



County of  
**MAUI**

JULY 30, 2026

# Introducing **Align HR**

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**Presented by Team Guidehouse**



# Our Team



**Matt Pietrowski**  
Project Director



**Amber Segroves**  
Human Resources Subject  
Matter Expert



**Callie Seymour**  
Project Manager



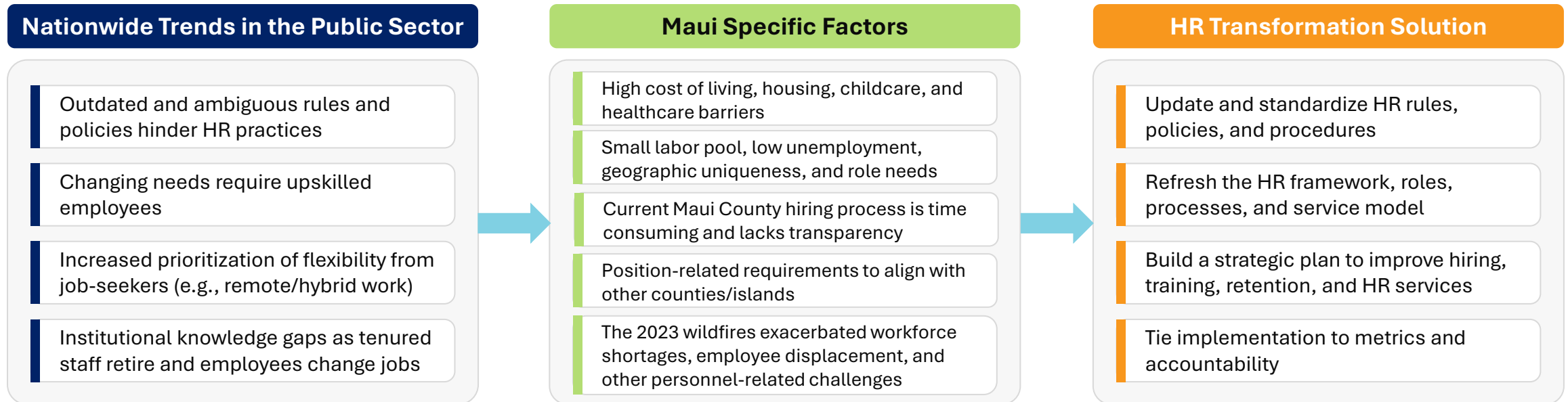
**Miranda Vetter**  
Project Manager



**Melissa Pavlicek**  
Rules, Policies, & Procedures  
Lead

# HR Transformation: Addressing Workforce Needs

To meet Maui's needs, the solution must reflect the unique environment while leveraging best practices that have proved successful for similar challenges nationwide.



# What We're Working Toward

Align HR strives to streamline hiring, strengthen retention, develop a more consistent HR service delivery model, and clarify workforce planning for Maui County.

Modernize the process to enable hiring qualified individuals faster and with more transparency

Provide an improved HR experience for employees across all departments

Establish service level agreements for timeframes and services.

Ensure compliance with State and Federal laws

Create a mutual understanding of updated HR rules, policies, and procedures

Provide a framework for more consistent annual performance evaluations

Address common pain points in additional processes, such as reorganization and classification

Establish key performance indicators related to hiring, retention, and service delivery to track progress

# Project Overview

|                                                                                                                                                                             | Workstream Description                                                                                         | Key Objectives                                                                                                                                                                             |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <div>Workstream 1</div> <div> <b>Rules/Policies/ Procedures Update</b></div>               | Identify HR rule, policy, and procedure pain points and recommend targeted improvements.                       | <ul style="list-style-type: none"><li>• Standardized templates</li><li>• Updated administrative documents that are clear, current, practical, and legally compliant</li></ul>              |
| <div>Workstream 2</div> <div> <b>HR Framework Assessment and Strategic Planning</b></div> | Assess the current state of Maui's HR practices, roles, processes, and structure, and define a strategic plan. | <ul style="list-style-type: none"><li>• 4-Year HR Strategic Plan that aligns with priority updates rooted in best practices</li><li>• Operating Plan for feasible Implementation</li></ul> |

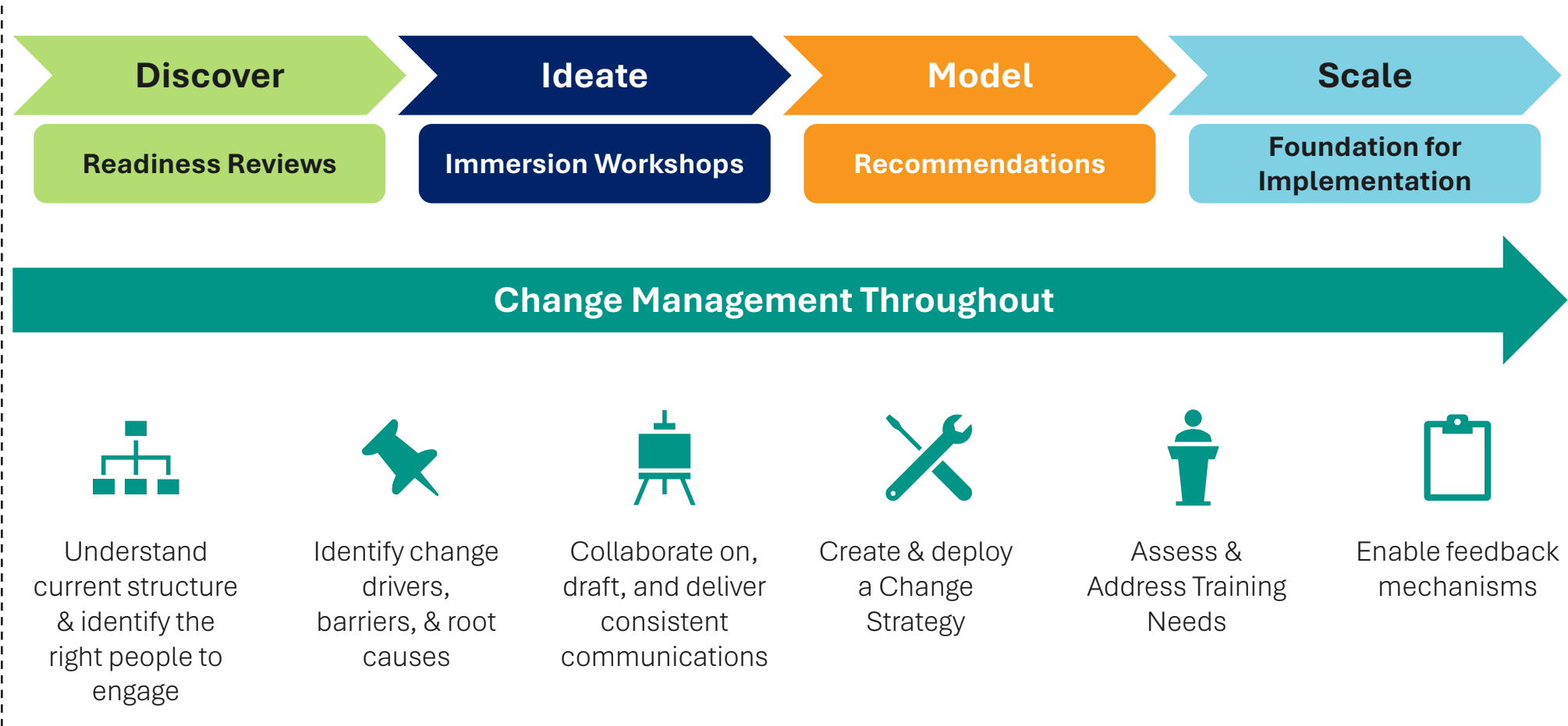
# Key Activities

## Key Activities and Workstream Deliverables by Phase

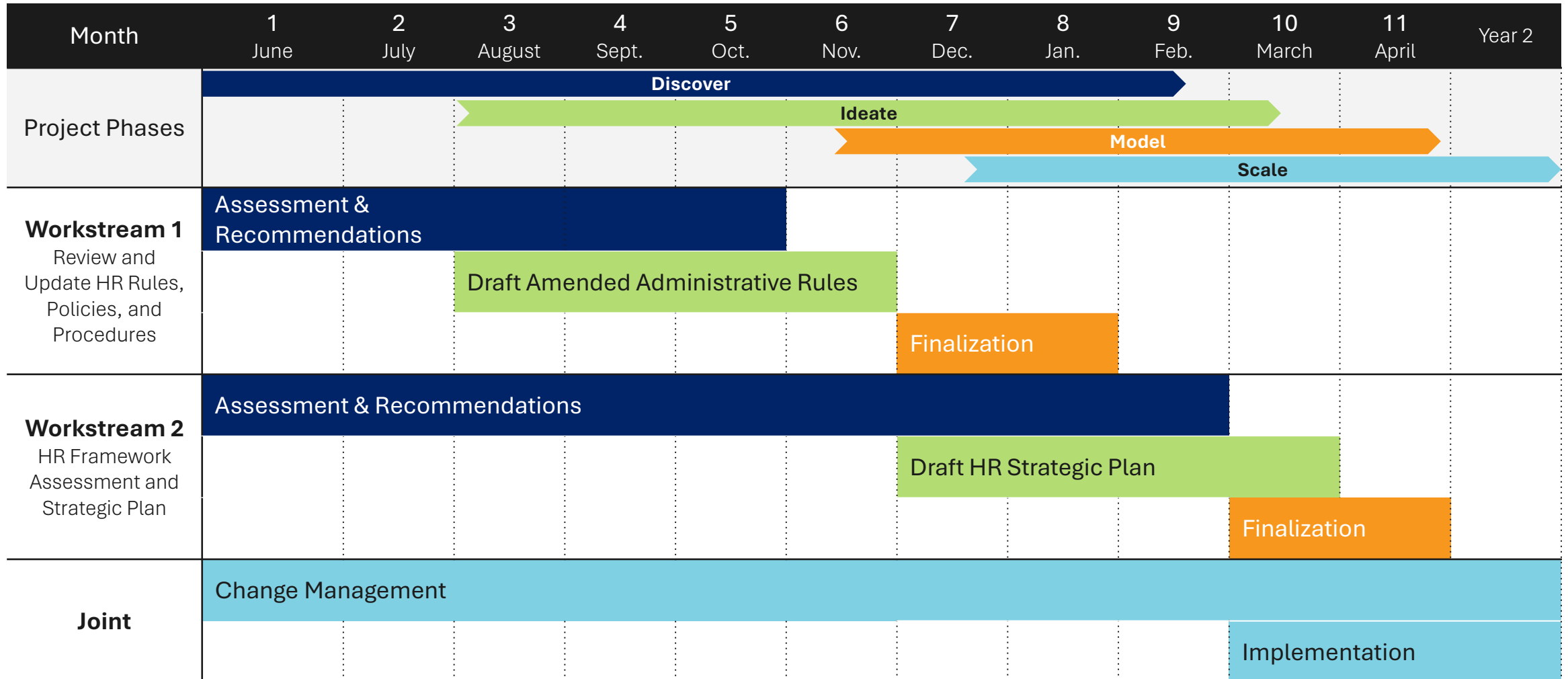
|                                                                       | Discover                                                                                                                                                      | Ideate                                                                                                                  | Model                                                                                                                                                                                                                                  | Scale                                                                                                                                                                                               |
|-----------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                       | Readiness Reviews                                                                                                                                             | Immersion Workshops                                                                                                     | Recommendations                                                                                                                                                                                                                        | Foundation for Implementation                                                                                                                                                                       |
| Key Activities                                                        | <ul style="list-style-type: none"> <li>Interviews and Benchmarking</li> </ul>                                                                                 | <ul style="list-style-type: none"> <li>Process Mapping</li> <li>Gap analysis</li> </ul>                                 | <ul style="list-style-type: none"> <li>Develop recommendations</li> <li>Prepare training materials</li> </ul>                                                                                                                          | <ul style="list-style-type: none"> <li>Monitor adoption and gather feedback</li> <li>Change management and training</li> </ul>                                                                      |
| Workstream 1:<br>Rules/Policies/<br>Procedures Update                 | <ul style="list-style-type: none"> <li>Gather and assess current administrative rules and policies</li> <li>Initiate stakeholder engagement</li> </ul>        | <ul style="list-style-type: none"> <li>Standardize templates for rule documentation and amendments</li> </ul>           | <ul style="list-style-type: none"> <li>Develop Assessment and Recommendations Report for Review of Administrative Rules/Policies/Procedures Deliverable</li> <li>Submit Amended Rules, Policies, and Procedures Deliverable</li> </ul> | <ul style="list-style-type: none"> <li>Support formal adoption and union consultation</li> </ul>                                                                                                    |
| Workstream 2:<br>HR Framework<br>Assessment and<br>Strategic Planning | <ul style="list-style-type: none"> <li>Assess the County's current HR structure, functions, and processes</li> <li>Initiate stakeholder engagement</li> </ul> | <ul style="list-style-type: none"> <li>Develop future-state HR framework, process maps, and role definitions</li> </ul> | <ul style="list-style-type: none"> <li>Develop Assessment and Recommendations Report for HR Framework and Functions Deliverable</li> <li>Develop HR Strategic Plan Deliverable</li> </ul>                                              | <ul style="list-style-type: none"> <li>Finalize HR Strategic Plan</li> <li>Executive Presentations Deliverable</li> <li>Develop Year 2 Operating Plan and Phase 2 Work Plan Deliverables</li> </ul> |

# Organizational Change Management (OCM) Overview

Our OCM approach is designed to help leaders, managers, and staff **understand** what's changing, **prepare** for what's ahead, and successfully **adopt** new ways of working. With your support, we will help the County navigate change with confidence while minimizing disruption to day-to-day operations.



# Project Timeline



# Progress To-date



## Engagement momentum

- Stakeholder Engagement & Communications Plan submitted.
- Key stakeholder Announcement email, fact sheet, and mayoral video script drafted.
- Stakeholders identified for engagement; Scheduling for interviews and working sessions underway; Interview guides drafted.

## Assessment work underway

- Conducted ten interviews and eight working sessions informing policy and HR framework review.
- Initiated review of DPS administrative rules, circulars, policies, and bargaining agreements.
- Initiated review of organizational documents including org charts, employee handbooks, annual reports, performance metrics, onboarding materials, etc.

## Controls & next focus

- All 13 categories of activities are on track; 0 schedule variance days; no risks or issues.
- Next: continue scheduling interviews and workshops and analyze findings for assessment reports.

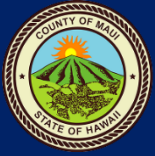
# Working Together – How you can be involved



Your insights collected via  
**stakeholder interviews**



Reinforcement of **Align HR**  
**communications**



County of  
**MAUI**

Thank you!



## KAA Committee

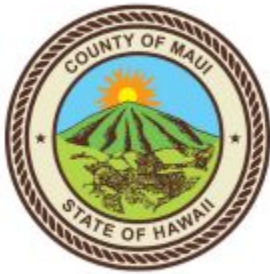
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**From:** Diana M. Merantza <Diana.M.Merantza@co.maui.hi.us>  
**Sent:** Wednesday, July 29, 2026 1:10 PM  
**To:** KAA Committee  
**Cc:** Kirsten E. Szabo; Shyah Okudara; Josiah K. Nishita; Cynthia M. Razo-Porter  
**Subject:** KA'Ā-1 (15) July 30 Mtg County Human Resources Review and Strategic Planning Presentation  
**Attachments:** Maui County Council Meeting\_2026.07.30\_Final.pdf

Kōmike Aloha 'Āina (KA'Ā) Committee,

As requested, attached is the KA'Ā-1(15) County Human Resources Review and Strategic Planning presentation.

Please let me know if you need any additional information.



**Diana Merantza, SHRM-SCP**

Equal Employment Opportunity /  
Americans with Disabilities Act Manager

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