

**REPORT TO THE TWENTY-FOURTH STATE LEGISLATURE  
2008 Regular Session**

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

As Required By  
**Act 100, Session Laws of Hawaii (SLH) 1999**

Submitted by:

**The State of Hawaii  
Executive Branch**

**December 2007**

DEPARTMENT OF HUMAN RESOURCES DEVELOPMENT  
ANNUAL REPORT ON GOALS AND OBJECTIVES

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2008 Regular Session

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Act 100, Section 7, Session Laws of Hawaii (SLH) 1999

**I. INTRODUCTION**

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

**II. DHRD STATEMENT OF GOALS**

DHRD's mission statement is:

*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 DHRD Director, Deputy Director, division chiefs, and managers are developing a Strategic Workforce Plan. The following three primary goals and objectives have been identified as part of the strategic planning process for DHRD, reflecting an overall objective of maximizing our resources and providing better customer service:

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

DHRD is one of the primary agencies on the Governor's management team serving as the central Human Resources program for the State of Hawaii Executive Branch.

DHRD in its role as the staffing agency for civil service positions in the Executive Branch departments, is cognizant of Hawaii's tight labor market and the impending crisis facing departments caused by the attrition of the aging workforce and the need to maintain adequate levels of service. It is critical that DHRD focus on the need to expeditiously attract and hire quality workers and expedite the referral process; provide leadership and guidance in managing human resources, and assist departments in retaining qualified staff/workers by developing, promoting, and rewarding employees in order to retain the skills and abilities that ensure continued success for the organization. As such, it is critical that we continually seek improvement to our recruitment and retention system(s) to meet the needs of the departments in today's competitive employment arena.

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

In order to provide effective human resource support to the Executive Branch agencies and the Administration, DHRD must reassess its own resources to ensure priorities and workload backlogs can be met. Reassessment may include the review of services that can be eliminated or delegated and identification of ways we can maximize efficiency to better serve our customers.

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

DHRD 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. 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. DHRD also believes it is especially important to support the professional development of all personnelists to strengthen the human resource program throughout the Executive Branch.

### **III. DHRD OBJECTIVES and POLICIES**

The strategic objectives to attain the goals are:

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

1. Documentation and examination of recruitment process. Identify where policies and decision-making can be reassessed and ways to streamline business processes for greater operational efficiencies.
2. Instill succession planning awareness and develop or support initiatives to address the impending aging State workforce crisis.
3. Examine decentralization and delegation of authority.
4. Facilitate advertisement of position vacancies.
5. Update rules.
6. Perform a review of compensation issues and incentives.
7. Conduct job fairs.
8. Develop and promote internship programs.

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

1. Develop a business plan for the Department to chart priorities and assess current and anticipated resources.  
  
(Most of the work on this business plan has been completed.)
2. Assess skills and competencies of DHRD staff and realign as necessary, based upon core responsibilities, commonality of function, and customer requirements.
3. Expand references and facilitate accessibility to human resources subject matter information.
4. Enhance website.
5. Review and facilitate classification system.
6. Examine compensation issues and incentives.
7. Priority attention needed for staff to prevent burnout.
8. Create a DHRD culture where the primary focus is customer service.
9. Optimize use of technology.

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

1. Continue to provide employees with opportunities for professional development.
2. Provide as much training as possible to line Departmental Personnel offices.
3. Reduce redundancy, duplication of effort and improve accuracy via automation.
4. Promote Hawaii Leadership Academy, which is a professional leadership training program for managers.

#### **IV. ACTION PLAN AND PERFORMANCE MEASURES**

In the face of the onslaught of baby boomer retirements, DHRD is very cognizant of the need to recruit effectively. To that end, many of its practices and procedures have been examined and some efficiencies have already been instituted.

For example, the administration of assembled testing has already been eliminated. Alternative methods in lieu of written tests have been instituted in an effort to provide eligibility lists faster.

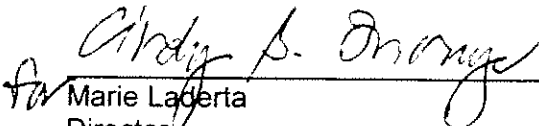
The following measures of effectiveness will outline the general indicators of the department's success:

- Reduction in turnaround time; redundancy; and shorter time frame for production of lists of eligible employees.
- Improved workplace environment.
- More flexible job/work classification system that addresses the changing demands of the emerging workplace.
- Increased accessibility to data and information.
- Improved data and information accuracy.
- Appropriate controls to protect confidential human resources information.

DHRD's primary goal is to provide the best possible customer service. The efficiencies and efforts to achieve better customer service will best be exemplified by the fastest, most expedient delivery of eligibility lists of qualified, suitable candidates for employment. DHRD is committed to maximizing its resources and streamlining processes to achieve this goal.

DATED: Honolulu, Hawaii, December 14, 2007.

Respectfully submitted,

  
for Marie Laderta  
Director  
Department of Human Resources  
Development