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February 12, 2013

**TESTIMONY TO THE  
HOUSE COMMITTEE ON FINANCE**

For Hearing on Wednesday, February 13, 2013  
2:00 p.m., Conference Room 308

BY

BARBARA A. KRIEG  
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**House Bill No. 435**  
**Relating to Public Employees**

TO CHAIRPERSON SYLVIA LUKE AND MEMBERS OF THE COMMITTEE:

Thank you for the opportunity to provide testimony on H.B. 435. The measure seeks to establish the Office of Talent Management within the Department of Human Resources Development to design and facilitate state initiatives in the areas of talent administration, professional development, performance management and leadership enterprise.

The Department of Human Resources Development strongly supports this bill. We believe the proposed Office of Talent Management will provide a vital resource to the State of Hawaii, enabling it to keep up with the needs of an ever changing workforce.

Employers across the state are faced with a dwindling pool of highly skilled workers. The ability to attract and retain good employees is critical to any employer's success. Managers who fail to effectively develop and motivate their workers can be a

large reason why personnel leave an organization. However, in many cases, supervisors have not been provided with the training necessary to develop the competencies critical to becoming a successful manager. If the Office of Talent Management is established, it can greatly alleviate this problem by implementing a comprehensive, integrated curriculum of management development for administrators, managers and supervisors employed by the State of Hawaii.

At the same time, a new generation of workers expects their employer to provide them not only with the training, tools and equipment necessary to properly perform their jobs but also training which will enable them to keep up with the technology and skills being utilized by their counterparts. Employers who lag behind in this area could face the daunting prospect of having to constantly recruit due to high employee turnover. The Office of Talent Management would support the State's retention of its human resources by identifying, developing and conducting learning and development programs to furnish state employees with the expertise they require while also providing state departments with a highly skilled workforce. The Office of Talent Management would also be responsible for identifying and implementing performance management tools that are responsive to the skills and competencies relevant to each position.

Lastly, the Office of Talent Management would assist state agencies in identifying employees who exhibit the traits and abilities that are the hallmark of a successful leader. The agency would then work in collaboration with the Office of Talent Management to provide these potential managerial candidates with the knowledge and skills that could lead to a productive career in management. By taking this proactive approach and recognizing talented employees at an early stage, the goal is to continually cultivate new classes of leaders, thus ensuring that the long-term leadership needs for the State and its workforce are met.

We anticipate the Office of Talent Management will initially require three to four positions to support the state executive departments. The staffing would include the program's administrator, one to two human resources or organizational development

specialists and a program support specialist. While we recognize this initiative will require funding, it is imperative that the State of Hawaii invest in its employees. In that regard, the Office of Talent Management is an investment that will pay off considerably by identifying and developing future generations of leaders as well as training and maintaining a highly skilled workforce.

As set forth above, the Office of Talent Management can play a critical role in the development and retention of the State's human resources. We strongly support its establishment within the Department of Human Resources Development and respectfully request that this committee pass H.B. 435. Thank you for the opportunity to testify on this measure.