

MAR 09 2012

SENATE RESOLUTION

REQUESTING THE DEPARTMENT OF LABOR AND INDUSTRIAL RELATIONS AND
THE DEPARTMENT OF HUMAN RESOURCES DEVELOPMENT TO DEVELOP A
TEN-YEAR ATTRITION AND DEVELOPMENT PLAN FOR EMPLOYEES OF
THE STATE.

1 WHEREAS, the Department of Labor and Industrial Relations
2 periodically determines shortage categories in key industries in
3 order to remain relevant and responsive to Hawaii's labor needs;
4 and

5
6 WHEREAS, the Department of Labor and Industrial Relations,
7 through its workforce development programs, identifies high-
8 demand areas for job growth and the need for skilled workers in
9 the next five and ten years; and

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11 WHEREAS, the Legislature and Administration are attempting
12 to shift the economic makeup of the State to increase solvency
13 and resistance to the economic crisis; and

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15 WHEREAS, the role of government in this initiative will
16 likely shift in response to the needs of the private sector and
17 Hawaii's citizens; and

18
19 WHEREAS, to execute new policy and direction, state
20 employees will require new skill sets, a thorough understanding
21 of new regulatory paradigms, experience, and responsiveness to
22 industry and public needs; and

23
24 WHEREAS, the mission of the Department of Human Resources
25 Development is to "provide timely and responsive leadership,
26 resources, and services to fully support the State in the
27 recruitment, management, and retention of a high-performing
28 workforce"; and

29
30 WHEREAS, the Department of Human Resources Development
31 maintains strict minimum requirements to ensure a quality state
32 employee workforce; and
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1 WHEREAS, these minimum qualifications act, in some ways, as
2 a deterrent to the recruitment of young professionals by setting
3 experience requirements achievable only by employees who have
4 been in the workforce for an extended amount of time; and
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6 WHEREAS, the baby boomer generation, which possess a wealth
7 of institutional knowledge, is approaching retirement age; and
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9 WHEREAS, the development of a young professional core will
10 bridge the gap between workforce generations and ensure the
11 retention and perpetuation of institutional knowledge; and
12

13 WHEREAS, the Legislature, Administration, and the citizens
14 of the State of Hawaii are all striving to create an efficient
15 and open government; and
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17 WHEREAS, developing a highly trained workforce of state
18 employees that is responsive to business and the public alike
19 will instill public trust with the knowledge that state
20 employees are highly trained and qualified; and
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22 WHEREAS, a government of the people should be staffed and
23 maintained by public employees representative of the diversity
24 of its citizens; now, therefore,
25

26 BE IT RESOLVED by the Senate of the Twenty-sixth
27 Legislature of the State of Hawaii, Regular Session of 2012,
28 that the Director of Labor and Industrial Relations and the
29 Director of Human Resources Development are requested to submit
30 a ten-year attrition and development plan for state employees to
31 the Legislature to provide for the continued operation of
32 government for the ten-year period beginning 2014 and ending
33 2024; and
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35 BE IT FURTHER RESOLVED that the development of this plan
36 may include but not be limited to the following:
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- 38 (1) Public employee feedback;
- 39
- 40 (2) Identification of key shortage positions;
- 41
- 42 (3) Attrition plans for positions whose services may
43 become automated;
- 44



- 1 (4) Development of basic curricula for entering employees;
- 2
- 3 (5) Partnership and feedback from possible affected
- 4 agencies, including but not limited to the Department
- 5 of Budget and Finance, University of Hawaii, and the
- 6 Hawaii Government Employees Association;
- 7
- 8 (6) Succession planning for management positions;
- 9
- 10 (7) Identification of current key competencies by position
- 11 and evaluation of the relevance of the skill moving
- 12 forward;
- 13
- 14 (8) Identification of key competencies by position
- 15 currently lacking and necessary for future
- 16 implementation of government;
- 17
- 18 (9) Identification of the demographics of current state
- 19 employees and the shift in demographics over a ten-
- 20 year period;
- 21
- 22 (10) Analysis of the projected retirement of the current
- 23 state workforce;
- 24
- 25 (11) Recruitment efforts to assure a diverse workforce; and
- 26
- 27 (12) Training and professional development opportunities to
- 28 encourage retention; and
- 29

30 BE IT FURTHER RESOLVED that a report on the progress of the
 31 ten-year attrition and development plan for state employees be
 32 submitted to the Legislature no later than thirty days prior to
 33 the convening of the Regular Session of 2013, and a final report
 34 containing the plan be submitted to the Legislature no later
 35 than twenty days prior to the convening of the Regular Session
 36 of 2014; and

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 38 BE IT FURTHER RESOLVED that certified copies of this
 39 Resolution be transmitted to the Governor and the Directors of
 40 Labor and Industrial Relations and Human Resources Development.

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 43 OFFERED BY: 