

Aloha, we understand from some state workers that there are multiskilled-worker wages being paid to some who have not completed the necessary training and new skills outlined in MOUs. In other cases, some staff who want the MSW training and pay say they have not had opportunities to get it.

The information is not quite right. Both UPW director and staff as well HPHA management and staff had multiple meetings with ALL staff to not only inform them about the Multiskilled Worker MSW Pilot program but to also encourage them to fill the over 60 positions designated for the program. After a few months, we had 34 MWS workers and needed more. Because it's voluntary in nature, we went back again (UPW and HPHA) to encourage more to attend. Unfortunately, since the start of the program, we were always short a couple dozen workers. Any maintenance staff members at HPHA may volunteer to participate in the Multi-Skilled Worker Program. There have been 11 new staff in the past year that joined the program; three of whom decided to return to their positions at the Asset Management Project (AMP) where they came from. All staff who apply must go through the application process, be interviewed and are tested, prior to selection just as every member similar our civil service recruitment process. The agency's goal is to have all our maintenance staff come multi-skilled workers.

We are checking with the various state departments who have MOUs like this to see:

- How many workers are being paid at the MSW rates?
 - How many are receiving the MSW incentive who have not completed the prescribed trainings and/or are not serving in a more skilled capacity?

There are currently 31 UPW bargaining unit 1 employees receiving incentive, and 3 HGEA bargaining unit 2 employees receiving incentive.

All employees received comprehensive training on 1 October 2015. Everyone have participated in classroom training, and hands on training daily as prescribed in the MOU. Many have been selected to receive further specialized training in Lead Based Paint in Renovation, mold remediation, fall protection, asbestos abatement, and backflow preventer testing and repair. Additionally, participation in the MSW program allows staff to request/receive training in areas that they may not normally qualify for based on their position description. As an example, a carpenter who would not normally qualify to receive training in welding or minor electrical repair or the HPHA's painter who was trained as a certified locksmith.

- What is the HPHA's assessment of how its multiskilled workers programs are going so far? Is it accomplishing its intended results?

The current MSW program is the natural outgrowth of the exempt team formed in 2012. Both created to hire and train skilled tradespersons to renovate vacant units and raise the occupancy rate of the agency in record times. Due to such programs, the HPHA was able to place more families into housing and increased the occupancy rate from the low 80% to high 90% as well as set the standard of turnaround time for major renovations from over 7 months to 7 days. We were also able to take on complicated renovations without waiting years for appropriations and procurement. They even took entire buildings that had been vacant for over 5 years and renovated them and put them back on line. They continue to be occupied today.

The MSW sought to take these skilled professionals and train the rest of the staff to become more rounded employees and to be able to renovate more vacant units, and do more repairs, thereby saving time, and money by doing repairs in house and immediately and not having to go through the procurement process to hire an outside vendor.

MSW has trained its staff to be multi skilled and have the electricians, plumbers, and carpenters check the final product to ensure it meets all applicable codes and eliminate the “it’s not my job mentality” so often heard in other organizations. In other words, a team of 4 or 5 enter the unit and don’t leave until it’s 100% completed as opposed to the silo style of renovating whereby the cleaning crew goes first, then the painters are scheduled and if they find any issues outside painting such as holes in drywall or any other matter, they will leave the unit and you’ll have to schedule other staff to do drywall and if they too find other issues such as light mold resulting from plumbing leak, they’ll leave and wait for the plumber, then scheduled mold clean up then call back the drywallers until done and then reschedule the painters back etc....

MSW since its beginning 1 October 2015 has renovated approximately 200 vacant units in 20 months, with over 100 in the current fiscal year (which is not even over).

The team has promoted 4 members during its short history a testament to its effectiveness. Three of those members into working foreman positions who now train others

Last year, the MSW program was honored to have been selected as the Department of Human Services’ Team of the Year, with one of its members being selected as the Employee of the Year. On Thursday, they will be recognized at the Governor’s Award Ceremony and “compete” for the State Team of the Year and State Employee of the Year awards.

And because we receive federal funds based on occupied units only, the HPHA was able to be fully funded and increased our federal funds by over \$3.5 Million dollars which over a million more than the entire labor and benefit cost of the entire MSW team

- Are the workers being given ample opportunities for the kind of classroom and on-the-job training required to earn the bonus pay?
 - If there are shortcomings in these opportunities, what is the plan to improve access to such opportunities?

We believe that this is a proven success. The HPHA provides classroom training as often as workload allows. Additionally, the HPHA provides some sort of training nearly every Friday at our School Street facility. On the job training happens every day, employees work with the plumbers, carpenters, electricians, and painter to learn the aspects of all associated trades. Working foreman records each employees progress quarterly. Even team members who are tasked with performing less hands-on work (e.g., supervisors), are trained in many areas which allows them to be better supervisors and enables them to pitch in when there is an emergency and we need all available staff to perform repairs.

The HPHA was recently approached by the State Workforce Development Branch (apprenticeship program). The HPHA is considering establishing an apprenticeship program within the MSW to allow employees to gain skills and take the licensing test to become skilled

trades in one or more fields. This would give them even more opportunities for advancement, and create a trained pool of trades for the state to hire from within.

Lastly, due to the success of this MSW program the agency would like to extend the program and continue to recruit more staff to join in the coming months.