

---

---

# SENATE CONCURRENT RESOLUTION

REQUESTING THE DEPARTMENT OF EDUCATION TO RESPOND TO KPMG'S  
RECOMMENDATIONS REGARDING IMPROVEMENTS TO THE DEPARTMENT'S  
OPERATIONS AND WORKFLOW.

1           WHEREAS, the Legislature adopted Senate Concurrent  
2 Resolution No. 115 in 2008, requesting the Department of  
3 Education to establish a pilot project to allow a school complex  
4 to identify critical Department of Education rules and policies  
5 that impede effective decision-making, administration, and  
6 teaching and to operate free of those rules and policies over a  
7 period of three years; and

8  
9           WHEREAS, the Moanalua Complex, which is part of the  
10 Aiea/Moanalua/Radford Complex Area, was selected by the  
11 Superintendent of Education as the complex to participate in the  
12 pilot project; and

13  
14           WHEREAS, the Moanalua Complex Redesign Committee, comprised  
15 of principals, vice principals, and teachers representing all  
16 schools in the Moanalua Complex, had been previously formed to  
17 develop a plan of action to transform the Moanalua Complex into  
18 a high performing complex; and

19  
20           WHEREAS, in year one of the pilot project, the Moanalua  
21 Complex identified Department of Education rules and regulations  
22 that most impede its ability and authority to promote effective  
23 learning for its students; and

24  
25           WHEREAS, the Hawaii Business Roundtable raised funding to  
26 support year one of the pilot project by contracting with KPMG  
27 LLP (KPMG) to conduct an operations and workflow review of the  
28 major administrative and support services functions performed  
29 within the Moanalua Complex; and

30  
31           WHEREAS, the KPMG review identified obstacles to the full  
32 implementation of academic and financial changes and provided



1 recommendations that would ease the administrative burden of  
2 teachers and principals, allowing them to focus on students'  
3 academic achievement; and

4  
5 WHEREAS, KPMG identified five broad categories of  
6 recommendations that include but are not limited to the  
7 following:

- 8  
9 (1) Performance Standards, Benchmarks, Student Assessments  
10 and Curriculum: Implement a specific set of core  
11 performance standards and standards-based curriculum,  
12 and a more cost-effective and time-efficient  
13 standardized test;
- 14  
15 (2) Administrative Support Systems: Upgrade systems,  
16 develop a longitudinal data system for student  
17 information, modify record retention requirements, and  
18 replace the financial management system;
- 19  
20 (3) Recruitment, Hiring and Staff Development: Document  
21 how school hiring lists are maintained and  
22 distributed, move forward with implementation of the  
23 Collaborative Human Resource Automation Project (CHAP)  
24 system, and shorten the teacher transfer period;
- 25  
26 (4) Financial and Administrative Support Activities:  
27 Centralize disposition of surplus property from  
28 schools, consider increasing the walking radius for  
29 regular home-to-school transportation services and  
30 increasing the fees charged for such services; and
- 31  
32 (5) Organizational Roles and Responsibilities: Modify  
33 reporting relationships within the Department of  
34 Education and review the role of the Complex Area  
35 Superintendent and the Complex Area Administrative  
36 Services Assistant; and

37  
38 WHEREAS, the Moanalua Complex Redesign Committee identified  
39 the following as major barriers and impediments to becoming a  
40 high performing complex:

- 41  
42 (1) Time and resources for the Hawaii State Assessment and  
43 other Hawaii State Assessment-related activities that  
44 take away too much instructional time;



1  
2  
3  
4  
5  
6  
7  
8  
9  
10  
11  
12  
13  
14  
15  
16  
17  
18  
19  
20  
21  
22  
23  
24  
25  
26  
27  
28  
29  
30  
31  
32  
33  
34  
35  
36  
37  
38  
39  
40  
41  
42  
43  
44

- (2) Financial policies and rules relating to expenditures and travel that are overly labor intensive and inefficient, and take away time from teachers and from administrators for instruction and learning;
- (3) The need for more time for teachers for professional learning, collaboration, K-12 articulation, and planning;
- (4) Policies and rules that prevent retention of teachers, prevent hiring of retired teachers, and uneven and unclear compliance procedures for "highly qualified teacher" status; and
- (5) Barriers to technology access for students as illustrated by limited resources for technology tools for student use and school, complex, and Department of Education rules that restrict and limit the use of certain technology in schools; and

WHEREAS, the KPMG review may contain valuable lessons and findings that would be beneficial to the Department of Education as the Department consults with the Moanalua Complex Redesign Committee to develop a coherent and comprehensive plan for year two of the pilot project; now, therefore,

BE IT RESOLVED by the Senate of the Twenty-fifth Legislature of the State of Hawaii, Regular Session of 2010, the House of Representatives concurring, that the Department of Education is requested to respond to each of the recommendations of the "Complex Area Administrative and Support Services Review" conducted by KPMG; and

BE IT FURTHER RESOLVED that the Department of Education's response to the KPMG review's recommendations include:

- (1) Which recommendations the Department considers to be priorities;
- (2) Whether the Department has already begun work on implementing those priority recommendations and, if so, a description of progress on that work;



1 (3) Whether the Department can act upon other priority  
2 recommendations and, if so, a suggested timeline for  
3 implementing those priorities; and  
4

5 (4) What legislation or funding would be required to  
6 implement those priority recommendations; and  
7

8 BE IT FURTHER RESOLVED that the Department of Education  
9 submit its response to the Legislature no later than twenty days  
10 prior to the convening of the Regular Session of 2011; and  
11

12 BE IT FURTHER RESOLVED that the Department of Education is  
13 requested to also submit annual reports to the Legislature no  
14 later than twenty days prior to the convening of the Regular  
15 Sessions of 2012 and 2013 providing status updates on the  
16 implementation of the priority recommendations from KPMG's  
17 report; and  
18

19 BE IT FURTHER RESOLVED that certified copies of this  
20 Concurrent Resolution be transmitted to the Superintendent of  
21 Education, the Chairperson of the Board of Education, the Aiea-  
22 Moanalua-Radford Complex Area Superintendent, and the  
23 Chairperson of the Moanalua Complex Redesign Committee.

