

MAR 08 2024

SENATE CONCURRENT RESOLUTION

REQUESTING THE DEPARTMENT OF HUMAN RESOURCE DEVELOPMENT TO
CONVENE A WORKING GROUP TO HELP STATE DEPARTMENT MANAGERS
FOSTER THRIVING WORK ENVIRONMENTS.

1 WHEREAS, the goal of the Department of Human Resources
2 Development (DHRD) is to recruit and retain "the best and
3 brightest" employees so that the state government can deliver
4 efficient and effective services to the public; and

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6 WHEREAS, the State strives to instill "ha'aheo" (pride) in
7 public service; and

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9 WHEREAS, government employees are our greatest asset, and a
10 thriving state workforce benefits everyone, public and visitors
11 alike; and

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13 WHEREAS, organizational effectiveness and efficiency are
14 supported through organizational change, improved communication,
15 teamwork, enhanced employee satisfaction, and well-being, and
16 the growth and development of individual employees will maximize
17 their potential and contribution, essential to building a strong
18 and sustainable workforce; and

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20 WHEREAS, extensive research in organizational development
21 has shown employees who have a high level of engagement,
22 autonomy, and better mental and physical health are more
23 productive in their work and that highly engaged employees
24 correlate with increased retention rates; and

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26 WHEREAS, today's competitive employment environment and
27 changing needs of the workforce requires the government to adapt
28 and evolve; and

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30 WHEREAS, the employment environment has continued to become
31 more competitive and the State's compensation package is no
32 longer as desirable as it once was; therefore, the State must



1 look to innovative and meaningful ways to attract and retain
2 employees; and

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4 WHEREAS, with changing societal norms, technological
5 advancements, and greater emphasis on well-being, employees
6 today often seek workplaces that offer flexibility in terms of
7 hours, remote work options, and support for maintaining a
8 healthy balance between work and personal life; and

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10 WHEREAS, while remote work can contribute to a thriving
11 work environment, it is important to recognize that it is not
12 the sole factor and other aspects include:

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14 (1) Fostering a positive organizational culture;

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16 (2) Providing opportunities for professional growth and
17 development;

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19 (3) Promoting effective communication and collaboration
20 among team members;

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22 (4) Offering competitive compensation and benefits; and

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24 (5) Ensuring strong leadership and management support; and

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26 All these elements, together, create a holistic and supportive
27 work environment where employees can thrive; and

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29 WHEREAS, ensuring the productivity, engagement, and well-
30 being of employees is a shared responsibility between both
31 employees and their supervisors/managers; and

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33 WHEREAS, incorporating telework into a worksite requires
34 more focus and attention to ensure employees are engaged and
35 productive, with high communication and collaboration, and a
36 sense of belonging; now, therefore,

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38 BE IT RESOLVED by the Senate of the Thirty-second
39 Legislature of the State of Hawaii, Regular Session of 2024, the
40 House of Representatives concurring, that the Department of
41 Human Resource Development is requested to convene a working



1 group to develop a framework to help state department managers
2 foster thriving work environments; and

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4 BE IT FURTHER RESOLVED that the framework is requested to
5 provide departments with guidance, best practices, and options
6 to ensure meaningful supervision and support for their
7 employees; ways to gather meaningful data to monitor the level
8 of employee engagement and productivity of both in-office and
9 teleworking employees; any metrics for a holistic approach for
10 measuring performance and engagement; and proposed initiatives
11 that include training programs, mentorship, coaching, career
12 development planning, performance management, and succession
13 planning; and

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15 BE IT FURTHER RESOLVED that the working group is requested
16 to perform an assessment and identify gaps in the current
17 implementation of the State Telework Guidelines and to develop a
18 framework that can be utilized in different departments and
19 agencies; and

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21 BE IT FURTHER RESOLVED that the working group is requested
22 to gather information on best practices of thriving worksites
23 including but not limited to other state departments, state and
24 county jurisdictions, non-profit organizations, and private-
25 sector businesses, both in Hawaii and across the nation; and

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27 BE IT FURTHER RESOLVED that the working group is requested
28 to comprise representatives with expertise and first-hand
29 experience in effectively implementing hybrid telework programs,
30 which may include designees from state departments or agencies,
31 those outside state government who possess expertise in talent
32 and organizational development, and public sector unions whose
33 bargaining unit employees are directly affected; and

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35 BE IT FURTHER RESOLVED that the working group is requested
36 to submit a final report of its findings and recommendations to
37 the Legislature, Governor, and head of each executive department
38 by December 30, 2024; and

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40 BE IT FURTHER RESOLVED that certified copies of this
41 Concurrent Resolution be transmitted to the Governor, Director



S.C.R. NO. 194

1 of Human Services, and Director of Labor and Industrial
2 Relations.

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OFFERED BY:

Barry Mitchell

