

**DEPARTMENT OF HUMAN RESOURCES
KA 'OIHANA HO'OMOHALA LIMAHANA
CITY AND COUNTY OF HONOLULU**

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March 5, 2025

The Honorable Tyler Dos Santos-Tam, Chair
and Members
Committee on Budget
Honolulu City Council
530 South King Street, Room 202
Honolulu, Hawaii 96813

Dear Chair Dos Santos-Tam and Councilmembers:

SUBJECT: Budget Communication No. 2 – Item 10
Position Vacancies Report

Submitted for your review is a detailed report on position vacancies in the executive branch as required by Ordinance 23-31.

Overview and Executive Summary

As required, the Department of Human Resources (DHR) worked with the Department of Budget and Fiscal Services (BFS) and City departments by requesting and compiling the vacancy information required by the Ordinance. The information has been compiled into the comprehensive report submitted herein. The prescribed form is the Attachment C that each department completed, with specific sections detailing abolished positions in FY24, identifying steps taken to fill vacant positions and the challenges encountered, and describing the qualitative and quantitative impact of vacancies on delivery of services to the public.

Similar to our report from last year, the following data indicates a robust level of activity in both hiring new employees as well as making internal promotions and transfers (which often enables employees to move to higher level and better paying jobs in another department).

For the 12 month period ended January 31, 2025:

Number of New Civil Service Hires	872
Number of Internal Promotions (IDCE) and Inter Department Transfers	1,503
TOTAL Civil Service Hires plus Internal Promotions/Inter Department Transfers	2,375

These metrics represent a 7% increase in the monthly average hires for the current fiscal year-to-date compared to FY24, and a 43% increase compared to the monthly average hires of the four prior fiscal years.

While DHR defers to the departments to explain their respective operational and budget priorities in determining which vacancies to fill, we work closely to assist all departments (with particular focus on BWS, DCS, DFM, DPR, ENV, HPD, and DPP) in filling positions. A key aspect of our efforts is identifying and effectuating efficiencies in the City's requisition, recruitment, and hiring processes, where our mutual efforts have resulted in a reduction of the overall hiring timetable from 180 days in FY22 to 42 days today (excluding HESD, HPD, and HFD, which have extended hiring processes due to the nature of their positions). The highly competitive job market continues to be a daunting challenge for all employers, but the City's 824 new civil service hires in FY24 resulted in a net growth of 150 new employees, representing the second consecutive year of net positive increase in the City's workforce.

There are diverse challenges and operational impacts to the departments in the recruitment and vacancy counts. However, a few common themes emerge among many of the departments.

Most often cited *challenges to hiring* are:

- The competitive labor market, which has resulted in numerous challenges that include: (1) fewer candidates who meet the minimum requirements, particularly for the more specialized positions or positions requiring more experience; (2) quality of candidates overall is low, resulting in some recruitments for which no selection is made; (3) candidates may be selected but do not pass the pre-employment suitability/background check or the medical examination requirements.
- The general shortage of candidates in the labor market is reflected by the high number of applicants who decline interviews, are "no shows" for their interviews,

decline actual job offers, or accept job offers and are “no shows” for the first day of work.

- For certain critical and hard to fill positions, the City's compensation and benefits package does not attract enough qualified candidates due to competition created by the private sector and other government agencies.
- Attrition due to retirements and separations.

Most often cited *impacts of vacancies* to City operations are:

- Vacancies create a backlog in services, longer wait times and safety hazards to the public due to services that either are not timely or cannot be performed at all.
- Vacancies may require overtime and staff coverage of more than the normal workload, resulting in higher stress, burnout and high turnover rates.
- Services provided are not at the level of quality desired.
- Services become more costly due to overtime required.
- There is a negative impact to services provided internally for other City departments, which in turn negatively impacts those departmental operations.

If you have any questions regarding this report, please feel free to contact me at (808) 768-8500.

Sincerely,



Nola N. Miyasaki
Director

Attachment

APPROVED:



Michael D. Formby, Managing Director
Office of the Managing Director

DEPARTMENT: BUDGET & FISCAL SERVICES

ACTIVITY:

City and County of Honolulu

Report to City Council

(Ord. 23-31)

Part I. ABOLISHED POSITIONS (FY2024)

Instruction : For any vacant position that has been abolished, please identify the position information in the table below.

Also, provide information if any of the responsibilities of the abolished position has been transferred to what other position and where (Dept/Div/Unit) in the "Comments" column.

Fund	Classification Title	Position No.	Grade (eg. SR, BC)	Date of Vacancy	Amount Budgeted	Duties Transferred Y/N	Comments

Part II. Identify steps taken to fill the vacant positions and challenges encountered

a). Give examples of activities that were accomplished and were needed to drive the filling of vacancies, add detail and explanation as appropriate.

Example 1: Created new entry and training level classes to fill a pipeline for entry-level positions that may not otherwise qualify for the higher level positions.

Example 2: Promoted x employees internally to enable them to progress in careers, which created vacancies that also needed to be filled.

Example 3: We completed x number of Reorganizations to enable us to create the new positions that have been budgeted. (Explain the status of the creation and filling of new positions).

Example 4: We worked with DHR Classification and Pay to amend minimum qualifications (or position descriptions) to enable more people to qualify for positions given the level of salary.

b). What are the unique hiring challenges within your department?

Example 1: Our Wastewater Plant division requires specialized experience that can only be gained by working in the City's WW Treatment plant or a similar one either on another island or in another state. It is difficult to find external candidates to replace long time employees due to these highly specialized requirements.

Example 2: Many of our staff positions in the division are grant funded personal service contracts that will terminate at the end of the grant. Because applicants have expressed concern about the job security of these personal services contracts, we now offer XXXX positions to provide XYZ (explain in more detail).

Part II. Identify steps taken to fill the vacant positions and challenges encountered (Continued)

Response:

A) Examples of steps taken to fill vacant positions:

- 1) For FY 2025, through January 31, 2025, BFS has filled 42 positions, including 16 internal promotions and transfers to allow employees to progress their careers or gain additional experience which resulted additional vacancies that also needed to be filled.
- 2) The Chief of Treasury position (vacant from December 2019) and the Central Purchasing and Contract Administrator position (vacant from November 2023) were filled in January 2025. Recruitment incentives for these difficult and critical to fill positions were approved and offered to potential candidates.
- 3) The Accounting & Fiscal Services Division and the Purchasing Division have hired interns through the City's Po'okela program.
- 4) Several positions were reallocated to lower-level classes for recruitment and training purposes. These positions include various Accountant, Procurement & Specification Specialist, Abstracting Assistant, Tax Clerk, and Delinquent Tax Collections Assistant positions.
- 5) Job openings were posted on various college job boards and social media sites, including Handshake, LinkedIn, Indeed, etc.
- 6) BFS attended several career fairs throughout the year to attract new candidates.
- 7) BFS has participated in several Same-Day-Hiring events hosted by the Department of Human Resources to streamline the interview process and quickly hire qualified candidates.

B) Challenges encountered:

- 1) Fewer internal staff meet the minimum qualifying requirements (MQRs) of vacant higher level positions. For example, two Fiscal Officer II positions recently became vacant due to a retirement and promotion, and only one existing Accountant V meets the MQRs for the promotional opportunity. The Real Property Assessment Division has experienced a similar situation in filling vacant Real Property Appraiser VI positions (Section Supervisors).
- 2) Applicants have declined interviews and job offers due to the pay or the lack of available employee parking.
- 3) Due to the number of vacancies in certain Divisions, existing staff sometimes find it challenging to conduct interviews and reference checks in a timely manner as operational demands and statutory deadlines take priority.
- 4) For several positions across the board, many of the referred applicants do not respond to the interview invite, decline the opportunity to interview, or fail to show for the scheduled interview. As an example, 11 candidates were recently referred for an Accountant V position, of which only 3 interviewed. Also, for a Professional Trainee I recruitment that had the interview dates listed on the job announcement, 8 of the 22 candidates (or 36%) declined the interview or did not respond to the interview invitation.
- 5) Several candidates (11) that were hired did not complete the initial probationary period. These newly hired individuals were either terminated for substandard performance or resigned due to personal reasons, including other job opportunities.

Part III. Describe the qualitative and quantitative impact of vacancies on delivery of services to the public.

a). Give examples of ways services are impacted and why its important to keep trying to fill vacancies.

Example 1: Creates a backlog and a longer wait time for customers (explain in more detail if needed).

Example 2: Due to vacancies, providing Services become more costly because lack of adequate staff requires overtime pay in order to deliver timely services to the public. Sometimes the need for too much overtime causes staff to leave certain positions.

Example 3: We have concerns that staff shortages in XXX Division increase stress and create burnout for employees on a team that is already pressed to maintain a high level of services to the public.

Response:

Due to vacancies, providing services become more costly because of lack of adequate staff requires overtime pay in order to deliver timely services. Additionally, we have concerns that staff shortages in multiple divisions (Administration, Accounting & Fiscal Services Division, Purchasing Division, Budgetary Administration Division, Treasury Division, Real Property Assessment Division, Liquor Commission) increases stress and creates burnout for employees that are pressed to do more with less to meet statutory deadlines and to maintain a high level of services to the public and may cause staff to leave the department.

DEPARTMENT: BFS
ACTIVITY: Liquor Commission

City and County of Honolulu
Report to City Council
(Ord. 23-31)

Part I. ABOLISHED POSITIONS (FY2024)

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	No abolished positions						

Part II. Identify steps taken to fill the vacant positions and challenges encountered

a). Give examples of activities that were accomplished and were needed to drive the filling of vacancies, add detail and explanation as appropriate.

Example 1: Created new entry and training level classes to fill a pipeline for entry-level positions that may not otherwise qualify for the higher level positions.

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Example 4: We worked with DHR Classification and Pay to amend minimum qualifications (or position descriptions) to enable more people to qualify for positions given the level of salary.

b). What are the unique hiring challenges within your department?

Example 1: Our Wastewater Plant division requires specialized experience that can only be gained by working in the City's WW Treatment plant or a similar one either on another island or in another state. It is difficult to find external candidates to replace long time employees due to these highly specialized requirements.

Example 2: Many of our staff positions in the division are grant funded personal service contracts that will terminate at the end of the grant. Because applicants have expressed concern about the job security of these personal services contracts, we now offer XXXX positions to provide XYZ (explain in more detail).

Part II. Identify steps taken to fill the vacant positions and challenges encountered (Continued)

Response:

Effectuated a reorganization of the Field Services Branch that reallocated five (5) vacant Level 1 investigator positions to Level 3, thereby creating promotional opportunities for incumbent investigators. Previous limited promotional opportunities resulted in experienced investigators seeking external opportunities for pay increase.

Aggressively engaged in recruitment campaigns to fill twenty (20) positions that were vacant at start of FY25. Initiated a total of fifteen (15) recruitment requisitions on NEOGOV throughout the fiscal year to date. Participated in two (2) Career Fairs and two (2) Same Day Hire events. Although several existing employees resigned or transferred out during this time to pursue promotional opportunities, a total of ten (10) new hires were effectuated resulting in a net reduction in the number of vacancies to fifteen (15) positions as of 2/1/25. This, compared to twenty-one (21) vacancies a year ago (2/1/24).

The biggest challenge facing Liquor Commission is that many of its entry positions have minimum qualification requirements that can only be acquired through specialized experience. These include Liquor Control Investigator (Level 1), SR-16, which requires two years of previous investigative work experience, Liquor Control Auditor (Level 1), SR-20, a sub-journey professional position requiring two years of previous accounting and auditing experience, and Liquor Licensing Clerk, SR-12, a clerical position requiring one year of previous experience in liquor licensing or other regulatory activity. Furthermore, filling higher-level Liquor Control Investigator positions (Level 2 and Level 3) is contingent on having experience specific to the liquor control industry, thereby limiting this agency's ability to conduct "open" recruitment and seek candidates from the general job market.

We are currently formulating strategies to eliminate this organizational bottleneck, and brainstorming ideas to improve Liquor Commission's competitiveness in the job market.

Part III. Describe the qualitative and quantitative impact of vacancies on delivery of services to the public.

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Response:

Vacancies in Licensing Services Section has severely impacted this agency's ability to process, investigate, and ultimately approve applications for establishment liquor licenses. As a result, Liquor Commission currently has a backlog of 172 new and transfer liquor license applications pending investigation/approval, with some dating back to fiscal year 2022.

Vacancies in Enforcement Services Section impacts this agency's ability to effectively monitor liquor establishments and enforce liquor laws. With limited personnel, enforcement activities can only be conducted five days a week and only during evening hours. However, many liquor establishments stop serving liquor earlier in the evening and, consequently, investigators are unable to monitor for compliance with liquor laws. With increased staffing in the Enforcement Services Section, a daytime shift and continuous daily enforcement could be implemented.

Vacancies in Audit and Accounting Section impacts this agency's ability to monitor financial reporting of its licensees, examine gross liquor sales activity, accurately develop liquor sales reports, and ensure collection of required additional license fees. Currently, only two (of four) Liquor Control Auditor positions are filled.

DEPARTMENT: Community Services**ACTIVITY:****City and County of Honolulu**

Report to City Council

(Ord. 23-31)

Part I. ABOLISHED POSITIONS (FY2024)**Instruction :** For any vacant position that has been abolished, please identify the position information in the table below.

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NA							

Part II. Identify steps taken to fill the vacant positions and challenges encountered*a). Give examples of activities that were accomplished and were needed to drive the filling of vacancies, add detail and explanation as appropriate.*

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Example 2: Many of our staff positions in the division are grant funded personal service contracts that will terminate at the end of the grant. Because applicants have expressed concern about the job security of these personal services contracts, we now offer XXXX positions to provide XYZ (explain in more detail).

Part II. Identify steps taken to fill the vacant positions and challenges encountered (Continued)

Response:

a)

1. Positions to be abolished in FY26

EAD will abolish two vacant part-time LTA positions (HR425T and HR431T) after reorganization is approved.

2. Positions to be deactivated in FY26

DCS will deactivate a total of 51 vacant positions in FY26. In November 2024, DCS submitted a memo to the BFS Director to request deactivation of 29 positions in FY26, and will request to deactivate 22 more vacancies in FY26 after reorganizations of EAD and WorkHawaii are approved.

3. Vacancies to be filled after the reorganizations of EAD and WorkHawaii

EAD:

- 1/10/25 Union response letter received. No questions or concerns.
- 1/14/25 Official hard copies of completed reorg proposal submitted to BFS/MD for final approval.
- Once the reorg is approved, EAD will be able to fill 29 permanent/LTA positions if sufficient work space and funding are available.

WorkHawaii:

- 1/6/25 Official union consultation letter and reorg packet submitted to Union.
- 1/8/25 Union received the reorg packet and requested for an extension to respond by 2/3/25.
- 2/5/25 Still waiting for union response.
- Once the reorg is approved, WH will be able to fill 36 permanent/LTA positions if funding is available.

4. Vacancies to be filled in FY25

CAD: Participated in Same Day Hire events and Career Fairs to fill multiple Office Assistant positions; Requested for RAM/HAM for Housing Services Administrator position (pending DHR approval);

CBDD: Will promote employees internally to enable them to progress in careers, which may create vacancies that also needed to be filled. Experienced contract employees are also given opportunity for permanent positions.

b) Hiring challenges

1. With the lack of current work space at Kapalama Hale, DCS is working with DLM and other departments on relocating its operation to the Central Pacific Bank (CPB) building located at 222 N School St. The current lack of work space impacts the hiring progress for EAD and CBDD.

2. Both EAD and WH have been advised to defer filling any vacancies until their reorgs are approved by BFS/MD. Re-org approval process is currently underway.

3. 58% of DCS's total vacancies (as of February 1, 2025) are LTA positions due to most of these positions funded by federal/state funds. Per DHR Labor Relations, LTAs are NOT civil service positions. LTAs are non-regular, similar to initial probation. These positions may be subject to funding availability.

Part III. Describe the qualitative and quantitative impact of vacancies on delivery of services to the public.

a). Give examples of ways services are impacted and why its important to keep trying to fill vacancies.

Example 1: Creates a backlog and a longer wait time for customers (explain in more detail if needed).

Example 2: Due to vacancies, providing Services become more costly because lack of adequate staff requires overtime pay in order to deliver timely services to the public. Sometimes the need for too much overtime causes staff to leave certain positions.

Example 3: We have concerns that staff shortages in XXX Division increase stress and create burnout for employees on a team that is already pressed to maintain a high level of services to the public.

Response:

WorkHawaii -

Examples of Service Impacts:

1. Delayed Client Support:

Reduced staff leads to longer processing times for program enrollments, delaying access to job training, employment assistance, and housing support.

2. Limited Outreach:

Fewer outreach events, such as job fairs and community workshops, reduce visibility and access to services for under-served populations like the homeless and veterans.

3. Housing Assistance Backlogs:

Vacancies slow the processing of housing applications, delaying placements for families in critical need.

4. Increased Staff Burnout:

Existing staff must handle larger workloads, leading to burnout, reduced morale, and potential turnover.

Why It's Critical to Fill Vacancies:

1. Service Continuity:

More staff ensures timely, efficient support, reducing delays for individuals and families in need.

2. Improved Program Outcomes:

Filling vacancies enhances job placement rates, training completions, and housing placements, benefiting participants and communities.

3. Stronger Community Impact:

A fully staffed team can reach more under-served individuals, providing critical services that improve lives.

4. Better Staff Morale:

Balanced workloads improve morale, retention, and overall productivity, ensuring high-quality service delivery.

CBDD - Not being able to fill the much needed positions does create a backlog and thus the need to focus more on the high prioritized projects. This would then cause delays in services, responses, and/or actions needed on some projects. As more properties are acquired or rehabilitated by the City for Special Needs Housing initiatives the list of properties to manage and operate grows. If positions are not filled then the tasks will also increase.

CAD - In order to fill critical roles, some employees are on temporary assignment, and having to divide time between their regular duties and additional tasks. This can result in a delay in service delivery. The division has authorized overtime for employees in order to ensure that rental payments are processed in a timely manner, while new staff is recruited and trained. Due to vacancies in multiple clerical positions, employees have to work at the front reception desks at two locations (downtown and Kapolei) and mail delivery between our two locations is heavily impacted by employee absences.

EAD - The division is going through a massive reorganization and currently in the final stages of their re-org pending MD's approval. EAD's strategy is to utilize Personal services contracts to maintain operations and services to the community and the vulnerable people of Oahu. Morale has been hard to maintain as the workload to overwhelming at times due to the shortage in staff. No adverse affects of the shortage regarding services to the community.

DEPARTMENT: Corporation Counsel
ACTIVITY: Legal Services

City and County of Honolulu
Report to City Council
(Ord. 23-31)

Part I. ABOLISHED POSITIONS (FY2024)

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110	Messenger	CC02A	SR06	12/31/2024	n/a	Y	part-time Messenger position CC176 has been converted to full time; vacant part-time Messenger position CC02A will be abolished

Part II. Identify steps taken to fill the vacant positions and challenges encountered

a). Give examples of activities that were accomplished and were needed to drive the filling of vacancies, add detail and explanation as appropriate.

- Example 1: Created new entry and training level classes to fill a pipeline for entry-level positions that may not otherwise qualify for the higher level positions.
- Example 2: Promoted x employees internally to enable them to progress in careers, which created vacancies that also needed to be filled.
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- Example 4: We worked with DHR Classification and Pay to amend minimum qualifications (or position descriptions) to enable more people to qualify for positions given the level of salary.

b). What are the unique hiring challenges within your department?

- Example 1: Our Wastewater Plant division requires specialized experience that can only be gained by working in the City's WW Treatment plant or a similar one either on another island or in another state. It is difficult to find external candidates to replace long time employees due to these highly specialized requirements.
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Part II. Identify steps taken to fill the vacant positions and challenges encountered (Continued)

Response:

Please note that the majority of COR's listed vacancies have occurred in 2024. COR makes every effort to timely recruit and fill our vacancies, including participating in a recent job fair and working with DHR Classification and Pay to revise minimum qualifications and position descriptions to enable more people to qualify for positions given the level of salary. COR has also promoted employees internally when appropriate to enable them to progress in their careers, which then created vacancies that also needed to be filled.

A unique challenge for COR has been the retention of our Deputies given budgeted salary limitations. In recent months, a number of Deputy have resigned for higher paying salaries in other governmental agencies or the private sector.

Part III. Describe the qualitative and quantitative impact of vacancies on delivery of services to the public.

a). Give examples of ways services are impacted and why its important to keep trying to fill vacancies.

Example 1: Creates a backlog and a longer wait time for customers (explain in more detail if needed).

Example 2: Due to vacancies, providing Services become more costly because lack of adequate staff requires overtime pay in order to deliver timely services to the public. Sometimes the need for too much overtime causes staff to leave certain positions.

Example 3: We have concerns that staff shortages in XXX Division increase stress and create burnout for employees on a team that is already pressed to maintain a high level of services to the public.

Response:

Vacancies within COR's support staff have resulted in the need for more overtime and temporary assignment pay to address workload requirements and to meet court ordered deadlines.

COR's Deputy vacancies increase the workload for the current attorneys and put significant strain on effectively defending lawsuits, meeting court deadlines, and providing legal advice to the City departments and agencies.

In general, staff and Deputy shortages affect workload and morale, which in turn negatively affects retention and recruitment.

DEPARTMENT: COR - Ethics Commission

ACTIVITY:

City and County of Honolulu

Report to City Council

(Ord. 23-31)

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Part II. Identify steps taken to fill the vacant positions and challenges encountered (Continued)

Response:

Ethics has been fortunate to be fully staffed with little turnover. On the few occasions where positions have been vacated, we have been able to fill relatively quickly. ETH has found success in posting via Indeed, the Ethics webpage, and coordinating with DHR to have our job postings linked to their site/account. A couple of challenges encountered were a relatively small applicant pool, and a seemingly rare suitability clearance turnaround that took longer than a week.

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Example 3: We have concerns that staff shortages in XXX Division increase stress and create burnout for employees on a team that is already pressed to maintain a high level of services to the public.

Response:

Vacancies, though relatively short, have increased the workload on staff, and caused delays in work deadlines and processing.

DEPARTMENT: Customer Services**ACTIVITY:****City and County of Honolulu**

Report to City Council

(Ord. 23-31)

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Part II. Identify steps taken to fill the vacant positions and challenges encountered (Continued)

Response:

Examples of recruitment accomplishments:

1. CSD continues to participate in the Same Day Hiring (SDH) recruitment program designed to streamline the hiring process by conducting interviews and making hiring decisions on the same-day. The SDH team manages the recruitment, examinations, scheduling and confirmations. This approach emphasizes efficiency and transparency for our department and candidates. This program gives us the opportunity to initiate reference checks, make conditional offers, and select alternates by the end of an event. CSD is utilizing this program for entry-level positions only. We have been able to quickly hire many new employees using this program.
2. CSD continues to utilize Neogov self-scheduling and notifications for higher positions, which dramatically reduced the amount of time needed to schedule interviews. An email is sent to all applicants that advises them to log into Neogov and self-schedule interviews. A savings of approximately 50% of staff time has been generated by using this online tool. Staff no longer needs to contact applicants through email or via phone, field responses, and manage the interview schedule. Neogov does this for them once they set up the parameters and utilize the templates. Neogov is also used to send out non-select notifications after a selection has been made. All division hiring managers have been trained by CSD ASO office staff to utilize self-scheduling, and appreciate the amount of time it saves.
3. From 7/1/24 through 2/1/25, CSD participated in two Career Expo's at Blaisdell Center and one Waianae Job Fair to promote our current vacancies and answers questions to many job seekers who wanted to learn more about our jobs resulted in the immediate hiring of contract workers that filled some of our entry-level positions.
4. From 7/1/24 through 2/1/25, promoted 15.0 employees internally to provide a career path for growth within the department, however subsequent vacancies resulted from the promotions, causing a domino effect.
5. From 7/1/24 through 2/1/25, hired 27.0 new employees from outside the City.
6. What offset CSD's progress was that during this same time period, 45.0 employees separated due to retirement, resignation or termination.
7. CSD continues to utilize an exit interview process where the ASO staff asks employees who are resigning if they are willing to share the reasons for leaving the department. This information is summarized and transmitted to division leadership to enable them to work on retention strategies to create work environments where employees want to remain at CSD.
8. Challenges to filling front line positions are perception of the customer service role and skills needed to perform the job. The customer service role requires someone to interact with the public all day, keep a friendly and composed demeanor, and process high volume and complex transactions. Employees need specialized training that can be gained by working at a CSD front line position. Retaining these employees becomes a challenge when other industry customer service jobs are less stressful and higher paid.
9. The 4/10 alternate work schedule program recognizes that employees have different work/life balance priorities and working 10 hours a day, 4 days a week enables them to have an additional day off per week. Since its inception, 3.0 employees continue to work a 4/10 schedule.
10. CSD continues to approve requests for flex time. Allowing schedules outside of the standard working hours further support employee work/life balance, and enabling them to avoid peak traffic times, drop off or pick up their children, as well as allow them time to attend after school activities for their kids.
11. CSD continues to work with DHR to establish new classes of work that more accurately reflect the types of positions needed in the department. To date we have created a new Customer Service Representative I, SR-10, BU03, class, for entry level positions. This class specifies that the positions will perform customer service duties and requires some experience in customer service or public contact work. The other new class that was established was a SCH Regional Manager, SR-24, BU04. This class was the basis for a reorganization where seasoned managers mentor other less experienced SCH supervisors to improve consistency in operations and increase service to the public. Since the Regional Managers also manage one of the SCH locations, this additional responsibility is recognized in the new classification. It also provides a career path for SCH supervisors, many of whom began working at a SCH as an entry level clerk, and worked their way up over many years. This approach is now being used for two additional reorganizations, one for the driver licensing branch, and the other for the public communications division.

Part III. Describe the qualitative and quantitative impact of vacancies on delivery of services to the public.

a). Give examples of ways services are impacted and why its important to keep trying to fill vacancies.

Example 1: Creates a backlog and a longer wait time for customers (explain in more detail if needed).

Example 2: Due to vacancies, providing Services become more costly because lack of adequate staff requires overtime pay in order to deliver timely services to the public. Sometimes the need for too much overtime causes staff to leave certain positions.

Example 3: We have concerns that staff shortages in XXX Division increase stress and create burnout for employees on a team that is already pressed to maintain a high level of services to the public.

Response:

CSD has been and remains deeply committed to addressing vacancies and filling positions and will fill as many positions as possible, as efficiently as possible. The Administration has set a recruitment process stage 3 goal, where departments interview, select, and on board new employees within 35 days. In FY23, CSD filled 33 positions and its average stage 3 duration was 30.42 days, which ranked it third among all city departments. In FY24, CSD has reduced this average to 28.75 days. To date in FY25, CSD has averaged 28 days from interview to selection, and has consistently performed below the city wide average of 51 days.

Given that the vast majority of our positions provide direct services to the public, maintaining full staffing is critical to ensuring delivery of services. We have consistently been able to offer appointments in less than a month at all locations and also offer next day appointments based on staffing levels. Saturday service at certain DL locations is offered for driver license and road test service. Saturday service has increased convenience to the public and reduced the need for people to take off from work. Stand by service is important to our operations because we offset an average 15-20% no show rate for appointments, and maximize service public.

We are experiencing a backlog of services and longer wait times due to the short staffing levels caused by ongoing vacancies. In addition, the demand for services is straining our ability to meet expectations. As a result, overtime (OT) is authorized to prevent the department from falling behind in providing satisfactory public service. While not all staff is willing to take on overtime, we ensure that it is used judiciously to minimize burnout and turnover. This practice helps to reduce the number of public complaints and also maintain the quality of service. We continue to focus on reducing vacancies and ensuring that the health and well-being of our staff is supported, as their contributions are essential in addressing the public's needs.

DEPARTMENT: DESIGN AND CONSTRUCTION**ACTIVITY:****City and County of Honolulu**

Report to City Council

(Ord. 23-31)

Part I. ABOLISHED POSITIONS (FY2024)**Instruction :** For any vacant position that has been abolished, please identify the position information in the table below.

Also, provide information if any of the responsibilities of the abolished position has been transferred to what other position and where (Dept/Div/Unit) in the "Comments" column.

Fund	Classification Title	Position No.	Grade (eg. SR, BC)	Date of Vacancy	Amount Budgeted	Duties Transferred Y/N	Comments
	N/A						

Part II. Identify steps taken to fill the vacant positions and challenges encountered*a). Give examples of activities that were accomplished and were needed to drive the filling of vacancies, add detail and explanation as appropriate.*

Example 1: Created new entry and training level classes to fill a pipeline for entry-level positions that may not otherwise qualify for the higher level positions.

Example 2: Promoted x employees internally to enable them to progress in careers, which created vacancies that also needed to be filled.

Example 3: We completed x number of Reorganizations to enable us to create the new positions that have been budgeted. (Explain the status of the creation and filling of new positions).

Example 4: We worked with DHR Classification and Pay to amend minimum qualifications (or position descriptions) to enable more people to qualify for positions given the level of salary.

b). What are the unique hiring challenges within your department?

Example 1: Our Wastewater Plant division requires specialized experience that can only be gained by working in the City's WW Treatment plant or a similar one either on another island or in another state. It is difficult to find external candidates to replace long time employees due to these highly specialized requirements.

Example 2: Many of our staff positions in the division are grant funded personal service contracts that will terminate at the end of the grant. Because applicants have expressed concern about the job security of these personal services contracts, we now offer XXXX positions to provide XYZ (explain in more detail).

Part II. Identify steps taken to fill the vacant positions and challenges encountered (Continued)

Response:

Challenges encountered:

In the recent years, there has been a limited number of qualified candidate for licensed positions mostly due to noncompetitive salaries, and benefits package that is no longer compelling to entice professionals to switch to City employment. It is important to note that there has been a decline of graduates from UH Manoa School of Engineering and the School of Architecture creating a smaller pool of local candidates. Due to a lack of external candidates for higher level positions, we have had to hire at the entry levels and focus on developing employees over time to reach the higher levels. Because we have had to rely on promoting internally, there is the 6-month lag to fill vacated positions due to return rights. Other factors like the number of telework days allowed and parking availability have also affected our ability to hire.

Steps taken to fill the vacant positions:

1. DDC attends various job fairs to promote positions, such as the University of Hawaii job fairs to promote opportunities for graduates and to advertise our internship program; quarterly City career fairs held at the Blaisdell Hall; Engineering Open House specifically tailored for Engineering Class positions, various High School career fairs and other.
2. We promote our vacancies on DDC website and social media. Land Division also advertises their vacancies in the Hawaii Land Surveyors Association Newsletter that targets specific areas for positions in surveying and right-of-way agents.
3. Civil Division downgraded Civil Engineer V positions to Civil Engineer II and III and filling them at the lower level with the expectation that incumbents will progress to the licensed level
4. Mechanical/Electrical Division downgraded Mechanical Engineer V to I, recruited a recent college graduate and assigned Mechanical Engineer VI as a mentor to help the incumbent progress to the licensed level.
5. Whenever fiscally feasible, we advertise Engineering class positions with above the minimum pay rate.
6. DDC promotes employees within the department to the higher level and backfill with the entry-level positions
7. We've placed hard-to-fill vacancies on continuous recruitment
8. Civil Division is working on proposed reorganization to enable them fill positions

Part III. Describe the qualitative and quantitative impact of vacancies on delivery of services to the public.

a). Give examples of ways services are impacted and why its important to keep trying to fill vacancies.

Example 1: Creates a backlog and a longer wait time for customers (explain in more detail if needed).

Example 2: Due to vacancies, providing Services become more costly because lack of adequate staff requires overtime pay in order to deliver timely services to the public. Sometimes the need for too much overtime causes staff to leave certain positions.

Example 3: We have concerns that staff shortages in XXX Division increase stress and create burnout for employees on a team that is already pressed to maintain a high level of services to the public.

Response:

DDC staff vacancies negatively impact the following:

1. Efficiency, quantity and quality of City CIP projects
2. Services provided to the public
3. Services provided to other City departments and external departments/agencies
4. Staff morale, work quality and long-term retention of staff in order to maintain succession planning, staff training and job knowledge

Vacancies can quickly cause a significant increase in work load and stress levels. This leads to employee burnout, and unintended reduction in work quality, increased use of sick and vacation leave, employee leaving the department of City, and ultimately leading to additional vacancies

Due to lack of staff positions and the equipment needed to execute the City's CIP, DDC hires a large number of private industry design consultants and contractors to assist with projects. This includes significant amounts of time dedicated by DDC staff to manage and train consultants and contractors on the documents, plans, permits and allowable construction activities necessary to complete projects. The current number of staff vacancies have required DDC to hire additional private industry consultants to perform as staff, and construction management consultants to help manage the consultants and contractors already retained. However, existing DDC staff are also needed to manage and train these additional consultants and construction managers. Unfortunately, the increased need to hire more and more consultants and contractors has become progressively expensive and is significantly more than the cost of a permanent City employee that does not need to be retrained every year.

DEPARTMENT: Emergency Management
ACTIVITY: Emergency Mgmt Coordination

City and County of Honolulu
Report to City Council
(Ord. 23-31)

Part I. ABOLISHED POSITIONS (FY2024)

Instruction : For any vacant position that has been abolished, please identify the position information in the table below.
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Fund	Classification Title	Position No.	Grade (eg. SR, BC)	Date of Vacancy	Amount Budgeted	Duties Transferred Y/N	Comments
	None						

Part II. Identify steps taken to fill the vacant positions and challenges encountered

a). Give examples of activities that were accomplished and were needed to drive the filling of vacancies, add detail and explanation as appropriate.

Example 1: Created new entry and training level classes to fill a pipeline for entry-level positions that may not otherwise qualify for the higher level positions.

Example 2: Promoted x employees internally to enable them to progress in careers, which created vacancies that also needed to be filled.

Example 3: We completed x number of Reorganizations to enable us to create the new positions that have been budgeted. (Explain the status of the creation and filling of new positions).

Example 4: We worked with DHR Classification and Pay to amend minimum qualifications (or position descriptions) to enable more people to qualify for positions given the level of salary.

b). What are the unique hiring challenges within your department?

Example 1: Our Wastewater Plant division requires specialized experience that can only be gained by working in the City's WW Treatment plant or a similar one either on another island or in another state. It is difficult to find external candidates to replace long time employees due to these highly specialized requirements.

Example 2: Many of our staff positions in the division are grant funded personal service contracts that will terminate at the end of the grant. Because applicants have expressed concern about the job security of these personal services contracts, we now offer XXXX positions to provide XYZ (explain in more detail).

Part II. Identify steps taken to fill the vacant positions and challenges encountered (Continued)

Response:

DEM utilizes DHR's RAM-HAM pilot delegation of authority when recruiting our vacancies. However, due to the department's small budget there isn't too much wiggle room to attract well-qualified applicants for our specialized Emergency Management positions, especially at the executive level. If one vacancy is filled with a well-qualified candidate, we don't have the budget to sustain filling another vacancy to compensate a well-qualified candidate appropriately to attract them to our office.

Another challenge that we encounter are the compensation level for these positions. The comparable positions at the Federal and State level have much higher compensation and with all the recent disasters at the national and state level they are filling their positions while we struggle to fill ours locally.

Part III. Describe the qualitative and quantitative impact of vacancies on delivery of services to the public.

a). Give examples of ways services are impacted and why its important to keep trying to fill vacancies.

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Example 3: We have concerns that staff shortages in XXX Division increase stress and create burnout for employees on a team that is already pressed to maintain a high level of services to the public.

Response:

Having a vacancy in the Director of Emergency Management position creates a huge operational deficiency, especially in times of a disaster as this position is critical to the City performing core emergency management functions required by law. Not filling this position would jeopardize public safety and degrade City readiness to prepare for and respond to disasters. Should the Emergency Operations Center encounter and extended 24/7 activation, then operations would be severely hampered with this vacancy.

DEPARTMENT: HESD
ACTIVITY: ALL

City and County of Honolulu
Report to City Council
(Ord. 23-31)

Part I. ABOLISHED POSITIONS (FY2024)

Instruction : For any vacant position that has been abolished, please identify the position information in the table below.
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Fund	Classification Title	Position No.	Grade (eg. SR, BC)	Date of Vacancy	Amount Budgeted	Duties Transferred Y/N	Comments
							no abolished positions

Part II. Identify steps taken to fill the vacant positions and challenges encountered

a). Give examples of activities that were accomplished and were needed to drive the filling of vacancies, add detail and explanation as appropriate.

Example 1: Created new entry and training level classes to fill a pipeline for entry-level positions that may not otherwise qualify for the higher level positions.

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Part II. Identify steps taken to fill the vacant positions and challenges encountered (Continued)

Response:

ADMINISTRATION DIVISION

1. Exhaust existing lists for current vacancies
2. Request new list of names & interview

****Challenges:**

1. Constant "no shows" from applicants from the open recruitments. We could receive a list for one position, about 40 names referred overall, and we're lucky if we can schedule 10 interviews, but less than half will show up for the interview; applicants decline the interview (or job) or are "no shows." The quality of candidates are not meeting the expectations of the department.
2. Waiting for assistance from DHR to address the pay schedule for the Physician position so that it may mirror what is already in place at the State DHRD.

HEALTH SERVICES BRANCH

The branch has been fully staffed since 03/18/2024

EMERGENCY MEDICAL SERVICES DIVISION

1. Exhaust existing lists for current vacancies
2. Request new list of names & interview
3. Promoted employees from within (EMSS, MECS III)
4. EMT I, II, III Class Specs are close to finalization to account for dispatch positions at the EMT I & II level. This will help address the challenges in filling the positions in Support Services Section/Dispatch
5. Current EMT I recruitment on schedule; maintain good working relationship with DHR to keep the recruitment and exams on schedule to have a recruit class ready every July

****Challenges:**

1. Constant "no shows" from applicants from the open recruitments.
2. Promoting internally for supervisory positions that are on a in the office schedule ("flat 40") is a challenge due to the loss of premium pay when compared to working in the field.

Part III. Describe the qualitative and quantitative impact of vacancies on delivery of services to the public.

a). Give examples of ways services are impacted and why its important to keep trying to fill vacancies.

Example 1: Creates a backlog and a longer wait time for customers (explain in more detail if needed).

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Example 3: We have concerns that staff shortages in XXX Division increase stress and create burnout for employees on a team that is already pressed to maintain a high level of services to the public.

Response:

ADMINISTRATION DIVISION

Being short-staffed creates a backlog of operations for management in the Admin Division, which effects their ability to support the divisions and branches with their needs (hiring, budget, investigations, grievances, all personnel issues, etc.). All tasks fall upon existing staff which can create stress, moral issues, and health concerns.

EMERGENCY MEDICAL SERVICES DIVISION

The impact of vacancies on the delivery of services to the public is correlated.

Being short-staffed administratively slows the ability to manage the division effectively. This is ultimately reflected downstream with the support, training, and field personnel regarding addressing their concerns and creating a positive, productive work environment. That said, we have very motivated and high-performing individuals who have stepped up to take on the increased responsibility.

Being short-staffed in support services, training, and field positions dramatically increases the workload of the current staff and is not conducive to the work environment. Low morale, poor attitude, increased stress, and exhaustion directly impact delivery services to the public. Services become more costly because the lack of adequate staff requires overtime pay to deliver timely services to the public, leading to burnout, increased complaints, poor performance, and, ultimately, personnel leaving their positions.

DEPARTMENT: ENTERPRISE SERVICES**ACTIVITY:****City and County of Honolulu**

Report to City Council

(Ord. 23-31)

Part I. ABOLISHED POSITIONS (FY2024)**Instruction :** For any vacant position that has been abolished, please identify the position information in the table below.

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Fund	Classification Title	Position No.	Grade (eg. SR, BC)	Date of Vacancy	Amount Budgeted	Duties Transferred Y/N	Comments

Part II. Identify steps taken to fill the vacant positions and challenges encountered*a). Give examples of activities that were accomplished and were needed to drive the filling of vacancies, add detail and explanation as appropriate.*

Example 1: Created new entry and training level classes to fill a pipeline for entry-level positions that may not otherwise qualify for the higher level positions.

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Example 4: We worked with DHR Classification and Pay to amend minimum qualifications (or position descriptions) to enable more people to qualify for positions given the level of salary.

b). What are the unique hiring challenges within your department?

Example 1: Our Wastewater Plant division requires specialized experience that can only be gained by working in the City's WW Treatment plant or a similar one either on another island or in another state. It is difficult to find external candidates to replace long time employees due to these highly specialized requirements.

Example 2: Many of our staff positions in the division are grant funded personal service contracts that will terminate at the end of the grant. Because applicants have expressed concern about the job security of these personal services contracts, we now offer XXXX positions to provide XYZ (explain in more detail).

Part II. Identify steps taken to fill the vacant positions and challenges encountered (Continued)

Response:

DES filled 44 positions in FY2024, which included three promotions to support employee career goals.

In FY2025, we filled 40 positions to date. These fills also included two promotions supporting career growth.

We assess our vacancies and review/revise position descriptions to ensure our current needs are addressed to effectively hire the best candidate.

By setting strict timeline goals, we streamlined our internal hiring/interview procedure. This resulted in a 10-day reduction in our hiring timeline--from receiving our list to making a job offer. This helped us to offer prospective candidates positions more expediently and before they were able to accept positions elsewhere.

We implement NEOGOV self-scheduling and email notifications, which also helps reduce our hiring timeline and gain efficiencies by decreasing/eliminating time spent calling candidates to schedule interviews. For each vacancy, divisions designate alternate candidates, when feasible, to ensure an immediate backup candidate when needed.

We partner with DHR to find the best recruitment solutions and use their Same Day Hiring team. We also attend career fairs to promote current and future vacancies.

We continue to use the practice of reallocating positions down for recruitment purposes, then reallocating them up when the employee meets the next MQR level. For example, Golf Courses reallocate Customer Service Representative III (CSR) positions down to CSR II for recruitment purposes and reallocate them up when they qualify.

Challenges:

Attrition offsets our progress in filling positions. In FY2024, we saw 47 employees separate due to retirements, resignations, and transfers to other departments. From July 1, 2024 to date, we had a total of 12 separations.

One of the biggest challenges is finding qualified candidates to fill positions in Auditoriums, Golf Courses and Honolulu Zoo which require specialized experience or certifications. As an example, our Golf division has a Golf Course Maintenance Supervisor position which requires specialized experience that can only be gained by working on a golf course and understanding turf grass management and equipment. At the Zoo, we have veterinarian positions which require a DVM and experience working in a zoo treating mammals, reptiles and birds. For Auditoriums, we have a Booking Representatives position which requires knowledge in booking large venues.

We also see more candidates declining our job offers after initially accepting the position.

Part III. Describe the qualitative and quantitative impact of vacancies on delivery of services to the public.

a). Give examples of ways services are impacted and why its important to keep trying to fill vacancies.

Example 1: Creates a backlog and a longer wait time for customers (explain in more detail if needed).

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Example 3: We have concerns that staff shortages in XXX Division increase stress and create burnout for employees on a team that is already pressed to maintain a high level of services to the public.

Response:

Vacancies affect our ability to provide the highest levels of customer service to our patrons.

Overtime is offered to cover shortages. Duties are redistributed which increase stress levels and affect job performance.

Golf Division: Lack of adequate staff requires overtime pay in order to provide daily golfing services to the public. Our golf courses must have the proper staffing to check-in golfers, collect payment, direct golfers to the tee, issue out/collect golf cart rentals and provide usage of public restrooms and facilities. Our golf courses must also have daily maintenance staff available to provide course setup and maintenance mowing tasks to ensure customer satisfaction. Any vacancies within our division will impact our ability to provide quality customer services, which will impact our revenues and attendance numbers.

Honolulu Zoo: Proper staffing helps to maintain high standards of safety and animal welfare. The United States Department of Agriculture (USDA) enforces the Animal Welfare Act, which requires the Zoo to maintain facility maintenance and animal care standards. Association of Zoos and Aquariums (AZA) also requires proper staffing to maintain accreditation. In the past year, the Keiki Zoo was forced to close on certain days due to staffing shortages. We are seeing signs of burnout and lower morale, which may lead to more employee retirements/resignations/transfers.

DEPARTMENT: Environmental Services
ACTIVITY:

City and County of Honolulu
Report to City Council
(Ord. 23-31)

Part I. ABOLISHED POSITIONS (FY2024)

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Part II. Identify steps taken to fill the vacant positions and challenges encountered

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Part II. Identify steps taken to fill the vacant positions and challenges encountered (Continued)

Response:

In fiscal year 2024 the Department of Environmental Services (ENV) vacancy rate averaged between 30 - 35%. As of February 2025, ENV's vacancy rate is below 30% and we aim to reduce the vacancy rate another 5% by June 30, 2025.

We continue to utilize our internal tracking software, Smartsheet, implemented in 2023, to provide data and information for the divisions and department to assist with recruitment efforts. The tracking system provides information in real-time to ENV HR staff and features a dashboard with key hiring indicators including but not limited to vacancy date, the vacancy duration, the reason for the vacancy (ex, retirement, etc.), the Request to Fill number and the date it was initiated and closed, the status of a selection (ex, medical, pending an start of business date) etc.), requisition numbers, the date a requisition/list is referred, and track the number of days till selection. We recently interfaced Smartsheet with the Eform system to automatically update the status of an Eform in Smartsheet. The software continues to be a valuable resource and supports our recruitment efforts.

ENV categorizes all vacant positions by skill level and qualification allowing us to easily identify vacancy rates and where to focus our efforts to recruit and retain. The categories are as follows: Entry-Level (no experience), Special Work Qualifications (requires specialized experience, education, or certification), Office/Clerical, Trade Specific (ex, Painter, Carpenter), Working Supervisor (blue-collar), Supervisor (white-collar), Professional (requires a degree), Specialized Driving License (CDL), Wastewater Operators, Inspectors, and Engineering. As of February 2025, the average number of vacancies in each category is as follows: Entry-Level, 8-10%; Special Work Qualifications, 7 - 9%; Office/Clerical, 2 - 3%; Trade Specific, 6 - 8%; Working Supervisor, 2 - 5%; Supervisor, 13 - 15%, Professional, 5 - 7%; Specialized Driving License, 18 - 25%; Wastewater Operators, 15 - 20%; Inspectors, >1%; and Engineering, 15 - 25%. Engineering, Specialized Driving License, and Supervisors are the areas with the most challenges due to various factors.

Recruiting licensed engineers continues to be a challenge even with the engineering salary increases. Yet, there has been some success with recruiting non-licensed engineers and promoting and training them within their respective divisions. ENV is also working on several fronts to recruit engineers. This includes a partnership with the Hawaii Community Foundation (HCF) and the Urban Sustainability Directors Network (USDN). Additionally, ENV is actively working with the Department of Human Resources to offer an incentive bonus program for outside applicants to our various licensed engineer positions in hopes of attracting and retaining qualified applicants.

Filling positions requiring a Commercial Driver's License (CDL) has proven difficult without assistance from Department of Facility Maintenance's Driver Trainer position, which remains vacant. However, the Department of Parks and Recreation's Driver Trainer has provided some much needed training and support to help our internal employees receive their CDL, and compete for CDL positions.

Although, while ENV continues to make great strides in finding ways to fill entry-level to mid-level promotional opportunities, we are also shifting our focus on our white-collar management positions. The department is looking at providing training and identifying areas where employees can receive the support and experience needed to successfully move into upper management positions. Additionally, this would assist with succession planning and institutional knowledge. Upper movement of internal staff creates vacancies at the lower level which has historically been easier to recruit and again affects institutional knowledge and succession planning.

In May 2024, the ENV created a new Limited Term Appointment Wastewater Treatment Plant Operator Trainee position as the new entry-level position for the Wastewater Treatment Plant Operator (WWTPO) class. There are approximately 150 WWTPOs, and prior to the creation of the position, the WWTPO positions were at approximately 50% vacancy, and difficult to fill due to the minimum qualifications of another entry level Assistant Wastewater Treatment Plant Operator position. Additionally, we were dealing with an attrition rate of approximately 5%. The Trainee position with lower minimum qualifications (high school degree) enabled us to on-board entry level candidates and train and develop their skill sets to qualify for and reallocate to the Assistant Wastewater Treatment Plant Operator position and eventually attain their WWTPO class IV certification. Our first recruitment brought in 200 applications, from which we filled 20 positions, and generated more than 80 alternates to back-fill vacancies. Additionally, this first group recently completed their classroom/field training and retained 19 of 20 trainees. We are now on track to fill another 20 positions before the end of the FY bringing the vacancy rate of the operators from 50% to less than 15%.

The ENV HR staff continue to meet with each of its four divisions monthly specifically to discuss recruitment efforts and strategize how to maximize recruiting efforts and overcome challenges in recruiting difficult to fill positions, among other topics.

In 2023, ENV admin created a central electronic database of documents used in the interview and selection process, including interview instruments, Driver's License Justification forms, interview packet templates, training resources, etc. providing the department staff with easy access to documents that have been vetted and approved by ENV admin and DHR, to support efforts to streamline the recruitment process and reduce the amount of time it takes to hire.

Lastly, ENV continues to attend as many career fairs and recruitment events to reach out to potential candidates and spread the word on the positions that the Department is looking to hire.

Part III. Describe the qualitative and quantitative impact of vacancies on delivery of services to the public.

a). Give examples of ways services are impacted and why its important to keep trying to fill vacancies.

Example 1: Creates a backlog and a longer wait time for customers (explain in more detail if needed).

Example 2: Due to vacancies, providing Services become more costly because lack of adequate staff requires overtime pay in order to deliver timely services to the public. Sometimes the need for too much overtime causes staff to leave certain positions.

Example 3: We have concerns that staff shortages in XXX Division increase stress and create burnout for employees on a team that is already pressed to maintain a high level of services to the public.

Response:

Vacancies in the ENV can affect public health and the environment, be costly, and affect a productive workforce.

The ENV collects and treats about 100 million gallons per day (mgd) of wastewater along with gathering and disposing trash from residents and businesses across the island. All of the positions within the ENV provide some level of service to the public affecting public health and the environment.

The collection and treatment of wastewater is executed by various divisions and positions. Starting at the wastewater treatment plant where harmful pollutants and contaminants are removed from the wastewater before it is released back into the environment, protecting public health, aquatic ecosystems, and water quality; preventing blockages, overflows, and illegal releases; and ensuring compliance with regulatory agencies and standards at both the federal and state level. Likewise, the collection and disposal of trash from residents and businesses is crucial for maintaining public health and protecting the environment, conserving resources, and preventing pollution by ensuring waste is managed safely, preventing contamination of water, soil, or air. Therefore, without adequate staffing the safeguarding of public health and the environment will be affected.

Vacancies within the ENV become costly as it relates to both overtime and worker's compensation costs. The lack of sufficient staffing causes overtime costs in order to ensure the appropriate level of manpower are operating the wastewater treatment plants, preventing spills and maintaining the wastewater collection system, and the collection and disposal of trash are operating at an acceptable level. Additionally, staff shortages can escalate worker's compensation injuries and costs with increases to an employees workload.

Last, inadequate personnel leads to a less productive workforce and potential burnout of existing staff to maintain the optimal level of wastewater and solid waste operations.

DEPARTMENT: Facility Maintenance
ACTIVITY:

City and County of Honolulu
Report to City Council
(Ord. 23-31)

Part I. ABOLISHED POSITIONS (FY2024)

Instruction: For any vacant position that has been abolished, please identify the position information in the table below.
Also, provide information if any of the responsibilities of the abolished position has been transferred to what other position and where (Dept/Div/Unit) in the "Comments" column.

Fund	Classification Title	Position No.	Grade (eg. SR, BC)	Date of Vacancy	Amount Budgeted	Duties Transferred Y/N	Comments

Part II. Identify steps taken to fill the vacant positions and challenges encountered

a). Give examples of activities that were accomplished and were needed to drive the filling of vacancies, add detail and explanation as appropriate.

- Example 1: Created new entry and training level classes to fill a pipeline for entry-level positions that may not otherwise qualify for the higher level positions.
- Example 2: Promoted x employees internally to enable them to progress in careers, which created vacancies that also needed to be filled.
- Example 3: We completed x number of Reorganizations to enable us to create the new positions that have been budgeted. (Explain the status of the creation and filling of new positions).
- Example 4: We worked with DHR Classification and Pay to amend minimum qualifications (or position descriptions) to enable more people to qualify for positions given the level of salary.

b). What are the unique hiring challenges within your department?

- Example 1: Our Wastewater Plant division requires specialized experience that can only be gained by working in the City's WW Treatment plant or a similar one either on another island or in another state. It is difficult to find external candidates to replace long time employees due to these highly specialized requirements.
- Example 2: Many of our staff positions in the division are grant funded personal service contracts that will terminate at the end of the grant. Because applicants have expressed concern about the job security of these personal services contracts, we now offer XXXX positions to provide XYZ (explain in more detail).

Part II. Identify steps taken to fill the vacant positions and challenges encountered (Continued)

Response:

- A. Division of Road Maintenance (DRM) examples of activities that were accomplished and were needed to drive the filling of vacancies:
- 1) DRM filled key position of the Administrative Specialist II staff at division and HR Specialist V at department which will allow the division to process filling vacancies quicker than when the positions were vacant.
 - 2) DRM promoted approximately 15 employees internally to enable them to progress in careers, which created vacancies that also needed to be filled.
 - 3) DRM currently hired 18 new employees to date and recently conducted interviews to fill approximately 20 more positions.
- B. DRM's unique hiring challenges within the department:
- 1) Heavy competition for labor registry applicants from other City organizations such as Department of Parks and Recreation.
 - 2) Heavy recruitment of experienced staff by other City organizations such as ENV Refuse to fill their vacancies.
 - 3) Problems with obtaining heavy equipment training to enable staff to qualify for construction equipment operator positions.
 - 4) DRM fills positions through promotional opportunities internally which creates vacancies that also need to be filled.
- A. Storm Water Quality Division (SWQ) examples of activities that were accomplished and were needed to drive the filling of vacancies:
- 1) Storm Water Quality Division (SWQ) had previously worked with DHR Examination Branch to allow for a substitution of a college degree in certain fields of studies (e.g. Natural Resources, Environmental Science, Engineering) to qualify in lieu of the minimum two (2) years of technical field experience in a regulatory program for the Environmental Technician (ET) positions. This increased the number of candidates to potentially qualify who are coming straight out of college with no experience. SWQ had also requested to expand on what college degrees could qualify for the ET to allow other degrees such as Social Sciences (Psychology, Sociology, Communication Studies, etc.) to be considered and accepted. This request was denied. SWQ also proposed to amend the minimum qualifications (MQ) to allow for someone with a high school degree and two (2) years of technical experience or possess an associate degree to be qualified at the ET I (SR-14) level. Someone with a bachelor's of science degree from a 4-year college or university or three (3) years of technical field experience in a regulatory program would qualify for the ET II (SR-16) level. This request was denied.
 - 2) SWQ successfully completed three (3) re-organizations over the span of five (5) years (e.g. 2015-2020) that elevated the branch to division status and enabled the division to create new positions and expand its services.
 - 3) SWQ worked with DHR Classification Branch to amend the Select Certification that was in place for the Assistant Program Administrator (EM-7) position since it was identified to be a difficult to recruit position because of the specific requirements that were associated with the position. Currently, DHR is in the process of amending the Select Certification to make recruiting more broad, which is expected to allow widening of the candidate pool.
 - 4) SWQ is in the process of proceeding with a RAM/HAM strategy for its most highly qualified positions (i.e. Assistant Program Administrator, Branch Chiefs, CE V). Other positions are being evaluated for a similar RAM/HAM approach that will be part of a future expansion and reorganization strategy that is being outlined and discussed, if and when a Storm Water Utility and Enterprise Fund is established within the City.
 - 5) All hiring requests (i.e. BF-129 and BF-130) were submitted timely once positions became available.
- B. SWQ's unique hiring challenges within the department:
- SWQ engineering positions are difficult to fill due to the unique nature and specialized type of work that is required mixed with the limited pool of qualified candidates that are currently available who would be willing to accept a position at the salary that is being offered. Combined with either having to relocate (i.e. moving from out of state to Hawaii) and commuting to DFM-SWQ's office in Kapolei Hale has been quite challenging due to the high cost of living expenses and commute time for those that don't live nearby.
- SWQ is also contemplating allowing for telecommuting for certain types of positions that warrant it and individuals that have demonstrated are capable of working in this capacity. Telecommuting would be an incentive that would allow SWQ to be more competitive in retaining and enticing potential candidates with working for the division particularly those that don't live in the Kapolei area.
- A. Automotive Equipment Service's (AES) examples of activities that were accomplished and were needed to drive the filling of vacancies:
- AES met with DHR representatives to discuss additional work information, participated in Same Day Hire Events and promoted our vacant positions on social media platforms. AES successfully filled Fleet Mechanic I/II/III positions along with lubrication and tire repair positions in FY25. AES is now focusing on filling vacant positions in Storeroom, Production Control, and Administration. Currently we have a total of 9 vacancies.
- B. AES's unique hiring challenges within the department:
- Internal promotions continue to create vacancies that also will need to be filled.
- A. Public Building & Electrical Maintenance Division (PBEM) examples of activities that were accomplished and were needed to drive the filling of vacancies:
- PBEM's filling of vacancies is a high priority and a lot of time is spent on recruitment. We have not done much outside of the usual except for making that commitment to fill vacancies. We've worked hard to ensure position descriptions and interview instruments are appropriate. Additionally, we have teamed with DHR to utilize the Direct Hire Program and participated in recruitment events.
- B. PBEM's unique hiring challenges within the department:
- PBEM's Repair and Maintenance Branch and Traffic Electrical Maintenance Services Branch require trades with specialize experiences. Also, capable candidates for professional engineers are hard to find.
- A. Chief Engineer's Office (CEO) examples of activities that were accomplished and were needed to drive the filling of vacancies:
- CEO worked with DHR Classification Branch who conducted a study of the Driver Training Lead position (Driver Improvement Coordinator II) as a reclassification due to current class specifications no longer being applicable and we were able to hire the position starting February 2025.
- B. CEO's unique hiring challenges within the department:
- CEO still needs to fill the Driver Training positions within the Driver Training Section to include Equipment Operator Trainer and Driver Trainer and the applicant pool is very limited as the City competes with the private sector and other City Departments for the same applicants.

Part III. Describe the qualitative and quantitative impact of vacancies on delivery of services to the public.

a). Give examples of ways services are impacted and why its important to keep trying to fill vacancies.

Example 1: Creates a backlog and a longer wait time for customers (explain in more detail if needed).

Example 2: Due to vacancies, providing Services become more costly because lack of adequate staff requires overtime pay in order to deliver timely services to the public. Sometimes the need for too much overtime causes staff to leave certain positions.

Example 3: We have concerns that staff shortages in XXX Division increase stress and create burnout for employees on a team that is already pressed to maintain a high level of services to the public.

Response:

Examples of ways services are impacted and why it is important to keep trying to fill vacancies within DRM:

- 1) Vacancies of greater than 40% in recent years have caused increased backlogs that have affected the ability to provide timely public service in patching potholes, repairing sidewalk uplifts, maintaining roadway medians, cleaning storm drains and clearing streams and drainage ways.
- 2) Delays in performing timely public service causes increased work effort due to greater number of larger potholes that required heavy equipment and other resources, increased trip and fall claims and responses needed for legal claims, taller grass in medians that create traffic hazards and takes longer to cut, and flooding due to backed up storm drains, streams and drainage ways.
- 3) Efforts by previous administrations to curb salary costs by deactivating positions has resulted in the inability to fill vacant positions for extended periods of time, inability to properly train staff due to lack of temporary assignment options, and early retirement of staff due to the lack of promotional opportunities. It also reduced the flexibility of the division to address multiple tasks simultaneously because of the lack of "active" positions.
- 4) The recent ability to fill vacancies with DHR and BFS support has reinvigorated staff and allowed for promotional opportunities that if continued will ultimately allow for timely response to the public's requests for service and lessen the City's legal claims for damages. Reduction of vacancies to 0% is not realistic but a vacancy rate of 20% or less will surely reduce the work backlog substantially and provide for a safer and pleasant environment for the Honolulu residents.

Examples of ways services are impacted and why it is important to keep trying to fill vacancies within SWQ division:

Due to vacancies, it creates a backlog of timely follow up responses and completion of necessary inspections and enforcement actions issued or done by the division for any complaints or referrals sent to the department. SWQ responds to various concerns reported by the public or other agencies and also performs regulatory compliance work that is directly tied to the City's National Pollutant Discharge Elimination System (NPDES) Municipal Separate Storm Sewer System (MS4) permit that may affect the City's storm drainage system. These timely responses or lack thereof, if not completed in accordance to the permit conditions, could result in significant fines and penalties issued by the Federal and State regulatory agencies that issue, oversee and monitor the City's storm water permits. SWQ Improvement projects don't get completed timely and results in a lack of oversight with daily tasks provided by 3rd party contractors and consultants serving the division leading to potential errors, omissions and delays that results in costly fixes paid by the City to correct these issues.

In addition, inability to follow through on any necessary projects or services could lead to a catastrophic failure of the system resulting in expensive emergency repairs or costly litigation that the City will need to defend through the legal process.

Staff shortages affects the overall morale of the division as work continues to pile up and get delegated to others to make up for the shortfall leading to increased stress, usage of sick leave and employees deciding to leave the City looking for better opportunities.

Examples of ways services are impacted and why it is important to keep trying to fill vacancies within AES division:

AES does not directly service the public however the effectiveness of its operations directly impacts the public services provided by agencies that rely on operable vehicles and equipment such as: ENV Refuse Collection & Disposal, Storm Drain & Sewer Line Maintenance, Street Lighting, Ambulance Response, Ocean Safety Operations, Street Sign Repair/Replacement, Traffic Signals, Parks Maintenance and just about every other public service provided by the City except for HPD, HFD and BWS. Without sufficient manpower, repairs take longer, routine maintenance is deferred and employee morale declines.

Examples of ways services are impacted and why it is important to keep trying to fill vacancies within PBEM division:

Vacancies at PBEM creates backlog and increases response time for work orders. Some of the backlog is done on overtime or contracted out and that increases costs. We have concerns that staff shortages in our Custodial and Utility Services Branch and Security and Employee Parking Operation Branch increases stress and creates burnout when employees cover necessary -+experienced high number of departures over the past year.

Examples of ways services are impacted and why it is important to keep trying to fill vacancies within CEO:

Although CEO does not directly service the public and primarily supports the divisions, without positions in our Driver Training section, operations would be directly impacted limiting the necessary CDL and equipment training required for promotional opportunities and eventual filling of vacant positions.

DEPARTMENT: Honolulu Fire

ACTIVITY: All

City and County of Honolulu

Report to City Council

(Ord. 23-31)

Part I. ABOLISHED POSITIONS (FY2024)

Instruction: For any vacant position that has been abolished, please identify the position information in the table below.

Also, provide information if any of the responsibilities of the abolished position has been transferred to what other position and where (Dept/Div/Unit) in the "Comments" column.

Fund	Classification Title	Position No.	Grade (eg. SR, BC)	Date of Vacancy	Amount Budgeted	Duties Transferred Y/N	Comments
-	-	-	-	-	-	-	N/A

Part II. Identify steps taken to fill the vacant positions and challenges encountered

a). Give examples of activities that were accomplished and were needed to drive the filling of vacancies, add detail and explanation as appropriate.

Example 1: Created new entry and training level classes to fill a pipeline for entry-level positions that may not otherwise qualify for the higher level positions.

Example 2: Promoted x employees internally to enable them to progress in careers, which created vacancies that also needed to be filled.

Example 3: We completed x number of Reorganizations to enable us to create the new positions that have been budgeted. (Explain the status of the creation and filling of new positions).

Example 4: We worked with DHR Classification and Pay to amend minimum qualifications (or position descriptions) to enable more people to qualify for positions given the level of salary.

b). What are the unique hiring challenges within your department?

Example 1: Our Wastewater Plant division requires specialized experience that can only be gained by working in the City's WW Treatment plant or a similar one either on another island or in another state. It is difficult to find external candidates to replace long time employees due to these highly specialized requirements.

Example 2: Many of our staff positions in the division are grant funded personal service contracts that will terminate at the end of the grant. Because applicants have expressed concern about the job security of these personal services contracts, we now offer XXXX positions to provide XYZ (explain in more detail).

HFD

Part II. Identify steps taken to fill the vacant positions and challenges encountered (Continued)

Response:

At the direction of Fire Chief Sheldon K. Hao, the Honolulu Fire Department (HFD) implemented a fixed, two-year rotational calendar for hiring and promotions. This calendar includes application periods, examinations, and promotions based upon real-time vacancy counts. The goal is to achieve an average vacancy count of <5% Departmentwide.

In addition to increased efficiency, the promotional process has been evaluated and revised (education and experience evaluation, written exam, assessment center, and interview) to provide a more comprehensive picture of candidates' capabilities and qualifications prior to selection. Recruitment efforts for uniformed and civilian positions have been prioritized to increase awareness and interest in available positions. The HFD is now represented at all job fairs and relevant events, unless unavoidable scheduling conflicts interfere.

In order to support the timelines necessary to achieve the tight calendar of recruitment and promotional events and with the agreement of the Department of Human Resources (DHR), the HFD has internalized much of the hiring and promotional processes normally housed within DHR. The increased efficiency achieved through the HFD's internalization of these processes has allowed the HFD to reduce the time to fill vacancies by over 50%.

Part III. Describe the qualitative and quantitative impact of vacancies on delivery of services to the public.

a). Give examples of ways services are impacted and why its important to keep trying to fill vacancies.

Example 1: Creates a backlog and a longer wait time for customers (explain in more detail if needed).

Example 2: Due to vacancies, providing Services become more costly because lack of adequate staff requires overtime pay in order to deliver timely services to the public. Sometimes the need for too much overtime causes staff to leave certain positions.

Example 3: We have concerns that staff shortages in XXX Division increase stress and create burnout for employees on a team that is already pressed to maintain a high level of services to the public.

Response:

The HFD maintains safe minimum staffing in uniformed emergency response positions. The staffing plan outlined in the previous section has thus far achieved the desired reduction in uniformed vacancies with the critical ranked positions prioritized. Vacancies at the entry level Fire Fighter I positions are projected and filled as quickly and efficiently as possible following the 8-1/2-month Fire Fighter Recruit class completion.

Civilian support positions remain a major concern, as retention of skilled personnel suffers due to less than competitive salaries compared to similar private industry positions. Essential services have not been impacted; however, existing staff continue to absorb an increased workload due to insufficient allotted positions and vacancies during recruitment periods.

DEPARTMENT: HUMAN RESOURCES
ACTIVITY:

City and County of Honolulu
Report to City Council
(Ord. 23-31)

Part I. ABOLISHED POSITIONS (FY2024)

Instruction : For any vacant position that has been abolished, please identify the position information in the table below.
Also, provide information if any of the responsibilities of the abolished position has been transferred-to what other position and where (Dept/Div/Unit) in the "Comments" column.

Fund	Classification Title	Position No.	Grade (eg. SR, BC)	Date of Vacancy	Amount Budgeted	Duties Transferred Y/N	Comments
	NONE						

Part II. Identify steps taken to fill the vacant positions and challenges encountered

a). Give examples of activities that were accomplished and were needed to drive the filling of vacancies, add detail and explanation as appropriate.

Example 1: Created new entry and training level classes to fill a pipeline for entry-level positions that may not otherwise qualify for the higher level positions.

Example 2: Promoted x employees internally to enable them to progress in careers, which created vacancies that also needed to be filled.

Example 3: We completed x number of Reorganizations to enable us to create the new positions that have been budgeted. (Explain the status of the creation and filling of new positions).

Example 4: We worked with DHR Classification and Pay to amend minimum qualifications (or position descriptions) to enable more people to qualify for positions given the level of salary.

b). What are the unique hiring challenges within your department?

Example 1: Our Wastewater Plant division requires specialized experience that can only be gained by working in the City’s WW Treatment plant or a similar one either on another island or in another state. It is difficult to find external candidates to replace long time employees due to these highly specialized requirements.

Example 2: Many of our staff positions in the division are grant funded personal service contracts that will terminate at the end of the grant. Because applicants have expressed concern about the job security of these personal services contracts, we now offer XXXX positions to provide XYZ (explain in more detail).

Part II. Identify steps taken to fill the vacant positions and challenges encountered (Continued)

Response:

DHR has opened recruitments for all vacancies except one position for which an employee has return rights to. Most of the vacancies have been filled; however, a few are still in process. Following is a list of vacancies filled and details of the current vacancies.

VACANCIES FILLED:

Admin- CS394, Private Secretary I: Start Date 5/1/24

Admin- ERP CS392, Personnel Clerk I: Start Date 6/16/24

Admin- EOO CS390, Human Resources Manager II: Start Date 4/16/24

EPS CS333, Office Assistant III: Start Date 1/31/25

EPS CS329, Human Resource Specialist I: Start date 1/9/25

Industrial Safety and Workers Compensation (ISWC) CS352, Safety Specialist III: Start 1/31/24

Industrial Safety and Workers Compensation (ISWC) CS349, Personnel Clerk I: Start 1/28/25

Labor Relations & Training (LRT), CS356, Human Resource Specialist III: Start Date 12/23/24.

STATUS OF CURRENT VACANCIES:

Admin, CS313, Private Secretary II, NEW: incumbent transferred to another department on 2/1/2025. Recruitment action pending.

Admin-EO, CS384, Human Resource Specialist IV, vacant 6/1/2024: NEOGOV action completed, applicants currently being interviewed.

Admin- CS310, Administrative Services Officer II, NEW: incumbent separated from service on 1/4/2025. Request to fill was approved on 2/5/2025 and a NEOGOV request is pending completion of a RAM.

EPS, CS327, Secretary III, vacant 1/6/2025, NEW: incumbent separated from service. More applicants to be interviewed on 2/21/2025.

EPS, CS367, Personnel Clerk I, vacant 1/8/2025: Human Resource Specialist I in CS329 has return rights to this position until 7/9/2025.

EPS, CS340, Human Resources Manager III: vacant 12/31/2024. NEW. Interviews were completed on 1/23/25 and a candidate was selected and offered the position. A start date is pending.

LRT, CS381, Personnel Clerk, vacant 2/1/2025, NEW: incumbent retired 1-31-2025. Request to fill position (BF-129) to be submitted.

CHALLENGES ENCOUNTERED:

Over the course of the past one year, DHR was able to increase its staffing level from 75 employees to 83 as of 1/31/2025, reaching a staffing level of 94%. Despite that improvement, the following hiring challenges are still present:

Labor shortage: applicants frequently are choosing not to come in for interviews due to competing job opportunities. Consequently, sometimes multiple rounds of interviews for one vacancy need to be conducted before an acceptable applicant can be found and a job offer made. In addition, positions that are highly specialized, such as the Human Resource Specialist IV in the Equal Opportunity Office (investigations), or have a very wide and deep scope of responsibility, such as the Human Resources Manager III in the Employment and Personnel Services Division, result in smaller applicant pools. Other challenges include the retirements of long-time employees in our Human Resources Specialist III and Personnel Clerk.

Part III. Describe the qualitative and quantitative impact of vacancies on delivery of services to the public.

a). Give examples of ways services are impacted and why its important to keep trying to fill vacancies.

Example 1: Creates a backlog and a longer wait time for customers (explain in more detail if needed).

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Example 3: We have concerns that staff shortages in XXX Division increase stress and create burnout for employees on a team that is already pressed to maintain a high level of services to the public.

Response:

The impact of our vacancies on our ability to deliver services and support to City departments and agencies are described below.

The Human Resources Specialist IV vacancy affects DHR's ability to respond to and assist City-wide departments with issues pertaining to the highly specialized areas of equal opportunity and disability accommodations, along with any related investigations. The vacancy in our Administrative Services Officer I position compromises DHR's ability to effectively and efficiently plan, implement and manage the budgetary, human resources and other administrative and operational requirements of the entire department. Recent vacancies in our Private Secretary II, Secretary III, and Personnel Clerk positions which provide administrative and clerical support functions to our Director, Employment and Personnel Services Division Chief, and our Labor Relations and Training Division, have an outsize impact on DHR's ability to keep our internal workflow moving quickly and efficiently.

It is vitally important that DHR continue to keep filling its vacancies as they arise because we are the centralized personnel agency for the entire City. DHR helps to ensure that the departments have the personnel to carry out their respective duties and responsibilities to the taxpaying public, residents, and visitors to our island. Filling our vacancies is also important to carry forward the momentum of DHR's most transformative review, evaluation, and modernization of its duties, functions, responsibilities, and operations in decades. Our efforts have resulted in the City increasing its hiring over the in FY23 and FY24 36% and 26%, respectively, and reduced the overall recruitment time to less than 50% of the baseline FY22 timeline, resulting in faster turnaround for departments trying to hire new employees. DHR's fourth year of transformation is guided by our two key initiatives of: 1) continuing to modernize recruitment and hiring; and 2) creating higher impact in retention and training. It is imperative that DHR maintain a high level of staffing--currently at 94%--to accomplish its ambitious goals.

DEPARTMENT: INFORMATION TECHNOLOGY
ACTIVITY: ADMINISTRATION

City and County of Honolulu
Report to City Council
(Ord. 23-31)

Part I. ABOLISHED POSITIONS (FY2024)

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Part II. Identify steps taken to fill the vacant positions and challenges encountered (Continued)

Response:

EXAMPLES OF ACTIVITIES UNDERTAKEN:

Various steps were taken to try to fill our department vacancies, such as:

- 1) Assessing current employees for internal promotional hiring - As such, if successful this would cause subsequent vacancies to fill the lower level position.
- 2) If #1 did not have qualified applicants, then we also downgraded these higher level positions to entry level for recruiting purposes - This allows us to bring in new hires and helps with succession planning but also may initially lower the overall skill level of the area as the employees complete the learning curve and gain experience
- 3) Attending various job/career fairs - Brings attention to the City and shows there are IT jobs available on island. The problem is that many of the job fairs are NOT during their graduation period so they may be looking for opportunities but they would not be able to get hired until they actually graduate.
- 4) Assisting DHR in completing an advertisement for Computer Programmer positions using more modernized and informative work titles - This proved fruitful in that with the more informative work titles we were able to obtain applications for positions that the applicant truly was interested in.
- 5) Use of the Po'Okela internship program - We've had success in the use of the Po'Okela internship offered by DHR. This internship provides the student with actual work experiences in assisting City agencies to accomplish their work/mission. Because these students tend to be in their last semester of university, we are often either able to offer them contract positions for hire upon their graduation or if they have submitted applications and are on the applicant listing they may actually be hired upon successful interview.

UNIQUE HIRING CHALLENGES:

- 1) Being in the Information Technology (IT) field in an of itself is a challenge. In that we must keep up with technological advancements or become outdated and obsolete. Staying up-to-date is critical in being able to attract graduates from colleges/universities, as they are looking to establish a name for themselves by gaining experience that is useful both for the City and outside the City, should they desire more money (salary).
- 2) Again, as with other fields in the City, the IT field is VERY underpaid as compared to other private industries and in comparison to other cities with a similar cost of living.
- 3) One area that used to "put us ahead" of other hiring companies was the generous vacation and sick leave benefits. But as private companies start to offer their employees more in this area, the City is actually starting to lose their foothold.
- 4) Telework is something that private companies and outside agencies have taken on since COVID and are now using as a full-time offering to their employees. Many of them use it to entice employees as part of their "work-life" balance. While Telework is available in the City, it is at the discretion of the Agency Head, so not all employees are allowed to utilize it.

Part III. Describe the qualitative and quantitative impact of vacancies on delivery of services to the public.

a). Give examples of ways services are impacted and why its important to keep trying to fill vacancies.

Example 1: Creates a backlog and a longer wait time for customers (explain in more detail if needed).

Example 2: Due to vacancies, providing Services become more costly because lack of adequate staff requires overtime pay in order to deliver timely services to the public. Sometimes the need for too much overtime causes staff to leave certain positions.

Example 3: We have concerns that staff shortages in XXX Division increase stress and create burnout for employees on a team that is already pressed to maintain a high level of services to the public.

Response:

EXAMPLES OF SERVICE IMPACTS DUE TO VACANCIES:

- 1) Creates longer response times for technicians to get out to service "customers"/other agencies.
- 2) May potentially cause longer downtimes, if the vacancies are in the higher level positions and we have to rely on entry level personnel to diagnose and troubleshoot technical issues.
- 3) May become more costly due to having to pay overtime to make up for the lack of manpower.
- 4) Job burnout/high stress levels from having to try to compensate for lack of manpower by pressing current bodies to cover for those areas that are lacking support.
- 5) Makes hiring process more difficult, as the manpower is used to handle operational matters because it was deemed higher priority than taking care of administrative matters, such as completing interviews for hiring.
- 6) The more you achieve, the higher the expectation becomes to maintain that level. Therefore, with vacancies, trying to keep that high level of work gets harder to do, especially if the key senior employees are the one that caused the vacancies.

DEPARTMENT: Land Management
ACTIVITY:

City and County of Honolulu
Report to City Council
(Ord. 23-31)

Part I. ABOLISHED POSITIONS (FY2024)

Instruction : For any vacant position that has been abolished, please identify the position information in the table below.
Also, provide information if any of the responsibilities of the abolished position has been transferred-to what other position and where (Dept/Div/Unit) in the "Comments" column.

Fund	Classification Title	Position No.	Grade (eg. SR, BC)	Date of Vacancy	Amount Budgeted	Duties Transferred Y/N	Comments
none	none	none	none	none	none	none	none

Part II. Identify steps taken to fill the vacant positions and challenges encountered

a). Give examples of activities that were accomplished and were needed to drive the filling of vacancies, add detail and explanation as appropriate.

Example 1: Created new entry and training level classes to fill a pipeline for entry-level positions that may not otherwise qualify for the higher level positions.

Example 2: Promoted x employees internally to enable them to progress in careers, which created vacancies that also needed to be filled.

Example 3: We completed x number of Reorganizations to enable us to create the new positions that have been budgeted. (Explain the status of the creation and filling of new positions).

Example 4: We worked with DHR Classification and Pay to amend minimum qualifications (or position descriptions) to enable more people to qualify for positions given the level of salary.

b). What are the unique hiring challenges within your department?

Example 1: Our Wastewater Plant division requires specialized experience that can only be gained by working in the City's WW Treatment plant or a similar one either on another island or in another state. It is difficult to find external candidates to replace long time employees due to these highly specialized requirements.

Example 2: Many of our staff positions in the division are grant funded personal service contracts that will terminate at the end of the grant. Because applicants have expressed concern about the job security of these personal services contracts, we now offer XXXX positions to provide XYZ (explain in more detail).

Part II. Identify steps taken to fill the vacant positions and challenges encountered (Continued)

Response:

To fill a position, DLM creates a position requisition for its recruitment in neo.gov.

Challenges encountered include:

1. A limited number of Applicants who applied for a position.
2. Applicants failing to respond to an interview invitation.
3. Applicants failing to show up at a scheduled interview.
4. Applicants interviewed scoring less than the minimum satisfactory score.

Part III. Describe the qualitative and quantitative impact of vacancies on delivery of services to the public.

a). Give examples of ways services are impacted and why its important to keep trying to fill vacancies.

Example 1: Creates a backlog and a longer wait time for customers (explain in more detail if needed).

Example 2: Due to vacancies, providing Services become more costly because lack of adequate staff requires overtime pay in order to deliver timely services to the public. Sometimes the need for too much overtime causes staff to leave certain positions.

Example 3: We have concerns that staff shortages in XXX Division increase stress and create burnout for employees on a team that is already pressed to maintain a high level of services to the public.

Response:

As announced in Mayor Blangiardi's 2024 State of the City address, the City plans to consolidate its housing programs under the proposed Department of Housing and Land Management (HLM).

- Although many positions are moving to HLM through the reorganization, none are coming with staff. After approval of the reorganization, HLM is i planning to recruit, reallocate and fill positions in several new divisions in FY 2026. No impact currently; affected positions exists in an uncreated division that DLM does not actual perform the functions of. However, it is critical to fill these vacancies if the City is to accomplish its housing goals, as outlined in the Housing Plan 2025-2028.
- HLM assists other departments, agencies, and the public with various real estate transactions – leases, acquisitions, dispositions, etc. In many cases, these transactions take a long time to research and complete, and require specialized real estate knowledge and training. These positions are difficult to fill, and largely require training from within. High vacancies will severely impact the City's ability to complete real estate transactions, which could hamper its ability to meaningfully particulate in affordable housing and homelessness solutions, it could hinder departmental operations, and could result in low responsiveness to departmental and community requests. Although needs are currently being met, the City has been increasingly involved in land acquisitions, leases, and disposals to address the affordable housing crisis. It is critical to the City's delivery of services that it fills vacancies to perform the required services.
- After the approval of the reorganization with HOU, HLM has planned to recruit, reallocate and fill the Administrative Specialist position in FY 2026. This is a key position that needs to be filled at the appropriate classification to support the department's future personnel needs.
- Position descriptions were revised to more accurately reflect the priorities and work of the new HLM department; after the approval of the reorganization, HLM has planned to recruit, reallocate and fill the position in FY 2026. For services needed currently, there is no impact on the provision of services as duties and responsibilities of these positions are provided on a contract basis in the interim until the civil service positions are approved to be filled.

Part III. Describe the qualitative and quantitative impact of vacancies on delivery of services to the public.

a). Give examples of ways services are impacted and why its important to keep trying to fill vacancies.

Example 1: Creates a backlog and a longer wait time for customers (explain in more detail if needed).

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Example 3: We have concerns that staff shortages in XXX Division increase stress and create burnout for employees on a team that is already pressed to maintain a high level of services to the public.

Response:

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DEPARTMENT: Royal Hawaiian Band
ACTIVITY: RHB1080

City and County of Honolulu
Report to City Council
(Ord. 23-31)

Part I. ABOLISHED POSITIONS (FY2024)

Instruction : For any vacant position that has been abolished, please identify the position information in the table below.
Also, provide information if any of the responsibilities of the abolished position has been transferred-to what other position and where (Dept/Div/Unit) in the "Comments" column.

Fund	Classification Title	Position No.	Grade (eg. SR, BC)	Date of Vacancy	Amount Budgeted	Duties Transferred Y/N	Comments
							no abolished positions

Part II. Identify steps taken to fill the vacant positions and challenges encountered

a). Give examples of activities that were accomplished and were needed to drive the filling of vacancies, add detail and explanation as appropriate.

Example 1: Created new entry and training level classes to fill a pipeline for entry-level positions that may not otherwise qualify for the higher level positions.

Example 2: Promoted x employees internally to enable them to progress in careers, which created vacancies that also needed to be filled.

Example 3: We completed x number of Reorganizations to enable us to create the new positions that have been budgeted. (Explain the status of the creation and filling of new positions).

Example 4: We worked with DHR Classification and Pay to amend minimum qualifications (or position descriptions) to enable more people to qualify for positions given the level of salary.

b). What are the unique hiring challenges within your department?

Example 1: Our Wastewater Plant division requires specialized experience that can only be gained by working in the City's WW Treatment plant or a similar one either on another island or in another state. It is difficult to find external candidates to replace long time employees due to these highly specialized requirements.

Example 2: Many of our staff positions in the division are grant funded personal service contracts that will terminate at the end of the grant. Because applicants have expressed concern about the job security of these personal services contracts, we now offer XXXX positions to provide XYZ (explain in more detail).

Part II. Identify steps taken to fill the vacant positions and challenges encountered (Continued)

Response:

- a) We are working with DHR Classification and Pay to amend position descriptions to best utilize the vacancy to address the department needs
- b) Our department vacancies require specific skill sets to the particular instrument. We are working on improved evaluation processes to find the best possible applicant.

Part III. Describe the qualitative and quantitative impact of vacancies on delivery of services to the public.

a). *Give examples of ways services are impacted and why its important to keep trying to fill vacancies.*

Example 1: Creates a backlog and a longer wait time for customers (explain in more detail if needed).

Example 2: Due to vacancies, providing Services become more costly because lack of adequate staff requires overtime pay in order to deliver timely services to the public. Sometimes the need for too much overtime causes staff to leave certain positions.

Example 3: We have concerns that staff shortages in XXX Division increase stress and create burnout for employees on a team that is already pressed to maintain a high level of services to the public.

Response:

Vacancies subtract from the optimal sound of the band is capable of attaining, thus impacting the overall presentation.

DEPARTMENT: Medical Examiner
ACTIVITY: Investigation of Deaths

City and County of Honolulu
Report to City Council
(Ord. 23-31)

Part I. ABOLISHED POSITIONS (FY2024)

Instruction : For any vacant position that has been abolished, please identify the position information in the table below.
Also, provide information if any of the responsibilities of the abolished position has been transferred-to what other position and where (Dept/Div/Unit) in the "Comments" column.

Fund	Classification Title	Position No.	Grade (eg. SR, BC)	Date of Vacancy	Amount Budgeted	Duties Transferred Y/N	Comments
	NA						

Part II. Identify steps taken to fill the vacant positions and challenges encountered

a). Give examples of activities that were accomplished and were needed to drive the filling of vacancies, add detail and explanation as appropriate.

Example 1: Created new entry and training level classes to fill a pipeline for entry-level positions that may not otherwise qualify for the higher level positions.

Example 2: Promoted x employees internally to enable them to progress in careers, which created vacancies that also needed to be filled.

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b). What are the unique hiring challenges within your department?

Example 1: Our Wastewater Plant division requires specialized experience that can only be gained by working in the City's WW Treatment plant or a similar one either on another island or in another state. It is difficult to find external candidates to replace long time employees due to these highly specialized requirements.

Example 2: Many of our staff positions in the division are grant funded personal service contracts that will terminate at the end of the grant. Because applicants have expressed concern about the job security of these personal services contracts, we now offer XXXX positions to provide XYZ (explain in more detail).

Part II. Identify steps taken to fill the vacant positions and challenges encountered (Continued)

Response:

a). Give examples of activities that were accomplished and were needed to drive the filling of vacancies, add detail and explanation as appropriate.

Department of the Medical Examiner (MED) successfully filled six (6) vacant positions between February 2024 and February 2025, and the number of current vacant positions is down from seven (7) to two (2). Among those positions, there were two positions that were particularly difficult to fill.

- Deputy Medical Examiner position, which had been vacant for approximately 5 years, was filled by Dr. Sasha Breland in October 2024. MED made efforts to raise salary of this position with Salary Commission, worked with DHR and BFS to create incentives, and posted advertisements on the websites of professional organizations.

- Supervising Medicolegal Investigator position, which had been supported by investigators on temporary assignment for many years, was filled in July 2024. MED created a relocation incentive and posted advertisements on the websites of professional organizations. MED used recruitment/hiring above minimum for this position.

- One of the Forensic Pathologist positions is still vacant. MED has been working on raising salary for these positions for recruitment and retention. DHR created a video clip to attract forensic pathologists who are thinking of relocation as well as special cards with a QR code that can be distributed at a professional meeting.

b). What are the unique hiring challenges within your department?

Many of our positions are specialized roles, such as forensic pathologists, medicolegal investigators, medical technologists, medical records technicians, and autopsy technicians. Attracting candidates for some of these positions has proven challenging, particularly for forensic pathologists. This difficulty stems from the specialized skill set required for the role, which demands extensive education, training, and expertise. Additionally, the number of forensic pathologists is lower compared to other medical specialties.

The high cost of living in Honolulu also presents a barrier for potential applicants, despite offering a competitive salary. Recruitment and retention for these positions are crucial for the operation of MED. While MED has been working on increasing the salary for this role, recent years have made it difficult to implement this due to a lack of quick solutions and DHR prioritizing other departments. Furthermore, the nationwide shortage of forensic pathologists has resulted in few applicants or inquiries for these positions.

Part III. Describe the qualitative and quantitative impact of vacancies on delivery of services to the public.

a). Give examples of ways services are impacted and why its important to keep trying to fill vacancies.

Example 1: Creates a backlog and a longer wait time for customers (explain in more detail if needed).

Example 2: Due to vacancies, providing Services become more costly because lack of adequate staff requires overtime pay in order to deliver timely services to the public. Sometimes the need for too much overtime causes staff to leave certain positions.

Example 3: We have concerns that staff shortages in XXX Division increase stress and create burnout for employees on a team that is already pressed to maintain a high level of services to the public.

Response:

The shortage of forensic pathologists has led to a backlog of death certificates and postmortem examination reports. As a result, family members who have lost loved ones are forced to wait for extended periods to receive these important documents. If the shortage worsens due to the inability to retain current pathologists, MED will not be able to manage the existing caseload, leading to a potential backlog of bodies. In such a scenario, bodies may go unexamined for several days, which could exhaust available body storage space and further delay in the completion of death certificates and reports.

This situation would be devastating for law enforcement agencies, prosecutors, and the families of the decedents. A disastrous backlog of bodies has already occurred in several jurisdictions across the United States due to failed recruitment and retention of forensic pathologists.

DEPARTMENT: Ocean Safety Department**ACTIVITY:****City and County of Honolulu**

Report to City Council

(Ord. 23-31)

Part I. ABOLISHED POSITIONS (FY2024)**Instruction :** For any vacant position that has been abolished, please identify the position information in the table below.

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Fund	Classification Title	Position No.	Grade (eg. SR, BC)	Date of Vacancy	Amount Budgeted	Duties Transferred Y/N	Comments
							No abolished positions

Part II. Identify steps taken to fill the vacant positions and challenges encountered*a). Give examples of activities that were accomplished and were needed to drive the filling of vacancies, add detail and explanation as appropriate.*

Example 1: Created new entry and training level classes to fill a pipeline for entry-level positions that may not otherwise qualify for the higher level positions.

Example 2: Promoted x employees internally to enable them to progress in careers, which created vacancies that also needed to be filled.

Example 3: We completed x number of Reorganizations to enable us to create the new positions that have been budgeted. (Explain the status of the creation and filling of new positions).

Example 4: We worked with DHR Classification and Pay to amend minimum qualifications (or position descriptions) to enable more people to qualify for positions given the level of salary.

b). What are the unique hiring challenges within your department?

Example 1: Our Wastewater Plant division requires specialized experience that can only be gained by working in the City's WW Treatment plant or a similar one either on another island or in another state. It is difficult to find external candidates to replace long time employees due to these highly specialized requirements.

Example 2: Many of our staff positions in the division are grant funded personal service contracts that will terminate at the end of the grant. Because applicants have expressed concern about the job security of these personal services contracts, we now offer XXXX positions to provide XYZ (explain in more detail).

Part II. Identify steps taken to fill the vacant positions and challenges encountered (Continued)

Response:

OCEAN SAFETY

1. Exhaust existing list for current vacancies
2. Request new list of names as needed
3. Future WSO I civil service recruitment in discussion with DHR
4. Anticipate filling vacant supervisory positions in Summer of 2025.

****Challenges:** applicants not clearing suitability or medical clearances.

Part III. Describe the qualitative and quantitative impact of vacancies on delivery of services to the public.

a). Give examples of ways services are impacted and why its important to keep trying to fill vacancies.

Example 1: Creates a backlog and a longer wait time for customers (explain in more detail if needed).

Example 2: Due to vacancies, providing Services become more costly because lack of adequate staff requires overtime pay in order to deliver timely services to the public. Sometimes the need for too much overtime causes staff to leave certain positions.

Example 3: We have concerns that staff shortages in XXX Division increase stress and create burnout for employees on a team that is already pressed to maintain a high level of services to the public.

Response:

OCEAN SAFETY

Positions are needed to for the "Dawn to Dusk" program.

The impact of vacancies on the delivery of services to the public is correlated.

Lifeguards exist to save lives and prevent harm. A vacancy directly compromises the ability to meet this responsibility which may increasing risks for beachgoers.

Provide Public Education and awareness Lifeguards educate beachgoers on safety practices, environmental conservation, and how to recognize dangerous conditions. Staffing gaps may reduce the departments ability to perform these outreach activities, leading to uniformed beachgoers and higher risks.

DEPARTMENT: PARKS AND RECREATION
ACTIVITY:

City and County of Honolulu
Report to City Council
(Ord. 23-31)

Part I. ABOLISHED POSITIONS (FY2024)

Instruction : For any vacant position that has been abolished, please identify the position information in the table below.
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Fund	Classification Title	Position No.	Grade (eg. SR, BC)	Date of Vacancy	Amount Budgeted	Duties Transferred Y/N	Comments
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Part II. Identify steps taken to fill the vacant positions and challenges encountered

a). Give examples of activities that were accomplished and were needed to drive the filling of vacancies, add detail and explanation as appropriate.

- Example 1: Created new entry and training level classes to fill a pipeline for entry-level positions that may not otherwise qualify for the higher level positions.
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- Example 4: We worked with DHR Classification and Pay to amend minimum qualifications (or position descriptions) to enable more people to qualify for positions given the level of salary.

b). What are the unique hiring challenges within your department?

- Example 1: Our Wastewater Plant division requires specialized experience that can only be gained by working in the City's WW Treatment plant or a similar one either on another island or in another state. It is difficult to find external candidates to replace long time employees due to these highly specialized requirements.
- Example 2: Many of our staff positions in the division are grant funded personal service contracts that will terminate at the end of the grant. Because applicants have expressed concern about the job security of these personal services contracts, we now offer XXXX positions to provide XYZ (explain in more detail).

Part II. Identify steps taken to fill the vacant positions and challenges encountered (Continued)

Response:

For FY24 and FY25, Department of Parks and Recreation (DPR) has made significant strides to meet and exceed its benchmarks to fill the number of vacant positions to support the Mayor's Hiring Initiative. For FY24, DPR filled a total of 116 positions, maintaining its position as one of the top performing city departments for hiring. In FY25, as of mid-January, DPR filled 85 positions and is on track to meet its benchmark of 114 positions for the fiscal year.

DPR has used different methods to make strides in an attempt to fill the number of vacancies for our very large department. DPR has created other opportunities for potential employees through the City's Po'okela Internship program, outreach at Mohala Mai Housing Project, partnership with colleges, such as University of Hawaii's Good jobs Initiative, and community organizations, such as the Center for Tomorrow's Leaders, to train individuals with the skill sets that afford them the opportunity to meet the minimum qualifications for DPR positions.

The Executive Services Division (ESD), through its Administrative Services Officer and Human Resources Specialist V, has participated in hiring events with PMRS and DUF. These events are sponsored by Department of Human Resources (DHR), Department of Community Services (DCS), the Star Advertiser, various community-sponsored job fairs, High Schools and Community Colleges island-wide.

The Parks and Recreation Services Division (PMRS) continues to conduct multiple island-wide mass interviews for its entry-level grounds keepers (GK) and Recreation Director I (RD-I) positions. To ensure further success of this effort, PMRS conducted mass interviews within each of the District Office regions to focus the hiring of staff for positions within the region they live. Recently, PMRS has conducted GK mass interviews in August 2024 and January 2025. The GK mass hiring in August resulted in 182 applicants but resulted in only 24 candidates being hired. In January 2025, there were 164 applicants but only 15 were selected.

PMRS continues to implement its succession plan by promoting internal promotional opportunities for employees. This effort has resulted in the majority of PMRS' non-entry level vacancies filled through internal promotion.

The Division of Urban Forestry (DUF) has made significant strides in filling its vacancies. DUF has utilized job fairs, social media and targeted recruitment for its specialized, hard to fill, positions. DUF has taken creative steps in building capacity of potential applicants for Nursery Worker I and II positions by partnering with Windward Community College and Honolulu Community College (UH Work Program) under the UHCC Good Jobs Oahu Program. Together, they are working on a plant propagation training program to help applicants qualify for these city positions that have very specialized requirements.

DPR continues to participate in hiring events to promote the department as a means to recruit and fill DPR vacant positions. DPR also continues to partner with DHR on the Same Day Hiring Initiative to conduct on-site interviews to fill vacancies.

What are the unique hiring challenges within our department?

DPR is one of the largest departments within the City and County of Honolulu. It is also the only agency that experiences an influx of over 600 new hires during the 3rd quarter of the fiscal year to support the City's Summer Fun program. This huge influx of new temporary employees are required to be processed in the same manner as permanent employees, including background checks, medical clearance and drug testing. This influx puts a significant amount of strain on PMRS and ESD and reduces the hiring process for our civil service employees.

DPR is committed to hiring the best talent to drive our mission forward and continue our growth. However, we continue to encounter challenges in attracting a sufficient number of qualified applicants for some of our vacant positions. Some of the candidate lists we receive are outdated and old. Many of the applicants that have been scheduled for interviews from these older lists do not show up. In addition, many of the vacancies are located in rural communities which make recruiting and filling positions very difficult. With the City's current promotion processes, our current employees are required to interview for a promotional position. Our blue collar employees struggle to interview and often times are not selected - even though they possess the skills and abilities needed to perform the essential job duties. These promotion positions are essential as we continue to struggle to fill with promotional and skilled positions which are essential to the continued operations of the department.

Part III. Describe the qualitative and quantitative impact of vacancies on delivery of services to the public.

a). Give examples of ways services are impacted and why its important to keep trying to fill vacancies.

Example 1: Creates a backlog and a longer wait time for customers (explain in more detail if needed).

Example 2: Due to vacancies, providing Services become more costly because lack of adequate staff requires overtime pay in order to deliver timely services to the public. Sometimes the need for too much overtime causes staff to leave certain positions.

Example 3: We have concerns that staff shortages in XXX Division increase stress and create burnout for employees on a team that is already pressed to maintain a high level of services to the public.

Response:

Due to vacancies within our Ground Maintenance section - PMRS, not being able to provide adequate level of service such as trash pick-up, servicing comfort stations, mowing the grass on a regular schedule can create potential safety hazards for the general public. In order to maintain an appropriate level of cleanliness and maintenance within our parks, staff must work overtime. The department has also proposed a specialized maintenance crew that can be assigned to different parks in order to address unforeseen maintenance issues due to lack of adequate staff.

Due to vacancies within DUF – Horticulture section, it has become increasingly difficult to eliminate the backlog of projects relating to tree maintenance and trimming.

Due to vacancies within ESD – Safety section, it has been increasingly difficult to conduct required safety inspections at park facilities to ensure a safe working environment for city employees. Concerns about the level of pay for the Safety Specialist II position has made it extremely difficult to recruit and fill the position with qualified candidates and compete with the private sector.

DEPARTMENT: Planning and Permitting**ACTIVITY:** Administration**City and County of Honolulu**

Report to City Council

(Ord. 23-31)

Part I. ABOLISHED POSITIONS (FY2024)**Instruction :** For any vacant position that has been abolished, please identify the position information in the table below.

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Fund	Classification Title	Position No.	Grade (eg. SR, BC)	Date of Vacancy	Amount Budgeted	Duties Transferred Y/N	Comments
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Part II. Identify steps taken to fill the vacant positions and challenges encountered*a). Give examples of activities that were accomplished and were needed to drive the filling of vacancies, add detail and explanation as appropriate.*

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Example 2: Many of our staff positions in the division are grant funded personal service contracts that will terminate at the end of the grant. Because applicants have expressed concern about the job security of these personal services contracts, we now offer XXXX positions to provide XYZ (explain in more detail).

Part II. Identify steps taken to fill the vacant positions and challenges encountered (Continued)

Response:

Administrative Specialist II - Referred an existing list with no response from majority of the applicants and others declining to interview. Awaiting for BF129 approval for a new list.

GIS Cartographic Technicians - Posted on DHR's website on continuous recruitment. Noticed that qualifying candidates do not have the necessary ability or skill to perform the work due to the lack of experience in the specialized areas.

Supvgr GIS Cartographic Technician - Posted on DHR's website on continuous recruitment. It is a specialized role with limited pool of candidates, we continuously interview when names are referred.

GIS Administrator - No internal qualifying staff, pending BF129 approval to fill and recruit externally.

Part III. Describe the qualitative and quantitative impact of vacancies on delivery of services to the public.

a). Give examples of ways services are impacted and why its important to keep trying to fill vacancies.

Example 1: Creates a backlog and a longer wait time for customers (explain in more detail if needed).

Example 2: Due to vacancies, providing Services become more costly because lack of adequate staff requires overtime pay in order to deliver timely services to the public. Sometimes the need for too much overtime causes staff to leave certain positions.

Example 3: We have concerns that staff shortages in XXX Division increase stress and create burnout for employees on a team that is already pressed to maintain a high level of services to the public.

Response:

Administrative Specialist II position is crucial to support HR, budget, and fiscal functions. It will reduce the workload on other staff, enabling them to focus on their core duties and help assess if additional capacity is needed.

GIS Cartographic Technician positions is essential to prevent increased workload on existing staff, which would slow down work production. Without these positions, updates to parcels for public access and permitting, as well as FEMA grant work, will be delayed.

Supervising GIS Cartographic Technician position is essential to prevent delays in ongoing projects. Its vacancy is causing GIS Analysts to take on additional supervisory duties, impacting efficiency and project timelines.

GIS Administrator position is crucial for managing GIS staff and overseeing the Honolulu Land Information System. Without it, there could be a loss of essential management and oversight, impacting the functionality of online maps and tools for public use.

DEPARTMENT: Planning and Permitting**ACTIVITY:** Customer Service Division**City and County of Honolulu**

Report to City Council

(Ord. 23-31)

Part I. ABOLISHED POSITIONS (FY2024)**Instruction :** For any vacant position that has been abolished, please identify the position information in the table below.

Also, provide information if any of the responsibilities of the abolished position has been transferred to what other position and where (Dept/Div/Unit) in the "Comments" column.

Fund	Classification Title	Position No.	Grade (eg. SR, BC)	Date of Vacancy	Amount Budgeted	Duties Transferred Y/N	Comments
	N/A						

Part II. Identify steps taken to fill the vacant positions and challenges encountered*a). Give examples of activities that were accomplished and were needed to drive the filling of vacancies, add detail and explanation as appropriate.*

Example 1: Created new entry and training level classes to fill a pipeline for entry-level positions that may not otherwise qualify for the higher level positions.

Example 2: Promoted x employees internally to enable them to progress in careers, which created vacancies that also needed to be filled.

Example 3: We completed x number of Reorganizations to enable us to create the new positions that have been budgeted. (Explain the status of the creation and filling of new positions).

Example 4: We worked with DHR Classification and Pay to amend minimum qualifications (or position descriptions) to enable more people to qualify for positions given the level of salary.

b). What are the unique hiring challenges within your department?

Example 1: Our Wastewater Plant division requires specialized experience that can only be gained by working in the City's WW Treatment plant or a similar one either on another island or in another state. It is difficult to find external candidates to replace long time employees due to these highly specialized requirements.

Example 2: Many of our staff positions in the division are grant funded personal service contracts that will terminate at the end of the grant. Because applicants have expressed concern about the job security of these personal services contracts, we now offer XXXX positions to provide XYZ (explain in more detail).

Part II. Identify steps taken to fill the vacant positions and challenges encountered (Continued)

Response:

Office Assistant II - A position recently vacated on 12/31/24 due to retirement. Division is reviewing positions. Will participate in same day hiring opportunities.

Supervising Office Assistant II - Position on 12/31/24 due to retirement and is being reviewed.

Customer Service Representative II - Position was posted and currently pending interviews of candidates.

Planner I - Temporarily Assigned Branch Chief prioritized some of the other positions to fill first. Position also used to fund over time.

Planner III - Difficult position to recruit for because of the nature of the position which is not the typical city planner position but more administrative. Conducts research, gathers evidence and puts packages together for code enforcement and issuance of fines.

Planner VII - Branch Chief position for the Code Compliance Branch for which one of the current Planner VI is temporarily assigned. That internal candidate is not interested in the position and recruitment for this type of Planner position is proving to be difficult. Planner position is not the typical City Planner, it requires mainly research, gathering evidence and putting together packages for code enforcement and issuance of fines.

Plans Examining V - Redefining position. Position used to fund reallocations for Plans Examiners in the Permit Issuance Branch.

Building Inspector and Aids - Ongoing efforts are being made to recruit for this position. There were multiple cycles of interviews but no candidates were selected.

Housing-Zoning Code Inspector I-III All positions have been downgraded to level I and is on the DHR website for continuous recruitment. Positions for the level I need to come in with experience, few candidates received.

Part III. Describe the qualitative and quantitative impact of vacancies on delivery of services to the public.

a). Give examples of ways services are impacted and why its important to keep trying to fill vacancies.

Example 1: Creates a backlog and a longer wait time for customers (explain in more detail if needed).

Example 2: Due to vacancies, providing Services become more costly because lack of adequate staff requires overtime pay in order to deliver timely services to the public. Sometimes the need for too much overtime causes staff to leave certain positions.

Example 3: We have concerns that staff shortages in XXX Division increase stress and create burnout for employees on a team that is already pressed to maintain a high level of services to the public.

Response:

Office Assistant II, Supervising Office Assistant II, and Customer Service Representative II positions in the Data Access and Imaging Branch is critical, as the branch is currently operating at 40% capacity. These positions provide essential clerical support, supervision, and customer service to maintain core functions. The recent vacancies due to retirements make filling these roles urgent to ensure continuity and reduce the increased workload on remaining staff.

Planner I, III - Code Compliance branch short-staffed and backlogged with not enough people to carryout functions. Existing staff focuses on eliminating fines issuance backlog and other day to day tasks.

Planner VII - Filling this position is critical to eliminating the backlog of fines issuance and streamlining the fine and collections processes.

Building Plans Examiner V - Position is critical to providing senior level support to the Permit Issuance branch therefore assisting with elimination of the backlog as well as increased morale.

Building Inspector and Aids - Filling the position will provide the capacity necessary to complete tasks timely and efficiently and will stabilize workloads for the branch.

Housing-Zoning Code Inspector I-III Filling the positions will provide the capacity necessary to complete tasks timely and efficiently and will stabilize workloads for the branch.

DEPARTMENT: Planning and Permitting**ACTIVITY:** Planning Division**City and County of Honolulu**

Report to City Council

(Ord. 23-31)

Part I. ABOLISHED POSITIONS (FY2024)**Instruction :** For any vacant position that has been abolished, please identify the position information in the table below.

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Example 1: Created new entry and training level classes to fill a pipeline for entry-level positions that may not otherwise qualify for the higher level positions.

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b). What are the unique hiring challenges within your department?

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Example 2: Many of our staff positions in the division are grant funded personal service contracts that will terminate at the end of the grant. Because applicants have expressed concern about the job security of these personal services contracts, we now offer XXXX positions to provide XYZ (explain in more detail).

Part II. Identify steps taken to fill the vacant positions and challenges encountered (Continued)

Response:

Planner II - Downgraded to a level II with pending internal interviews to be conducted, allowing promotional opportunities for current staff.

Planner III - VI - Posted on DHR's website some on continuous recruitment. Few candidates received depending

Program Administrator - Position was posted internally and currently under further review.

Part III. Describe the qualitative and quantitative impact of vacancies on delivery of services to the public.

a). Give examples of ways services are impacted and why its important to keep trying to fill vacancies.

Example 1: Creates a backlog and a longer wait time for customers (explain in more detail if needed).

Example 2: Due to vacancies, providing Services become more costly because lack of adequate staff requires overtime pay in order to deliver timely services to the public. Sometimes the need for too much overtime causes staff to leave certain positions.

Example 3: We have concerns that staff shortages in XXX Division increase stress and create burnout for employees on a team that is already pressed to maintain a high level of services to the public.

Response:

Planner positions is essential to ensure timely reviews, reduce stress on current staff, and maintain operational efficiency across branches. These positions support the Development Plans and Zone Changes Branch and Policy Planning Branch, which is at 50%-60% capacity. They are critical for enabling more thorough reviews, allowing for cross-training to prepare for upcoming retirements, and alleviating workload stress. Additionally, the hard-to-fill roles are crucial for supporting core functions, reducing workload, and facilitating succession planning for future retirements and leadership transitions.

Program Administrator - Position oversees the TOD program, ensuring the efficient delivery of infrastructure, zoning, and streamlined permitting to meet development goals and support demand in vibrant communities. A vacancy would disrupt the coordination of efforts to implement TOD alongside affordable housing and a diverse transportation system.

DEPARTMENT: Planning and Permitting
ACTIVITY: Land Use Development Division

City and County of Honolulu
 Report to City Council
 (Ord. 23-31)

Part I. ABOLISHED POSITIONS (FY2024)

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Part II. Identify steps taken to fill the vacant positions and challenges encountered

a). Give examples of activities that were accomplished and were needed to drive the filling of vacancies, add detail and explanation as appropriate.

Example 1: Created new entry and training level classes to fill a pipeline for entry-level positions that may not otherwise qualify for the higher level positions.

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b). What are the unique hiring challenges within your department?

Example 1: Our Wastewater Plant division requires specialized experience that can only be gained by working in the City's WW Treatment plant or a similar one either on another island or in another state. It is difficult to find external candidates to replace long time employees due to these highly specialized requirements.

Example 2: Many of our staff positions in the division are grant funded personal service contracts that will terminate at the end of the grant. Because applicants have expressed concern about the job security of these personal services contracts, we now offer XXXX positions to provide XYZ (explain in more detail).

Part II. Identify steps taken to fill the vacant positions and challenges encountered (Continued)

Response:

Secretary - Vacant on 11/01/2024 due to a lateral movement of an employee. We will be participating in the Same Day Hiring scheduled in February. Most recent candidate declined the offer.

Planner IV - Position is posted on DHR's website on continuous recruitment. Current candidate declined offer. Looking into utilizing the Delegated RAM/HAM for hard to fill.

Planner VI - Position is currently being utilized for a temporary assignment to an employee who is performing specialized duties for the Oahu Historic Preservation Committee and future Oahu Historic Preservation Program for the City.

Part III. Describe the qualitative and quantitative impact of vacancies on delivery of services to the public.

a). Give examples of ways services are impacted and why its important to keep trying to fill vacancies.

Example 1: Creates a backlog and a longer wait time for customers (explain in more detail if needed).

Example 2: Due to vacancies, providing Services become more costly because lack of adequate staff requires overtime pay in order to deliver timely services to the public. Sometimes the need for too much overtime causes staff to leave certain positions.

Example 3: We have concerns that staff shortages in XXX Division increase stress and create burnout for employees on a team that is already pressed to maintain a high level of services to the public.

Response:

Secretary position provides vital administrative support to the division chief and staff, allowing Planners to focus on more complex tasks. Without it, Planners would face additional administrative burdens, such as finalizing reports and tracking approvals, which would slow down their primary work.

Planner IV This position is in the Land Use Approval Branch that processes coastal zone management permits along with other land use permits. The coastal permits require a lot of effort with firm deadlines. These permits continue to grow, this position provides support for the branch's core function.

Planner VI This is a senior planner position in which another planner is on temporary assignment (TA) to assist with the Oahu Historic Preservation Program. DPP is hoping to place that Planner into a PSC position to open up this Planner position to be filled for the branch.

DEPARTMENT: Planning and Permitting**ACTIVITY:** Building Division**City and County of Honolulu**

Report to City Council

(Ord. 23-31)

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Part II. Identify steps taken to fill the vacant positions and challenges encountered*a). Give examples of activities that were accomplished and were needed to drive the filling of vacancies, add detail and explanation as appropriate.*

Example 1: Created new entry and training level classes to fill a pipeline for entry-level positions that may not otherwise qualify for the higher level positions.

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b). What are the unique hiring challenges within your department?

Example 1: Our Wastewater Plant division requires specialized experience that can only be gained by working in the City's WW Treatment plant or a similar one either on another island or in another state. It is difficult to find external candidates to replace long time employees due to these highly specialized requirements.

Example 2: Many of our staff positions in the division are grant funded personal service contracts that will terminate at the end of the grant. Because applicants have expressed concern about the job security of these personal services contracts, we now offer XXXX positions to provide XYZ (explain in more detail).

Part II. Identify steps taken to fill the vacant positions and challenges encountered (Continued)

Response:

Office Assistant II - Lapsed in recertification FY24, new BF129 required, participated in same day hire events. Candidates take positions from other departments.

Building Inspector Aid - Setting up interviews.

Building Inspector - Recently vacated, BF129 pending submission.

Senior Building Inspector - These positions were posted internally for promotional opportunities for current DPP staff. Division to interview.

Electrical Inspector - recently vacated, pending approval of BF129.

Land Use Plans Checker II - Vacated on 01/28/25. Downgrading position to level I and pending for approval to fill.

Engineering Positions (Civil, Electrical, Mechanical, Plans Examining, Structural) - Positions are on DHR's website on continuous recruitment. Candidates are interviewed when referred, fewer names are referred with higher level positions. We hope that the new salary schedule will attract more candidates.

Part III. Describe the qualitative and quantitative impact of vacancies on delivery of services to the public.

a). Give examples of ways services are impacted and why its important to keep trying to fill vacancies.

Example 1: Creates a backlog and a longer wait time for customers (explain in more detail if needed).

Example 2: Due to vacancies, providing Services become more costly because lack of adequate staff requires overtime pay in order to deliver timely services to the public. Sometimes the need for too much overtime causes staff to leave certain positions.

Example 3: We have concerns that staff shortages in XXX Division increase stress and create burnout for employees on a team that is already pressed to maintain a high level of services to the public.

Response:

Office Assistant II - Building Division requires a lot of administrative assistance, difficult to find people to fill the positions and hard to keep them due to low pay.

Building Inspector Aid - Entry level position is important for recruitment and staffing stability, requires a lot of training by upper level Inspectors.

Building Inspector - Recently vacated, BF129 pending submission.

Senior Building Inspector - These positions along with the Building Inspectors and Building Inspector Aids are within the Building Code Branch in the Building Inspection Section. Theses higher level positions offer promotional opportunities for current staff, internal promotions increases retention and knowledge.

Electrical Inspector (LU497) Position keeps branch well staffed and provides better workloads and employee satisfaction.

Land Use Plans Checker II (LU176) This is a newly vacated position in the Zoning Plan Review Branch. This position provides information to the public on permitted and accessory uses, proper procedures involved in permit applications and other applications. With the new permitting software, position is needed to assist in the roll out and assisting the public of their need.

Engineering Positions (Civil, Electrical, Mechanical, Plans Examining, Structural) - All hard to fill but essential for reducing backlogs and alleviating stress on current staff. Filling these roles will provide specialized support, improve efficiency, and ensure timely processing within the Building, Electrical Code, and Mechanical Code Branches.

DEPARTMENT: Planning and Permitting
ACTIVITY: Site Development Division

City and County of Honolulu
Report to City Council
(Ord. 23-31)

Part I. ABOLISHED POSITIONS (FY2024)

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Part II. Identify steps taken to fill the vacant positions and challenges encountered (Continued)

Response:

Planner III position was downgraded to level II to address recruitment challenges at the level III, with the selection instrument needing adjustment for proper level alignment. Planner IV and Planner VI positions are posted on DHR's website for continuous recruitment, few names referred, interviews are conducted when names are received. Planner VII position recently became vacant on 12/01/2024, with the BF129 for approval currently in process.

Construction Inspector Continuously interview when names are referred, one is currently going through the suitability process.

Chief Division of Engineering This position is currently flagged and a review is required upon filling.

Part III. Describe the qualitative and quantitative impact of vacancies on delivery of services to the public.

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Example 3: We have concerns that staff shortages in XXX Division increase stress and create burnout for employees on a team that is already pressed to maintain a high level of services to the public.

Response:

Planner positions is crucial to prevent backlogs and ensure timely project reviews. The Planner III manages the intake and review of construction plans, and without it, delays in about 400 plans annually would affect both public and private projects. The Planner IV allows for more efficient reviews and cross-training as senior staff near retirement. The Planner VI is vital for reviewing Elevation Certificates, ensuring Honolulu's participation in the Community Rating System, and preventing delays in permits and certificates, which could strain other planners and compromise flood risk management.

Planner VII - Position is the Chief for the Subdivision Branch and was newly vacant. Incumbent was in the position for over ten years. Pending approval to fill.

Construction Inspector Vacancies reduces the current inspection capacity resulting in a decrease of response to investigate possible work without a permit, inspect permits as required and frequency. There are about 2000 construction sites on Oahu, the amount of staffing needed to conduct the needed inspections and investigations is necessary to allow continuity of developments on Oahu.

Chief Division of Engineering This position is currently on hold while we await its replacement with a similar role to support the day-to-day management and supervision of the Site Development Division and its varied responsibilities.

DEPARTMENT: Police

ACTIVITY:

City and County of Honolulu

Report to City Council

(Ord. 23-31)

Part I. ABOLISHED POSITIONS (FY2024)

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Part II. Identify steps taken to fill the vacant positions and challenges encountered (Continued)

Response:

\$25,000 Hiring Incentive: Recruits are now eligible to receive the hiring incentive upon successful completion of tiered performance standards. The breakdown of the hiring incentive is as follows:

- \$2500 for successfully passing the police academy's comprehensive exam
- \$5000 for graduating from the police academy
- \$7500 for successfully completing their initial probationary period, which is typically a year
- \$10000 for three years of service as a Metropolitan Police Officer

Police Services Officer (PSO), formerly known as Cadets: The position represents transitory and interim employment for individuals who are interested in pursuing law enforcement as a career, but who do not yet meet all the requirements (typically, age) for appointment to police recruit. Nevertheless, we welcome everyone 18 years of age or older. Applicants must go through the entire application process (i.e., entrance exam, physical test, background, psychological exam/interview, polygraph, medical, etc.). Minimum qualifications include (but are not limited to) a HS diploma/GED and driver's license.

Pathways Internship Program: The program is for college students who are scheduled to graduate soon from an accredited bachelor's program and who intend to start a policing career with the HPD. Selected interns embark on an immersive internship in their last semester of college that exposes them to the profession and prepares them for the academy. While in the program, interns concurrently undergo the application process to be a police recruit.

SkillBridge Program: The HPD is a SkillBridge industry partner. The SkillBridge program is an opportunity for military service members to gain valuable civilian work experience through specific industry internships during the last 180 days of service. It connects transitioning service members with industry partners in real-world job experiences. For the HPD, we have an opportunity to access and leverage a highly trained and motivated workforce at no cost.

Former Student-Athlete Ambassadors: HPD's personnel include many former professional, college, or high-school student athletes. We are utilizing these officers as positive ambassadors and liaisons with their alma mater. They visit their schools and/or sports programs to market and recruit for positions in the HPD. For high schools, we are making a push for the PSO position. Our officers, who were former student-athletes, can better connect and relate to students at their alma mater.

Community In-person Application Process Events: We are conducting community in-person application process (i.e., online application submittal, police examination, and physical readiness assessment) events at our local universities. Applicants can complete multiple steps in the application process (further decreasing the processing time) from the comforts of their own campus or near their home. While the events are held on college campuses, they are also open to the public.

Challenges:

The City and County of Honolulu has a high cost of living. Current employees and applicants may consider job opportunities in other states with a lower cost of living, even if it means taking a position at a lower wage.

Many non-sworn positions require specialized skills, education, and experience that are valued in the private sector. The private sector can fluidly offer competitive wage compensation and flexible alternative work schedules that the HPD cannot easily match.

Part III. Describe the qualitative and quantitative impact of vacancies on delivery of services to the public.

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Response:

When police personnel retire or resign, valuable knowledge and experience is lost and is difficult to replace. With each continued vacancy, there is a delayed opportunity to replace the knowledge and experience that was lost.

Because public safety and essential tasks are prioritized, other lower priority tasks and/or projects may result in longer wait times for services to the public (e.g. requests for reports).

DEPARTMENT: PAT

ACTIVITY: Victim Witness

City and County of Honolulu

Report to City Council

(Ord. 23-31)

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N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

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Part II. Identify steps taken to fill the vacant positions and challenges encountered (Continued)

Response:

Vacant General Funded (110) Clerical Support Positions - OFFICE ASSISTANT II (PP195); SECRETARY II (PP359):

- a). Posted job announcements on Indeed, Neogov, and internally via IDCE, attended job fairs, extensively and expeditiously interviewed qualified applicants, and expedited the hiring and onboarding process.
- b). Competition from the private sector and other government agencies can affect the hiring and retention of highly qualified workers.

Vacant General Funded (110) Clerical Supervisory Positions - SUPVG LEGAL CLERK II (PP409):

- a). Posted job announcement on Neogov for interdepartmental hire and internally via IDCE. We are currently working with DHR classification to amend minimum qualifications for position to enable more candidates to qualify for position.
- b). The amount of time to gain the experience required to effectively fill the role of the supervisory positions.

Vacant General Funded (110) Victim/Witness Counselor Positions - VICTIM/WITNESS COUNSELOR II (PP316):

- a). Posted job announcements on Indeed and Neogov, attended job fairs, extensively and expeditiously interviewed qualified applicants, and expedited the hiring and onboarding process.
- b). Competition from the private sector and other government agencies can affect the hiring and retention of highly qualified workers.

Vacant General Funded (110) Supervising Victim/Witness Counselor Positions - VICTIM/WITNESS COUNSELOR III (PP336):

- a). Offered temporary assignment opportunities for existing employees to gain the experience required for supervisory positions.
- b). The amount of time to gain the experience required to effectively fill the role of the supervisory position.

Vacant Victim Witness-State Grant Funded (380) Clerical Support Positions - LEGAL CLERK III (PP258); LEGAL CLERK III (PP312):

- a). Consulted with DHR on changing the CBA to allow temporary grant funded hires to qualify for future permanent promotional opportunities while keeping their salary step.
- b). Temporary nature of grant funding.

Vacant Victim Witness-State Grant Funded (380) Victim/Witness Counselor Positions - VICTIM/WITNESS COUNSELOR I (PP357); VICTIM/WITNESS COUNSELOR II (PP225); VICTIM/WITNESS COUNSELOR II (PP335); VICTIM/WITNESS COUNSELOR II (PP403):

- a). Consulted with DHR on changing the CBA to allow temporary grant funded hires to qualify for future permanent promotional opportunities while keeping their salary step.
- b). Temporary nature of grant funding.

Vacant Victim Witness-State Grant Funded (380) Supervising Victim/Witness Counselor Positions - VICTIM/WITNESS COUNSELOR III (PP315):

- a). Consulted with DHR on changing the CBA to allow temporary grant funded hires to qualify for future permanent promotional opportunities while keeping their salary step.
- b). Temporary nature of grant funding.

Vacant VOCA 02-VA-2 Grant Funded (390) Victim/Witness Counselor Positions - VICTIM/WITNESS COUNSELOR I (PP404); VICTIM/WITNESS COUNSELOR I (PP405); VICTIM/WITNESS COUNSELOR I (PP314); VICTIM/WITNESS COUNSELOR I (PP410); VICTIM/WITNESS COUNSELOR II (PP224); VICTIM/WITNESS COUNSELOR II (PP226); VICTIM/WITNESS COUNSELOR II (PP227):

- a). Consulted with DHR on changing the CBA to allow temporary grant funded hires to qualify for future permanent promotional opportunities while keeping their salary step.
- b). Temporary nature of grant funding.

Part III. Describe the qualitative and quantitative impact of vacancies on delivery of services to the public.

a). Give examples of ways services are impacted and why its important to keep trying to fill vacancies.

Example 1: Creates a backlog and a longer wait time for customers (explain in more detail if needed).

Example 2: Due to vacancies, providing Services become more costly because lack of adequate staff requires overtime pay in order to deliver timely services to the public. Sometimes the need for too much overtime causes staff to leave certain positions.

Example 3: We have concerns that staff shortages in XXX Division increase stress and create burnout for employees on a team that is already pressed to maintain a high level of services to the public.

Response:

Vacant General Funded (110) Clerical Support Positions - OFFICE ASSISTANT II (PP195); SECRETARY II (PP359):

a). Vacant positions will affect the department's readiness to proceed with trials and hearings.

Vacant General Funded (110) Clerical Supervisory Positions - SUPVG LEGAL CLERK II (PP409):

a). Vacant positions will affect the department's readiness to proceed with trials and hearings.

Vacant General Funded (110) Victim/Witness Counselor Positions - VICTIM/WITNESS COUNSELOR II (PP316):

a). Vacant positions will affect the department's readiness to proceed with trials and hearings.

Vacant General Funded (110) Supervising Victim/Witness Counselor Positions - VICTIM/WITNESS COUNSELOR III (PP336):

a). Vacant positions will affect the department's readiness to proceed with trials and hearings.

Vacant Victim Witness-State Grant Funded (380) Clerical Support Positions - LEGAL CLERK III (PP258); LEGAL CLERK III (PP312):

a). Vacant positions will affect the department's ability to fulfill applicable grant requirements.

Vacant Victim Witness-State Grant Funded (380) Victim/Witness Counselor Positions - VICTIM/WITNESS COUNSELOR I (PP357); VICTIM/WITNESS COUNSELOR II (PP225); VICTIM/WITNESS COUNSELOR II (PP335); VICTIM/WITNESS COUNSELOR II (PP403):

a). Vacant positions will affect the department's ability to fulfill applicable grant requirements.

Vacant Victim Witness-State Grant Funded (380) Supervising Victim/Witness Counselor Positions - VICTIM/WITNESS COUNSELOR III (PP315):

a). Vacant positions will affect the department's ability to fulfill applicable grant requirements.

Vacant VOCA 02-VA-2 Grant Funded (390) Victim/Witness Counselor Positions - VICTIM/WITNESS COUNSELOR I (PP404); VICTIM/WITNESS COUNSELOR I (PP405); VICTIM/WITNESS COUNSELOR I (PP314); VICTIM/WITNESS COUNSELOR I (PP410); VICTIM/WITNESS COUNSELOR II (PP224); VICTIM/WITNESS COUNSELOR II (PP226); VICTIM/WITNESS COUNSELOR II (PP227):

a). Vacant positions will affect the department's ability to fulfill applicable grant requirements.

DEPARTMENT: Transportation Services**ACTIVITY:** All**City and County of Honolulu**

Report to City Council

(Ord. 23-31)

Part I. ABOLISHED POSITIONS (FY2024)**Instruction :** For any vacant position that has been abolished, please identify the position information in the table below.

Also, provide information if any of the responsibilities of the abolished position has been transferred-to what other position and where (Dept/Div/Unit) in the "Comments" column.

Fund	Classification Title	Position No.	Grade (eg. SR, BC)	Date of Vacancy	Amount Budgeted	Duties Transferred Y/N	Comments
120	None						
140	None						
180	None						

Part II. Identify steps taken to fill the vacant positions and challenges encountered*a). Give examples of activities that were accomplished and were needed to drive the filling of vacancies, add detail and explanation as appropriate.*

Example 1: Created new entry and training level classes to fill a pipeline for entry-level positions that may not otherwise qualify for the higher level positions.

Example 2: Promoted x employees internally to enable them to progress in careers, which created vacancies that also needed to be filled.

Example 3: We completed x number of Reorganizations to enable us to create the new positions that have been budgeted. (Explain the status of the creation and filling of new positions).

Example 4: We worked with DHR Classification and Pay to amend minimum qualifications (or position descriptions) to enable more people to qualify for positions given the level of salary.

b). What are the unique hiring challenges within your department?

Example 1: Our Wastewater Plant division requires specialized experience that can only be gained by working in the City's WW Treatment plant or a similar one either on another island or in another state. It is difficult to find external candidates to replace long time employees due to these highly specialized requirements.

Example 2: Many of our staff positions in the division are grant funded personal service contracts that will terminate at the end of the grant. Because applicants have expressed concern about the job security of these personal services contracts, we now offer XXXX positions to provide XYZ (explain in more detail).

Part II. Identify steps taken to fill the vacant positions and challenges encountered (Continued)

Response:

Regarding the steps taken to fill vacant DTS staffing positions, please see our summary below regarding our LIST OF VACANT POSITIONS.

Summary regarding our 45 vacancies total as of 1/31/2025

23 vacancies have been approved to fill by BFS and DHR

-Two (2) vacant positions are pending panel examination finalization

-15 vacant positions are awaiting eligible lists

-Interviews are being conducted for one (1) of our vacant positions

-Five (5) selections have been made pending the candidates fulfilling conditional offer requirements

22 vacancies are pending approvals for the following reasons

-11 vacancies are pending BFS Request to Create and Fill New Position - BF130

-11 vacancies are pending Request to BFS Fill & Reallocate - BF129

Examples of the steps taken to fill positions we have approval to fill in FY2025, we reallocated two (2) specialty Planners VIIs to licensed Civil and Mechanical Engineers to better address Track, Guideway, Structures, and Rolling Stock Compliance issues. We reallocated one (1) entry Civil Engineer position to the licensed supervisory level necessary for the level of work needed for Traffic Engineering in Honolulu's urban core.

We established 20 of 31 new positions authorized in FY 2023-2024. Remaining are Two (2) Traffic Engineers that are pending funding then creation in our Curb Management Facilities and Operations Branch. One (1) Executive Assistant is pending funding then creation in our Transportation Technology Division. Two (2) Traffic Engineers are pending funding then creation in our Street Usage and Events Unit. Three (3) Planners and Three (3) Clerical support positions are pending creation in our Transportation Rail Division.

We are working with BFS and DHR on a total of 11 positions pending approval to fill and reallocate; one (1) licensed supervisory Traffic Engineer to licensed supervisory Electrical Engineer to oversee our Traffic Signal projects; one (1) managerial Executive Assistant to Mass Transit Administrator of Rapid Transit to oversee our Rail Operations and Maintenance program; one (1) supervisory licensed Traffic Engineer; one supervisory Traffic Technician; One (1) Planner to manage our integrated strategy for customer information, for multimodal customers to plan trips and successfully navigate the system; One (1) Planner to manage our Disadvantaged Business Enterprise (DBE), Equal Employment Opportunity (EEO), and Title VI programs; Two (2) supervisory Traffic Signal related positions; One (1) Senior Groundskeeper; One (1) supervisory Transportation Planner; we are also working to place a select certification for recruitment on one (1) specialty Planner to manage our revenue systems in connection with our Holo program.

Summary of challenges we are experiencing.

Our Transportation related positions requires specialized traffic experience that can only be gained by working in the DTS or a similar agency on another island or in another state. It is difficult to find external candidates to replace long time employees due to these specialized requirements.

Specific challenges to certain positions we are experiencing that are over 3 to 7 or more years vacant.

Transportation Engineering: One (1) Supervising and Licensed Traffic Engineer II vacancy on 4/1/2020 (over three years) has been reallocated from entry Civil Engineer I back to the authorized level after numerous attempts to fill at the entry level failed to secure a suitable candidate. Multiple offers were made but the candidates declined for various reasons, including low entry level pay compared to the private sector. With the recent creation of the EN salary rating, we feel that the City's pay scale is competitive at the licensed professional level. We are currently interviewing candidates and estimate we should fill this position in Fiscal Year 2025.

Transportation Technology: We have one Supervising and Licensed Traffic Engineer II vacancy on 12/31/2013 (over seven years) which remains difficult to fill. So we are requesting this position be reallocated from Supervising and Licensed Traffic to Electrical Engineer V to better fit with the operational needs of this program working on City Traffic Signals and Camera systems across Oahu. We successfully filled one (1) of our Traffic Signal Inspector vacancies in FY2025 but have one remaining that became vacant on 12/31/2013 (over seven years). These inspectors are highly specialized and difficult to fill. We look forward to receiving additional candidate applications for our remaining vacancy. We have one (1) Traffic Signal Electrician Supervisor II vacant on 6/1/2015 (over seven years). This is the top career progression for our Traffic Signal Electrician program and remains a difficult to fill supervisory licensed foreman.

Transportation Rail: We have had a vacant Supervising Planner VII (Transportation Planning – Facilities) position since 9/25/2021 (over three years) which has been challenging to fill. This position was filled initially with a select certification requirement requiring rail experience, which significantly limited the applicant pool. Since the vacancy, we have revised the position description and removed the rail requirement, broadening the recruitment to general facilities managers who could learn the rail aspect at an entry salary. To attract qualified candidates for this critical role, we are now requesting approval to recruit above the minimum salary, up to the midrange of the salary schedule. This position is essential for overseeing the City's maintenance of rail facilities not covered by the Skyline contractor.

Transportation Mobility: One (1) Planner V vacancy on 01/07/2018 (over 5 years) has been difficult to fill. A series of interviews have been conducted with candidates referred through the DHR-certified list. A selected candidate declined our offer and we are awaiting referral of more names.

Part III. Describe the qualitative and quantitative impact of vacancies on delivery of services to the public.

a). Give examples of ways services are impacted and why its important to keep trying to fill vacancies.

Example 1: Creates a backlog and a longer wait time for customers (explain in more detail if needed).

Example 2: Due to vacancies, providing Services become more costly because lack of adequate staff requires overtime pay in order to deliver timely services to the public. Sometimes the need for too much overtime causes staff to leave certain positions.

Example 3: We have concerns that staff shortages in XXX Division increase stress and create burnout for employees on a team that is already pressed to maintain a high level of services to the public.

Response:

Vacancies hurt performance and services provided to the public as existing staff shoulder the burden until a vacant position is filled. The work may be done on an overtime or temporary assignment basis but cannot be in perpetuity due to budget limitations and staff burnout. Additionally, some of these vacant positions are essential to the encumbrance and use of state-administered Federal funds, which carries stringent performance and submittal schedules. Non-compliance with established deadlines will result in the de-obligation of Federal funds and indefinitely suspend affected projects.

The Administration, City Council, Federal and State transportation partners have high expectations and requirements that we (DTS) leverage available and future federal funding opportunities to advance safety and mobility in the City. DTS requires personnel commensurate with our funding levels and charter responsibilities to confidently execute our ongoing and future projects.

Globally, City vacancies also harms our management capacity and capability, ability to provide excellence in customer experience, and generate sufficient revenue to maintain the City's assets to reduce liability and risk associated with deferred maintenance.

The DTS is not considering abolishment of our staff at this time. As discussed at our hearing on March 12, 2024, the DTS needs to fill our vacancies to continue working on our expanding programs and projects to service the island. DTS has been awarded several Federal grants and requires staff capacity to actually manage projects. We need the staffing strength to do the work. Investing these funds into these workers is necessary for the long-term health of the DTS' programs and projects our residents and visitors rely upon daily.