

DAVID Y. IGE
GOVERNOR



DEPT. COMM. NO. 151

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STATE OF HAWAII
DEPARTMENT OF HUMAN RESOURCES DEVELOPMENT
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December 23, 2019

The Honorable Ronald D. Kouchi, President
and Members of the Senate
Thirtieth State Legislature
State Capitol Room 409
Honolulu, Hawaii 96813

The Honorable Scott K. Saiki, Speaker
and members of the House
Thirtieth State Legislature
State Capitol Room 431
Honolulu, Hawaii 96813

Dear President Kouchi, Speaker Saiki and Members of the Legislature,

For your information and consideration, I am transmitting herewith the 2019 Report on State of Hawaii Executive Branch Vacancies, pursuant to Act 57, to the Thirtieth State Legislature 2020 Regular Session submitted December 2019.

In accordance with Section 93-16, Hawaii Revised Statutes, a copy of the report is also transmitted to the Legislative Reference Bureau Library, and the report may be viewed electronically at <http://dhrd.hawaii.gov/reports/Act 57-report/>.

Sincerely,

Ryker J. Wada

Ryker Wada
Director

Attachment

REPORT TO THE 2020 LEGISLATURE

AS REQUIRED BY ACT 57,
SESSION LAWS OF HAWAII 2019

Department of Human Resources Development
December 2019

BACKGROUND

Act 57, Session Laws of Hawaii 2019, signed by Governor Ige on June 12, 2019 established an administrative assistant position within the Department of Human Resources Development. This position shall:

1. Facilitate and expedite the hiring and recruitment for civil service positions under the jurisdiction of the department of human resources development; and
2. Have the authority to reclassify and abolish vacant positions within state departments and agencies that are under the jurisdiction of the department of human resources development, subject to the following conditions:
 - a. Prior to reclassifying or abolishing any vacant position as provided under this paragraph, the administrative assistant shall submit a report to the legislature no later than twenty days prior to each regular session. The report shall include a list of vacant positions for reclassification or abolishment, identify the agency each position is attached to, provide reasons for reclassifying or abolishing the position, and state the duration the position has been vacant; and
 - b. The administrative assistant may reclassify or abolish any vacant position as provided under this paragraph no earlier than sixty days after the report has been submitted to the legislature as provided under this paragraph.

The Administrative Assistant position was filled on October 1, 2019 and this report will give an overview of the State of Hawaii's vacancies at a point in time. In subsequent years, this annual report will provide recommendations to reclassify or abolish positions pursuant to HRS 26-5 (f).

The Department of Human Resources Development's (DHRD) mission is to provide timely and responsive leadership, resources, and services to fully support the State of Hawaii in the recruitment, management, and retention of a high-performing workforce based on the merit principle as defined by [HRS §76-1](#).

DHRD's goal is to recruit and retain the "best and the brightest" employees, ensuring efficient and effective services to the public.

As times change, the State of Hawaii's central service agencies, like DHRD, will have to continue to modernize their systems, refresh business processes, and update services provided to the public.

HISTORICAL DATA

State of Hawaii employee data from the last 18 years show an overall decline in government employees. This data, produced by the Department of Labor and Industrial Relations, Research and Statistics Office, uses payroll information provided by the Department of Accounting and General Services and identifies the percent change year over year.

In the last 18 years, the total state civil service position count was highest in 2008 at 19,729 employees. Several departments had large percentages of growth in the years leading up to the recession in 2008 and 2009. However, due to the recession, the 2010 statewide totals show a 6% decline and five individual departments had double digit declines. The Department of Labor and Industrial Relations was the only department to have any growth in 2010, increasing 23%, which allowed for the establishment of positions who aid the unemployed.

Seven departments grew more than 5% both over the 18 years and the 9 years since the recession: Department of Budget and Finance, Department of Commerce and Consumer Affairs, Department of Defense, Department of Land and Natural Resources, Department of Public Safety, and Department of Taxation. These are highlighted in green on the far-right columns of Table 1. A full-size copy of Table 1 is available in Appendix A.

Table 1: Annual Average of State Government Employee Count by Department 2001-2018

ANNUAL AVERAGES	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	Δ OVER 18 years	Δ over 9 years
ACCT & GEN SVCS	1,266	1,292	1,306	1,323	1,190	1,111	1,070	1,124	1,041	909	923	973	1,008	1,028	949	977	970	980	-23%	8%
AGRICULTURE	323	323	310	303	302	304	320	334	341	255	246	257	264	270	281	285	287	291	-10%	14%
ATTNY GENERAL	608	629	621	622	627	632	649	691	685	660	637	652	644	654	657	658	666	664	9%	1%
BUDGET & FINANCE	307	308	308	314	327	333	336	343	345	327	349	353	359	373	360	342	347	348	13%	6%
BUSINESS & ECON DEV	614	629	424	238	244	267	299	304	293	261	252	260	259	262	267	270	273	269	-56%	3%
COMMERCE & CONSUMER	382	374	362	380	378	375	373	380	376	364	368	377	387	399	419	441	458	458	20%	26%
DEFENSE	235	232	227	235	227	250	290	318	329	308	322	328	343	351	371	371	367	373	59%	21%
HAWN HOMELANDS	134	136	129	127	131	137	152	155	158	153	141	134	123	125	128	124	131	134	0%	-12%
HEALTH	6,512	6,671	6,728	6,780	6,891	7,090	7,151	7,173	7,155	6,841	6,833	6,986	7,147	7,131	6,963	6,756	6,178	5,360	-18%	-22%
HUMAN RESOURCES DEVELOP	116	116	111	109	107	110	111	113	110	86	82	81	88	92	90	85	83	81	-30%	-6%
HUMAN SERVICES	2,041	2,063	2,231	2,421	2,432	2,382	2,336	2,382	2,373	1,906	1,791	1,818	1,926	1,947	1,960	1,955	1,961	1,950	-4%	2%
LABOR & IND RELATIONS	880	889	794	710	648	609	577	602	678	832	587	580	565	536	504	525	504	481	-45%	-42%
LAND & NATURAL RESOURCES	732	724	684	666	667	721	751	806	793	735	701	699	730	749	764	771	760	780	7%	6%
PUBLIC SAFETY	2,293	2,309	2,288	2,228	2,158	2,216	2,260	2,303	2,316	2,226	2,169	2,196	2,258	2,358	2,434	2,442	2,451	2,451	7%	10%
TAXATION	343	335	317	348	349	389	413	435	416	390	372	351	367	373	390	421	419	419	22%	7%
TRANSPORTATION	2,520	2,494	2,345	2,290	2,263	2,265	2,261	2,267	2,266	2,205	2,182	2,248	2,336	2,314	2,340	2,300	2,270	2,276	-10%	3%
TOTAL	19,303	19,523	19,182	19,095	18,941	19,189	19,347	19,729	19,673	18,459	17,954	18,292	18,803	18,962	18,876	18,722	18,124	17,313	-10%	-6%

Decreases > 10%
Decreases > 5% < 9%
Increases > 5%
Highest FTE count

Several other agencies saw declines in their numbers both over the 18 years and the 9 years since the recession: Department of Health, Department of Human Resources Development, Department of Labor and Industrial Relations, and the total statewide employee count.

DHRD specifically saw a decline of 30% of their positions over the past 18 years. Considering the recession and the decreases across state government, DHRD has yet to recover to “pre-recession” days and has seen a decline of 6% since the recession effects in 2010. For an agency whose mission is to support other state agencies, the continuing decline has made it more difficult to provide timely services and make necessary progress in areas such as recruitment, classification, and compensation systems.

CHALLENGES DEPARTMENTS ARE FACING

After meeting with each department’s team, which included a combination of the Director, Deputy Director, Administrative Services Officer (ASO) and DHRO, DHRD compiled a list of challenges departments are facing and identified how many departments are having the same issues during the hiring process. Each challenge identified is a Directors specific perception and based on experience. These opinions are anecdotal and not necessarily backed up with data; however, each department’s perspective is extremely important to DHRD and has been given consideration for this report.



1. Salary
Sixteen departments have identified that the salary offered often deters an applicant from accepting some jobs within the executive branch and have concluded that different jurisdictions (Counties, Department of Education, University of Hawaii, or the Judiciary) can pay higher than what the executive branch is able to offer for some positions.

2. Limited Talent Pool

Eleven departments recognize that Hawaii's talent pool is limited. When departments are looking for qualified candidates with experience, they usually end up recruiting employees from other departments or jurisdictions.

3. Neighbor Island Recruitment

Ten departments struggle with recruitment for positions on the neighbor islands.

- a. Hawaii's geographic location provides challenges in finding applicants who want to work in diverse, sometimes remote, locations throughout the islands. Even on Oahu, several state offices can be found in Kapolei, Waianae, or other areas on island.
- b. Neighbor island positions typically offer less opportunities for professional growth and advancement, especially if the employee wants to stay in the same department.
- c. Training neighbor island staff can get expensive when it requires travel to Oahu.

4. Short Staffed

Nine departments recognized DHRD is short staffed, impacting the level of support available to them. They have also identified the need for more HR staff in their own departments to help speed up the processes for hiring and filling vacancies.

5. Seasonal and Emergency Classes of Work

Four departments have seasonal or emergency classes of work that are always vacant during the reporting period and negatively affects the departments vacancy count.

- a. Tax Collectors are needed for 5-6 months out of the year.
- b. Agriculture Inspectors are needed during harvesting season to inspect crops.
- c. Labor Employment Specialists are needed during an economic crisis/downfall.
- d. Natural Disaster/Emergency positions are needed when there is a natural disaster or a declared state of emergency.

6. Out-Of-Date Classes of Work

Four departments have recognized systemic problems with out-of-date classes:

- a. Information Technology positions
 - i. Even when HR tries to maximize pay, they are finding that the maximum pay is still not competitive enough.
- b. Payroll/Pre-Audit Clerks
 - i. With the modernization of the State's payroll system, these classes of work are out-of-date and don't reflect the jobs that are needed to run the new system.
- c. Procurement Specialist/Contract Specialists
 - i. The job ends up needing both sets of skills. Not just one or the other.

7. Retaining Current Employees

Four departments have challenges retaining current employees. Often, promotional and career growth opportunities are not always available, so employees change departments or leave the state system.

8. Constant Turnover

Three departments have constant turnover with lower level positions, due to salary, the lack of professional development, and opportunities for career advancement.

9. Temporary Assignments

Two departments have concerns when employees are Temporarily Assigned (TA) to another position. A TA will affect the vacancy reporting numbers, yet the job is getting done by a current employee.

- a. For example, for one department has two positions that are each 0.5 FTE and an employee will TA into the job to do the task for a period, then they will return to their own job. The job always gets done with a TA and it will always remain vacant, which negatively affects that department.

10. Required Supervisory Positions

One department opined that requiring employees to take supervisory positions in order to advance may limit some individuals. Some people are highly skilled and may not be good in a supervisor capacity.

WHY STATE JOBS ARE NOT ACCEPTED

The departments were also asked why applicants do not accept the jobs that are offered. The most common reasons that were given to departments:

1. Salary

Sixteen departments have identified that the salary offered is often a barrier to accepting a job within the executive branch.

2. Timing

Nine departments found timing to be an issue. Departments need to make an offer quickly. The applicants likely have more than one offer and can pick and choose which positions to accept.

3. Parking and Job Location

Four departments acknowledged that the lack of parking for employees and the physical job site location are barriers to fill vacancies.

4. Moving Expenses

Three departments have had applicants decline because moving expenses are not offered by the department due to limited funding.

5. ERS Requirements

Three departments have implied that the ERS requirement deters some retirees, as well as millennials, who may not want automatic retirement reductions.

6. Suitable Recommendation

Two departments said applicants have failed to receive a suitable recommendation or failed to clear the background check.

7. Physical Conditions of Buildings, Offices, and Software

Two departments have identified outdated buildings, the condition of the physical office space, and archaic computer software as a challenge to hiring new employees.

VACANCY STATISTICS

The Employee Staffing Division (ESD) within DHRD develops and administers statewide recruitment, examination, and placement programs for the civil service workforce. ESD also maintains recruitment statistics statewide. Over the last five years, during this point in time count, 82% – 84% of all civil service positions were filled. See Table 2.

Table 2: Statewide Positions and Vacancy Numbers 2015 - 2019

Departments	# of Civil Service Positions in HRMS	Filled Positions	Vacant Positions*	NEOGOV Request to Fill (DHRD)	Unaccounted for Vacant Positions^ (Departments)
Reported on 10/01/19	17,327	14,190	3,137	942	2,195
		82%	18%	30%	70%
Reported on 09/01/18	17,163	14,153	3,010	1,033	1,977
		82%	18%	34%	66%
Reported on 11/02/17	17,046	14,096	2,950	1,122	1,828
		83%	17%	38%	62%
Reported on 12/22/16	17,183	14,443	2,740	1,043	1,697
		84%	16%	38%	62%
Reported on 12/3/15	16,627	14,007	2,620	876	1,744
		84%	16%	33%	67%

* Includes seasonal and emergency positions.

^ Includes internal vacancy recruitments that departments are holding, prior to an external recruitment where the job is posted on DHRD’s website.

In the last five years, the civil service filled position count has floated between 82% and 84%. As of October 1, 2019, 82% of civil service positions were filled. DHRD and ESD are looking at what the targets should be for statewide filled civil service positions and would appreciate the Legislature’s guidance on goals and target numbers for filling vacant civil service positions.

As of October 1, 2019, there were 3,137 vacant civil service positions in all departments. 942, 30%, of those positions were in active recruitment in DHRD. This number doesn’t reflect ongoing internal recruitments within the departments, nor does it adjust for the four state agencies who have seasonal and emergency positions which remain vacant until the State needs extra assistance in an emergency or for an appropriate season.

ESD received 37,309 applications in fiscal year (FY) 2019, a 10% decrease from FY18, of which 33,500 (90%) applications were reviewed and processed. The departments hiring offices requested eligible lists and assistance from ESD to help fill 2,510 vacancies, a 7% decrease from FY18. In response, ESD referred 45,033 qualified eligible applicants to the departments for consideration. During FY19, the departments filled 1,443 positions or 57% of all vacancies.

As of October 1, 2019, the largest vacancies (over 20) by class are as follows:

1. Office Assistant I, II, III, IV, V (302)
2. Adult Corrections Officer III, IV and Recruit (197)
3. Human Services Professional IV (71)
4. Engineer IV and V (59)
5. General Laborer I and II (53)
6. Eligibility Worker III (46)
7. Secretary I and II (45)
8. Conservation & Resources Enforcement Officer III (36)
9. Information Technology Band B (34)
10. Janitor II (34)
11. Legal Clerk (23)
12. Account Clerk III (22)
13. Employment Service Specialist III (21)
14. Program Specialist IV (21)
15. Social Worker IV (21)
16. Environmental Health Specialist IV (20)

The breakdown of these 16 classes of work by department is available in Table 3.

Table 3: Breakdown of Vacant Positions by Department

Class Title	BU	Grade	Total	AGR	AGS	ATG	BED	BUF	CCA	DEF	HHL	HMS	HRD	HTH	LBR	LIB	LNR	PSD	TAX	TRN
Office Assistant I	03	SR04	25																25	
Office Assistant II	03	SR06	22							1		1			1				19	
Office Assistant III	03	SR08	198		1	10	2	1	5	3		39		33	11		17	24	33	19
Office Assistant IV	03	SR10	57		1	11	1	5	6	2	1	8		2	3	1	1	5	2	8
Adult Corrections Officer III	10	CO06	87																87	
Adult Corrections Officer IV	10	CO08	33																33	
Adult Corrs Officer Recruit	10	CO04	77																77	
Human Svcs Prof IV	13	SR22	71									3		53					15	
Engineer IV	13	SR24	28							2		1		9						16
Engineer V	23	SR26	31		3				1	1	1			3			4			18
General Laborer I	01	BC02	31							3	2	4					7			15
General Laborer II	01	BC03	22							5		5					4			8
Eligibility Wkr III	03	SR16	46									46								
Secretary I	03	SR12	21						1	1		11		1	1		2	2		2
Secretary II	03	SR14	24		1		1		1		1	4		6	2	1		3	1	3
Consvtn & Rescs Enfc Offcr III	14	SR20	36														36			
Information Technology Band B	13		34		11	2		1	1	1		3		7	1			1	4	2
Janitor II	01	BC02	34		9					1				4		1				19
Legal Clerk	03	SR14	23			19			4											
Account Clerk III	03	SR11	22		1		1	1			2	3		4	2	1		4	1	2
Employment Service Spclt III	13	SR20	21									1			20					
Program Specialist IV	13	SR22	21			1				5		3		11			1			
Social Worker IV	13	SR22	21									6		9				6		
Environmental Health Spclt IV	13	SR22	20							1				18						1

These counts include seasonal and emergency positions as mentioned before.

RETIREMENT PROJECTIONS

State government has been considering the “silver tsunami” that’s going to hit Hawaii’s workforce for years. Hawaii’s population is aging, and younger generations are moving to the mainland because of the high cost of living, lack of affordable housing, and greater job opportunities. Yet, in addition to existing vacancies, these future retirements will be another enormous challenge facing the State of Hawaii. Table 4 shows the eligible retirements for civil service employees by department for 2019 through 2024.

Table 4: Eligible and Projections of Retirements 2019 - 2024

DEPT	2019	2020	2021	2022	2023	2024
AGS	126	152	177	200	225	254
AGR	40	53	59	70	82	86
ATG	98	104	115	132	139	154
BUF	28	35	43	50	54	64
BED	36	42	46	47	53	54
CCA	42	56	62	69	86	93
DEF	35	40	47	50	54	59
HHL	21	21	23	24	25	28
HTH	384	460	544	610	697	765
LIB	93	103	123	133	150	167
HRD	17	20	25	32	36	40
HMS	267	324	390	457	543	612
LBR	81	95	106	127	150	161
LNR	111	134	152	182	207	228
PSD	396	473	544	618	679	758
TAX	60	67	79	91	105	114
TRN	384	468	542	607	701	798
TOTAL	2,219	2,647	3,077	3,499	3,986	4,435

Source: State of Hawaii Workforce Profile Report, 2019

The data is compounded over the years. For example, the Department of Accounting and General Services has 126 employees who are eligible to retire in 2019. In 2020, there are 26 more employees who reach eligibility, and will bring their total up to 152 employees that are eligible to retire, assuming no retirements occurred in 2019.

2,219 eligible retirements in 2019 accounts for 17% of Hawaii’s state government civil service workforce. Table 5 shows the percentage for each department’s eligible retirements based on the total number of civil service positions from State of Hawaii Workforce Profile Report, 2019. Highlighted are the eligible percentages greater than 20%, greater than 30%, greater than 40%, and greater than 50% in each year. Within two years, by 2021, the data shows that all state departments will have eligible retirements greater than 20%. That number will only continue increasing.

Table 5: Eligible and Projections of Retirement Percentage 2019 - 2024

DEPT	# Civil Service Positions	2019	% Eligible	2020	% Eligible	2021	% Eligible	2022	% Eligible	2023	% Eligible	2024	% Eligible
AGS	631	126	20%	152	24%	177	28%	200	32%	225	36%	254	40%
AGR	260	40	15%	53	20%	59	23%	70	27%	82	32%	86	33%
ATG	410	98	24%	104	25%	115	28%	132	32%	139	34%	154	38%
BUF	192	28	15%	35	18%	43	22%	50	26%	54	28%	64	33%
BED	106	36	34%	42	40%	46	43%	47	44%	53	50%	54	51%
CCA	283	42	15%	56	20%	62	22%	69	24%	86	30%	93	33%
DEF	204	35	17%	40	20%	47	23%	50	25%	54	26%	59	29%
HHL	56	21	38%	21	38%	23	41%	24	43%	25	45%	28	50%
HTH	2,420	384	16%	460	19%	544	22%	610	25%	697	29%	765	32%
LIB	490	93	19%	103	21%	123	25%	133	27%	150	31%	167	34%
HRD	81	17	21%	20	25%	25	31%	32	40%	36	44%	40	49%
HMS	1,856	267	14%	324	17%	390	21%	457	25%	543	29%	612	33%
LBR	384	81	21%	95	25%	106	28%	127	33%	150	39%	161	42%
LNR	724	111	15%	134	19%	152	21%	182	25%	207	29%	228	31%
PSD	2,283	396	17%	473	21%	544	24%	618	27%	679	30%	758	33%
TAX	340	60	18%	67	20%	79	23%	91	27%	105	31%	114	34%
TRN	2,182	384	18%	468	21%	542	25%	607	28%	701	32%	798	37%
TOTAL	12,902	2,219	17%	2,647	21%	3,077	24%	3,499	27%	3,986	31%	4,435	34%

> 20% Eligible

> 30% Eligible

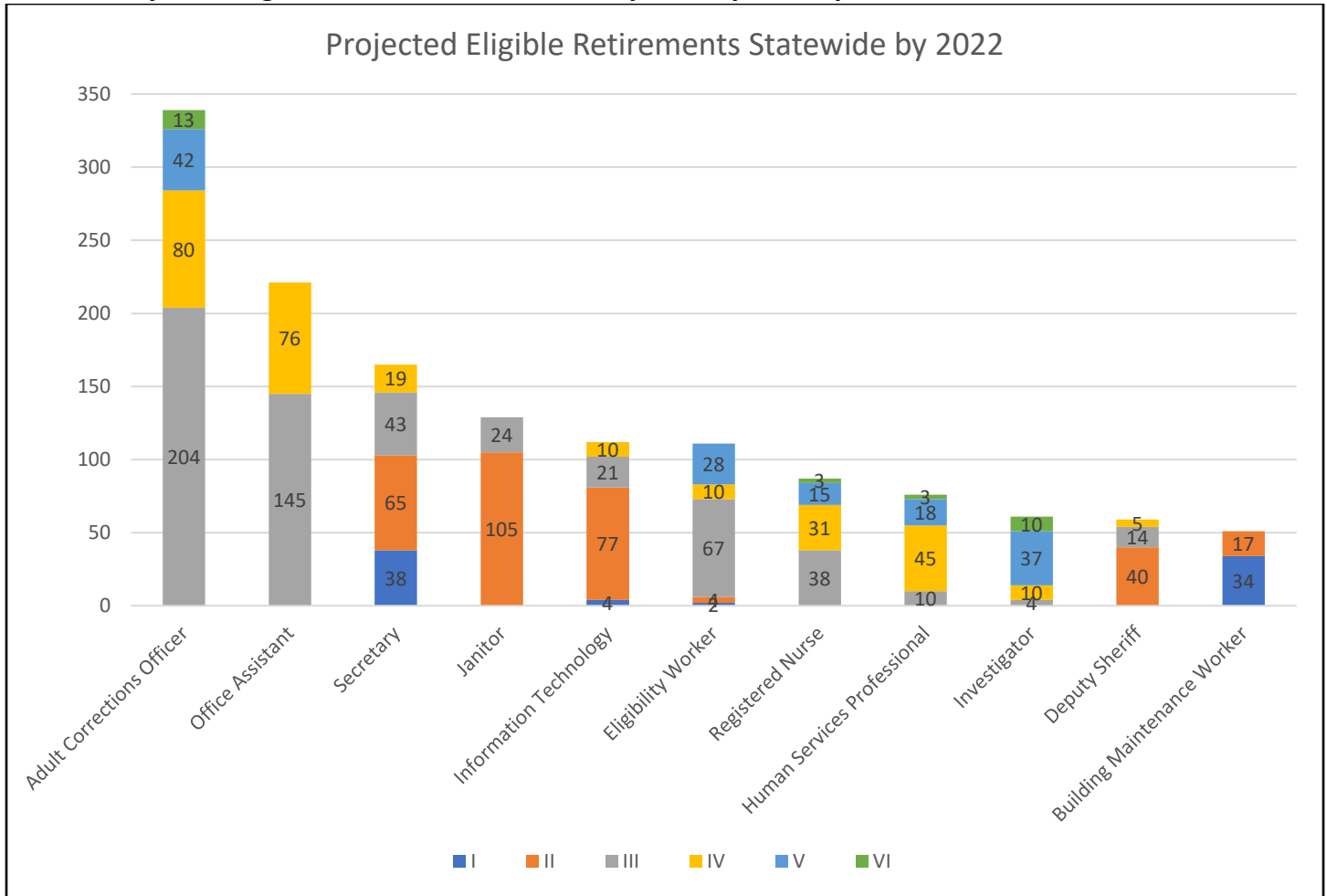
> 40% Eligible

> 50% Eligible

Appendix B highlights the top projected vacancies due to retirements for each department, broken down by class of work. Understanding the future needs of each department should allow for focused recruitment efforts, not only on existing vacant positions but on the positions that will become vacant from retirements in the next five years.

Looking at the classes of work with the highest eligible numbers for retirement in the next five years, the data in Table 6 shows that they are often the same classes of work that currently have the highest number of vacancies. In addition to trying to fill their vacancies, DHRD and the departments need to be looking at future eligible retirements, creating professional growth opportunities for the advancement of current employees, and attracting new employees to fill current and future needs. Furthermore, departments need to focus on the classes of work that have only have a single employee, where that one individual has the sole responsibility for that job in the state. There needs to be an understanding of how many of these employees, with a very specific skillset and knowledge base, are eligible to retire in the next five to ten years and create succession plans for those individuals with the institutional knowledge.

Table 6: Projected Eligible Retirements Statewide by 2022 by Class by Level



DHRD RESOURCES

Even with personnel challenges of its own, the department has worked on several projects to help streamline processes and initiate pilot projects to assist departments in filling their vacancies.

Wikiwiki Expedited Hiring Pilot Project

Due to an urgent need to fill positions for the Department of Human Services (DHS) Child Welfare Services Branch, Social Workers/Human Service Professionals, and Social Service Aids and Assistants, DHRD worked with DHS to create an efficient process to send qualified candidates directly to the designated recruiters within DHS to expedite hiring. DHS was quickly able to hire qualified Social Workers and/or Human Service Professionals to address recent social service problems with children and their families in East Hawaii. DHS reports this pilot has successfully cut the hiring process down from 24 weeks to 6 weeks.

Applicants still need to meet the minimum qualification requirements and public employment standards of the class of work, however the Wikiwiki process differs from the standard DHRD hiring process in several ways. Applicants meeting the minimum requirements are placed on a DHRD certified list and sent to the departments who are recruiting for that position. The qualified applicants are provided a list of contacts at each department and are instructed to initiate contact. Serious applicants will take the initiative and can prompt the interview process. One department reported receiving 5-10 calls of interested applicants every time a new list is sent out.

Wikiwiki is available for Child/Adult Protective Service Specialists, Human Service Professionals, Social Service Aid and Assistants, and Social Workers. The project has been expanded to Department of Transportation – Highways Division for multiple classes of Engineers: Civil Engineer IV, V, VI, Structural Engineer V, and Engineer-in-Training I, II, and III. DOT reports that 26 engineering positions have been filled using Wikiwiki. The Department of Land and Natural Resources also uses Wikiwiki to hire for Conservation Resources Enforcement Officers (CREO) and expects to fill 15-17 positions this year.

The Office Assistant III (OAIII) class on Oahu has also been approved for Wikiwiki. As of October 1, 2019, there were close to 200 vacant OAIII positions statewide. OAIII's are on continuous recruitment with DHRD and a new list is updated every two weeks for departments. DHRD will be looking to expand the Wikiwiki Hiring Project to other classes of work.

Modernization Pilot Project

Following discussions during the 2019 Legislative Session, DHRD established a modernization pilot project to help assist departments in filling their vacancies in a more timely manner. The project was presented to all state agency Department Human Resource Officers (DHRO) and six departments were interested in participating. After initial meetings, five departments signed on to participate in the project: Department of Agriculture, Department of Human Services, Department of Labor and Industrial Relations, Department of Land and Natural Resources,

Department of Transportation – Highways Division. With DHRD’s feedback, each department identified specific class or classes of work they wanted to update.

Classification Branch

DHRD’s Classification Branch met with the five departments to update standard language and review the outdated class specifications for the targeted positions to then update classes which needed it. Classification was also able to provide delegation authority for specific classes in the pilot project.

Compensation Branch

DHRD’s Compensation Branch met with the five departments to review existing pay programs, which allow departments to assist in promoting recruitment and retention of employees. Compensation was able to increase hiring rates and shortage pay for Engineers and proposes to expand existing pay programs, such as flexible hiring rates, for more classes of work.

Recruitment Branch

DHRD’s Recruitment Branch opened up Wikiwiki recruiting for Department of Transportation – Highways Division’s Engineers, Department of Human Services’ Social Services Aids and Assistants, Department of Land and Natural Resources’ Conservation Resources Enforcement Officers, and Office Assistants on Oahu.

Recruitment updated the requisitions for Eligibility Workers (DHS) and Personnel Program Managers (DHRD), provided screening and certification training for new department personnel staff, made changes to the recruitment process, and improved the suitability checks by acquiring a 3rd party company to conduct background checks on potential employees.

Data

This pilot project produced in-depth data, which resulted in a better understanding of the reasons behind the vacancies, including retirements, discharges, moves within the department or moves to another department. The data also showed how departments are filling vacancies internally from within the department, from another department or hiring employees that are new to state government. All the new hires or moves within a department are negated by all the retirements, discharges, and moves out of departments. It looks like no progress is being made, but DHRD and the departments are in constant recruitment.

Data for each participating department can be found in the Appendix C.

Broad Banding Pilot Project

Currently, there are several thousand different classes of work within the State’s job classification system. Each class has its own specific duties and responsibilities, supportive knowledges, skills and abilities, and minimum qualification requirements (MQR).

Broad banding is a process whereby classes of work, which perform similar job functions and requiring similar MQRs, are grouped together for classification and pay purposes. Broad banding makes it easier for applicants to apply for related classes of work, reduces duplicative

applications, and provides the hiring departments with more names of qualified candidates to consider, filling their vacancies quickly.

Broad banding was piloted with information technology classes of work, combining seven professional classes into four bands, and with mental health and healthcare professionals (Clinical Psychologists, Dentists, and related medical/health professionals) consolidated into a grouping entitled Licensed Health Care Professionals.

DHRD completed an internal survey with the DHROs in August 2019 to gather data on the effectiveness of broad banding IT positions. Most departments who used broad banding as a hiring tool found it helpful in hiring and filling their vacancies, easy to use and apply, and employees were appropriately placed on a step/rate when using the salary matrix. Departments also made several suggestions to be considered for the future and requested broad banding be applied to more classes of work, but more in-depth training on how to use the resources available would be extremely helpful.

Flexible Hiring Rates

Flexible hiring rates are available for BU13 independent level workers and above, and their excluded counterparts. This tool allows the hiring authority to authorize a higher step (up to the 6th step), for the incoming employee based on years of excess credible experience, above and beyond the years of creditable education and experience required to meet the minimum requirements as seen in Table 7.

Table 7: Authorized Hiring Rate Over Years of Credible Experience

YEARS OF EXCESS CREDITABLE EXPERIENCE	MAXIMUM AUTHORIZED HIRING RATE
< 2 years	Step C
2 to less than 4 years	Step D
4 to less than 6 years	Step E
6 to less than 9 years	Step F
9 to less than 12 years	Step G
12 or more years	Step H

DHRD is in discussions to expand the Flexible Hiring Rates to other bargaining units.

Multi-Level Recruiting

Departments who are willing are offered multi-level recruitment (all levels in a single recruitment), where one application will be reviewed for all levels of the recruitment and the applicant will be notified of what level they qualify for. This eliminates inefficiencies and streamlines the process whereby the applicant needs to only submit one application to be considered for all levels listed in the recruitment, rather than having to submit a separate application for each level.

Recruitment Above the Minimum

Recruitment Above the Minimum is an alternate method of recruiting when it has been determined, based on previous recruitment history and difficulty in filling similar positions, that the minimum rate of pay within the appropriate salary range is impracticable. Departments may submit a request to DHRD to recruit above the minimum.

Shortage Differential

A shortage differential may be applied to a class or group of positions when there is a labor shortage and it is difficult to recruit applicants to fill positions. Shortage may be given for a specific specialty within a class, statewide, or in difficult to fill locations. The shortage differential provides a raised hiring rate and some adjustments for incumbents in the shortage category. Departments may submit a request to DHRD to declare a shortage and request a differential.

Salary Matrix

Excluded Managerial Compensation Plan positions, Information Technology Specialists, certain licensed professional health classes such as Physicians, Dentists, Clinical Psychologists, Psychiatrists, may use a salary matrix to determine the hiring rate for a prospective employee. The salary matrix evaluates the candidate's education, experience, and work performed to determine the hiring rate.

CONCLUSION

DHRD took an information gathering approach to create this initial report and to better understand the current situation of vacancies and future eligible retirements in the State of Hawaii executive branch. This report outlined several real concerns for the departments to consider and many new policies and practices that should be put in place to help move Hawaii forward.

There are many factors that affect vacancies in Hawaii. As the Modernization Project data showed, employees are retiring, being discharged, moving to a different position within the department or moving to a different position within the executive branch. Moves "out" are typically offset by the moves "in" to a department with new hires or filling a vacancy with a current employee. Departments need to increase the moves "in" so that they outnumber the moves "out" and departments start decreasing the vacant position count.

Hawaii's talent pool is limited. Hiring needs to be expanded and increased among non-government workers and possibly targeting former Hawaii residents that may want to move home. To get this "new" worker, and in response to departments concerns, DHRD created several performance incentive policies to help departments recruit qualified employees. But departments still say that the pay isn't competitive enough, especially for some specialized positions.

The retirement projections outline clear data on which classes of work will have large vacancies in the next five years. Institutional knowledge is crucial in an organization the size of the executive branch and all that knowledge will leave with the employee if succession plans aren't being created and promotional growth opportunities aren't available for state employees.

Throughout the next year, DHRD will continue to engage with the executive branch departments to move forward and fill, reclassify or abolish vacant civil service positions. DHRD will focus on some of the systemic problems identified in this report and will aim to address these challenges by department and by class of work.

APPENDIX A

TABLE 1: STATE GOVERNMENT EMPLOYEE COUNT BY DEPARTMENT 2001 - 2018

State Government Employee Count by Department
2001 - 2018

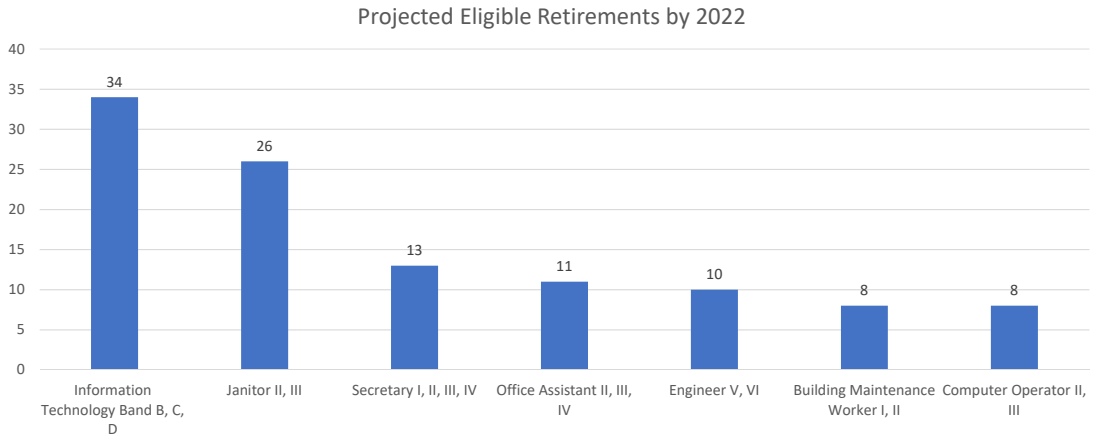
ANNUAL AVERAGES	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	Δ OVER 18 years	Δ over 9 years
ACCT & GEN SVCS	1,266	1,292	1,306	1,323	1,190	1,111	1,070	1,124	1,041	909	923	973	1,008	1,028	949	977	970	980	-23%	8%
		2%	1%	1%	-10%	-7%	-4%	5%	-7%	-13%	2%	5%	4%	2%	-8%	3%	-1%	1%		
AGRICULTURE	323	323	310	303	302	304	320	334	341	255	246	257	264	270	281	285	287	291	-10%	14%
		0%	-4%	-2%	0%	1%	5%	5%	2%	-25%	-3%	4%	3%	3%	4%	1%	1%	1%		
ATTNY GENERAL	608	629	621	622	627	632	649	691	685	660	637	652	644	654	657	658	666	664	9%	1%
		3%	-1%	0%	1%	1%	3%	6%	-1%	-4%	-3%	2%	-1%	2%	0%	0%	1%	0%		
BUDGET & FINANCE	307	308	308	314	327	333	336	343	345	327	349	353	359	373	360	342	347	348	13%	6%
		0%	0%	2%	4%	2%	1%	2%	1%	-5%	6%	1%	2%	4%	-4%	-5%	1%	1%		
BUSINESS & ECON DEV	614	629	424	238	244	267	299	304	293	261	252	260	259	262	267	270	273	269	-56%	3%
		3%	-33%	-44%	3%	9%	12%	2%	-4%	-11%	-4%	3%	0%	1%	2%	1%	1%	-2%		
COMMERCE & CONSUMER	382	374	362	380	378	375	373	380	376	364	368	377	387	399	419	441	458	458	20%	26%
		-2%	-3%	5%	-1%	-1%	-1%	2%	-1%	-3%	1%	2%	3%	3%	5%	5%	4%	0%		
DEFENSE	235	232	227	235	227	250	290	318	329	308	322	328	343	351	371	371	367	373	59%	21%
		-1%	-2%	3%	-3%	10%	16%	10%	3%	-6%	5%	2%	5%	2%	6%	0%	-1%	2%		
HAWN HOMELANDS	134	136	129	127	131	137	152	155	158	153	141	134	123	125	128	124	131	134	0%	-12%
		1%	-6%	-1%	3%	5%	10%	2%	2%	-3%	-8%	-5%	-8%	2%	2%	-3%	5%	3%		
HEALTH	6,512	6,671	6,728	6,780	6,891	7,090	7,151	7,173	7,155	6,841	6,833	6,986	7,147	7,131	6,963	6,756	6,178	5,360	-18%	-22%
		2%	1%	1%	2%	3%	1%	0%	0%	-4%	0%	2%	2%	0%	-2%	-3%	-9%	-13%		
HUMAN RESOURCES DEVELOP	116	116	111	109	107	110	111	113	110	86	82	81	88	92	90	85	83	81	-30%	-6%
		0%	-5%	-2%	-2%	2%	1%	2%	-3%	-21%	-4%	-2%	10%	5%	-3%	-5%	-2%	-2%		
HUMAN SERVICES	2,041	2,063	2,231	2,421	2,432	2,382	2,336	2,382	2,373	1,906	1,791	1,818	1,926	1,947	1,960	1,955	1,961	1,950	-4%	2%
		1%	8%	9%	0%	-2%	-2%	2%	0%	-20%	-6%	2%	6%	1%	1%	0%	0%	-1%		
LABOR & IND RELATIONS	880	889	794	710	648	609	577	602	678	832	587	580	565	536	504	525	504	481	-45%	-42%
		1%	-11%	-11%	-9%	-6%	-5%	4%	13%	23%	-30%	-1%	-3%	-5%	-6%	4%	-4%	-5%		
LAND & NATURAL RESOURCES	732	724	684	666	667	721	751	806	793	735	701	699	730	749	764	771	760	780	7%	6%
		-1%	-6%	-3%	0%	8%	4%	7%	-2%	-7%	-5%	0%	4%	3%	2%	1%	-1%	3%		
PUBLIC SAFETY	2,293	2,309	2,288	2,228	2,158	2,216	2,260	2,303	2,316	2,226	2,169	2,196	2,258	2,358	2,434	2,442	2,451	2,451	7%	10%
		1%	-1%	-3%	-3%	3%	2%	2%	1%	-4%	-3%	1%	3%	4%	3%	0%	0%	0%		
TAXATION	343	335	317	348	349	389	413	435	416	390	372	351	367	373	390	421	419	419	22%	7%
		-2%	-5%	10%	0%	11%	6%	5%	-4%	-6%	-5%	-6%	4%	2%	5%	8%	-1%	0%		
TRANSPORTATION	2,520	2,494	2,345	2,290	2,263	2,265	2,261	2,267	2,266	2,205	2,182	2,248	2,336	2,314	2,340	2,300	2,270	2,276	-10%	3%
		-1%	-6%	-2%	-1%	0%	0%	0%	0%	-3%	-1%	3%	4%	-1%	1%	-2%	-1%	0%		
TOTAL	19,303	19,523	19,182	19,095	18,941	19,189	19,347	19,729	19,673	18,459	17,954	18,292	18,803	18,962	18,876	18,722	18,124	17,313	-10%	-6%
		1%	-2%	0%	-1%	1%	1%	2%	0%	-6%	-3%	2%	3%	1%	0%	-1%	-3%	-4%		

Decreases > 10%
Decreases > 5% < 9%
Increases > 5%
Highest FTE count

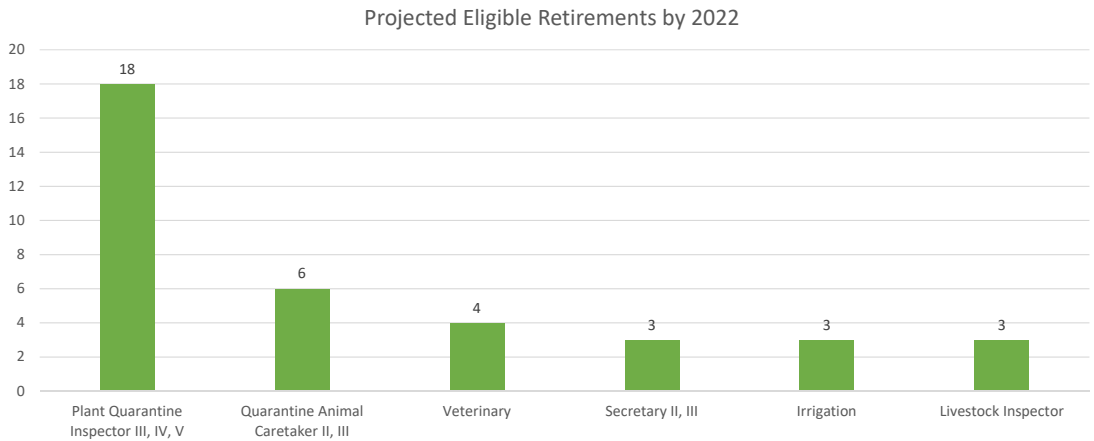
APPENDIX B

RETIREMENT PROJECTIONS BY DEPARTMENT BY CLASS OF WORK

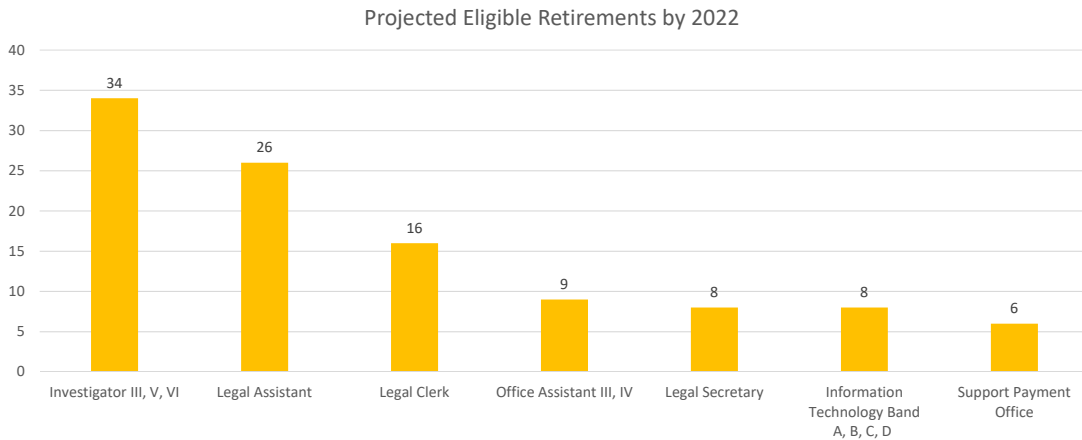
Accounting and General Services



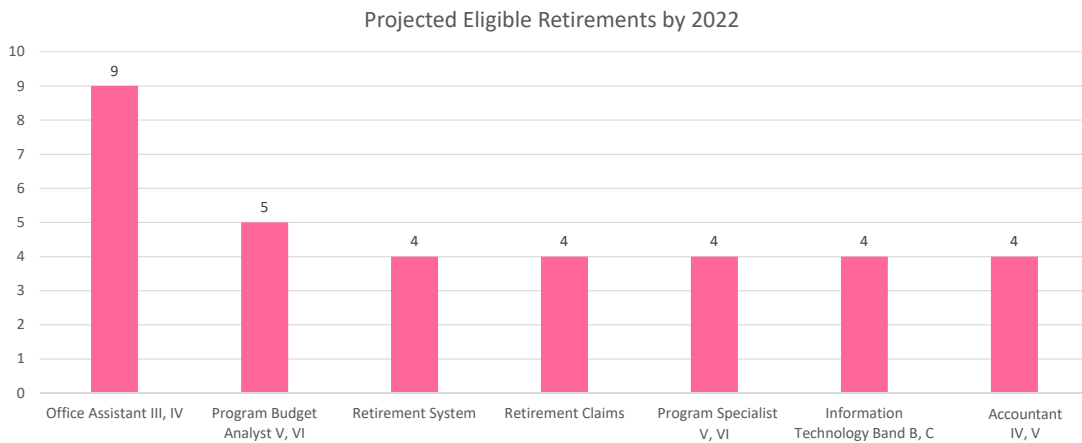
Agriculture



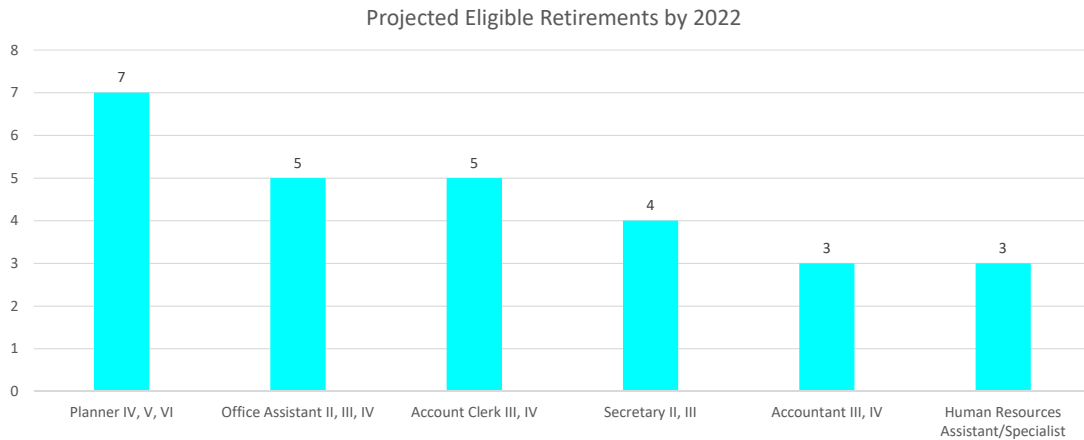
Attorney General



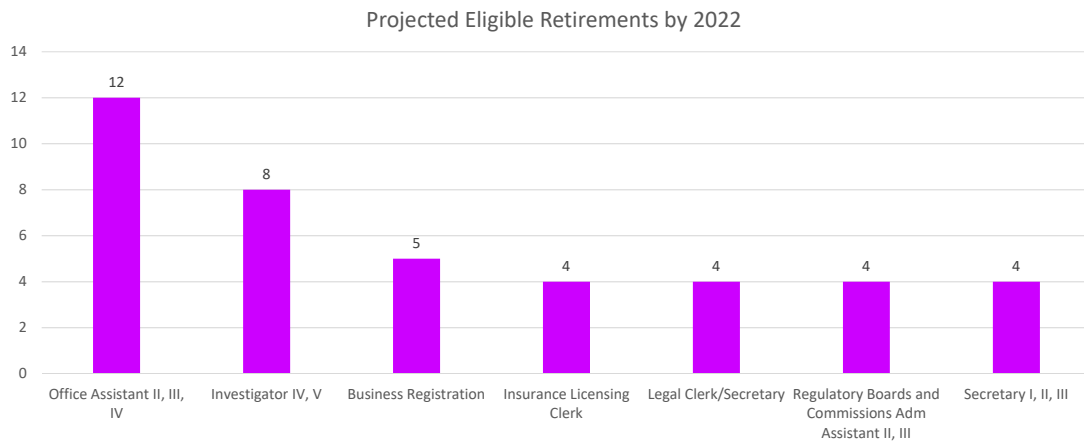
Budget and Finance



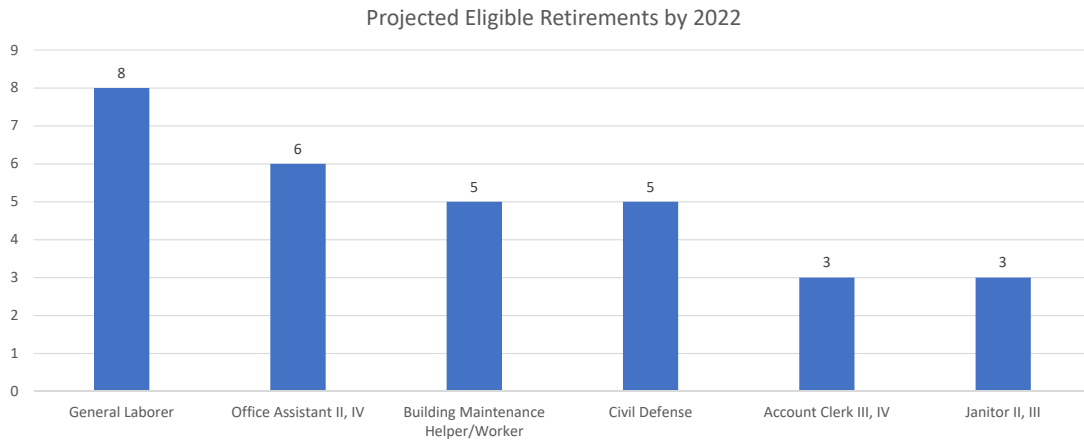
Business, Economic Development & Tourism



Commerce and Consumer Affairs



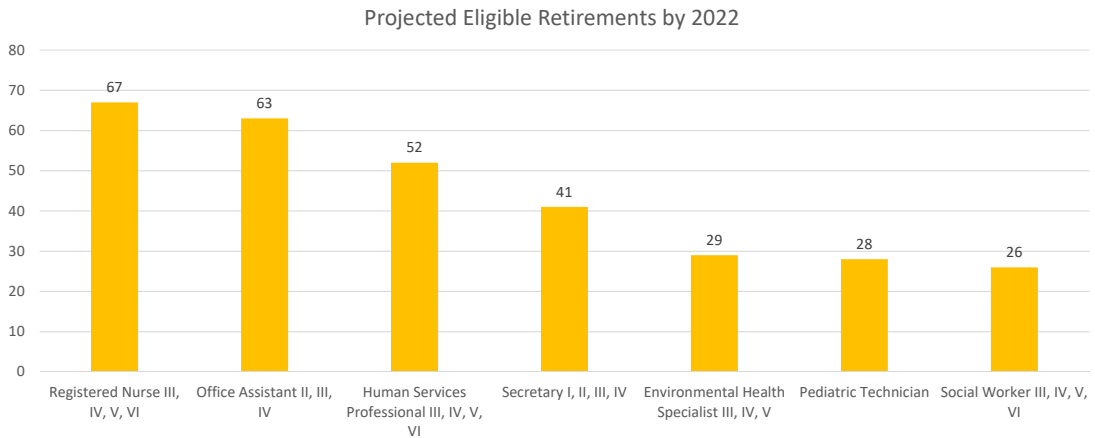
Defense



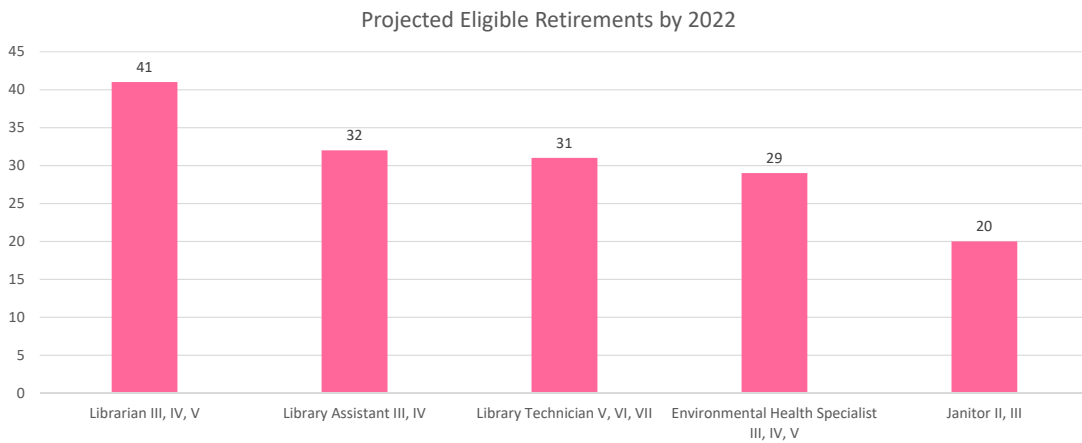
Hawaiian Home Lands



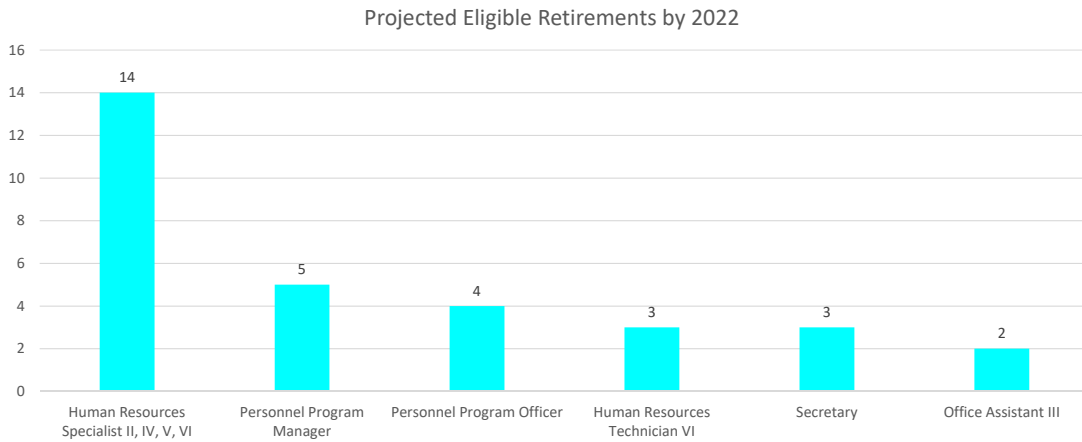
Health



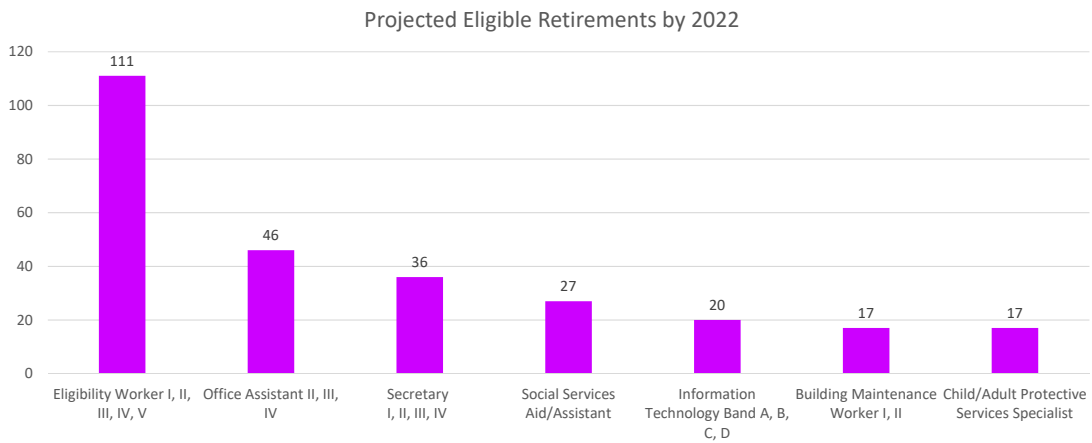
Libraries



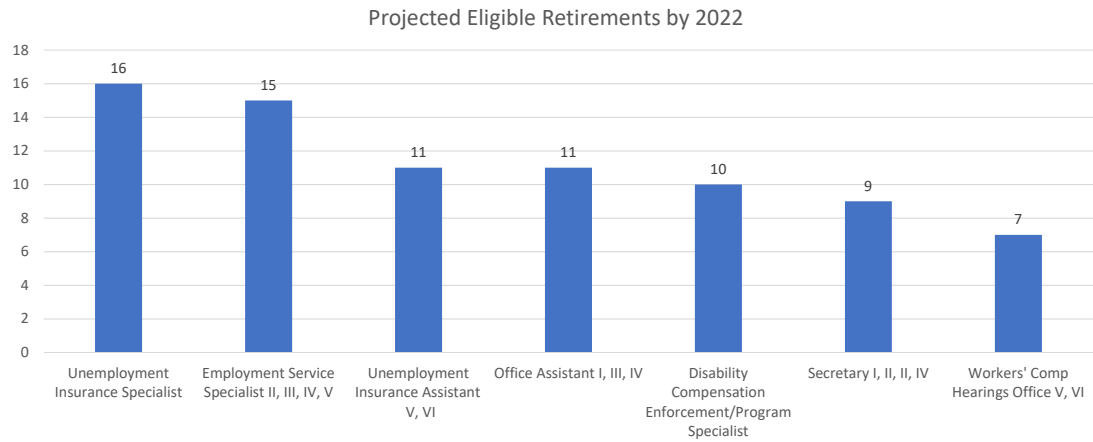
Human Resources Development



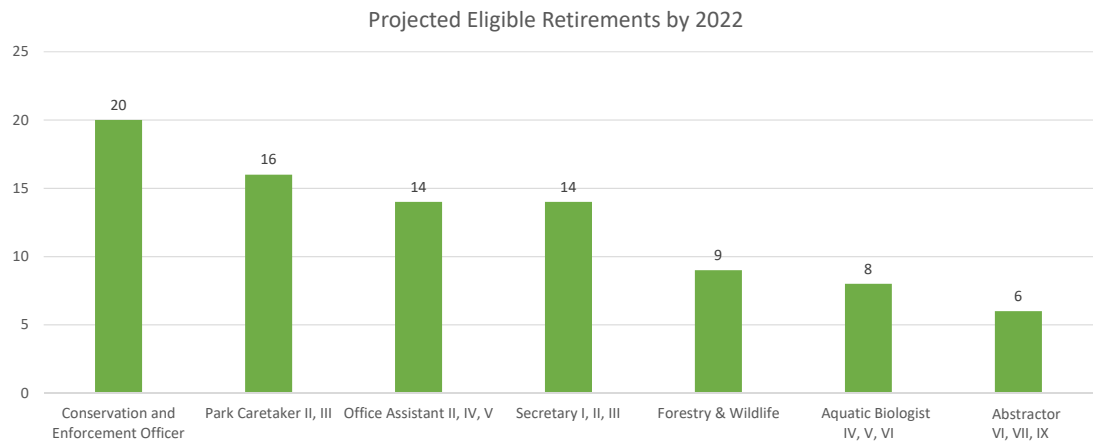
Human Services



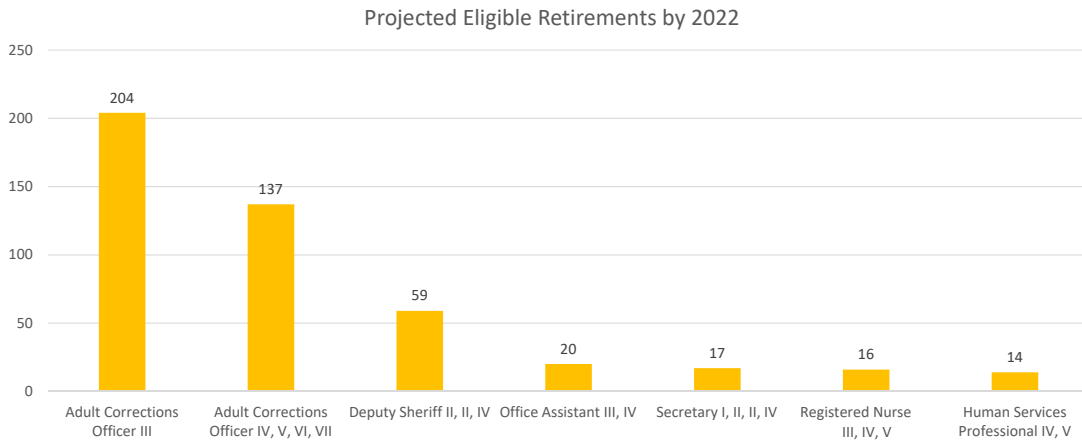
Labor & Industrial Relations



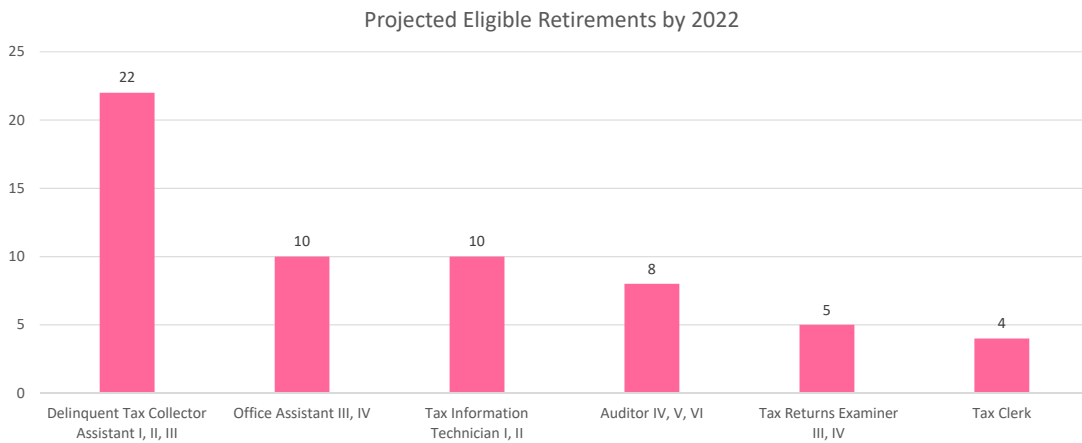
Land & Natural Resources



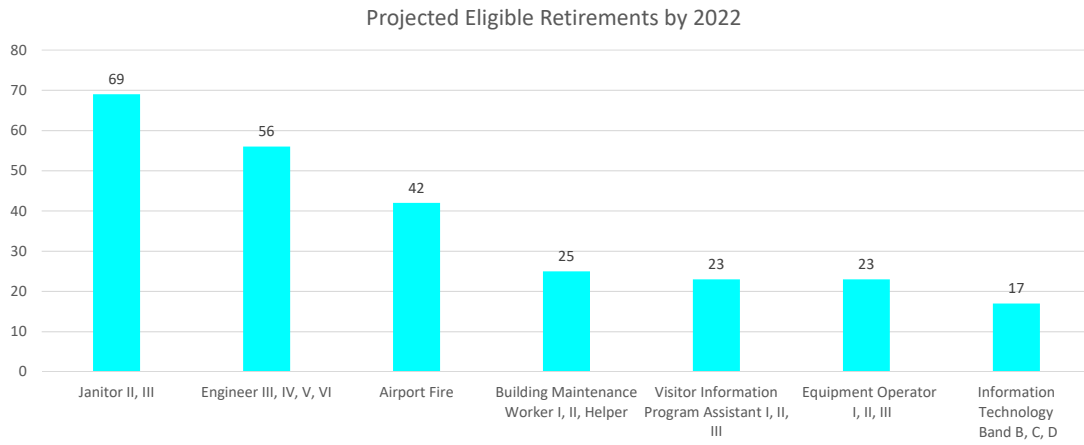
Public Safety



Taxation

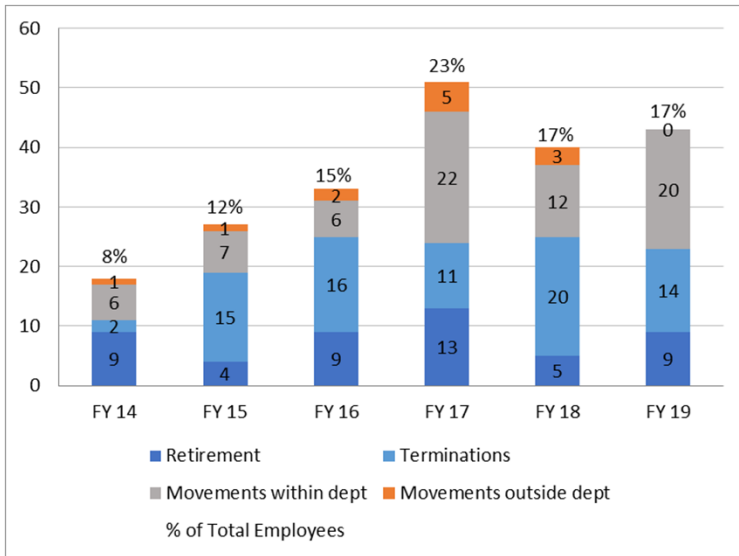


Transportation



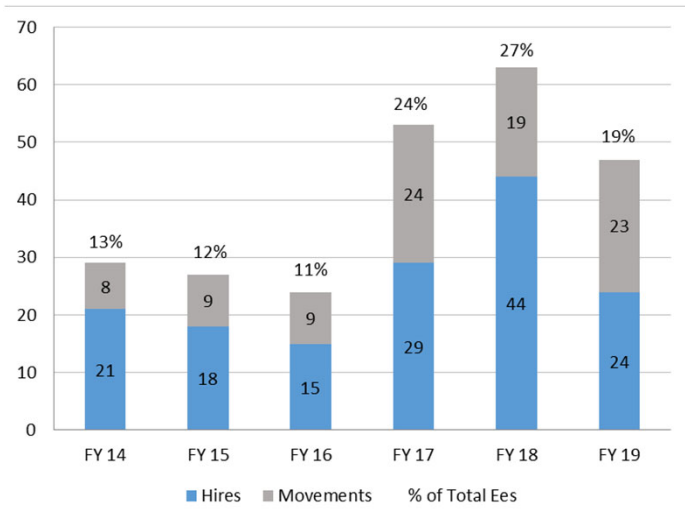
APPENDIX C

MODERNIZATION PROJECT DATA



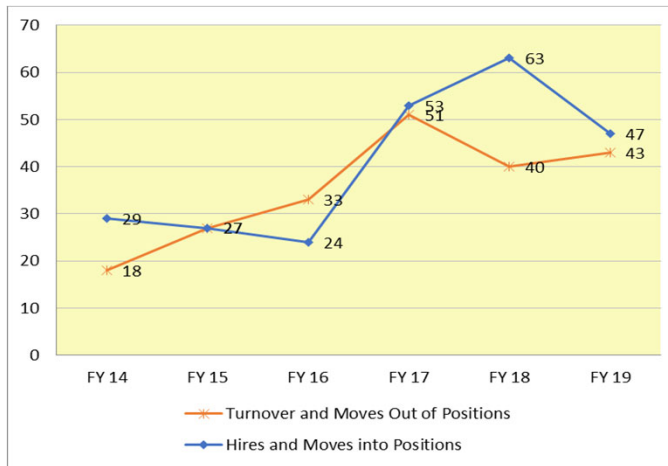
(excludes exempt and temporary appointments)

Types of Turnover and Moves Out Agriculture

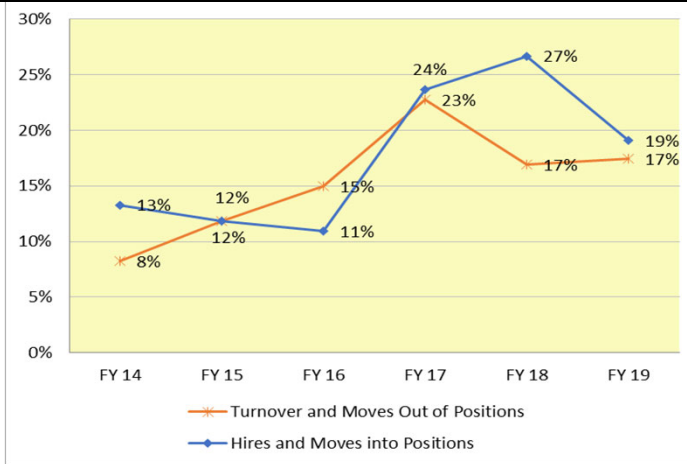


(excludes exempt and temporary appointments)

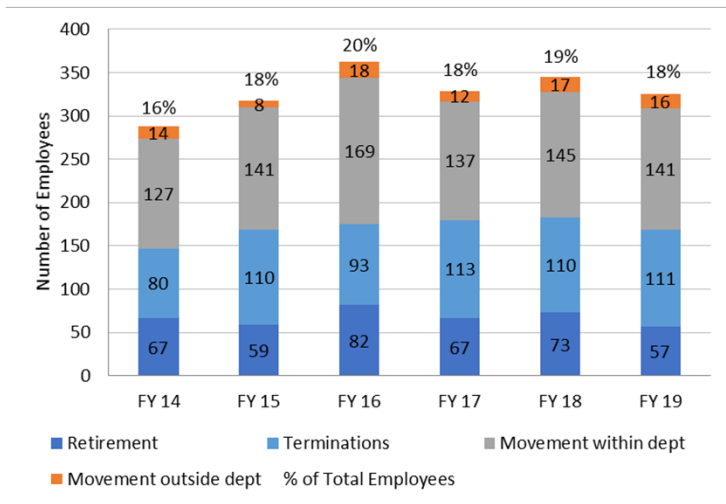
Hires and Moves In Agriculture



Net Effect of Turnover, Movements, and Hires
(Employee count)
Agriculture
(excludes exempt and temporary appointments)



Net Effect of Turnover, Movements, and Hires
(% of Employee count)
Agriculture
(excludes exempt and temporary appointments)



(excludes exempt and temporary appointments)

Types of Turnover and Moves Out

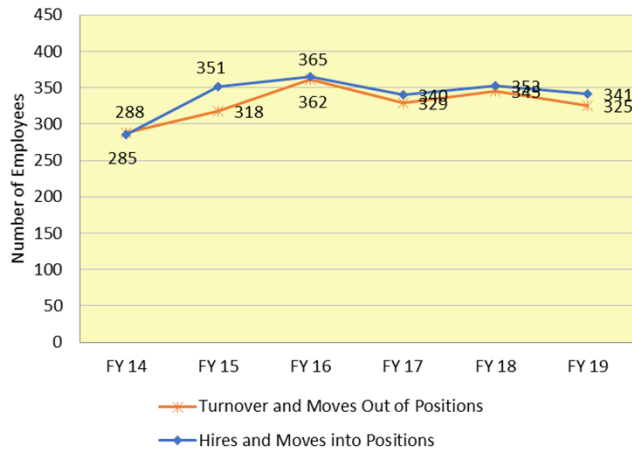
Human Services



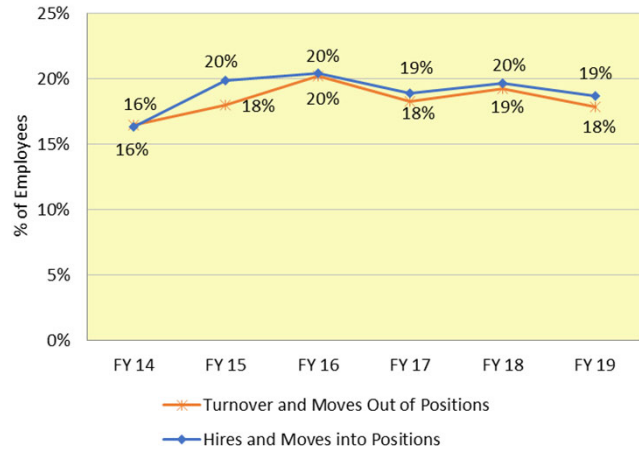
(excludes exempt and temporary appointments)

Hires and Moves In

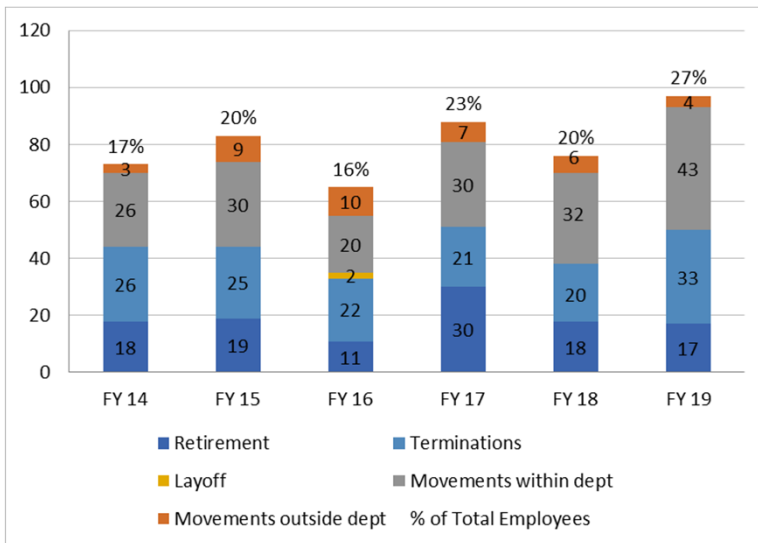
Human Services



Net Effect of Turnover, Movements, and Hires
 (Employee count)
Human Services
(excludes exempt and temporary appointments)



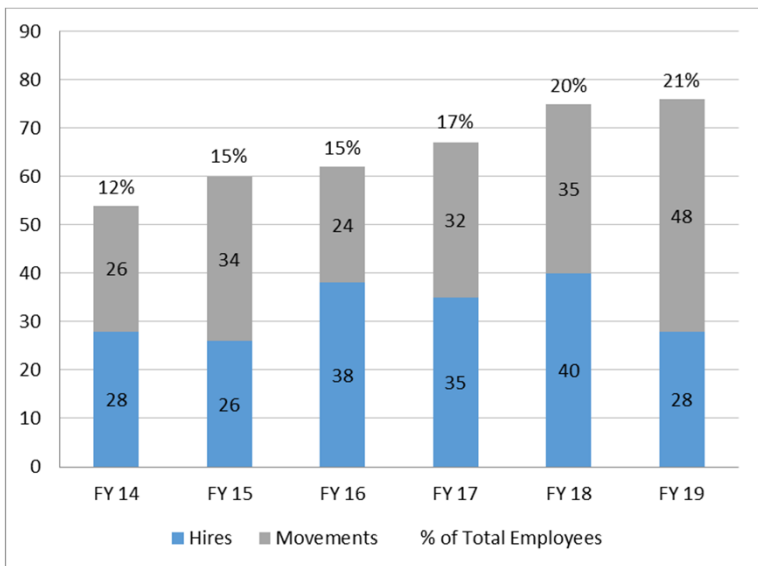
Net Effect of Turnover, Movements, and Hires
 (% of employee count)
Human Services
(excludes exempt and temporary appointments)



(excludes exempt and temporary appointments)

Types of Turnover and Moves Out

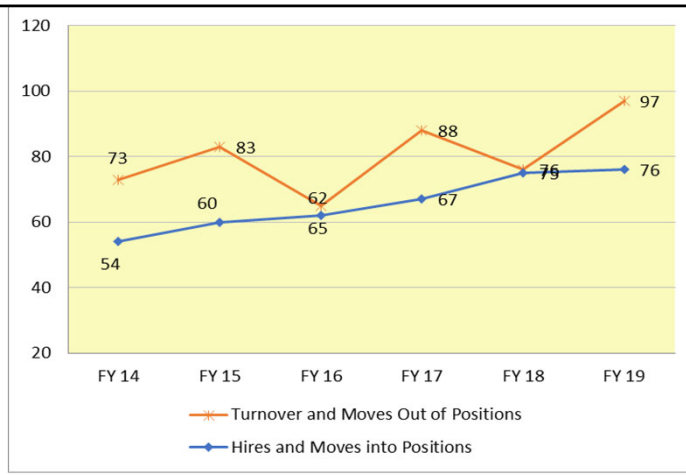
Labor and Industrial Relations



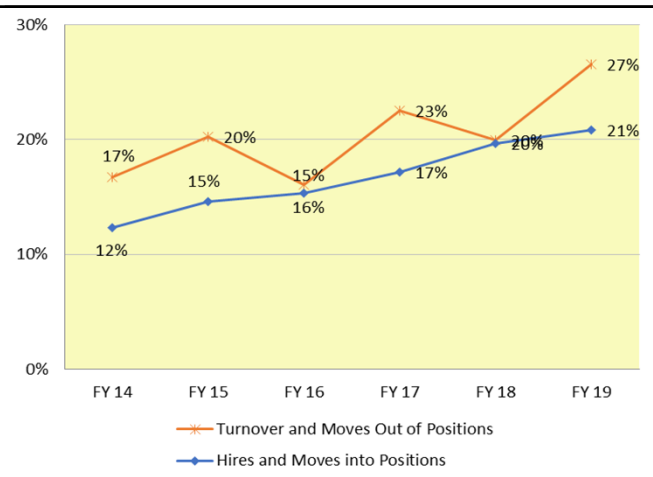
(excludes exempt and temporary appointments)

Hires and Moves In

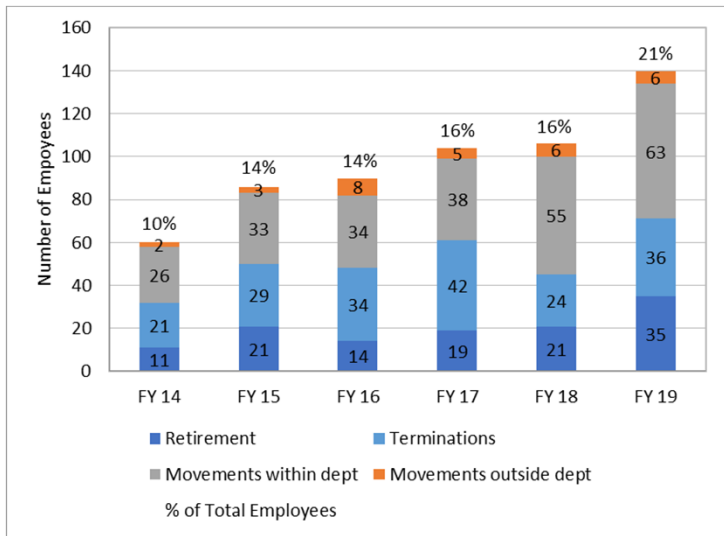
Labor and Industrial Relations



Net Effect of Turnover, Movements, and Hires
 (Employee count)
Labor and Industrial Relations
 (excludes exempt and temporary appointments)



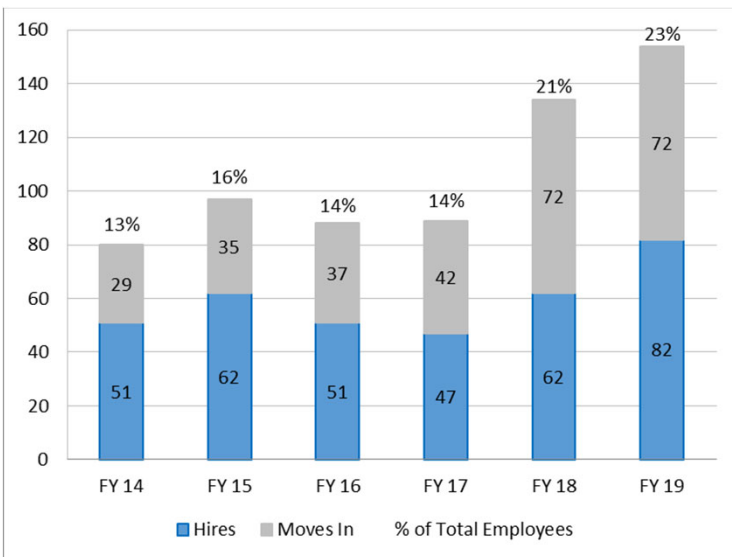
Net Effect of Turnover, Movements, and Hires
 (% of employee count)
Labor and Industrial Relations
 (excludes exempt and temporary appointments)



(excludes exempt and temporary appointments)

Types of Turnover and Moves Out

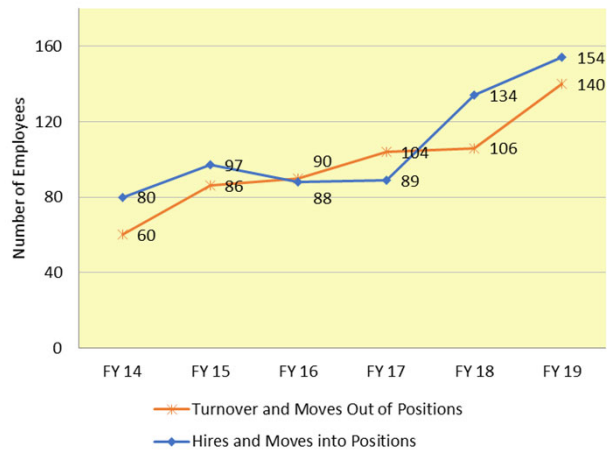
Land and Natural Resources



(excludes exempt and temporary appointments)

Hires and Moves In

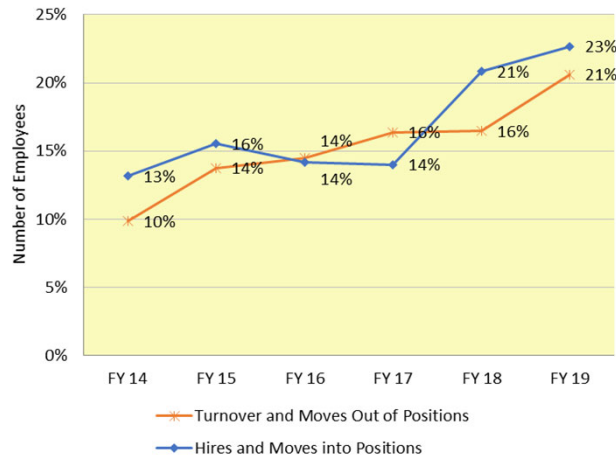
Land and Natural Resources



Net Effect of Turnover, Movements, and Hires (Employee count)

Land and Natural Resources

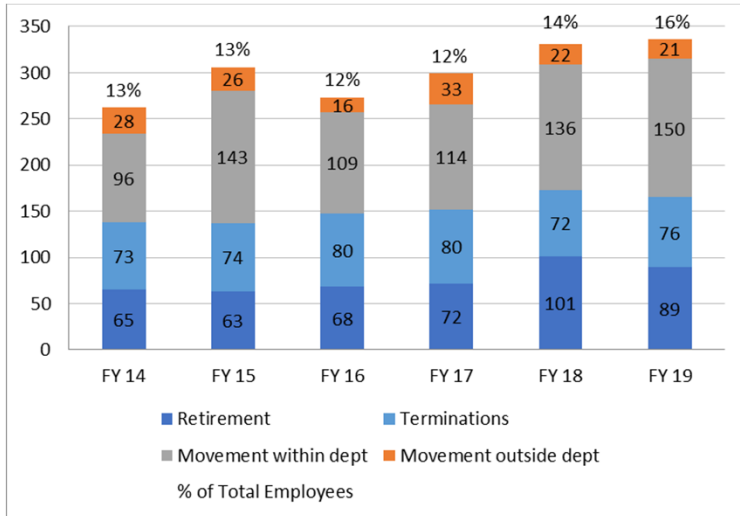
(excludes exempt and temporary appointments)



Net Effect of Turnover, Movements, and Hires (% of employee count)

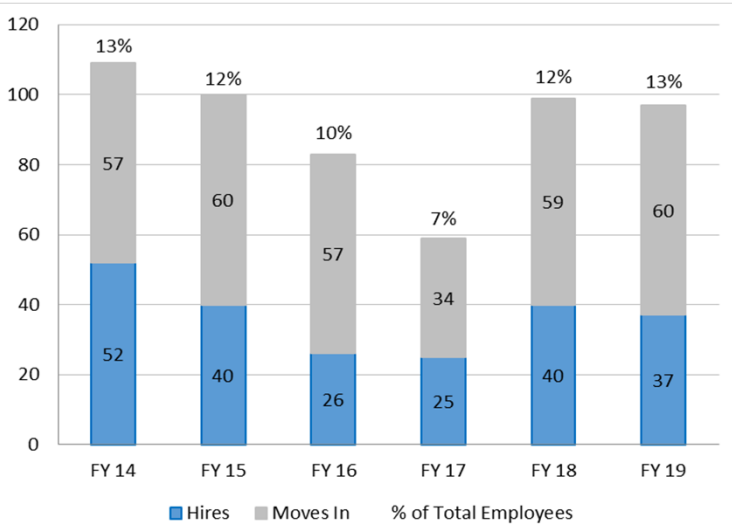
Land and Natural Resources

(excludes exempt and temporary appointments)



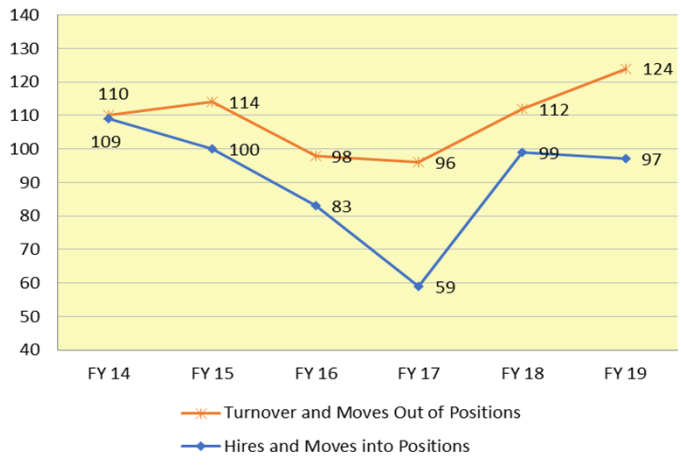
(excludes exempt and temporary appointments)

Types of Turnover and Moves Out Transportation-Highways

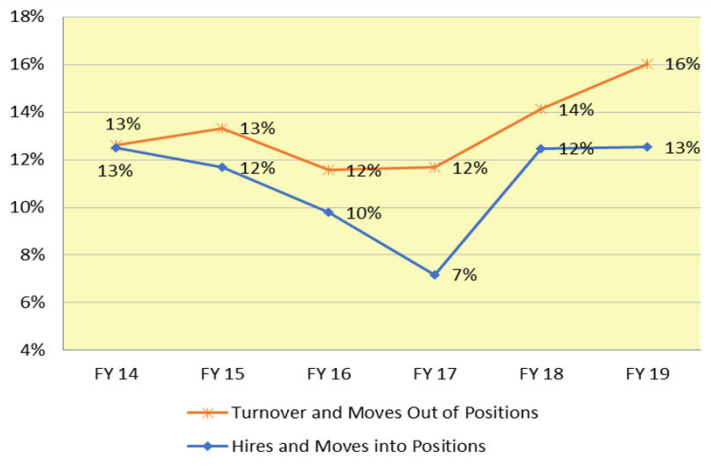


(excludes exempt and temporary appointments)

Hires and Moves In Transportation - Highways



Net Effect of Turnover, Movements, and Hires
 (Employee count)
Transportation - Highways
 (excludes exempt and temporary appointments)



Net Effect of Turnover, Movements, and Hires
 (% of employee count)
Transportation - Highways
 (excludes exempt and temporary appointments)