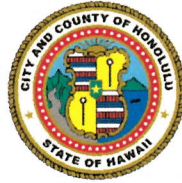


**OFFICE OF THE MAYOR**  
**KE KE'ENA O KA MEIA**  
**CITY AND COUNTY OF HONOLULU**  
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RICK BLANGIARDI  
MAYOR  
MEIA



MICHAEL D. FORMBY  
MANAGING DIRECTOR  
PO'O HO'OKELE  
  
KRISHNA F. JAYARAM  
DEPUTY MANAGING DIRECTOR  
HOPE PO'O HO'OKELE

March 17, 2025

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

Dear Chair Dos Santos-Tam and Councilmembers:

SUBJECT: Incentive Pay/Departmental Communication No. 147

In response to your letter dated, March 12, 2025, RE: Incentive Pay/Departmental Communication No. 147, the following response to your questions is provided.

**Questions:**

As incentive payments were listed for only nine (9) City departments:

- Does this mean that no incentive payments were made to departments not listed in the communication?
- Does the administration have plans for incentive payments for departments not listed in the communication?
- How was it determined that incentive payments would be made in some departments, but not others? If there is a formal process, please share those details.

The Honorable Tyler Dos Santos-Tam  
and Members  
March 17, 2025  
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**Response:**

Incentive Pay is available to all departments as one of many tools to address recruitment difficulty for particular positions. With the current job market, the Department of Human Resources (DHR) has consistently encouraged departments to request these incentives, through their policy summarized below, for specific positions that meet the criteria for incentive pay consideration.

DHR's Hiring Rates policy, which addresses incentive pay states, in relevant part:

All initial appointments shall be made at the minimum rate of the appropriate salary range. The Director of Human Resources (Director) may, however, authorize a recruitment incentive to enhance the recruitment of persons employed or appointed to critical-to-fill or labor shortage positions or positions where recruitment difficulty has been substantiated.

The policy relies on three criteria for incentive pay:

1. Critical-to-fill positions; and
2. Positions where recruitment difficulty has been substantiated; or
3. Unique qualifications are needed for the position.

As indicated in the Hiring Rates policy, individual departments and agencies are responsible for submitting written requests for recruitment incentives, together with the appropriate justifications for the incentive, to the DHR Director for review and approval. The policy sets forth a formal process for a request. These incentives are based on statutory guidelines and civil service rules.

Should you have further questions regarding incentive pay, please contact Nola Miyasaki, Director of Human Resources at (808) 768-8500.

Sincerely,

A handwritten signature in black ink, appearing to read 'M. Formby', with a long horizontal line extending to the right.

Michael D. Formby  
Managing Director