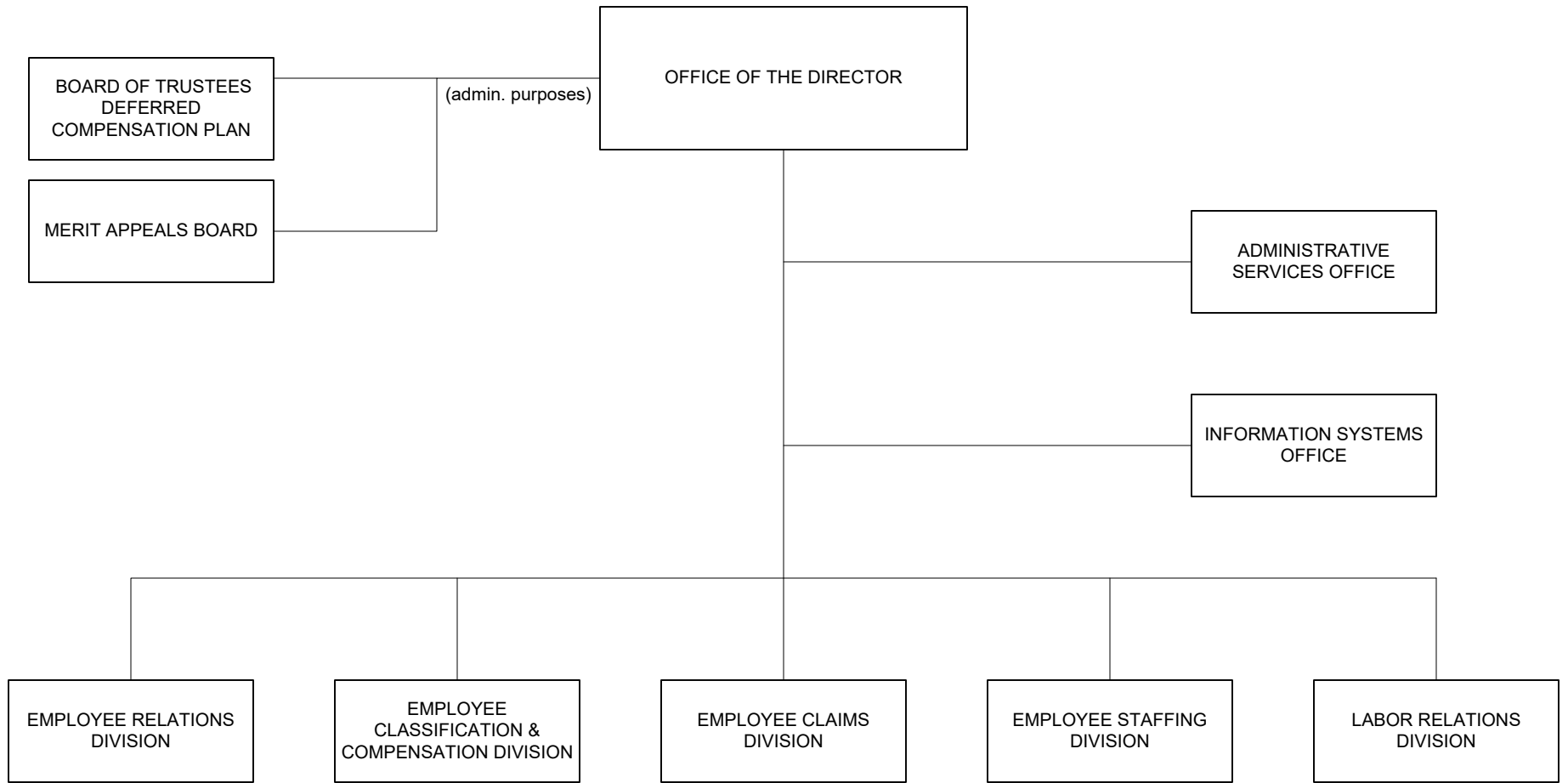




**Department of Human Resources
Development**

STATE OF HAWAII
DEPARTMENT OF HUMAN RESOURCES DEVELOPMENT
ORGANIZATION CHART



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 employee training and development, 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, UH and HHSC) 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

HRD 191 Supporting Services - Human Resources
Development

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

		Budget Base FY 2024	Budget Base FY 2025	FY 2024	FY 2025
Funding Sources:	Perm Positions	88.00	88.00	88.00	88.00
	Temp Positions	-	-	-	-
General Funds	\$	20,326,950	20,614,986	24,706,926	25,919,882
Special Funds	Perm Positions	-	-	-	-
	Temp Positions	-	-	-	-
	\$	700,000	700,000	700,000	700,000
Interdepartmental Transfers	Perm Positions	2.00	2.00	2.00	2.00
	Temp Positions	-	-	-	-
	\$	5,173,326	5,177,980	5,173,326	5,177,980
		90.00	90.00	90.00	90.00
		-	-	-	-
Total Requirements		26,200,276	26,492,966	30,580,252	31,797,862

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

1. Adds \$4,305,000 in FY 24 and \$5,225,000 in FY 25 for Worker's Compensation Claims.
2. Adds \$74,976 in FY 24 and \$79,896 in FY 25 for full-year funding of 2.00 permanent Human Resources Specialist V positions for the Employee Classification Branch.

OPERATING AND CAPITAL EXPENDITURES

REPORT: P61-A

PROGRAM ID:
PROGRAM STRUCTURE NO:
PROGRAM TITLE:

DEPARTMENT OF HUMAN RESOURCES DEVELOPMENT

PROGRAM EXPENDITURES	IN DOLLARS				IN THOUSANDS			
	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29
OPERATING COST	87.00*	90.00*	90.00*	90.00*	90.0*	90.0*	90.0*	90.0*
	0.00**	0.00**	0.00**	0.00**	0.0**	0.0**	0.0**	0.0**
PERSONAL SERVICES	5,693,413	7,559,773	8,158,052	8,455,662	8,455	8,455	8,455	8,455
OTHER CURRENT EXPENSES	13,250,031	18,122,200	22,422,200	23,342,200	23,342	23,342	23,342	23,342
EQUIPMENT		3,000						
TOTAL OPERATING COST	18,943,444	25,684,973	30,580,252	31,797,862	31,797	31,797	31,797	31,797
BY MEANS OF FINANCING	85.00*	88.00*	88.00*	88.00*	88.0*	88.0*	88.0*	88.0*
	**	**	**	**	**	**	**	**
GENERAL FUND	18,000,411	19,818,839	24,706,926	25,919,882	25,919	25,919	25,919	25,919
	*	*	*	*	*	*	*	*
	**	**	**	**	**	**	**	**
SPECIAL FUND	115,954	700,000	700,000	700,000	700	700	700	700
	2.00*	2.00*	2.00*	2.00*	2.0*	2.0*	2.0*	2.0*
	**	**	**	**	**	**	**	**
INTERDEPARTMENTAL TRANSFERS	244,304	5,166,134	5,173,326	5,177,980	5,178	5,178	5,178	5,178
	*	*	*	*	*	*	*	*
	**	**	**	**	**	**	**	**
A R P FUNDS	582,775							
TOTAL PERM POSITIONS	87.00*	90.00*	90.00*	90.00*	90.0*	90.0*	90.0*	90.0*
TOTAL TEMP POSITIONS	**	**	**	**	**	**	**	**
TOTAL PROGRAM COST	18,943,444	25,684,973	30,580,252	31,797,862	31,797	31,797	31,797	31,797

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

	<u>FY 2024</u>	<u>FY 2025</u>
Funding Sources:		
General Funds		
General Obligation Bonds		
Total Requirements	-	-

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

None.



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			
	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29
OPERATING COST	87.00*	90.00*	90.00*	90.00*	90.0*	90.0*	90.0*	90.0*
	0.00**	0.00**	0.00**	0.00**	0.0**	0.0**	0.0**	0.0**
PERSONAL SERVICES	5,693,413	7,559,773	8,158,052	8,455,662	8,455	8,455	8,455	8,455
OTHER CURRENT EXPENSES	13,250,031	18,122,200	22,422,200	23,342,200	23,342	23,342	23,342	23,342
EQUIPMENT		3,000						
TOTAL OPERATING COST	18,943,444	25,684,973	30,580,252	31,797,862	31,797	31,797	31,797	31,797
BY MEANS OF FINANCING	85.00*	88.00*	88.00*	88.00*	88.0*	88.0*	88.0*	88.0*
	**	**	**	**	**	**	**	**
GENERAL FUND	18,000,411	19,818,839	24,706,926	25,919,882	25,919	25,919	25,919	25,919
	*	*	*	*	*	*	*	*
	**	**	**	**	**	**	**	**
SPECIAL FUND	115,954	700,000	700,000	700,000	700	700	700	700
	2.00*	2.00*	2.00*	2.00*	2.0*	2.0*	2.0*	2.0*
	**	**	**	**	**	**	**	**
INTERDEPARTMENTAL TRANSFERS	244,304	5,166,134	5,173,326	5,177,980	5,178	5,178	5,178	5,178
	*	*	*	*	*	*	*	*
	**	**	**	**	**	**	**	**
A R P FUNDS	582,775							
TOTAL PERM POSITIONS	87.00*	90.00*	90.00*	90.00*	90.0*	90.0*	90.0*	90.0*
TOTAL TEMP POSITIONS	**	**	**	**	**	**	**	**
TOTAL PROGRAM COST	18,943,444	25,684,973	30,580,252	31,797,862	31,797	31,797	31,797	31,797

OPERATING AND CAPITAL EXPENDITURES

REPORT: P61-A

PROGRAM ID:
 PROGRAM STRUCTURE NO: **1103**
 PROGRAM TITLE: **GENERAL SERVICES**

PROGRAM EXPENDITURES	IN DOLLARS				IN THOUSANDS			
	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29
OPERATING COST	87.00*	90.00*	90.00*	90.00*	90.0*	90.0*	90.0*	90.0*
	0.00**	0.00**	0.00**	0.00**	0.0**	0.0**	0.0**	0.0**
PERSONAL SERVICES	5,693,413	7,559,773	8,158,052	8,455,662	8,455	8,455	8,455	8,455
OTHER CURRENT EXPENSES	13,250,031	18,122,200	22,422,200	23,342,200	23,342	23,342	23,342	23,342
EQUIPMENT		3,000						
TOTAL OPERATING COST	18,943,444	25,684,973	30,580,252	31,797,862	31,797	31,797	31,797	31,797
BY MEANS OF FINANCING	85.00*	88.00*	88.00*	88.00*	88.0*	88.0*	88.0*	88.0*
	**	**	**	**	**	**	**	**
GENERAL FUND	18,000,411	19,818,839	24,706,926	25,919,882	25,919	25,919	25,919	25,919
	*	*	*	*	*	*	*	*
	**	**	**	**	**	**	**	**
SPECIAL FUND	115,954	700,000	700,000	700,000	700	700	700	700
	2.00*	2.00*	2.00*	2.00*	2.0*	2.0*	2.0*	2.0*
	**	**	**	**	**	**	**	**
INTERDEPARTMENTAL TRANSFERS	244,304	5,166,134	5,173,326	5,177,980	5,178	5,178	5,178	5,178
	*	*	*	*	*	*	*	*
	**	**	**	**	**	**	**	**
A R P FUNDS	582,775							
TOTAL PERM POSITIONS	87.00*	90.00*	90.00*	90.00*	90.0*	90.0*	90.0*	90.0*
TOTAL TEMP POSITIONS	**	**	**	**	**	**	**	**
TOTAL PROGRAM COST	18,943,444	25,684,973	30,580,252	31,797,862	31,797	31,797	31,797	31,797

OPERATING AND CAPITAL EXPENDITURES

REPORT: P61-A

PROGRAM ID:
 PROGRAM STRUCTURE NO: **110305**
 PROGRAM TITLE: **PERSONNEL SERVICES**

PROGRAM EXPENDITURES	IN DOLLARS				IN THOUSANDS			
	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29
OPERATING COST	87.00*	90.00*	90.00*	90.00*	90.0*	90.0*	90.0*	90.0*
	0.00**	0.00**	0.00**	0.00**	0.0**	0.0**	0.0**	0.0**
PERSONAL SERVICES	5,693,413	7,559,773	8,158,052	8,455,662	8,455	8,455	8,455	8,455
OTHER CURRENT EXPENSES	13,250,031	18,122,200	22,422,200	23,342,200	23,342	23,342	23,342	23,342
EQUIPMENT		3,000						
TOTAL OPERATING COST	18,943,444	25,684,973	30,580,252	31,797,862	31,797	31,797	31,797	31,797
BY MEANS OF FINANCING	85.00*	88.00*	88.00*	88.00*	88.0*	88.0*	88.0*	88.0*
	**	**	**	**	**	**	**	**
GENERAL FUND	18,000,411	19,818,839	24,706,926	25,919,882	25,919	25,919	25,919	25,919
	*	*	*	*	*	*	*	*
	**	**	**	**	**	**	**	**
SPECIAL FUND	115,954	700,000	700,000	700,000	700	700	700	700
	2.00*	2.00*	2.00*	2.00*	2.0*	2.0*	2.0*	2.0*
	**	**	**	**	**	**	**	**
INTERDEPARTMENTAL TRANSFERS	244,304	5,166,134	5,173,326	5,177,980	5,178	5,178	5,178	5,178
	*	*	*	*	*	*	*	*
	**	**	**	**	**	**	**	**
A R P FUNDS	582,775							
TOTAL PERM POSITIONS	87.00*	90.00*	90.00*	90.00*	90.0*	90.0*	90.0*	90.0*
TOTAL TEMP POSITIONS	**	**	**	**	**	**	**	**
TOTAL PROGRAM COST	18,943,444	25,684,973	30,580,252	31,797,862	31,797	31,797	31,797	31,797

OPERATING AND CAPITAL EXPENDITURES

REPORT: P61-A

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

PROGRAM EXPENDITURES	IN DOLLARS				IN THOUSANDS			
	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29
OPERATING COST	78.00*	81.00*	81.00*	81.00*	81.0*	81.0*	81.0*	81.0*
	0.00**	0.00**	0.00**	0.00**	0.0**	0.0**	0.0**	0.0**
PERSONAL SERVICES	4,907,508	6,634,032	7,170,007	7,433,517	7,433	7,433	7,433	7,433
OTHER CURRENT EXPENSES	12,701,591	17,573,691	21,873,691	22,793,691	22,793	22,793	22,793	22,793
EQUIPMENT		3,000						
TOTAL OPERATING COST	17,609,099	24,210,723	29,043,698	30,227,208	30,226	30,226	30,226	30,226
BY MEANS OF FINANCING	76.00*	79.00*	79.00*	79.00*	79.0*	79.0*	79.0*	79.0*
	**	**	**	**	**	**	**	**
GENERAL FUND	16,666,066	18,344,589	23,170,372	24,349,228	24,348	24,348	24,348	24,348
	*	*	*	*	*	*	*	*
	**	**	**	**	**	**	**	**
SPECIAL FUND	115,954	700,000	700,000	700,000	700	700	700	700
	2.00*	2.00*	2.00*	2.00*	2.0*	2.0*	2.0*	2.0*
	**	**	**	**	**	**	**	**
INTERDEPARTMENTAL TRANSFERS	244,304	5,166,134	5,173,326	5,177,980	5,178	5,178	5,178	5,178
	*	*	*	*	*	*	*	*
	**	**	**	**	**	**	**	**
A R P FUNDS	582,775							
TOTAL PERM POSITIONS	78.00*	81.00*	81.00*	81.00*	81.0*	81.0*	81.0*	81.0*
TOTAL TEMP POSITIONS	**	**	**	**	**	**	**	**
TOTAL PROGRAM COST	17,609,099	24,210,723	29,043,698	30,227,208	30,226	30,226	30,226	30,226

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

	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29
MEASURES OF EFFECTIVENESS								
1. % CERTIF ISSUD W/IN 5 CALNDR DAYS WHERE LIST EXIST	94	94	94	94	94	94	94	94
2. % CERTIF ISSUD W/IN 95 CALNDR DAYS LIST NOT EXIST	70	70	70	70	70	70	70	70
3. % OF SELECTION ACTIONS TAKEN CHANGED BY APPEAL	1	1	1	1	1	1	1	1
4. % OF CLASSIF ACTNS FOR FILLED PSNS COMPLTD IN 6 MO	90	90	90	90	90	90	90	90
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	50	70	60	60	60	60	60	60
8. % CONTRACT GRIEVANCES SETTLED W/O 3RD PARTY ASSTNC	90	90	90	90	90	90	90	90
9. # GRIEV PER 1,000 EMPLOYEES IN BU'S UNDR DHRD JURIS	19	18	18	18	18	18	18	18
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	1100	1000	1100	1100	1300	1300	1300	1300
2. NUMBER OF CIVIL SERVICE POSITIONS	17000	17000	17000	17000	17400	17600	17800	18000
3. NUMBER OF NEW CIVIL SERVICE POSITIONS	100	170	170	200	200	200	200	200
4. EMPLOYEES IN THE CENTRALIZED MANAGEMENT GROUP	18196	18593	19693	19693	19693	19693	19693	19693
5. NUMBER OF CIVIL SERVICE CLASSES	1450	1455	1450	1450	1450	1450	1450	1450
6. CIVIL SERVICE EMPLOYEES	14100	13000	14100	14100	14100	14100	14100	14100
7. EXEMPT SERVICE EMPLOYEES	1800	1800	1800	1800	1800	1800	1800	1800
8. MIDDLE MANAGEMENT EMPLOYEES	380	365	380	380	380	380	380	380
9. FIRST-LINE SUPERVISORY EMPLOYEES	1350	1300	1350	1350	1350	1350	1350	1350
10. NON-MANAGEMENT EMPLOYEES	14170	13135	14170	14170	14170	14170	14170	14170
PROGRAM ACTIVITIES								
1. NUMBER OF APPLICATIONS RECEIVED	22000	25000	22000	22000	29000	29000	29000	29000
2. NUMBER OF APPLICATIONS EXAMINED	19000	19000	19000	19000	27000	27000	27000	27000
3. # QUAL APPS REFRRD FOR PLACEMENT(ELIGBLs REFERRED)	25000	25000	25000	25000	30000	30000	30000	30000
4. NUMBER OF POSITION CLASSIFICATION ACTIONS TAKEN	2000	2000	2000	2000	2000	2000	2000	2000
5. NUMBER OF CLASSIFICATION SPECIFICATIONS COMPLETED	100	70	70	80	90	100	100	100
6. NO. OF EXEMPT POSITION REQUESTS ANALYZED/REVIEWED	1250	1250	1500	1500	1250	1250	1250	1250
7. PRICE/REPRICE DETERMINATIONS (NO. CLASSES REVIEWD)	60	65	65	65	65	65	65	65
8. NUMBER OF PERSONNEL ACTIONS PROCESSED	90000	90000	90000	90000	90000	90000	90000	90000
9. NUMBER OF TRAINING PROGRAMS OFFERED/COORDINATED	700	700	700	700	700	700	700	700
10. NUMBER OF FORMAL GRIEVANCES REVIEWED	262	235	235	235	235	235	235	235
PROGRAM REVENUES BY TYPE (IN THOUSANDS of DOLLARS)								
CHARGES FOR CURRENT SERVICES	1,029	358	314	314	314	314	314	314
TOTAL PROGRAM REVENUES	1,029	358	314	314	314	314	314	314
PROGRAM REVENUES BY FUND (IN THOUSANDS of DOLLARS)								
GENERAL FUNDS	628							
SPECIAL FUNDS	217	118	74	74	74	74	74	74
ALL OTHER FUNDS	184	240	240	240	240	240	240	240
TOTAL PROGRAM REVENUES	1,029	358	314	314	314	314	314	314

Program Plan Narrative

HRD102: WORKFORCE ATTR, SELECT, CLASS & EFFECTIVENES

11 03 05 01

A. Statement of Program Objectives

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, delivering and administering employee training and development programs; 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 (WC) program for State employees; and ensuring a safe and healthy work environment.

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

Adds \$4,305,000 in FY 24 and \$5,225,000 in FY 25 in general funds for WC claims administration benefits to address increasing costs.

Adds \$74,976 in FY 24 and \$79,896 in FY 25 in general funds for full-year funding for two half-year funded positions authorized by Act 248, SLH 2022 for the Employee Classification Program.

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 includes: (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 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.
- Plan and administer the State's self-insured and centralized WC program for State employees who sustain injuries and illnesses in the course and scope of their employment, including providing claims management services and administering the Return to Work Priority Program to return injured employees to suitable gainful employment and thereby try to contain the State's WC costs.
- Plan and administer a statewide safety and accident prevention program, including developing and implementing strategies for eliminating or mitigating the causes of employee injuries and illnesses.
- Oversee the State's drug and alcohol testing program for covered 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 (CB) contracts and rules, including processing employee grievances.
- Advise, participate and provide support for CB activities.
- Develop and administer mandatory and professional development training programs for State employees.
- Provide advisory services and technical support to departments on labor relations, performance management, training, employee development, recruitment, personnel management, personnel transactions, voluntary benefits, WC, and safety.
- Gather, analyze and disseminate workforce information.
- Maintain the central human resources (HR) 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

Program Plan Narrative

HRD102: WORKFORCE ATTR, SELECT, CLASS & EFFECTIVENES

11 03 05 01

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 HR system, the program is guided by key policies identified in Chapters 76, 78, 89 and 89C, HRS. 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 CB 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 89C (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, WC, and the Office of CB). Line agencies also create the need for activities, programs and services to support their HR management needs.

F. Description of Major External Trends Affecting the Program

We anticipate the following HR-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.
- CB negotiations will be challenging and we must continue efforts to maintain good, collaborative working relationships with the employee unions.
- Increasing costs for the WC program due to an aging workforce, yearly statutory increases in indemnity benefits, and recent administrative and judicial decisions that have made it much more difficult for the Department of Human Resources Development (DHRD) to deny questionable medical care or terminate ongoing disability benefits.

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

The HR programs at the central agency and department level are responsible for the hiring and retention of qualified employees to provide essential services to the public, and the amount of resources available to them will impact their ability to deliver what is needed. Programs administered and decisions made by DHRD have statewide impact, are far reaching, and have significant cost implications if not done properly.

H. Discussion of Program Revenues

Not applicable.

I. Summary of Analysis Performed

Not applicable.

J. Further Considerations

None.

OPERATING AND CAPITAL EXPENDITURES

REPORT: P61-A

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

PROGRAM EXPENDITURES	IN DOLLARS				IN THOUSANDS			
	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29
OPERATING COST	9.00*	9.00*	9.00*	9.00*	9.0*	9.0*	9.0*	9.0*
	0.00**	0.00**	0.00**	0.00**	0.0**	0.0**	0.0**	0.0**
PERSONAL SERVICES	785,905	925,741	988,045	1,022,145	1,022	1,022	1,022	1,022
OTHER CURRENT EXPENSES	548,440	548,509	548,509	548,509	549	549	549	549
TOTAL OPERATING COST	1,334,345	1,474,250	1,536,554	1,570,654	1,571	1,571	1,571	1,571
BY MEANS OF FINANCING	9.00*	9.00*	9.00*	9.00*	9.0*	9.0*	9.0*	9.0*
	**	**	**	**	**	**	**	**
GENERAL FUND	1,334,345	1,474,250	1,536,554	1,570,654	1,571	1,571	1,571	1,571
TOTAL PERM POSITIONS	9.00*	9.00*	9.00*	9.00*	9.0*	9.0*	9.0*	9.0*
TOTAL TEMP POSITIONS	**	**	**	**	**	**	**	**
TOTAL PROGRAM COST	1,334,345	1,474,250	1,536,554	1,570,654	1,571	1,571	1,571	1,571

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

	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29
MEASURES OF EFFECTIVENESS								
1. NO MEASURES HAVE BEEN DEVELOPED FOR THIS PROGRAM								
PROGRAM TARGET GROUPS								
1. TTL NO. OF CIV SERV & EXEMT SERVICE PERSONNEL	15900	14800	15900	15900	15900	15900	15900	15900
2. NUMBER OF ELECTED & APPOINTED OFFICIALS	95	95	95	95	95	95	95	95
3. EMPLOYEES OF DHRD	88	90	90	90	90	90	90	90
4. MEMBERS OF MERIT APPEALS BOARD	3	3	3	3	3	3	3	3
PROGRAM ACTIVITIES								
1. ADV GOV ON PROB CONC ADMIN OF PERS MANAG SYS-WKHR	100	100	100	100	100	100	100	100
2. ADMINISTER PERSONNEL MANAG SYS OF STATE (WKHR)	1200	1200	1200	1200	1200	1200	1200	1200
3. DIRECT AND COORDINATE DHRD PROG (WKHR)	2000	2000	2000	2000	2000	2000	2000	2000
4. PARTICIPATE IN COLL BARGAINING PROCESS (WKHR)	875	875	875	875	875	875	875	875
PROGRAM REVENUES BY TYPE (IN THOUSANDS of DOLLARS)								
CHARGES FOR CURRENT SERVICES	15							
TOTAL PROGRAM REVENUES	15							
PROGRAM REVENUES BY FUND (IN THOUSANDS of DOLLARS)								
GENERAL FUNDS	15							
TOTAL PROGRAM REVENUES	15							

Program Plan Narrative

HRD191: SUPPORTING SERVICES - HUMAN RESOURCES DEV

11 03 05 02

A. Statement of Program Objectives

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

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

No new programs are planned, and therefore, no requests were submitted for the FB 2023-25 Executive Budget Request.

C. Description of Activities Performed

Major activities carried out by the Department to guide, support and direct the human resources (HR) program for 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 (DHRD) 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.

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 HR system, the program is guided by key policies identified in Chapters 76, 78, 89 and 89C, HRS. 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 (CB) 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 89C (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 CB). Line agencies also create the need for activities, programs and services to support their HR management needs.

Program Plan Narrative

HRD191: SUPPORTING SERVICES - HUMAN RESOURCES DEV

11 03 05 02

F. Description of Major External Trends Affecting the Program

We anticipate the following HR-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.
- CB negotiations will be challenging and we must continue efforts to maintain good, collaborative working relationships with the employee unions.
- Increasing costs for the workers' compensation program due to an aging workforce, yearly statutory increases in indemnity benefits, and recent administrative and judicial decisions that have made it much more difficult for DHRD to deny questionable medical care or terminate ongoing disability benefits.

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

The HR programs at the central agency and department level are responsible for the hiring and retention of qualified employees to provide essential services to the public, and the amount of resources available to them will impact their ability to deliver what is needed. Programs administered and decisions made by DHRD have statewide impact, are far reaching, and have significant cost implications if not done properly.

H. Discussion of Program Revenues

Not applicable.

I. Summary of Analysis Performed

Not applicable.

J. Further Considerations

None.