

DAVID Y. IGE
GOVERNOR



DEPT. COMM. NO. 318

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STATE OF HAWAII
DEPARTMENT OF HUMAN RESOURCES DEVELOPMENT
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December 31, 2020

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

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

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

For your information and consideration, I am transmitting herewith the 2020 State of Hawaii Act 57, SLH 2019 Vacancy Report to the Thirty-First State Legislature 2021 Regular Session submitted December 2020.

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/workforce-reports/>.

Sincerely,

Ryker J. Wada

Ryker Wada
Director

Attachment

REPORT TO THE 2021 LEGISLATURE

AS REQUIRED BY ACT 57,
SESSION LAWS OF HAWAII 2019

**Department of Human Resources Development
December 2020**

Background

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.

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 inaugural report noted in 2(a) above was submitted last year to the Hawaii State Legislature on December 23, 2019. No actions were taken to reclassify or abolish any vacant positions in that report in order to establish a baseline assessment of the current vacancy situation and challenges among departments in the State of Hawaii Executive Branch.

Building off last year's efforts, DHRD continued discussions with stakeholders throughout the executive branch, gathering information and data on the needs and challenges facing the departments during recruitment and hiring.

However, efforts in 2020 were hampered as Hawaii, like the rest of the world, had to deal with the unprecedented public health and economic impacts caused by the COVID-19 pandemic. Hawaii reported its first case in March 2020, and shortly thereafter, the Governor instituted a stay-at-home order and a mandatory 14-day quarantine to visitors and returning residents to stop the spread of COVID-19.

As the economic effects began to show, the State of Hawaii implemented a hiring freeze for all executive branch vacant positions, although it did allow hiring on a very limited basis after securing an exemption by Governor Ige, as outlined in [Executive Memorandum 20-01](#).

With tourism essentially shut down overnight, the State of Hawaii's general tax revenues began to plummet. The Council on Revenues forecast on economic impact started to show huge losses equal a \$2.1 billion deficit in fiscal biennium 2019 - 2021. The 2020 Legislature took steps to address this new

reality by eliminating the funding for all vacant general funded positions. The positions remain budgeted but were now unfunded. This action severely impacted the department's ability to recruit for and hire new employees, even with Governor Ige's approval since departments no longer had available funding for salary costs. At the time of submittal, the State of Hawaii is finalizing its 2021 - 2023 biennium budget.

As we transition to living with this pandemic, 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.

Vacancy Statistics

Departmental vacancies occur for several reasons. Over the last 5 years, the State's vacancy rate has remained stable, between 16% - 18%. In 2020, due to the challenges facing the State and all the cost-saving policies enacted, the State's vacancy rate has risen to 20%.

Table 1: Statewide Positions and Vacancy Numbers 2015 - 2020

Departments	# of Civil Service Positions in HRMS	Filled Positions	Vacant Positions*	NEOGOV Request to Fill (DHRD)	Unaccounted for Vacant Positions^ (Departments)
Reported on 10/01/20	17,403	13,873	3,530	181	3,349
		80%	20%	5%	95%
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.

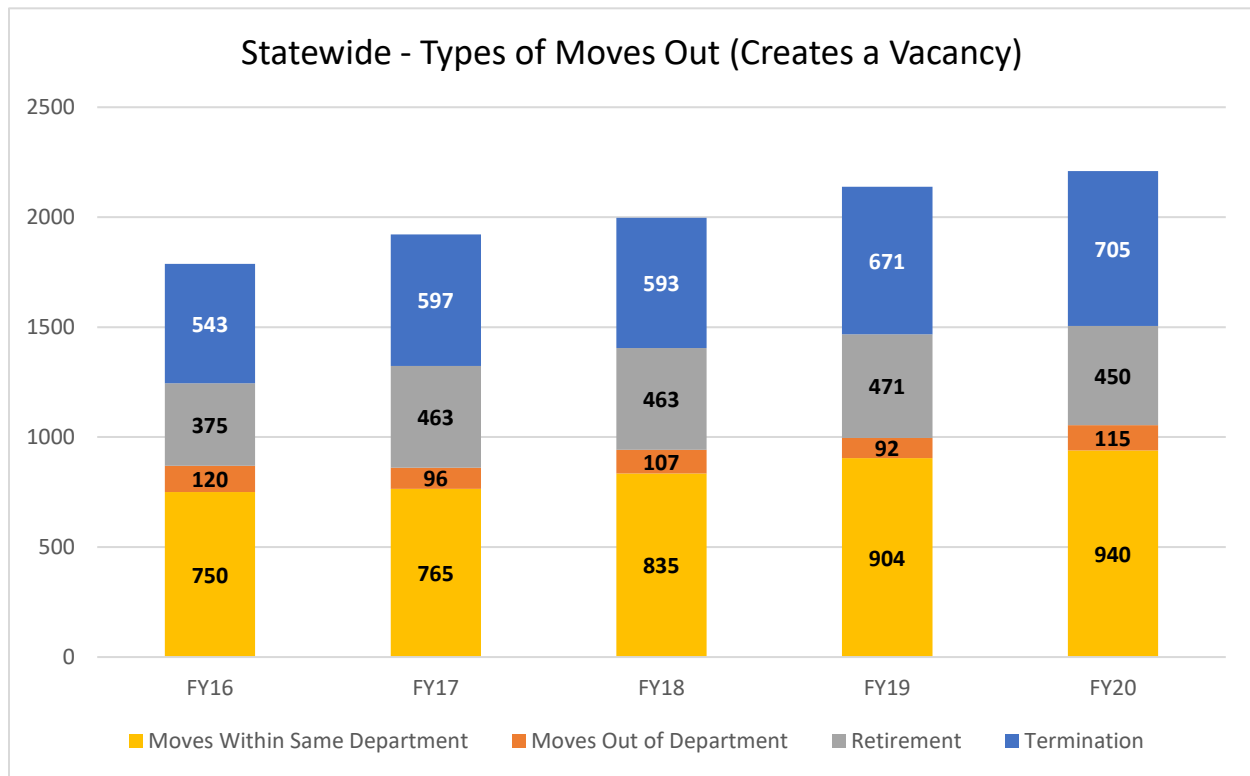
^ Includes internal vacancy recruitments that departments are holding, prior to an external recruitment where the job is posted on DHRD's website.

Looking at some of the causes of vacant positions, data shows that State employees leave their current position for another position in the same department, retire, or are terminated far more than they leave for another job outside of state government.

Table 2 shows the statewide count of types of moves out from fiscal year 2016 through fiscal year 2020 for all executive branch departments. These moves create a vacancy within the State.

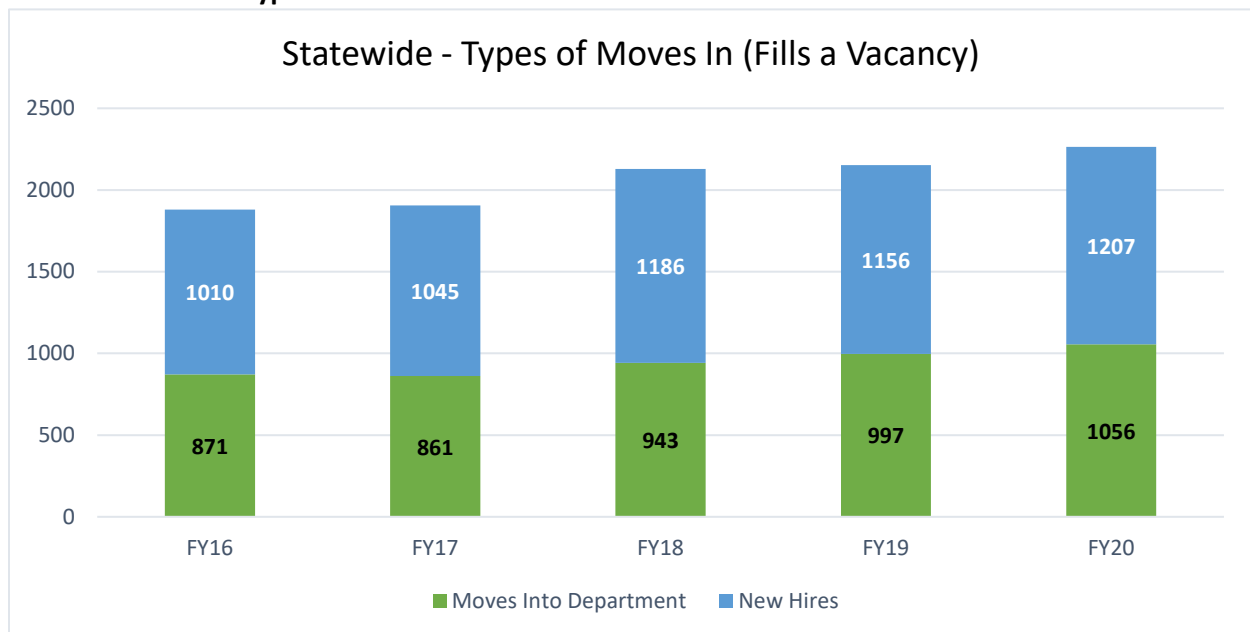
- Moves Within Same Department are transfers or promotions. This also includes moves from temporary/exempt/89-day hire positions into permanent, civil service positions.
- Moves Out of Department means the employee has left state government.
- Terminations include both voluntary and in-voluntary terminations.

Table 2: Statewide Types of Turnover and Moves Out from FY16 – FY20



Additionally, State employees quite often will transfer to a different department for professional growth or a higher paying opportunity. Table 3 displays the statewide total of types of moves into a department, either from the same department or different department, and new hires from fiscal year 2016 to fiscal year 2020. These moves fill a vacancy.

Table 3: Statewide Types of Moves Into and New Hires from FY16 – FY20



The breakout of the moves out and in by department can be found in Appendix A.

Active Recruitments

Even with the hiring freeze put in place in April 2020, departments still had the ability and authority to continue hiring for positions that received exemption approval from the Governor. As of October 1, 2020, there were 181 open and active recruitments.

Table 4: Breakout of Current Recruitment (as of 10/01/20)

Department	Cancelled	Filled	Open	Grand Total
AGR	35	10	0	45
AGS	43	21	2	66
ATG	49	13	16	78
BED	6	0	0	6
BUF	19	8	9	36
CCA	24	13	12	49
DEF	19	22	6	47
EDN/HSPLS	18	16	0	34
HHL	16	6	0	22
HMS	58	61	28	147
HRD	8	6	0	14
HTH	224	89	44	357
LBR	16	11	7	34
LNR	59	29	3	91
PSD	73	49	40	162
TAX	37	4	0	41
TRN	74	47	12	133
UOH	42	17	2	61
Grand Total	820	422	181	1,423

Source: NEOGOV Report 10/01/2020

Prior to March 2020, there were 1,161 active recruitments posted. 352 positions have been filled, 766 recruitments were cancelled, and 43 recruitments remain open.

Legislative cuts and restrictions were imposed after the signing of SB126, Act 009, Session Laws of Hawaii (SLH) 2020. Between April 2020 and October 2020, there were only 262 new recruitments posted. Of those, 70 positions (26.7%) have been filled, 54 recruitments (20.6%) were cancelled, and 138 recruitments (52.7%) are currently still open. These open positions have existing funding and approval from the Governor to hire.

Departments had to quickly adjust during the second half of fiscal year 2020 as the revenues declined. Additionally, as the tax revenue forecasts began to surface, departments continue to have to do more with less financial support. Table 5 shows the current vacancies in the Human Resources Management System (HRMS) compared to the number of positions who lost funding in Act 009, SLH 2020.

Table 5: Current Vacancies with Positions Defunded in Act 009 (SB126)

Dept	Vacant in HRMS (Oct 1, 2020)	# Positions Defunded In Act 009	Total \$ Decrease
AGR	85.00	(43.00)	\$ (2,753,482.00)
AGS	166.00	(105.31)	\$ (6,626,821.00)
ATG	85.00	(19.00)	\$ (874,012.00)
BED	55.00	(20.00)	\$ (1,430,355.00)
BUF	46.00	(15.00)	\$ (884,143.00)
CCA	98.00	-	\$ -
DEF	142.00	(48.50)	\$ (2,461,152.00)
EDN	101.00	(140.13)	\$ (3,657,639.00)
GOV	38.00	-	\$ -
HHL	62.00	(50.00)	\$ (3,033,430.00)
HMS	515.00	(187.35)	\$ (9,611,618.00)
HRD	19.00	(14.00)	\$ (1,013,987.00)
HTH	666.00	(556.75)	\$ (20,869,521.00)
LBR	207.00	(27.00)	\$ (1,449,025.00)
LNR	180.00	(96.50)	\$ (5,475,905.00)
LTG	4.00	(4.00)	\$ -
PSD	485.00	(297.50)	\$ (17,922,431.00)
TAX	192.00	(177.00)	\$ (4,817,604.00)
TRN	510.00	-	\$ -
Grand Total	3,656.00	(1,801.04)	\$ (82,881,125.00)

Source: HRMS Report 10/01/2020 and SB126 CD1 Budget Worksheets

Retirement Projections

The Employees' Retirement System (ERS) is reporting about a 10% increase in retirements in 2020. ERS doesn't determine why an employee wishes to retire, but assumptions can be made that the increase can be attributed to the unstable budget and economic situation of the State of Hawaii. On December 9, 2020, Governor Ige announced the implementation of furloughs for Executive Branch employees, which had been rumored for months prior.

As DHRD awaits final numbers for the retirement calculation for 2020, Table 6 shows the number of eligible retirements Statewide, by executive branch department over the next five fiscal years.

The employees who are eligible to retire have decades of service to the State of Hawaii and have been intimately involved in State operations for many years. It will be difficult, if not impossible, to replace this knowledge base. Additionally, when this happens, the ability of state government to provide services to the public and to other government agencies will be severely limited. This only highlights the need for succession planning to become a priority for the executive branch, as 30% of the workforce is eligible to retire in the next five years.

There have been legislative proposals regarding succession planning, but the challenge lies with the State's civil service merit-based system. Departments can't hand-pick a successor for any position, since there needs to be a competitive recruitment process for all government positions. Other ideas that have been floated would likely need heavy financial support, which is unavailable for the next few years.

DHRD is developing curriculum to add to the statewide Learning Management System, available to all executive branch employees, to have on-demand courses for succession planning preparation.

Table 6: FY2020 – FY2025 Retirement Projections

DEPT	TOTAL # OF EES IN THE DHRD PERSONNEL SYSTEM	# OF EES ELIGIBLE TO RETIRE (FY20)	FY21	FY22	FY23	FY24	FY25	# ELIGIBLE FOR RETIREMENT BY 06/30/2025	% OF DEPT. WORKFORCE ELIGIBLE TO RETIRE BY 06/30/2025
AGS	722	126	27	25	27	30	21	256	35.46%
AGR	294	52	6	13	13	3	6	93	31.63%
ATG	673	138	18	25	15	23	25	244	36.26%
BUF	348	39	9	7	5	15	9	84	24.14%
BED	261	63	4	8	8	7	7	97	37.16%
CCA	473	67	10	9	19	15	19	139	29.39%
DEF	377	45	8	5	8	12	12	90	23.87%
GOV	41	3	1	1	0	0	4	9	21.95%
HHL	136	30	2	4	2	4	6	48	35.29%
HTH	2,605	429	81	68	87	65	74	804	30.86%
HSPLS	497	89	20	10	17	17	20	173	34.81%
HRD	85	18	5	7	4	3	3	40	47.06%
HMS	1,915	266	66	65	83	66	74	620	32.38%
LBR	437	83	13	21	24	13	17	171	39.13%
LNR	850	121	18	33	26	23	28	249	29.29%
LTG	9	0	0	0	0	0	1	1	11.11%
PSD	2,311	405	66	73	58	80	77	759	32.84%
TAX	354	51	12	12	14	10	17	116	32.77%
TRN	2,258	392	74	62	90	93	81	792	35.08%
TOTAL:	14,646	2,417	440	448	500	479	501	4,785*	32.67%

Source: State of Hawaii Workforce Profile Report, 2020

Department of Human Resources Development

In a quest to understand the department’s needs, DHRD held meetings with Directors, Deputy Directors, and Department Human Resource Officers to gain insight to the challenges facing the Executive Branch. In addition to hiring and salary challenges, the departments asked for assistance in the following areas:

State Leadership Program

In October 2020, DHRD expanded its leadership program to include a series of trainings centered on identifying and preparing current and future leaders for the State of Hawaii’s workforce. There are three leadership levels which build upon each other and each successive level requires completion of the previous level.

For new or emerging leaders, DHRD continues with blended offerings of both on-demand and class material which has been moved to the virtual environment for now. This program is open to all State of Hawaii employees.

In January, DHRD will launch curriculum suited for “next-level” or experienced leaders who have completed the emerging leaders program, which also features a blended approach, utilizing both on-demand and virtual classroom learning. This curriculum builds upon the foundation of topics covered in the emerging leader category, shining a spotlight on application of higher skills that must be applied in more complex leadership situations: Leading Change, Difficult Coaching Conversations, etc.

There is a target date to launch the navigator program designed to provide continued development for high-potential leaders in March of 2021 who have completed the experienced leader program and have been nominated and selected to participate. This program builds upon the previous two programs by moving into the level of leadership where designing and executing a vision and mission for a team is expected, leading leaders, and coaching coaches. We are also taking a more “global” approach in this curriculum by broadening the participant experience to multiple departmental exposures, partnerships with labor groups, as well as, with the Legislature, in hopes of building leaders who think and act collaboratively.

New also for this spring will be a Hawaiian cultural component woven throughout the employee development experience from new hire through the various leadership curriculum described. Our partners are the Native Hawaiian Hospitality Association (NaHHA), which we look forward to their contribution of bringing our rich culture into our State, aligning perfectly to enhance our curriculum at all levels.

Wikiwiki Expansion

In 2018, due to an urgent need to fill positions for the Department of Human Services (DHS) Child Welfare Services Branch, DHRD worked with DHS to create an efficient process to send qualified candidates directly to the designated recruiters within DHS to expedite hiring, known as Wikiwiki Hiring.

DHS was quickly able to hire qualified Social Workers/Human Service Professionals, and Social Service Aids and Assistants to address recent social service problems with children and their families, specifically in East Hawaii. DHS piloted Wikiwiki Hiring statewide for all of these positions and has reported that Wikiwiki successfully cut the hiring process down from 24 weeks to 6 weeks.

Wikiwiki 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.

After seeing the successes of the Wikiwiki Hiring, many departments were interested in expanding the classes available for Wikiwiki. However, as budget cuts unfolded throughout the year and a hiring freeze was put into place, many departments were unable to commit to expanding Wikiwiki Hiring for their vacancies.

Five departments/divisions wanted to join Department of Transportation Highways by recruiting for Engineers I-VI through Wikiwiki. Due to the nature of the budget and needing approval for hiring, only two were able to commit. Department of Health (DOH) and Department of Land and Natural Resources (DLNR) have received Wikiwiki training from DHRD and have begun to develop their internal policies to begin recruiting for their vacant Engineering positions. The other three departments who wished to use Wikiwiki either had their funding removed or did not receive approval from the Governor to fill their positions. All three are adamant that they will switch to Wikiwiki once the funding/approval has been granted.

Department of Transportation Highways wishes to expand their Wikiwiki hiring to include the Land Boundary Surveyor/Land Surveyor and Equipment Operator classes. The Highways Division HR staff and managers will receive training to allow DOT Highways to begin recruiting for these classes via Wikiwiki.

DLNR is using Wikiwiki to recruit and hire for Conservation and Resources Enforcement Officer (CREO) I and was extremely pleased with the program and turnout. DLNR wished to expand Wikiwiki for CREO IIs and IIIs this year, however, they cannot move forward with this due to budget cuts implemented by the Legislature. When funding is restored, they will look to expand Wikiwiki Hiring for CREO IIs and IIIs.

Table 7: Current and Upcoming Wikiwiki Hiring Among Executive Branch Departments

Department	Class of Work	Class of Work	Class of Work
TRN – Highways	Engineers	Land Surveyor/Land Boundary Surveyor (2021)	Equipment Operator (2021)
HMS	Social Worker	Human Svc. Professional	Social Services Assistant
LNR	CREO I	Engineers (Dec 2020)	
HTH	Engineers (Nov 2020)		
All Departments	Office Assistant III		

Several other departments have expressed an interest in trying Wikiwiki for various classes of work. DHRD will continue to train and expand Wikiwiki hiring throughout the Executive Branch, as funding and recruitment allows.

Telework

The Executive Branch has had a telework policy in place for several years. Some departments felt that the policy's requirements prohibited allowing employees telework. Due to COVID-19, and the Governor's "stay-at-home" order in March 2020, departments and employees had to quickly adjust to working from home. DHRD amended the policy to allow for flexibility and several employees proceeded to telework throughout the remainder of the year. Many have been called back to the physical office, but DHRD understands that telework is a vital component to the "new normal".

DHRD completed a telework survey that was sent to Directors/Deputies (19 responses), Department Human Resource Officers (29 responses), managers/supervisors (895 responses), and employees (3,080 responses).

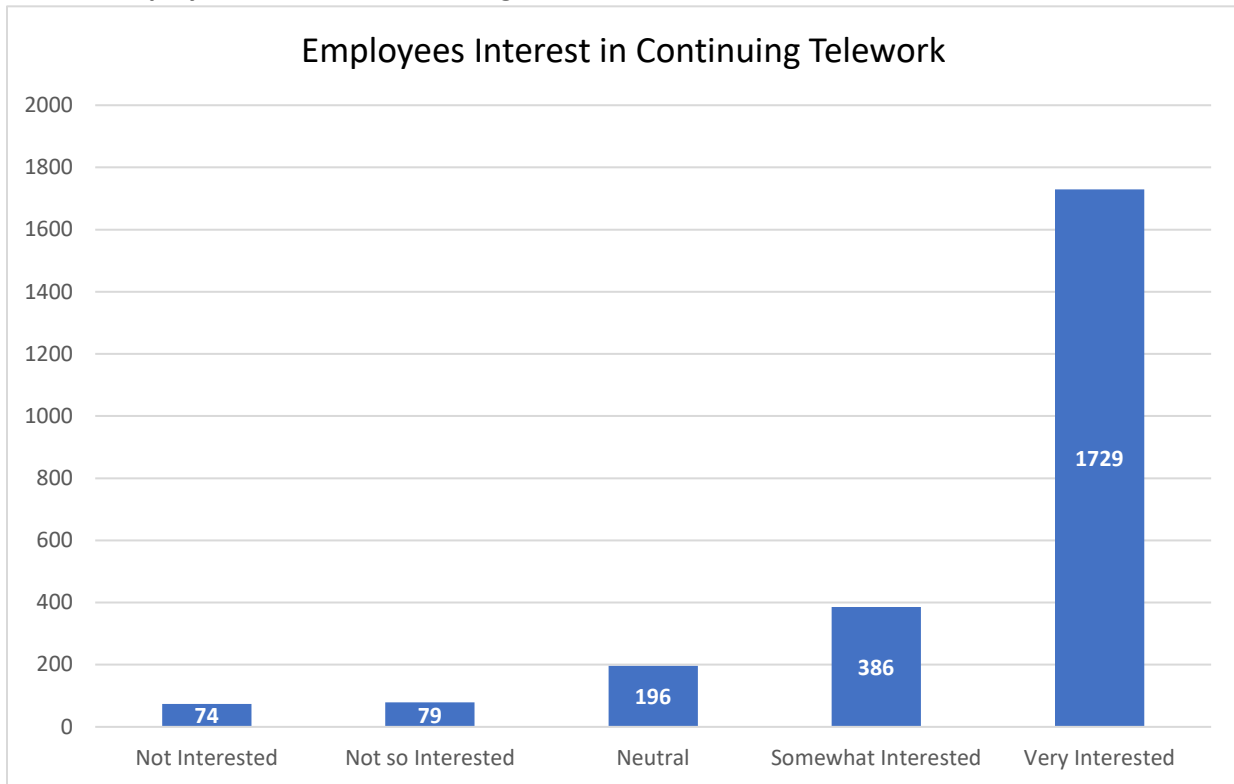
Prior to COVID-19, only 4.6% of the employee respondents were teleworking. The remainder of employees were not.

Table 8: Number of Employee Respondents Teleworking Prior to COVID-19

Not at All	1 Day a Week	2-4 Days a Week	5 Days a Week
2,931 (95.1%)	52 (1.6%)	61 (1.9%)	36 (1.1%)

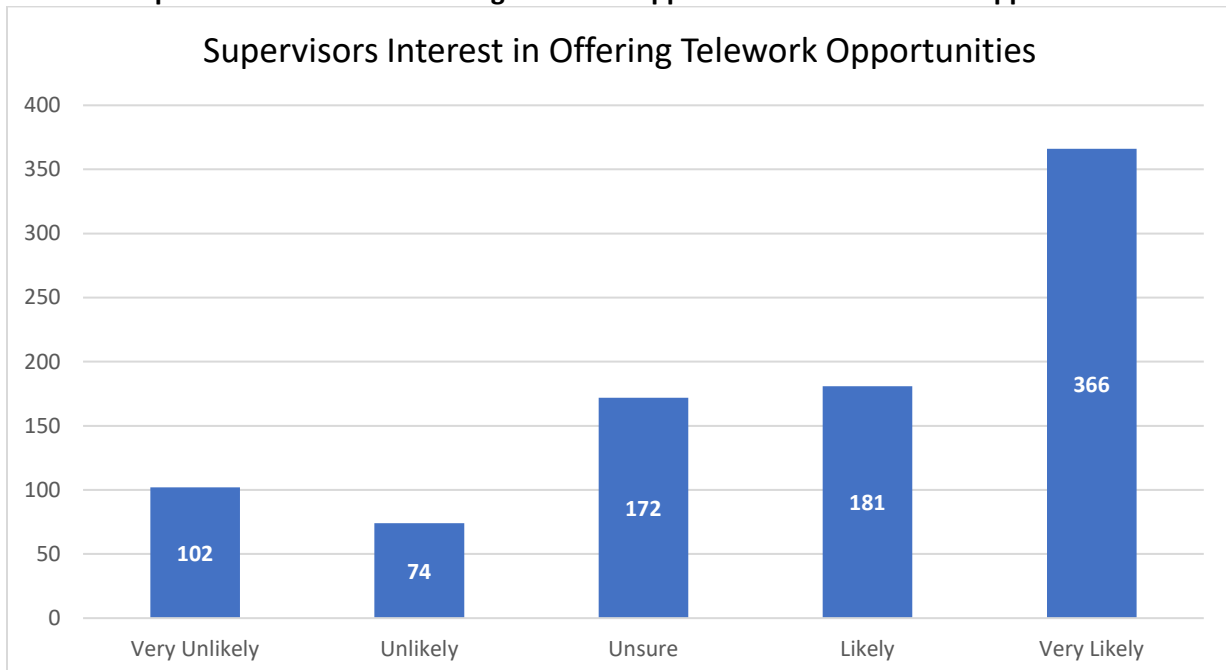
The survey results overwhelmingly determined that employees support teleworking as an option for themselves. 68% of employee respondents are somewhat interested or very interested in continuing to telework.

Table 9: Employees Interest in Continuing Telework



Supervisors were polled if they were going to be offering telework opportunities with the Director's approval in the future. 61% of supervisors were likely or very likely to offer telework opportunities to their employees.

Table 10: Supervisors Interest in Offering Telework Opportunities with Director Approval



Employees and Supervisors shared many of the benefits they realized and challenges they faced as they teleworked during COVID-19. Highlights of the survey results can be found in Appendix B.

Student Internships/Fellowships

In 2008, DHRD authorized the Student Internship Program (SIP) which allowed departments to recruit college juniors and seniors for internships in state government. These internships could range from 6 months up to three years and would allow for the interns to apply for State jobs through the internal recruitment process.

As such, there are 762 “student” helper, intern, or law intern positions in various departments. These positions sit unfunded, unbudgeted, and unused for almost all departments. Only one division in the twelve departments even knew that they had student intern positions. That division uses the positions for summer interns, not year-round.

Table 11: Student Intern Positions by Department

AGS	ATG	BED	BUF	CCA	EDN (HSPLS)	HHL	HMS	HTH	LBR	LNR	TRN	Grand Total
25	34	55	2	35	210	14	1	7	5	66	308	762

After discovering these 700 positions, DHRD began creating a new internship program that merges the 2008 SIP, the Office Assistant Pathway, and the Fellowship Program. There will be three levels of interns: high school, college, and graduate level. DHRD is targeting a launch of Summer 2021, due to high schools and universities COVID-19 priorities during this current school year and for departments who are dealing with this current budget situation.

Several more details need to be worked out for this to be successful, including likely funding from the Legislature. However, these internships would be a valuable tool for recruiting new employees and to provide opportunities to Hawaii’s students.

NEOGOV

NEOGOV is the web-based system that hosts the statewide job postings for civil service and non-civil service positions for the State of Hawaii Executive Branch (governmentjobs.com/careers/hawaii).

There have been several modifications to the NEOGOV system throughout the years and DHRD continues to modify and upgrade the system to offer improvements to the general public, as well as tweaks to help departments get qualified candidates to fill their vacancies.

As such, the location feature was updated and now includes the ability to filter job postings by location either Statewide or by individual island. This will help future applicants narrow down opportunities available based on their residency.

Onboarding New Employees

Online Onboarding was implemented by DHRD in 2017 through a pilot project and rolled out to the Executive Branch departments in 2019 to eliminate paperwork for newly hired employees. With the Onboarding program, new employees can view all their “new hire” paperwork online through NEOGOV. The system is consistent among all Executive Branch employees, but also allows for department specific welcome messages or training to be added, as needed.

Executive departments have been offered training and encouraged to begin implementing Onboarding.

- Departments already Onboarding:
 1. Department of Human Resources Development (HRD)
 2. Department of Human Services (HMS)
 3. Department of Labor and Industrial Relations (LBR)
 4. Department of Business, Economic Development & Tourism (BED) (certain positions only)
- Trained departments who are in the planning stages for implementation:
 1. Department of Accounting and General Services (AGS)
 2. Department of Agriculture (AGR)
 3. Department of Health (HTH)
 4. Department of Land and Natural Resources (LNR)
- Trained departments, but not ready to begin Onboarding:
 1. Department of the Attorney General (ATG)
 2. Department of Budget and Finance (BUF)
 3. Department of Commerce and Consumer Affairs (CCA)
 4. Department of Defense (DEF)
 5. Department of Hawaii Home Lands (HHL)
 6. Department of Public Safety (PSD)
 7. Department of Taxation (TAX)
 8. Hawaii State Public Library System (HSPLS)

Several departments who are not yet ready to implement the Onboarding process have prioritized other projects first, such as the Time and Attendance project, 2021 Legislative Budget reports, correcting records, other HR and budgetary training, etc. Many of them hope to start creating a department plan and implement Onboarding in 2021.

Department of Transportation (TRN) declined to receive training to begin the Onboarding process.

At the request of the Senate Clerk, beginning with the 2020 Legislative Session, Onboarding was expanded to include all new Senate employees for the Hawaii State Senate. The Senate continues to use this method to bring on their new staff and is working with the other Legislative entities to expand for all Legislative employees.

DHRD Training Program for Human Resources Professionals

After meeting with the department directors, deputy directors, and human resource professionals, there were several requests for additional HR training for employees and managers. A survey was sent out to the various Executive Branch departments to provide feedback on what specific training was needed by the departments.

DHRD received 80 individual responses from departments asking for training in over 55 different HR subject matters. As such, DHRD created a training calendar for HR professionals for the 2021 calendar year. All training will be added to the new Learning Management System to be posted as “on-demand” classes available in the future to other HR professionals.

Flexible Hiring for Bargaining Units 3 and 4

Flexible hiring rates were already available for Bargaining Unit 13 independent level workers and above, and their excluded counterparts. Flex hiring is a tool that 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 12. The Flexible Hiring rates program was expanded to BU 3 and 4 in October 2020.

Table 12: 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

Recommendations

The Legislature's original intent of establishing the administrative assistant was to request a study of the executive branch's vacant positions and make recommendations on which positions should be reclassified or abolished.

In looking at the vacancy data over the last two years, several departments continue to have positions that have been vacant prior to 2011. The current COVID-19 pandemic has created an unprecedented budget shortfall, which has already resulted in drastic budgetary restrictions for departments, including the elimination of many vacant positions.

DHRD has completed a more detailed review of the existing vacancies and found the positions that have been vacant for more than 10 years. After identifying those vacancies, DHRD contacted each department responsible and asked for a justification why the position has remained vacant for more than 10 years. After reviewing the responses, DHRD exempted those vacancies that had either a current active recruitment process or that are in existence for a particular operational need.

The remaining vacancies are provided in Table 13. The specific positions titles and departmental justifications can be found in Appendix C.

Table 13: Positions in HRMS Vacant Prior to 2011

Vacancy Date	AGS	BED	DEF	HMS	HTH	LBR	LNR	PSD	TAX	TRN	Total
1999				1						1	2
2000								2			2
2001								1			1
2002				1	1						2
2003										1	1
2004	1			1							2
2005			2				1				3
2006	1		1		1	1		1			5
2007		2		1						1	4
2008				3	1	1					5
2009			2	2	1	1	2		1		9
2010	1			4		2		1		2	10
Total	3	2	5	13	4	5	3	5	1	5	46

The Hawaii State Public Library System (HSPLS) has identified nine Automated Systems Equipment Technicians (ASET) and one supervisor as available to be re-described. HSPLS would like to re-describe them to be IT Specialists. DHRD cannot recommend abolishing this class of work because the ASET positions are still used within the Department of Accounting and General Services (DAGS) and the Department of Transportation (DOT).

Conclusion

2020 was a very difficult year for the State of Hawaii Executive Branch. So many changes and restrictions were forced enterprise-wide – the hiring freeze, budget cuts, budget restrictions, employee furloughs, and the possibility of a future reductions in forces, all of which take extreme preparation and additional work, on top of all other regular duties of the human resources staff.

The Executive Branch departments know that their hiring practices have come to a halt and will continue to be this way over the next few years. Current vacancies with no funding are being eliminated in the 2021 - 2023 biennium budget. With the remaining vacant positions, the Executive Branch is being extremely critical examining the department's requests to fill. These positions may remain vacant for a longer period over the next couple of years, growing the vacancy rate, until the economy can recover.

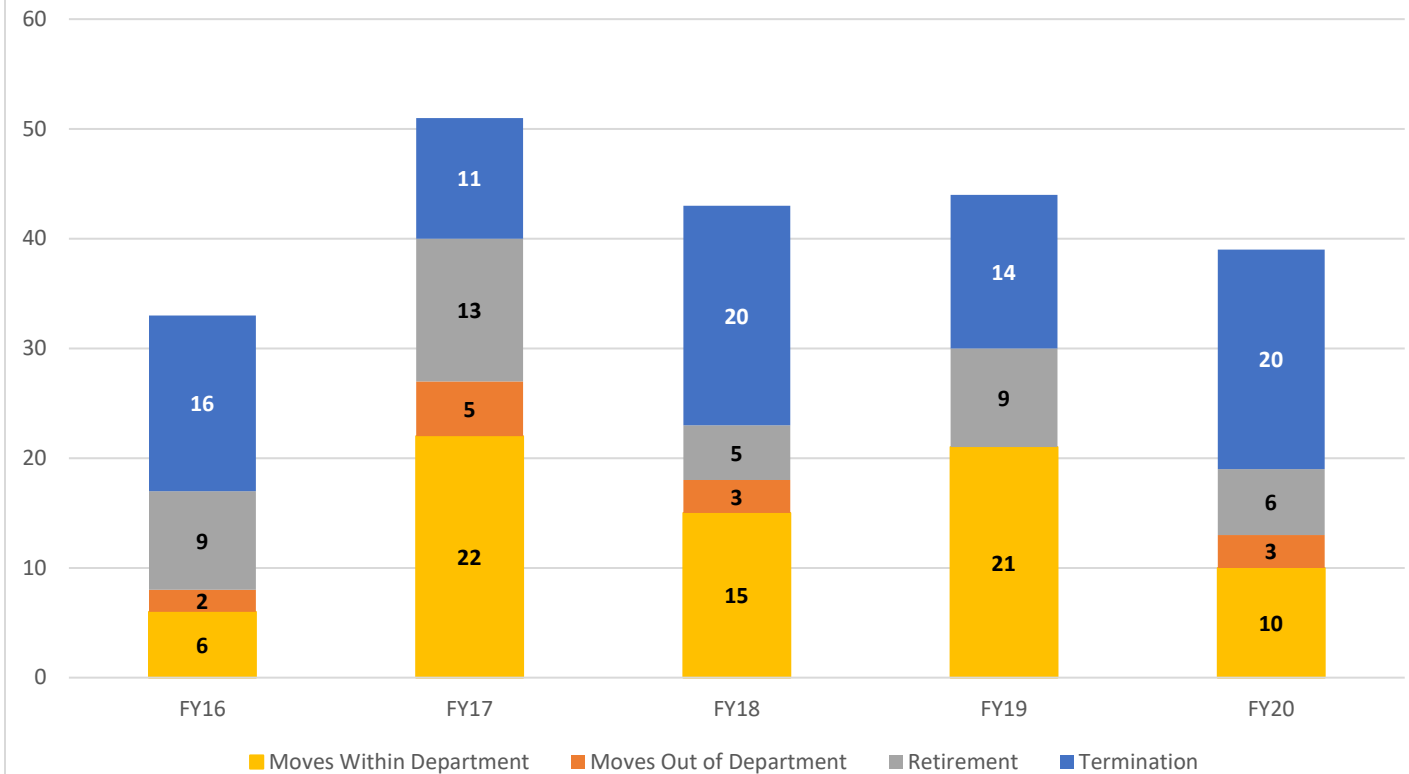
The Executive Branch still faces a workforce that is 15-30% eligible to retire every year for the next five years. Institutional knowledge is crucial in an organization the size of the Executive Branch and all that knowledge will leave with the retiring employee if succession plans aren't being created and promotional growth opportunities aren't available for state employees.

DHRD is committed to creating and providing value to the State of Hawaii Executive Branch, by supporting agencies with their human resources needs, and supporting employees with opportunities for professional development.

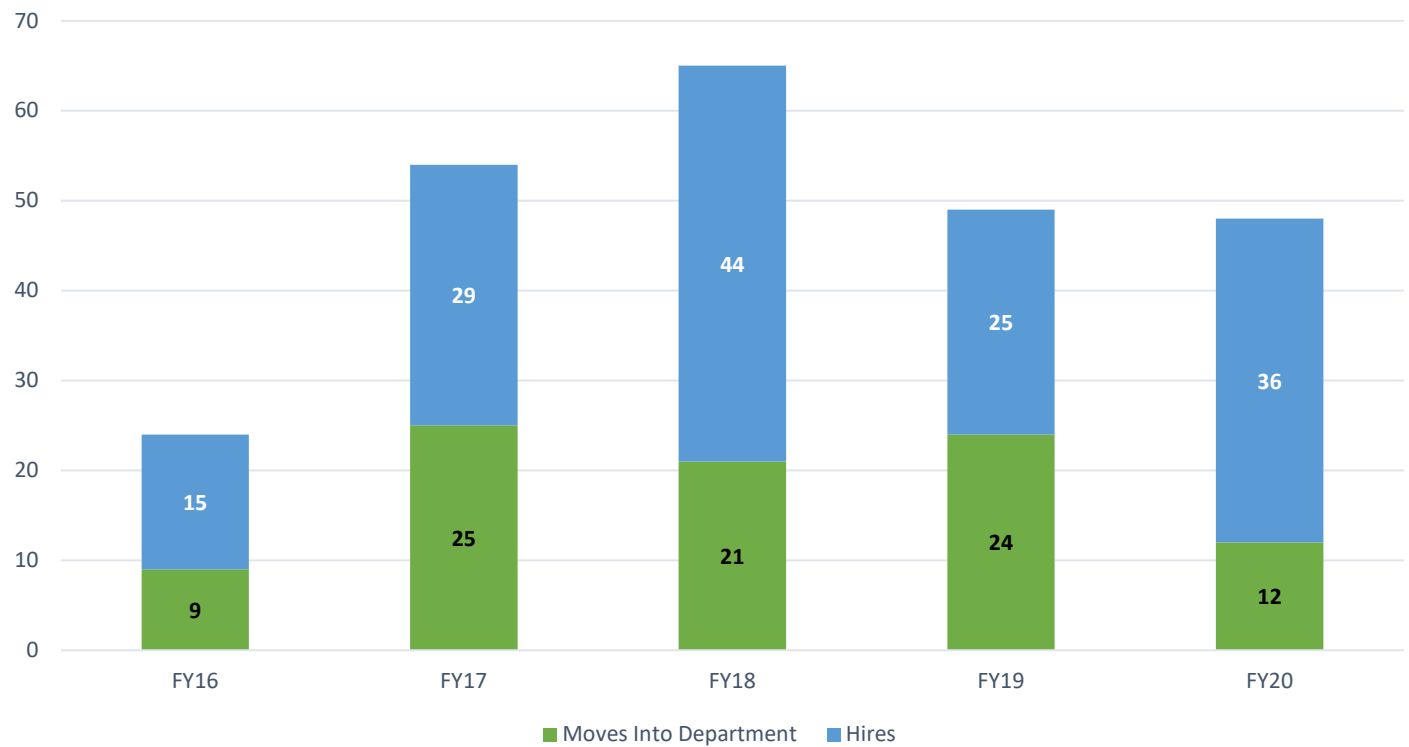
APPENDIX A

DEPARTMENT OF AGRICULTURE (AGR)

Types of Moves Out of Department (Creates a Vacancy)

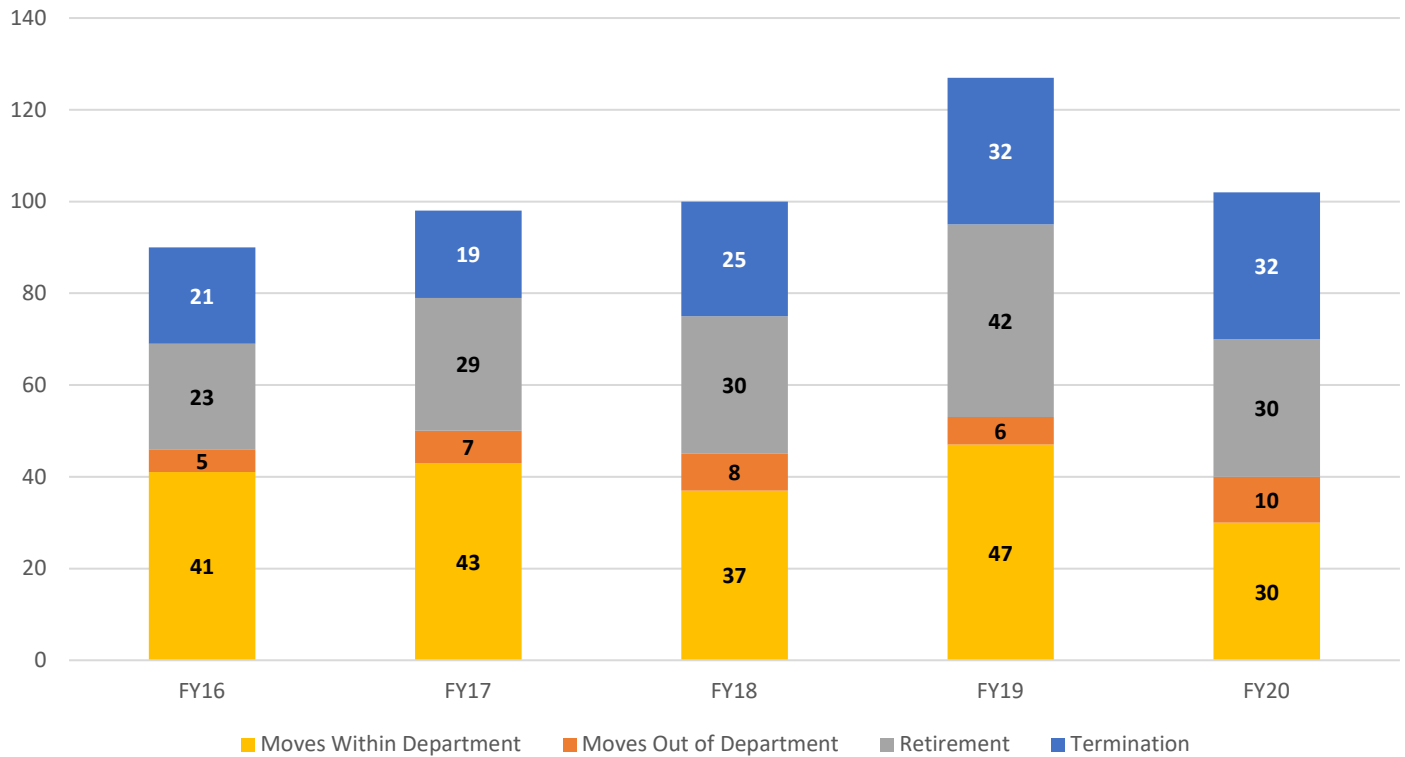


Types of Moves Into Department (Fills a Vacancy)

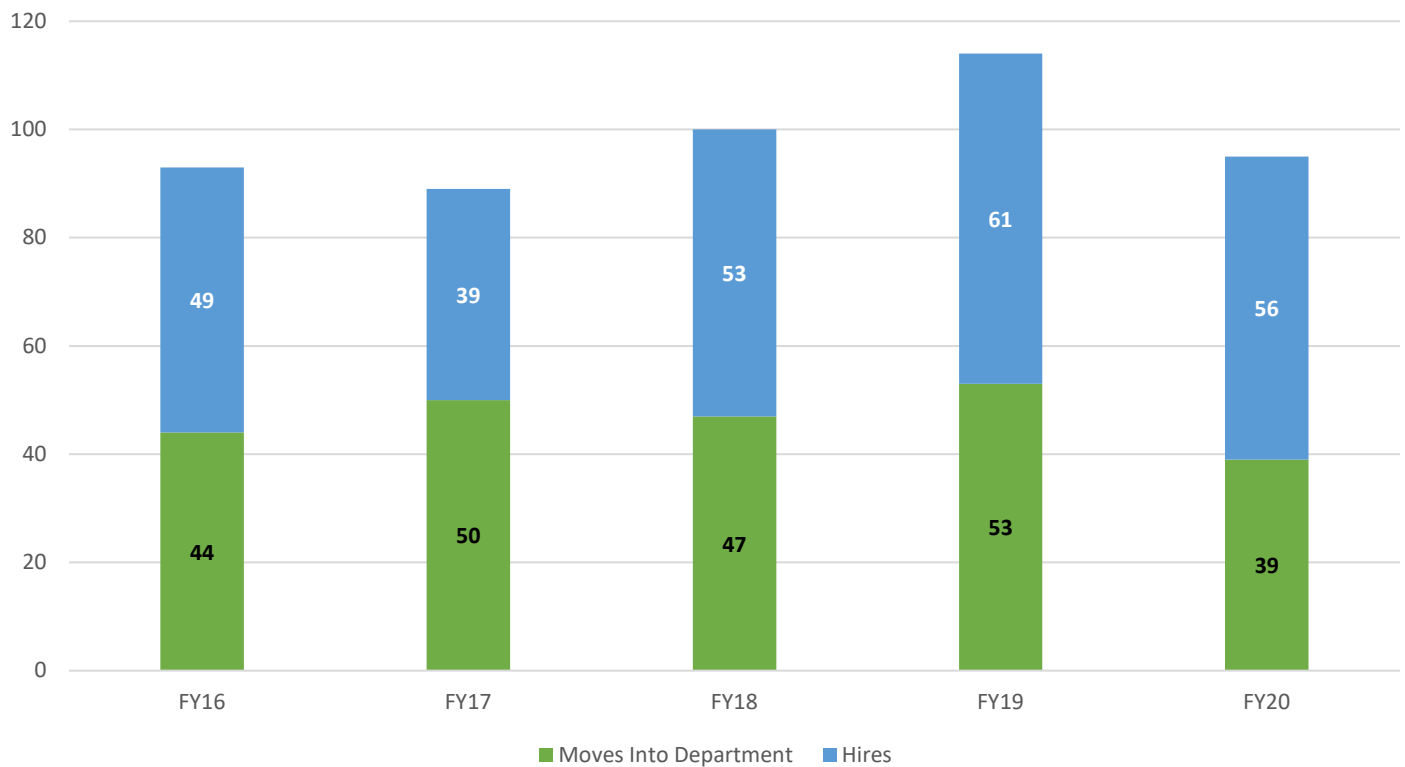


DEPARTMENT OF ACCOUNTING AND GENERAL SERVICES (AGS)

Types of Moves Out of Department (Creates a Vacancy)

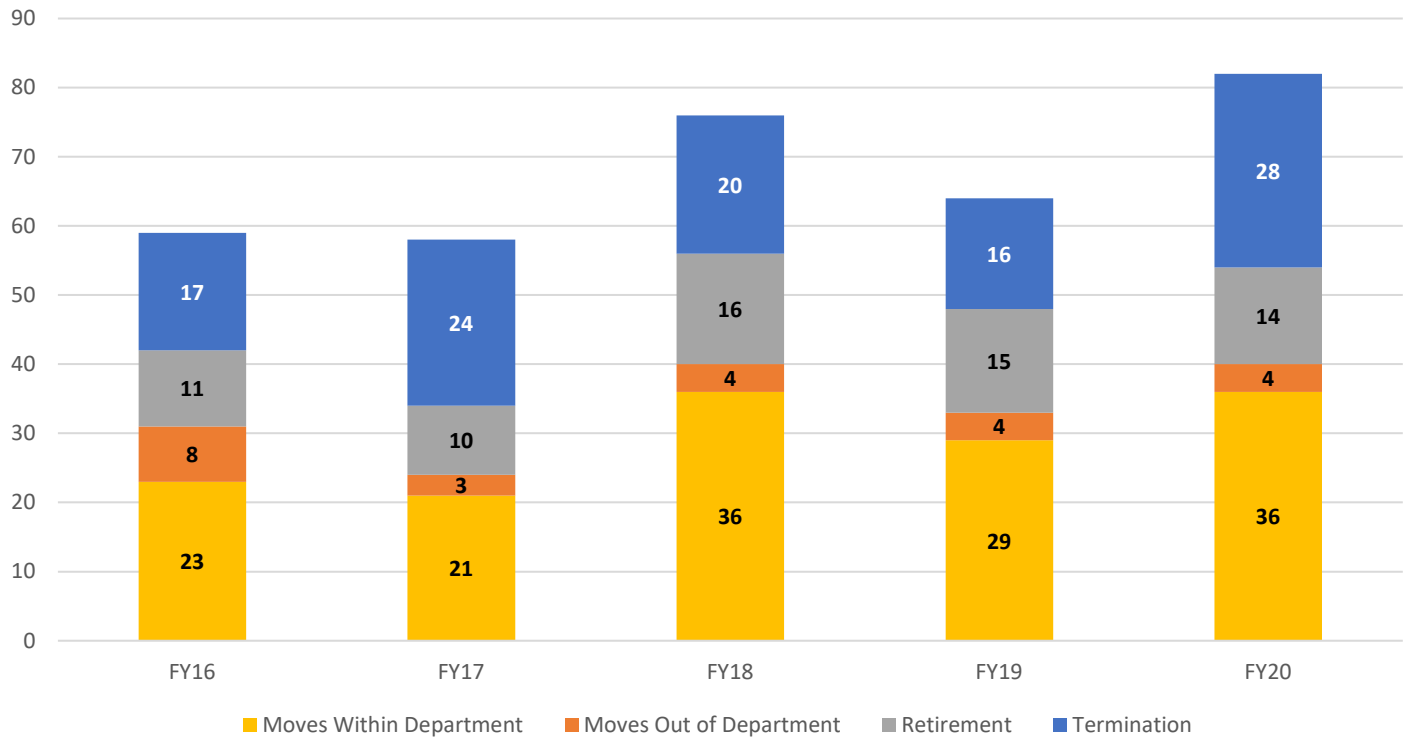


Types of Moves Into Department (Fills a Vacancy)

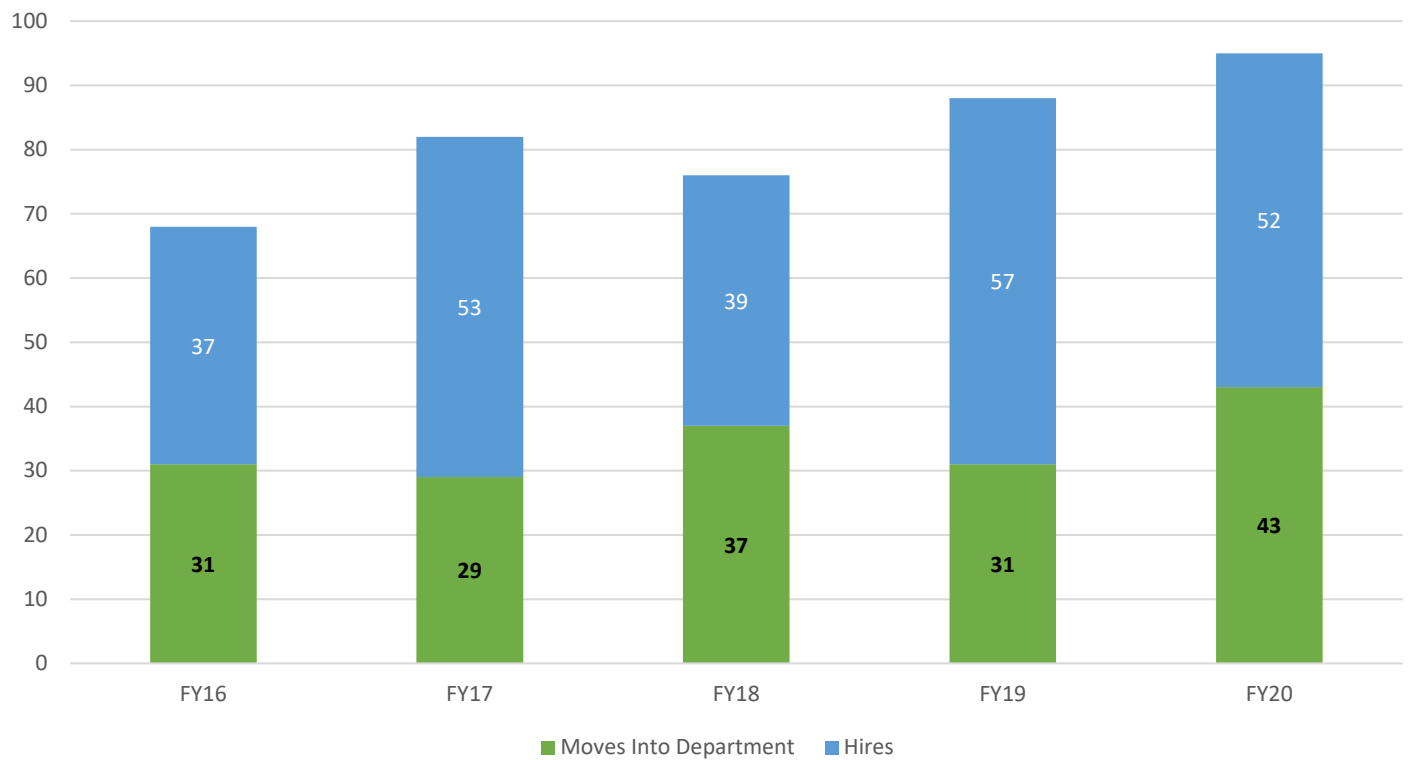


DEPARTMENT OF THE ATTORNEY GENERAL (ATG)

Types of Moves Out of Department (Creates a Vacancy)

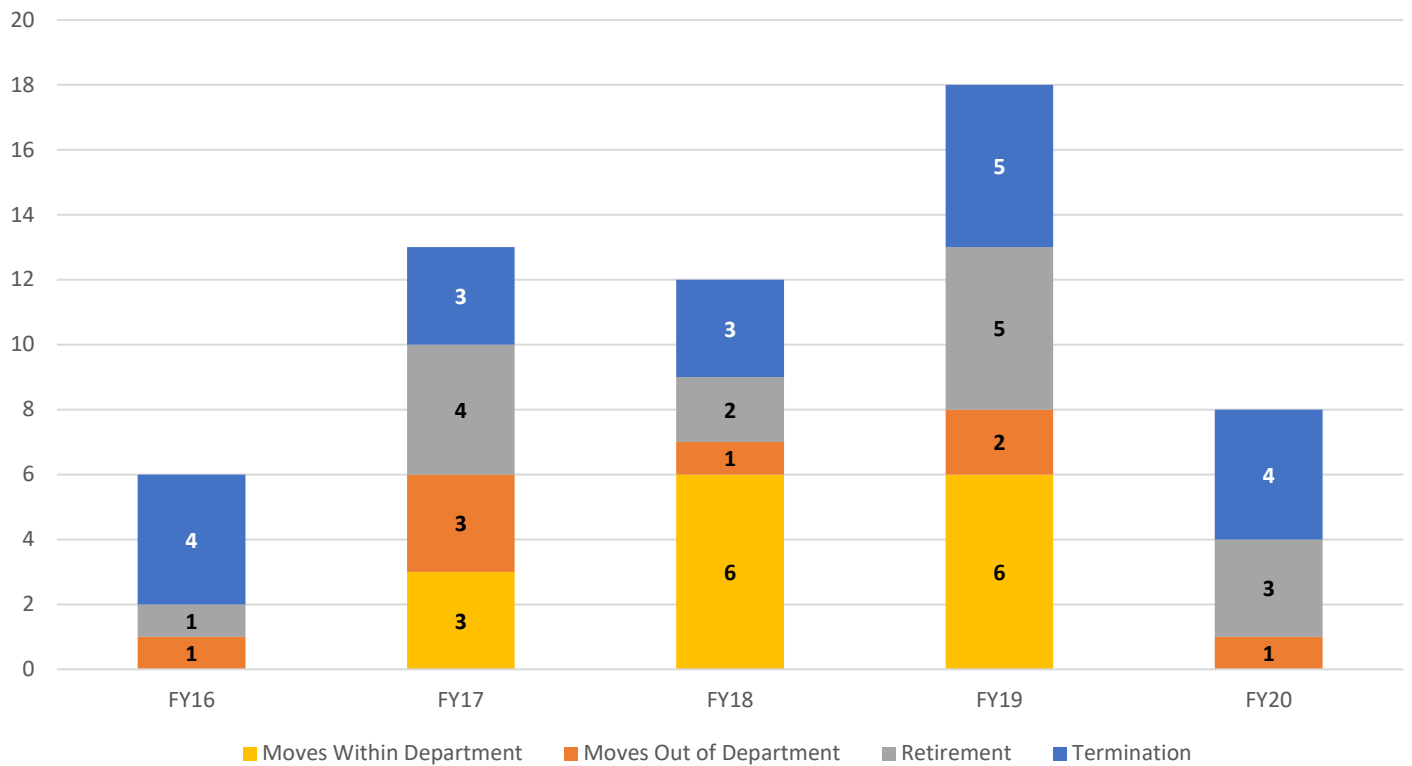


Types of Moves Into Department (Fills a Vacancy)

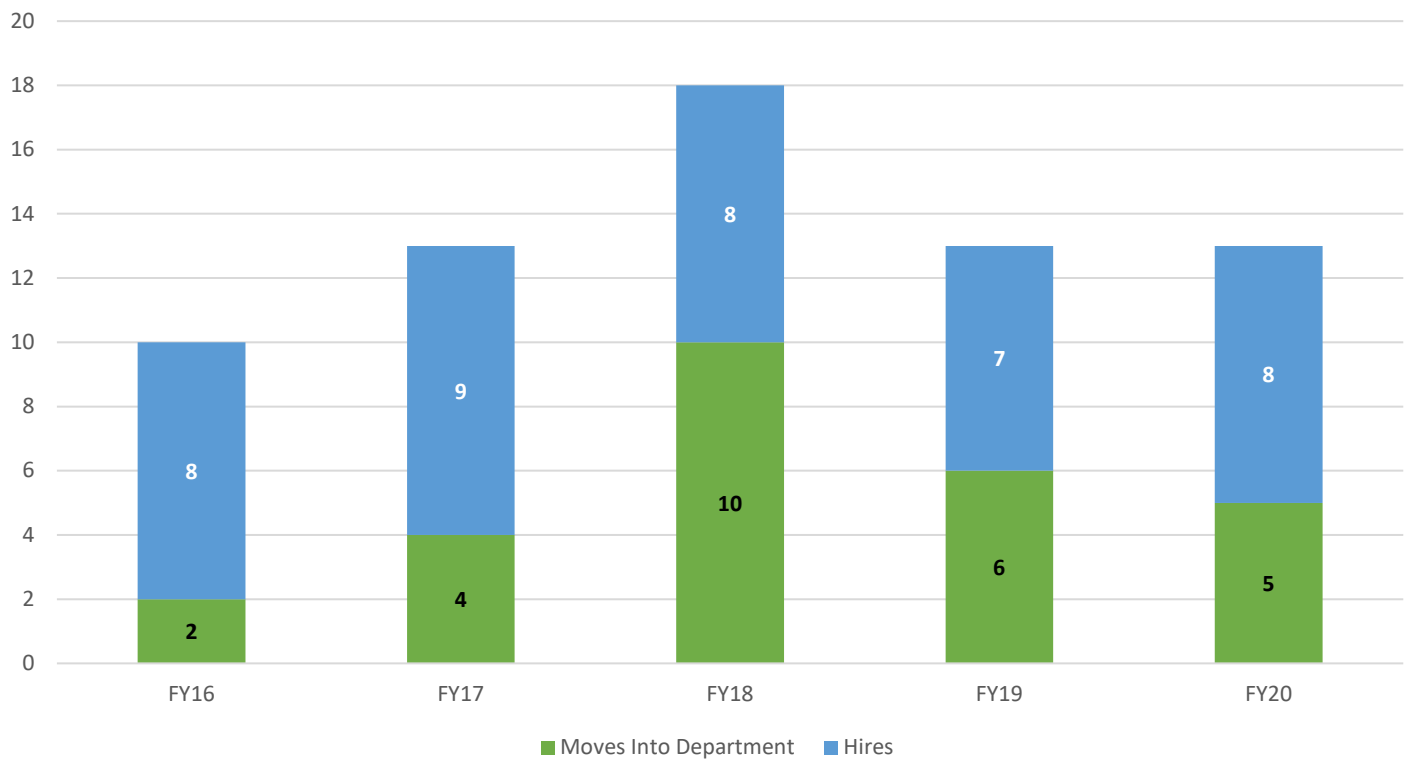


DEPARTMENT OF BUSINESS, ECONOMIC DEVELOPMENT & TOURISM (BED)

Types of Moves Out of Department (Creates a Vacancy)

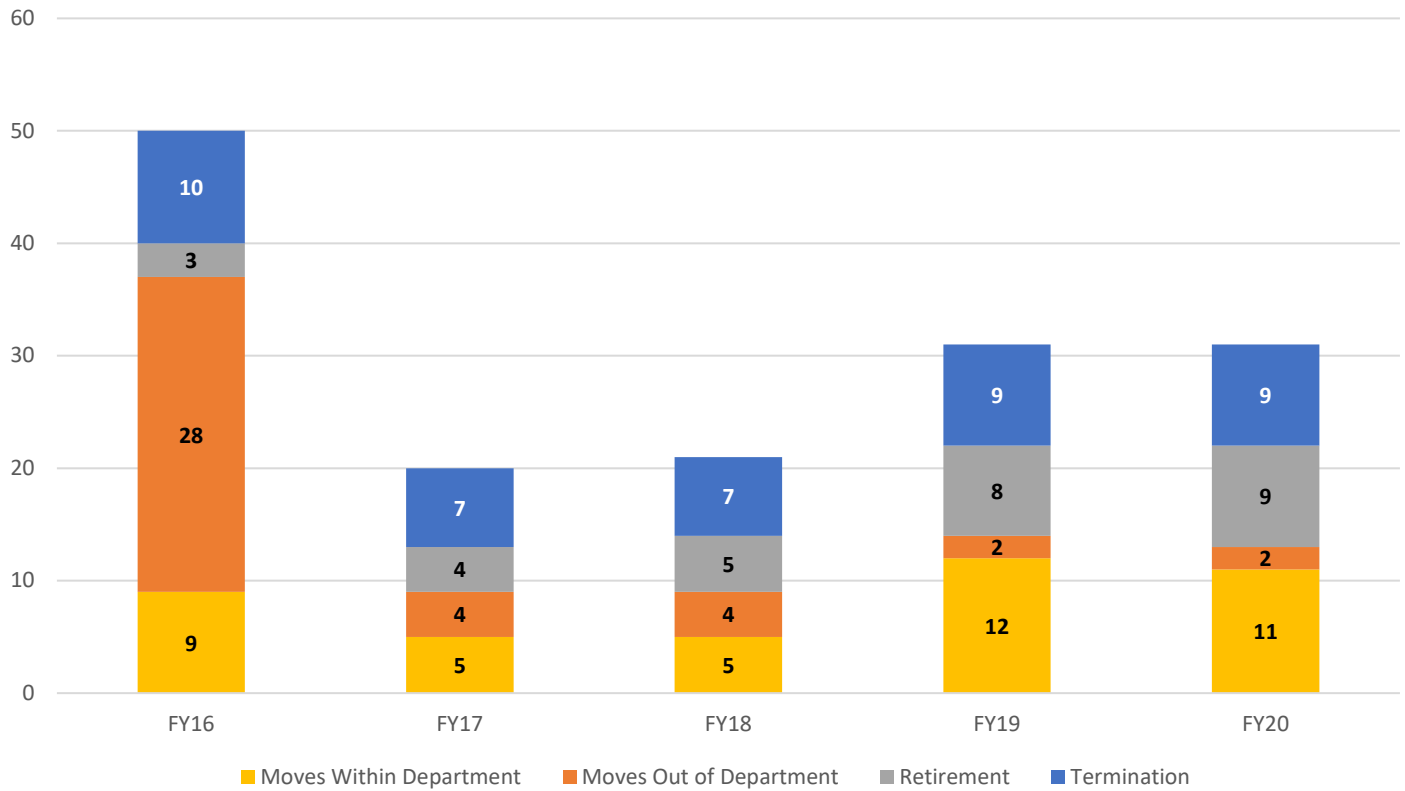


Types of Moves Into Department (Fills a Vacancy)

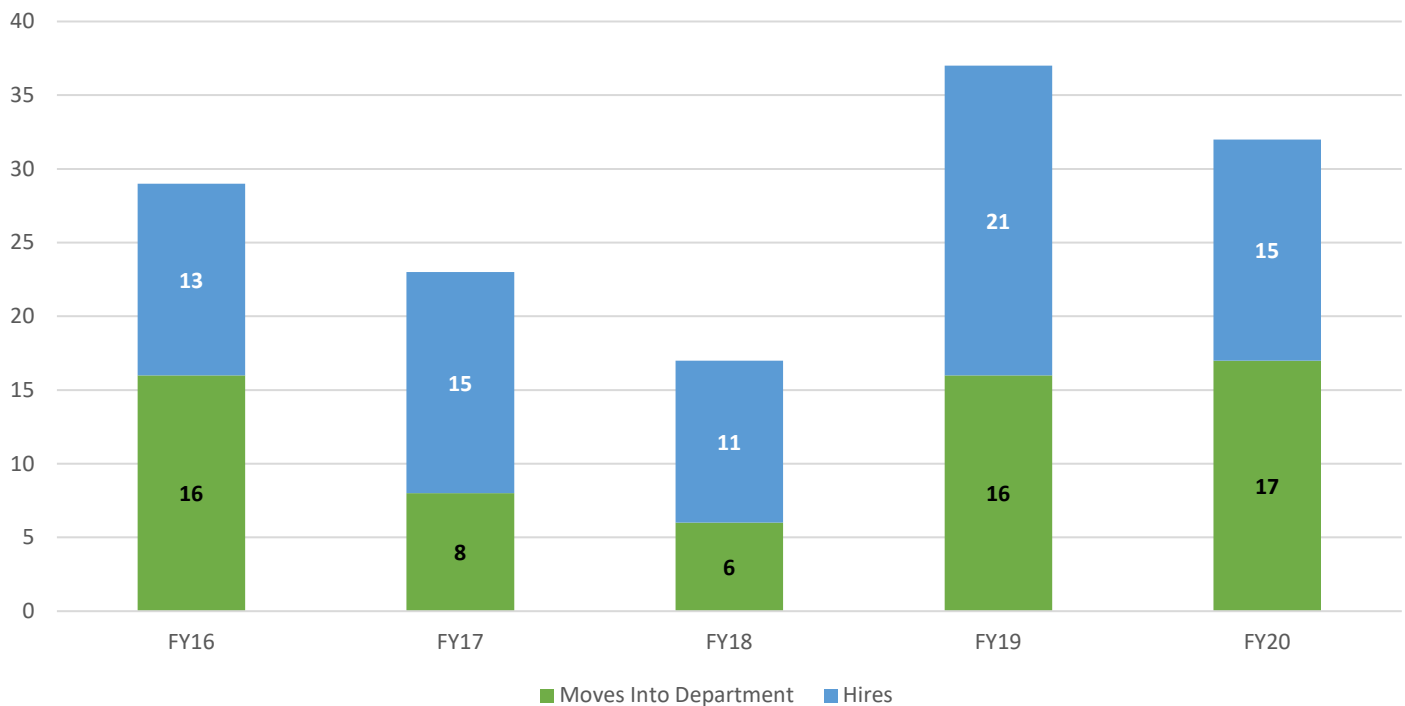


DEPARTMENT OF BUDGET AND FINANCE (BUF)

Types of Moves Out of Department (Creates a Vacancy)

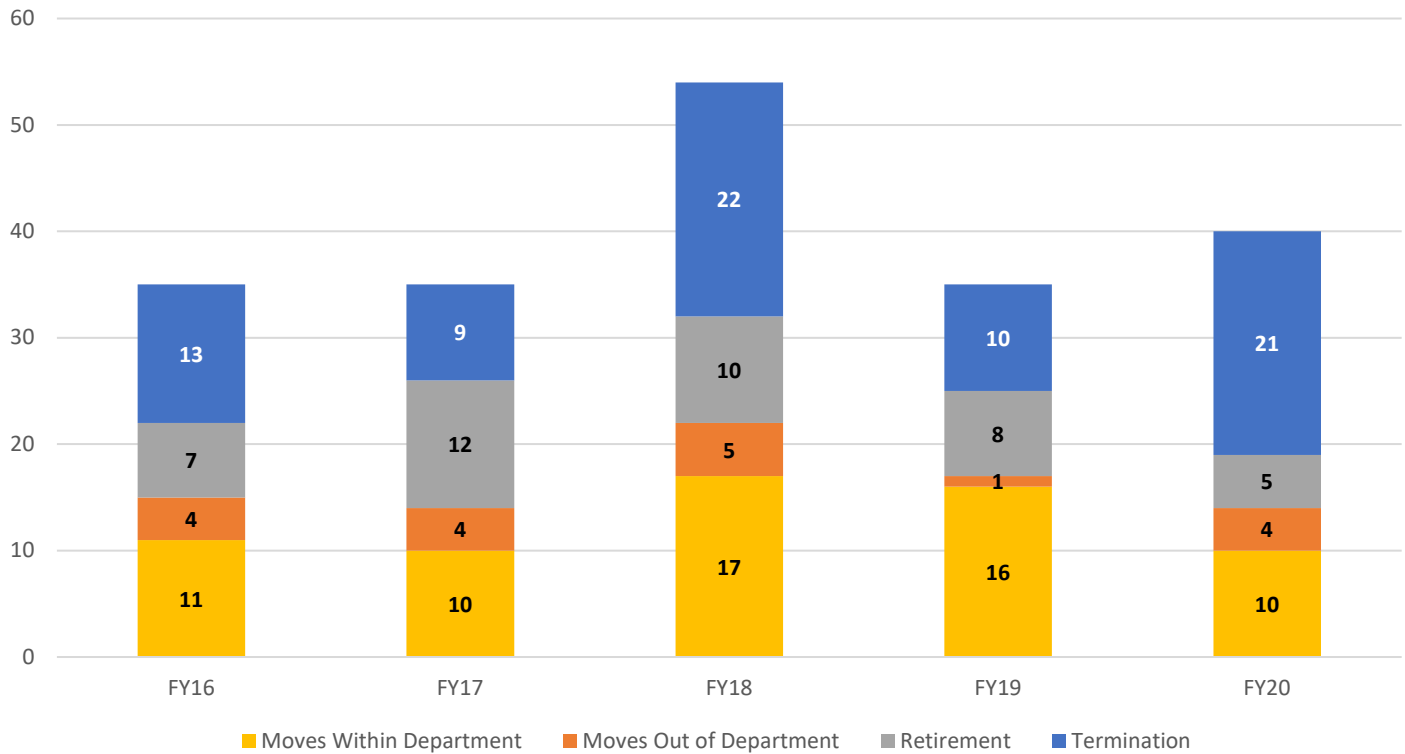


Types of Moves Into Department (Fills a Vacancy)

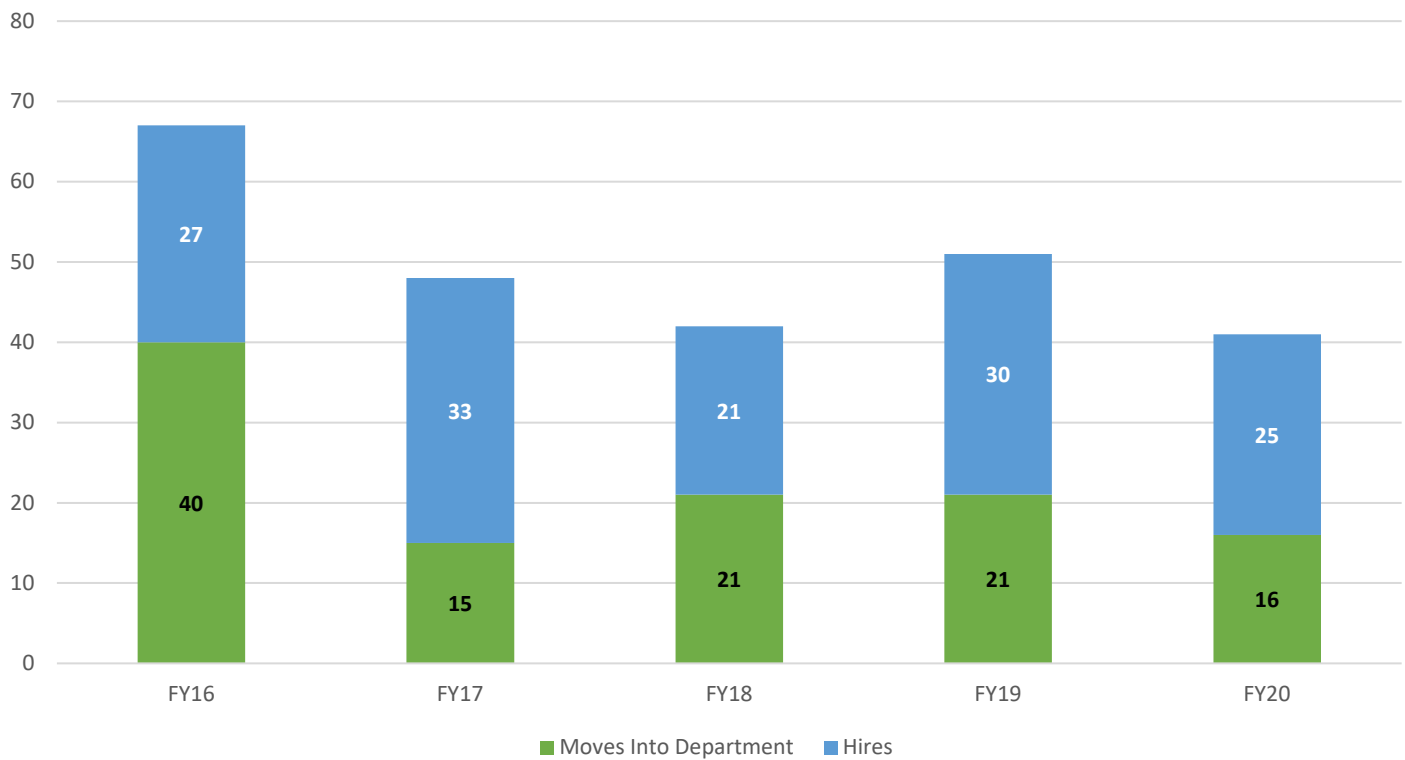


DEPARTMENT OF COMMERCE AND CONSUMER AFFAIRS (CCA)

Types of Moves Out of Department (Creates a Vacancy)

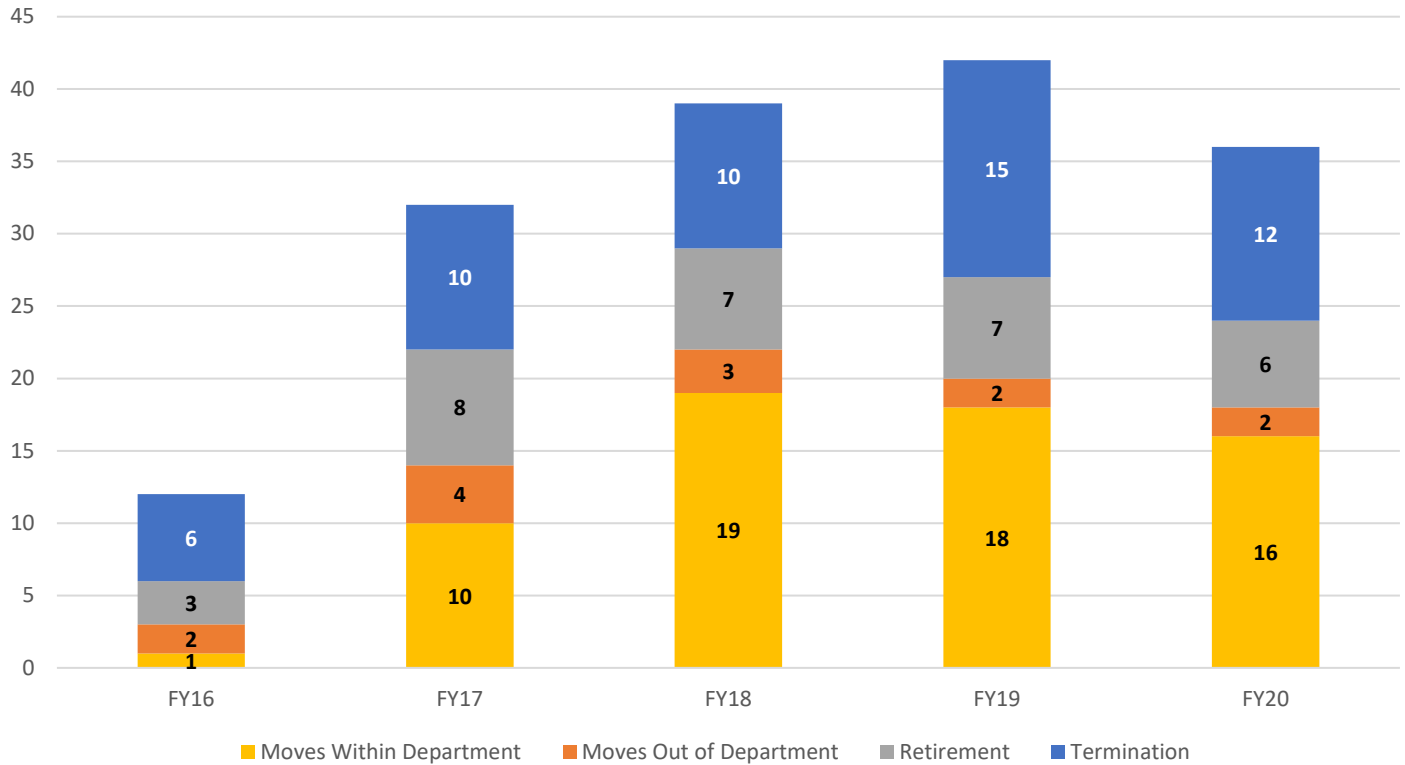


Types of Moves Into Department (Fills a Vacancy)

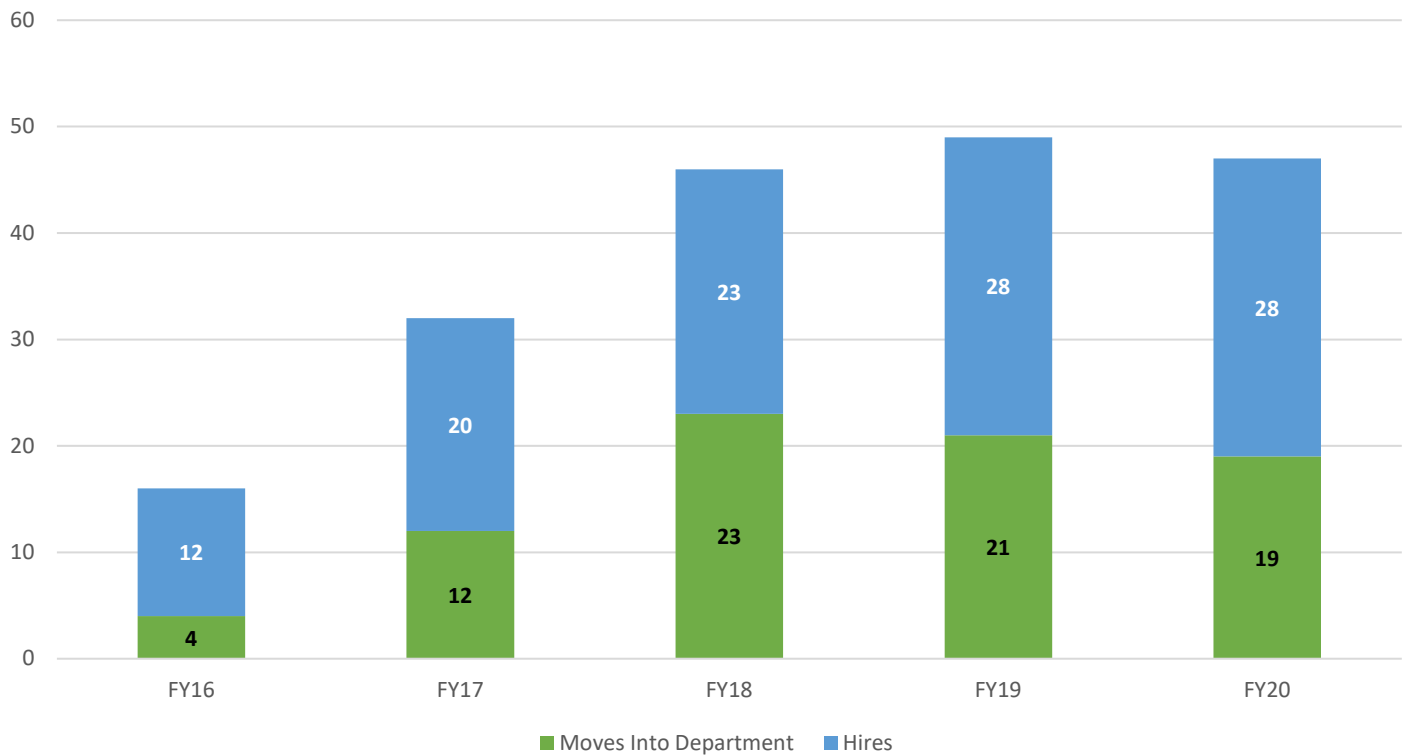


DEPARTMENT OF DEFENSE (DEF)

Types of Moves Out of Department (Creates a Vacancy)

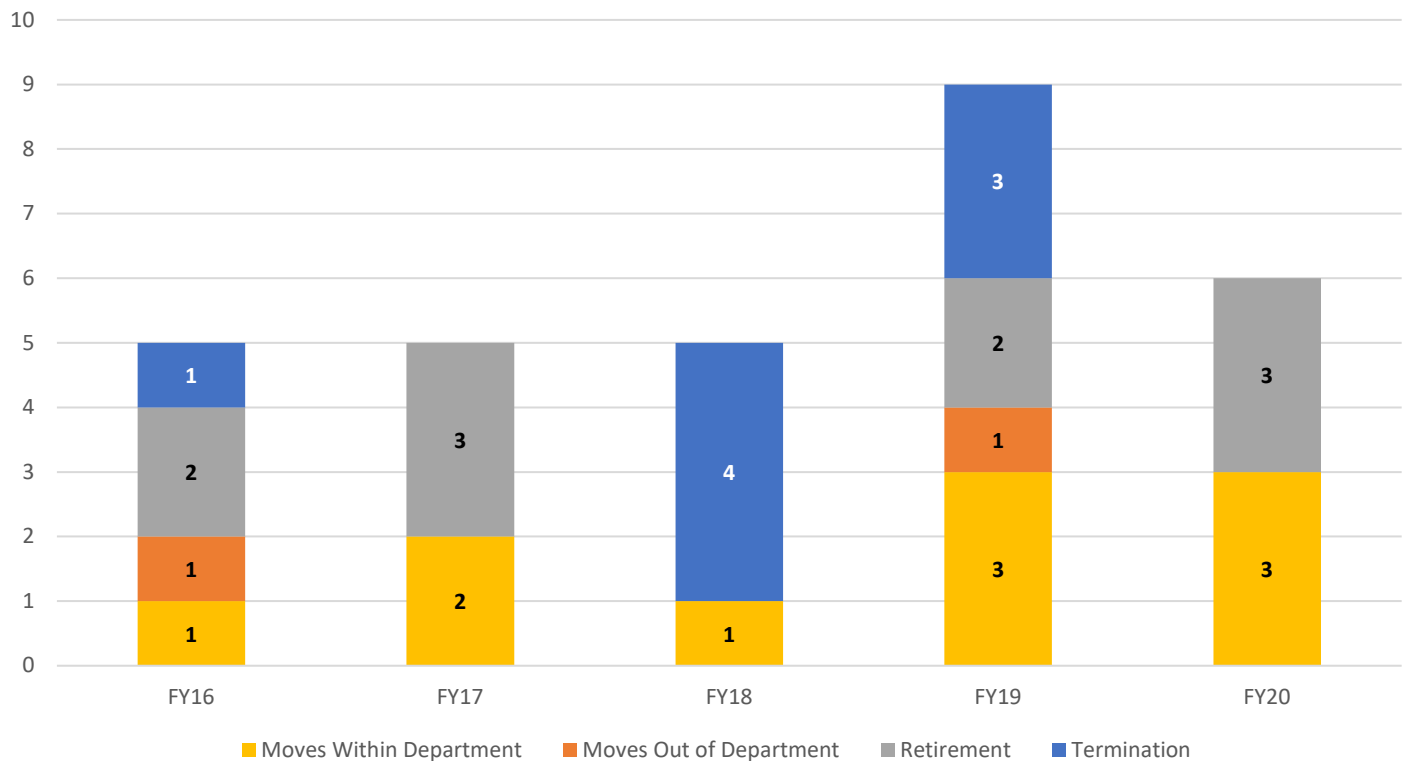


Types of Moves Into Department (Fills a Vacancy)

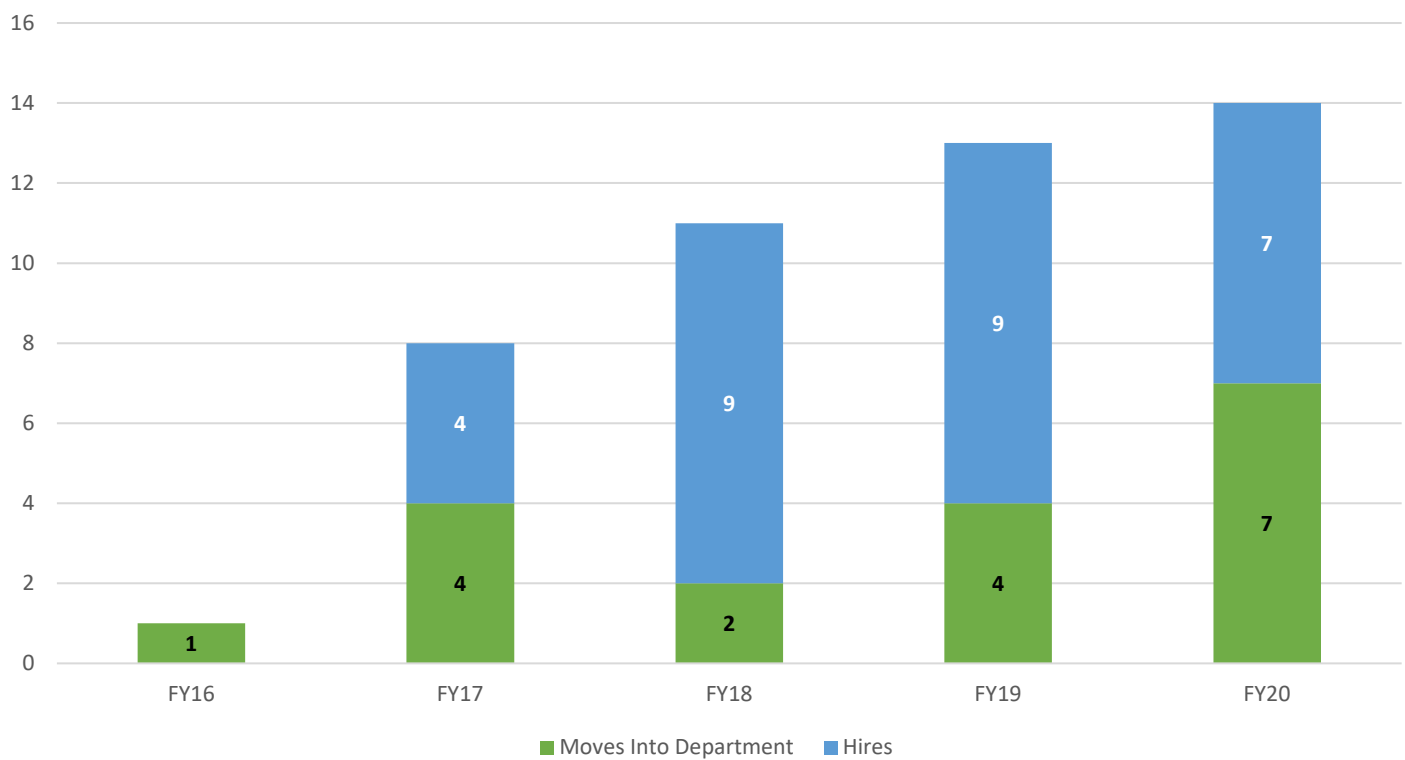


DEPARTMENT OF HAWAIIAN HOME LANDS (HHL)

Types of Moves Out of Department (Creates a Vacancy)

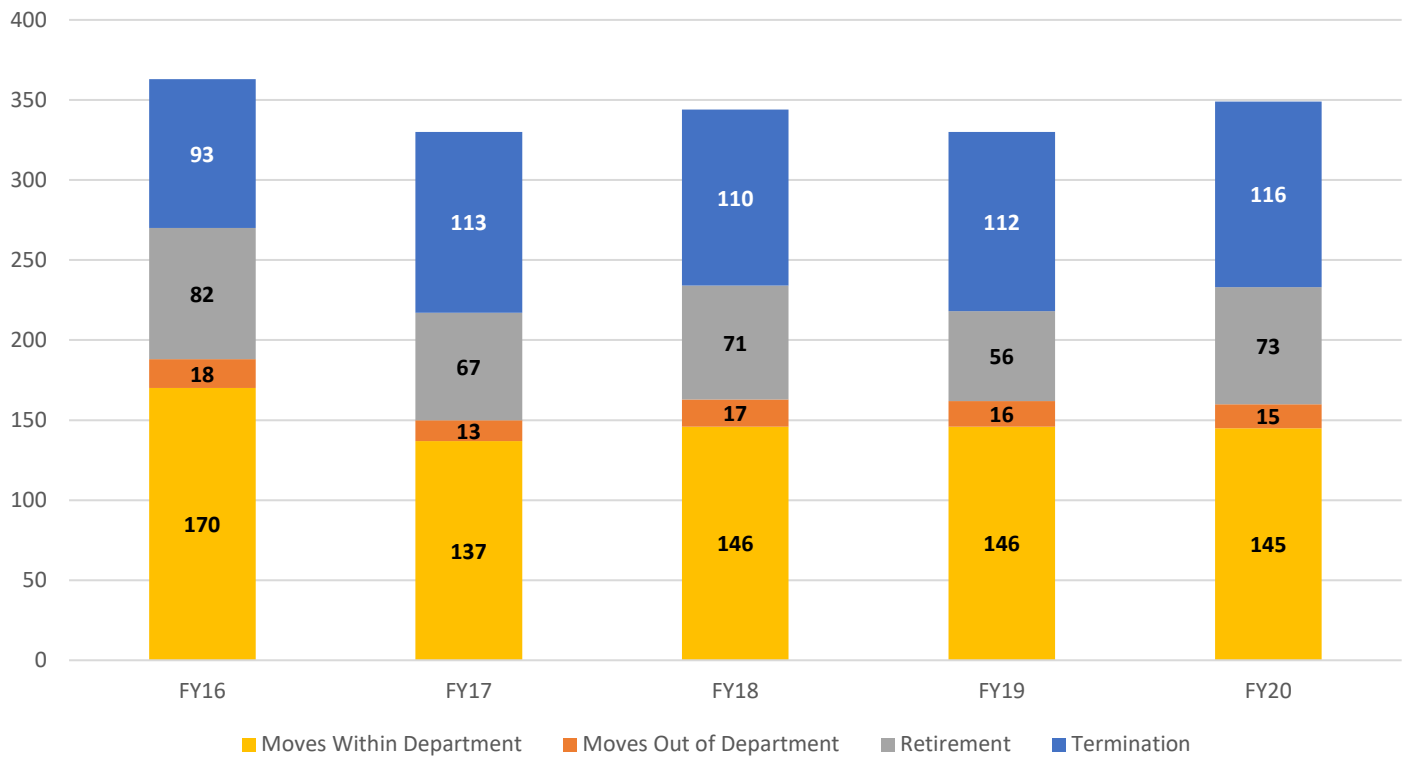


Types of Moves Into Department (Fills a Vacancy)

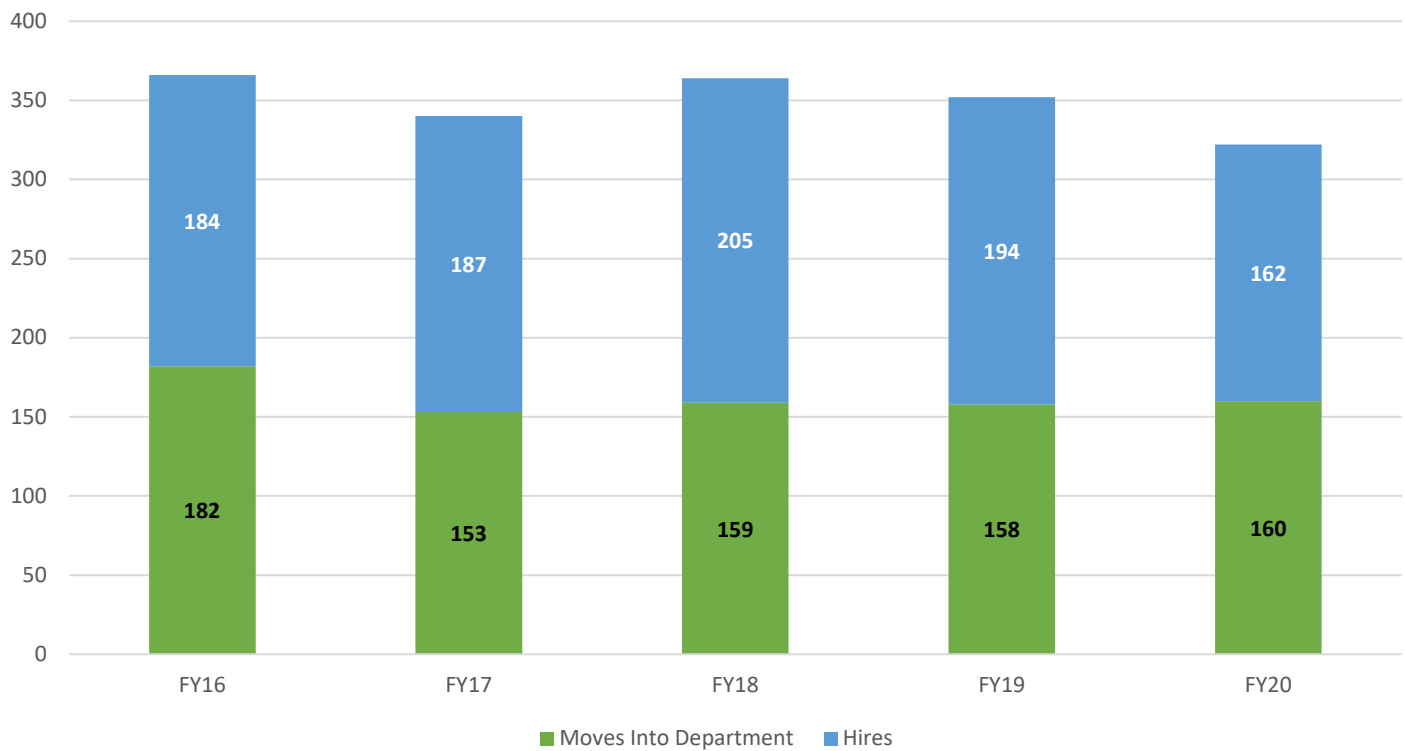


DEPARTMENT OF HUMAN SERVICES (HMS)

Types of Moves Out of Department (Creates a Vacancy)

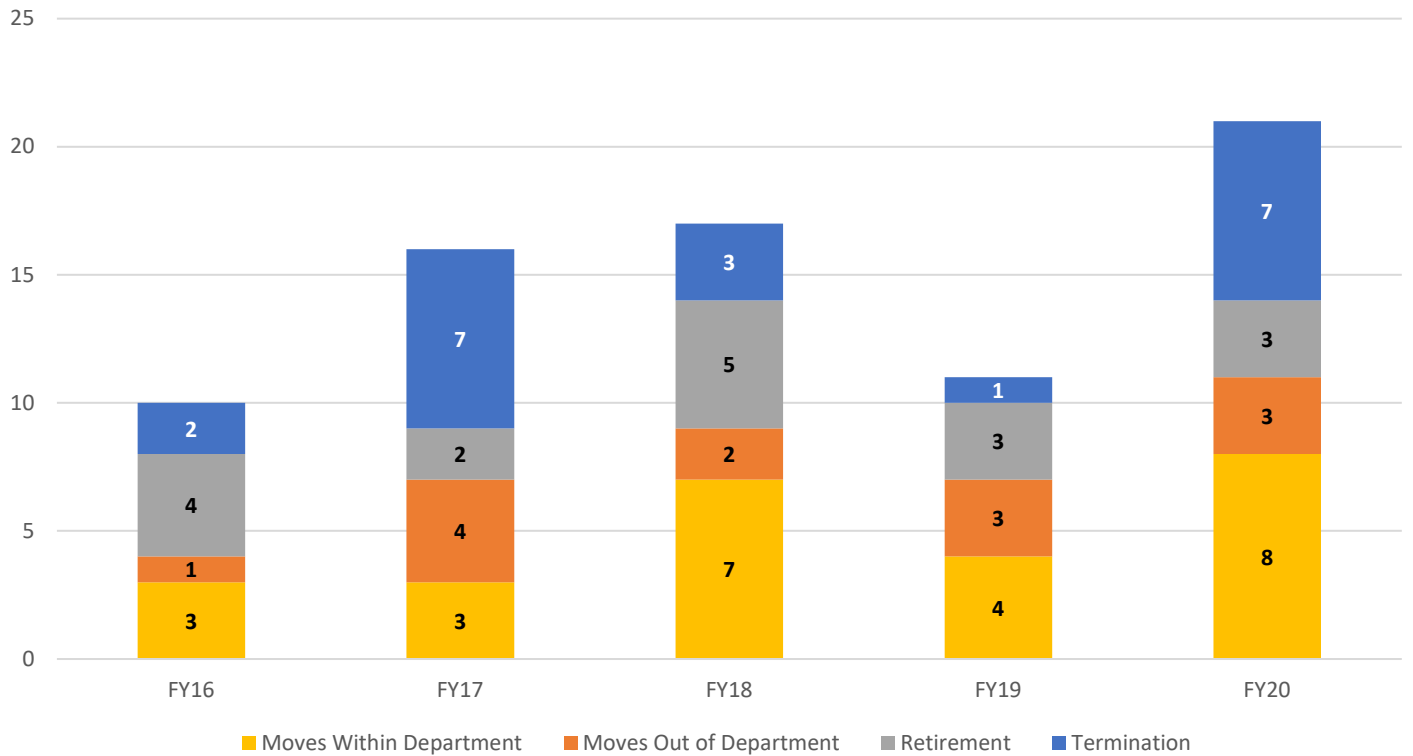


Types of Moves Into Department (Fills a Vacancy)

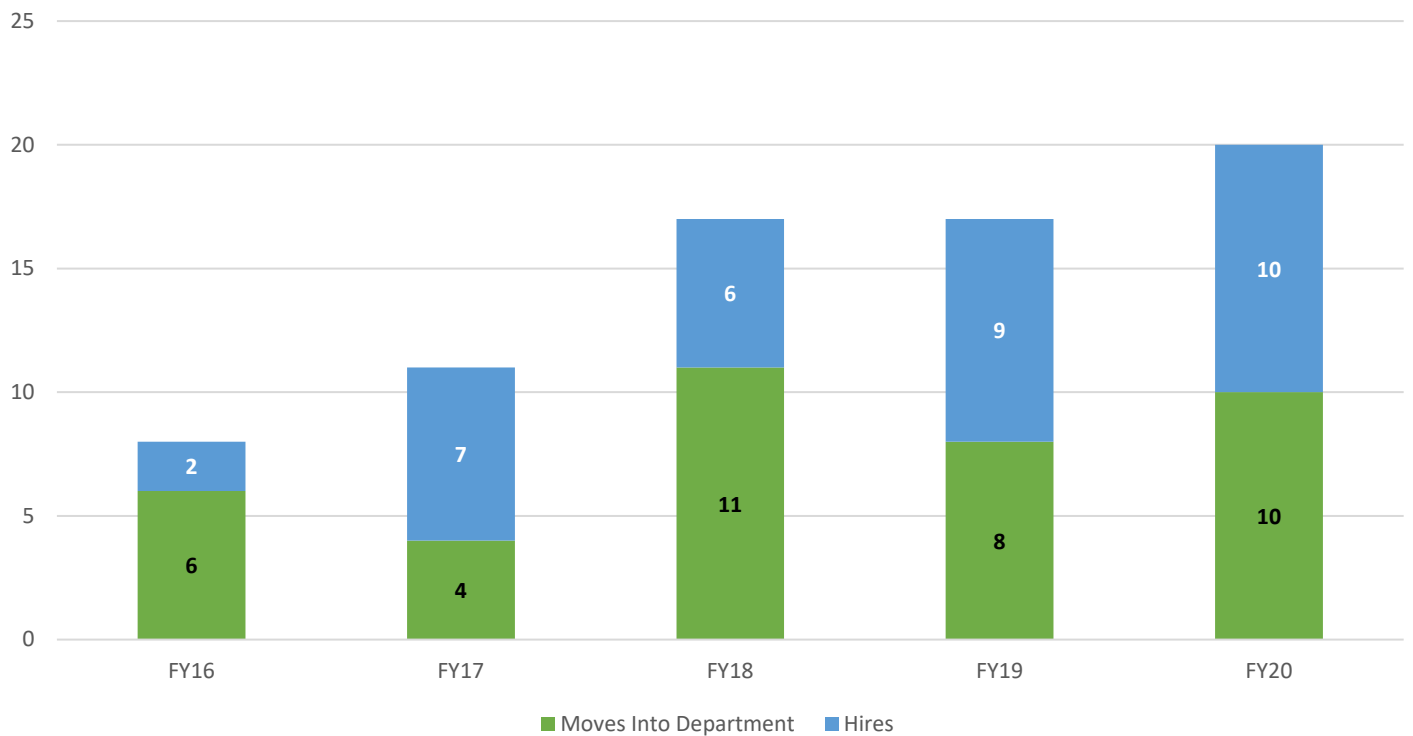


DEPARTMENT OF HUMAN RESOURCES DEVELOPMENT (HRD)

Types of Moves Out of Department (Creates a Vacancy)

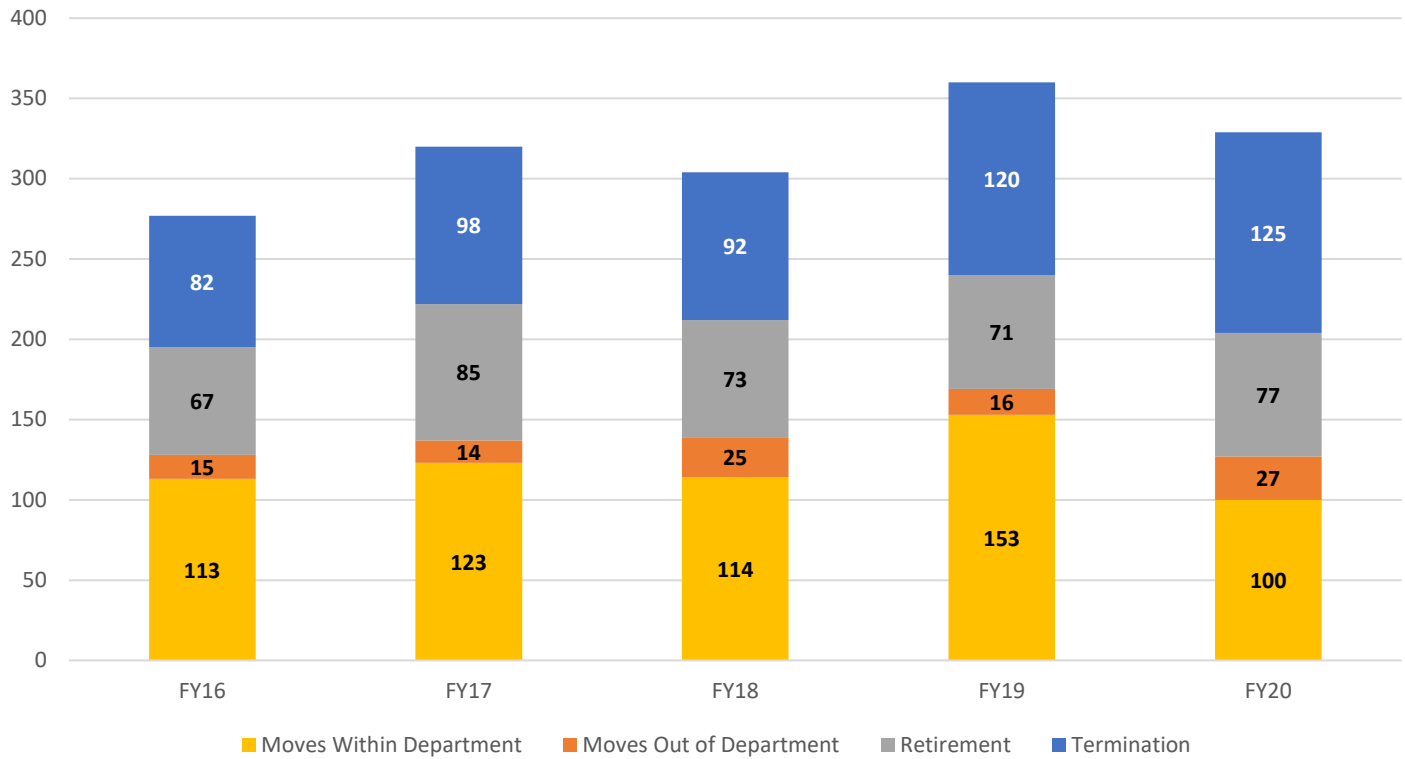


Types of Moves Into Department (Fills a Vacancy)

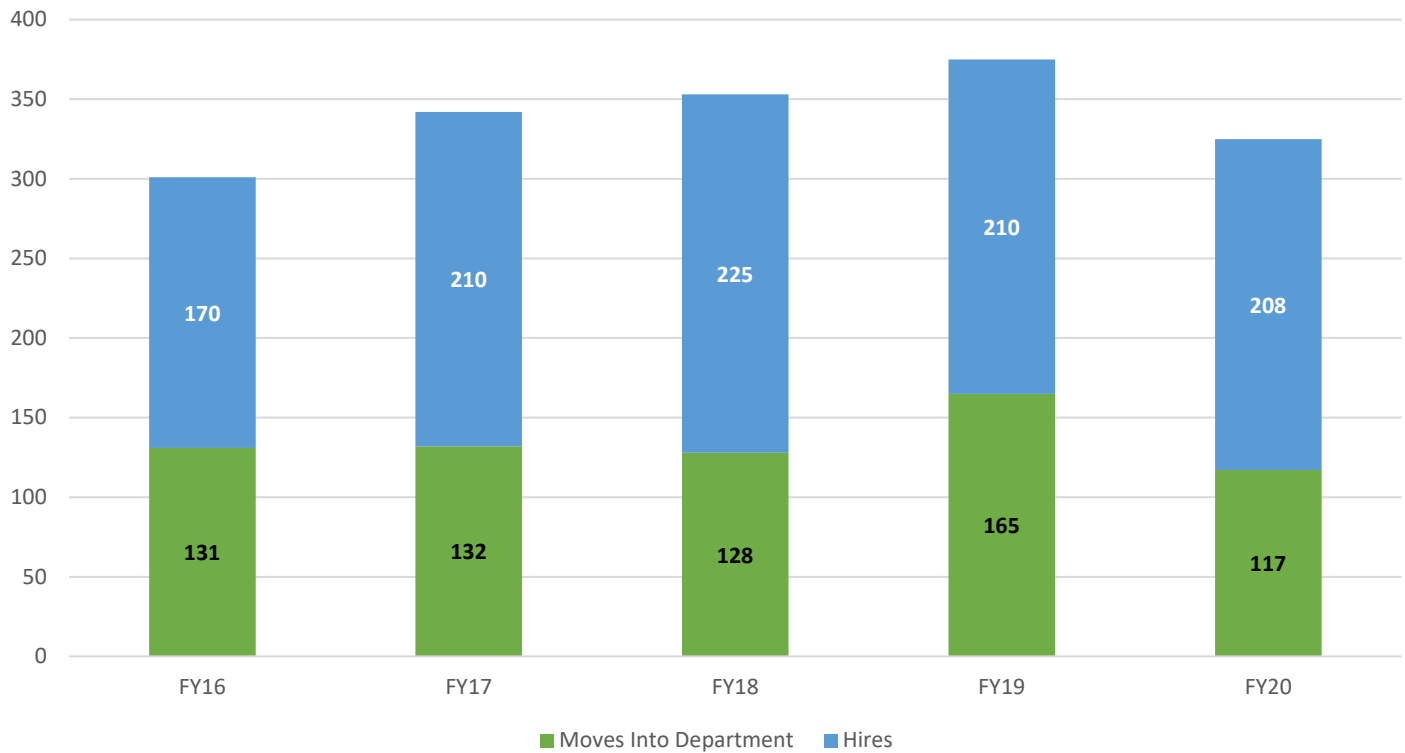


DEPARTMENT OF HEALTH (HTH)

Types of Moves Out of Department (Creates a Vacancy)

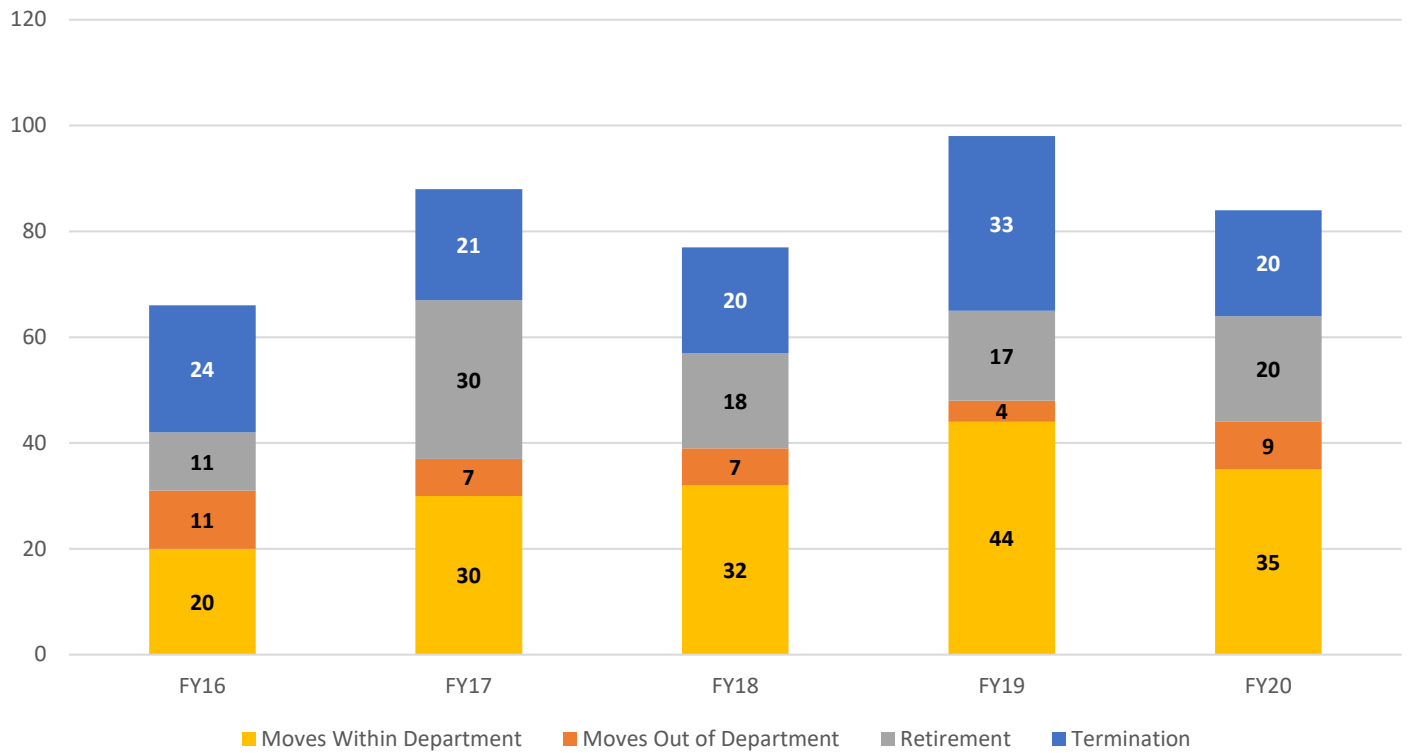


Types of Moves Into Department (Fills a Vacancy)

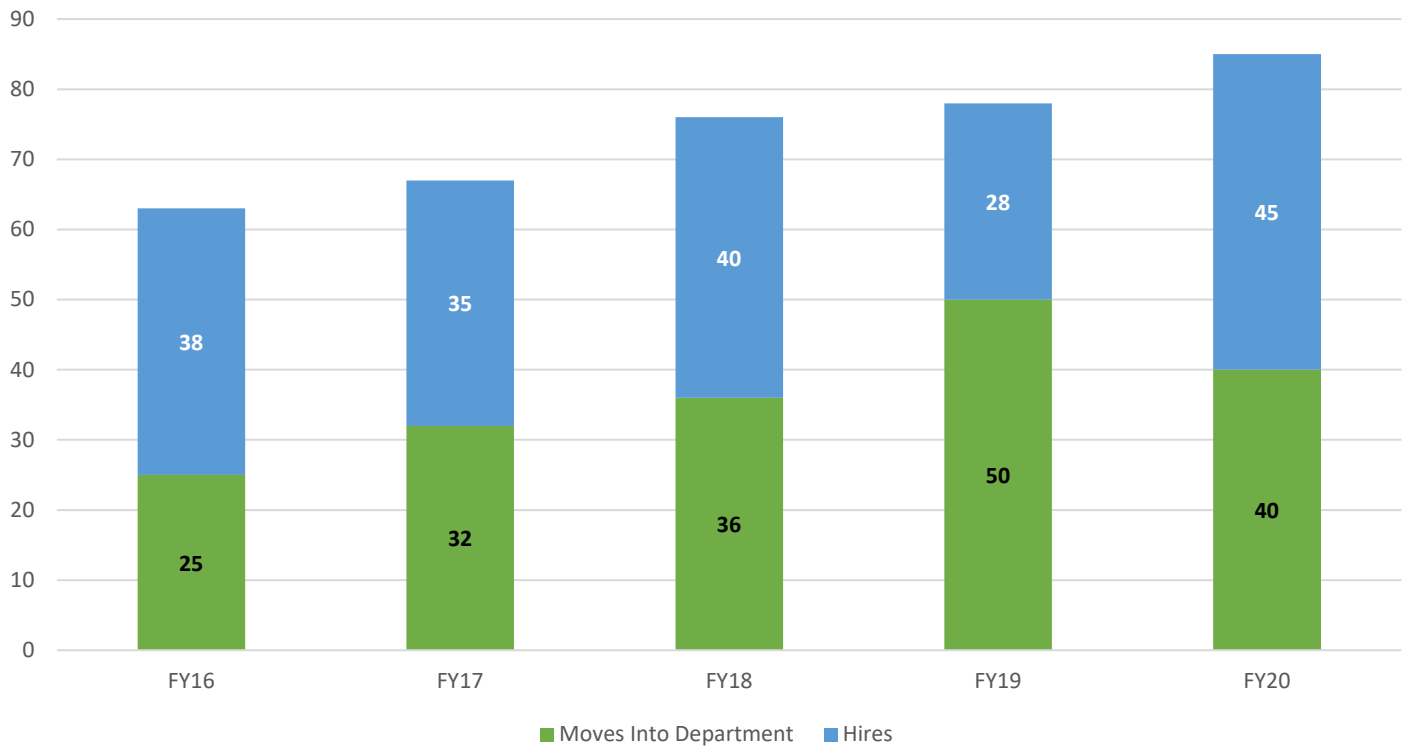


DEPARTMENT OF LABOR AND INDUSTRIAL RELATIONS (LBR)

Types of Moves Out of Department (Creates a Vacancy)

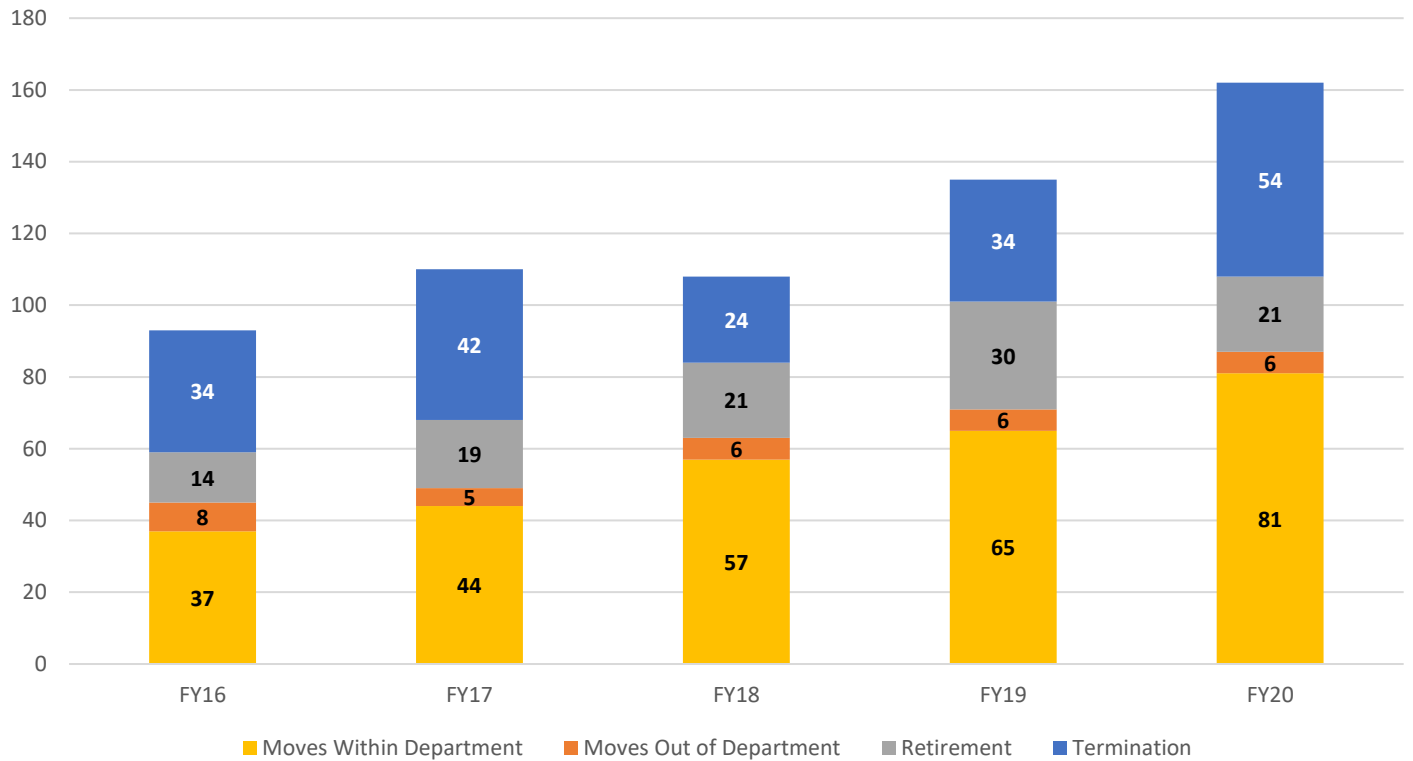


Types of Moves Into Department (Fills a Vacancy)

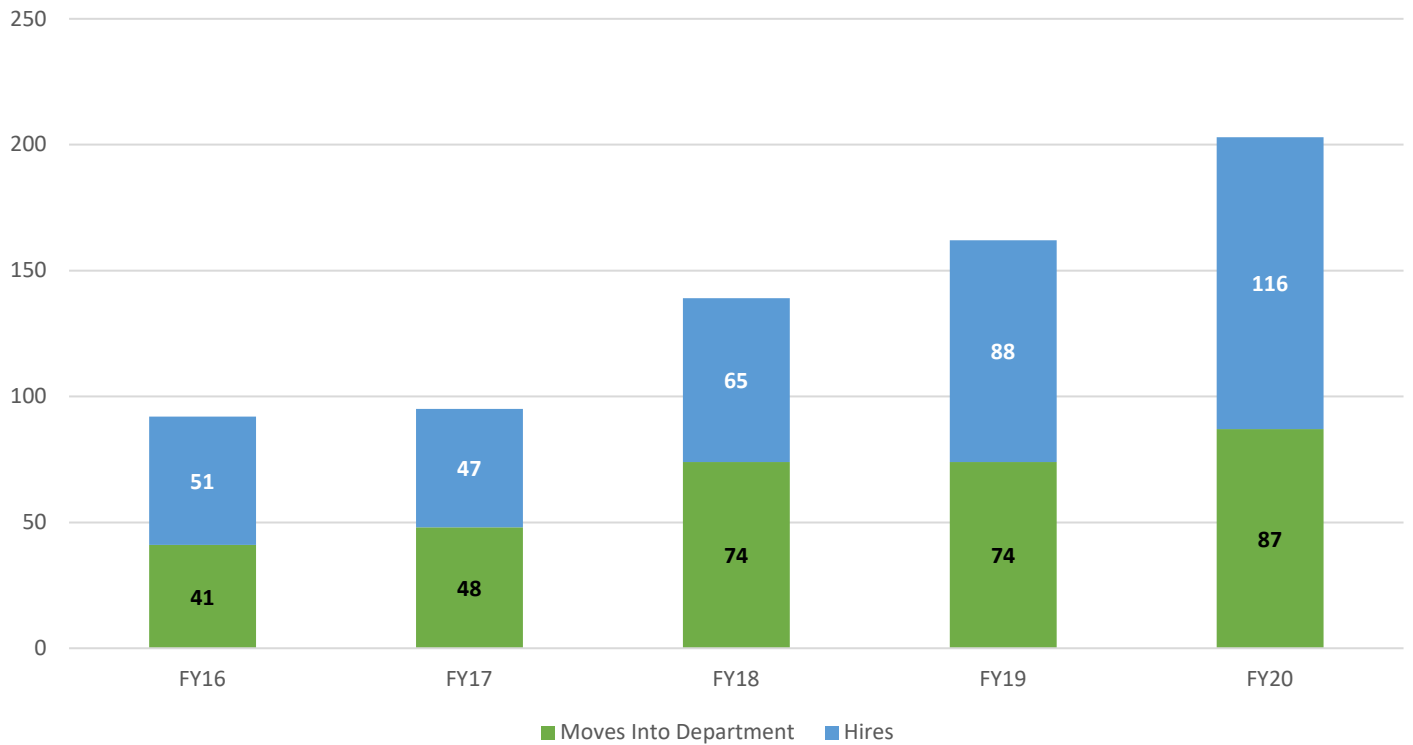


DEPARTMENT OF LAND AND NATURAL RESOURCES (LNR)

Types of Moves Out of Department (Creates a Vacancy)

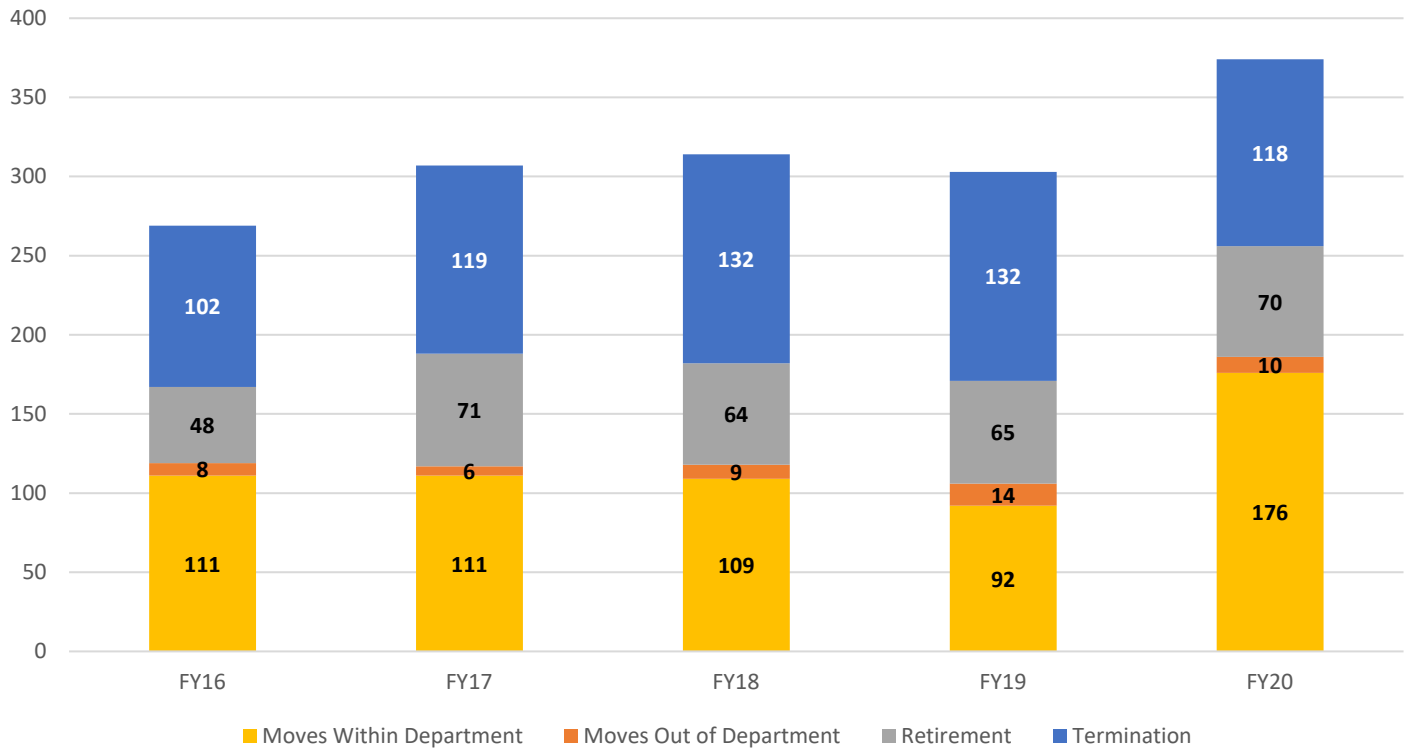


Types of Moves Into Department (Fills a Vacancy)



DEPARTMENT OF PUBLIC SAFETY (PSD)

Types of Moves Out of Department (Creates a Vacancy)

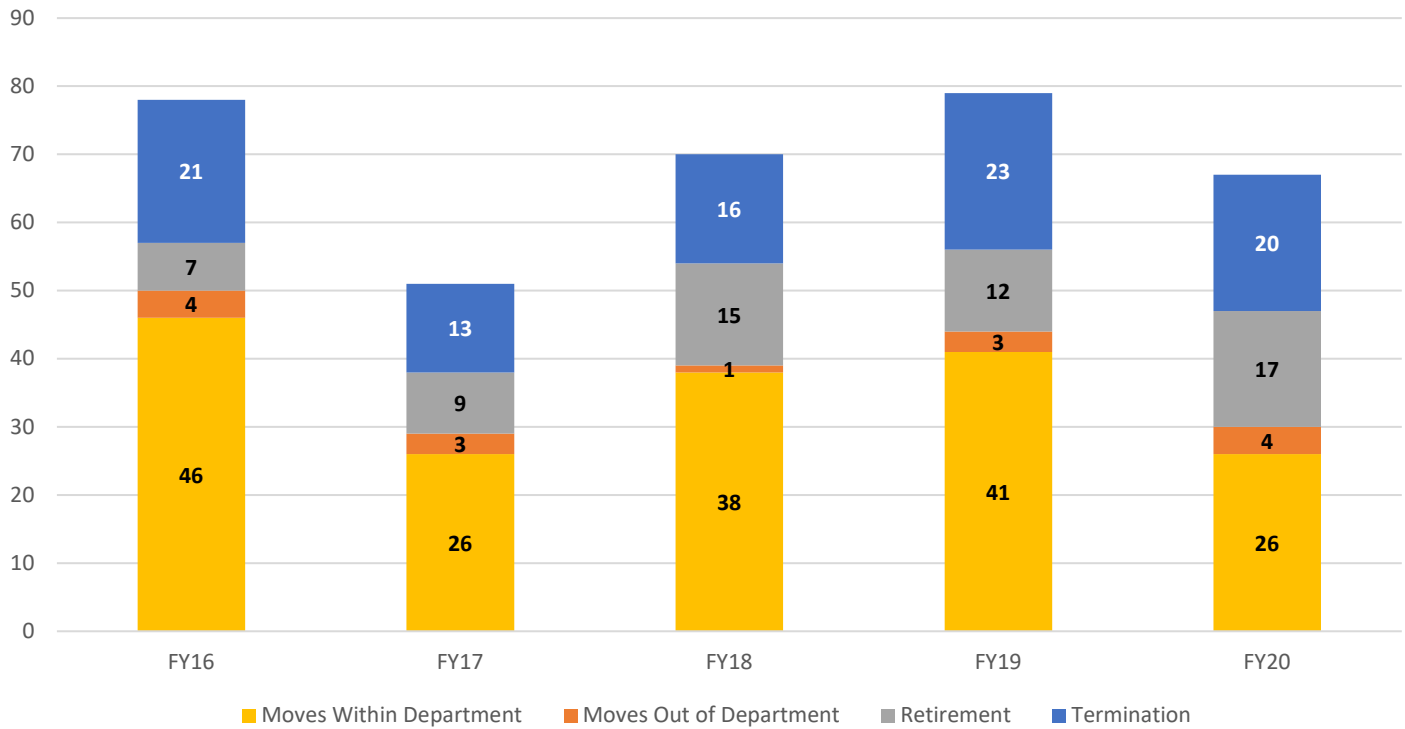


Types of Moves Into Department (Fills a Vacancy)

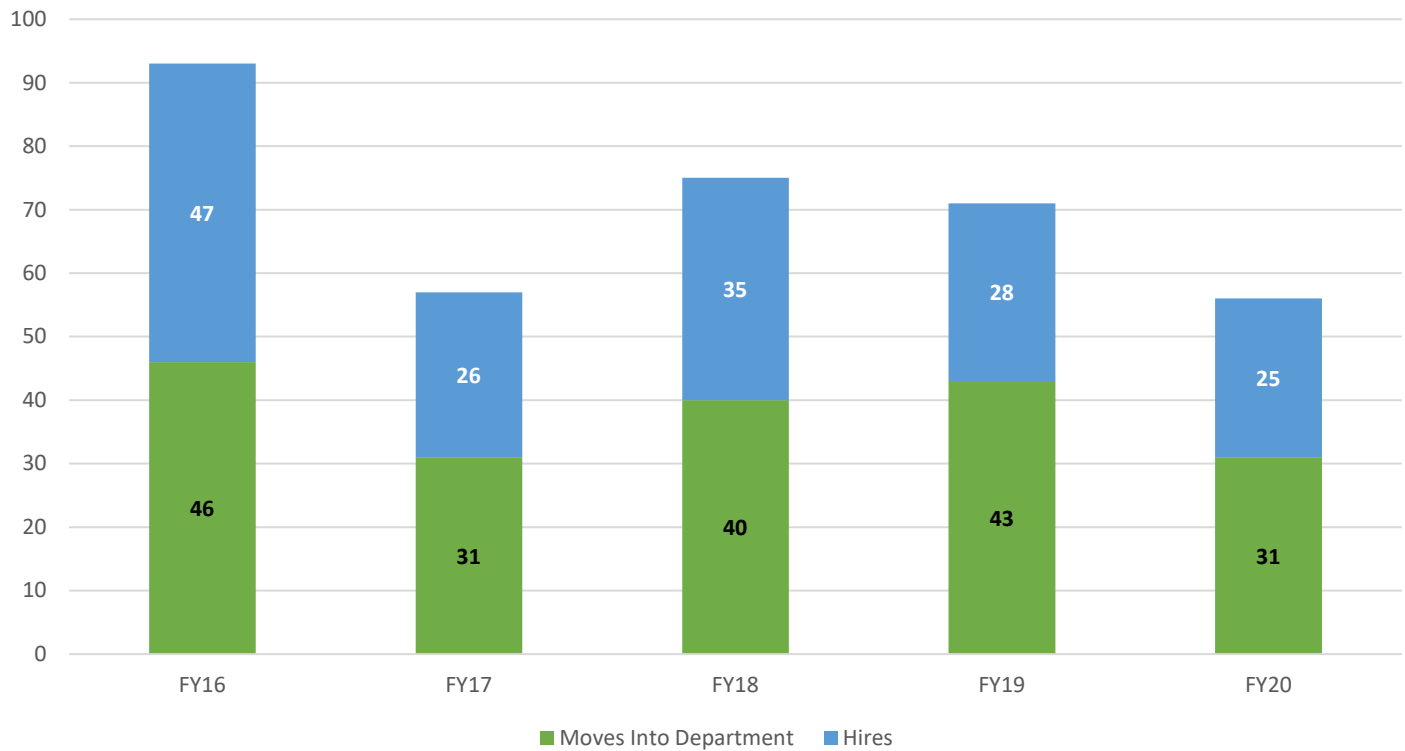


DEPARTMENT OF TAXATION (TAX)

Types of Moves Out of Department (Creates a Vacancy)

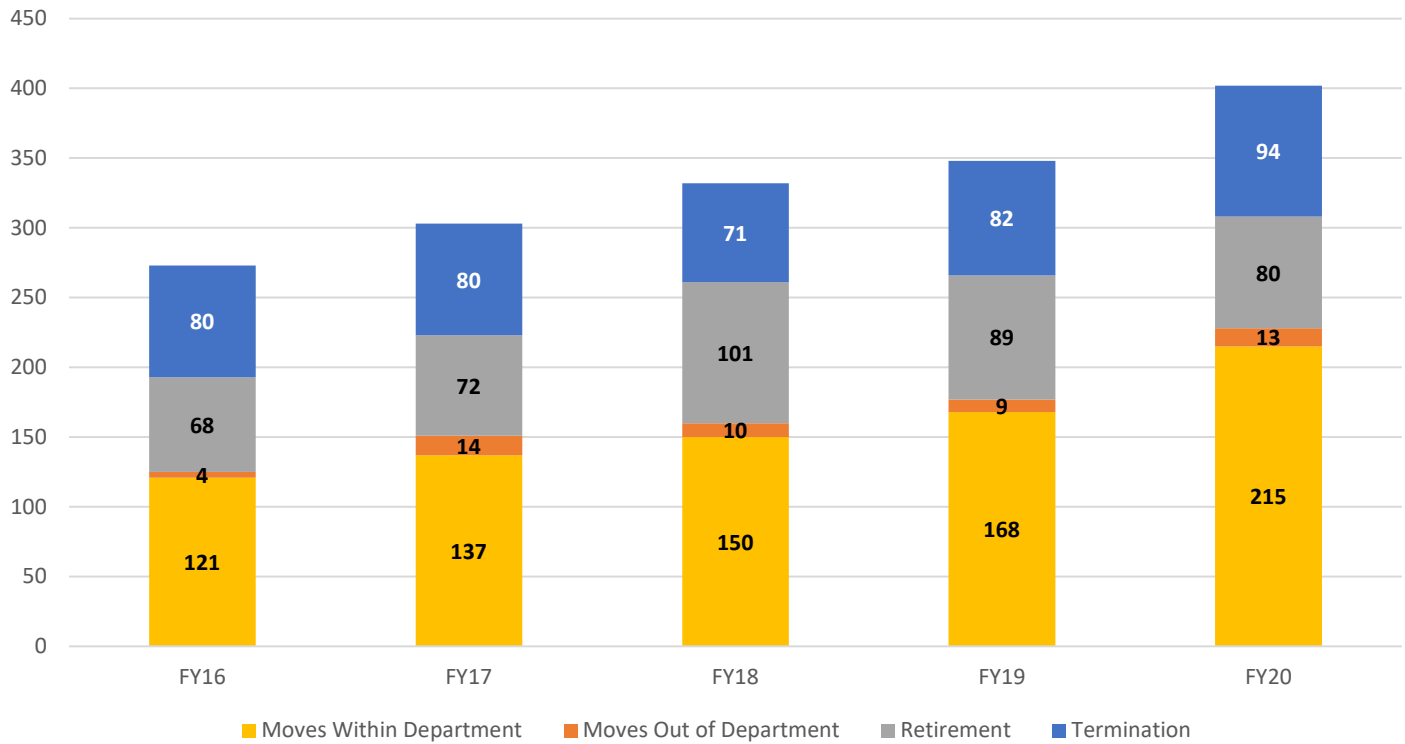


Types of Moves Into Department (Fills a Vacancy)

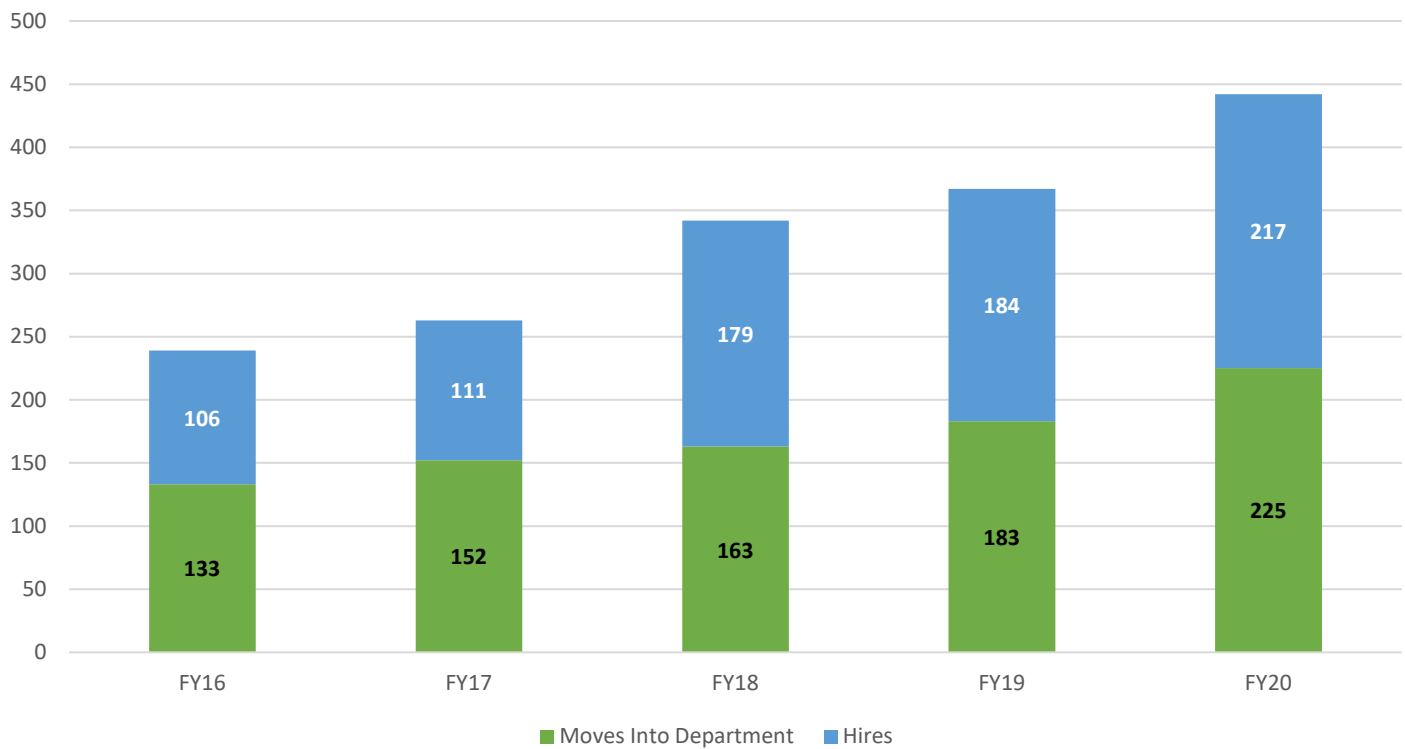


DEPARTMENT OF TRANSPORTATION (TRN)

Types of Moves Out of Department (Creates a Vacancy)

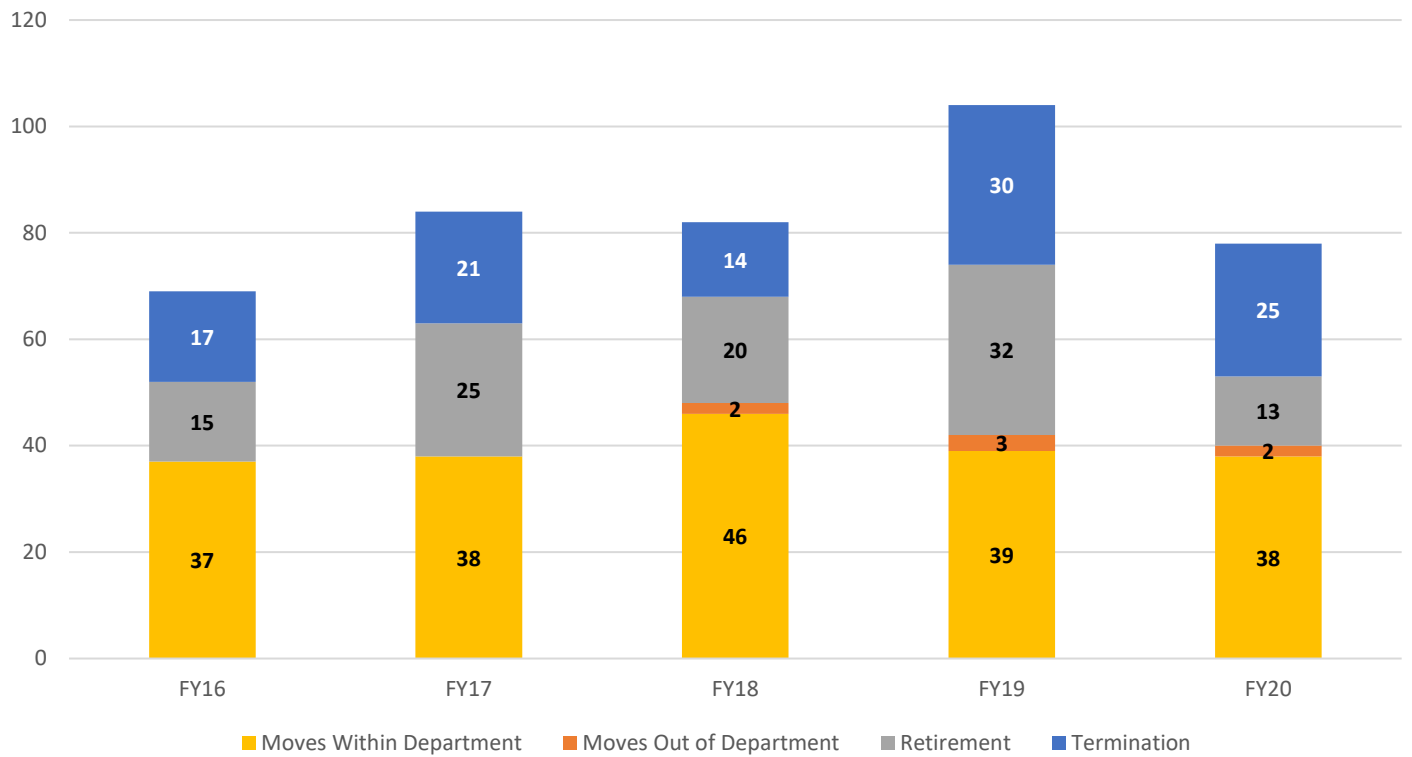


Types of Moves Into Department (Fills a Vacancy)

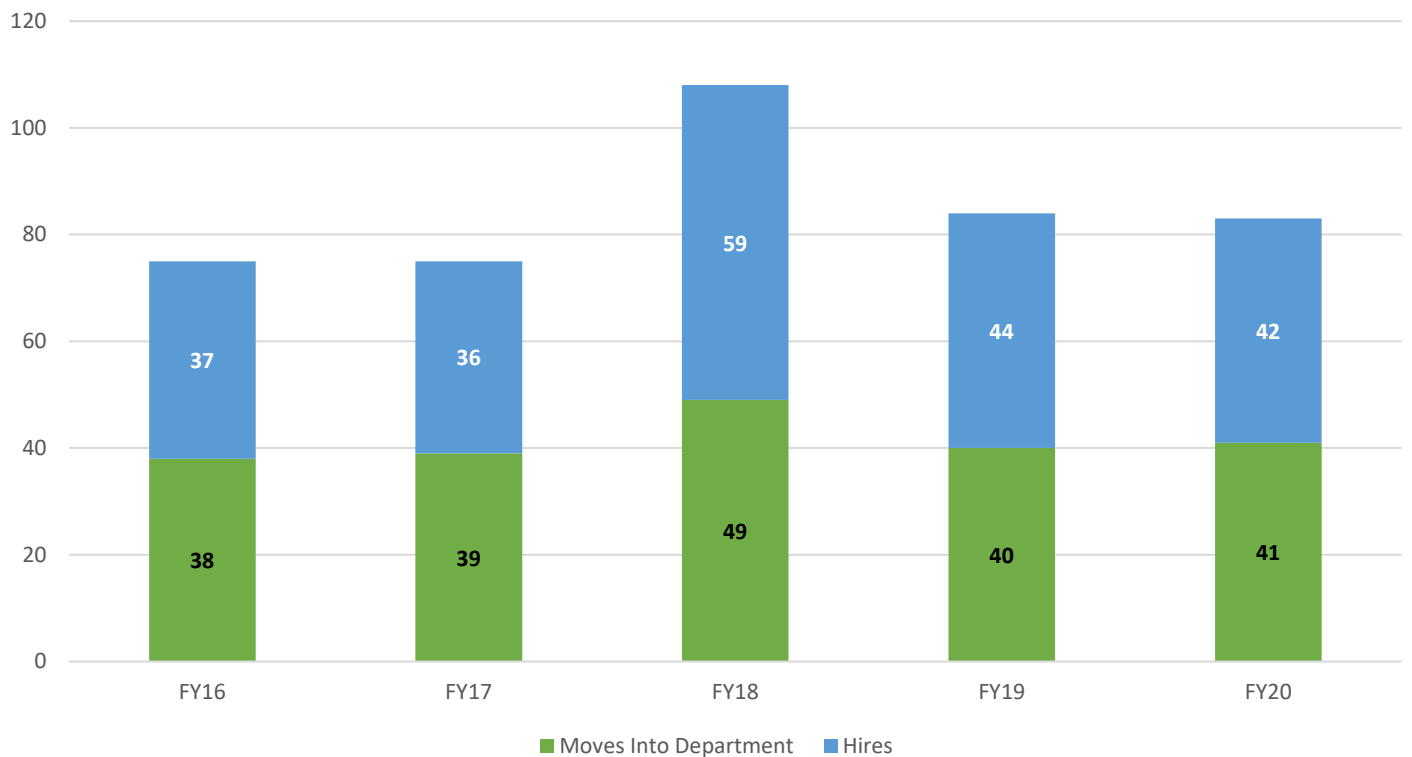


HAWAII STATE PUBLIC LIBRARY SYSTEM (HSPLS)

Types of Moves Out of Department (Creates a Vacancy)



Types of Moves Into Department (Fills a Vacancy)



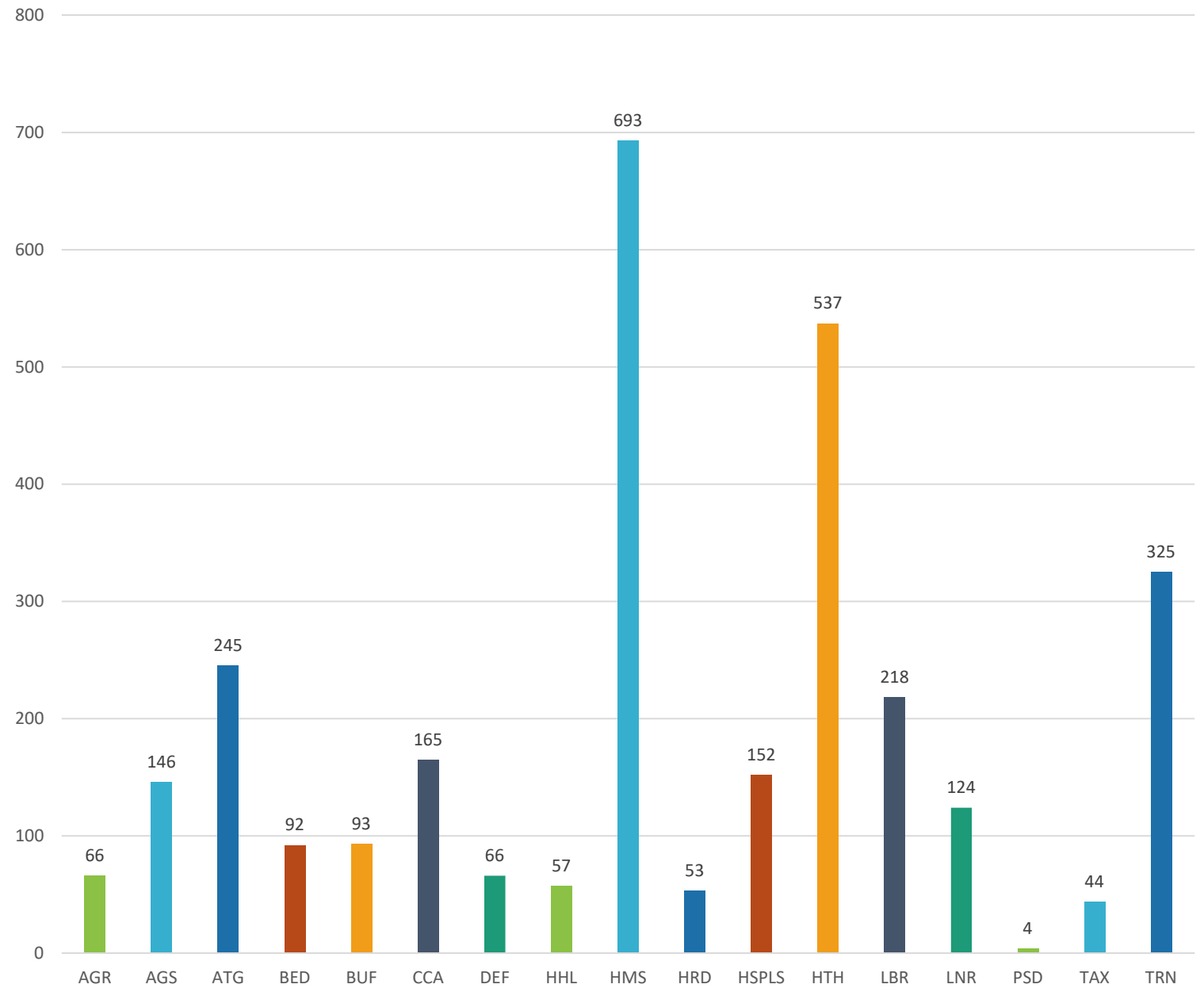
APPENDIX B



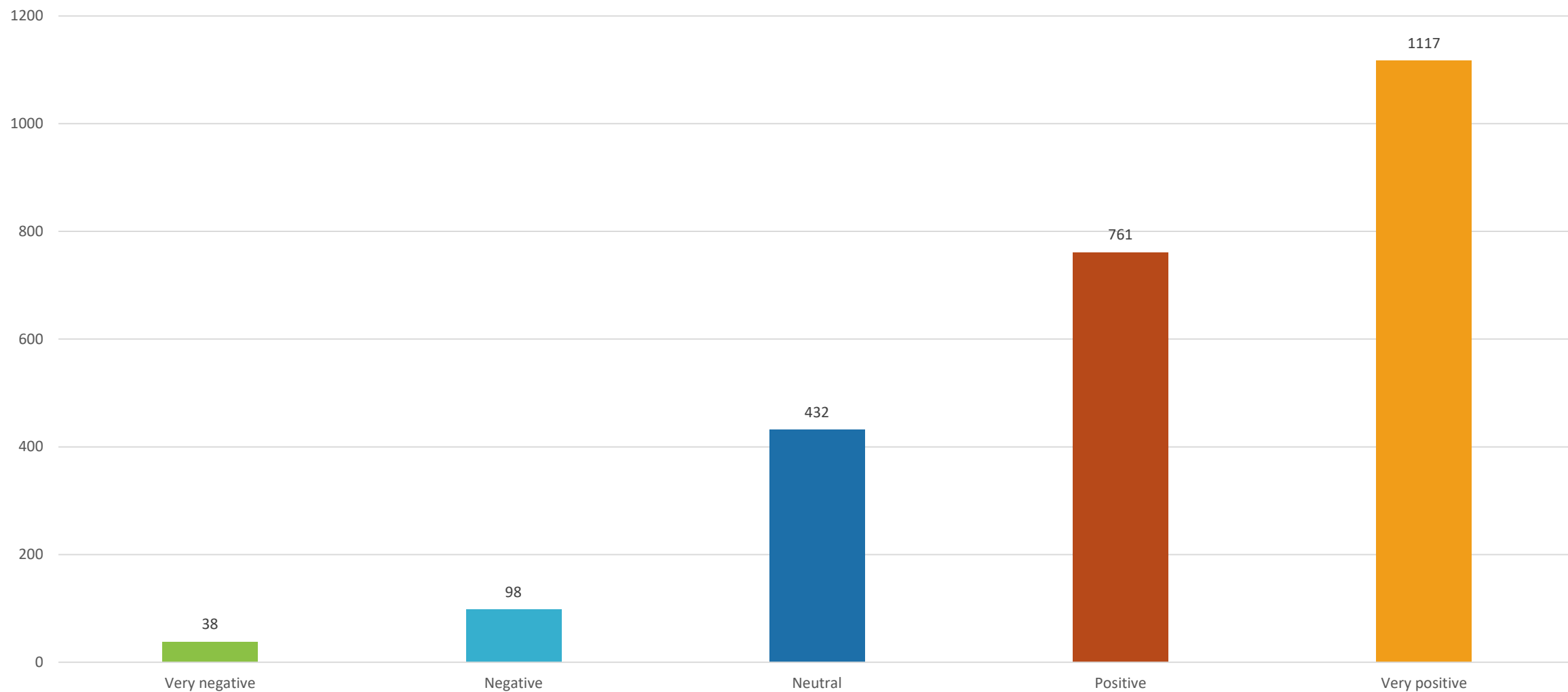
EMPLOYEES

RESPONSE TO TELEWORK SURVEY

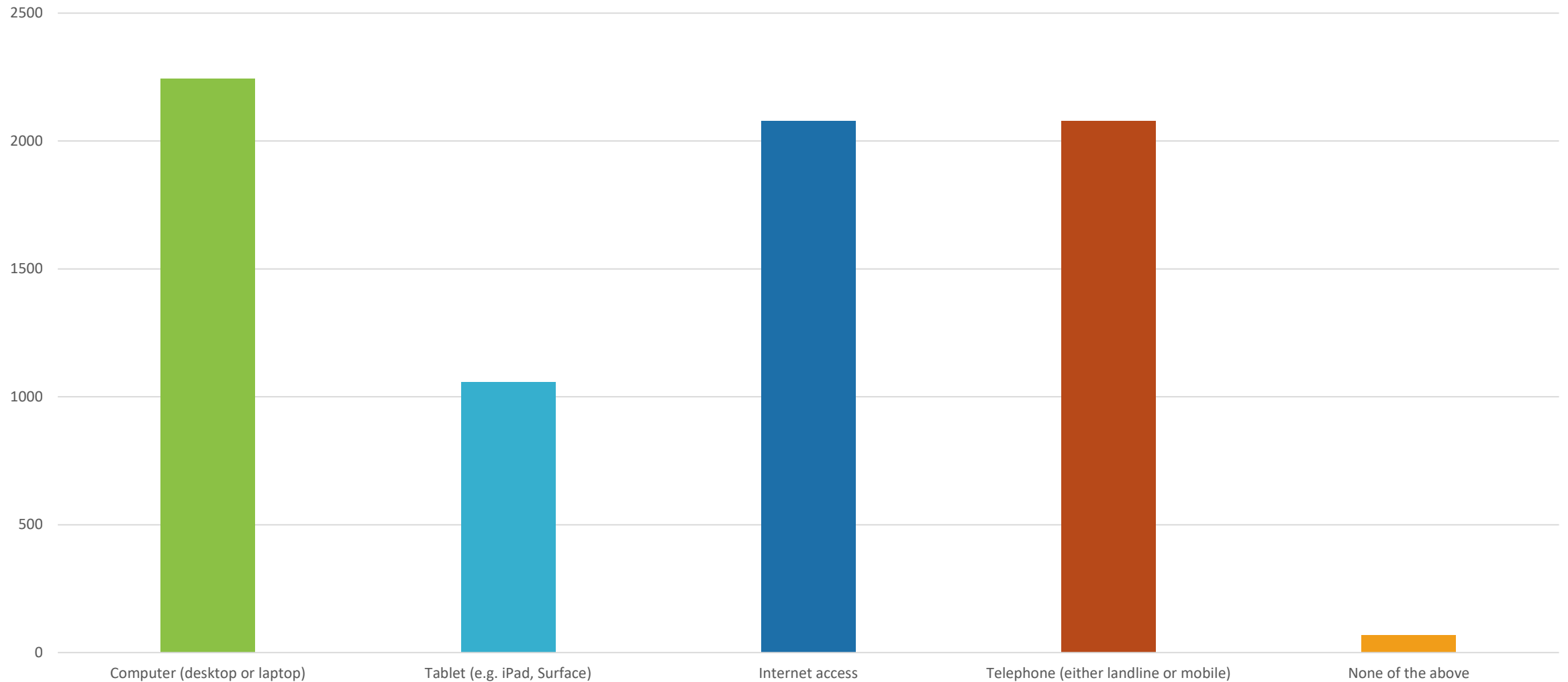
3,080
Employees
Responded



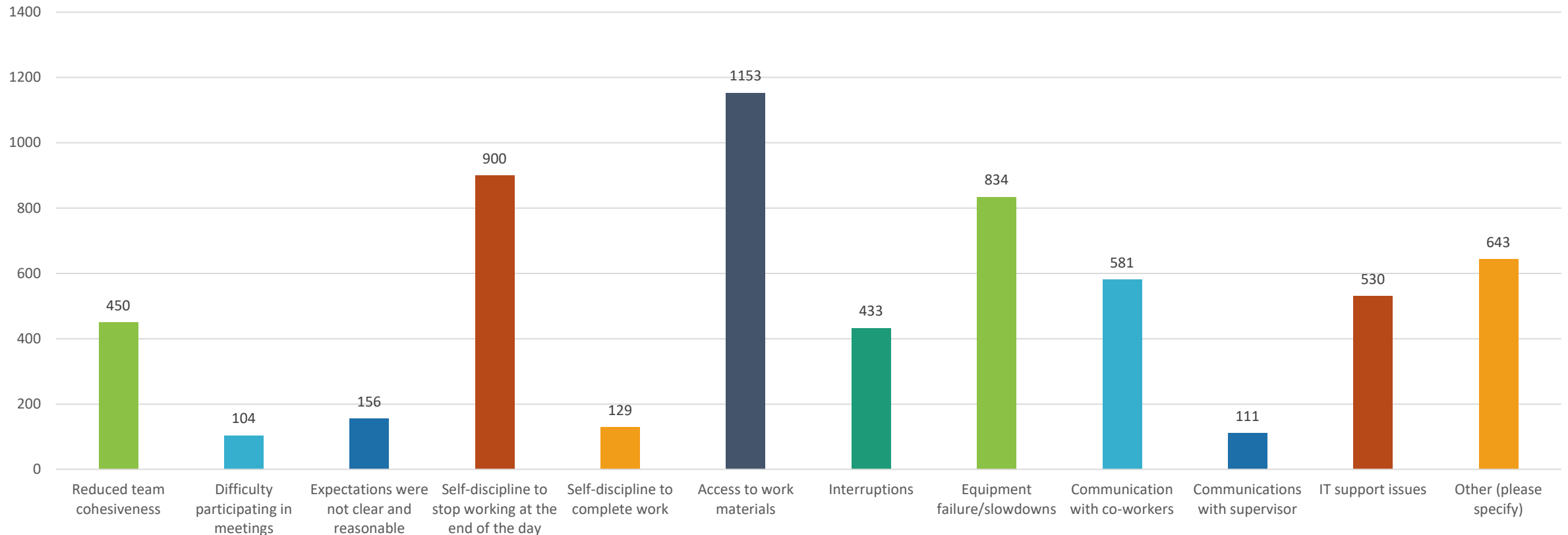
How was your experience with Telework during the COVID pandemic?



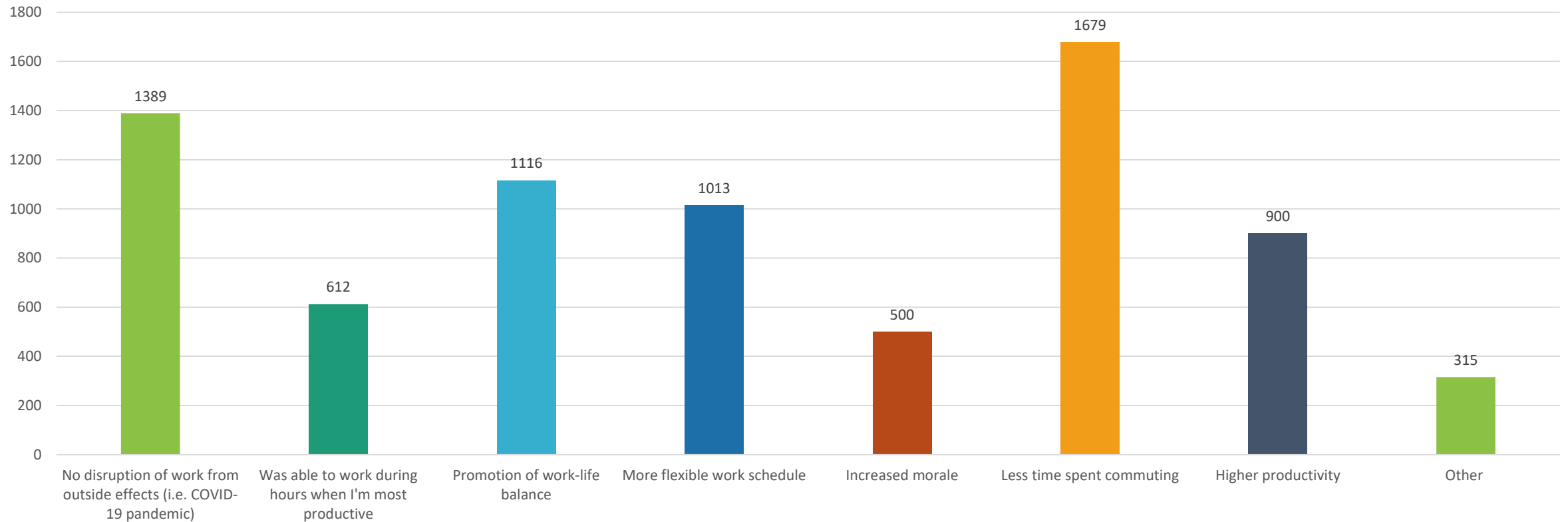
What IT equipment do you currently have at home?



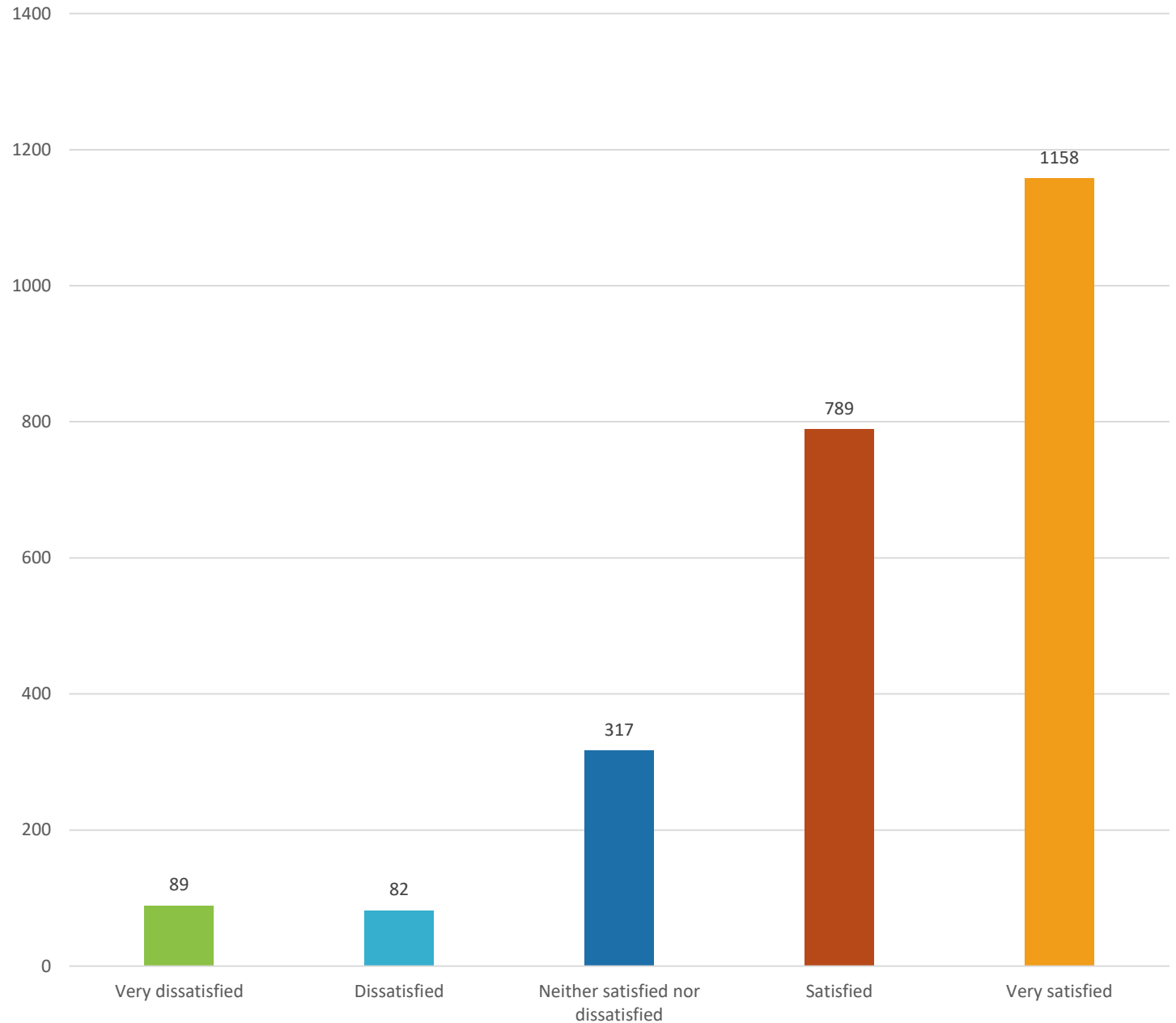
Challenges to Teleworking (Choose 3)



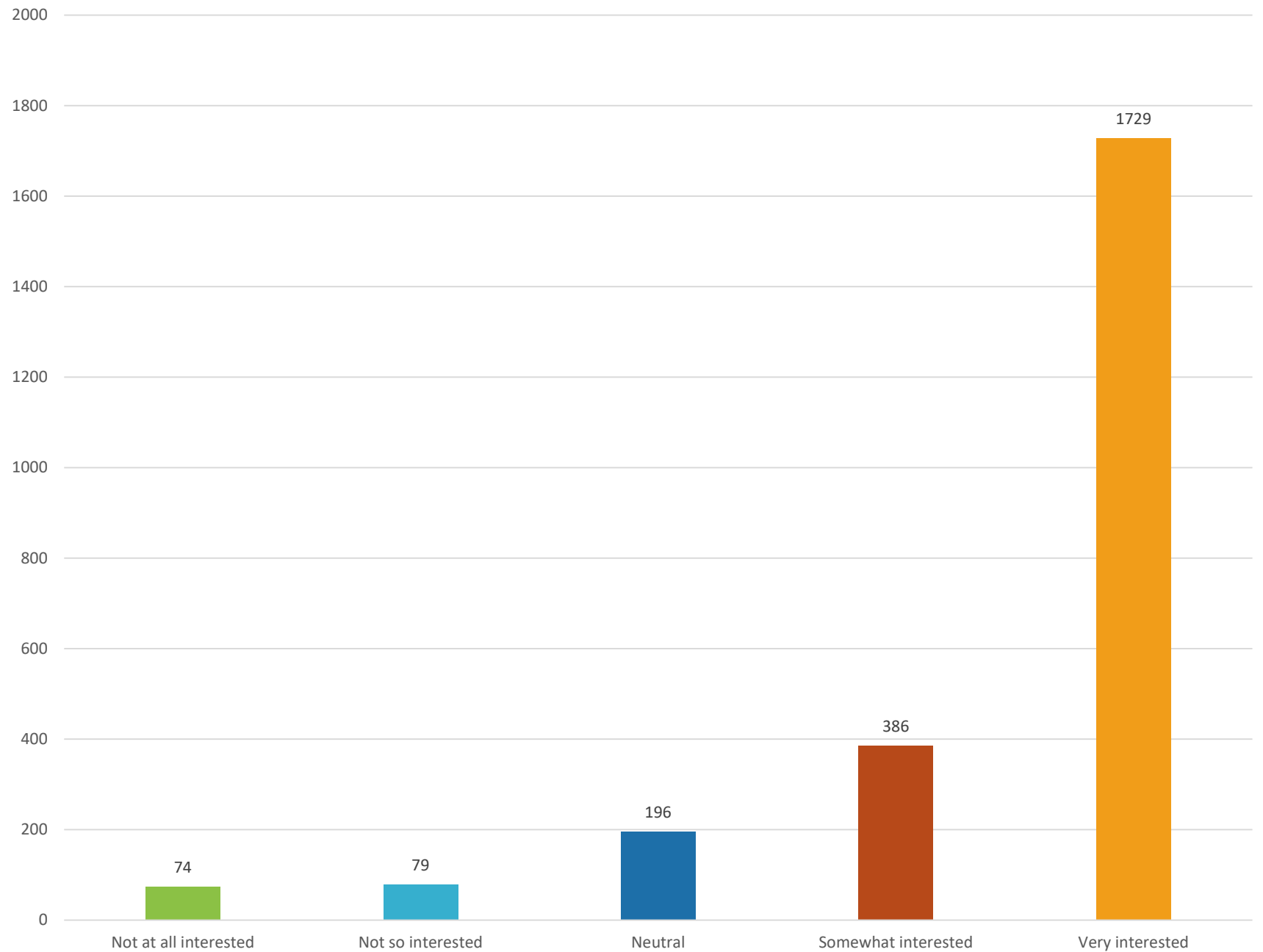
Benefits to Teleworking (Choose 3)



Were you satisfied
with the level of
support you
received by your
supervisor during
this telework
period?



Interest in
Continuing
Telework
post
COVID

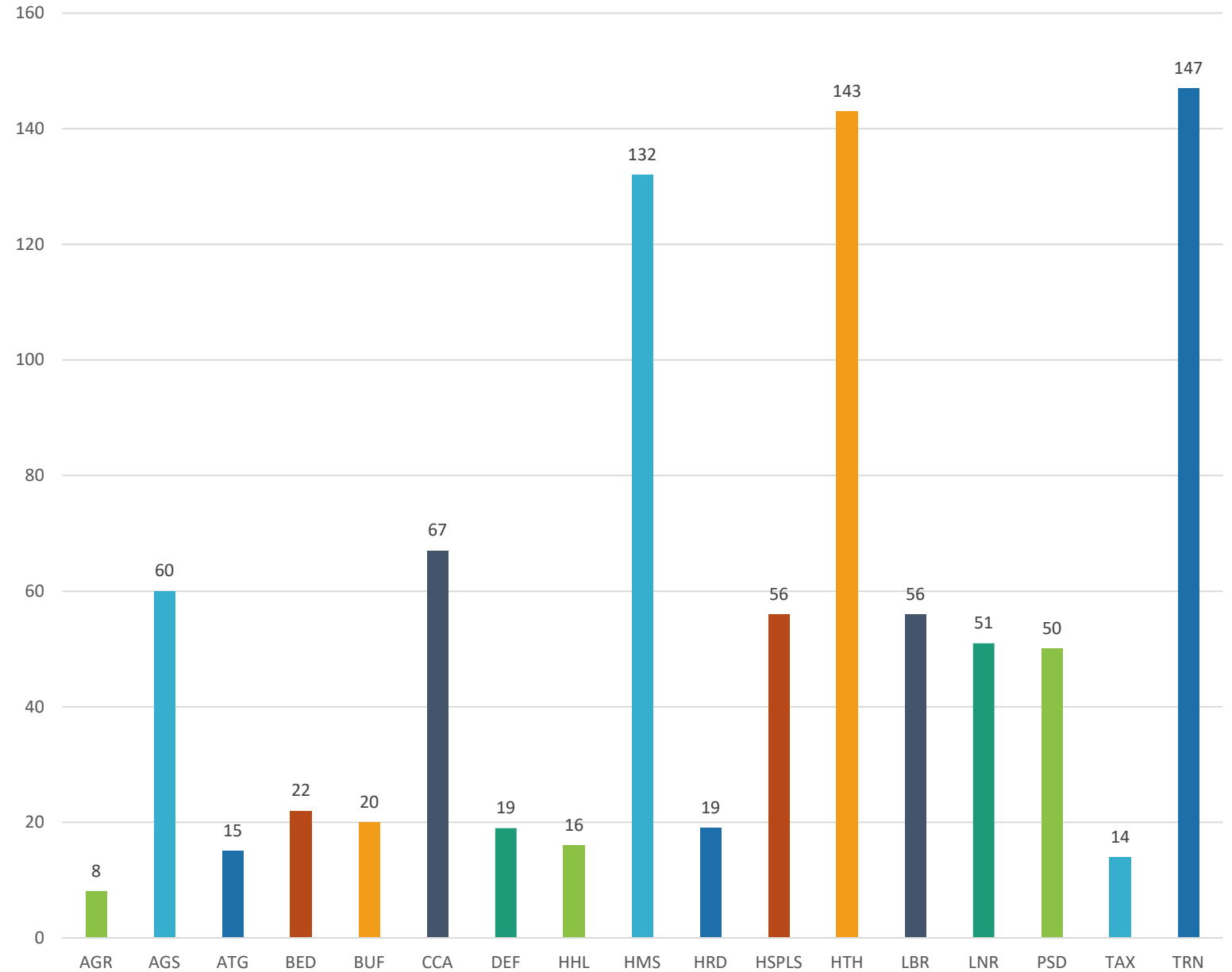




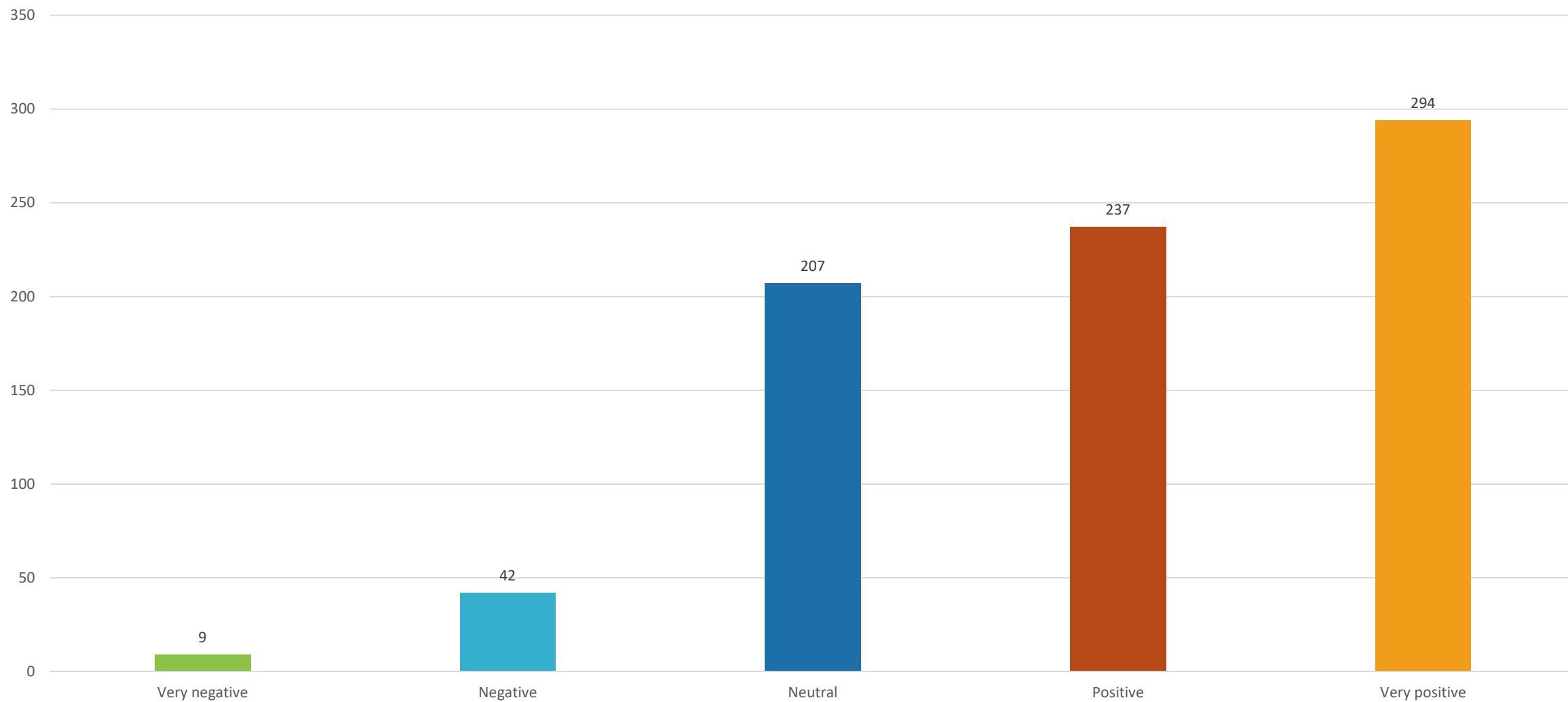
SUPERVISORS

RESPONSE TO TELEWORK SURVEY

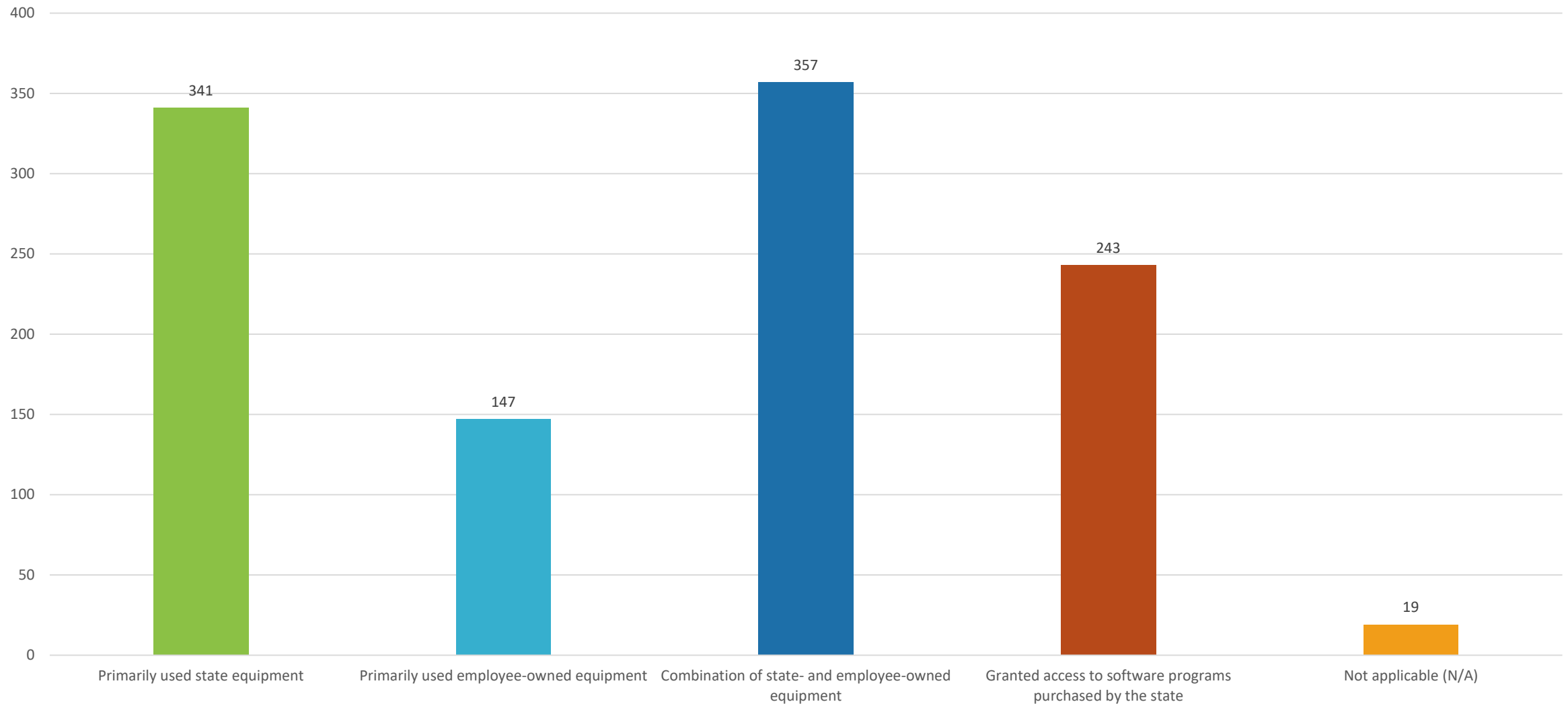
895
Supervisors/Managers
Responded



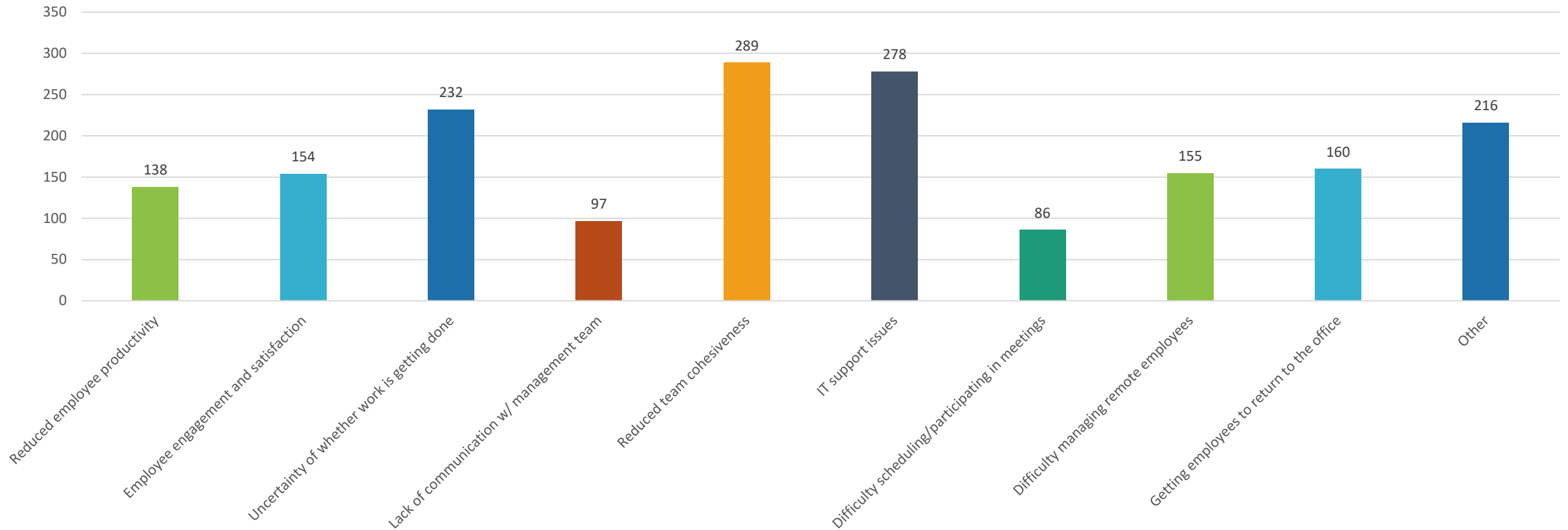
How was your experience with Telework during the COVID pandemic?



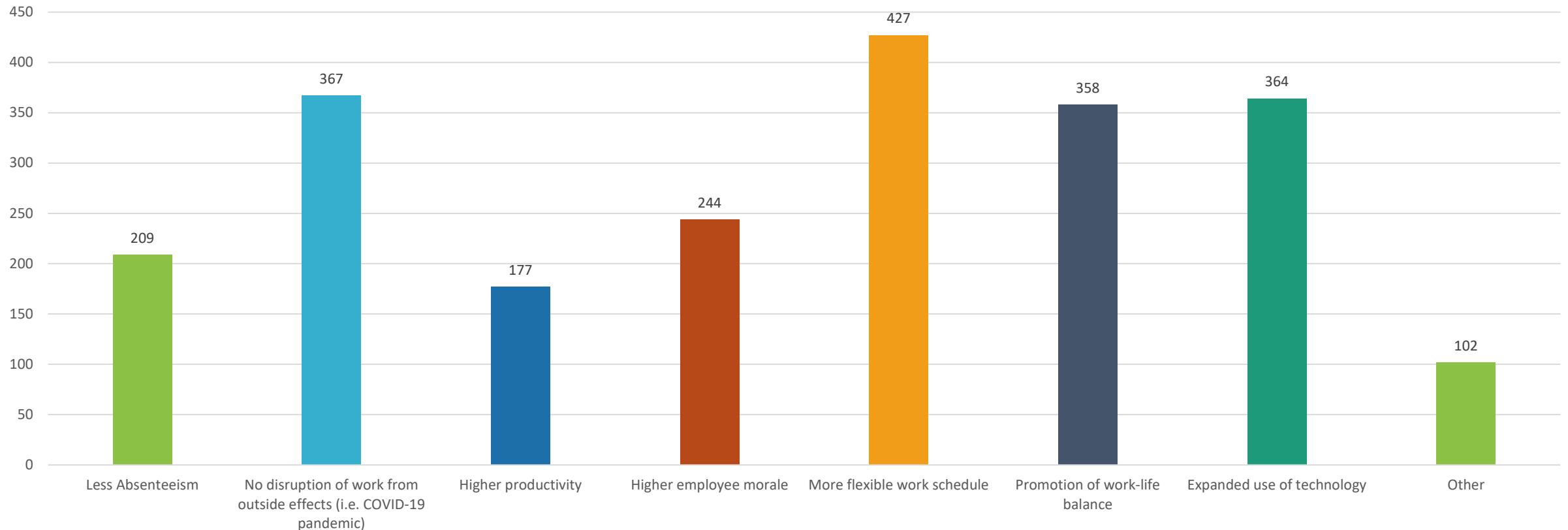
How did your Department meet IT/Equipment needs during telework?



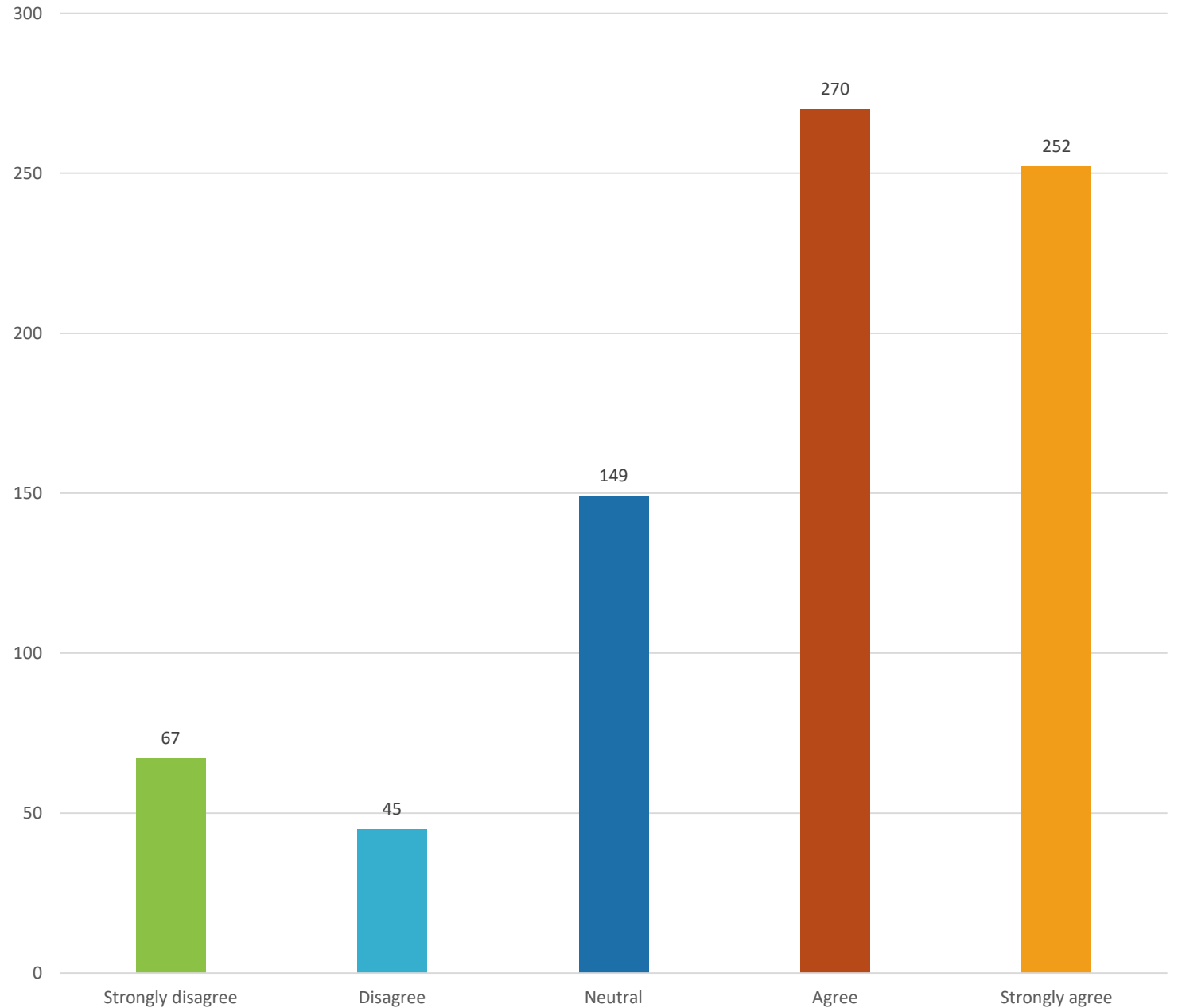
Challenges to Teleworking (Choose 3)



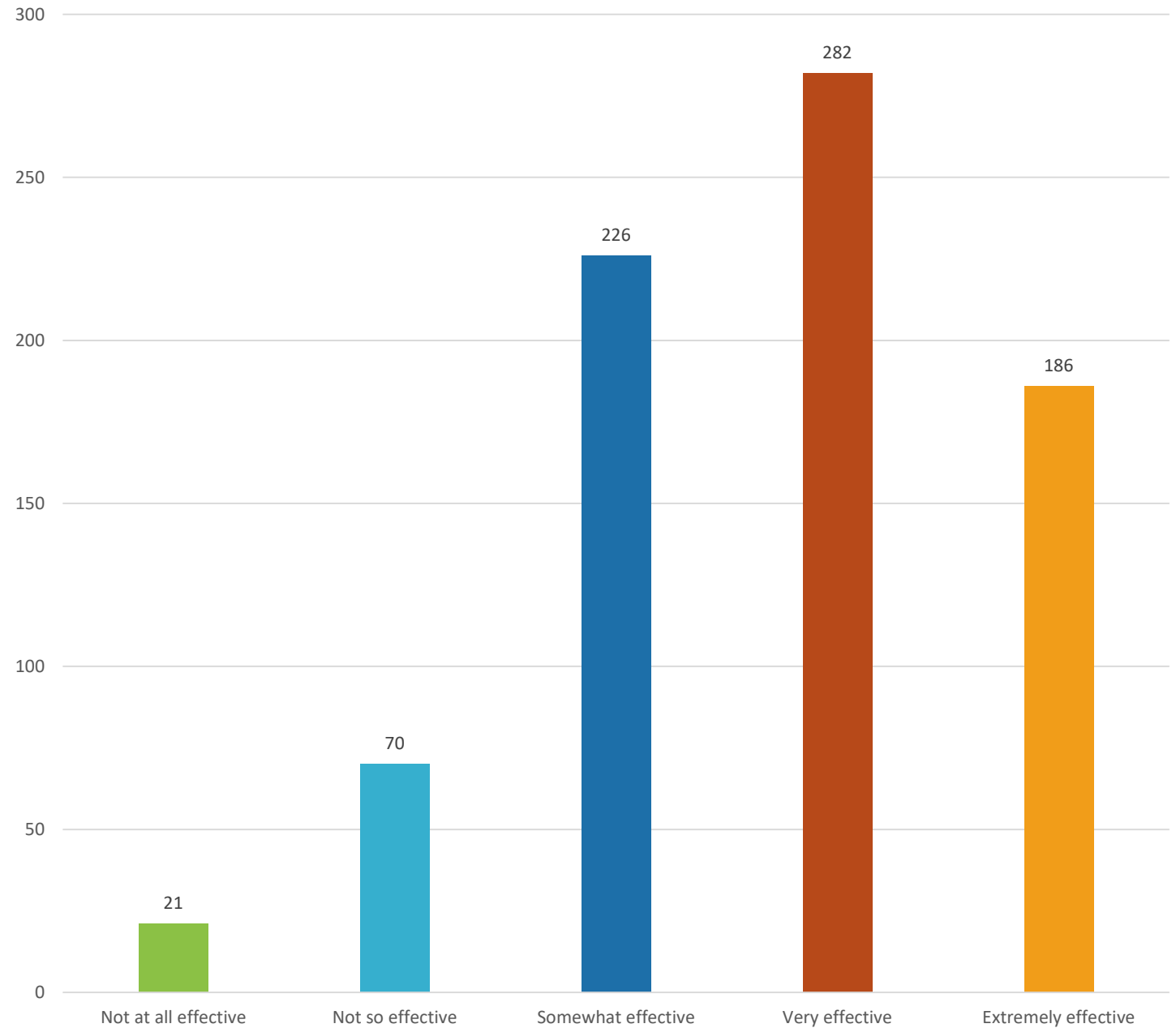
Benefits to Teleworking (Choose 3)



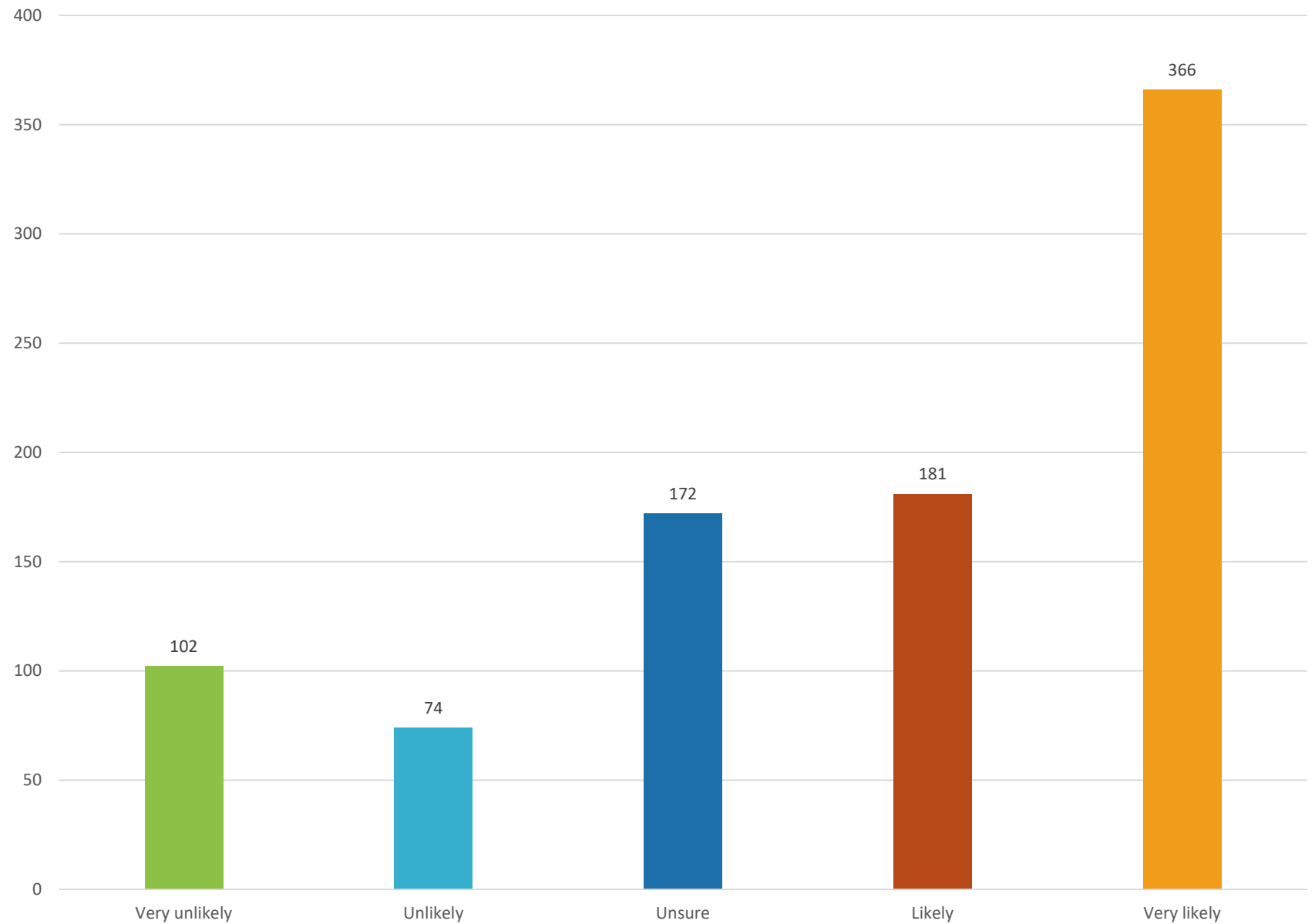
Did you feel supported during this telework period by upper management?



How effective
was telework
in meeting
your
department's
needs?



Do you plan to
offer Telework
opportunities
post
COVID?



APPENDIX C

Appendix C
Positions Vacant Prior to 2011

	Department	Division	Position #	Position Title	Vacant Date	Department Justification
1	AGS	Election Adm	00106236	Hotline Operator	12/1/2004	Difficulty in filling; each election hiring year they receive less and less inquiries on this position; temporary position with 0.488 FTE.
2	AGS	Election Adm	00105760	Election Clerk (P/T)	12/15/2006	Same as above
3	AGS	StateProcure	00010486	Account Clerk III	12/31/2010	Did not recruit due to budget constraints; 4/3/20 hiring freeze
4	BED	ComAg&OthPrj	00102526	NELHA Microbiologist III	6/30/2007	Position is temporary and Special Funded. Position was vacated in 2007 with the restructuring of the Analytical Laboratory operations. Position is "demand based" and necessary with increases in seawater delivery and demand for laboratory services by other State agencies. It is recommended to NOT delete this position.
5	BED	ComAg&OthPrj	00102694	NELHA Chemist III	6/30/2007	Position is temporary and Special Funded. Position was vacated in 2007 with the restructuring of the Analytical Laboratory operations. Position is "demand based" and necessary with increases in seawater delivery and demand for laboratory services by other State agencies. It is recommended to NOT delete this position.
6	DEF	CivilDefense	00029146	Clerk Stenographer II	1/8/2005	Not on budget tables. Position likely abolished and should be removed from HRMS.
7	DEF	CivilDefense	00111667	Disaster Recovery Planner	2/1/2005	Not on budget tables. Position likely abolished and should be removed from HRMS.
8	DEF	CivilDefense	00111668	Disaster Recovery Accountant	6/16/2006	Not on budget tables. Position likely abolished and should be removed from HRMS.
9	DEF	CivilDefense	00118527	Dis Rcvry Acct (Earthquake)	2/26/2009	Not on budget tables. Position likely abolished and should be removed from HRMS.
10	DEF	Eng	00117354	General Laborer I	11/21/2009	Position was approved as trade-off transfer from former General Laborer I to Engineer V per Act 119/SLH 2015. However, the position was halted from reclassification and recruitment due to UPW's disagreement with changing the bargaining unit from BU01 to BU13 (HGEA). Issue was later resolved per clarification of authorization approved by law. Position is currently defunded and unable to fill. Recommend approval to fund, reclassify, and fill the Engineer V position as authorized by Act 119/SLH 2015.
11	HMS	HI PubHsAu	00103043	THP Social Service Aid I	9/8/1999	Positions were established for HPHA residents/tenants for upward mobility and to provide opportunities for the Section 3 program. Abolishing these positions may impact the HPHA's ability to comply with the federal Section 3 requirement.
12	HMS	HI PubHsAu	00105749	Social Services Aid I	8/27/2002	
13	HMS	HI PubHsAu	00101127	THP Social Service Aid I	7/1/2004	Positions were established for HPHA residents/tenants for upward mobility and to provide opportunities for the Section 3 program. Position is 100% federal funds. Abolishing these positions may impact the HPHA's ability to comply with the federal Section 3 requirements.
14	HMS	HI PubHsAu	00102242	THP General Laborer I	6/30/2007	
15	HMS	HI PubHsAu	00101132	Clerk I	2/16/2008	Agency will revisit this position as there is a current need to have its own media press/release due on-going redevelopment projects, increased lease up of Section 8 vouchers, construction activities, etc. This position is exempt and funding sources are from federal operating funds and revenues generated from rentals.
16	HMS	HI PubHsAu	00102041	Housing Information Officer	4/29/2008	
17	HMS	Med-QuestDiv	00026710	Social Service Assistant IV	6/2/2008	This position is being eliminated as part of the FB 21-23 budget.
20	HMS	HI PubHsAu	00100986	Prop Mgmt Coord II	3/1/2010	Position is responsible for oversight of private management agents and all contracted services (e.g., refuse, security, appliances). Multiple interviews held; specialized position requires knowledge of federal and State rules which makes it difficult to fill.

Appendix C
Positions Vacant Prior to 2011

	Department	Division	Position #	Position Title	Vacant Date	Department Justification
18	HMS	SocSvcsDiv	00103040	Respite Companion	1/3/2009	Over the past 15 years, the Senior Community Service Employment Program has seen an overall reduction in funds from the Federal government and it resulted in a reduction of authorized slots given to sub-grantees. Because of this, the Respite Companion Program is willing to abolish this Respite Companion position as it will not have an impact on current operations.
19	HMS	SocSvcsDiv	00108904	Respite Companion	9/1/2009	
21	HMS	SocSvcsDiv	00101254	Respite Companion	7/1/2010	
22	HMS	SocSvcsDiv	00101607	Respite Companion	7/1/2010	
23	HMS	SocSvcsDiv	00108903	Respite Companion	7/10/2010	
24	HTH	EnvrnHlthAdm	00110108	Microbiologist II	10/8/2002	Lack of federal funds
25	HTH	DepDirOfHlth	00050176	Planner IV	6/1/2006	Lack of federal funds
26	HTH	DepDirOfHlth	00117316	Office Assistant III	8/19/2008	Lack of federal funds
27	HTH	DepDirOfHlth	00110240	Information Technology Band B	1/23/2009	No justification
28	LBR	CivRightsCom	00015980	Investigator VI	7/26/2006	Inv. VI position (00015980) was vacant and was abolished from the budget before or during the Recession/RIF/Freeze.
29	LBR	CivRightsCom	00102350	Staff Attorney	10/1/2008	Staff Attorney position (00102350) was vacant and was abolished from the budget in 2009.
30	LBR	WrkfrceDevDv	00100987	Asset Program Specialist	8/1/2009	100% Fed funded. Used for Grants from US DOL for a specific program
31	LBR	WrkfrceDevDv	00119535	Job Training Specialist	8/14/2010	100% Fed funded. Used for Grants from US DOL for a specific program
32	LBR	UnemplnsDiv	00025831	Unemployment Ins Spclt V	10/1/2010	100% Fed funded. Used for Grants from US DOL for a specific program
33	LNR	Ofc/Chairpsn	00112516	Cultural Resources Spec II	7/30/2005	No justification
34	LNR	Ofc/Chairpsn	00103092	Policy Advisor for Gov Affairs	1/1/2009	No justification
35	LNR	Ofc/Chairpsn	00119159	Grant Specialist	11/25/2009	No justification
36	PSD	Institutions	00055246	Adult Corrs Officer Recruit	9/18/2000	These positions were created based on a County grant and is hard to fill as a temporary ACO. These ACO Recruit positions were created based on a Maui County grant for the Maui Correctional Community Center (MCCC). These are temporary positions designed to work in the community and with the county of Maui. The primary duties include supervising inmate work line services for the Maui County Parks Department, assisting with Lahaina golf tournament, Senior Fair, and minor construction. These ACO positions contribute to the reintegration of inmates back into the community by giving inmates the skills they can use when going to work furlough, which is an important step to reduce recidivism.
37	PSD	Institutions	00046350	Adult Corrs Officer Recruit	10/8/2000	
38	PSD	Institutions	00055245	Adult Corrs Officer Recruit	10/28/2001	
						These positions have been vacant because PSD has prioritized the filling of permanent positions over these temporary positions, which is also generally harder to fill. MCCC has been utilizing staff from the security staffing to provide the services to the Maui County. These positions should not be abolished to ensure that MCCC can meet its obligation to the Maui County.

Appendix C
Positions Vacant Prior to 2011

	Department	Division	Position #	Position Title	Vacant Date	Department Justification
39	PSD	Corr Industr	00103143	CI Light Truck Driver	5/16/2006	This is a position is hard to fill as a temporary. This position is funded by a revolving fund (MOF W) generated by Hawaii Correctional Industries in accordance with Chapter 354D, Hawaii Revised Statutes, and is included in HCI's vision plan to assist with upcoming program expansion to remain self-sustaining.
40	PSD	CrmVctmCmpCm	00103164	CVCC Investigator	12/16/2010	This is a position funded by a federal VOCA grant (MOF P) and is hard to fill as a temporary. This position is funded by a federal Victims of Crime Act grant (MOF P). Although this position is vacant and has been for some time, it is important to maintain this position because in the event of a large-scale mass violence incident, the Commission would be eligible to receive federal funds to not only provide direct assistance to victims but also to fund a position such as this to directly assist victims in the short and long term and to coordinate and enable appropriate victim service response. The Commission was recognized by the Department of Justice's Office for Victims of Crime, as the State's lead agency for the coordination of victim services in a mass violence response. As the primary funding conduit for victims of crime throughout the State, the Commission recognized the absence of mass violence response in early versions of the State's emergency plan and its failure to include the victim services component in its planning. The Commission continues to lead efforts to establish emergency protocols that acknowledge victim services and the need to collaborate, train, plan, and prepare for mass violence incidents.
41	TAX	TaxSvc&Procg	00049952	Management Analyst I	1/22/2009	Seasonal Position
42	TRN	Air Div	00109515	Air Traffic Controller	7/1/1999	Position was established to pay part-time contracted individual. For years, the DOT Airports used the payroll system to pay such individual. In order for payroll to pay, position was established in HR system to generate the epar. If we have to abolish, we will need to find another means to pay contracted individual.
43	TRN	Air Div	00109516	Air Traffic Controller	7/1/2003	
44	TRN	Air Div	00109513	Air Traffic Controller	7/1/2007	
45	TRN	VIP Ofc	00049765	Visitor Inf Prgm Asst II	9/20/2010	In FY15, 49765 was combined with 41966. Unfortunately, program did not move forward to fill position 49765. We have no reason why position should not be abolished.
46	TRN	VIP Ofc	00041966	Visitor Inf Prgm Asst I	11/21/2010	In FY15, 41966 was zeroed out in the budget due to its being combined with 49765; therefore, position may be abolished.