

**REPORT TO THE 2006 LEGISLATURE ON GOALS, OBJECTIVES AND
POLICIES, ACTION PLANS AND PERFORMANCE MEASURES**

AS REQUIRED BY

SECTION 7, ACT 100, 1999 SESSION LAWS OF HAWAII

Prepared by the Department of Human Resources Development

December 5, 2005

I. INTRODUCTION

This report is submitted by the Department of Human Resources Development (HRD) in compliance with Section 7, Act 100, 1999 SLH¹.

II. HRD STATEMENT OF GOALS

On April 4, 2003, division chiefs, managers, and the director's office finalized the mission statement of HRD. It reads:

The Department of Human Resources Development shall provide timely and responsive leadership, resources, and services to fully support the State in the recruitment, management, and retention of a high-performing workforce.

Consistent with its mission statement, HRD's goals include the following:

Goal No. 1: Maximize employee productivity and performance toward excellence within HRD.

HRD is the central personnel for the Executive Branch. One of our core responsibilities is to provide human resources leadership to line departments. This can only be accomplished if staff within HRD is performing at optimal technical and leadership levels which naturally lead to the provision of quality and timely services to the field.

¹ Section 7 provides:

Every department and agency of the State shall develop and submit to the legislature twenty days prior to the start of the regular session of 2000 and each regular session thereafter, an annual report addressing the following:

- (1) A statement of goals, including what the department or agency hopes to accomplish both short and long term;
- (2) Objectives and policies, specifically setting forth how each goal can and will be accomplished;
- (3) An action plan with a timetable indicating how the established objectives and policies will be implemented in one, two, and five years; and
- (4) The process that the department or agency will use to measure the performance of its programs and services in meeting the stated goals, objectives, and policies.

Goal No. 2: Increase the effectiveness and efficiency of the State's human resources system to maximize productivity and performance toward excellence.

The development of effective human resources policies by HRD, as well as tools for implementation of such policies, provides departments with appropriate resources to function at high levels of efficiency and effectiveness.

Goal No. 3: Encourage and promote proactive State workforce planning.

Because of our aging workforce and the projected increase in retirements of State employees, HRD is required to develop and share workforce planning strategies for line departments to implement.

III. HRD OBJECTIVES AND POLICIES

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

Objectives and Policies for Goal No. 1:

Objective No. 1: Recognize good and exemplary HRD employee work performance and address substandard work performance in a timely manner.

Objective No. 2: Provide HRD employees with in-house opportunities for professional development.

Objective No. 3: Streamline internal departmental procedures to enhance employee productivity.

At the core of any human resources initiative is the recognition and sincere belief that our employees have inherent value and are not merely commodities that can be easily replaced. These employees bring a wealth of experience and ideas to the workplace; they are dedicated to doing the best job possible. Leadership within HRD fully embraces this philosophy. Accordingly, we are striving to provide our employees with internal/external opportunities for professional growth, the appropriate acknowledgement for jobs well done, the timely addressing of

performance issues, and supportive administrative mechanisms that assist employees in focusing on their functions.

Objectives and Policies for Goal No. 2:

Objective No. 1: Prioritize efforts to promote responsiveness to customer needs.

Objective No. 2: Provide high quality products, systems, and services to customers.

Objective No. 3: Develop programs to continually improve the competencies of State employees.

Objective No. 4: Provide human resources programs and systems to assist managers and supervisors in maximizing employee productivity and performance.

The goal of increasing the effectiveness and efficiency of the State's human resources system will be achieved through focused efforts on various program areas such as safety, workers' compensation, training, recruitment, and labor relations. For example, HRD will assist departments in:

1. Meeting drug testing requirements
2. Mitigating workplace hazards
3. Providing safety training
4. Ensuring the timely processing of workers' compensation claims
5. Providing more accessible classification materials on the website
6. Updating the State's recruitment marketing plan
7. Implementing an on-line registration system for training classes
8. Implementing a statewide grievance tracking system
9. Engaging in more collaborative discussions of state proposals for master contract (collective bargaining agreement) negotiations.

Objectives and Policies for Goal No. 3:

Objective No. 1: Provide information and guidance to State departments in the planning and development of departmental workforce strategies.

To assist in encouraging and promoting proactive State workforce planning, HRD issued a workforce profile report that outlines the demographics of the State workforce. This tool will enable departments to assess the status of their workforce and plan their program priorities and goals accordingly. HRD will also now develop a supplemental workforce planning guide for line managers to use in addressing matters such as succession planning, mentoring, training, hiring trainees, creating internships, realigning, and most importantly of all, supporting staff under changing circumstances.

III. ACTION PLAN AND PERFORMANCE MEASURES

Action Plan and Performance Measure for Goal No. 1; Objective No. 1:

The action plan for recognizing good and exemplary HRD employee work performance and addressing substandard work performance requires 100% completion of all performance appraisal system (PAS) and excluded management compensation plan (EMCP) assessments on a yearly basis (Years 1 through 5). Except when substandard work performance is being actively addressed, all yearly assessments shall be at least at the "Meets Expectations" or comparable level.

For fiscal year 2005, HRD completed all employee PAS and EMCP evaluations. Instances of substandard work performance are currently being addressed while all other employees received "Meets Expectations" (PAS) or "Fully Meets Expectations" (EMCP) ratings. This plan will continue indefinitely.

Action Plan and Performance Measure for Goal No. 1; Objective No. 2:

The action plan for providing HRD employees with in-house opportunities for professional development shall include the identification of training needs (via survey) for all staff levels (Year 1), the development of a preliminary curriculum (Year 2), and finally the implementation of the program (Year 3). Pre- (Year 1) and post-surveys (Years 4 and 5) of employee satisfaction of the training programs will be administered.

During the latter half of fiscal year 2005, HRD executives and our Training Office decided that the development of a customized in-house training curriculum would tax our already limited training resources. We thus, focused our efforts on encouraging our employees to take advantage of existing training opportunities. Accordingly, graduates of our flagship executive program, the Hawai'i Leadership Academy (HLA), have participated in executive "refresher" courses offered through the HLA Alumni Association. Line employees who were interested in applying for supervisory positions were able to enroll in courses that would allow them to be fully informed of the duties, responsibilities and competencies necessary for effective management. Finally, other employees interested in learning more about their particular subject matter attended courses offered by private organizations and public entities. Specific examples of courses or telephone conferences attended by HRD employees in the last fiscal year include:

- Basics of HR Law Workshop sponsored by Padgett Thompson
- Negotiating Labor Agreements - Building Skills & Capability for Achieving Better CB Outcomes sponsored by IRRA
- 2nd Annual Statewide Municipal Attorneys Conference sponsored by Hawaii County's Prosecutor's Office
- Labor Relations & Contracts Administration Training Workshops sponsored by UH-IRC
- The Revolution & Evolution of Union Democracy sponsored by IRRA
- The NLRB Under Bush & Clinton: How it was & How it has Changed sponsored by IRRA
- You & Your Civil Rights: An Introduction by the Hawaii Civil Rights Commission
- Conducting Internal Investigations
- ADA - Employment Introduction on Reasonable Accommodation sponsored by the Disability & Communication Access Board
- IPMA-HR Audio Conference- Military Leave-What You Need To Know
- IPMA-HR Audio Conference- Skill Based Compensation ADA/FMLA/WC
- IPMA-HR Audio Conference- New FLSA & It's Impact on Public Agencies
- IPMA Webinar on "Strategic Planning"
- National Association of Government Deferred Compensation Administrators Conference
- Hawaii Leadership Academy
- HR Management for Supervisors
- Office Support Staff Workshop
- Economical Ergonomics
- Time and Stress Management
- Drafting Bills for Legislation General

- Drafting Bills for Legislation Advanced
- FISH Workshop
- New Employee Orientation
- Pre-retirement Seminar - Non-contributory System
- Deferred Compensation - General Overview - New Participants sponsored by CitiStreet
- Introduction/Intermediate ACCESS Program Training by Computer Training Academy (CTA)
- Microsoft Word XP - Intro by CTA
- Microsoft Word XP - Intermediate by CTA
- Microsoft Excel XP - Intro by CTA
- IOMA - Best Practices in Using Salary Surveys
- HICOMP - Customer-Driven Rewards Optimization – Leveraging Employee Rewards to Satisfy Customers and Generate Exceptional Financial Performance
- Department of the Attorney General – Stalking
- HICOMP – Job Description & FLSA Exemption Analysis & Audits
- HICOMP – Base Pay Management
- KCC – So You Want to Be a Supervisor

Action Plan and Performance Measure for Goal No. 1; Objective No. 3:

The action plan for streamlining internal departmental procedures to enhance employee productivity shall include the survey and identification of potentially problematic areas (Year 1), the development of standardized or customized (depending upon program) processes (Years 2 and 3), and the implementation of the new processes (Years 2, 3, and 4). Pre-(Year 1) and post-surveys (Years 2, 3, and 4) of program satisfaction will be administered.

HRD identified multiple areas for streamlining and tasked the appropriate managers to develop internal customer surveys to solicit feedback on prioritizing the processes that needed primary and secondary attention (Year 1). In the upcoming year (Year 2), we will develop standardized procedures based upon the customer feedback.

Action Plan and Performance Measure for Goal No. 2; Objective Nos. 1 through 4:

Because the objectives for increasing the effectiveness and efficiency of the State's human resources system run the gamut from labor relations to training, multiple actions will be required for each program and functional area. Due to the extensive planning that will need to take place, HRD has not fully completed the

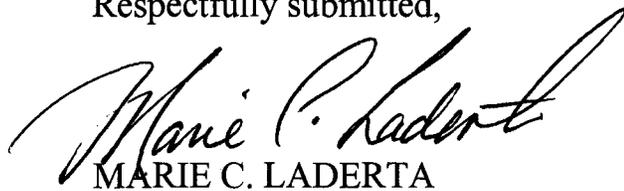
dialogue necessary to finalize its action plans and measures. We are, however, actively working on a comprehensive plan and measurements for this goal.

HRD programs continue to assess the way they do business with external customers.

Action Plan and Performance Measure for Goal No. 3; Objective No. 1:

In July 2005, HRD published the *State of Hawai'i Executive Branch Workforce Profile Report*. The report is available on-line at the following address: www.hawaii.gov/hrd/main/HRDInfoCentral/ReportsCentral/File.2005-08-16.2351

Respectfully submitted,



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