DEPARTMENT OF HUMAN RESOURCES

Kenneth Y. Nakamatsu, Director*
Noel T. Ono, Assistant Director

POWERS, DUTIES AND FUNCTIONS

The Department of Human Resources is the central personnel staff agency for the City. Our primary purpose as reflected in the City Charter is to establish a comprehensive personnel management program based on merit principles and generally accepted methods governing the classification of positions and the employment, conduct, movement and separation of public employees. This Department is charged with building a career service designed to attract, select and retain, on a merit basis, the best qualified civil servants.

The Director of Human Resources represents the Mayor in the collective bargaining process and directs and coordinates an employee-management relations program for the City. In this respect, the Department negotiates and administers eight collective bargaining agreements covering City employees.

In addition, the Department carries out programs in the areas of training, safety, workers' compensation, health services, incentives and awards, and employee assistance.

The Department of Human Resources has a staff of 73 employees serving 8,064 permanent and 492 temporary and exempt employees. Other than the office of the Director, the department is organized into the five major functional divisions of Classification and Pay, Employment and Personnel Services, Health Services, Industrial Safety and Workers' Compensation, and Labor Relations and Training.

HIGHLIGHTS

- Staff completed and finalized the comprehensive departmental personnel policies and procedures project to completely review, revise and develop new policies, procedures and guidelines for compliance with Act 253 (Public Employment Reform Act of 2000) and other laws. Following briefings with departmental administrative staff and conclusion of union consultation, the revised Personnel Manual was issued on February 23, 2005 with coordinated postings of electronic versions to the City's intranet and Internet sites with updated search engines.
- As a result of Department of Labor (DOL) issuance of new FairPay regulations on overtime exemptions from the Fair Labor Standards Act (FLSA) effective on August 23, 2004, staff conducted a review of all City classes for determination of coverage or non-coverage from the FLSA overtime provisions; issued guidelines and procedures for departments to determine, identify and report employees entitled to coverage or exemption from the FLSA; conducted training for departmental administrative staff; consulted with affected unions; coordinated implementation with payroll, information technology and employee records staff; and developed plan for Citywide review of employee exemptions. Staff completed review of over 1800 FLSA determination forms submitted for employees in classes requiring departmental reviews under Phase 1. Review of FLSA determination forms for employees in classes not covered and covered under Phases 2 and 3, respectively, continue. In addition, updating and review of employees FLSA determinations remain ongoing.
- With assistance from the Department of Information and Technology and NEOGOV, a mainland-based firm, the recruitment and examination staff implemented software designed to automate the City's recruitment, examination, certification and selection processes. Staff received training and trained personnel staff of City departments in NEOGOV processing. Departmental personnel offices and staff were trained in on-line requisitions, receipt of on-line applications, and processing of selections. Staff continued to work on automating various personnel action approval forms such as extension of limited term appointments, departmental promotions, transfers and demotions, suitability checks and requests for eligibles.
- Working with the Honolulu Police Department (HPD), staff revised the examination process for the Metropolitan Police Recruit. A physical trainability test was added and staff assisted HPD in developing the administrative procedures for the fitness test and extended the candidate eligibility to two years to help streamline the selection process. As a result, applicants only need to take and pass the test every two years, instead of after each written test administration. In addition, a new MPR on-line application was implemented. This eliminated the need to screen a large portion of applications for minimum qualifications.
- As part of on-going efforts to attract Police Recruits and Police Radio Dispatchers, DHR partnered with HPD and recruited and tested applicants on the mainland. Staff developed and implemented new policies and procedures for same-day application, testing and processing.

**Kenneth Y. Nakamatsu was appointed on January 19, 2005.*

- Staff developed and conducted selection interview training for departmental personnel offices. A training manual was developed as a reference guide for departmental staff who develop selection interview questions and factors. Staff continues to assist all departments with their selection interview questions and rating factors, developed a "question based" method to rate candidates' interviews and assisted in training of raters for the interviews.
- Staff assisted the Honolulu Fire Department in revising the 2005 Fire Fighter Recruitment and in administering the Candidate Physical Abilities Test. The recruitment period was shortened to five days, only on-line applications were accepted and an application center was open during recruitment to assist persons with the process and to provide computer usage.
- A new web-based electronic database was developed and implemented in-house to track contractual grievances and arbitrations. The new tracking system replaces an older database system and will include City departments and agencies beginning in the next fiscal year. The new system allows the City to track all grievance actions from inception to completion and has the capability to search and retrieve arbitration award decisions

CIVIL SERVICE COMMISSION

The primary functions of the Civil Service Commission are to prescribe rules to carry out the provisions of the City Charter, hear appeals, and advise the Mayor and the Director of Human Resources on issues and problems relating to the management of personnel.

Commission Activities

The Commission held eight meetings during the year; and one meeting was cancelled.

Ms. Maria Jo Farina served as Chair and Mr. Thomas F. Hinkle served as Vice-Chair for the fiscal year ending June 30, 2005. Ms. Elizabeth Ho served as member.

CIVIL SERVICE COMMISSION APPEALS

July 1, 2004 - June 30, 2005

APPEALS	BACKLOG	RECEIVED	WITHDREW	UNTIMELY	HEARINGS	DISMISSED	UPHELD	DENIED	PENDING
Exams & Selections									
Minimum Qualifications	—	1	—	—	—	—	—	—	1
Non-Selection (includes failure by appointing authority to provide relevant info. & continual violation of rules & denial of due process.)	2	1	—	—	8	—	—	—	3
Classification Action	7	—	—	—	—	—	—	—	7
Discipline & Termination									
Denial request to rescind resignation	—	1	—	—	—	—	—	—	1
Others									
Demotion	1	—	—	—	—	1	—	—	—
Declination of Veteran's Preference points	1	—	—	—	—	—	—	—	1
Extension of probationary period beyond one year and conversion of status to limited term appointment	—	1	—	—	1	—	—	—	1
Failure to Resolve Temporary Assignment	—	1	—	—	—	—	—	—	1
Total	11	5	—	—	9	1	—	—	15

CLASSIFICATION AND PAY DIVISION

MAJOR FUNCTIONS

Plan, develop, and administer the classification and pay plans; conduct research on classification and pay matters; recommend pricing for new classes established; participate in State-wide meetings on statutory equal pay pricing requirements; participate in collective bargaining wage negotiations and in developing salary adjustment recommendations for excluded managerial employees; assist departments and coordinate with other personnel management processes on personnel implications and problems relating to reorganizations, reassignment of work and creation of new classes.

Personnel Policies and Procedures Project

In conjunction with staff members of other divisions, staff completed and finalized the comprehensive departmental project to completely review, revise and develop new policies, procedures and guidelines for compliance with Act 253 (Public Employment Reform Act of 2000) and other laws. Following briefings with departmental administrative staff and conclusion of union consultation, the revised Personnel Manual was issued on February 23, 2005. Staff coordinated posting of electronic versions of the personnel manual to the City's intranet and internet sites with updated search engines.

Implementation of New Department of Labor FairPay Regulations

On April 23, 2004, the Department of Labor (DOL) issued their new FairPay regulations on overtime exemptions from the Fair Labor Standards Act (FLSA) that became effective August 23, 2004. In response, staff conducted review of all City classes for determination of coverage or non-coverage from the FLSA overtime provisions; issued guidelines and procedures for departments to determine, identify and report employees entitled to coverage or exemption from the FLSA; conducted training for departmental administrative staff; consulted with affected union representatives; coordinated implementation with payroll, information technology and employee records staff; and developed plan for Citywide review of employee exemptions. Staff completed review of over 1800 FLSA determination forms submitted for employees in classes requiring departmental reviews under Phase 1. Review of FLSA determination forms for employees in classes not covered and covered under Phases 2 and 3, respectively, continue. In addition, updating and review of employee FLSA determinations remain ongoing.

Classification Activities

During the past year, staff continued to provide significant personnel management advisory assistance on various classification issues. In addition, assistance was rendered on proposed reorganizations involving many City departments and agencies this year, including:

- Office of the Director, Department of Customer Services
- Liquor Commission
- Parking and Property Management Branch, Department of Facility Maintenance
- Water Quality Laboratory, Department of Environmental Services
- Refuse Collection and Disposal Division (Recycling and Bulky Item Collection), Department of Environmental Services
- Proposed Emergency Management Command division, Honolulu Police Department
- Parks Maintenance and Recreation Services Division (PMRS), Department of Parks and Recreation
- Office of Special Projects, Department of Community Services
- Offices of the Mayor and Managing Director, including transition team for new Administration
- Office of Honolulu Land Information System (HoLIS), Department of Planning and Permitting
- Real Property Division, Department of Budget & Fiscal Services
- Office of the City Clerk
- Department of Emergency Services
- Procurement and Specifications Division, Department of Budget and Fiscal Services
- Supplemental Work Force Unit, PMRS Division, Department of Parks and Recreation
- Division of Wastewater Collection System Maintenance, Department of Environmental Services (Cesspool Function)
- Division of Urban Forestry, Department of Parks and Recreation
- Job Development Division, Department of Community Services
- Continuing reorganization of various programs in the Board of Water Supply (BWS), including Office of Information Technology, new Procurement Office, Finance Division.

Staff continued to participate in reengineering change efforts being undertaken by the Department of Environmental Services. Since development of the department's massive "Competitiveness Change Proposal" several years ago, staff has represented the department on the Employee Development/Labor Relations Implementation Planning Team and attended meetings to provide input and recommendations.

Recommendations from a comprehensive staff survey and study of supervisory positions in the Emergency Services Division of the Department of Emergency Services were reviewed with the new administration. A number of our recommendations have either been implemented or are in the process of being implemented. Further, efforts to restore salary ranges to implement new class concepts successfully culminated in the negotiation of a supplemental agreement with the affected union.

In addition to the foregoing, classification activity continued with a total of 1271 classification actions completed during FY 2005 in the following categories: 26 initial allocations; 577 reallocations; 569 "no change" actions; and 96 returned without action. These actions resulted in six new, 24 amended, one re-established, and 6 abolished classes.

Seven classification appeals pending with the Civil Service Commission from the previous year remained pending at the end of the fiscal year.

Pay Activities

Pay staff reviewed the proposed pricing of 51 new classes established by the State of Hawaii, the Judiciary, the Hawaii Health Systems Corporation, and the counties of Hawaii, Maui and Kauai for equivalency with City classes as required by Section 76-1, HRS. This provision mandates that "equal pay for equal work shall apply between classes in the same bargaining unit among jurisdictions for those classes determined to be equal through systematic classification of positions based on objective criteria and adequate job evaluation, unless it has been agreed in accordance with chapter 89 to negotiate the repricing of classes."

Staff planned and facilitated inter-jurisdictional meetings held in March, May and June of this year to resolve a number of outstanding issues related to implementation of the new equal pay provisions discussed above. Working committee meetings to complete the determination of equal classes across all jurisdictions are slated for next fiscal year.

The recruitment and retention incentives (RRI) negotiated in a supplemental agreement with United Public Workers to address recruitment and retention of heavy vehicle mechanics in the Automotive Equipment Services Division of the Department of Facility Maintenance were extended in August 2004 and again in June 2005. The department believes implementation of the RRI has resulted in positive results and benefits, notably in the retention and productivity of staff.

The engineering, land surveying, computer programmer, and data processing systems analyst classes were continued on shortage. Shortage differentials for engineers and land surveyors were increased to rates comparable to those paid to State engineers effective April 1, 2005. Shortage category declaration was also approved for architects effective July 1, 2005.

Finally, staff provided support of the Salary Commission in its hearings and deliberations and participated in interest arbitration proceedings involving wage adjustments for Bargaining Unit 11 (Fire Fighters).

EMPLOYMENT AND PERSONNEL SERVICES DIVISION

MAJOR FUNCTIONS

Plan, develop, and conduct recruitment activities to attract qualified applicants for City employment; coordinate the priority placement program for work-injured employees; review personal services contracts for compliance with legal provisions.

Plan, develop, and administer a personnel examination program in accordance with the merit principle and professional examination standards; evaluate candidates' qualifications and administer appropriate examinations; establish lists of eligible candidates; and refer names to departments in accordance with Civil Service Rules.

Advise departments and other personnel functional areas on requirements and resources to fill personnel needs, on selection interviews, and on related recruitment and examination matters.

Research, develop, and maintain economic, compensation, and related data in support of personnel activities; conduct initial orientation of new employees and exit interviews; develop and coordinate implementation and administration of benefits and awards programs.

Audit, certify, and maintain records of all personnel actions affecting officers and employees of the City government.

Recruitment and Examination Activities

This fiscal year, the number of recruitments increased 56% from 80 to 122. The number of applications we received increased 67% from 9,047 to 15,113, and the number of qualified applicants placed on eligible lists increased 50%, from 2,624 to 4,165. The number of internal departmental competitive examinations administered by departments increased 28% from 235 to 302. There was a 115% increase in the number of vacancies filled from 307 to 652.

Despite recruitment at shortage category pay rates and recruitment incentives for certain job classes, we continued to have difficulty in recruiting for engineers, fleet mechanics, mobile emergency care specialists, electricians and related electrical classes, and plumbers. Staff continued research and development of work-study partnerships with community colleges and various agencies to help fill these critical vacancies.

Outreach activities and presentations continued. The speakers' bureau with members from City departments such as Emergency Services, HFD and HPD made presentations in the community and at elementary, middle and high schools and colleges, encouraging students and the public to consider the City as an employer. Staff also participated in job fairs and career days held at the Neal Blaisdell Center and at high schools and colleges on Oahu.

A team of DHR staff members established a summer work experience program whereby high school students embarked on a seven week journey exploring different career fields within the City government. Students were also given an opportunity to learn the fundamentals of project management skills. The students used these project management skills to develop a power point presentation, "SUMMERTIME IN DA CCH" and a recruitment brochure, which they unveiled at a luncheon on August 5, 2004. The power point presentation will be used in the future to encourage other high school students to pursue City careers. In addition, the students were given certificates as "Junior Recruiters" for the City. On January 13, 2005, at the Farrington High School Career Day the students made a presentation to their peers about their summer work experiences and the many job opportunities at the City.

Automated Applicant Tracking

With assistance from the Department of Information and Technology and NEOGOV, a mainland-based firm, the recruitment and examination staff implemented software designed to automate the City's recruitment, examination, certification and selection processes.

All members of the Recruitment and Examination Branch received training and, in turn, trained personnel staff of City departments in NEOGOV processing. Departmental personnel officers and staff were trained in on-line requisitions, receipt of on-line applications, and processing of selections. From July 2004, all requisitions and referral of names to departments have been submitted on line. This has decreased the amount of paperwork, because applications no longer have to be photocopied. In addition, the processing time for applications has been reduced by one month, as all applications are referred to examination specialists for processing on-line.

Staff continued to work on automating various personnel action approval forms such as extension of limited term appointments, departmental promotions, transfer and demotions, suitability checks and requests for eligibles. Staff continues to work on rule changes as well as amendments to the Policy and Procedures Manual.

Metropolitan Police Recruit

Examination staff worked with HPD to revise the examination process for the Metropolitan Police Recruit (MPR). A physical trainability test was added. Applicants who pass the written test must also pass a physical test in order to continue in the selection process. Staff assisted HPD in developing the administration procedures for the fitness test and extended the candidate eligibility to two years to help streamline the selection process. As a result, applicants only need to take and pass the test every two years, instead of after each written test administration.

A new MPR on-line application was implemented. The number of MPR applications has tripled since we provided a simple way to submit an application for MPR. Because of the large numbers of applications, we revised the on-line application in order to utilize the auto score feature in NEOGOV. This eliminated the need to screen a large portion of applications for minimum qualifications.

As part of our on-going efforts to attract Police Recruits and Police Radio Dispatchers, the examination staff partnered with the Honolulu Police Department and recruited and tested applicants on the mainland. In support of this drive, staff developed and implemented new policies and procedures for same-day application, testing and processing. The examination staff also assisted the Honolulu Police Commission in its successful search for a new Chief of Police. The examination staff worked with the consultant in administering various critical evaluations of applicants.

Selection Interview Training

This past year we developed and conducted selection interview training for departmental personnel officers. A training manual was developed as a reference guide for departmental staff members who develop selection interview questions and factors. Examination staff continues to assist all departments with their selection interview questions and rating factors. As part of an arbitration decision on promotional recruitment, examination staff developed a "question based" method to rate candidates' interviews and assisted in the training of raters for the interviews.

Fire Fighter Recruit

Staff also assisted the Honolulu Fire Department in administering the Candidate Physical Abilities Test.

Highlights of the 2005 Fire Fighter Recruitment

- Shorter recruitment period (five days).
- Only on-line applications were accepted.
- An Application Center was open during the recruitment period to assist persons with the process and to provide computer usage.
- Oahu WorkLinks and the Department of Parks and Recreation to made computers available for applicants at their sites.

- There were 13,927 hits on the website and a grand total of 4,090 applicants.
- The auto score feature in NeoGov eliminated the need for staff to screen for minimum qualifications.
- A new video examination will be implemented. Applicants who pass the written test will then take the video test. Applicants who pass the video test will be placed on the eligible list based on the combination of the two test scores.
- A workshop for women interested in a fire-fighting career was held utilizing existing women Fire Fighters. As a result, 336 women applied for Recruit.

A new exam plan for the Clerk Typist and Senior Clerk Typist positions was developed. This involved a major change in the examination process and eliminated the written test. Staff developed and implemented scoring based on education and experience.

RECRUITMENT AND EXAMINATION ACTIVITIES

	2003-04	2004-05
Recruitments		
Open-Competitive and Promotional	80	122
Applicants		
Open-Competitive and Promotional Examinations	9,047	15,113
Labor Registration	2,003	1,797
Summer College Student Program	304	304
Examinations		
Internal Departmental Competitive Promotions (Audited)	235	302
Applicants Placed on Eligible Lists	2,624	4,165
Vacancies Filled from Applicants Referred	307	652
Number of Vacancies		855

Personnel Research and Services Activities

Personnel Policies and Procedures Revision – The Research staff participated in monthly meetings to update the Personnel Policies and Procedures Manual after the enactment of Act 253, Session Laws of Hawaii 2000 on July 1, 2002. The manual was completed in February 2005.

Service and Incentive Awards Program – Staff planned and coordinated two distinctly separate recognition programs. They were the:

1. 2004 Mayor's Service Awards Breakfast – A private breakfast held on Wednesday, September 22, 2004 at the Hilton Hawaiian Village Hotel gave special recognition to 138 employees with 25 years of service, 41 employees with 35 years of service and one employee with 45 years of service.
2. 2004 Mayor's Outstanding Employee Awards Program – On the morning of November 9, in the newly renovated Mission Memorial Auditorium, Mayor Harris recognized 22 Departmental Employee of the Year nominees, four Manager of the Year finalists, 31 Sustained Superior Performance Award recipients and six Exceptional Achievement Award honorees. The Mayor announced Board of Water Supply's Civil Engineer V, Lyann L.M. Okada, as the City's Employee of the Year, and Honolulu Police Department's Captain Paul S. Epstein as the City's Manager of the Year. The musical group *Firehouse* from the Honolulu Fire Department provided the entertainment.

Honolulu City Lights Team

Special Team Recognition - Initiated by Mayor Harris's request, staff worked with the Mayor's Executive Assistant to organize a special recognition event called the "Team Recognition". The event was held on December 17, 2004 at Mission Memorial Auditorium. Special certificates were designed and issued to 387 employees who served on one or more of the following teams: Honolulu City Lights, Manoa Flooding Clean-Up Team, Mapunapuna/Moanalua Flooding Team, First Aid Crew, Honolulu Mayor's Clean-up Team, Fast Track Team, Sunset on the Beach and Brunch on the Beach.

We provided accession services to 1,077 employees.

Staff coordinated the preparation and distribution of 191 Retirement Certificates. In addition, staff coordinated the monthly retirement ceremony held in the Mayor's private office. A total of 32 former employees participated in the monthly retirement ceremonies.

Leave Sharing - The City's Leave Sharing Program was established in 1994 to allow employees to voluntarily donate their vacation leave credits to another employee who has a serious illness or injury, or to an employee who has a family member suffering from a serious illness or injury. At the start of FY05, there were three recipients carried over from the previous fiscal year. An additional 21 applications were received and reviewed. Of the 21, eight were denied and 13 were approved.

The central leave bank received a total of 3,348.85 donated hours.

FISCAL YEAR	1997-98	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04	2004-05
Leave recipients at the start of the fiscal year	4	9	7	7	8	1	4	3
Added recipients during the fiscal year	12	16	19	13	7	10	15	13
Remaining recipients at the end of the fiscal year	9	6	7	8	1	4	4	4

Transactions Activities

The section processed salary adjustments for employees in the following bargaining units:

BU 01: On the June 15, 2005 payroll, the Unit 01 salary schedule increased as follows: $7.00 effective July 1, 2004, 2.53% effective September 3, 2004, 5% effective January 1, 2005 and $47.30 effective May 16, 2005. Eligible employees received these increases.

BU 02: On the July 15, 2004 payroll, eligible employees received a 1.5% ATB increase to the salary schedule and were placed on the appropriate step of the new schedule effective July 1, 2004. Effective January 1, 2005, eligible employees received a 5% ATB increase to the salary schedule.

BU 03, BU 04 and BU 13:

On the January 15, 2005 payroll, eligible employees received a 5% ATB increase to the salary schedule effective January 1, 2005.

BU 10: On the July 15, 2004 payroll, eligible employees received a 5% ATB increase to the salary schedule effective July 1, 2004. Then, effective May 16, 2005 eligible employees received $47.30 on the May 31, 2005 payroll.

BU 11: On the July 15, 2004 payroll, eligible employees received a 1.5% ATB increase to the salary schedule effective July 1, 2004. Employees moved or remained on their appropriate step in accordance with the collective bargaining agreement.

BU 12: On the July 15, 2004 payroll, eligible employees received a 4% ATB increase to the salary schedule effective July 1, 2004.

EMCP (BU 11):

On the July 15, 2005 payroll, eligible employees received a 1.5% ATB increase to the salary schedule effective July 1, 2004.

EMCP (BU 12):

On the July 15, 2005 payroll, eligible employees received a 4% ATB increase to the salary schedule effective July 1, 2004.

EMCP (BU 3, 4 and13):

On the January 15, 2005 payroll, eligible employees received a 5% ATB increase to the salary schedule effective January 1, 2005.

PERSONNEL TRANSACTION STATISTICS

ENTRANCE TO THE SERVICE:	2004-05	2003-04
Exempt Appointments	3,609	4,188
Limited Term	51	59
Provisional	1	2
Short Term	1	3
Initial Probation	458	482
Subtotal	4,120	4,734
In-Service Changes:		
Changes in Status	1,426	1,670
In-Service Movements	1,195	1,366
Other Transactions	1,708	2,912
Reorganization	5	—
Salary Adjustments	4,856	16,744
Subtotal	9,190	22,692

ENTRANCE TO THE SERVICE:	2004-05	2003-04
Separations:		
Resignations	487	459
Service Retirement	261	226
Death	24	15
Disability	13	6
Layoff	—	—
Dismissal	19	26
End of Appointment	94	84
Exempt Employee	29	331
Personal Services	1,835*	1,820*
Subtotal	2,762	2,967
GRAND TOTAL	**16,072**	**30,393**

**Large number reflects processing of intermittent, on-call employees.*

NUMBER OF EMPLOYEES AS OF JUNE 30, 2004

	CIVIL SERVICE			
	PERM.	TEMP.	EXEMPT*	TOTAL
Executive Branch				
Board of Water Supply	516	24	4	544
Budget & Fiscal Services	270	—	4	274
Community Services	93	39	2	134
Corporation Counsel	33	3	41	77
Customer Services	224	—	2	226
Design & Construction	188	—	4	192
Emergency Services	289	62	2	353
Enterprise Services	189	—	4	193
Environmental Services	811	3	4	818
Facility Maintenance	543	—	4	547
Fire	1,042	—	4	1,046
Human Resources	70	1	2	73
Information Technology	114	—	2	116
Managing Director	—	—	24	24
Mayor's Office	—	—	8	8
Medical Examiner	12	—	3	15
Neighborhood Commission	—	—	14	14
Oahu Civil Defense	8	—	—	8
Parks & Recreation	659	24	3	686
Planning & Permitting	236	—	4	240
Police	2,504	—	5	2,509
Prosecuting Attorney	126	2	105	233
Royal Hawaiian Band	36	—	1	37
Transportation Services	76	—	2	78
SUBTOTAL	8,039	158	248	8,445
Legislative Branch				
City Clerk	24	—	2	26
City Council	1	—	84	85
SUBTOTAL	25	—	86	111
GRAND TOTAL	**8,064**	**158**	**334**	**8,556**

**Exempt from civil service under provisions of the City Charter. Includes elected officials, department heads and their deputies, private secretaries, law clerks and attorneys, and employees in the offices of the Mayor and Managing Director. Excludes personal services contract employees who are students or whose services are special or unique, part-time or intermittent, or of a temporary nature.*

HEALTH SERVICES DIVISION

MAJOR FUNCTIONS

Conduct pre-employment and periodic physical evaluations; conduct examinations mandated under the Hawaii Occupational Safety and Health Law to support departmental hearing conservation, respiratory protection, asbestos and bloodborne pathogen programs; medically certify commercial drivers and operators of crane & hoist equipment; and conduct and/or oversee programs that are designed to promote health, reduce risks, and prevent injury. Additionally, we administer a drug-screening program for all new hires and random testing for selected employees, and provide blood analysis for suspects arrested for driving under the influence of alcohol (DUI).

City and County of Honolulu
Department of Human Resources
HEALTH SERVICES DIVISION
SUMMARY OF ACTIVITIES

MEDICAL EVALUATIONS	03-04	04-05
Pre-employment evaluations	618	435
Pre-employment evaluations – drug testing only	0	422
Annual physical evaluations	3,403	3,325
Other physical evaluations (includes return to work and fitness for duty)	595	492
Total Medical Evaluations	4,616	4,674

MEDICAL PROCEDURES	03-04	04-05
Pre-employment drug screening collections	438	679
Urinalysis	4,017	3,744
Immunizations	249	239
Vision tests	4,160	3,863
Hearing tests	4,402	4,204
Pulmonary function tests	1,164	1,635
Electrocardiogram (EKG)	2,079	2,082
Blood analysis	3,996	3,726
Blood alcohol analysis (for DUI arrestees)	326	331
DNA sample collections (for felony arrestees)	114	116
Total Laboratory Procedures	20,945	20,619

During the year we had several staff turnovers due to promotional opportunities elsewhere in the city and a reorganization of our medical examination section. We replaced two part-time medical doctors with a full-time physicians' assistant. This allows us to provide services for a full eight hours each day, instead of only four hours with the part time employees. We also were able to recruit a full time Medical Technologist to complete the staffing of our medical examination section.

During the year we began a multiple-year cycle of replacement of aging medical equipment. We developed and printed various health promotion brochures for our employees and begin the groundwork for additional employee wellness programs.

The Medical Review Officer provided analysis and follow-up for pre-employment and random drug testing for various city employees. This year he reviewed 3,722 individual drug tests, of which 9 were positive for drug usage. This included new employees, and employees of the Honolulu Police and Fire Departments. Other City employees, including drivers of commercial vehicles, are tested separately.

The in-house Employee Assistance Program provided a total of 478 individual service sessions (face-to-face or phone counseling of at least 20 minutes duration) to City employees and their significant others. Of this number, 104 employees were new to the program and 24 returned for new or different services. Group counseling sessions were provided to 54 work groups, including 23 critical incident stress debriefings. The program also provided 342 management consultations and 12 management-training sessions on subjects including workplace violence prevention, stress, conflict resolution, personal development and substance abuse. For the first time, the number one issue for employee counseling was job stress, followed by marital and other relationships, substance abuse and family issues. In prior years, marital and family issues were the most prevalent issue, with stress taking second place.

INDUSTRIAL SAFETY AND WORKERS' COMPENSATION DIVISION

MAJOR FUNCTIONS

Develop, promote, coordinate and maintain a safety program for the City and County of Honolulu to comply with the Hawaii Occupational Safety and Health Law; help departments develop and implement safety programs; maintain statistics of lost time industrial injuries and illnesses and vehicle accidents for use in developing safety and accident prevention programs and strategies.

Administer the City's self-insured workers' compensation program to comply with the Hawaii Workers' Compensation Law (Chapter 386, Hawaii Revised Statutes) and other related rules and laws; administer the City's retention, rehabilitation and placement and limited duty programs; represent the City before the Department of Labor and Industrial Relations on workers' compensation related issues.

Table 1 shows the direct costs associated with administering the City's safety and workers' compensation programs for the last five years.

TABLE 1
Industrial Safety and Workers' Compensation Division
DIRECT ANNUAL OPERATING EXPENDITURES

FISCAL YEAR	2000-01	2001-02	2002-03	2003-04	2004-05
Salaries	772,236	851,720	851,185	826,565	887,346
Current Expenses	23,958	24,968	26,740	24,805	27,787
Equipment	2,233	0	0	1,561	0
TOTAL	798,427	876,688	877,925	852,931	915,133
Funded Positions	19.5	19	18.5	18	18

Safety Branch Activities

Staff safety specialists inspected various work sites for compliance with the Hawaii Occupational Safety and Health Law and recommended corrective action as necessary. The safety specialists continued to review and investigate accidents and injuries, making recommendations as appropriate. They also responded to departmental requests for guidance in matters concerning safety and health and hazard pay. Injury and workers' compensation statistics were compiled, evaluated and summaries distributed to City agencies to help in their efforts to develop, refine and improve their safety, training and return to work programs.

The Vehicle Accident Review Committee met each month to review accidents involving City vehicles (excluding HPD and BWS). The committee held hearings on 300 vehicle accidents this fiscal year. As a result, 186 of these accidents were found to be avoidable. Each driver received notification of the Committee's decision with recommendations to prevent similar accidents.

The Safe Driver Recognition and Awards Program recognized 324 employees for sustained superior driving performance. Of these drivers, 72 received awards for 11 or more years of accident-free driving.

Table 2 summarizes lost-time injury rates and vehicle accidents for the past 5 fiscal years. The incidence rate is the number of lost time injuries per 200,000 hours worked. The severity rate is the number of lost workdays per 200,000 hours worked. Avoidable accidents include BWS but not HPD.

TABLE 2
LOST-TIME INJURY RATES AND VEHICLE ACCIDENTS

FISCAL YEAR	INCIDENCE RATE	SEVERITY RATE	AVOIDABLE ACCIDENTS
2000-01	6.6	243	243
2001-02	6.3	242	233
2002-03	5.8	249	229
2003-04	5.4	243	203
2004-05	4.8	211	194

Workers' Compensation Branch Activities

During the year, the division processed 1,933 new or reopened workers' compensation claims in addition to 1,466 claims carried forward from the previous year, for a total of 3,399 claims. With 12 full-time equivalent claim adjuster positions, this represents an average of 283 claims handled by each adjuster during the fiscal year. Table 3 summarizes annual caseload statistics for the last five fiscal years.

TABLE 3
ANNUAL WORKERS' COMPENSATION CASELOAD STATISTICS

FISCAL YEAR	00-01	01-02	02-03	03-04	04-05
Beginning Active Claims	1,486	1,485	1,615	1,502	1,466
Claims Opened or Reopened	2,054	2,139	2,114	2,190	1,933
Claims Closed	2,055	2,009	2,227	2,226	1,986
Continuing Active Claims	1,485	1,615	1,502	1,466	1,413
Claims Per Adjuster	393	403	310	308	283

The City recovered $142,000 for workers' compensation cases involving outside parties causing or contributing to injuries sustained by City employees. Most of this recovery came from third party insurance carriers for injuries associated with automobile accidents.

The City's two in-house vocational rehabilitation counselors provided job placement services to 239 disabled employees. This included employees needing temporary modified work during periods of medical recovery and those requiring permanent job reassignments because they could not return to their usual and customary work.

Table 4 summarizes the City's workers' compensation expenditures for the last five years. Total workers' compensation expenditures decreased $1,209,284 (7.7%) from the prior fiscal year, the first decrease in the last six fiscal years. Expenditures for indemnity increased 4% while temporary disability benefits decreased 4%. Medical expenditures decreased 19%.

TABLE 4
WORKERS' COMPENSATION DIRECT EXPENDITURES

FISCAL YEAR	2000-01	2001-02	2002-03	2003-04	2004-05
Temporary Disability	3,025,430	3,312,928	3,748,866	3,683,251	3,520,533
Indemnity	4,321,075	3,973,332	4,789,471	4,837,171	5,029,619
Medical	3,671,831	4,624,629	4,432,193	5,227,760	4,225,753
Claim Management	337,347	449,883	604,200	599,043	597,765
Special Fund Assessment	617,146	777,650	1,109,379	1,040,161	866,464
Medical Bill Audits	342,927	381,678	412,669	376,180	314,148
TOTAL	12,315,756	13,520,100	15,096,778	15,763,566	14,554,282

Table 5 shows City workers' compensation expenditure and injury statistics. There were 161 fewer claims filed for workers' compensation benefits than the prior fiscal year; 54 fewer lost time injuries and 2,965 fewer lost workdays. Table 6 summarizes expenditures and new claims filed by City agency or department.

TABLE 5
COMPARISON OF INJURY AND EXPENDITURE STATISTICS

FISCAL YEAR	WORKERS' COMPENSATION EXPENDITURES	PERCENT CHANGE	NUMBER OF NEW CLAIMS	LOST TIME INJURIES	PERCENT CHANGE	LOST WORK DAYS	PERCENT CHANGE
00-01	12,315,756		1,823	599		22,127	
		+09.8			-03.3		+0.5
01-02	13,520,100		1,693	579		22,256	
		+11.7			-11.1		-0.5
02-03	15,096,778		1,738	515		22,147	
		+04.4			-06.2		-01.6
03-04	15,763,566		1,713	483		21,803	
		-07.7			-11.2		-13.6
04-05	14,554,282		1,552	429		18,838	

TABLE 6
FISCAL YEAR 2004-05

DEPARTMENT/AGENCY	TOTAL COST ($)	NEW CLAIMS
Board of Water Supply	747,374	85
Budget and Fiscal Services	17,663	4
City Clerk	0	0
City Council & Council Services	70,668	3
Civil Defense	0	0
Community Services	28,172	8
Corporation Counsel	0	0
Customer Services	301,049	22
Design and Construction	9,396	6
Emergency Services – Administration	39,834	0
Emergency Services – EMS	463,394	72
Emergency Services – Ocean Safety	335,434	36
Enterprise Services – Excluding Golf	255,363	58
Enterprise Services – Golf Courses	53,677	7
Environmental Services – Administration	0	2
Environmental Services – Wastewater	631,547	75
Environmental Services – Refuse	777,106	81
Facility Maintenance – Administration	0	0
Facility Maintenance – Building & Electrical	112,016	14
Facility Maintenance – Road	1,062,601	84
Facility Maintenance – Automotive	186,048	29
Fire	1,304,335	249
Human Resources	10,278	2
Information Technology	54,203	2
Liquor Commission	42,252	2
Managing Director's Office	13,254	0
Mayor's Office	0	0
Medical Examiner	0	4
Parks and Recreation	1,278,373	116
Planning and Permitting	86,866	6
Police	5,310,057	572
Prosecuting Attorney's Office	90,356	4
Royal Hawaiian Band	62,924	3
Transportation Services	29,430	6
Special Fund Assessment	866,464	-
Medical Bill Audit and Payment Fees	314,148	-
TOTAL	14,554,282	1,552

LABOR RELATIONS AND TRAINING DIVISION

MAJOR FUNCTIONS

Coordinate contract administration within the City and with other jurisdictions; provide assistance to management on employee-employer relations, collective bargaining and training matters; participate in collective bargaining negotiations; represent the City as hearings officer in grievance meetings and serve as employer advocate in arbitration proceedings.

Plan, develop and implement personnel development and training programs to increase employee productivity; prepare employees to assume broader responsibilities and improve the efficiency, economy, and quality of public service provided by employees.

Labor Relations Activities

Negotiations were held with Bargaining Unit 1 (blue collar non-supervisory), Bargaining Unit 2 (blue collar supervisory), Bargaining Unit 3 (white collar non-supervisory), Bargaining Unit 4 (white collar supervisory), Bargaining Unit 10 (institutional, health and correction workers), Bargaining Unit 11 (fire), and Bargaining Unit 13 (professional and scientific) during the fiscal year. Bargaining Units 2, 3, 4, 11 and 13 reached two (2) year agreements through final and binding arbitration and Bargaining Unit 1 and 10 reached a two-year agreement through mutual agreement.

There were12 arbitration awards rendered during the fiscal year. Five awards favored the City and included cases involving discipline for workplace violence, the transfer of an employee, the untimely filing of a grievance, and harassment. Four grievances which resulted in modified action or penalty included a case involving promotion and cases involving misconduct. Three grievances were sustained in favor of the union and included a discharge for workplace violence (employee subsequently agreed to retire), promotion and discipline for failure to follow orders. Four grievances were awaiting an arbitrated decision at the end of the fiscal year.

Labor relations began the fiscal year with 257 grievances on-hand and received an additional 172 grievances during the fiscal year. A total of 123 grievances were resolved during the fiscal year. Grievances were resolved as follows: 16 through arbitration, 60 through settlements, 28 after rendering a formal response at the employer level, and 19 due to other or no action.

During the fiscal year, a new web-based electronic database was developed and implemented in-house to track contractual grievances and arbitrations. The new tracking system replaces an older database system that has been in use for over a decade and will include City departments and agencies beginning in the next fiscal year. The new system allows the City to track all grievance actions from inception to completion and has the capability to search and retrieve arbitration award decisions.

STEP 2 AND STEP 3 GRIEVANCES BY DEPARTMENT AND BARGAINING UNIT
JULY 1, 2004 TO JUNE 30, 2005

	BARGAINING UNITS								
DEPARTMENT	1	2	3	4	10	11	12	13	TOTAL
BOARD OF WATER SUPPLY	1		3	1				1	6
COMMUNITY SERVICES			2						2
CUSTOMER SERVICES			2						2
DESIGN AND CONSTRUCTION								1	1
EMERGENCY SERVICES					2				2
ENTERPRISE SERVICES	2		3						5
ENVIRONMENTAL SERVICES	23	2	1						26
FACILITY MAINTENANCE	23	1	1						25
HUMAN RESOURCES								1	1
HONOLULU POLICE DEPARTMENT			1				57		58
LIQUOR COMMISSION			1						1
MEDICAL EXAMINER				2					2
PARKS AND RECREATION	27	2						6	35
PLANNING AND PERMITTING								2	2
ROYAL HAWAIIAN BAND			1	3					4
TOTAL	76	5	15	6	2	0	57	11	172

BU 1 BLUE COLLAR NON-SUPERVISORY (UPW)
BU 2 BLUE COLLAR SUPERVISORY (HGEA)
BU 3 WHITE COLLAR NON-SUPERVIOSRY (HGEA)
BU 4 WHITE COLLAR SUPERVISORY (HGEA)
BU 10 INSTITUTIONAL, HEALTH & CORRECTION WORKERS (UPW)
BU 11 FIRE FIGHTERS (HFFA)
BU 12 POLICE OFFICERS (SHOPO)
BU 13 PROFESSIONAL & SCIENTIFIC (HGEA)

GRIEVANCES BY PRIMARY SUBJECT MATTER
(Grieved to Department of Human Resources Level)
JULY 1, 2004 TO JUNE 30, 2005

	BARGAINING UNIT								
SUBJECT MATTER	1	2	3	4	10	11	12	13	TOTAL
BARGAINING UNIT WORK	2								2
CLASSIFICATION			2						2
CONSULTATION	1			2			1		4
DEMOTION							1		1
DISCHARGE	12		2				4		18
DISCIPLINE	32	4	6	1			20	5	68
GRIEVANCE PROCEDURE							1		1
HARASSMENT				1					1
INVESTIGATION	1						7		8
JOB ASSIGNMENT	3								3
LEAVES			1						1
NEGOTIABILITY	5								5
OVERTIME	4			1			6		11
PARKING							1		1
PROMOTION	1				2		9		12
REASSIGNMENT								1	1
REEMPLOYMENT							1		1
REIMBURSEMENT							1		1
RESIGNATION	1								1
SAFETY AND HEALTH	1		1						2
SENIORITY							1		1
SICKNESS	7						1		8
SUBSIDIZED AUTOMOBILE							2		2
TEMPORARY ASSIGNMENT	3								3
TERMINATION	2							1	3
TRANSFER							1	3	4
MISCELLANEOUS	1	1	3	1				1	7
TOTAL	76	5	15	6	2	0	57	11	172

Training Activities

A total of 2,174 employees participated in training classes sponsored by the Training Branch for a total of 13,504 training hours. Training class subjects included:

- Complaint Investigation
- Ethics Training
- Financial Management
- First Aid/CPR
- Interview and Selection
- Labor Relations
- Office Professionalism
- Performance Evaluation
- Retirement Planning
- Sexual Harassment Prevention
- Supervision and Leadership
- Working Drug Free
- Workplace Violence Prevention

In addition to the classes above, Training Branch staff provided customized Customer Service training and Drug Testing training to various City departments.

The City's Apprenticeship Training Program, in partnership with the Honolulu Community College, was successful in adding a Fleet Mechanic trade program with three apprentices. The program continued to train employees in trade occupations of Line Electricians, Traffic Signal Electricians, and Pipefitters. As of June 2005, 46 apprentices were participating in various phases of the program.