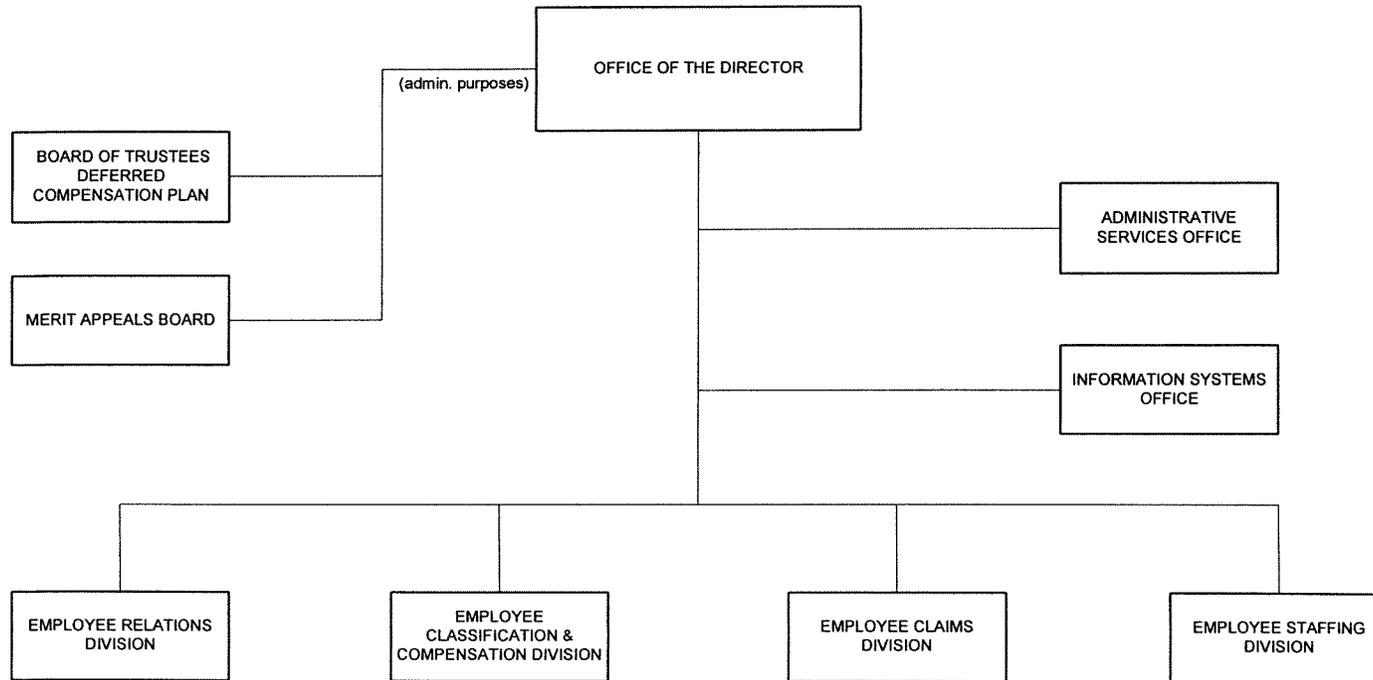


Department of Human Resources Development

STATE OF HAWAII
DEPARTMENT OF HUMAN RESOURCES DEVELOPMENT
ORGANIZATION CHART



DEPARTMENT OF HUMAN RESOURCES DEVELOPMENT

Department Summary

Mission Statement

To provide timely and responsive leadership, resources, and services to fully support the State in the recruitment, management, and retention of a high-performing workforce.

Department Goals

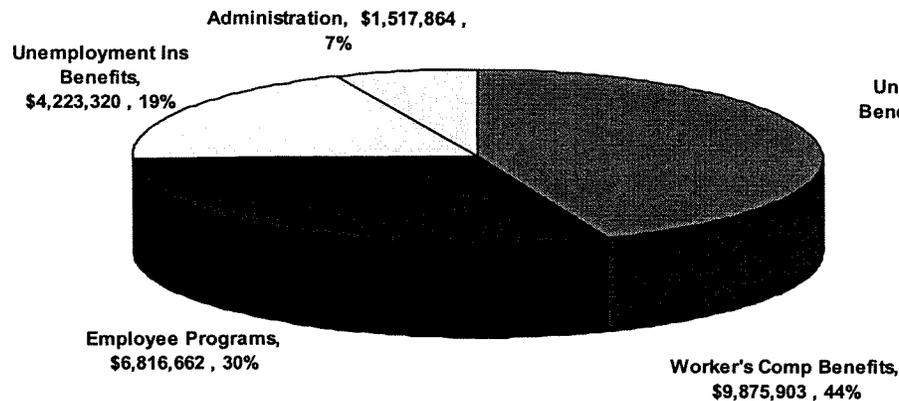
To maximize employee productivity and performance toward excellence in HRD; increase the effectiveness and efficiency of the State's Human Resources system to maximize productivity and performance toward excellence; and promote proactive State Workforce Planning.

Significant Measures of Effectiveness

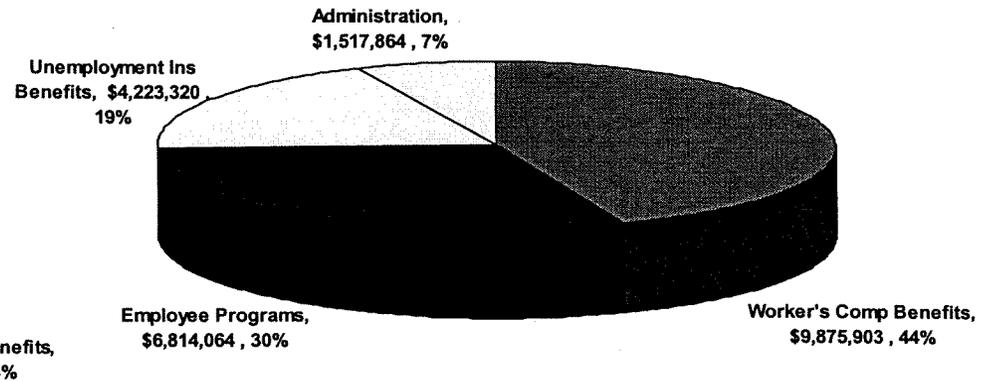
	<u>FY 2008</u>	<u>FY 2009</u>
1. % of certificates issued within 5 calendar days where list of eligibles exist	75	75
2. % of certificates issued within 129 calendar days where list of eligibles does not exist	30	30
3. % contract grievances settled without third party assistance	90	90

FB 2007-09 Operating Budget by Major Function

FY 2008



FY 2009



DEPARTMENT OF HUMAN RESOURCES DEVELOPMENT MAJOR FUNCTIONS

- Administers the State personnel program, provides administrative support services to statutorily and executively assigned commissions and boards, and represents the State on other commissions and committees
- Plans, organizes, directs and coordinates the various activities of the State personnel program in personnel development and training, recruitment, examination, position classification, pay administration, workers' compensation payments, and labor relations within the scope of laws, rules and established policies
- Develops and administers Classification and Compensation System(s) for Civil Service positions including the establishment and maintenance of classes and their experience and training requirements; the pricing of classes; and the assignment of positions to classes, bargaining units and other administrative units
- Establishes and maintains statewide policies, procedures, programs, and services that provide guidance and support to the line departments of the Executive Branch with regard to employee relations, employee benefits programs; reports on the workforce composition and employment trends; statewide employee training and development programs
- Plans and administers statewide (except for DOE and UH) workers' compensation program, claims management, Return to Work Priority Program, and a safety and accident prevention program
- Conducts statewide staffing and consultative advisory services, including Human Resources research and development projects to forecast, plan for and effectuate effective staffing strategies before staffing issues become acute or impact public services; implements strategies to attract and retain employees by competitively filling positions, and develops and administers a statewide recruitment program

MAJOR PROGRAM AREAS

The Department of Human Resources Development has a program in the following major program area:

Government-Wide Support

HRD 102 Work Force Attraction, Selection, Classification
and Effectiveness

**Department of Human Resources Development
(Operating Budget)**

		Allocation		
		FY 2007	FY 2008	FY 2009
Funding Sources:	Positions	112.00	112.00	112.00
General Funds	\$	16,583,833	16,847,468	16,844,870
Special Funds		700,000	700,000	700,000
Interdepartmental Transfers		4,886,281	4,886,281	4,886,281
		112.00	112.00	112.00
Total Requirements		22,170,114	22,433,749	22,431,151

Highlights of the Executive Budget Request: (general funds unless noted)

1. \$130,000 for an integrated web-based recruitment and examination certification computer system.
2. One temporary Personnel Management Specialist V to update civil service classification system.

OPERATING AND CAPITAL EXPENDITURES

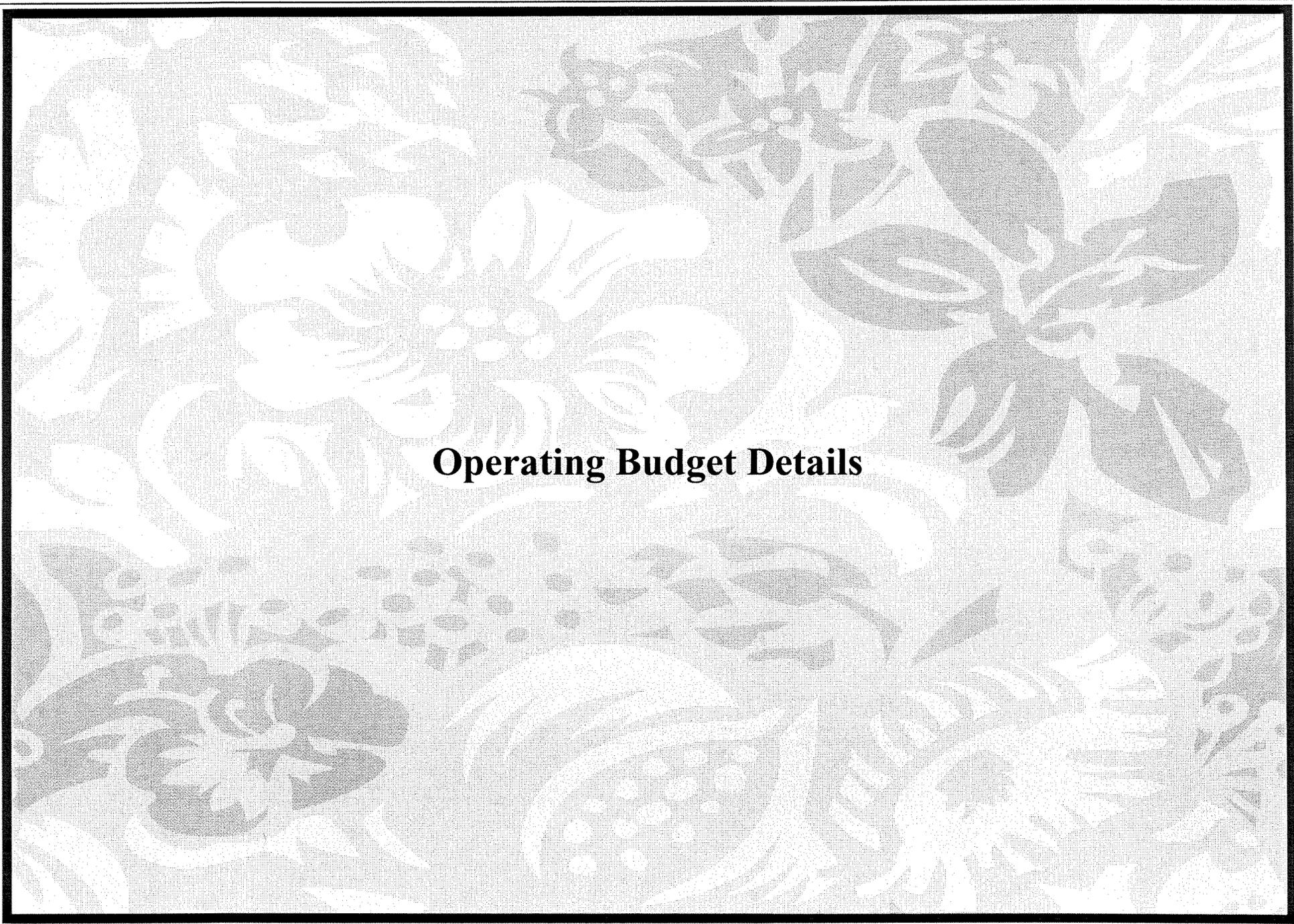
REPORT P61-A

PROGRAM ID:
PROGRAM STRUCTURE NO.
PROGRAM TITLE:

DEPARTMENT OF HUMAN RESOURCES DEVELOPMEN

PROGRAM EXPENDITURES	--IN DOLLARS--				--IN THOUSANDS--			
	FY2005-06	FY2006-07	FY2007-08	FY2008-09	FY2009-10	FY2010-11	FY2011-12	FY2012-13
OPERATING COST	112.00*	112.00*	112.00*	112.00*	112.0*	112.0*	112.0*	112.0*
PERSONAL SERVICES	6,109,772	6,586,630	6,726,090	6,726,292	6,726	6,726	6,726	6,726
OTHER CURRENT EXPENSES	9,003,467	15,583,484	15,704,859	15,704,859	15,705	15,705	15,705	15,705
EQUIPMENT	121,430		2,800					
TOTAL OPERATING COST	15,234,669	22,170,114	22,433,749	22,431,151	22,431	22,431	22,431	22,431
BY MEANS OF FINANCING	112.00*	112.00*	112.00*	112.00*	112.0*	112.0*	112.0*	112.0*
GENERAL FUND	14,582,665	16,583,833	16,847,468	16,844,870	16,845	16,845	16,845	16,845
SPECIAL FUND	328,228	700,000	700,000	700,000	700	700	700	700
INTERDEPT. TRANSFER REVOLVING FUND	323,776	4,886,281	4,886,281	4,886,281	4,886	4,886	4,886	4,886
TOTAL POSITIONS	112.00*	112.00*	112.00*	112.00*	112.00*	112.00*	112.00*	112.00*
TOTAL PROGRAM COST	15,234,669	22,170,114	22,433,749	22,431,151	22,431	22,431	22,431	22,431

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Operating Budget Details

OPERATING AND CAPITAL EXPENDITURES

REPORT P61-A

PROGRAM ID:
 PROGRAM STRUCTURE NO. **11**
 PROGRAM TITLE: **GOVERNMENT-WIDE SUPPORT**

PROGRAM EXPENDITURES	--IN DOLLARS--				--IN THOUSANDS--			
	FY2005-06	FY2006-07	FY2007-08	FY2008-09	FY2009-10	FY2010-11	FY2011-12	FY2012-13
OPERATING COST	112.00*	112.00*	112.00*	112.00*	112.0*	112.0*	112.0*	112.0*
PERSONAL SERVICES	6,109,772	6,586,630	6,726,090	6,726,292	6,726	6,726	6,726	6,726
OTHER CURRENT EXPENSES	9,003,467	15,583,484	15,704,859	15,704,859	15,705	15,705	15,705	15,705
EQUIPMENT	121,430		2,800					
TOTAL OPERATING COST	15,234,669	22,170,114	22,433,749	22,431,151	22,431	22,431	22,431	22,431
BY MEANS OF FINANCING	112.00*	112.00*	112.00*	112.00*	112.0*	112.0*	112.0*	112.0*
GENERAL FUND	14,582,665	16,583,833	16,847,468	16,844,870	16,845	16,845	16,845	16,845
SPECIAL FUND	328,228	700,000	700,000	700,000	700	700	700	700
INTERDEPT. TRANSFER	323,776	4,886,281	4,886,281	4,886,281	4,886	4,886	4,886	4,886
REVOLVING FUND								
TOTAL POSITIONS	112.00*	112.00*	112.00*	112.00*	112.00*	112.00*	112.00*	112.00*
TOTAL PROGRAM COST	15,234,669	22,170,114	22,433,749	22,431,151	22,431	22,431	22,431	22,431

OPERATING AND CAPITAL EXPENDITURES

REPORT P61-A

PROGRAM ID: **HRD102**
 PROGRAM STRUCTURE NO. **11030501**
 PROGRAM TITLE: **WORKFORCE ATTR, SELECT, CLASS & EFFECT**

PROGRAM EXPENDITURES	--IN DOLLARS--				--IN THOUSANDS--			
	FY2005-06	FY2006-07	FY2007-08	FY2008-09	FY2009-10	FY2010-11	FY2011-12	FY2012-13
OPERATING COST	99.00*	99.00*	112.00*	112.00*	112.0*	112.0*	112.0*	112.0*
PERSONAL SERVICES	5,270,673	5,657,287	6,726,090	6,726,292	6,726	6,726	6,726	6,726
OTHER CURRENT EXPENSES	8,449,906	14,991,100	15,704,859	15,704,859	15,705	15,705	15,705	15,705
EQUIPMENT	52,435		2,800					
TOTAL OPERATING COST	13,773,014	20,648,387	22,433,749	22,431,151	22,431	22,431	22,431	22,431
BY MEANS OF FINANCING	99.00*	99.00*	112.00*	112.00*	112.0*	112.0*	112.0*	112.0*
GENERAL FUND	13,121,010	15,062,106	16,847,468	16,844,870	16,845	16,845	16,845	16,845
SPECIAL FUND	328,228	700,000	700,000	700,000	700	700	700	700
INTERDEPT. TRANSFER REVOLVING FUND	323,776	4,886,281	4,886,281	4,886,281	4,886	4,886	4,886	4,886
TOTAL POSITIONS	99.00*	99.00*	112.00*	112.00*	112.00*	112.00*	112.00*	112.00*
TOTAL PROGRAM COST	13,773,014	20,648,387	22,433,749	22,431,151	22,431	22,431	22,431	22,431

PROGRAM ID: HRD102
 PROGRAM STRUCTURE: 11030501
 PROGRAM TITLE: WORKFORCE ATTRACTION, SELECTION, CLASSIFICATION AND EFFECTIVENESS

	FY 2005-06	FY 2006-07	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13
MEASURES OF EFFECTIVENESS								
1. % CERTIF ISSUD W/IN 5 CALNDR DAYS WHERE LIST EXIST		75	75	75	75	75	75	75
2. % CERTIF ISSUD W/IN 129 CALNDR DAYS LIST NOT EXIST		30	30	30	30	30	30	30
3. % OF SELECTION ACTIONS TAKEN CHANGED BY APPEAL	0	1	1	1	1	1	1	1
4. % OF CLASSIF ACTNS FOR FILLED PSNS COMPLTD IN 6 MO	96	95	95	95	95	95	95	95
5. % OF CLASSF ACTNS FOR NEW & VAC PSNS COMPL IN 3 MO	94	95	95	95	95	95	95	95
6. % CLASSIFICATION ACTIONS TAKEN CHANGED BY APPEAL	0	1	1	1	1	1	1	1
7. EMPLOYEES TRAINED AS A % OF TOTAL WORKFORCE	24	20	20	20	20	20	20	20
8. % CONTRACT GRIEVANCES SETTLED W/O 3RD PARTY ASSTNC	95	90	90	90	90	90	90	90
9. # GRIEV PER 1,000 EMPLOYEES IN BU'S UNDR DHRD JURIS	26	25	25	25	25	25	25	25
10. RATIO OF OPEN CLAIMS CLOSED DURING THE FISCAL YEAR	1	1	1	1	1	1	1	1
PROGRAM TARGET GROUPS								
1. VACANCIES TO BE FILLED BY ELIGBL & NON-COMP ACTNS	1112	2000	2000	2000	2000	2000	2000	2000
2. NUMBER OF CIVIL SERVICE POSITIONS	24506	24500	25000	25250	25250	25250	25250	25250
3. NUMBER OF NEW CIVIL SERVICE POSITIONS	521	500	750	500	500	500	500	500
4. EMPLOYEES IN THE CENTRALIZED MANAGEMENT GROUP	17902	17902	17627	17627	17627	17627	17627	17627
5. NUMBER OF CIVIL SERVICE CLASSES	1719	1700	1725	1725	1725	1725	1725	1725
6. CIVIL SERVICE EMPLOYEES	15472	15472	15197	15197	15197	15197	15197	15197
7. EXEMPT SERVICE EMPLOYEES	1930	1930	1930	1930	1930	1930	1930	1930
8. MIDDLE MANAGEMENT EMPLOYEES	362	362	350	350	350	350	350	350
9. FIRST-TIME SUPERVISORY EMPLOYEES	1385	1385	1300	1300	1300	1300	1300	1300
10. NON-MANAGEMENT EMPLOYEES	15655	15655	15477	15477	15477	15477	15477	15477
PROGRAM ACTIVITIES								
1. NO. APPLICANTS RECRUITD OR LOCATD (APPLC RECEIVD)	21386	21000	23000	23000	23000	23000	23000	23000
2. NO. APPLICNTS EXAMIND (TOTL EXAMINED BY ALL MEANS)	6398	12000	12000	12000	12000	12000	12000	12000
3. # QUAL APPS REFRRD FOR PLACEMENT(ELIGBLs REFERRED)	22941	30000	30000	30000	30000	30000	30000	30000
4. NUMBER OF POSITION CLASSIFICATION ACTIONS TAKEN	2353	2500	2750	2500	2500	2500	2500	2500
5. NUMBER OF CLASSIFICATION SPECIFICATIONS COMPLETED	166	165	165	165	165	165	165	165
6. NO. OF EXEMPT POSITION REQUESTS ANALYZED/REVIEWED	370	360	360	360	360	360	360	360
7. PRICE/REPRICE DETERMINATIONS (NO. CLASSES REVIEWED)	156	150	150	150	150	150	160	150
8. AUDIT, PERSONNEL ACTIONS (NO. OF ACTIONS REVIEWED)	81640	81640	68600	68600	68600	68600	68600	68600
9. TRAINING PROGRAMS CONDUCTED (NUMBER OF PROGRAMS)	450	400	350	350	350	350	350	350
10. NUMBER OF FORMAL GRIEVANCES REVIEWED	548	500	450	450	450	450	450	450
PROGRAM REVENUES BY TYPE (IN THOUSANDS of DOLLARS)								
CHARGES FOR CURRENT SERVICES	402	442	377	348	348	348	348	348
TOTAL PROGRAM REVENUES	402	442	377	348	348	348	348	348
PROGRAM REVENUES BY TYPE (IN THOUSANDS of DOLLARS)								
GENERAL FUNDS	57							
SPECIAL FUNDS	345	442	377	348	348	348	348	348
TOTAL PROGRAM REVENUES	402	442	377	348	348	348	348	348

A. Statement of Program Objective(s)

To support program objectives through recruitment and retention of a qualified civil service workforce founded on the Merit Principle by classifying positions based on work and compensating employees at proper pay levels and at competitive rates; obtaining the work force on a timely basis; maintaining a system to assure effective employee-employer relations; improving on-the-job performance through staff development programs; providing timely and appropriate workers' compensation benefits; and providing a safe and healthy work environment.

To enhance program effectiveness and efficiency by formulating policies and procedures, directing operations and personnel, and providing administrative support services.

B. Description of Request and Compliance with Section 37-68 (1) (A) (B)

The Department is requesting funds for an Internet-based integrated recruitment and examination computer system designed for public sector personnel operations; and a temporary personnel management specialist position to develop new methods of classifying positions that are faster and more flexible.

C. Description of Activities Performed

The Department administers the State personnel system. Major activities carried out by the program are as follows:

- Recruit applicants, develop and construct examinations based on the Merit Principle and acceptable testing standards, administer and correct examinations, rate applicants' qualifications, determine employment suitability, refer qualified applicants for employment, and conduct special placement activities for employees affected by reduction-in-force and work-related and non-work related injuries.
- Develop and maintain the classification system including developing new and amended class specifications, classifying positions, determining the bargaining unit for classified positions, and establishing policies and procedures.
- Approve and manage position exemptions from civil service.
- Maintain equitable pay relationships by determining the pricing and repricing of classes; administer a systematic pay program including establishing special rates for shortage occupations and promoting competitive pay rates and progressive compensation practices.
- Assess training needs, develop and conduct training programs, conferences, workshops.

- Develop and conduct safety programs, monitor claims by State employees, maintain and continue the implementation of the statewide return-to-work program to contain the State's cost for workers' compensation.
- Oversee State's drug and alcohol testing program for affected bargaining unit employees in addition to those subject to Federal requirements.
- Develop and administer employee assistance programs, such as career development services and benefits to improve quality of work life.
- Educate, advise and consult on the application of legal guidelines to the personnel actions.
- Interpret and administer contracts and rules, including processing employee grievances.
- Advise, participate and provide support for collective bargaining activities.
- Provide advisory services and technical labor relations support to departments.
- Gather, analyze and disseminate workforce information.
- Advise the Governor on policies and issues concerning the administration of the State personnel management system.
- Provide administrative support to Department operations and statutorily assigned commissions and boards.
- Plan and coordinate efforts to address the Department's information technology requirements.

D. Statement of Key Policies Pursued

The Omnibus Civil Service Modernization legislation, enacted by the passage of Act 253, SLH 2000, achieved significant policy changes by requiring each jurisdiction to establish and maintain a separately administered civil service system based on the Merit Principle. Merit Principle is the selection of persons based on their fitness and ability for public employment and retention of employees based on demonstrated appropriate conduct and productive performance.

In the direction and administration of the State human resources system, the program is guided by key policies identified in Sections 76-1 and 89-1, and Chapter 78, Hawaii Revised Statutes.

- Equal opportunity for all in compliance with all laws prohibiting discrimination. No person shall be discriminated against in examination, appointment, reinstatement, reemployment, promotion, transfer, demotion, or removal, with respect to any position when the work may be efficiently performed by the person without hazard or danger to the health and safety of the person's or others.
- Impartial selection of the ablest person for government service, in accordance with the

- Merit Principle, by means of competitive tests which are fair, objective and practical.
- Just opportunity for competent employees to be promoted within the service.
- Reasonable job security for the competent employee, including the right of appeal from personnel actions.
- Systematic classification of all positions through adequate job evaluation.
- Develop and implement compensation provisions for the executive branch while complying with equal pay provisions applicable where there are comparable classes of work in multiple jurisdictions.
- Structured procedures by which injured employees may be placed in alternative positions based upon injury related work restrictions.
- Joint decision making through the collective bargaining process, as applicable.
- Provide for a systematic means to help employees maximize their productivity, effectiveness, efficiency and morale in accomplishing organizational goals.

E. Identification of Important Program Relationships

This program has close and direct relationship to the personnel programs of the counties and the Judiciary particularly in achieving the intent of Chapters 76, 78, 89 and 89-C (as amended by Act 253, SLH 2000). Legislative and other policy guidelines identify important relationships with other State programs (e.g., Occupational Safety and Health, Workers' Compensation, and the Office of Collective Bargaining). Line agencies also create the needs for activities, programs and services to support their human resource management needs. Further, this program also has important relationships with Federal sector programs such as the Fair Labor Standards Act, Immigration Reform Control Act, Americans with Disabilities Act, Federal Drug and Alcohol Testing, Civil Rights Act and its equal employment opportunity provisions, and other nondiscrimination laws.

F. Description of Major External Trends Affecting the Program

Current sustained low unemployment rates have resulted in a very tight labor market. Workforce analysis shows that about 25% of the executive branch workforce will be eligible for retirement by the end of fiscal year 2010. With the potential exodus of experienced and skilled employees when they retire, the State will be faced with increasing recruitment challenges as the skills gap widens between job requirements and the actual pools of qualified and available persons.

The State must develop new strategies and innovative ways to enable programs to compete for the limited labor pool. Failure to compete will limit programs in increasing services to the public. The new employees hired today will become the senior workers, supervisors,

managers and administrators of tomorrow, so the State must put itself in a position to hire quality employees.

Program relationships with the Federal sector are affected by social policy expressed through legislative actions and court decisions.

G. Discussion of Cost, Effectiveness, and Program Size Data

The human resources programs at the central agency and department level must facilitate the hiring and retention of quality employees, and the amount of resources available to them will impact their ability to deliver what is needed. The Department continues to face the challenge of how to provide an adequate level of service to the public and State agencies with staffing that has been reduced due to prior budget constraints.

H. Discussion of Program Revenue

Not applicable.

I. Summary of Analysis Performed

Not applicable.

J. Further Considerations

Should there be an increase in demands for services resulting from unemployment levels, program changes in other agencies, and/or federal requirements, the timeliness of program response will be adversely impacted given stable program size.

OPERATING AND CAPITAL EXPENDITURES

REPORT P61-A

PROGRAM ID: **HRD191**
 PROGRAM STRUCTURE NO. **11030502**
 PROGRAM TITLE: **SUPPORTING SERVICES - HUMAN RESOURCES DE**

PROGRAM EXPENDITURES	-IN DOLLARS-				-IN THOUSANDS-			
	FY2005-06	FY2006-07	FY2007-08	FY2008-09	FY2009-10	FY2010-11	FY2011-12	FY2012-13
OPERATING COST	13.00*	13.00*	*	*	*	*	*	*
PERSONAL SERVICES	839,099	929,343						
OTHER CURRENT EXPENSES	553,561	592,384						
EQUIPMENT	68,995							
TOTAL OPERATING COST	1,461,655	1,521,727						
BY MEANS OF FINANCING								
GENERAL FUND	13.00*	13.00*	*	*	*	*	*	*
	1,461,655	1,521,727						
TOTAL POSITIONS	13.00*	13.00*	*	*	*	*	*	*
TOTAL PROGRAM COST	1,461,655	1,521,727						