<p>Mr. Kaawa moved to defer 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. Vice Chair Gotelli seconded the motion. Motion carried 6:0.</p>
	<p><u>CSC 2022-30</u> 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]</p> <p>Ms. Ching asked that this agenda item be deferred; they have not met to discuss.</p>	<p>Vice Chair Gotelli moved to defer CSC 2022-30 Discussion and decision-making on possible changes to the format and/or contents contained in the</p>

SUBJECT	DISCUSSION	ACTION
		Director of Human Resources Monthly Report. Mr. Kaawa seconded the motion. Motion carried 6:0.
Announcements	Next Meeting: Tuesday, December 6, 2022 – 3:00 p.m., in the Boards and Commissions Conference Room, Piikoi Building, 4444 Rice Street, Suite 300, Līhu‘e, HI 96766	
Adjournment	Chair Iida asked for a motion to adjourn.	Vice Chair Gotelli moved to adjourn the meeting. Mr. Kaawa seconded the motion. Motion carried 6:0. Chair Iida adjourned the meeting at 3:09 p.m.

Submitted by: _____
 Sandra Muragin, Commission Support Clerk

Reviewed and Approved by: _____
 Jeffrey Iida, Chair

- () Approved as circulated.
- () Approved with amendments.

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

December 6, 2022 Meeting

Report Covering October/November 2022

Grievances, Grievance Arbitration Hearings, Appeal Hearings and Union Issues

Prepared for and testified at Civil Service Commission Appeal Hearing on October 4, 2022 regarding appeal from Internal Complaint investigation.

Attended council meeting on October 19, 2022 for final approval of BU 12 and BU 15 cost bills for pay increases from arbitration awards.

Heard two UPW Step 2 Grievances on October 20, 2022 regarding the same Grievant pertaining to return to work conditions and providing information pursuant to union's request. Decision issued denying one grievance and sustaining in part, and in denying in part, the other grievance.

The allegations in these grievances and the appeal hearing 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

One of HRD's investigators was tasked with conducting an investigation into a department employee wherein a non-employee alleged inappropriate behavior by the employee. The investigation is on-going.

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 October 12, 2022 with all public sector HR directors and their staff to discuss various issues stemming from the meeting with UPW regarding non-cost items. State will contact UPW regarding next steps.

A meeting was held on October 20, 2022 with all public sector HR directors to discuss a ruling by the Intermediate Court of Appeal. HR directors will submit testimony when the case is transferred back to the Hawaii County Merit Appeals Board.

A meeting was held on November 9, 2022 with all public sector HR directors to discuss a response to HFFA Unit 11 regarding its request to meet regarding salary schedule changes following arbitration award.

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 sixteen since the last Civil Service Commission meeting on November 1, 2022. Modifications and amendments regarding implementation details are being made as necessary.

The phased in “live drill” of Workday is on-going and allows us to learn from issues that are raised by employees and managers.

The Kauai Police Department (KPD) continues to have the most challenges due to their unique work schedules, extensive types of differentials that may change based upon a schedule, etc. 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.

On November 3, 2022, at the request of UPW, a presentation and training workshop was presented to the leadership of UPW (State Director and Deputy from Oahu), the local Kauai union agents, and the Chief Stewards to address questions posed by membership. Another meeting is tentatively scheduled for early January at UPW’s request.

Unfortunately, an employee of Accenture made a mistake the week of November 14, 2022 and transferred data from one portal to the wrong portal, resulting in the system not working on the day that managers were to approve time entries. The HRMS core team and Accenture had multiple meetings to diagnosis and fix the error. Managers were given an extra day to input their approvals. Accenture has advised that the problems have been resolved. We have communicated with all Associates to keep them apprised of the problem and the fixes that have been implemented.

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

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

HR Trainings:

As noted above, members of the HRMS Core Team presented UPW staff with a presentation and training on Workday on November 3, 2022.

[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, disciplinary actions, performance reviews and improvement plans, employee assistance program (EAP), conflict/complaints, attendance/leave, benefits, drug/alcohol testing, mediation coordination, ADA accommodations, etc.
- New Hires:
 - 1 Assistant Wastewater Plant Operator I
 - 1 Criminalist II
 - 1 Information Technology Specialist I
 - 1 Parking Enforcement Worker
 - 2 Planning Inspector I
 - 1 Public Safety Worker I
 - 1 Senior Groundskeeper
 - 1 COVID-19 Administrative Technician (exempt)
 - 2 COVID-19 Laboratory Assistant (exempt)
 - 1 Deputy Prosecuting Attorney (exempt)
 - 1 Dispatch Manager (exempt)
 - 1 Economic Development Specialist IV (exempt)
 - 1 Executive Operations Manager (exempt)
 - 1 Legal Clerical Assistant (exempt)
 - 1 Van Driver-Substitute (exempt)
- Exit Interviews (Retirees): 5 of 5
- TDI Applications: None
- Family Leave: 5 approved, 1 denied
- Leave Sharing: 1 approved
- Reference Checks: 6
- Employment Verifications: 12
- Transactions Totals:

New Hires	11
Separations	16
Reallocations	2
Promotions	2
Demotions	0
Transfers	1
Pay Increase	477
Suspension	2
Leave Without Pay	0
*Misc. Change Forms	21
**Other	30
89-Day	24
Seasonal	0

- Reallocations Processed:
 - Background Investigator to Executive Operations Manager
 - Construction Equipment Operator to Equipment Operator II
 - Emergency Management Staff Specialist II to Emergency Management Staff Specialist III
 - Fire Assistant Chief to Battalion Fire Chief
 - Fire Fighter Trainee to Fire Program Manager
 - Fleet Coordinator Trainer to Evidence Custodian Assistant
 - Laborer II to Laborer I
 - Ocean Safety Officer II to Ocean Safety Officer I
 - Parks Project Manager to Senior Project Manager
 - Procurement Clerk I to Procurement Clerk II
 - Program Support Technician II to Administrative Support Assistant
 - Recycling Specialist II to Recycling Specialist III
 - Recycling Specialist Trainee to Recycling Specialist I
- Desk Audits: KEMA Emergency Management Specialist III
- New Classes Adopted: None
- Administrative Reviews: None
- Class Amendments Completed:
 - Battalion Fire Chief
 - Personnel Management Specialist I
 - Personnel Management Specialist II

Recruitment and Examination

Recruitment:

Beautification & Park Maintenance Supervisor
 Building Permit Clerk I
 Bus Driver (Substitute) (Exempt)
 Computer Systems Support Technician
 Deputy County Clerk (Exempt)
 Equipment Logistics Crew Leader
 Evidence Custodian Assistant
 Executive Assistant to the Prosecuting Attorney (Exempt)
 Executive Operations Manager (Exempt)
 Fire Program Manager (Exempt)
 Fixed Route Assistant Manager (Exempt)
 Groundskeeper
 Heavy Vehicle & Construction Equipment Mechanic
 Highway Construction and Maintenance Supervisor
 Housing Assistance Specialist III (Exempt)
 Human Resources Specialist I
 Information Technology Specialist V
 Landfill Operations Assistant
 Landfill Operator II
 Landfill Operator III
 Mechanic Helper (Exempt)
 Paratransit Assistant Manager (Exempt)
 Park and Recreation Aide (Exempt)

Park Caretaker II
Park Maintenance Operations Superintendent
Personnel Management Specialist I
Personnel Management Specialist II
Program Support Technician II
Sanitary Chemist
Scale Attendant
Senior Groundskeeper
Sexual Assault Forensic Nurse Examiner (SANE) (Exempt)
Solid Waste Worker I
Transit Cleaner
Van Driver (Substitute) (Exempt)
Veteran's Cemetery Caretaker
Winter Fun Program (Exempt)

- Lists Referred to Departments:
Account Clerk
Accountant I
Accounting Technician
Building Inspector
Bus Driver (Substitute) (Exempt)
Civil Engineer I
Computer Systems Support Technician I
Deputy County Clerk (Exempt)
Electrician (Exempt)
Executive Assistant to the Prosecuting Attorney (Exempt)
Executive Operations Manager (Exempt)
Fire Captain
Fire Fighter II (Rescue)
Fire Fighter III
Fire Program Manager (Exempt)
Golf Course Groundskeeper
Groundskeeper
Housing Assistance Specialist III (Exempt)
Investigator (Exempt)
Legal Clerk II
Mechanic Helper (Exempt)
Ocean Safety Officer I
Park & Recreation Administrative Aide (Exempt)
Park Caretaker I
Park Security Officer I
Planner IV
Police Evidence Custodian Assistant
Police Lieutenant
Police Sergeant/Detective
Police Services Officer

Program Specialist I (Fixed Route Assistant Manager)
 (Exempt)
 Program Specialist I (Paratransit Assistant Manager)
 (Exempt)
 Public Housing and Development Specialist III (Exempt)
 Real Property Tax Clerk
 Senior Clerk
 Sexual Assault Forensic Nurse Examiner (SANE) (Exempt)
 Solid Waste Program Engineer (Exempt)
 Tractor-Mower Operator
 Van Driver (Substitute) (Exempt)
 Victim/Witness Counselor II

- Written Exams Administered:
 Emergency Services Dispatcher I
 Fire Fighter II – Hazmat
 Fire Fighter II – Rescue
 Fire Fighter III
 Park Security Officer I
 Police Services Officer
 Public Safety Worker I
 Solid Waste Worker I
- Performance Exams Administered:
 Fire Fighter – Rescue
 Tractor-Mower Operator
- 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
- October 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

Employee Investigations

KPD

ADA Technical Guidance

Provided to OCA, CHA, CTA, DOPR, KPD

Complaints Received

All complaints received were not related to County buildings and programs are referred to Title III ADA assistance organizations

Training Provided

No trainings occurred.

On-Going Projects

1. Monitoring ADA & EEO policy changes
2. Creating ADA training specifically for DOPR
3. DOH

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> <table border="1"> <thead> <tr> <th>Total resignations (non-retirees) through May 31, 2022: 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> </tbody> </table>	Total resignations (non-retirees) through May 31, 2022: Year	Total Resignations	2017	43	2018	46	2019	47	2020	46	2021	48
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CSC 2022-32 a)

			<p>2022 YTD 23</p> <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> <p>11/01/22 (Sept/Oct) G1B-2: 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.</p> <p>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.</p> <p>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.</p> <p>These meetings did not reveal a need to draft or revise any existing HR policies.</p>	Total retirements through May 31, 2022: Year	Total Retirements	2017	53	2018	64	2019	30	2020	52	2021	49	2022 YTD	6
Total retirements through May 31, 2022: Year	Total Retirements																
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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"> Timelines and benchmarks are established and met for the completion of the work. 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. No additional changes from last month's report regarding training, data conversion, testing, and working with the field, which are repeated below. Continued training of the core implementation team has been on-going with HR staff, as well as other department leads, participating in many days and hours of training. Continued data conversion from old system to the new has occurred over a number of weeks, with both HR and IT staff involved along with the vendors, followed by making necessary corrections. Continued testing of uploaded data with various employment and payroll scenarios has been on-going over a number of weeks with thousands of test scenarios created and tested. 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: Change Order agreed to wherein additional services will be provided by the vendor assisting with preparing for implementation, e.g., building a training module to allow employees to learn the system and practice entering timesheets, overtime pay, and leaves of absence, with similar trainings for supervisors who must approve the entries. Time-line for go-live is postponed until January 1, 2023---go-live needs to occur at the beginning of the quarter and not in-between. Communication to employees is occurring now regarding details concerning the change. Continued training of the core implementation team has been on-going with HR staff, as well as other department leads, participating in many days and hours of training. Continued data conversion from old system to the new has occurred over a number of weeks, with both HR and IT staff involved along with the vendors, followed by making necessary corrections. 2 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. Continued data conversion from old system to the new has occurred over a number of weeks, with both HR and IT staff involved along with the vendors, followed by making necessary corrections. Continued testing of uploaded data with various employment and payroll scenarios has been on-going over a number of weeks with thousands of test scenarios created and tested. Once completed, the vendor will begin the final build of the new system, which will take many weeks to build. Expanded training will begin for all employees and managers. There will be in-person training, virtual training, as well as "job aids" which give an overview of what is required in order access and input employee information into the new system. In addition, during the last quarter of the calendar year, employees will be able to enter their schedules and timesheets into the system, as if it was live. The information will then be moved over to the current system which will continue to issue paychecks through December 31, 2022. This will give employees many weeks of practice prior to the go-live date.</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. 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> <p>11/01/22 (July/Aug)-G2A-1&2: 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.</p> <p>11/01/22 (Sept/Oct)-G2A-1&2: The HRD continues to attend the numerous HRMS meetings, approximately twenty-five since the last Civil Service Commission report</p>
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			<p>presented on September 22, 2022. Modifications and amendments regarding implementation details are being made as necessary.</p> <p>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.</p> <p>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.</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 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 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. 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> <p>11/01/22 (July/Aug)-G3A&G3B-1,2&3: 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.</p> <p>As mentioned above, there is a massive amount of HRMS trainings that began in early August and will continue through end of September.</p> <p>11/01/22 (Sept/Oct)-G3A-1,2&3: 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.</p> <p>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.</p> <p>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.</p> <p>11/01/22 (Sept/Oct)-G3A&G3B-1,2&3: On October 6 and 10, 2022, members of the HRMS Core Team presented HR management with follow-up training on Workday</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="1165 1003 1927 1209"> <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 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>	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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		<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. 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.</p> <p>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> <p>11/01/22 (July/Aug)-G4A-1: 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.</p> <p>The HRD is currently the lead investigator regarding a number of matters:</p> <ul style="list-style-type: none"> • 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. <p>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.</p> <p>11/01/22 (Sept/Oct)-G4A-1: 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 issues denying the grievance. A related class grievance</p>
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			<p>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 jurisdiction 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.</p> <p>The HRD is currently the lead investigator regarding:</p> <ul style="list-style-type: none"> • 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. <p>The allegations do not reveal evidence of any frequent root causes that would benefit from a training plan for departments.</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>

- (4) Any other information that any member of the commission requests be included or reflected in the minutes. The minutes shall be available within forty (40) days after the meeting except where such disclosure would be inconsistent with section 92-4, HRS.
- (f) Administrative.
 - (1) The chairperson of the commission shall be responsible for the administration functions of the commission.
 - (2) Authentication of commission action. All decisions, orders and other actions of the commission shall be signed by the chairperson or the presiding officer acting in such proceeding. Official copies of decisions, orders and other commission actions may be promulgated under the signature of the chairperson of the commission or the chairperson's delegate.
- (g) Submittals and requests. All documents required to be filed with the commission shall be filed in the office of the commission within such time limits as prescribed by law, rules of the commission or order of the commission. Requests for public information, copies of official documents or opportunity to inspect public records may be made in writing to the commission's office or in person at said office.

(Auth: HRS §§ 76-14, 76-47, 92-1, 92-3, 92-4, 92-5, 92-7, 92-8, 92-9, 92-15)

§1-8 Delegation of administrative duties. (a) The commission may delegate to any competent and qualified individual such power or authority vested in the commission it deems reasonable and proper for the effective administration of chapter 76, HRS, and these rules except the power to make, amend or repeal rules and regulations.

(b) Hearing officer. The commission may, by written resolution adopted by a majority of the members to which it is entitled, appoint a competent and qualified disinterested person to act as its hearing officer. The hearing officer shall hear the matter in the same manner as if it were before the commission and, upon the conclusion of the hearing, shall transmit to the commission a record of the hearing, including a recording or transcript and a summary of evidence taken at said hearing. After review of the testimony and evidence, a majority of the members to which the commission is entitled shall render a decision in accordance with section 91-11, HRS.

(Auth: HRS §§ 76-14, 76-47, 91-2, 92-16)

§1-9 Government records. (a) Files of the commission. The term "government records" as used in this part is defined as in section 92F-3, HRS, and shall include all rules, regulations, written statements of policy or interpretations formulated, adopted or used by the commission, all petitions of appeal, opinions and orders, written testimony, minutes of meetings of the commission and any other material on file in the office of the commission unless accorded confidential treatment pursuant to law or the rules of the commission.

(b) Inspection of government records. All government records which are

F. Any vacancy occurring on any board or commission shall be filled for the unexpired term.

G. Each board or commission shall elect its chair or other officers. The term of office of the chair of any board or commission shall be one year, and no member of any such board or commission shall serve two consecutive terms as chair.

H. No member of any board or commission shall be eligible for more than two consecutive terms on the same board or commission or on two different boards or commissions of the county. After the expiration of two consecutive terms, no person shall be eligible for appointment to any county board or commission until one year has elapsed after such service. Any partial term of more than two years shall be considered a term as used herein. (Amended 1976)

I. Employees and officers of the state or county may be eligible to serve on boards or commissions, provided that such service does not result in a conflict of interest or is expressly prohibited by law.

J. A majority of all the members to which a board or commission is entitled shall constitute a quorum to do business, and the concurrence of a majority of all the members to which such board or commission is entitled shall be necessary to make any action of such board or commission valid.

K. All boards and commissions shall have the power to subpoena witnesses and administer oaths to witnesses as to all matters within the scope of such boards or commissions.

L. The members of boards and commissions shall receive no compensation but shall be entitled to be paid for necessary expenses incurred by them in the performance of their duties.

M. Except for purposes of inquiry, no board or commission, nor its members, shall interfere in any way with the routine administrative affairs of its department normally administered by the department head.

N. Each board or commission shall have power to establish its own rules of procedures necessary for the conduct of its business, except as otherwise provided in this charter.

Section 23.03. Title to Property. Except as otherwise provided by law, title to all property acquired by any agency of the county shall be vested in the county.

Section 23.04. Facsimile Signatures. Whenever any person is required to sign negotiable instruments or multiple bonds, the signature may be a facsimile.

COUNTY OF KAUA‘I
CIVIL SERVICE COMMISSION
2023 MEETING DATES

1st Tuesday each Month at 3:00 p.m.
Boards and Commissions Conference Room

January 3, 2023

February 7, 2023

March 7, 2023

April 4, 2023

May 2, 2023

June 6, 2023

July 11, 2023

August 1, 2023

September 5, 2023

October 3, 2023

November 7, 2023

December 5, 2023