

JOSH GREEN, M.D.
GOVERNOR



KEITH T. HAYASHI
SUPERINTENDENT

STATE OF HAWAII
DEPARTMENT OF EDUCATION
KA 'OIHANA HO'ONA'AUAO
P.O. BOX 2360
HONOLULU, HAWAII 96804

OFFICE OF TALENT MANAGEMENT

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June 13, 2024

Certified Mail No: 7014 2870 0001 0905 2730
Return Receipt Requested
via email: service@hgea.org

Mr. Randy Perreira
Executive Director
Hawaii Government Employees Association
888 Mililani Street #401
Honolulu, Hawaii 96813

Re: Information Regarding the Organizational Alignment Initiative for State Offices

Dear Mr. Perreira:

The Hawaii State Department of Education (Department) is informing the Hawaii Government Employees Association of the Department's organizational alignment initiative for state offices.

Beginning in the 2024-2025 school year, the Department's Office of Talent Management, the Deputy Superintendent of Strategy, the other Deputy Superintendents, and Assistant Superintendents will proceed with a plan to align the Department's organizational structure, with a focus on state offices. The enclosed memorandum provides information about the organizational alignment initiative including how employees can provide feedback. Also enclosed are screenshots of the Department's internal portal for gathering employee feedback and suggestions.

Please contact me at ainoa.naniole@k12.hi.us or (808) 441-8453 with any questions.

Sincerely,

Ainoa Naniole
Ainoa Naniole (Jun 13, 2024 09:30 HST)

Ainoa Naniole
Personnel Director
Employee Relations Branch

Mr. Randy Perreira
June 13, 2024
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AN:al
Enclosures

c: Keith T. Hayashi, Superintendent
Deputy Superintendents
Sean Bacon, Assistant Superintendent, Office of Talent Management



STATE OF HAWAII
DEPARTMENT OF EDUCATION
KA 'OIHANA HO'ONA'AUAO
P.O. BOX 2360
HONOLULU, HAWAII 96804

OFFICE OF THE SUPERINTENDENT

May 28, 2024

TO: DOE Employees (All)

FROM: Keith T. Hayashi
Superintendent 

SUBJECT: Organizational Alignment Initiative for State Offices

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In May 2023, the Hawaii State Board of Education approved the Implementation Plan for the Hawaii State Department of Education's (Department) 2023-2029 Strategic Plan. The Implementation Plan's Desired Outcome 3.2.2 states, "All Department of Education programs, human resources, organizational structure, and finances are structured to accomplish the strategic plan goals and outcomes." The Department has an action item to address the organizational structure of state offices beginning this school year. Thus, the Office of Talent Management and the Deputy Superintendent of Strategy, along with the other Deputy Superintendents and Assistant Superintendents, initiated a plan to align the organizational structure focused on state offices. This memorandum provides information about the organizational alignment initiative including how employees can provide feedback.

Organizational Alignment Initiative

Through organizational alignment, the Department seeks to align its state structure and human resources to achieve strategic education goals, clarify the tri-level roles and roles of the Department as a State Education Agency and a Local Education Agency for federal programs, and emerge as a flexible learning organization. The aim is to ensure our organizational structure aligns with our key priorities around high-quality student learning for all, an effective workforce, and efficient systems of support.

This will be a multi-phase and multi-year process. From Spring 2024 to Fall 2025, this phase focuses on state offices and aligning the structure to achieve strategic goals. Future phases will include complex area offices and address modernization.

The Department has an ambitious target to develop a proposal for state office reorganization by Fall 2024. Before organizational structure changes are implemented, there will be a consult and confer process with relevant unions and opportunities for employee feedback.

State office leaders are currently reviewing functional statements and identifying job titles and position descriptions that should be updated.

AN AFFIRMATIVE ACTION AND EQUAL OPPORTUNITY EMPLOYER

Third-Party Review of Organizational Structure

The [Council of the Great City Schools \(CGCS\)](#) will perform an onsite review of our state-level organizational structure this June. Identified state offices (Office of Curriculum and Instructional Design, Office of Information Technology Services, Office of Strategy, Innovation and Performance, Office of Student Support Services, Office of Talent Management, Office of the Superintendent, Deputy Superintendent Offices of Academics, Operations and Strategy) will participate in the assessment to evaluate the organizational structure.

The Office of Facilities and Operations and the Office of Fiscal Services are included in the overall Organizational Alignment initiative. CGCS previously reviewed them in 2019. As such, they are not included in this summer's third-party assessment scope.

Information about CGCS

CGCS is the nation's primary coalition of large urban public school systems and has conducted more than 320 organizational, instructional, student services, management, and operational reviews in over 60 big city school systems over the last twenty years. The reports generated by these reviews identify best practices and opportunities for improvement associated with substantive recommendations.

Over the years, CGCS reviews have learned why and how major urban school systems improve while others do not. The CGCS bases its reviews on thorough interviews with relevant members of the local district team to gather first-hand feedback. CGCS convenes a Strategic Support Team of highly skilled and experienced Academic, Finance, Information/Technology, Operational, Strategy, and Talent Management Officers from other large urban school districts to conduct the interviews. Learn more at the [Council of the Great City Schools'](#) website.

Employee Suggestions, Information, and Frequently Asked Questions

Employee suggestions for organizational alignment are valued. State office leaders may provide their teams with feedback; employees may also provide suggestions directly. Employees may suggest organizational alignment recommendations via [an online survey form](#). The survey is anonymous unless an employee chooses to identify themselves at the end of the form. While this phase of the Organizational Alignment focuses on state office structure, all Department employees are welcome to submit suggestions.

Department employees may visit <https://bit.ly/HIDOEOrganizationalAlignment> for more information about the Department Organizational Alignment initiative, third-party reviews, and frequently asked questions.

Should you have questions, please contact Sandy Goya, Project Manager, at sandra.goya@k12.hi.us.

KTH:toc/sb

c: Board of Education
Deputy Superintendents
Assistant Superintendents
Hawaii Government Employees Association
Hawaii State Teachers Association
United Public Workers

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Organizational Alignment Initiative for State Offices

[*Scroll to bottom for link to Suggestion Form.](#)

State of Hawaii Public Education 2023-2029 Strategic Plan

In May 2023, the Hawaii State Board of Education approved the Implementation Plan for the Hawaii State Department of Education's (Department) 2023-2029 Strategic Plan. The Implementation Plan's Desired Outcome 3.2.2 states, "all Department of Education programs, human resources, organizational structure, and finances are structured to accomplish the strategic plan goals and outcomes." The Department has an action item to address the organizational structure of state offices beginning this school year.

Organizational Alignment Initiative

Through organizational alignment, the Department seeks to align its state structure and human resources to achieve strategic education goals, clarify the tri-level roles and roles of the Department as a State Education Agency and a Local Education Agency for federal programs, and emerge as a flexible learning organization. The aim is to ensure our organizational structure aligns with our key priorities around high-quality student learning for all, an effective workforce, and efficient systems of support.

This will be a multi-phase and multi-year process. From Spring 2024 to Fall 2025, this phase focuses on state offices and aligning the structure to achieve strategic goals. In June of 2024, a third party consultant will be conducting an assessment of the state offices. More information regarding the third part assessment can be found linked below. Future phases will include complex area offices and address modernization.

The Department has an ambitious target to develop a proposal for state office reorganization by Fall 2024. Before organizational structure changes are implemented, there will be a consult and confer process with relevant unions and opportunities for employee feedback.

Employee Suggestions

Employee suggestions for organizational alignment are valued and being gathered via the Google form linked below. This survey is anonymous unless an employee chooses to provide an email at the end of the questionnaire. Feedback may be shared with the team managing the alignment initiative, DOE's leadership team and the third party consultant conducting the organizational assessment. Feedback may be summarized to share with employees and/or the BOE.

[Frequently Asked Questions](#)

[Third Party Organizational Assessment](#) (June 2024)

[Reference Links](#)

We'd love to hear your feedback!



SharePoint

SA

Welcome to the Hawaii State Department of Education - Internet Portal

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Management Support Services Section

Realignment

Organizational Alignment - FAQ

1. Organizational Alignment - Why do it?

- Achieve Strategic Plan goals through improved employee resource management
- Address employee performance, accountability and retention by establishing clear roles and responsibilities and providing opportunities for career growth
- Maximize State Office efficiency and effectiveness by aligning resources with functions, and addressing duplication/overlap or gaps in services within the tri-level systems
- Optimize performance and service delivery through assessment and redistribution of human resources (including span and layers)
- Modernize the organization by addressing current and future labor market conditions and artificial intelligence advance

2. Organizational Alignment - Why now?

The State of Hawaii Public Education 2023-2029 Strategic Plan includes a new mission, vision, core values, priorities, goals, and the desired outcomes for the state's K-12 public education system. In February 2023, the Hawaii Board of Education unanimously approved the first phase of the Plan.

Phase II of the strategic plan was approved by the Board in May 2023. Phase II consists of the implementation plan, which includes the strategies and metrics that the Department will use to reach the goals.

- For Action Item 2, the Department committed to developing and executing a phased reorganization of state offices starting in SY 2023-24

Through Organizational Alignment, the Department seeks to align its state structure and human resources to achieve strategic education goals, clarify tri-level roles, and emerge as a flexible learning organization.

3. Will Organizational Alignment be part of a cyclical review of the Department's Plan of Organization?

- Yes. The Department will develop a cyclical schedule for each state office of its Plan of Organization for future organizational alignment reviews.

4. Will Organizational Alignment eventually be conducted for complex area offices?

- Yes. However, a start date has not been set yet.

5. Is Organizational Alignment the same thing as a Reorganization?

- Yes, to a certain extent. However, in the past, huge large-scale reorganizations of the Department have been the painful result of budgetary reductions due to global and state economic conditions. In this case, the organizational alignment process has been initiated and directed by the Superintendent and driven by implementation of the strategic plan. We are assessing our state organizational structure for alignment with our current strategic priorities of high quality student learning for all, effective workforce, and effective and efficient systems of support. This process will also thoughtfully align with the fiscal biennium budget planning process, performance management, and include our own internal review as well as a third party assessment of our state office organization structure.

6. What will occur during the Organizational Alignment process?

- During the months of April and May 2024, this process will include:
 - Identification of position titles or position descriptions in need of a refresh
 - Updates to office functional statements
 - Cross-office meetings, as needed
- During the months of June and July 2024:
 - State offices will propose to the Superintendent changes (if any) in organizational structure based on office, cross-office, and executive team discussions
- To aid in this process, a third party organizational assessment of identified state offices (OCID, OITS, OSIP, OSSS, OTM, SUPT/DEPUTY) will be conducted this summer. OFO and OFS were reviewed in 2019 so they are not included in the scope of this assessment.

7. How do I participate or provide input?

- ASs will lead a process for office-level review and feedback.
- You may be interviewed as part of the Third Party Organizational Assessment (June 2024)
- You may provide your (individual) suggestions for organizational alignment (state office-level) via [this Google form](#).
- If your position is included in changes in the organizational structure, then you will also have the opportunity to provide feedback through the consult and confer process.
- There will be other opportunities to participate or provide input.

8. How will I get information about the status of the process?

- Your AS will be communicating with the office.
- Periodic updates will be provided in the Department's monthly *Huddle* e-newsletter that is sent to all active employees on the first Friday of each month.

[Organizational Alignment Overview](#)

[Third Party Organizational Assessment](#)

[Reference Links](#)

We'd love to hear your feedback!

Organizational Alignment

Feedback Form

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OHR Synrevoice-
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Civil Rights
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Recent

OTMFormTest

Third Party Organizational Assessment

Third Party Organizational Assessment (June 2024)

The [Council of the Great City Schools \(CGCS\)](#) will perform an onsite review of our state-level organizational structure during the week of Monday, June 17, 2024 to Friday, June 21, 2024. Identified state offices (OCID, OITS, OSIP, OSSS, OTM, SUPT/DEPUTY) will participate in the assessment to evaluate the organizational structure; OFO and OFS were reviewed in 2019 and are not included in the scope of this summer's third party assessment. However OFO and OFS are included in the overall Organizational Alignment initiative.

1. Who is CGCS?

CGCS is the nation's primary coalition of large urban public-school systems and has conducted more than 320 organizational, instructional, student services (special education and English learner services), management, and operational reviews in over 60 big city school systems over the last 20 years. The reports generated by these reviews identify best practices and opportunities for improvement associated with substantive recommendations.

CGCS reviews are informed by the lessons team members have learned over the years about why and how major urban school systems improve, and others do not. The CGCS team's analysis of district data is used to help understand district practices and the results that it has or has not achieved. The Council bases its reviews on thorough interviewing of relevant members of the local district team to gather first-hand feedback. To conduct the interviews, CGCS convenes a Strategic Support Team (SST) of highly skilled and experienced Academic, Finance, Information/Technology, Operational, Strategy, and Talent Management Officers from other large urban school districts.

Learn more at [Council of the Great City Schools](#)

2. Objectives of the third party review:

1. Assess span of control and layers
2. Review organizational units, position titles and position descriptions
3. Identify opportunities to improve existing organizational structure to support and advance our Strategic Plan
4. Compare organizational structure with other K-12 structures
5. Identify SEA vs LEA functions
6. Develop recommendations that would assist Offices in achieving greater operational efficiency, effectiveness, and strategic value
7. Recommend future organizational structure changes for modernization (which is a subsequent phase)

3. What the third party review is:

- Analysis and recommendations on organizational structure based on structures of other school districts/state offices
- Common reference point for discussion about changes in organizational structure
- Opportunity for employees to inform the organizational alignment process

4. What the third party review is NOT:

- A decision making exercise
- A plan for systemwide transformation and modernization of DOE structure (e.g., civil service reform, reorganization to address implications of AI on workplace operations)

5. How will CGCS inform the Superintendent of its findings?

At the conclusion of the mid-June 2024 review, CGCS will brief the Superintendent, Deputies, and Assistant Superintendents on the preliminary findings and initial recommendations for the Offices, including but not limited to revised draft organizational charts to inform their planning. Summaries will be shared with staff by Assistant Superintendents. CGCS will issue a final report to the Superintendent by August 30, 2024.

The report will assist the Offices and executive team in planning. The recommendations will provide valuable input from a neutral third party. CGCS recommendations will inform DOE's planning and decision making.

[Organizational Alignment Overview](#)

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Organizational Alignment - Reference Links

Links to Board of Education (BOE) policies governing the organization of the Department:

- Policy [500-1](#) (Organization of the Department) stating that the organization of the Department shall be as determined by the Board and approved by the Governor in accordance with law.
- Policy [500-2](#) (Plan of Organization) stating that the Department shall present to the Board for its approval a plan of organization outlining the structure and functions of its various offices, which shall include an organizational chart.

Links to Governor's Administrative Directives:

- [AD 24-02 Extension of Administrative Directive No. 19-02, Policy and Procedures for Effecting Organizational and Functional Statement Changes](#)
- [AD 19-02 Policy and Procedures for Effecting Organizational and Functional Statement Changes](#)

Link to current approved Plan of Organization (June 30, 2023):

- [Plan of Organization](#)

We'd love to hear your feedback!



[Organizational Alignment Overview](#)

[Third Party Organizational Assessment](#)

[Frequency Asked Questions](#)