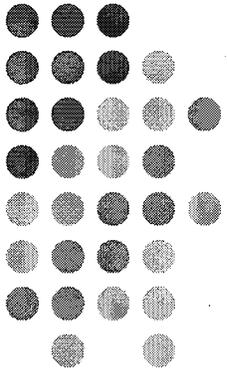
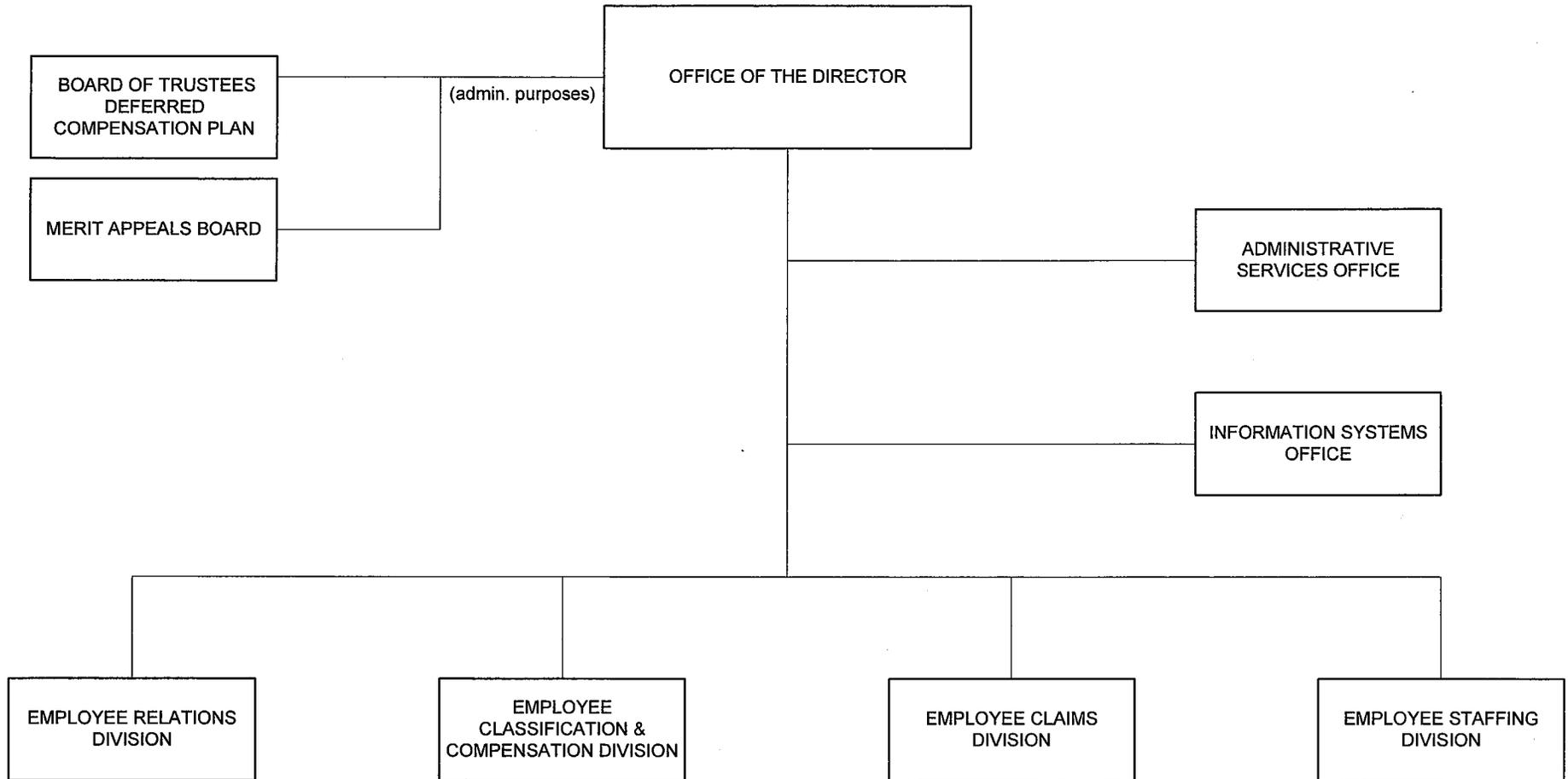

**Department of Human Resources
Development**



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.

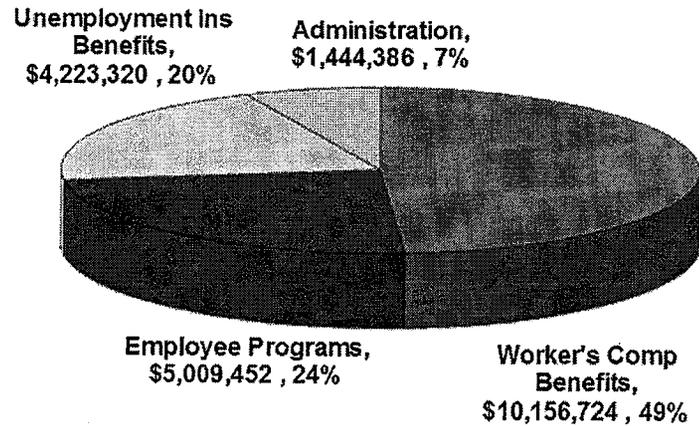
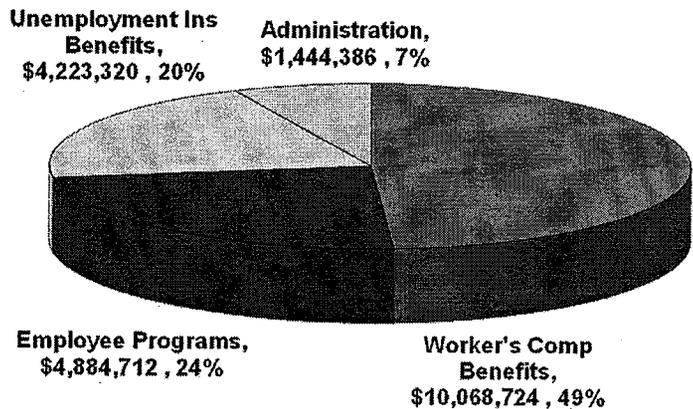
Department Goals

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 2014</u>	<u>FY 2015</u>
1. % of certificates issued within 5 calendar days where list of eligible's exist	75	75
2. % of certificates issued within 95 calendar days where list of eligible's does not exist	30	30
3. % contract grievances settled without third party assistance	90	90

FB 2013-2015 Operating Budget by Major Program Area



DEPARTMENT OF HUMAN RESOURCES DEVELOPMENT MAJOR FUNCTIONS

- Administers the State human resources 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 human resources 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; and statewide employee 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

HRD191 Support Services-Human Resources
 Development

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

		Budget Base		
		FY 2014	FY 2014	FY 2015
Funding Sources:	Positions	92.00	98.00	98.00
General Funds	\$	14,424,321	15,034,861	15,247,601
Special Funds		700,000	700,000	700,000
Interdepartmental Transfers		4,886,281	4,886,281	4,886,281
		92.00	98.00	98.00
Total Requirements		20,010,602	20,621,142	20,833,882

Major Adjustments in the Executive Budget Request: (general funds unless noted)

1. Adds \$457,000 in FY14 and \$545,000 in FY15 for additional funding for worker's compensation claims.
2. Adds 6.00 permanent positions and \$153,540 in FY14 and \$278,280 in FY15 for the Employee Staffing Division.

OPERATING AND CAPITAL APPROPRIATIONS

REPORT P61-A

PROGRAM ID:

PROGRAM STRUCTURE NO.

PROGRAM TITLE: DEPARTMENT OF HUMAN RESOURCES DEVELOPMEN

PROGRAM EXPENDITURES	--IN DOLLARS--				--IN THOUSANDS--			
	FY2011-12	FY2012-13	FY2013-14	FY2014-15	FY2015-16	FY2016-17	FY2017-18	FY2018-19
OPERATING COST	92.00*	92.00*	98.00*	98.00*	98.0*	98.0*	98.0*	98.0*
PERSONAL SERVICES	5,078,724	5,671,534	6,355,042	6,494,182	6,495	6,495	6,495	6,495
OTHER CURRENT EXPENSES	9,194,224	13,794,700	14,251,700	14,339,700	14,338	14,338	14,338	14,338
EQUIPMENT	42,281		14,400					
TOTAL OPERATING COST	14,315,229	19,466,234	20,621,142	20,833,882	20,833	20,833	20,833	20,833
BY MEANS OF FINANCING	92.00*	92.00*	98.00*	98.00*	98.0*	98.0*	98.0*	98.0*
GENERAL FUND	13,313,344	13,879,953	15,034,861	15,247,601	15,247	15,247	15,247	15,247
SPECIAL FUND	52,273	700,000	700,000	700,000	700	700	700	700
INTERDEPT. TRANSFER	949,612	4,886,281	4,886,281	4,886,281	4,886	4,886	4,886	4,886
TOTAL POSITIONS	92.00*	92.00*	98.00*	98.00*	98.00*	98.00*	98.00*	98.00*
TOTAL PROGRAM COST	14,315,229	19,466,234	20,621,142	20,833,882	20,833	20,833	20,833	20,833

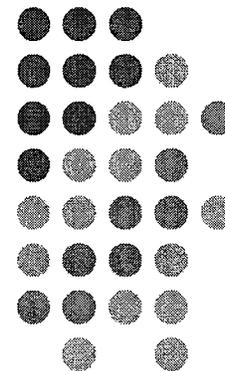
**Department of Human Resources Development
(Capital Improvements Budget)**

	<u>FY 2014</u>	<u>FY 2015</u>
Funding Sources:		
General Obligation Bonds	0	0
Federal Funds	0	0
Total Requirements	<u>0</u>	<u>0</u>

Highlights of the Executive CIP Budget Request: (general obligation bonds unless noted)

1. None.

Operating Budget Details



OPERATING AND CAPITAL APPROPRIATIONS

REPORT P61-A

PROGRAM ID:

PROGRAM STRUCTURE NO. 11

PROGRAM TITLE: GOVERNMENT-WIDE SUPPORT

PROGRAM EXPENDITURES	IN DOLLARS				IN THOUSANDS			
	FY2011-12	FY2012-13	FY2013-14	FY2014-15	FY2015-16	FY2016-17	FY2017-18	FY2018-19
OPERATING COST	92.00*	92.00*	98.00*	98.00*	98.0*	98.0*	98.0*	98.0*
PERSONAL SERVICES	5,078,724	5,671,534	6,355,042	6,494,182	6,495	6,495	6,495	6,495
OTHER CURRENT EXPENSES	9,194,224	13,794,700	14,251,700	14,339,700	14,338	14,338	14,338	14,338
EQUIPMENT	42,281		14,400					
TOTAL OPERATING COST	14,315,229	19,466,234	20,621,142	20,833,882	20,833	20,833	20,833	20,833
BY MEANS OF FINANCING	92.00*	92.00*	98.00*	98.00*	98.0*	98.0*	98.0*	98.0*
GENERAL FUND	13,313,344	13,879,953	15,034,861	15,247,601	15,247	15,247	15,247	15,247
SPECIAL FUND	52,273	700,000	700,000	700,000	700	700	700	700
INTERDEPT. TRANSFER	949,612	4,886,281	4,886,281	4,886,281	4,886	4,886	4,886	4,886
TOTAL POSITIONS	92.00*	92.00*	98.00*	98.00*	98.00*	98.00*	98.00*	98.00*
TOTAL PROGRAM COST	14,315,229	19,466,234	20,621,142	20,833,882	20,833	20,833	20,833	20,833

OPERATING AND CAPITAL APPROPRIATIONS

REPORT P61-A

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

PROGRAM EXPENDITURES	-----IN DOLLARS-----				-----IN THOUSANDS-----			
	FY2011-12	FY2012-13	FY2013-14	FY2014-15	FY2015-16	FY2016-17	FY2017-18	FY2018-19
OPERATING COST	81.00*	81.00*	87.00*	87.00*	87.0*	87.0*	87.0*	87.0*
PERSONAL SERVICES	4,402,757	4,844,327	5,459,165	5,598,305	5,599	5,599	5,599	5,599
OTHER CURRENT EXPENSES	8,690,851	13,246,191	13,703,191	13,791,191	13,790	13,790	13,790	13,790
EQUIPMENT	2,723		14,400					
TOTAL OPERATING COST	13,096,331	18,090,518	19,176,756	19,389,496	19,389	19,389	19,389	19,389
BY MEANS OF FINANCING	81.00*	81.00*	87.00*	87.00*	87.0*	87.0*	87.0*	87.0*
GENERAL FUND	12,094,446	12,504,237	13,590,475	13,803,215	13,803	13,803	13,803	13,803
SPECIAL FUND	52,273	700,000	700,000	700,000	700	700	700	700
INTERDEPT. TRANSFER	949,612	4,886,281	4,886,281	4,886,281	4,886	4,886	4,886	4,886
TOTAL POSITIONS	81.00*	81.00*	87.00*	87.00*	87.00*	87.00*	87.00*	87.00*
TOTAL PROGRAM COST	13,096,331	18,090,518	19,176,756	19,389,496	19,389	19,389	19,389	19,389

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

	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19
MEASURES OF EFFECTIVENESS								
1. % CERTIF ISSUD W/IN 5 CALNDR DAYS WHERE LIST EXIST	92	92	93	94	94	94	95	95
2. % CERTIF ISSUD W/IN 95 CALNDR DAYS LIST NOT EXIST	58	58	65	65	65	65	70	70
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	97	95	95	95	95	95	95	95
5. % OF CLASSF ACTNS FOR NEW & VAC PSNS COMPL IN 3 MO	90	90	90	90	90	90	90	90
6. % CLASSIFICATION ACTIONS TAKEN CHANGED BY APPEAL	0	0	0	0	0	0	0	0
7. EMPLOYEES TRAINED AS A % OF TOTAL WORKFORCE	26	26	26	26	26	26	26	26
8. % CONTRACT GRIEVANCES SETTLED W/O 3RD PARTY ASSTNC	98	90	90	90	90	90	90	90
9. # GRIEV PER 1,000 EMPLOYEES IN BU'S UNDR DHRD JURIS	16	15	15	15	15	15	15	15
10. RATIO OF WRKRS COMP OPEN VS CLOSED CLAIMS DURNG FY	1	1	1	1	1	1	1	1
PROGRAM TARGET GROUPS								
1. VACANCIES TO BE FILLED BY ELIGIBLES	857	900	1000	1100	1100	1150	1150	1200
2. NUMBER OF CIVIL SERVICE POSITIONS	16361	16500	16600	16700	16900	17000	17200	17300
3. NUMBER OF NEW CIVIL SERVICE POSITIONS	239	200	100	100	200	100	200	100
4. EMPLOYEES IN THE CENTRALIZED MANAGEMENT GROUP	15774	15774	15850	15850	15850	15850	15850	15850
5. NUMBER OF CIVIL SERVICE CLASSES	1476	1500	1500	1500	1500	1500	1500	1500
6. CIVIL SERVICE EMPLOYEES	13326	13326	13400	13400	13400	13400	13400	13400
7. EXEMPT SERVICE EMPLOYEES	1948	1948	1950	1950	1950	1950	1950	1950
8. MIDDLE MANAGEMENT EMPLOYEES	348	348	350	350	350	350	350	350
9. FIRST-LINE SUPERVISORY EMPLOYEES	1268	1268	1270	1270	1270	1270	1270	1270
10. NON-MANAGEMENT EMPLOYEES	13658	13658	13730	13730	13730	13730	13730	13730
PROGRAM ACTIVITIES								
1. NUMBER OF APPLICATIONS RECEIVED	21930	25000	25000	25000	25000	25000	25000	25000
2. NUMBER OF APPLICATIONS EXAMINED	16208	17000	18000	18500	19000	19000	20000	20000
3. # QUAL APPS REFRRD FOR PLACEMENT(ELIGBLS REFERRED)	22438	23000	24000	25000	26000	26000	27000	27000
4. NUMBER OF POSITION CLASSIFICATION ACTIONS TAKEN	1783	2000	2000	2000	2000	2000	2000	2000
5. NUMBER OF CLASSIFICATION SPECIFICATIONS COMPLETED	612	200	120	120	120	120	120	120
6. NO. OF EXEMPT POSITION REQUESTS ANALYZED/REVIEWED	2274	1800	1800	1800	1800	1800	1800	1800
7. PRICE/REPRICE DETERMINATIONS (NO. CLASSES REVIEWD)	66	100	100	100	100	100	100	100
8. NUMBER OF PERSONNEL ACTIONS PROCESSED	69030	69030	69000	69000	69000	69000	69000	69000
9. NUMBER OF TRAINING PROGRAMS CONDUCTED/COORDINATED	132	132	150	150	150	150	150	150
10. NUMBER OF FORMAL GRIEVANCES REVIEWED	216	200	200	200	200	200	200	200
PROGRAM REVENUES BY TYPE (IN THOUSANDS of DOLLARS)								
CHARGES FOR CURRENT SERVICES	218	189	79	79	79	79	79	79
TOTAL PROGRAM REVENUES	218	189	79	79	79	79	79	79
PROGRAM REVENUES BY FUND (IN THOUSANDS of DOLLARS)								
GENERAL FUNDS	42							
SPECIAL FUNDS	136	149	39	39	39	39	39	39
ALL OTHER FUNDS	40	40	40	40	40	40	40	40
TOTAL PROGRAM REVENUES	218	189	79	79	79	79	79	79

NOTE: PROGRAM REVENUES BY TYPE AND FUND MAY NOT BE ACCURATE DUE TO SYSTEMS ERROR.

A. Statement of Program Objective(s)

To support program objectives through recruitment and retention of a qualified workforce within applicable fiscal and operational constraints. This includes recruitment activities for civil service positions; providing support for personnel actions that are necessary as a result of the State's fiscal status; classifying positions based on the duties and responsibilities; identifying and coordinating employee training and development opportunities; compensating employees at proper pay levels; assuring effective employee-employer relations; administering a variety of voluntary employee benefits; administering the State's self-insured workers' compensation benefits for State employees; and ensuring a safe and healthy work environment.

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

The Department is requesting additional funds for workers' compensation claims to address increasing costs; and six (6) permanent personnel positions and funds to provide more timely and effective recruitment actions so agencies can service the public in a proficient manner.

C. Description of Activities Performed

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

- Develop and administer a civil service recruitment and examination system consistent with the application of the Merit Principle which include: (1) competitive civil service recruitment planning and execution; (2) competitive examination development and administration; and (3) jurisdictional placement searches for employees affected by reduction in force, and work-related and non-work related disabilities.

- Provide technical support, advice and assistance to departmental personnel staff.
- Develop and maintain the existing classification system, and develop and implement alternative methods of classifying positions, including developing new and amended class specifications, classifying positions, determining the bargaining unit for classified positions, and establishing policies and procedures.
- Maintain equitable pay relationships by determining the pricing and repricing of classes; and administer a systematic pay program including establishing special rates for shortage occupations.
- Develop and maintain existing compensation programs and develop and implement new compensation programs that facilitate recruitment and retention of quality employees.
- Approve and manage position exemptions from civil service.
- 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 the State's drug and alcohol testing program for affected employees in addition to those subject to federal requirements.
- Develop and administer low-cost/no-cost employee benefits and assistance programs.
- Interpret and administer collective bargaining contracts and rules, including processing employee grievances.

- Advise, participate and provide support for collective bargaining activities.
- Provide advisory services and technical support to departments on labor relations, performance management, training, employee development, recruitment, personnel management, and personnel transactions.
- Gather, analyze and disseminate workforce information.
- Maintain the central human resources technology system.

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 Chapters 76, 78, 89 and 89C, Hawaii Revised Statutes. These policies include but are not limited to:

- 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, removal, or any other term of employment.
- Impartial selection of the ablest person for government service, in accordance with the Merit Principle, by means of competitive evaluations which are fair, objective and practical.
- 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.
- Development and implementation of appropriate and compliant

- compensation provisions.
- Procedures by which qualified disabled employees may be reasonably accommodated.
- Joint decision making through the collective bargaining process, as applicable.
- Provision of 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 other public employers including the counties, the Judiciary, and the Hawaii Health Systems Corporation, 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 need for activities, programs and services to support their human resource management needs.

F. Description of Major External Trends Affecting the Program

As the nation and State continue to recover from the fiscal and economic impact of the recession, we anticipate the following human resource-related trends:

- Aging of the workforce and increased number of retirements, resulting in loss of critical institutional knowledge.
- Change in workforce and expectations of employment.
- Focus on technology improvements that will transform State government operations to best manage our resources.
- Collective bargaining negotiations will be challenging and we must continue efforts to maintain good, collaborative working relationships with the employee unions.

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 budget constraints. There are currently critical services that are not adequately addressed due to resource constraints (e.g. EEO program; investigation services).

H. Discussion of Program Revenue

Not applicable.

I. Summary of Analysis Performed

Not applicable.

J. Further Considerations

None.

OPERATING AND CAPITAL APPROPRIATIONS

REPORT P61-A

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

PROGRAM EXPENDITURES	IN DOLLARS				IN THOUSANDS			
	FY2011-12	FY2012-13	FY2013-14	FY2014-15	FY2015-16	FY2016-17	FY2017-18	FY2018-19
OPERATING COST	11.00*	11.00*	11.00*	11.00*	11.0*	11.0*	11.0*	11.0*
PERSONAL SERVICES	675,967	827,207	895,877	895,877	896	896	896	896
OTHER CURRENT EXPENSES	503,373	548,509	548,509	548,509	548	548	548	548
EQUIPMENT	39,558							
TOTAL OPERATING COST	1,218,898	1,375,716	1,444,386	1,444,386	1,444	1,444	1,444	1,444
BY MEANS OF FINANCING								
GENERAL FUND	11.00*	11.00*	11.00*	11.00*	11.0*	11.0*	11.0*	11.0*
	1,218,898	1,375,716	1,444,386	1,444,386	1,444	1,444	1,444	1,444
TOTAL POSITIONS	11.00*	11.00*	11.00*	11.00*	11.00*	11.00*	11.00*	11.00*
TOTAL PROGRAM COST	1,218,898	1,375,716	1,444,386	1,444,386	1,444	1,444	1,444	1,444

PROGRAM ID: HRD191
 PROGRAM STRUCTURE: 11030502
 PROGRAM TITLE: SUPPORTING SERVICES - HUMAN RESOURCES DEV

	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19
<u>MEASURES OF EFFECTIVENESS</u>								
1. NO MEASURES HAVE BEEN DEVELOPED FOR THIS PROGRAM								
<u>PROGRAM TARGET GROUPS</u>								
1. TTL NO. OF CIV SERV & EXEMT SERVICE PERSONNEL	15274	15274	15350	15350	15350	15350	15350	15350
2. NUMBER OF ELECTED & APPOINTED OFFICIALS	95	95	95	95	95	95	95	95
3. EMPLOYEES OF DHRD	92	92	98	98	98	98	98	98
4. MEMBERS OF MERIT APPEALS BOARD	3	3	3	3	3	3	3	3
<u>PROGRAM ACTIVITIES</u>								
1. ADV GOV ON PROB CONC ADMIN OF PERS MANAG SYS-WKHR	NA	100	100	100	100	100	100	100
2. ADMINISTER PERSONNEL MANAG SYS OF STATE (WKHR)	NA	1200	1200	1200	1200	1200	1200	1200
3. DIRECT AND COORDINATE DHRD PROG (WKHR)	NA	2000	2000	2000	2000	2000	2000	2000
4. PARTICIPATE IN COLL BARGAINING PROCESS (WKHR)	NA	875	875	875	875	875	875	875

NOTE: PROGRAM REVENUES BY TYPE AND FUND MAY NOT BE ACCURATE DUE TO SYSTEMS ERROR.

A. Statement of Program Objective(s)

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

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.

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

No new programs are planned.

In the direction and administration of the State human resources system, the program is guided by key policies identified in Chapters 76, 78, 89 and 89C, Hawaii Revised Statutes. These policies include but are not limited to:

C. Description of Activities Performed

Major activities carried out by the program to guide, support and direct the Human Resources Management System of the State Executive Branch are as follows:

- Advise the Governor on policies and issues concerning the administration of the State personnel management system.
- Administer the Personnel Management System of the State.
- Direct and coordinate Department of Human Resources Development programs.
- Direct comprehensive planning.
- Conduct program analysis.
- Direct and coordinate budget preparation and execution.
- Perform management services.
- Provide administrative support to Department operations and statutorily assigned commissions and boards.
- Plan and coordinate efforts to address the Department's information technology requirements.

- 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, removal, or any other term of employment.
- Impartial selection of the ablest person for government service, in accordance with the Merit Principle, by means of competitive evaluations which are fair, objective and practical.
- 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.
- Development and implementation of appropriate and compliant compensation provisions.
- Procedures by which qualified disabled employees may be reasonably accommodated.

D. Statement of Key Policies Pursued

The Omnibus Civil Service Modernization legislation, enacted by the passage

- Joint decision making through the collective bargaining process, as applicable.
- Provision of 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 other public employers including the counties, the Judiciary, and the Hawaii Health Systems Corporation, 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 need for activities, programs and services to support their human resource management needs.

F. Description of Major External Trends Affecting the Program

As the nation and State continue to recover from the fiscal and economic impact of the recession, we anticipate the following human resource-related trends:

- Aging of the workforce and increased number of retirements, resulting in loss of critical institutional knowledge.
- Change in workforce and expectations of employment.
- Focus on technology improvements that will transform State government operations to best manage our resources.

- Collective bargaining negotiations will be challenging and we must continue efforts to maintain good, collaborative working relationships with the employee unions.

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 budget constraints. There are currently critical services that are not adequately addressed due to resource constraints (e.g. EEO program; investigation services).

H. Discussion of Program Revenue

Not applicable.

I. Summary of Analysis Performed

Not applicable.

J. Further Considerations

None.