

**Department of Human Resources Development
Annual Report on Goals and Objectives**

Submitted To

**The Twenty-Fourth State Legislature
2007 Regular Session**

As Required By
Act 100, Section 7, Session Laws of Hawaii 1999

March 2007

DEPARTMENT OF HUMAN RESOURCES DEVELOPMENT
ANNUAL REPORT ON GOALS AND OBJECTIVES

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I. INTRODUCTION

This report is submitted by the Department of Human Resources Development (HRD) in compliance with Act 100, Section 7, SLH 1999.

II. HRD STATEMENT OF GOALS

In July 2006, the HRD Director, Deputy Director, division chiefs, and managers collaboratively reassessed the Department's goals and priorities and identified objectives towards accomplishing the goals. The Department's mission statement was also amended to reflect a commitment in providing quality customer service as follows:

The Department of Human Resources Development will provide resources and services to support the Governor and State agencies in the recruitment, management and retention of a qualified and productive workforce.

The following have been identified as the three primary goals/priorities for HRD, reflecting an overall objective of improving customer service:

Goal No. 1: Improve system(s) for recruitment and retention to ensure that the State will have a qualified and productive workforce.

HRD is the central personnel agency for the Executive Branch. Among our core functions are the provision of leadership to line departments in managing human resources, and assisting the line departments in obtaining and retaining qualified staff/workers to provide essential services to the public. As such, it is critical that we continually seek improvements to our recruitment and retention system(s), to meet the constantly changing needs of the line departments.

Goal No. 2: Review practices, procedures, resources, competencies and workload and improve performance of core functions to adequately support departments and the Administration.

HRD must have adequate resources to perform its core functions in order to effectively lead and direct and help departments with their staffing and other personnel

needs. However, like many departments, HRD has experienced budget cuts over the years, resulting in growing workload backlogs and the need to eliminate or delegate key services. We therefore need to review processes and identify ways we can maximize efficiency to better service the needs of our customers.

Goal No. 3: Promote training opportunities for employees in the Executive Branch agencies.

Providing employees with opportunities for professional development is an essential investment by any organization to energize, motivate, keep current, and promote learning and self-improvement to maximize the productivity and effectiveness of the workforce. It is especially important that we support the professional development of all personnelists to strengthen the human resource program throughout the Executive Branch.

III. HRD OBJECTIVES AND POLICIES

HRD will accomplish the above-stated goals through a variety of means.

Objectives and Policies for Goal No. 1 (Improve systems for recruitment and retention to ensure that the State will have a qualified and productive workforce):

Objective No. 1: Improve recruitment and process applicants for State employment more efficiently.

Objective No. 2: Implement succession planning initiatives to address the impending crisis of our aging State workforce.

The PeopleSoft eRecruit software module used by HRD requires enhancements and modifications to make the online application process easier and more accessible for the public. Therefore, an alternative system must be explored so that HRD can recruit and process applicants for State jobs more efficiently.

HRD, in its role as the staffing agency for the Executive Branch, is cognizant of Hawaii's tight labor market, the impending crisis facing the line departments due to the State's aging workforce, and projected increase in retirements of State employees. It is therefore important for HRD to focus upon succession planning efforts, including outreach recruitment at the school level, to reinforce the image of the State as the "employer of choice."

Objectives and Policies for Goal No. 2 (Review practices, procedures, resources, competencies and workload and improve performance of core functions to adequately support departments and the Administration):

Objective No. 1: Develop a business plan for the Department to chart priorities and assess current and anticipated resources.

Objective No. 2: Assess skills and competencies of HRD staff and realign as necessary, based upon core responsibilities, commonality of function, and customer requirements.

In order to provide effective human resource support to the Executive Branch agencies and the Administration, HRD must reassess its own available resources to maximize the Department's efficiency. Development of a business plan will assist in defining the Department's priorities and in achieving goals.

Objectives and Policies for Goal No. 3 (Promote training opportunities for employees in the Executive Branch agencies):

Objective No. 1: Continue to provide employees with opportunities for professional development.

Objective No. 2: Provide as much training assistance as possible to the line Departmental Personnel Offices.

HRD employees bring a wealth of experience and ideas to the workplace and are dedicated to doing the best job possible. The Department is committed to helping all employees reach their full potential by providing as many opportunities for professional development as possible. HRD will also provide training to staff of the line departments in the various personnel specialty areas since much of the highly technical knowledge and experience is being lost as senior personnelists in the Departmental Personnel Offices are retiring in increasing numbers.

IV. ACTION PLAN AND PERFORMANCE MEASURES

Action Plan and Performance Measures for Goal No. 1, Objectives 1 and 2:

HRD has already taken action to improve and strengthen our recruiting capability by initiating a pilot project on July 1, 2006 using NEOGOV, which is a web-based software program that provides a fully integrated recruitment, selection and applicant tracking system designed specifically for public sector employers. NEOGOV allows persons interested in State employment to go on-line 24 hours a day, 7 days a week to check job listings and submit applications. As anticipated, NEOGOV has increased the number of applications submitted for State jobs. In this time of low unemployment, the State must make use of technological advancements like NEOGOV in order to effectively compete for the "best and the brightest." HRD will continue to explore efficient and effective systems, such as NEOGOV, as an enhancement or alternative to the existing PeopleSoft system. Statistics reflecting the number of applications, turnaround time, and comments from the Department's customers can serve as measures of an alternative recruitment system's effectiveness

Additionally, HRD will continue to step up its recruitment efforts to develop a larger pool of qualified applicants for State jobs. These activities include:

- (1) Expansion of the high school outreach recruitment program called “Kama`aina Stay Home”, in which the HRD Director along with State government employees representing a variety of occupations visit local high schools. The goal of the program is to make the students aware of the breadth of careers and excellent benefits available through State employment and encourage them to pursue job opportunities in State government, particularly the hard-to-fill occupations (e.g., Nurses, Engineers, Information Technology Specialists). This past year, one of the Kama`aina Stay Home presentations was held at Lanai High School, which the Governor personally took time out to participate in. This outreach recruitment program will be expanded to include the local colleges and universities.
- (2) Researching the feasibility of developing an internship program aimed at hard-to-fill professional jobs, such as Engineers.
- (3) Developing new ways to classify positions that are simpler, faster, and more flexible to meet the needs of the programs.
- (4) Increase advertisements in publications like Transition magazine which is read by our youth, and participate in job fairs at schools and shopping malls. The effectiveness of these efforts will be difficult to gauge, in terms of how many applications are actually submitted as a result of these various presentations. But, clearly, exposure of this nature will increase community awareness of what the State has to offer as an employer.

HRD also plans to examine competitive wages and incentives to address issues of retention.

Action Plan and Performance Measures for Goal No. 2, Objectives 1 and 2:

HRD will develop a business plan to set forth the Department’s philosophy, goals, priorities, and various action items and resources required to carry out the plan.

Based on the business plan, HRD will review practices, procedures, resources, competencies and workload issues and develop ways to improve performance of core functions to adequately support departments and the Administration within its existing resources. These include:

- Seeking areas where processes can be simplified or streamlined;
- Reassessing current operations to eliminate redundancies;
- Optimizing use of technology;

- Reassessing the ways HRD does business with its customers, with increased emphasis on practical impacts in the decision-making process;
- Seeking out student volunteers from the community colleges or universities interested in internship-type opportunities with HRD;
- Assess skills and competencies of HRD staff and realign as necessary, based upon core responsibilities, commonality of function, and customer requirements.

Action Plan and Performance Measures for Goal No. 3, Objectives 1 and 2:

HRD will continue to encourage all employees to participate in the various existing training opportunities, some of which are offered by HRD, and some of which are offered by private organizations or other public entities. Training and development of employees is an investment that will result in preserving the core values of public service, better employer-employee relations, quality managerial and leadership abilities, and sharper technical skills. To this effect, HRD will continue to promote its flagship executive program, the Hawaii Leadership Academy. HRD will also strive to provide training assistance to the line Departmental Personnel Offices. As an example, the pilot mentorship program that trains a departmental personnelist under our tutelage to return to his/her department with the appropriate foundations, history, and technical knowledge will strengthen the human resources programs in the departments to better serve their departmental Administration and employees.

We are committed to providing the resources and services to support the Governor and State agencies in the recruitment, management and retention of a qualified and productive workforce.

Respectfully Submitted,



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