



People Forward: Human Capital Trends and Innovations Hawaii

This factsheet provides an overview of state personnel trends and processes identified as part of *Grading the States 2008*, the Pew Center on the States' 50-state report card on state government management. To assess state performance in the People category, the Government Performance Project team examined how well a state manages its employees. Among many other factors, the team of management experts reviewed how state human resource systems go about hiring, retaining, developing and rewarding high performing employees. For full grading criteria, additional data reports, and a variety of promising new practices in recruitment strategies and leadership development identified during the course of the study, access the full report, *People Forward: Human Capital Trends and Innovations*, at www.pewcenteronthestates.org/gpp.

Criterion 1 Conducting and updating a thorough analysis of a state's human capital needs.

Observations

- Although the state does not engage in formal workforce planning, the Department of Human Resources Development (DHRD) publishes an annual report that includes goals and objectives for the coming year; for FY 2006, this included goals for recruitment, retention and training, each with action steps and required resources identified.
- The state produces a workforce profile that contains a robust supply analysis, including demographics, years of service, collective bargaining representation, retirement eligibility, island-level information and some agency-level information; it does not, however, provide a profile of future workforce needs or external labor market information.

Criterion 2 Acquiring the employees a state needs.

Average time to fill open classified positions	Average number of applications per classified job opening	New hire turnover rates	
33 days*	NA	Voluntary	6.2%*
		Involuntary	0.8%*

Observations

- The state has expedited the hiring process by eliminating the written test requirement for all positions and by completing background checks only for those applicants selected for positions.
- Hiring managers can offer higher salaries in certain hard-to-fill positions (or classes of positions).
- The state's hiring Web site offers prospective employees the ability to apply online, increasing the number of applications coming in for open positions; the site would benefit from the implementation of a more user-friendly job search function, as well as more information regarding state employment.

Criterion 3 Retaining a skilled workforce.

Classified job turnover rates	
Total	NA
Voluntary	2.9%*
Involuntary	NA
Retired	NA
Layoff	NA

Total classified compensation (2007 dollars)	NA
Fringe benefits as a percentage of salary, classified employees	NA
Percentage of health insurance premiums paid by employees	NA
Grievances per 1,000 classified employees	NA

Criterion 4 Developing a state’s workforce.

Average hours of training	
Per employee	NA
Per manager	NA

Training expenditure	
As a percentage of total payroll cost	NA
Per employee	NA
Per manager	NA

Employee development	
Total number of development programs	NA
Hours in senior leadership program	NA
Percentage of employees with a career plan	NA

Observations

- Training efforts are handled mainly at the agency level, with DHRD operating some computer training classes and management training at the state level.
- The state offers a Supervisory Leadership Development program that consists of seven courses, many of which are several days in length; in addition, the Hawaii Leadership Academy provides experienced state managers with the opportunity to expand their leadership skills through a series of competency-based seminars.

Criterion 5 Managing a state’s workforce performance programs effectively.

Percentage of classified employees with an annual performance appraisal	Time to terminate classified employees for	
NA	Performance problems	NA
	Behavior problems	NA

Observations

- The state uses two separate performance appraisal systems: one for employees covered by collective bargaining (Performance Appraisal System–PAS) and one for managers who are excluded from collective bargaining (Excluded Managerial Compensation Program, or EMCP).
- The PAS system offers separate performance categories for workers, working supervisors and full supervisors, although employees are not substantially involved in the goal-setting process; the EMCP system is competency-based and is more collaborative in nature.
- The state makes use of monetary performance awards through individual bonuses (for managers excluded from collective bargaining) as well as a department-level and statewide employee, manager and team of the year award program.

The Government Performance Project examined human capital management operations in all 50 states. States that did not submit sufficient data for inclusion in these data tables were assessed based on public documents and interviews. Information marked by an asterisk (*) was extracted from state sources independently of the GPP survey. “NA” indicates insufficient data. The information included in this report is current as of February 1, 2008.