

MAR 04 2010

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# SENATE CONCURRENT RESOLUTION

REQUESTING THE ESTABLISHMENT OF A JOINT GOVERNMENT AND PRIVATE  
SECTOR HUMAN RESOURCES TASK FORCE TO STUDY THE  
SIMPLIFICATION OF JOB CLASSIFICATIONS WITHIN STATE  
GOVERNMENT AND THE STREAMLINING OF OPERATIONS BETWEEN THE  
DEPARTMENT OF HUMAN RESOURCES DEVELOPMENT AND LINE  
DEPARTMENTS.

1           WHEREAS, House Concurrent Resolution No. 76, S.D. 1, 2009,  
2 established a Task Force on Reinventing Government to examine  
3 the current operations and organization of state government and  
4 make recommendations on making state government more efficient;  
5 and  
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7           WHEREAS, the Task Force on Reinventing Government organized  
8 a Human Resources Subcommittee (Subcommittee) to examine issues  
9 germane to the efficiency of operations with the Department of  
10 Human Resources Development (Department); and  
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12           WHEREAS, among the recommendations of the Subcommittee was  
13 the recommendation to simplify the job classification system and  
14 clear up redundancy in operations between the Department and  
15 line departments; and  
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17           WHEREAS, currently there is one thousand seven hundred job  
18 classifications within the government of the State of Hawaii;  
19 and  
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21           WHEREAS, an excessive number of job classifications has led  
22 to some confusion and inefficiencies in the operation of the  
23 Department; and  
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25           WHEREAS, a reduction in the number of job classifications  
26 would help government agencies manage job positions better and  
27 create more flexibility in implementing broad job  
28 classifications for certain occupations; and  
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1 WHEREAS, less job classifications within government would  
2 enable the Department to streamline its operations and become  
3 more efficient in its duties; and

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5 WHEREAS, the findings of the Subcommittee, as included in  
6 the Report of the Task Force on Reinventing Government, stated:

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8 "The Subcommittee finds that existing  
9 practice is inefficient and creates confusion  
10 because roles and responsibilities of DHRD  
11 [Department of Human Resources Development], as  
12 the central agency, and personnel staff in the  
13 line departments are not clearly defined.  
14 Refinement of roles and responsibilities may lead  
15 to adjustment of staffing levels in either the  
16 central agency or line department staff, or both.  
17 The central agency should take the lead in  
18 determining the level of its authority, with the  
19 administration communicating these roles clearly  
20 to the line level. It is anticipated that the  
21 level of authority will vary by department and by  
22 function within departments, based upon the ideal  
23 for that particular department. Due to the lack  
24 of clear role definition, too often there is  
25 inconsistency in policy application, and  
26 communication between the central agency and line  
27 departments is limited. This impacts the  
28 consistency of policy application, as well as  
29 compliance with collective bargaining  
30 agreements."; and

31  
32 WHEREAS, a joint government and private sector Human  
33 Resources Task Force to study the operations of the Department  
34 and provide recommendations on improvements would help to make  
35 State government more efficient; and

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37 WHEREAS, the level of compensation and job classifications  
38 are not always accurate or consistent across a broad range of  
39 job classifications; and

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41 WHEREAS, the Legislature believes that the Department  
42 should simplify job classifications and streamline operations  
43 and efficiencies with line departments; now, therefore,



1 BE IT RESOLVED by the Senate of the Twenty-fifth  
2 Legislature of the State of Hawaii, Regular Session of 2010, the  
3 House of Representatives concurring, that the Department of  
4 Human Resources Development establish a joint government and  
5 private sector Human Resources Task Force (Task Force); and  
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7 BE IT FURTHER RESOLVED that the Task Force is requested to:  
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- 9 (1) Study the simplification of the State's job  
10 classification system and develop a more flexible job  
11 classification system to allow government agencies  
12 greater latitude in classifying job positions to  
13 better enable vacant positions to be filled in  
14 accordance with the vital needs of each job;  
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- 16 (2) Determine whether the level of compensation across all  
17 job classifications is appropriate and facilitates the  
18 creation of a broad range or band of job  
19 classifications;  
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- 21 (3) Study the role and responsibilities of the Department  
22 as a central agency and how its authority is utilized  
23 with respect to the staff of line departments; and  
24
- 25 (4) Establish benchmarks that are based upon developing  
26 best practices and that identify specific impediments  
27 to reforming the civil service compensation management  
28 system; and  
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30 BE IT FURTHER RESOLVED that the Task Force provide  
31 recommendations on how the Department can implement best  
32 practice benchmarks and determine an appropriate and consistent  
33 level of authority and policy application by department and by  
34 function within each department; and  
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36 BE IT FURTHER RESOLVED that the Task Force shall comprised  
37 external and internal practitioners in state government who have  
38 a broad historical and visionary knowledge of job evaluation  
39 that is not limited to job position classifications; and  
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41 BE IT FURTHER RESOLVED that the Task Force submit its  
42 recommendations and proposed legislation, if necessary, to the  
43 Legislature no later than twenty days prior to the convening of  
44 the 2011 Regular Session; and



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BE IT FURTHER RESOLVED that certified copies of this  
Concurrent Resolution be transmitted to the Director of Human  
Resources Department and the Chair of the Task Force on  
Reinventing Government.

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