

MAR 08 2024

SENATE 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
33 look to innovative and meaningful ways to attract and retain
34 employees; and
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1 WHEREAS, with changing societal norms, technological
2 advancements, and greater emphasis on well-being, employees
3 today often seek workplaces that offer flexibility in terms of
4 hours, remote work options, and support for maintaining a
5 healthy balance between work and personal life; and

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

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11 (1) Fostering a positive organizational culture;
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13 (2) Providing opportunities for professional growth and
14 development;
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16 (3) Promoting effective communication and collaboration
17 among team members;
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19 (4) Offering competitive compensation and benefits; and
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21 (5) Ensuring strong leadership and management support; and

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

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26 WHEREAS, ensuring the productivity, engagement, and well-
27 being of employees is a shared responsibility between both
28 employees and their supervisors/managers; and

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

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35 BE IT RESOLVED by the Senate of the Thirty-second
36 Legislature of the State of Hawaii, Regular Session of 2024,
37 that the Department of Human Resource Development is requested
38 to convene a working group to develop a framework to help state
39 department managers foster thriving work environments; and

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41 BE IT FURTHER RESOLVED that the framework is requested to
42 provide departments with guidance, best practices, and options



1 to ensure meaningful supervision and support for their
2 employees; ways to gather meaningful data to monitor the level
3 of employee engagement and productivity of both in-office and
4 teleworking employees; any metrics for a holistic approach for
5 measuring performance and engagement; and proposed initiatives
6 that include training programs, mentorship, coaching, career
7 development planning, performance management, and succession
8 planning; and
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10 BE IT FURTHER RESOLVED that the working group is requested
11 to perform an assessment and identify gaps in the current
12 implementation of the State Telework Guidelines and to develop a
13 framework that can be utilized in different departments and
14 agencies; and
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16 BE IT FURTHER RESOLVED that the working group is requested
17 to gather information on best practices of thriving worksites
18 including but not limited to other state departments, state and
19 county jurisdictions, non-profit organizations, and private-
20 sector businesses, both in Hawaii and across the nation; and
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22 BE IT FURTHER RESOLVED that the working group is requested
23 to comprise representatives with expertise and first-hand
24 experience in effectively implementing hybrid telework programs,
25 which may include designees from state departments or agencies,
26 those outside state government who possess expertise in talent
27 and organizational development, and public sector unions whose
28 bargaining unit employees are directly affected; and
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30 BE IT FURTHER RESOLVED that the working group is requested
31 to submit a final report of its findings and recommendations to
32 the Legislature, Governor, and head of each executive department
33 by December 30, 2024; and
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35 BE IT FURTHER RESOLVED that certified copies of this
36 Resolution be transmitted to the Governor, Director of Human
37 Services, and Director of Labor and Industrial Relations.
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OFFERED BY: 

