

**Pankaj Bhanot**



## WORK EXPERIENCE

**Interim Director**, September 2016-present  
State of Hawai'i Department of Human Services (DHS)

DHS is one of the largest and key State departments. DHS manages an annual budget of nearly \$3.2 billion. Department of Human Services (DHS) staff (2,300 plus) strives to provide timely, efficient and effective programs, services and benefits, for the purpose of achieving the outcome of empowering those who are the most vulnerable in our State to expand their capacity for self-sufficiency, self-determination, independence, healthy choices, quality of life and personal dignity.

The DHS administers four human services divisions: Benefit, Employment and Support Services Division (BESSD), Social Services Division (SSD), Med-QUEST Division (MQD), and Division of Vocational Rehabilitation (DVR). For detailed Division accomplishments visit their respective web pages. The DHS also has four administratively attached agencies and commissions: Hawai'i Public Housing Authority (HPHA), Office of Youth Services (OYS), Hawai'i State Commission on the Status of Women (HSCSW) and State Commission on Fatherhood (SCF). See <http://humanservices.Hawai'i.gov> for further details.

Leading the DHS Enterprise System build to integrate all the eligibility and social services programs, services and benefits on a single information and technology platform.

Leading the effort to draft the first comprehensive strategic plan for DHS.

Leading the effort to plan, design, and implement 'Ohana Nui (means extended family in Hawaiian), a new and comprehensive service delivery model that invests in children and families early and concurrently to address the social determinants of well-being to improve health, education, employment, and other outcomes for Hawaii residents. This approach allows us to more efficiently align programs and funding to make a greater impact on the whole person and the whole family. We continue in 2017 integrating 'Ohana Nui within our department and with other state agencies, particularly the Department of Health, and community stakeholders.

Leading the business process transformation efforts to create more efficient and effective government.

Leading the preparation and submittal of the DHS budget and legislative package to the 2017 Legislature.

**Deputy Director**, December 2010-January 2012; January 2015-August 2016  
Department of Human Services

Managed day-to-day operations of the Department.

Led the Department's efforts to rebuild the workforce decimated by the reduction of force (RIF), vacancy freezes, vacancy cuts, and budget restrictions.

Provided supervisory and management support to the divisions, staff offices and attached agencies.

Prepared, reviewed, presented, and negotiated DHS budget.

Prepared, reviewed, and presented legislative bills, legislative testimonies, and reports.

Represented DHS at legislative hearings, programmatic meetings and conferences on various subject matters under the purview of DHS.

**Division Administrator**, April 2007-December 2010; February 2012-December 2014  
Benefit, Employment and Support Services Division (BESSD)  
Department of Human Services

**BESSD** is the largest division in the Department of Human Services. Staff and administrators provide a continuum of services, through nine programs that serve different populations, aimed at providing clients with monthly benefits to assist them with such essentials as food, shelter, and child care, as well as employment support and work-training and dependency diversion and prevention. BESSD has over 700 employees and 200 contractors providing direct and indirect services to Hawai'i residents.

**Duties and Responsibilities:**

Provided leadership; plans, organized, directed, coordinated and evaluated the State's self-sufficiency and economic assistance programs. These programs include: Financial Assistance (Temporary Assistance to Needy Families - TANF, General Assistance - GA, and Assistance to Aged, Blind and Disabled - AABD), Supplemental Nutrition Assistance Program (SNAP), formerly known as Food Stamps Program, TANF Employment and Training Program, SNAP Employment and Training Program, Low-Income Housing and Energy Assistance Program (LIHEAP), Child Care Program (Subsidies and Licensing), and Services for the Homeless.

Provided direction in the development, evaluation, revision and implementation of program goals, objectives, plans and policies, in accordance with pertinent laws, rules and regulations.

Determined program priorities and allocation of resources. Directed the review of the Division's multi-year program and financial plans and oversees the preparation and execution of budget and expenditure plans.

Oversaw and directed all fiscal, personnel and other administrative matters of the Division.

Served as Department's principal staff advisor and technical authority on the State's self-sufficiency and economic assistance programs. Provided advice and guidance to the Director concerning policies, plans and basic concepts of the State's self-sufficiency and economic assistance programs.

Maintained liaison with Federal human services agencies to assure State plans comply with Federal requirements and to maximize Federal financial participation.

Represented the Department in matters concerning self-sufficiency and economic assistance programs at legislative hearings, federal/state conferences, interdepartmental negotiations, etc.

Maintained working relationships with consumers, consumer advocacy groups, service providers, community agencies, Federal and State authorities and other to gain understanding of program requirements, problems and needed courses of action to improve and report on the Division's operations and progress.

Worked collaboratively with other divisions within the Department to maximize the realization of Department goals to better serve the clients of the Department.

#### BESSD Achievements:

##### Business Process Reengineering Project

Led the planning, designing, developing and implementation of the business process reengineering (BPR) project from its inception in November 2011 (to present) to streamline the eligibility determination process for the public welfare benefits. The BPR was a response to improve the abysmal timeliness rate (66% Statewide and 29% in Maui) for disposition of SNAP applications; low SNAP access rate (only 72% of all eligible persons were receiving SNAP benefits in 2011); Federal Court's injunction to improve the SNAP timeliness rate to 96% by December 2012; and urgent need to create capacity to handle a large increase in the caseload of public welfare cases and decreased fiscal and human resources.

BESSD has also invested in the enterprise content management (ECM) solution and created electronic case folders (ECF) for all public welfare cases DCIM, and ePathos, a process and operations management system, to provide staff with efficient tools to increase their productivity.

The successful implementation of BPR, ECF and ePathos has resulted in the following return on investment:

- Customer complaints are at an all-time low;
- Staff efficiency and morale is at an all-time high;

- SNAP Timeliness rate for FY 2016 is at 96.7% - Customers are able to put food on their tables in a timely manner;
- Over 95% of customer transactions are accomplished the same day;
- Providing timely and easier access to SNAP benefits to eligible families;
  - ❖ 100% of Hawai'i's eligible population at or below 125% of Federal Poverty Level is currently receiving SNAP benefits;
  - ❖ Most improved State in the nation for providing access to SNAP benefits;
    - Won a federal bonus award of \$724,000 in 2013; \$916,000 in 2014; \$716,00 in 2015;
    - BESSD continues to reinvest these funds to provide better tools and resources to our staff and improve the delivery of SNAP benefits to our customers;
- According to FNS every \$1 issued in SNAP benefits (100% federally funded) yields \$1.80 for the local economy. Last fiscal year (2016), State of Hawai'i issued \$490 million in food benefits. The multiplier effect of SNAP issuance in 2016 was \$882 million in the total economic activity in Hawai'i (<https://www.fns.usda.gov/sites/default/files/ops/Hawaii.pdf>);
- Hawai'i is nationally recognized for its BPR achievement. Hawai'i provided technical assistance to Los Angeles County, San Diego County, and territory of Guam on their efforts to redesign their business processes;
- Hawai'i DHS/BESSD won a prestigious 2014 Global Case Management Award for Excellence in Social Services at the 2014 BPM and Case Management Global Summit;
- Hawai'i DHS/BESS also won the IBM ECM Innovation Award for Outstanding ECM Customer Service Solution at the IBM Insight 2014; and
- The Hawai'i State Legislature recognized and congratulated DHS/BESSD for its significant achievement in improving the SNAP timeliness rate, SNAP access to eligible Hawai'i residents, and fully complied with the federal injunction requirements.

#### TANF Work Participation Rate

Hawai'i met the mandatory work participation rate for the TANF program in each year since the implementation of the Deficit Reduction Act of 2005 (DRA). The DRA provisions require that 50% of all families receiving TANF must meet the 30 hours per week of work requirement in order retain their TANF eligibility.

## Housing First

Housing First is a nationally recognized evidence based best practice that helps homeless people access safe, decent, permanent housing as rapidly as possible by assisting them with locating and housing options and connecting them to support for housing stabilization. Since its inception three years ago, Hawaii's Housing First Program has served 86 chronically homeless, highly vulnerable individuals, and individuals in families. The program's housing retention rate is over 92%, far above the national average of 80%. This funding will provide service for approximately 175 people. Concurrent systemic interventions (e.g., billing Medicaid to offset the cost of support services) should create overall cost savings for the general fund, thus allowing additional clients to be housed.

## Supporting Employment Empowerment (SEE)

Hawaii's SEE program, a subsidized wage program for TANF recipients, is recognized as the national best practice by the Promising Pathways Initiative sponsored by the Administration for Children and Families, office of Family Assistance, U.S. Department of Health and Human Services. SEE employers are reimbursed at the State or Federal minimum wage, whichever is highest, plus 50 cents for each dollar per hour paid to the SEE employee above the minimum wage. The SEE employer is reimbursed an additional 14% of the subsidized wages to cover employer related costs.

## Employment and Child Care Program Administrator, March 2002-March 2007

Benefit, Employment and Support Services Division  
Department of Human Services

### Duties and Responsibilities:

Managed \$60 million in employment and training, support services, and prevention contracts; \$61 million in Child Care Subsidy payments; over \$6.5 million in Child Care Licensing and quality child care contracts; and \$1.6 million in Food Stamp Employment and Training Program. Total amount of funds managed: \$119.1 million in Federal and State funds combined.

Oversaw the development, implementation and monitoring of over 150 contracts and memorandum of agreements totaling \$60 million.

Prepared and monitored multi-year program, financial and expenditure plans and budget.

Set program priorities and recommend allocation of resources.

Supervised the development of statewide program goals and objectives and State plans for public assistance employment and training and supportive services (childcare subsidy and licensing) programs in accordance with State and Federal requirements.

Established program standards, rules, and procedures needed to ensure proper implementation of program services and to ensure compliance with State and federal funding requirements.

Developed necessary proposals for legislation and follows-up throughout the legislative process, including the development of testimony, budget and other supporting documentation.

Prepared "appealable issues" briefs and assist the Department of Attorney General (DAG) in filing of appeals, if an error of law is committed by the AAO, before the State Circuit Courts.

Prepared legal memorandums to the Director on behalf of the Division Administrator on the grounds to appeals the fair hearing decision in a day care license cases.

Reviewed, interpreted, and applied federal and state regulations, laws, administrative notices related to public assistance (particularly Food Stamps), employment and training (FSE&T and FTW) and support services programs.

Oversaw the preparation and publication of Request for Information (RFI) and Proposals (RFPs) to procure/purchase services in accordance with the federal, DHS and state procurement laws and rules.

Oversaw the preparation, negotiation, and execution of contracts with private non-profits, for profits, and governmental agencies to provided human services in specific geographic areas.

Conducted special research regarding the need and feasibility of domestic violence advocacy services, substance abuse treatment services and vocational rehabilitation services statewide for TANF/TAONF recipients in SFY 2002. Recommended the procurement of contracted services for all three supportive services programs. The domestic violence advocacy services began statewide in SFY 2002, vocational rehabilitation service will begin on Oahu in SFY 2002, and substance abuse services began statewide in SFY 2003.

Established the Up Front Universal Engagement (UFUE) and Supporting Employment Empowerment Programs in FY 2004 for TANF recipients on a statewide basis.

Established the Supporting Employment Empowerment (SEE) Program to provide subsidized employment to the TANF recipients. SEE received the ACF award for the national best practice.

**Food Stamp Employment and Training Program Specialist**, September 1999-February 2002  
Benefit, Employment and Support Services Division  
Department of Human Services

Developed administrative rules, policies and procedures to administer FSE&T Program, First-To-Work (FTW) Program for Temporary Assistance for Needy Families (TANF) recipients and Temporary Assistance to Other Needy Families (TAONF)(State funded) recipients, including immigrants, Child Care Subsidy Payment (CCSP) Program, and Child Care Licensing (CCL) Program.

Reviewed, interpreted, and applied federal and state regulations, laws, administrative notices related to public assistance (particularly Food Stamps), employment and training (FSE&T and FTW) and support services programs.

Provided policies and procedures clarification to the Department of Human Services (DHS) staff and contractors in the field offices. There were 17 DHS and contracted direct services units (offices) with 17 supervisors and 100+ case managers/social workers statewide.

**Family Development Director**, August 1998-August 1999  
Kauai Economic Opportunity, Inc.

Supervised overall Family Development Program operations, evaluated effectiveness of goals and objectives, supervised, trained, evaluated, and interviewed program coordinators. The Family Development Program consisted of Family Development of Immigrant and Refugees (FDIR) (now known as Employment Core Services for Immigrants and Refugees), Employment Core Services for Low Income (ECSLI), Weatherization Assistance Program (WAP), Low-Income Housing Energy Assistance Program (LIHEAP), and Persons-In-Need Fund (PIN).

Supervised employees providing direct Family Development services to the clients.

Allocated resources (fiscal and human) to ensure effective implementation of Family Development Programs.

## **EDUCATION**

*Post-Graduate Research* on the Rights of Migrant Workers and Families in International Law  
School of Law, University of Nottingham, September 1993-February 1997  
<http://www.nottingham.ac.uk/law/>

*LL.M. Degree*, August 1990-May 1991  
Honors in International Human Rights Law  
<http://www.lawschool.cornell.edu/>

*LL.B. (J.D.) Degree*, July 1987-July 1990  
Law Centre-I, University of Delhi  
<http://www.du.ac.in/du/index.php?page=law-2>

*B.A. (Honors) Degree* in Political Science, July 1983-July 1986  
Hindu College, University of Delhi  
<http://hinducollege.ac.in/>

## **AWARDS**

*Certificate of Appreciation for Presentation of Business Process Reengineering: The Hawai'i Experience*, September 2014. Project Management Institute, Honolulu, Hawai'i Chapter.

*Business Process Reengineering (BPR) Award, November 2013.*  
State of Hawai'i Office of Information Management and Technology.

*Commendation - 2013 State of Hawai'i Manager of the Year, October 2013.* For Strong Leadership in Rebuilding the Benefit, Employment and Support Services Division and Business Process Reengineering Effort.

*2013 Certificate of Recognition - State of Hawai'i Manager of the Year, October 2013.*  
For Exemplary and Outstanding Performance in Serving the Citizens of Hawai'i.

*Certificate of Merit - 2013 Manager of the Year, Department of Human Services, August 2013*  
State of Hawai'i Department of Human Services. For Outstanding Contribution Toward the Improvement of Government Service.

*Certificate of Gratitude for Assistance with the Business Process Reengineering, January 2013*  
California Department of Social Services.

*Certificate of Appreciation for Implementing Business Process Reengineering in Hawai'i,*  
November 2012. U.S. Department of Agriculture, Food and Nutrition Service.

*Certificate of Appreciation for Assistance to Guam with Business Process Reengineering,*  
November 2012. US. Department of Agriculture, Food and Nutrition Service.

*Certificate of Recognition on the Promising Pathways Initiative, March 2012.*  
U.S. Department of Health and Human Services, Administration for Children and Families.

*Certificate of Commission as the Deputy Director of the State of Hawai'i Department of Human Services, December 2010; January 2015.*

*Friend of Bridge to Hope and Hawai'i's Families, December 2006.*  
University of Hawai'i Bridge to Hope Program.

*Sustained Superior Performance Award, August 2006.* State of Hawai'i Department of Human Services.

*Department of Human Services 2006 Employee of the Year, August 2006.*  
State of Hawai'i Department of Human Services.

*Sustained Superior Performance Award, August 2006.*  
State of Hawai'i Legislature, House and Senate Human Services Committees.

*2006 Governor's Award for Distinguished State Service, September 2006.*

*Certificate of Appreciation for Outstanding Service and Contribution to the Family Development Program of Kauai Economic Opportunity, Inc., 1999.*



*University of Nottingham and European Union Fellowship* to research and study migration for employment, 1994-1996.

*Mildred Towle Fellowship* through Hawai'i Community Foundation to study and promote international harmony and inter-racial understanding, 1994.

*Cornell Law School Fellowship* to study International Law, 1990.

## **PRESENTATIONS**

*Impacting Population Health and Well-being by Bridging the Ecosystems of Health and Human Services Sectors: Hawai'i's Perspective*, Annual APHSA Retreat, Harvard University, Cambridge, MA, October 2016.

*'Ohana Nui Effort in Hawaii*, APHSA Leadership Retreat, Phoenix, AZ, September 2016.

*Business Process Reengineering and Change Management: The DHS/BESSD Experience*, Hawai'i Department of Accounting and General Services, July 2016.

*Business Process Reengineering: The DHS/BESSD Experience*, Hawai'i Department of Public Safety, May 2016.

*Bridget To Hope and SEE Hawaii Work: Innovative Work Programs in Hawaii*, Commissioners Panel on State Innovation, TANF Summit, Administration for Children and Families, Washington DC, September 2015.

*Business Process Reengineering: The DHS/BESSD Experience*, Hawai'i Department of Labor and Industrial Relations, July 2015.

*Business Process Reengineering: The Hawai'i Experience*, Professional Development Day, Project Management Institute, Honolulu, Hawai'i Chapter, at Ala Moana Hotel, September 2014.

*The Department of Human Services' Business Process Reengineering Project*, State of Hawai'i Office of Information Management and Technology, Honolulu, April 2014.

*Supporting Employment Empowerment (SEE) Hawai'i Work: Subsidized Wage Program for TANF Recipients*, Podcast was published on April 2013, Office of Family Assistance Peer Technical Assistance, U.S. Department of Human Services.  
<https://www.youtube.com/watch?v=QBncZINcqXc&list=PLypiJrod4Deh0o7XBilKwbcbBPslusy706&index=1>.

*The Demise of Case Management and Our Journey to Process/Task Management*, San Diego County Health and Human Services Agency, January 2013.

*The Demise of Case Management and Our Journey to Process/Task Management*, Los Angeles County Department of Public Social Services, January 2013.

*The Demise of Case Management and Our Journey to Process/Task Management*, Guam Department of Public Health and Social Services, Guam, October 2012.

*Kaizen: The Hawai'i Experience - Improving Timeliness, Document Imaging and PATHOS*, County Welfare Directors Association of California, Sacramento, September 2012.

*BESSD's Business Process Reengineering Project*, Administration for Children and Families, USDHHS; and the Food and Nutrition Services, USDA; San Francisco, August 2012.

## **PUBLICATIONS**

*Business Process Reengineering Project*, Policy and Practice Magazine, American Public Human Services Association, September-October 2014.

*BPR Showcase: Example of Excellence – The Department of Human Services' Business Process Reengineering Project*, State of Hawai'i Office of Information Management and Technology (OIMT) Annual Report, March 2014, pp 60-63.

*Minorities in India: A Bibliography*, International Journal of Group Rights, 1: 137-157, 1993, Kluwer Academic Publishers, Netherlands.