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David M. Raatz, Jr., Esq.

COUNTY COUNCIL
COUNTY OF MAUI
200 S. HIGH STREET
WAILUKU, MAUI, HAWAII 96793
www.MauiCounty.us

April 1, 2023

Mr. David Underwood, Director
Department of Personnel Services
County of Maui
Wailuku, Hawaii 96793

Dear Mr. Underwood:

SUBJECT: **FISCAL YEAR ("FY") 2024 BUDGET** (BFED-1) (PS-2)

May I please request you be prepared to answer the following questions at the BFED Committee meeting on **April 4, 2023**.^{*} This will enable the Committee to comprehensively review the FY 2024 Budget. May I further request that, after approval by the Office of the Mayor, you transmit a written response to bfed.committee@mauicounty.us by the end of the day on **April 6, 2023**.

**Date subject to change without notice.*

1. Does the Department have sufficient staff to accommodate all County department requests for creating, redescribing, filling, and recruiting for all positions in the County? (YLS)
2. The Department of Personnel Services is critical in the filling of positions for the other County departments. What can be done to assist the Department in expediting this process? (YLS)
3. For Goal #1, item 1 – Allocate positions to proper job classes in a timely manner:
 - a. Please explain in detail the process of classifying a position and indicate the number of days each step of the process takes.
 - b. Is there only one staff member assigned to this task or are other staff members cross-trained? (Page 482, Program Budget) (TC)

Mr. David Underwood

April 1, 2023

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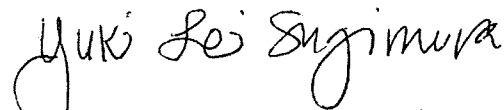
4. For Goal #1, item 3 – Assist departments in filling vacancies in a timely manner:
 - a. Please explain in detail the steps that are required for hiring an employee. Please include the number of days each step takes.
 - b. Is there only one staff member that is assigned to this task or are other staff members cross-trained? (Page 482, Program Budget) (TC)
5. For Goal #2, item 4 – Process personnel transactions in timely manner:
 - a. Please define “personnel transaction.”
 - b. If a personnel transaction is not approved within the average time of one day, what happens to the transaction? Is it auto-approved, sent to another staff member for review, or just remains pending until someone sees it?
 - c. Is there only one staff member that is assigned to this task or are other staff members cross-trained? (Page 483, Program Budget) (TC)
6. How has the Department adapted to technology and streamlined application reviews to be quicker? Does the Department review loss of qualified candidates and evaluate a better timeline approach for next time? (Page 482, Program Budget) (NUH)
7. What are some of the obstacles in describing a new position or changing the position description of an existing position? (TP)
8. Please provide the number of County employees earning less than \$17.84 an hour, which is the self-sufficiency wage for a single adult in Maui County in 2020, according to the most recent data from the State Department of Business, Economic Development and Tourism, including the departments they are in. (GJ)

Mr. David Underwood
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9. Does the Department staff continue to telecommute? Is this affecting productivity? If so, how? (TP)
10. The Department is requesting \$293,760 for Professional Services. (Page 14-6, Budget Details)
 - a. Please explain the deletion of the \$120,000 appropriated to assist with recruiting for the County's open positions. Have the Department's Human Resources Specialist positions been trained to aggressively recruit and streamline applicants in today's competitive job market? (NUH)
 - b. Is there a noticeable difference in recruitment after engaging with the marketing firm? (TP)

Thank you for your attention to this request. Should you have any questions, please contact me or the Committee staff (Lesley Milner at ext. 7886, Kasie Apo Takayama at ext. 7665, or Yvette Bouthillier at ext. 7758).

Sincerely,



YUKI LEI K. SUGIMURA, Chair
Budget, Finance, and Economic
Development Committee

bfed:2024bgt:230331aps02:jgk

cc: Mayor Richard T. Bissen, Jr.
Budget Director

RICHARD T. BISSEN JR.
Mayor

DAVID J. UNDERWOOD
Director

CYNTHIA RAZO-PORTER
Deputy Director



DEPARTMENT OF PERSONNEL SERVICES
COUNTY OF MAUI
200 SOUTH HIGH STREET
WAILUKU, MAUI, HAWAII 96793
PHONE (808) 270-7850 * FAX (808) 270-7969

Website: www.mauicounty.gov/departments/Personnel • Email: personnel.services@mauicounty.gov

April 10, 2023

Ms. Maria Zielinski
Budget Director, County of Maui
200 South High Street
Wailuku, Hawaii 96793

Honorable Richard T. Bissen Jr.
Mayor, County of Maui
200 South High Street
Wailuku, Hawaii 96793

APPROVED FOR TRANSMITTAL

Richard T. Bissen Jr. 4-10-23
Mayor Date

For Transmittal to:
Honorable Yuki Lei Sugimura
Chair, Budget, Finance, and Economic Development Committee
Maui County Council
200 South High Street
Wailuku, Hawaii 96793

Dear Chair Sugimura:

SUBJECT" FISCAL YEAR ("FY") 2024 BUDGET (BFED-1) (PS-2)

We are in receipt of your communication (BFED-1) (PS-1), which request answers to a number of questions. Please find our responses below.

1. *Does the Department have sufficient staff to accommodate all County department requests for creating, redescribing, filling, and recruiting for all positions in the County? (YLS)*

Staffing levels have long been a challenge for the department. Even at full strength, we are very lean, and while we have sufficient staff to accomplish department requests in typical years, we lack capacity to accomplish more strategic goals or provide the full range of services that departments request. In more trying times, such as periods of higher-than-normal demand, unusually challenging job markets, or significant high staff turnover, it is a struggle to fulfill the basic requests of departments.

2. *The Department of Personnel Services is critical in the filling of positions for the other County departments. What can be done to assist the Department in expediting this process? (YLS)*

We continually seek ways to leverage technology to deliver services more efficiently, and will be proposing solutions as we are able to take on new initiatives. Ultimately, however, the bulk of our services are, and should be, delivered by human beings, so staff augmentation (and the associated office space) will be the key. We have not included such a request in this budget submittal, due to office space constraints and our limited ability to uptake and train additional employees at this time, but we will be asking for the Council's support in future requests.

3. *For Goal #1, item 1 - Allocate positions to proper job classes in a timely manner:*

- a. *Please explain in detail the process of classifying a position and indicate the number of days each step of the process takes.*

Position classification is the grouping of positions into classes based on their current duties and responsibilities, required knowledge, abilities, skills, and other pertinent work facts, so that the same titles and minimum qualifications may be reasonably applied to the various positions in the class. The process starts with the employing department developing and finalizing a position description formally describing the duties and responsibilities assigned to the position. This is then submitted to our department for review, audit, and classification.

We do not know how long departments take to create a position description, as that process is internal to them. The number of days it takes once it is received by our department depends on the nature of the request. A routine allocation/reallocation request to an existing class in the compensation plan may take a week or two. A request for a new classification of work that does not currently exist, requires research and analysis to understand the duties and responsibilities to properly classify and establish the new classification, and initial pricing of the class to the appropriate pay range. The overall average time to complete the process is 22.7 days.

- b. *Is there only one staff member assigned to this task or are other staff members cross-trained? (Page 482, Program Budget)(TC)*

We currently have four fully-trained staff assigned to this task, with eight additional staff undergoing training.

4. *For Goal #1, item 3 – Assist departments in filling vacancies in a timely manner:*

- a. *Please explain in detail the steps that are required for hiring an employee. Please include the number of days each step takes.*

When a position becomes vacant, the first step is the employing department determining how they wish to respond. Does the position description need to be modified? Do they fill at the same classification/level, or do they reallocate first? Should they reorganize? Should they seek to fill internally (i.e., via transferring, promoting, or demoting internally) or do they seek to use the competitive process administered by DPS? This process is internal to the department, so we do not have hard statistics, but we have observed this take anywhere from days to weeks to months.

Once the decision to fill is made, the departments submit a requisition to fill the vacancy, which must be approved per the Department of Management's protocol. This process averages 4.7 days. If DPS has an existing list of eligible candidates, candidates from that list are sent to the department. This process takes an average of 7 working days. If DPS needs to conduct a recruitment to establish or augment such a list, we will conduct a civil service recruitment. This entails creating and advertising the job posting, reviewing applicants to ensure the candidates meet the minimum qualification requirements, and conducting any required assessments/exams. This process typically takes approximately 35 days, but in the current job market deadlines are often extended or recruitments held open continuously to attract sufficient applicants, so our current average is approximately 52 days. Successful candidates are placed on a list of eligible candidates, and provided to the department as described above. Once the department receives the list of candidates, they will interview and evaluate them, and make their selection. This process currently averages 50 days.

- b. *Is there only one staff member that is assigned to this task or are other staff members cross-trained? (Page 482, Program Budget) (TC)*

We currently have five fully-trained staff assigned to this task, with twelve additional staff undergoing training.

5. *For Goal #2, item 4 - Process personnel transactions in timely manner:*

- a. *Please define "personnel transaction."*

For our reporting purposes, this includes transactions that result in a change to a position or an employee's employment record, and transactions that are directly supported by our staff (i.e., our staff are called for any questions or to troubleshoot and resolve any issues that arise.) These include such transactions as hire, promotions, demotions, transfers, terminations, compensation changes, benefit changes, jobs/position updates, assigning a position to an organization and cost center, performance evaluations, etc. There are many more types of transactions processed within the HR/Payroll system (e.g., time sheets, tax withholding elections, direct deposits setup, etc.) but these do not require our touch or support and are not included here.

- b. *If a personnel transaction is not approved within the average time of one day, what happens to the transaction? Is it auto approved, sent to another staff member for review, or just remains pending until someone sees it?*

In general, transactions remain pending until approval, but this varies by type and urgency of the transaction, and by the gravity of the transaction. For example, a minor update such as change to the employee's photo or work phone number, may remain pending until approved, as the impact is small, whereas a performance evaluation may be manually moved forward even absent the employee's acknowledgment, and a hire may remain pending until we receive proof of authorization to work in the U.S., as the penalties associated with that can be severe.

- c. *Is there only one staff member that is assigned to this task or are other staff members cross-trained? (Page 483, Program Budget) (TC)*

We currently have two fully-trained staff assigned to this, with another staff member in training.

6. *How has the Department adapted to technology and streamlined application reviews to be quicker? Does the Department review loss of qualified candidates and evaluate a better timeline approach for next time? (Page 482, Program Budget) (NUH)*

We continually strive to leverage technology to the extent possible. All of our applications are now received and processed online, and candidates have the option to take the civil service examinations online as well. Eligible candidates, along with their application materials, are referred to the hiring department online, with the results being recorded and transmitted back to DPS online as well. Departments are free to choose the interview methodology that best suits them, but may choose to utilize virtual interviews. We monitor the process and look for opportunities for improvement. For example, we observed a high rate of attrition among our police officer candidates, with much of it coming from candidates simply opting not to take the test. In response, we doubled the number of remote testing opportunities each month, and also added a “walk in” testing day each week, where candidates can visit our office and be tested immediately.

7. *What are some of the obstacles in describing a new position or changing the position description of an existing position? (TP)*

The key to creating or redescribing a position is knowing exactly what the position will do, i.e., a clear, accurate, and consistent position description. In the past we have encountered position descriptions where the duties and responsibilities were not clear, or where duties appeared to duplicate those of other positions, etc. Sometimes this is because the position or function is new, but in other instances, it is due to managers attempting to use the reallocation process to give pay raises to employees that they are otherwise unable to grant. Often the obstacle is not so much the actual classification or creation of the position, but that it must fit into the existing statewide classification structure and collective bargaining salary ranges, which result in the pricing being less than that sought by the department.

8. *Please provide the number of County employees earning less than \$17.84 an hour, which is the self-sufficiency wage for a single adult in Maui County in 2020, according to the most recent data from the State Department of Business, Economic Development and Tourism, including the departments they are in. (GJ)*

There are currently 105 employees earning less than \$17.84 per hour. Of these, 30 are casual employees who work limited hours and are not covered by the County’s negotiated labor agreements (e.g., school crossing guards.) The majority of the other 75 employees are scheduled to receive a 5% pay increase on July 1, 2023. After this increase, only 25 of these 75 employees will remain under \$17.84 per hour.

9. *Does the Department staff continue to telecommute? Is this affecting productivity? If so, how? (TP)*

We have a small number of employees that may telework on an as needed basis; in addition, a few staff work a hybrid work schedule. Most of the technology in our office is cloud based and is

accessible to employees working remotely. Because we have such a “freshman” staff and so few “senior” staff, all work on-premises regularly.

10. The Department is requesting \$293,760 for Professional Services. (Page 14-6, Budget Details)

- a. *Please explain the deletion of the \$120,000 appropriated to assist with recruiting for the County's open positions. Have the Department's Human Resources Specialist positions been trained to aggressively recruit and streamline applicants in today's competitive job market? (NUH)*

We have partnered with the Mayor's Office and the Department of Police to utilize the funds provided to promote County employment opportunities, and utilizing the expertise and resources of the Mayor's executive team. The funds allocated in the FY2023 budget were for a number of one-time expenses, such as the creation of marketing materials, redesign of our career site, etc., which we plan to complete with existing funds. Our human resources specialists are involved in this initiative, including training on new approaches and techniques.

- b. *Is there a noticeable difference in recruitment after engaging with the marketing firm? (TP)*

Although this effort is still in its early stages, we have been pleased with the results of our initial activities, such as the online County of Maui job fair. We have seen an increase in applicants, over the year, and in the last three quarters of the fiscal year.

I hope this addresses your request. If you have any questions, please feel free to contact me at extension 7850.

Sincerely,

CM Razo
Porter

for

DAVID UNDERWOOD
Director of Personnel Services

Digitally signed by
CM Razo Porter
Date: 2023.04.10
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/crp

BFED Committee

From: Desiree Echalas <Desiree.B.Echallas@co.maui.hi.us>
Sent: Tuesday, April 11, 2023 11:44 AM
To: BFED Committee
Subject: FY 2024 (BFED-1)(PS-2)
Attachments: FY24 (BFED-1)(PS-2) Response.pdf

Attached is response (PS-2) from Department of Personnel Services.

Mahalo,

Desiree Echalas

Budget Specialist

County of Maui

Office of the Mayor

Desiree.B.Echallas@co.maui.hi.us

Phone: (808) 270-8239