



## CIVIL SERVICE COMMISSION

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**BEVERLY GOTELLI**, CHAIR  
**FRANCIS KAAWA**, VICE CHAIR

**JEFFREY IIDA**, COMMISSIONER  
**SHELLEY KONISHI**, COMMISSIONER  
**LAUREN O'LEARY**, COMMISSIONER  
**VONNELL RAMOS**, COMMISSIONER

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

- In addition to attendance in-person, the public may also attend the meeting by phone using the **AUDIO Connection** by **Microsoft Teams** and dialing the telephone number and conference ID provided on the agenda.
- The public may also attend the meeting with **Remote Access VIDEO** by **Microsoft Teams** using the link provided on the agenda.
- **Written testimony** may be submitted on any agenda item to [smuragin@kauai.gov](mailto: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 Committee on the Status of Women at least 24 hours before the meeting shall be distributed to all members prior to the meeting. Any testimony received after this time and up to the start of the meeting will be summarized by the Clerk of the Commission during the meeting and added to the record thereafter.
- **Oral testimony** will be taken during the public hearing portion of the meeting **in-person at the public meeting location, by audio connection using the Microsoft Teams telephone number, or with video remote access by Microsoft Teams using the link and conference ID number** as listed on the agenda.
  - All testifier audio and video will be disabled until it is your turn to testify.
  - If there are temporary technical glitches during your turn to testify, we may have to move on to the next person due to time constraints; we appreciate your understanding.
- If the remote telephone or link connection is lost and cannot be restored within 30 minutes during the meetings, the Civil Service Commission will continue all matters and reconvene at the next scheduled Civil Service Commission Meeting.

### **SPECIAL ASSISTANCE**

IF YOU NEED AN AUXILIARY AID/SERVICE, OTHER ACCOMMODATION DUE TO A DISABILITY, OR AN INTERPRETER FOR NON-ENGLISH SPEAKING PERSONS PLEASE CONTACT THE OFFICE OF BOARDS AND COMMISSIONS AT (808) 241-4917 OR [ASEGRETI@KAUAI.GOV](mailto:ASEGRETI@KAUAI.GOV) AS SOON AS POSSIBLE. REQUESTS MADE AS EARLY AS POSSIBLE WILL ALLOW ADEQUATE TIME TO FULFILL YOUR REQUEST. UPON REQUEST, THIS NOTICE IS AVAILABLE IN ALTERNATIVE FORMATS SUCH AS LARGE PRINT, BRAILLE, OR ELECTRONIC COPY.

COUNTY OF KAUAI CIVIL SERVICE COMMISSION

MEETING NOTICE AND AGENDA

Tuesday, January 3, 2023

3:00 p.m. or shortly thereafter

**Remote Access VIDEO by Microsoft Teams**

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

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

**AUDIO Connection by Microsoft Teams**

**Phone: 1-469-848-0234, Conference ID: 844 993 433#**

**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.

**BUSINESS**

**CSC 2023-01** Discussion and review of Roberts Rules of Order §4. The Handling of a Motion

**APPROVAL OF MEETING MINUTES**

a) Open Session Minutes of December 6, 2022

**DIRECTOR OF HUMAN RESOURCES REPORT**

**CSC 2023-02** November/December 2022 period, January 3, 2023 Meeting

- a) Grievances, Grievance Arbitration Hearings
- b) County Council Meetings
- c) Workday
- d) HR Trainings
- e) Holiday Parades
- 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 2023-03** Director of Human Resources Goals and Objectives for period July 1, 2022 to June 30, 2023. (on-going)
- a) Review updated report
  - b) Discussion and possible decision-making on other related matters
- CSC 2023-04** 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 2023-05** Update on vacant commissioner positions
- a) Administrator Ellen Ching to share updates

**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-01** Executive Session Minutes of December 6, 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-02** Director of Human Resources Annual Performance Evaluation for period February 16, 2021 to June 30, 2022.

- a) Review timeline
- b) Review and approve final DHR evaluation form
- c) Review and approve decision on review method with DHR
- d) Discussion and decision-making on other related matters

Pursuant to Hawai'i Revised Statutes §92-4, §92-5(a)(4), 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.

**ES-03 – RFA 2021-02** Findings of Fact, Conclusions of Law and Order on the Appeal to the Civil Service Commission/Merit Appeals Board, 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), the commission requests an executive session to consult with the Deputy Attorney General on the Findings of Fact, Conclusions of Law and Order 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-01, ES-02, and ES-03.

**ANNOUNCEMENTS:**

Next Scheduled Meeting: Tuesday, February 7, 2023 – 3:00 p.m.

**ADJOURNMENT**

cc: Deputy County Attorney Mark Ishmael

cc: Director of Human Resources Annette Anderson

January 3, 2023

To: Chair Beverly Gotelli  
Civil Service Commissioners  
From: Sandra Muragin, Commission Support Clerk  
Re: The Handling of a Motion

To keep things simple, we prefer the following for agenda items that require the commission's approval;

1. Agenda item is read, and the commission discusses the item:
  - Ask the deputy county attorney Mark Ishmael questions
  - Ask each other questions
  - Ask administrator Ellen Ching questions
2. Chair calls for a Motion
  - A commissioner makes a Motion: "I move to..."
  - Another commissioner seconds the Motion: "I second the motion"
3. Chair calls for any further Discussion
  - The commission discusses the motion for any questions or clarification of the motion or there may be no further discussion and everyone understands the motion.
4. Chair calls for the Vote "All those in favor of the motion say Aye"
  - Each commissioner verbally responds with "Aye" pronounced like "eye"
5. Chair calls for the Vote "Any opposed say Nay"
  - Anyone who opposes the motion verbally responds with "Nay" pronounce like "neigh"
6. Motion either passes with majority or fails

COUNTY OF KAUAI  
Minutes of Meeting  
OPEN SESSION

**DRAFT To Be Approved**

Board/Commission:	<b>CIVIL SERVICE COMMISSION</b>	Meeting Date:	<b>December 6, 2022</b>	
Location	Boards and Commissions Conference Room with video remote access and audio connection by Microsoft Teams.	Start of Meeting:	3:00 p.m.	End of Meeting: 4:53 p.m.
Present	Vice Chair Beverly Gotelli. Commissioners: Francis Kaawa, Shelley Konishi, Lauren O’Leary, and Vonnell Ramos. Deputy County Attorney Mark Ishmael. Director Human Resources Annette Anderson ( <i>left at 3:06 p.m., rejoined the meeting at 3:14 p.m. and left the meeting at 3:27 p.m.</i> ). Office of Boards and Commissions Staff: Administrator Ellen Ching ( <i>left at 3:06 p.m., rejoined the meeting at 3:14 p.m. and left the meeting at 3:44 p.m.</i> ) and Commission Support Clerk Sandra Muragin			
Excused	Chair Jeffrey Iida			
Absent				
SUBJECT	DISCUSSION			ACTION
<b>Call To Order Roll Call</b>	Chair Pro Tem Gotelli called the Open Session meeting to order at 3:00 p.m. and requested a roll call.  Commissioner Kaawa replied here. Commissioner Konishi replied here. Commissioner O’Leary replied here. Commissioner Ramos replied here. Vice Chair Gotelli replied here. Chair Iida was excused. Deputy County Attorney Ishmael replied here. Director Human Resources Anderson replied present. Administrator Ching replied here. Support Clerk Muragin replied here.			Quorum was established with five commissioners present.
<b>Approval of Agenda</b>				Mr. Kaawa moved to approve the agenda, as circulated. Ms. O’Leary seconded the motion. Motion carried 5:0.
<b>Public Comments and Testimony</b>	Ms. Muragin reported there were two gentlemen in the audience that may want to testify, there was no one from the public on teams, and there was a written testimony that would be discussed in executive session.			

SUBJECT	DISCUSSION	ACTION
	<p>Administrator Ellen Ching advised Chair Pro Tem Gotelli to ask for testimony at each agenda item. Chair Pro Tem Gotelli moved on to the next agenda item.</p>	
<p><b>Approval of Meeting Minutes</b></p>	<p>a) Open Session Minutes of October 4, 2022</p> <p>Ms. Ching asked if anyone in the audience wanted to testify on the minutes.</p> <p>Mr. Roy Asher stated he was inquiring about the decision the commission made on Mr. Cummings appeal. He said the commission should have rendered a decision within 60-days and communicated that decision.</p> <p>Ms. Ching advised that the commission consult with Deputy County Attorney Mark Ishmael in executive session.</p>	
<p><b>Executive Session</b></p>	<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 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 Pro Tem Gotelli asked for a motion to enter executive session.</p>	<p>Mr. Ramos moved to enter Executive Session. Mr. Kaawa</p>

SUBJECT	DISCUSSION	ACTION
		<p>seconded the motion. Motion carried 5:0.</p> <p>Open session ended at 3:06 p.m.</p>
<p><b>Call To Order In Open Session</b></p>	<p>Chair Pro Tem Gotelli called the Open Session meeting back to order at 3:14 p.m.</p> <p>Deputy County Attorney Ishmael, Administrator Ching, Director Human Resources Anderson, Mr. Roy Asher and Mr. Kenneth Cummings rejoined the open session meeting.</p> <p>Chair Pro Tem Gotelli addressed Mr. Asher’s timeliness in response question. After consulting with DCA Ishmael she said the rules stated up to 60-days, but it also allowed as the commission deemed reasonable. She said they would follow-up with Deputy Attorney General Kim who was working on the response and would get back to him. Mr. Asher accepted the answer and Chair Pro Tem Gotelli apologized for the delay.</p>	
<p><b>Approval of Meeting Minutes</b></p>	<p>a) Open Session Minutes of October 4, 2022</p>	<p>Mr. Kaawa moved to approve the Open Session minutes of October 4, 2022, as circulated. Ms. O’Leary seconded the motion. Motion carried 5:0.</p>
	<p>b) Open Session Minutes of November 1, 2022</p>	<p>Mr. Kaawa moved to approve the Open Session minutes of November 1, 2022, as circulated. Mr. Ramos seconded the motion. Motion carried 5:0.</p>
<p><b>Director of Human Resources Report</b></p>	<p><b><u>CSC 2022-31</u></b> <u>November 2022 period, December 6, 2022, meeting.</u></p> <p>a) Grievances and Grievance Arbitration Hearings          b) Investigations          c) HRMS Project          d) HR Trainings          e) Monthly Report from HR Divisions/Sections</p>	



SUBJECT	DISCUSSION	ACTION
	<p>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> <p>Ms. Ching announced if anyone wanted to testify on the directors' report, there was no response.            Director of Human Resources Annette Anderson briefed the commission on the November 2022 period, December 6, 2022, report. (<i>Report on file</i>)</p> <p>Ms. Anderson shared the following updates;</p> <ul style="list-style-type: none"> <li>• UPW was seeking arbitration for the two October 20, 2022 Step 2 Grievances</li> <li>• Completed the investigation and no violation of policy into a department employee accused of inappropriate behavior by a non-employee.</li> <li>• UPW blue collar workers provided with iPads to access Workday system. Leadership getting stewards on board and trained on Workday to assist colleagues.</li> <li>• Vendor Accenture would assign a critical member of their consulting team to stay on island and work with the county's payroll department during the go live date and there would be no additional charge.</li> </ul> <p>With no questions from the commission Ms. Anderson left the meeting at 3:27 p.m. and Chair Pro Tem Gotelli moved on to the next agenda item.</p>	
<p><b>Business</b></p>	<p><u><b>CSC 2022-32</b></u> Director of Human Resources Goals and Objectives for period February 16, 2021 to June 30, 2022 (on-going)</p> <p>a) Review updated report            b) Discussion and possible decision-making on other related matters</p> <p>Ms. Ching announced if anyone wanted to testify on this agenda item; there was no response.</p>	

SUBJECT	DISCUSSION	ACTION
		<p>Mr. Kaawa moved to receive CSC 2022-32 DHR Goals and Objectives for period February 16, 2021 to June 30, 2022, for the record. Ms. O’Leary seconded the motion. Motion carried 5:0.</p>
	<p><b><u>CSC 2022-33</u></b> 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]</p> <p>Ms. Ching announced if anyone wanted to testify on this agenda item; there was no response.</p>	<p>Mr. Kaawa moved to defer 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. Mr. Ramos seconded the motion. Motion carried 5:0.</p>
	<p><b><u>CSC 2022-34</u></b> Annual selection of officers for calendar year 2023.</p> <ul style="list-style-type: none"> <li>a) Nominate a commissioner to serve as chair</li> <li>b) Nominate a commissioner to serve as vice chair</li> <li>c) Discussion and possible decision-making on officers and other related matters.</li> </ul> <p>Chair Pro Tem Gotelli announced if anyone from the public wanted to testify on this agenda item. Hearing none, Chair Pro Tem Gotelli moved on.</p> <p>Ms. Konishi nominated Vice Chair Beverly Gotelli to serve as chair.</p> <p>Chair Pro Tem Gotelli announced by acclamation, Beverly Gotelli was chair for 2023.</p> <p>Mr. Ramos nominated Commissioner Francis Kaawa to serve as vice chair.</p>	<p>Ms. O’Leary moved to close nominations for chair. Mr. Kaawa seconded the motion.</p> <p>Ms. O’Leary moved to close</p>

SUBJECT	DISCUSSION	ACTION
	<p>Chair Pro Tem Gotelli announced by acclamation, Francis Kaawa was vice chair for 2023.</p>	<p>nominations for vice chair. Ms. Konishi seconded the motion.  Motion carried 5:0.</p>
	<p><b><u>CSC 2022-35</u></b> <u>Review and approve 2023 meeting schedule</u></p> <p>Ms. Ching announced if anyone wanted to testify on this agenda item; there was no response.</p>	<p>Mr. Kaawa moved to approve the 2023 meeting schedule. Ms. O’Leary seconded the motion. Motion carried 5:0.</p>
<p><b>Executive Session</b></p>	<p>Ms. Ching announced if anyone from the public wanted to testify on this agenda item. Mr. Roy Asher referenced ES-17 and wanted to make them aware that he had not received a response or acknowledgement from anyone on the letter that he sent in July.</p> <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 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 Pro Tem Gotelli asked for a motion to enter executive session.</p>	<p>Mr. Kaawa moved to enter Executive Session. Mr. Ramos seconded the motion. Motion</p>

SUBJECT	DISCUSSION	ACTION
		<p>carried 5:0.</p> <p>Open session ended at 3:44 p.m.</p>
<b>Call To Order In Open Session</b>	<p>Chair Pro Tem Gotelli called the Open Session meeting back to order at 4:52 p.m.</p> <p>Deputy County Attorney Ishmael rejoined the open session meeting.</p>	<p>Quorum was established with five commissioners present.</p>
<b>Ratify Actions</b>	<p>Ratify actions taken in executive session for ES-14, ES-15, ES-16, and ES-17.</p>	<p>Ms. Konishi moved to ratify actions taken in executive session for ES-14, ES-15, ES-16, and ES-17. Mr. Kaawa seconded the motion. Motion carried 5:0.</p>
<b>Announcements</b>	<p>Next Meeting: Tuesday, January 3, 2023 – 3:00 p.m., in the Boards and Commissions Conference Room, Piikoi Building, 4444 Rice Street, Suite 300, Līhu‘e, HI 96766</p>	
<b>Adjournment</b>	<p>Chair Pro Tem Gotelli asked for a motion to adjourn.</p>	<p>Mr. Ramos moved to adjourn the meeting. Mr. Kaawa seconded the motion. Motion carried 5:0.</p> <p>Chair Pro Tem Gotelli adjourned the meeting at 4:53p.m.</p>

Submitted by: \_\_\_\_\_  
 Sandra Muragin, Commission Support Clerk

Reviewed and Approved by: \_\_\_\_\_  
 Beverly Gotelli, Chair Pro Tem

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

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

**January 5, 2023 Meeting**

**Report Covering November/December 2022**

**Grievances and Grievance Arbitration Hearings**

Met with County Attorney, Deputy County Attorney, and Managing Director on December 12, 2022 regarding a pending grievance arbitration hearing.

Heard two Step 2 Grievances on December 14, 2022, one regarding a written warning and another as a class grievance concerning a departmental reorganization.

The allegations in these grievances and the pending arbitration 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]

**County Council Meetings**

Attended the County Council meeting on December 14, 2022 for approval for a vendor agreement regarding preparation of promotional examination and source materials for Ocean Safety Officers that included an attorney fees provision. Council approved.

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

**Workday:**

We successfully went live with Workday on December 19, 2022 and paychecks will come from the new system on January 15, 2023.

The HRD attended numerous Workday meetings, approximately twenty-three since the last Civil Service Commission meeting on December 6, 2022.

The managing director called for a full cabinet meeting on December 15, 2022 to assure that department heads and deputies were aware of the need for employees and supervisors to timely submit the time entries into Workday in order to assure the successful transition from the training drill tenant to the actual go live tenant.

At the request of UPW, a *second* presentation and training workshop will be presented on January 5, 2023 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 concerning Workday.

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

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

**HR Trainings:**

Although not in person, we continue to provide all employees with Workday trainings through “Wiki” newsletters that give updates/tips.

Newly promoted KPD Sergeants (5) and Lieutenants (2) as well as a Unit 13 supervisor from the Crime Scene section were provided training by HR staff which covered supervisor roles and responsibilities, pertinent laws, policies, rules and processes, (employment laws, collective bargaining agreements, County policies, ADA, EEO, harassment, discrimination and retaliation, drug and alcohol testing, workers’ compensation, workplace violence and ethics policy) how to best handle employee issues (performance evaluations, discipline, investigations, and employee assistance program) and “how to stay out of trouble”.

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

**Holiday Parades**

Joined the Mayor, Council Members, and members of the mayor’s administration team in walking in the Lights on Rice Street and Waimea Light parades.

## 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, ADA accommodations, etc.
- Mediation coordinated and held on November 14, 2022 for one of the departments to assist in bettering employee/supervisor working relationship.
- Staff coordinated and processed Winter Enrichment hires, as well as new appointments and re-appointments for elected officials and appointees.
- New Hires:
  - 1 Fiscal Officer I
  - 1 Pipefitter Helper
  - 2 Senior Clerk
  - 1 Tree Trimmer
  - 1 Water Service Investigator III
  - 1 Grant Account Specialist (exempt)
  - 1 Housing Self-Sufficiency Specialist I (exempt)
  - 3 Ocean Safety Officer I (exempt)
  - 1 Real Property Administrative Analyst (exempt)
  - 1 Real Property Tax Clerk (exempt)
  - 1 Van Driver (exempt)
- Exit Interviews (Retirees): 4 of 4
- TDI Applications 1 approved
- Family Leave: 5 approved
- Leave Sharing: None
- Reference Checks: 7
- Employment Verifications: 8
- Transactions Totals:

New Hires	17
Separations	13
Reallocations	6
Promotions	5
Demotions	0
Transfers	6
Pay Increase	16
Suspension	2
Leave Without Pay	1
*Misc. Change	16
Forms	
**Other	40
89-Day	18
Seasonal	0

\*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.
- Two (2) new workers' compensation claims were filed this month: Two (2) indemnity claims.
- Bi-monthly reviews for twenty-two (22) workers' compensation claims.
- Safety Inspection coordinated with Atlas Insurance of two (2) Department of Public Works' sites. Inspections were conducted on November 22, 2022. Our department is working with the department to coordinate the necessary changes and fixes.
- DiSC Training was provided to the Department of Finance on November 17, 2022. Twenty (20) employees attended. Training was the first training facilitated by our newly trained staff members, James Stevens and Tiffany Hiranaka-Victorino.
- Bloodborne Pathogens Training provided to sixteen (16) employees at the Kaua'i Police Department. Training was held on November 23, 2022 and conducted by James Stevens.
- Equipment/Driver Training:
  - Clipper Training (1 Parks and Recreation employee)
  - Mini Excavator (2 Parks and Recreation employees)
  - Bucket Truck Training (2 Public Works employees)
  - Mini Excavator Training (1 Public Works employee)
  - Forklift Training (1 Police Department employee)
  - Bushwhacker Training (1 Parks and Recreation employee)
  - Backhoe Training (2 Public Works employees)
  - Mini Backhoe Training (1 Parks and Recreation employee)

### **Other:**

HRMS Project:

- Staff completed data extract/migration tasks for the build of the Gold (Go Live) tenant in November. Post validation audits of the Gold tenant held in December. Staff maintained three (3) systems in preparation of Go Live (i.e., current CentralSquare system, Workday Training Tenant, and Workday Gold Tenant.) Workday Training tenant to be retired once data is entered in the legacy CentralSquare system and no longer needed. Last paychecks in the legacy CentralSquare system will be issued on December 31, 2022. Gold tenant to be deployed on December 19, 2022 (first paycheck in Workday will be January 15, 2023).

### **HR Manager, Classification and Pay and Labor Relations:**

- In preparation for Go Live, staff needed to validate all of the Job Profiles in the gold tenant.
- The start of fiscal year 2024 budget activities has begun with a preliminary meeting held with the budget team and cabinet, which includes the HR Manager. Budget inputs for personnel related accounts were completed by HR and will continue to be revised as position changes are made. The annual Vacancy Report that is due to Council is being updated for submittal with the March 15th budget.
- Reallocations Processed:



Bus Driver to Van Driver  
Clerk Dispatcher to Utility Worker  
Community Service Program Assistant to Aging and Disability Services Technician  
COVID-19 Media and Com. Archivist to COVID-19 Emergency Response Recovery Assistant  
DMV Service Representative to Senior Clerk  
Fire Fighter I to Fire Fighter Trainee (2)  
Fire Fighter Trainee to Fire Fighter I (11)  
Laborer II to Laborer I  
Parks and Recreation Administrative Aide to Administrative Support Assistant  
Planning Research Specialist to Liquor Licensing Clerk  
Police Evidence Custodian I to Police Evidence Custodian II  
Program Coordinator to Program Specialist I  
Real Property Valuation Analyst I to Grants Account Specialist  
Water Microbiologist III to Water Microbiologist IV

- Desk Audits:  
Community Service Program Assistant to Aging and Disability Services Technician  
Police Evidence Custodian I to Police Evidence Custodian II  
Program Coordinator to Program Specialist I
- New Classes Adopted: None
- Administrative Reviews: None
- Class Amendments Completed:  
Aging and Disability Services Technician  
Community Services Program Assistant  
Computer Systems Support Technician I  
Computer Systems Support Technician II  
Computer Systems Support Technician III  
Driver License Examiner I  
Driver License Examiner II  
Heavy Vehicle and Construction Equipment Mechanic I  
Heavy Vehicle and Construction Equipment Mechanic II  
Program Support Assistant I  
Program Support Assistant II  
Solid Waste Program Development Coordinator

### **Recruitment and Examination**

- Offer made to selected applicant for HR Specialist I position; awaiting confirmation of acceptance and subsequent start date
- Recruitment:  
Accountant I  
Accountant II  
Accountant III  
Administrative Support Assistant  
Automotive Mechanic I  
Automotive Mechanic II  
Automotive Storekeeper  
Battalion Fire Chief

- Budget Assistant (Exempt)
- Building Plans Examiner I
- Bus Driver (Substitute) (Exempt)
- Computer Systems Support Technician
- COVID-19 Administrative Technician (Exempt)
- COVID-19 Data Entry Specialist (Exempt)
- COVID-19 Laboratory Assistant (Exempt)
- COVID-19 Laboratory Supervisor (Exempt)
- COVID-19 Response and Recovery Support Assistant (Exempt)
- COVID-19 Specimen Collections Specialist (Exempt)
- COVID-19 Travel Testing Site Supervisor (Exempt)
- Disaster Assistance Principal Project Manager (Exempt)
- Driver License Examiner II
- Golf Course Working Supervisor
- Heavy Vehicle & Construction Equipment Mechanic II
- Housing Assistance Specialist III (Exempt)
- Housing Self-Sufficiency Specialist II (Exempt)
- Information Technology Specialist IV
- Investigator (Exempt)
- Landfill Operations Assistant
- Liquor Licensing Clerk (Exempt)
- Mower Operator
- Park Security Coordinator
- Police Evidence Custodian I
- Public Housing and Development Specialist III (Exempt)
- Sanitary Chemist I
- Sanitary Chemist II
- Sanitary Chemist III
- Sewer Maintenance Helper
- Solid Waste Program Development Coordinator
- Solid Waste Program Engineer
- TVR Permit Enforcement Specialist (Exempt)
- Utility Worker (Exempt)
- Van Driver (Substitute) (Exempt)
- Wastewater Chemist (Exempt)
- Water Microbiologist IV
- Lists Referred to Departments:
  - Assistant Water Plant Operator
  - Budget Assistant (Exempt)
  - Building Inspector
  - Building Plans Examiner I
  - Bus Driver (Substitute) (Exempt)
  - Civil Engineer III
  - Clerk-Dispatcher I (Exempt)
  - COVID-19 Administrative Technician (Exempt)
  - COVID-19 Data Entry Specialist (Exempt)

- COVID-19 Emergency Response and Recovery Assistant (Exempt)
- COVID-19 Laboratory Assistant (Exempt)
- COVID-19 Laboratory Supervisor (Exempt)
- COVID-19 Specimen Collection Specialist (Exempt)
- COVID-19 Travel Testing Site Supervisor (Exempt)
- Disaster Assistance Principal Project Manager (Exempt)
- Engineering Support Technician I
- Equipment Logistic Crew Leader
- Housing Self-Sufficiency Specialist II (Exempt)
- Human Resources Specialist I
- Information Technology Specialist V
- Investigator (Exempt)
- Janitor II
- Laborer I
- Land Use Plans Checker I
- Landfill Operations Assistant
- Landfill Operator II
- Landfill Operator III
- Lead Pipefitter
- Liquor Licensing Clerk (Exempt)
- Park Caretaker I
- Park Caretaker II
- Park Maintenance Operations Superintendent
- Police Services Officer
- Program Specialist I (Paratransit Assistant Manager) (Exempt)
- Real Property Valuation Analyst I
- Senior Clerk
- Senior Groundskeeper
- Sewer Maintenance Helper
- Solid Waste Program Development Coordinator
- TVR Permit Enforcement Specialist (Exempt)
- Van Driver (Substitute) (Exempt)
- Wastewater Chemist (Exempt)
- Winter Fun Program (Exempt)
- Written Exams Administered:
  - Assistant Water Plant Operator
  - Engineering Support Technician I
  - Equipment & Logistic Crew Leader
  - Landfill Operations Assistant
  - Park Caretaker II
  - Police Services Officer
  - Senior Groundskeeper
  - Sewer Maintenance Helper
- Performance Exams Administered:
  - Landfill Operator II
  - Landfill Operator III

Veteran’s Cemetery Caretaker

- Administrative Reviews: None

**Payroll:**

- HRMS System/Project
  - ❖ Follow Up Training for employees on how to use Workday system on an as needed basis
  - ❖ Continued clarification with Core Workday Team on processes and upkeep/audit
  - ❖ Continuing standing Meetings with Accenture/Payroll Support Staff to go over questions
  - ❖ Continued Multiple Weekly Meetings with Project Team & Accenture, Absence, Benefits, Payroll, Data Team, and Time Track
  - ❖ Tracking system of current and future changes in anticipation of Gold Tenant
  - ❖ ADP Integration
  - ❖ Ongoing security groups/access discussions
  - ❖ Workers’ Compensation Audit
- November 2022 Gross Payroll:

15th	<b>\$4,158,413</b>
EOM	<b>\$4,451,762</b>
EUTF ACTIVE	<b>\$725,298</b>
EUTF ACTIVE - DOW	<b>\$48,323</b>
EUTF OPEB	<b>\$537,589</b>
EUTF RETIREE	<b>\$903,578</b>
ERS (RETIREMENT)	<b>\$2,240,495</b>
SOCIAL SECURITY	<b>\$335,777</b>
MEDICARE	<b>\$118,952</b>
PTS SS SAVINGS	<b>\$7,080</b>

**EEO/ADA**

**Employee Investigations**

Finance

**ADA Technical Guidance**

Responded to two requests for accommodations, one health and one religious

**Training Provided**

KPD: ADA & EEO training.

Goals and Objectives Report – COK Civil Service Commission  
 Director of Human Resources Annette Anderson – Period July 1, 2022 to June 30, 2023

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><b>G1A.</b> Identify and create a plan to address any outstanding items from “Follow-up Audit of County Hiring Practices: Report No. 18-01</p> <p><b>G1B.</b> Identify any Human Resources policies that should be revised and any gaps in existing policies.</p> <p><b>G1C.</b> Draft and implement revised and/or new policies as deemed necessary to include a communications action plan.</p>	<ol style="list-style-type: none"> <li>Outstanding issues from “Follow-up Audit of County Hiring Practices: Report No. 18-01 are addressed.</li> <li>Revised and/or new policies as implemented as needed.</li> <li>Revised and/or new policies are successfully communicated to County personnel.</li> <li>Quarterly reports are provided to the CSC to include update on outstanding audit issues and list of policies to be revised and/or created.</li> </ol>	<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>07/05/22-G1A-2&amp;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> <tr><td>2022 YTD</td><td>23</td></tr> </tbody> </table> <table border="1"> <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> <p><b>12/06/22 (Oct/Nov)-G1B-2: 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.</b></p>	Total resignations (non-retirees) through May 31, 2022: 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><b>G2A.</b> Complete the process of implementing new HRMS.</p>	<ol style="list-style-type: none"> <li>Timelines and benchmarks are established and met for the completion of the work.</li> <li>Monthly progress updates are provided to the CSC.</li> </ol>	<p>Complete the migration to the new HRMS in order to realize the benefits of the project.</p>	<p>07/05/22-G2A-1&amp;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&amp;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&amp;2: 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><b>12/06/22 (Oct/Nov) G2A-1&amp;2:</b> 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.</p> <p>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</p>

			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.
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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><b>G3A.</b> 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><b>G3B.</b> 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"> <li>For HR staff training, each HR staff member is surveyed to determine needs.</li> <li>For staff in other departments, work with department/division heads to identify training needs for the Department.</li> <li>A training program is developed to address the priority training needs.</li> <li>Quarterly progress reports are provided to the CSC.</li> </ol>	<p>County Staff are better equipped to meet the needs of the County of Kauai.</p>	<p>07/05/22-G3A&amp;G3B-1,2&amp;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.</p> <p>07/05/22-G3A&amp;G3B-1,2&amp;3: EEO Coordinator provided two accommodation trainings for new hires during each month. Also provided ADA technical guidance to seven departments</p> <p>11/01/22 (July/Aug)-G3A&amp;G3B-1,2&amp;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. 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&amp;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&amp;G3B-1,2&amp;3: On October 6 and 10, 2022, members of the HRMS Core Team presented HR management with follow-up training on Workday</p> <p><b>12/06/22 (Oct/Nov) G3A&amp;G3B-1,2&amp;3: 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.</b></p> <p>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</p>



			<p>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.</p> <p><b>12/06/22 (Oct/Nov) G3A&amp;G3B-1,2&amp;3:</b> As noted above, members of the HRMS Core Team presented UPW staff with a presentation and training on Workday on November 3, 2022.</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><b>G4A.</b> Review complaints filed over the past five years, if possible, to identify most frequent root causes.</p> <p><b>G4B.</b> Work with Department Heads and key management personnel to review most frequent root causes and assess related training needs.</p> <p><b>G4C.</b> 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"> <li>1. Five year, if possible, review is completed and frequent root causes identified.</li> <li>2. Department Heads and key management personnel participate in the development of the training plan.</li> <li>3. A training plan/schedule is developed and implemented.</li> <li>4. Claims are reduced over time.</li> <li>5. 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.</li> </ol>	<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>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.</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>The HRD is currently the lead investigator regarding a number of matters:</p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> <li>• 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.</li> <li>• 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</li> </ul> <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 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 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"> <li>• 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.</li> </ul> <p>The allegations do not reveal evidence of any frequent root causes that would benefit from a training plan for departments.</p> <p><b>12/06/22 (Oct/Nov)-G4A-1: Prepared for and testified at Civil Service Commission Appeal Hearing on October 4, 2022 regarding appeal from Internal Complaint investigation.</b></p> <p><b>Attended council meeting on October 19, 2022 for final approval of BU 12 and BU 15 cost bills for pay increases from arbitration awards.</b></p>

			<p>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.</p> <p>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. 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.</p> <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><b>G5A.</b> 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><b>G5B.</b> Implement necessary changes.</p>	<ol style="list-style-type: none"> <li>1. Develop timeline for movement of all county payroll functions to the HR Department.</li> <li>2. Payroll functions are successfully integrated with HRMS in accordance with the implementation plan.</li> <li>3. Quarterly progress reports are provided to the CSC.</li> </ol>	<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>	