

DAVID Y. IGE
GOVERNOR



JAMES K. NISHIMOTO
DIRECTOR

RANDY BALDEMOR
DEPUTY DIRECTOR

STATE OF HAWAII
DEPARTMENT OF HUMAN RESOURCES DEVELOPMENT
235 S. BERETANIA STREET
HONOLULU, HAWAII 96813-2437

February 10, 2015

**TESTIMONY TO THE
SENATE COMMITTEE ON JUDICIARY AND LABOR**

For Hearing on Wednesday, February 11, 2015
8:30 a.m., Conference Room 016

By

JAMES K. NISHIMOTO
DIRECTOR, DEPARTMENT OF HUMAN RESOURCES DEVELOPMENT

Governor's Message No. 512

**Request for Consideration and Confirmation of James K. Nishimoto
Director, Department of Human Resources Development**

CHAIRPERSON GILBERT S.C. KEITH-AGARAN, VICE CHAIR SHIMABUKURO AND
MEMBERS OF THE SENATE COMMITTEE ON JUDICIARY AND LABOR:

Thank you for the opportunity to provide testimony in support of the Governor's
Message No. 512 regarding a request to consider and confirm the nomination of James
K. Nishimoto, Director of the Department of Human Resources Development.

In response to the questions that have been posed to me, I provide the following
for consideration

Question:

1. What's your strategic vision for the department for the next six months, next
year and next four years?

Comments:

My strategic vision for the Department of Human Resources Development will be
guided by three principles:

- Enhance our effectiveness
- Doing what is right by asking, answering and taking action – What are we doing? What should we be doing? What are we doing to get there?
- Empowerment

In the context of these principles and Governor Ige's Administration's Vision, Mission and Values, the Department has identified its "Start, Stop and Continue To Do" priority initiatives that it will pursue in 2015 (see attached).

Question:

2. The department website states: The Department of Human Resources Development (DHRD) provides timely and responsive leadership, resources, and services to fully support the State in the recruitment, management and retention of a high-performing workforce. DHRD's goal is to recruit and retain "the best and the brightest" employees, so that State government can deliver efficient and effective services to the public."

Please comment on whether DHRD is presently fulfilling this mission. My understanding is that DHRD is not requesting any additional funding and has no legislative package for this current session. What efforts, if any, undertaken with the department's current resources, will your administration undertake to improve recruitment, management and retention of high-performing State employees?

Comments:

It is correct that for the fiscal biennium 2015-2017, DHRD did not request additional funding and did not submit any legislative initiatives. However, depending on our claims statistics and the status of several current legislative bills, additional funding may have to be requested for the second fiscal year of the biennium to support the rising costs to administer and manage workers' compensation claims for executive branch agencies.

While DHRD could always use additional resources, staff has been very sensitive to the fiscal constraints facing the State. The Department is hopeful that some of the administratively-imposed contingency restrictions may be released so that the Department will be able to fill some of its current vacancies. The ability to fill vacancies would be helpful to address operating needs.

Notwithstanding resource limitation and restrictions, DHRD staff continues to do an outstanding job of supporting executive branch agencies' human resource operations. DHRD staff has embraced and begun the change process efforts to provide enhanced service support to its fellow State agencies. Yes, there are policies, procedures and operating practices that need, and DHRD staff is working on making changes with an eye towards enhancing operating effectiveness. Change will not be accomplished overnight; however, the DHRD staff has become engaged in making change a reality. I am proud to be associated with such an outstanding and dedicated group of professionals.

Thanks to the efforts of departmental staff a number of initiatives have already been taken and accomplished to address the recruitment, retention and management/administration of our human resources. In-house DHRD staff with the support of other State agencies and vendors, successfully completed on-time the upgrade of the State's Human Resource Management System. Human resource data for 14,000 employees was successfully and securely transferred to the upgraded system which is now operating in the government private cloud

As noted in the "Start, Stop and Continue To Do" priority initiatives, DHRD staff collaborated in the development of specific initiatives that each of the functional areas will focus attention on during the coming calendar year. The many initiatives identified by each of the functional areas were distilled to those initiatives that will receive focused attention with the expectation that progress towards accomplishing these identified initiatives will be shared department wide and their attainment celebrated. Additionally, each functional areas is identifying dashboard metrics for use to report longitudinal accomplishments and progress made to fulfill operational outcomes.

Question:

3. Is there any information regarding your experience and/or background that would be embarrassing to the Governor, or the State Senate, if such information were to become public?

Comments:

I am not aware of any past experiences and/or background that may be embarrassing to the Governor or Senate. This is not to say that there may be individuals who may come forward to express disagreement or criticism of decisions that I have made in the past.

Question:

4. Is there any other information regarding your experience and background that you believe should be considered by the committee?

Comments:

I am honored to have been nominated by Governor Ige to serve as the Director of the Department of Human Resources Development. It is my hope that I will live up to his expectations and the expectations of the Senate, should I be confirmed.

Thank you for your consideration of my nomination.

Context

Governor Ige's Administration Vision, Mission and Values

Vision: To ensure Hawaii is a state that our keiki, kupuna, and residents can call home, while honoring the traditions and values of our host culture.

Mission: To have a state government that is honest, transparent and responsive to its citizens.

Core Values: Are centered on integrity and collaboration – helping set our new direction.

Aloha – We treat everyone with dignity, respect and kindness; reflecting our belief that people are our greatest source of strength

Kuleana – We uphold a standard of transparency, accountability and reliability; performing our work as a government worthy of the public's trust

Laulima – We work collaboratively with business, labor, and the community to fulfill our public purpose.

Kūlia– We do our very best to reflect our commitment to excellence.

Pono – We strive to do the right thing, the right way, for the right reasons; to deliver results that are in the best interest of the public

Lōkahi– We honor the diversity of our employees and constituents through inclusiveness and respect for the different perspectives that each brings to the table.

Ho'okumu– We continually seek new and innovative ways to accomplish our work and commit to finding creative solutions to the critical issues facing the state.

Director's Vision, Conceptual Touchstones, Priorities

- Enhance our effectiveness
- Doing what is right by asking, answering and taking action – What are we doing? What should we be doing? What are we doing to get there?
- Empowerment

Start – Stop – Continue To Do for Calendar Year 2015

Start

3 Overarching Themes Linking the Context with the “Specific What” of “Start” Initiatives:

- Theme - Initiate actions based on dialogue linked to effectiveness; doing what is right
- Theme - Initiate innovative actions linked to effectiveness; doing what is right
- Theme - Empower with knowledge linked to empowerment

Initiatives:

- Claims & Safety – Initiate actions based on dialogue – with focus on Aloha; Laulima; Kūlia; Pono
 - Re-start dialogue with Disability Compensation Division (DCD)/Department of Labor & Industrial Relations (DLIR) and other self-insured public employers to discuss employers’ jointly-developed ideas and initiatives for an improved workers’ compensation system, e.g., hearing officer conflict disclosure, publication of DCD decisions
- Staffing – Initiate innovative actions – with focus on Kuleana; Laulima; Kūlia; Pono; Ho’okumu
 - Initiate discussion on expanding FBI checks to all prospective employees.
 - Expand the use of our NeoGov, e.g., Exempt posting for department users to manage.
- Classification & Compensation– Initiate innovative actions – with focus on Kuleana; Laulima; Kūlia; Pono; Ho’okumu
 - Review re-pricing process. Develop and negotiate salary schedules that are cost effective and competitive.
 - Develop a paperless position description file system.
 - Work on broad-banding system.
- Labor Relations – Empower with knowledge – with focus on Aloha; Kuleana; Pono; Ho’okumu
 - Settlement
- Transactions – Empower with knowledge – with focus on Aloha; Kūlia; Pono; Ho’okumu
 - Initiate training needs of department personnel offices on fundamentals of personnel transactions
 - Provide fundamental transactions training to line department staff
- Benefits - Initiate innovative actions – with focus on Kuleana; Laulima; Kūlia; Pono; Ho’okumu
 - Use of technology to increase employees enrollment in available benefits

- Explore the upgraded HRMS functionality for Bus pass enrollment and cancellations.
- Training - Initiate innovative actions – with focus on Aloha; Laulima; Kūlia; Pono; Ho’okumu
 - Establish quality level of curriculum
 - Provide training responsive to departmental needs Partnering with trainers (DHRD SMEs, EEO, Safety) and other assets/resources to develop more effective/responsive training
- Information Systems_- Initiate innovative actions – with focus on Aloha; Laulima; Kūlia; Pono; Lōkahi; Ho’okumu
 - Collaborate with our DHRD divisions to better understand and address their business needs for technology based solutions
- Equal Employment Office (EEO) - Initiate innovative actions and empower– with focus on Aloha; Laulima; Kūlia; Lōkahi; Ho’okumu
 - Create computer-based training for Discrimination/Harassment-Free Workplace, reasonable accommodations and conducting investigations
 - Collaborate in development of FBI and Safety initiatives to meet needs
- Administrative Services - Initiate innovative actions and empower– with focus on Aloha; Laulima; Kūlia; Lōkahi; Ho’okumu
 - Take actions to improve coordination between DHRD divisions/programs when sending assignments to department personnel offices.
- Director - Empower with knowledge with focus on Aloha; Kuleana; Laulima; Kūlia; Pono; Lōkahi; Ho’okumu
 - Striving towards more effectiveness
 - Do the right thing – What are we doing? What should we be doing? Doing what we need to get there?
 - Empowerment

Stop

Overarching Theme Linking the Context and “Specific What” of “Stop” Initiatives

- Theme - Stop taking detours linked to effectiveness; doing what is right

Initiative:

- Stop taking detours from our road map to where we want to be by asking and answering the 3 questions: What are we doing? What should we be doing? What are we doing to get there? **and taking action** with focus on Aloha; Kuleana; Laulima; Kūlia; Pono; Lōkahi; Ho’okumu

Continue

Overarching Theme Linking the Context and “Specific What” of “Continue” Initiatives

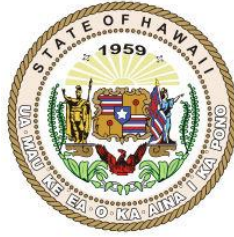
- Theme - Fulfill functional responsibilities while collaborating and communicating with focus on Aloha; Kuleana; Laulima; Kūlia; Pono; Lōkahi; Ho’okumu and, asking and answering the 3 questions, and initiating innovative action linked to effectiveness and empowerment.

Initiatives:

- Claims & Safety – Fulfill functional responsibilities while collaborating and communicating with focus on Aloha; Kuleana; Laulima; Kūlia; Pono; Lōkahi; Ho’okumu, asking and answering the 3 questions and initiating innovative action
 - Meetings with Department Personnel Officers (DPOs) to discuss their departments’ workers compensation duties and obligations, particularly with light duty accommodations/return to work.
- Staffing – Fulfill functional responsibilities while collaborating and communicating with focus on Aloha; Kuleana; Laulima; Kūlia; Pono; Lōkahi; Ho’okumu, asking and answering the 3 questions and initiating innovative action
 - Work closely and communicate with DHRD Divisions and DPOs and staff.
 - Providing morning Quiet Time and strive to meet bench marks in screening apps
- Classification – Fulfill functional responsibilities while collaborating and communicating with focus on Aloha; Kuleana; Laulima; Kūlia; Pono; Lōkahi; Ho’okumu, asking and answering the 3 questions and initiating innovative action
 - Participate in salary surveys for blue and white collar positions, professional/administrative/managerial positions, healthcare, information technology, salary budgets, pay practices, benefits, and public sector employees.
 - Establishment of new classes with possible pilot with broad-banding concept
 - Development of generic and broader classes
- Labor Relations – Fulfill functional responsibilities while collaborating and communicating with focus on Aloha; Kuleana; Laulima; Kūlia; Pono; Lōkahi; Ho’okumu, asking and answering the 3 questions and initiating innovative action
 - Collective Bargaining Agreement (CBA) negotiations, with the goal of settlement.
 - Build relationships with unions, departments and other jurisdictions, with the goal of collaborating to achieve win/win solutions to existing issues (e.g., grievances).
 - Succession planning, with the goal of building teams with strong technical and strategic knowledge in the areas of collective bargaining and labor relations.
 - PAS training, with the goal of working with departments on “train the trainer” concepts.
- Transaction – Fulfill functional responsibilities while collaborating and communicating with focus on Aloha; Kuleana; Laulima; Kūlia; Pono; Lōkahi; Ho’okumu, asking and answering the 3 questions and initiating innovative action
 - Provide line departments assistance in areas such as: 1) providing guidance on employee actions to be taken; 2) mass updates of employee records for

negotiated pay adjustments and other administrative purposes; 3) preparing instructions for employee transactions; and 4) providing HRMS input training for new employees.

- Maintenance of SPIN (State Personnel Information Network) site as a “reference” library for departmental personnel offices.
- Benefits – Fulfill functional responsibilities while collaborating and communicating with focus on Aloha; Kuleana; Laulima; Kūlia; Pono; Lōkahi; Ho’okumu, asking and answering the 3 questions and initiating innovative action
 - Provide advisory services to departmental personnel offices on the various benefit programs administered by DHRD.
 - Monitor the contracts with Third Party Administrators to ensure compliance with the existing contract terms.
- Training – Fulfill functional responsibilities while collaborating and communicating with focus on Aloha; Kuleana; Laulima; Kūlia; Pono; Lōkahi; Ho’okumu, asking and answering the 3 questions and initiating innovative action
 - Partnering with vendors to remove roadblocks in enrollment/attendance confirmation process
 - Researching various training delivery platforms/LMS; prepare to make recommendations if the opportunity arises
 - Identifying new projects that directly contribute to engagement of new hire
 - Developing alternate training solutions for new systems – HRMS, Outlook, etc.
- Information Systems – Fulfill functional responsibilities while collaborating and communicating with focus on Aloha; Kuleana; Laulima; Kūlia; Pono; Lōkahi; Ho’okumu, asking and answering the 3 questions and initiating innovative action
 - Continue to update the ISO support capabilities for the new HRMS v9.2
 - Continue the modernization work on our IT Systems including: (1) migration of the HRDNet to the GPC and (2) move to Office 365 Outlook
- EEO Office – Fulfill functional responsibilities while collaborating and communicating with focus on Aloha; Kuleana; Laulima; Kūlia; Pono; Lōkahi; Ho’okumu, asking and answering the 3 questions and initiating innovative action
 - Collaborate, facilitate and support departments regarding individual EEO issues
 - Initiate process changes related to EEO
 - Audit personnel practices to assure compliance with EEO laws
 - Provide training for Discrimination/Harassment-Free Workplace, conducting investigations, and providing reasonable accommodations
- Administrative Services – Fulfill functional responsibilities while collaborating and communicating with focus on Aloha; Kuleana; Laulima; Kūlia; Pono; Lōkahi; Ho’okumu, asking and answering the 3 questions and initiating innovative action
 - Reinforce the message that we are one department - not a group of silos.
- Director – Fulfill functional responsibilities while collaborating and communicating with focus on Aloha; Kuleana; Laulima; Kūlia; Pono; Lōkahi; Ho’okumu, asking and answering the 3 questions and initiating innovative action
 - Doing what we should be doing



EXECUTIVE CHAMBERS
HONOLULU, HAWAII

David Y. Ige
Governor

Testimony on GM 512
Confirmation of James Nishimoto
Director, Department of Human Resources Development
Governor David Y. Ige

SENATE COMMITTEE ON JUDICIARY AND LABOR
February 11, 2015
8:30 a.m., Room 016

Chair Keith-Aragan, Vice Chair Shimabukuro and committee members:

I respectfully request your support in confirming the appointment of James Nishimoto as the Director of Human Resources Development (DHRD). Mr. Nishimoto has (38) years of government service and has served in a wide range of positions, including executive assistant to the President of the University of Hawaii; associate director of Human Resources, University of Hawaii System Office; deputy director, (DHRD); administrator, Collective Bargaining and Negotiations, Hawaii State Department of Education.

Mr. Nishimoto holds various degrees: Doctor of Education (Ed.D.) from the University of Southern California; M.A., Business Personnel/Public Administration from Central Michigan University; and B.S., University of Kentucky.

This administration is committed to transforming the culture of government by embracing and accelerating change. I'm confident that James Nishimoto will support our employees in the Department of Human Resources Development in this effort. Together, we can build a better home for our keiki, kupuna, and all the residents of Hawaii.

Mahalo for your consideration.

DAVID Y. IGE
GOVERNOR



JAMES K. NISHIMOTO
DIRECTOR

RANDY BALDEMOR
DEPUTY DIRECTOR

STATE OF HAWAII
DEPARTMENT OF HUMAN RESOURCES DEVELOPMENT
235 S. BERETANIA STREET
HONOLULU, HAWAII 96813-2437

February 10, 2015

**TESTIMONY TO THE
SENATE COMMITTEE ON JUDICIARY AND LABOR**

For Hearing on Wednesday, February 11, 2015
8:30 a.m., Conference Room 016

By

RANDY BALDEMOR
DEPUTY DIRECTOR, DEPARTMENT OF HUMAN RESOURCES DEVELOPMENT

Governor's Message No. 512

**Request for Consideration and Confirmation of James K. Nishimoto
Director, Department of Human Resources Development**

CHAIRPERSON GILBERT S.C. KEITH-AGARAN, VICE CHAIR SHIMABUKURO AND
MEMBERS OF THE SENATE COMMITTEE ON JUDICIARY AND LABOR:

I write to express strong support for the confirmation of James K. Nishimoto, as Director of the Department of Human Resources Development (DHRD). Director Nishimoto's leadership style and vast experience across numerous agencies in state government, especially in human resources development while serving in leadership roles at the DHRD, the Department of Education (DOE) and University of Hawaii (UH), will help the department to better serve the community.

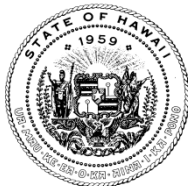
The DHRD provides an important, internal support function to state agencies across a broad range of areas, including staffing, classification, compensation, employee claims and employee relations, which are essential aspects of state agencies' ability to carry out their respective missions. The DHRD also helps to ensure compliance with state and Federal laws promoting, for example, equal employment opportunity, a healthy workplace environment and adherence to collective bargaining requirements.

To meet these responsibilities and advance the department, Director Nishimoto has implemented a collaborative, team-oriented approach, emphasizing “ALOHA” as we work together to re-evaluate how we do things and interact with other departments. As a result of this process, the department is moving forward with improvements in a number of key areas. In the areas of recruitment and classification, for example, the department is working to simplify and to streamline recruitment and classification processes. Recognizing that training is critical to transforming state operations, the department is also in the process of revamping and expanding upon training opportunities to help state employees be more efficient or improve services to our residents.

Throughout the department, an emphasis is being placed on eliminating manual paper processes in favor of technology-enabled processes. Toward this end, on January 20, 2015, the department successfully completed its upgrade of the State’s Human Resources Management System, a system that supports all departments (excluding the DOE & UH) in the areas of recruitment, management, and employee retention. This upgrade will ensure that HRMS has on-going software support and maintenance, while laying a foundation for possible future enhancements, such as employee self-service, which will increase government efficiency.

The above examples are but a few of the department’s key priorities, and I look forward to the possibility that I may continue to work with Director Nishimoto to advance the work of the department. Thank you for the opportunity to provide testimony in support of the Governor’s Message No. 512 regarding a request to consider and confirm the nomination of James K. Nishimoto, Director of the Department of Human Resources Development. Should you have any questions, please do not hesitate to contact me.

DAVID Y. IGE
GOVERNOR



Testimony of
FORD N. FUCHIGAMI
DIRECTOR

Deputy Directors
JADE T. BUTAY
ROSS M. HIGASHI
EDWN H. SNIFFEN

IN REPLY REFER TO:

STATE OF HAWAII
DEPARTMENT OF TRANSPORTATION
869 PUNCHBOWL STREET
HONOLULU, HAWAII 96813-5097

February 11, 2015
8:30 a.m.
State Capitol, Room 016

G.M. 512

Submitting for consideration and confirmation to the Director of the Department of Human Resources Development, Gubernatorial Nominee, JAMES NISHIMOTO, for a term to expire 12-3-2018.

Senate Committee on Judiciary & Labor

The Department of Transportation (DOT) **strongly supports** the confirmation of James Nishimoto as Director of the Department of Human Resources Development (DHRD).

Mr. Nishimoto has earned a Doctor of Education from the University of Southern California, a Masters in Business Personnel Administration and Public Administration from Central Michigan, and a Bachelor's of Science from the University of Kentucky. He has worked in government for 38 years in a variety of high level positions at the University of Hawaii, the State Department of Education, and was the former DHRD Deputy Director.

We have worked directly with Mr. Nishimoto and have always found him to be respectful of others' point of view, thoughtful and diligent, and deeply committed to making Hawaii a better place for all. His experience, knowledge, and insight make him an ideal DHRD Director where if he is confirmed, he will work to the utmost of his abilities to fulfill the responsibilities of his department. As an effective leader, who is modest and unassuming, his predisposition is to understand complex issues before comment or action. We have come to rely on Mr. Nishimoto's leadership in the recruitment, management, and retention of a high-performing workforce so that the DOT can deliver efficient and effective services that meet the public's needs. We look forward to working with him as he has given DOT close attention and active support.

Thank you for the opportunity to provide testimony.

TESTIMONY BY WESLEY K. MACHIDA
DIRECTOR, DEPARTMENT OF BUDGET AND FINANCE

AND BY RODERICK K. BECKER
DEPUTY DIRECTOR, DEPARTMENT OF BUDGET AND FINANCE

STATE OF HAWAII

TO THE SENATE COMMITTEE ON JUDICIARY AND LABOR
ON
GOVERNOR'S MESSAGE NO. 512

February 11, 2015
8:30 A.M.

SUBMITTING FOR CONSIDERATION AND CONFIRMATION TO THE
DIRECTOR OF THE DEPARTMENT OF HUMAN RESOURCES DEVELOPMENT,
GUBERNATORIAL NOMINEE, JAMES NISHIMOTO

Dear Chair Keith-Agaran, Vice Chair Shimabukuro, and Members of the Committee:

We support the confirmation of James Nishimoto to the position of Director of the Department of Human Resources Development.

Governor Ige's administration is committed to addressing the many issues facing our state in a direct and forthright manner. We will strive to do the right thing, the right way to achieve our shared goal of a healthy, sustainable economy to support our kupuna, ourselves, and our children.

James Nishimoto is an integral part of a team that is committed to achieving the goals of this administration in an honest, transparent, accountable, and responsive manner. Therefore, we support his confirmation of as Director of the Department of Human Resources Development.

Thank you for the opportunity to provide testimony.

TESTIMONY BY WESLEY K. MACHIDA
DIRECTOR, DEPARTMENT OF BUDGET AND FINANCE

AND BY RODERICK K. BECKER
DEPUTY DIRECTOR, DEPARTMENT OF BUDGET AND FINANCE

STATE OF HAWAII

TO THE SENATE COMMITTEE ON JUDICIARY AND LABOR
ON
GOVERNOR'S MESSAGE NO. 512

February 11, 2015
8:30 A.M.

SUBMITTING FOR CONSIDERATION AND CONFIRMATION TO THE
DIRECTOR OF THE DEPARTMENT OF HUMAN RESOURCES DEVELOPMENT,
GUBERNATORIAL NOMINEE, JAMES NISHIMOTO

Dear Chair Keith-Agaran, Vice Chair Shimabukuro, and Members of the Committee:

We support the confirmation of James Nishimoto to the position of Director of the Department of Human Resources Development.

Governor Ige's administration is committed to addressing the many issues facing our state in a direct and forthright manner. We will strive to do the right thing, the right way to achieve our shared goal of a healthy, sustainable economy to support our kupuna, ourselves, and our children.

James Nishimoto is an integral part of a team that is committed to achieving the goals of this administration in an honest, transparent, accountable, and responsive manner. Therefore, we support his confirmation of as Director of the Department of Human Resources Development.

Thank you for the opportunity to provide testimony.

DEPARTMENT OF HUMAN RESOURCES
CITY AND COUNTY OF HONOLULU

650 SOUTH KING STREET, 10th Floor
HONOLULU, HAWAII 96813

KIRK CALDWELL
MAYOR



CAROLEE C. KUBO
DIRECTOR
NOEL T. ONO
ASSISTANT DIRECTOR

February 11, 2015

The Honorable Gilbert S.C. Keith-Agaran, Chair
and Members of the Committee on
Judiciary and Labor
The Senate
State Capitol, Room 016
Honolulu, Hawaii 96813

Dear Chair Keith-Agaran and Members of the Committee:

Subject: Testimony on GM 512
Submitting for Consideration and Confirmation to the
Director of the Department of Human Resources Development,
Gubernatorial Nominee, JAMES NISHIMOTO

The Department of Human Resources, City & County of Honolulu, **strongly supports** the confirmation of Mr. James Nishimoto to the position of Director of the Department of Human Resources Development. Staff in the City's Human Resources department have worked with Mr. Nishimoto for many years during his tenure at the Department of Education, Office of Collective Bargaining and the University of Hawaii. Mr. Nishimoto has proven to be well qualified for his many leadership positions and we strongly support his confirmation for Director of the State Department of Human Resources Development.

We thank you for giving us the opportunity to testify on this matter.

Sincerely,

Handwritten signature of Carolee C. Kubo in black ink.

Carolee C. Kubo
Director

February 9, 2015

TESTIMONY TO THE
SENATE COMMITTEE ON JUDICIARY AND LABOR
For Hearing on Wednesday, February 11, 2015
8:30 a.m., Conference Room 016

Governor's Message 512

Relating to the Consideration and Confirmation of

JAMES K. NISHIMOTO

As Director of the Department of Human Resources Development

Honorable Chair Keith-Agaran, Vice Chair Shimabukuro and Committee Members:

The Department of Human Resources Development's senior management team and program managers **strongly support** the confirmation of James K. Nishimoto (aka "Nish") as Director of the Department of Human Resources Development ("DHRD").

Nish has over 30 years of background and experience in public sector human resources, including experience in the areas of classification and compensation, employee benefits, labor relations, workers' compensation and collective bargaining. His subject matter expertise is thus clearly beyond question. Notably, Nish served as Deputy Director at DHRD during 1999 – 2000, in addition to working at the Department of Education, University of Hawaii, and Office of Collective Bargaining.

Because of this extensive background and experience, Nish has definitely "hit the ground running" since becoming DHRD Director in early December 2014. Having previously worked at DHRD, he is already familiar with the department, its functions, and many of its staff. After working with Nish for the past two months, we have observed him to be very energetic, passionate, and fully committed to doing all he can to ensure that DHRD provides high quality services to our State employees and the public. He is intelligent, hard-working, and has terrific people skills. As a supervisor, Nish has shown himself to be very approachable, supportive/appreciative of his staff, and genuinely concerned about everyone's well-being.

We have no hesitation in stating that Nish is a great choice as DHRD Director, and we respectfully urge this Committee to support his confirmation.

Thank you for the opportunity to testify on this matter.

Testimony re GM 512
Senate Committee on Judiciary and Labor
Page 2

Respectfully submitted,

Debra Nishiyama
Employee Staffing Division

Mary Ann Teshima
Administrative Services Office

Susan Zukeran
Employee Staffing Division

David Keane
Information Systems Office

Patti Miyamoto-Asato
Employee Staffing Division

Anne Marie Puglisi
EEO Program

Joy Inouye
Employee Compensation Branch

Cindy Inouye
Employee Relations Division

Lisa Hodges
Employee Classification Branch

Sherry Shishido
Personnel Transactions Office

Florencio Baguio
Employee Claims Division

Doreen Kuroda
Employee Assistance-Benefits Office

Lois Maeda
Employee Claims Division

Patricia McDonald
Employee Assistance-Training Office

Lily Chu
Safety Office

Allison Murakawa
Labor Relations Office

Denise Eby Konan, Dean
College of Social Sciences
University of Hawai'i at Mānoa
2500 Campus Road, Hawai'i Hall 310
Honolulu, HI 96822

February 11, 2015

The Honorable Gilbert S.C. Keith-Agaran, Chair
The Honorable Maile S.L. Shimabukuro, Vice Chair
Senate Committee on Judiciary & Labor
Hawai'i State Capitol
415 South Beretania Street
Honolulu, HI 96813

**Subject: Testimony in STRONG SUPPORT of the Confirmation of Mr. JAMES NISHIMOTO as
Director of the Department of Human Resources Development
Governor's Message No. 512
Hearing Date/Time: Wednesday, February 11, 2015, 8:15 a.m.**

Dear Chairman Keith-Agaran, Vice Chair Shimabukuro, and Members of the Committee:

My name is Denise Eby Konan and I serve as the Dean of the College of Social Sciences at the University of Hawai'i at Mānoa. One of 18 colleges and schools at the University of Hawai'i at Mānoa, the College of Social Sciences is among the largest of UH Mānoa's units. We provide one-fifth of student semester hours, majors and degrees on our campus through our twelve academic programs, which include Anthropology, Communication/Journalism, Economics, Ethnic Studies, Geography, Political Science, Psychology, Public Administration, Public Policy, Sociology, Urban and Regional Planning, and Women's Studies. It is with great pleasure that I write today to **strongly support** the gubernatorial nomination of JAMES NISHIMOTO as Director of the Department of Human Resources Development.

I have worked at the UH Mānoa for over 21 years. In various administrative and faculty positions, I've had the pleasure to work directly with Mr. Nishimoto on human relations matters. In all these interactions, I have found him to be highly intelligent and an expert whose insights I respect and trust. He is a valued leader, and highly capable of working to bring out the best in people for the benefit of the institution. He is also extremely reliable, and will stand by his word. He is also able to bring people together and facilitate solutions, even under very complex conditions. I've truly appreciated Mr. Nishimoto as a colleague and have full confidence in his leadership abilities to serve in this new role as Director of Human Resources. I urge you to support his candidacy.

Thank you for this opportunity to testify.

Sincerely,

Denise Eby Konan

Dwight S. Takeno

HAWAII STATE SENATE

Committee on Judiciary and Labor
Senator Gilbert S.C. Keith-Agaran, Chair
Senator Maile S.L. Shimabukuro, Vice Chair

DATE: Wednesday, February 11, 2015

TIME: 8:30 a.m.

PLACE: Conference Room 016, State Capitol

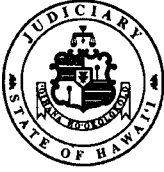
RE: GM 512

Chair Keith-Agaran and Vice Chair Shimabukuro and members of the Senate Committee on Judiciary and Labor, I am submitting a personal written testimony in **SUPPORT** of GM 512 which proposes the Senate to consider and confirm the Governor's nominee of Dr. James Nishimoto to the Director of the Department of Human Resources Development for a term to expire 12/3/2018.

I have personally worked with Dr. Nishimoto, or "Nish" as many people refer to him, in many different capacities and situations while working at the United Public Workers union and at the University of Hawaii where I currently work at its Director of Collective Bargaining and Employee Relations. In my experiences, I have developed a deep and fond respect for Nish who I proudly refer to as Sensei. There is no question that Nish has the knowledge and skill sets developed over his over 39+ years of dedicated public service in the field, and he embodies all the traits and characteristics of what a honorable, humble, compassionate, and genuine individual should be. His work ethic is second to none. He is very driven and motivated, and an empathetic visionary leader who believes in the mantra of that though continuous reflection and thought we can seek the change to become better. Nish understands the value of building relationships with constituents and being transparent. He is also highly respect by both the employer and labor community. I personally believe that there is no other individual out there who could match or beat what Nish brings to the table and the benefits the State's DHRD will obtain and be able to accomplished over the next four years.

Nish is the epitome of a true public servant and embodies the true meaning of Ha'aheo or "Pride in Public Service." From his career and personal sacrifices in the U.S. Army, through his career in Hawaii public service working at the Department of Personnel Services a.k.a. Department of Human Resources Development, Department of Education, the Legislature, Governor's Office, Office of Collective Bargaining, and the University of Hawaii, Nish has always served with distinction and honor. With Nish there is no risk - only rewards and I fully support his confirmation.

Thank you for the opportunity to testify.



Office of the Administrative Director - Human Resources THE JUDICIARY • STATE OF HAWAII

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Rodney A. Maile
ADMINISTRATIVE DIRECTOR
Iris Murayama
DEPUTY ADMINISTRATIVE DIRECTOR

Dee L. Wakabayashi
HUMAN RESOURCES DIRECTOR

February 9, 2015

Chair and Members of the Senate Committee on Judiciary and Labor

I would like to state my support for James K. Nishimoto, Ed.D., as Director of the Department of Human Resources Development (DHRD). As the Human Resources Director for the Judiciary, I have firsthand knowledge and interaction with Mr. Nishimoto for a number of years when he served as my supervisor at the Office of Human Resources, University of Hawaii; and in his previous capacity as Deputy Director of DHRD and most currently as Interim Director of DHRD.

Mr. Nishimoto is intelligent and has the executive and administrative skill sets to manage DHRD. He certainly has the necessary knowledge of human resources in the public sector.

In a recent meeting with human resources directors from the various employer jurisdictions, Mr. Nishimoto displayed his ability to work with people and emphasized the importance of maintaining effective communications amongst all employer jurisdictions. Mr. Nishimoto has shown insight and skill in conducting meetings, allowing everyone to express their opinion without losing sight of the objective; explaining complicated issues in a simple and understandable manner; and ably communicating with diplomacy and an even temperament.

It is important that the Director of DHRD work with the jurisdictions' human resources directors to ensure that meaningful discussion takes place prior to decision making. This is especially important when jurisdictions have to "collectively" bargain together or to implement various human resources initiatives. As the largest jurisdiction, he has already assumed a leadership role amongst the human resources directors.

Mr. Nishimoto has shown a commitment to the position and the institution for which he has been asked to serve and support. I am confident that Mr. Nishimoto will serve the State of Hawaii Department of Human Resources Development well in his role as Director.

Thank you for your consideration of my statement of support.

Sincerely,

A handwritten signature in cursive script that reads "Dee L. Wakabayashi".

Dee L. Wakabayashi
Human Resources Director



February 9, 2015

The Honorable Gilbert S.C. Keith-Agaran, Chair
The Honorable Maile S.L. Shimabukuro, Vice Chair
And Members
Senate Committee on Judiciary and Labor
415 South Beretania Street, Conference Room 016
Honolulu, Hawaii 96813

**RE: G.M. 512 - FOR CONSIDERATION AND CONFIRMATION TO THE
DIRECTOR OF THE DEPARTMENT OF HUMAN RESOURCES
DEVELOPMENT, GUBERNATORIAL NOMINEE, JAMES
NISHIMOTO**

Dear Chair Keith-Agaran, Vice Chair Shimabukuro, and Members of the Committee,

Thank you for the opportunity to provide testimony in support of the confirmation of Mr. James Nishimoto to the position of Director for the Department of Human Resources Development.

Mr. Nishimoto has an extensive background and professional experience in the area of human resources and administration. As a former cabinet level director for the State Department of Human Resources Development, Mr. Nishimoto already possesses the aptitude and familiarity to be successful in this position.

The Department of Human Resources Development administers perhaps the single largest asset in state government's inventory – our public employees. The significance of our workforce are indicative of the equally significant portion of government budget and expenses that they represent. Managing human resources in our large organization is no small task. Within state government, human resources management is slightly more complicated than in the private sector because of the special nuances that comprise public sector employment and collective bargaining. Mr. Nishimoto has the demonstrated history to lead this department because of his past professional experiences in all of these areas.

Mr. Nishimoto has the background and experience that would be valuable in a director of the department of human resources development. I believe his expertise will bring a lot of value to the department and the State of Hawaii. I urge the members of the Senate Committee on Judiciary and Labor to support his selection by voting favorably on his nomination and advancing G.M. 512 for full Senate confirmation.

Sincerely,


KALBERT K. YOUNG
VP for B&F/CFO



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SYSTEM

Jan S. Gouveia
Vice President for Administration

Testimony Presented Before the
Senate Committee on Judiciary and Labor
Wednesday, February 11, 2015
8:30 a.m.
by
Jan Gouveia
Vice President for Administration
University of Hawai'i System

GM 512 SUBMITTING FOR CONSIDERATION AND CONFIRMATION TO THE
DIRECTOR OF THE DEPARTMENT OF HUMAN RESOURCES DEVELOPMENT,
GUBERNATORIAL NOMINEE, JAMES NISHIMOTO, FOR A TERM TO EXPIRE
12-3-2018

Chair Keith-Agaran, Vice Chair Shimabukuro, and Members of the Senate Committee:

I am respectfully submitting written testimony on Governor's Message 512 regarding the nomination of Dr. James Nishimoto as Director of the Human Resources Department which is before the Senate for consideration and confirmation.

I fully support this nomination of Dr. Nishimoto. In his 39 years of experience with the State of Hawai'i, Dr. Nishimoto has served in various leadership capacities in human resources and collective bargaining at both state and department levels. Dr. Nishimoto has served as Administrator for collective bargaining and negotiations for the Department of Education, Deputy Director for the State Department of Human Resources Development, Associate Director for the University's System Office of Human Resources, and Director of academic personnel for the University of Hawaii. In addition, he has served as Executive Assistant to former Presidents of the University, supporting the strategic initiatives and operations of the University system.

Leadership involves finding the right talent for the right positions at the right time. Dr. Nishimoto is the leader that can transform and move our state human resources program now. Dr. Nishimoto understands the impact of globalization and competition on our state, the necessary tightening of our state resources, the integration of technology to systems and process, and succession management for our state. He understands the nuances and dynamics of civil service as well as the need to evolve our human resources issues around a changing environment. In his service at both state and department levels, Dr. Nishimoto also understands the need to work collaboratively with other jurisdictions who have unique needs and requirements. His communication approach is with openness, candor, and effectiveness. With his background and experience, coupled with his integrity, character and dedication to public service, Dr. Nishimoto will serve as an exceptional director in supporting the vision of the Governor and state.

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Legislative Testimony

Testimony Presented Before the
Senate Committee on Judiciary and Labor
February 11, 2015 at 8:30am
by
David Lassner
President, University of Hawai'i
WRITTEN ONLY

GM512 – Submitting for consideration and confirmation to the Director of the Department of Human resources Development, Governatorial Nominee, JAMES NISHIMOTO, for a term to expire 12-3-2018.

Chair Keith-Agaran, Vice Chair Shimabukuro, and Members of the Committee:

Thank you for the opportunity to testify in **strong support** of Governor's Message 512 and the nomination of Dr. James Nishimoto as Director of the Department of Human Resources Development (DHRD) for the State of Hawai'i (State).

Dr. Nishimoto's 39 years of distinguished service to the State is a prime example of his dedication to public service and the betterment of our communities. He has served in a number of key roles at the University of Hawai'i (UH), to include Director of Academic Personnel Administration and Associate Director of Human Resources and Executive Assistant to two previous UH System Presidents. Through his hard work and dedication within these positions and combined with the foundation he built upon through his experiences in DHRD and the Department of Education, Dr. Nishimoto has developed a deep understanding of public employment laws and policy in Hawai'i and built a strong network of relationships across public agencies and employee unions. He is a quiet problem-solver, adept at bringing people together to find common ground and resolve challenging issues. Dr. Nishimoto's knowledge and understanding of human resources and employee relations issues have been an asset to me and to other UH leaders throughout his years of service here.

I am fortunate to have had the opportunity to work with "Nish" in a number of roles and projects over the years and know that he has both the substantive expertise and broad perspective to be an outstanding leader for the Department of Human Resources Development for the State of Hawai'i and our communities. I strongly support his nomination and look forward to continuing to work with him in his new role.

Thank you for this opportunity to testify in **strong support** of Governor's Message 512 and your consideration and confirmation of Dr. James Nishimoto.

Testimony Presented Before the
Senate Committee on Judiciary and Labor
Wednesday, February 11, 2015 at 8:30 am

GM 512, SUBMITTING FOR CONSIDERATION AND CONFIRMATION TO THE
DIRECTOR OF THE DEPARTMENT OF HUMAN RESOURCES DEVELOPMENT,
GUBERNATORIAL NOMINEE, JAMES NISHIMOTO,
FOR A TERM TO EXPIRE 12-3-2018.

Chair Keith-Agaran, Vice Chair Shimabukuro and members of the Senate Committee on
Judiciary and Labor:

My name is Debra Ishii and I am respectfully submitting written testimony as an
individual regarding GM 512 relating to the nomination of Dr. James Nishimoto as
Director of the State Department of Human Resources Development. I **strongly**
support his nomination.

As a professional in human resources and a current human resources director for
a state department, I have known Dr. Nishimoto for over twenty years. His career
includes numerous human resources leadership positions for the state and department
levels, a total of 39 years of dedicated public service. Dr. Nishimoto has always been a
strategic leader with character and integrity coupled with a forward-thinking approach to
initiatives and operations. Dr. Nishimoto's experience and technical knowledge of
human resources and collective bargaining will support this administration's goals and
objectives.

Dr. Nishimoto exercises sound discretion and judgment to advance
organizations. His collaborative approach in working together with parties with varying
viewpoints to resolve issues in a timely, respectful manner has benefitted organizations.
His working relationships with individuals and groups have been effective in engaging
parties, accomplishing goals and moving organizations forward. His keen
understanding of situations and his ability to anticipate and address a multitude of
factors impacting situations have led to success in large system wide initiatives and
projects. In all that he accomplishes, Dr. Nishimoto is a clear and honest
communicator, decisive decision-maker, and committed professional.

Dr. Nishimoto is a proven leader in human resources and I support his
nomination to lead our state's human resources program.

Thank you for the opportunity to testify as an individual on GM 512.



Governor's Message 512

Committee on Judiciary and Labor

Chairperson Keith-Agaran, Vice-Chairperson Shimabukuro

My name is Joan Lee Husted. I am the retired HSTA Executive Director and Chief Negotiator. I strongly support the confirmation of James Nishimoto as the Director of the Department of Human Resources Development.

I worked with Mr. Nishimoto when he was with the Department of Education. He represented the Department at the bargaining table on a number of occasions. I found him an honest and straight forward person. He is quick to understand problems and capable of finding solutions to perplexing situations.

He comes to the Department with experience as the deputy in that department and I have every confidence that he will do an excellent job. I encourage his confirmation.

Thank you for letting me testify on GM 512