
SENATE CONCURRENT RESOLUTION

REQUESTING THE AUDITOR TO CONDUCT A PERFORMANCE AUDIT OF THE DEPARTMENT OF EDUCATION'S PROCESS FOR ESTABLISHING, CLASSIFYING, AND APPROVING ADMINISTRATIVE AND PROGRAM POSITIONS, AND ITS SUPERVISION AND EVALUATION OF COMPLEX AREA SUPERINTENDENTS.

1 WHEREAS, the Department of Education is one of the largest
2 public agencies in the State and is responsible for the
3 education of the State's public school children; and
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5 WHEREAS, personnel costs represent a significant portion of
6 the Department's budget, and decisions regarding the
7 establishment of administrative and program positions have
8 long-term fiscal and operational implications; and
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10 WHEREAS, the Superintendent of Education is vested with
11 authority to organize and manage the Department, including the
12 establishment and classification of positions, and to supervise
13 Complex Area Superintendents, who are responsible for the
14 oversight and performance of schools within their respective
15 regions; and
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17 WHEREAS, the Board of Education has a responsibility to
18 provide governance and oversight for the Department, including
19 review and approval of certain organizational structures and
20 positions, and to ensure that appropriate systems are in place
21 to evaluate leadership performance across the Department; and
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23 WHEREAS, ensuring that the creation of positions and the
24 supervision and evaluation of leadership are transparent,
25 consistent, and aligned with legislative intent is essential to
26 maintaining public trust and accountability; and
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28 WHEREAS, questions have been raised regarding the growth,
29 justification, and approval processes for administrative and



1 program positions, as well as the effectiveness of oversight and
2 performance evaluation of Complex Area Superintendents; and

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4 WHEREAS, an independent, objective review of these
5 Department functions by the Auditor would provide clarity
6 regarding current practices and identify opportunities to
7 strengthen governance, efficiency, accountability, and
8 leadership effectiveness; now, therefore,

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10 BE IT RESOLVED by the Senate of the Thirty-third
11 Legislature of the State of Hawaii, Regular Session of 2026, the
12 House of Representatives concurring, that the Auditor is
13 requested to conduct a performance audit of the Department of
14 Education's process for establishing, classifying, and approving
15 administrative and program positions, and its supervision and
16 evaluation of Complex Area Superintendents; and

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18 BE IT FURTHER RESOLVED that the audit is requested to
19 include but not be limited to an examination of the following:

- 20
21 (1) Authority and process, including:
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23 (A) The statutory and policy authority under which
 - 24 positions are created;
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26 (B) The process used by the Superintendent of
 - 27 Education to establish new positions; and
 - 28
29 (C) The criteria, documentation, and justification
 - 30 required to establish new positions;
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- 32 (2) Board of Education oversight, including:
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34 (A) The role of the Board of Education in reviewing
 - 35 and approving positions;
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37 (B) The consistency and rigor of the Board of
 - 38 Education's approval process; and
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40 (C) Whether the Board of Education is provided
 - 41 sufficient information to exercise effective
 - 42 oversight;



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- (3) Growth and trends, including:
 - (A) The number and types of administrative and program positions created in the Department of Education over the past ten years; and
 - (B) Trends in the growth of administrative positions compared to school-level or classroom positions;
- (4) Alignment with legislative intent, including:
 - (A) Whether the positions established align with legislative appropriations and policy objectives; and
 - (B) Whether positions are funded as was intended by the Legislature;
- (5) Fiscal impact, including the short- and long-term fiscal impact of newly created positions, taking into account salaries, benefits, and associated costs;
- (6) Organizational efficiency, including:
 - (A) Whether there is duplication, overlap, or fragmentation of roles; and
 - (B) Whether reporting structures are clear and effective;
- (7) Internal controls and accountability, including:
 - (A) The adequacy of internal controls governing position creation and approval; and
 - (B) Whether there are safeguards to prevent unnecessary or duplicative positions;
- (8) Transparency and documentation, including:



- 1 (A) Whether sufficient documentation exists to
2 justify the creation of positions; and
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- 4 (B) Whether decisions are transparent and accessible
5 to oversight bodies;
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- 7 (9) Comparative analysis, including a comparison of the
8 Department of Education's administrative staffing
9 levels and structures to those of similarly sized
10 school systems;
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- 12 (10) Supervision of Complex Area Superintendents,
13 including:
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 - 15 (A) The structure and processes by which the
16 Department of Education supervises Complex Area
17 Superintendents;
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 - 19 (B) The clarity of roles, responsibilities, and
20 reporting relationships; and
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 - 22 (C) The extent to which supervision is consistent,
23 documented, and aligned with departmental goals;
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- 25 (11) Evaluation of Complex Area Superintendents, including:
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 - 27 (A) The criteria and metrics used to evaluate
28 performance;
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 - 30 (B) The frequency and rigor of evaluations;
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 - 32 (C) Whether evaluations are tied to student outcomes,
33 operational performance, and accountability
34 measures; and
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 - 36 (D) Whether performance evaluations are used to
37 inform personnel decisions, including retention,
38 promotion, or corrective action;
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- 40 (12) Accountability and performance management, including:
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(A) Whether there are clear expectations and accountability mechanisms for Complex Area Superintendents;

(B) The extent to which underperformance is identified and addressed; and

(C) Whether there are consistent standards applied across complex areas; and

(13) Recommendations to improve governance, transparency, efficiency, accountability, and leadership effectiveness; and

BE IT FURTHER RESOLVED that the Auditor is requested to submit a report of its findings and recommendations, including any proposed legislation, to the Legislature no later than twenty days prior to the convening of the Regular Session of 2027; and

BE IT FURTHER RESOLVED that certified copies of this Concurrent Resolution be transmitted to the Auditor, Chairperson of the Board of Education, and Superintendent of Education.

