



Testimony BOE &lt;testimony.boe@boe.hawaii.gov&gt;

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**Late Testimony**

1 message

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To: testimony\_boe <Testimony.BOE@boe.hawaii.gov>

Thu, Apr 15, 2021 at 10:43 AM

I unfortunately sent the wrong attachment for written testimony on II.A Reorganization Plan

Since it was set aside, and reattached the correct one for publication.

*Susan A. Pcola-Davis*

**Human Resources Committee Reorganization Discussion II.A FINAL.pdf**  
216K

## Human Resources Committee

April 15, 2021

### Testimony

#### II.A: OPPOSE: NOT ENOUGH INFORMATION

##### Discussion Items

###### A. Department of Education's Reorganization Plan.

It would be beneficial if the table I provided indicated the key factor(s) that the reorganization is addressing.

*The objective of the Department's 2021-2022 organizational design/reorganization plan is to maintain a student-centered focus while also executing strategic organizational changes advancing work in the areas of innovation, modernization, and operational efficiency within each of the state offices, complex areas, and schools.*

##### Key factors considered when planning Department reorganization include:

1. A primary focus on supporting schools and advancing educational opportunities;
2. Clearly defined need and justification;
3. Alignment with the Department's strategic, program, and financial plans;
4. Specific anticipated benefits of reorganization using qualitative and quantitative information;
5. Estimated annual cost or cost savings and how additional costs will be funded;
6. Additional space requirements, if any;
7. Changes in supervisor/subordinate reporting relationships;
8. Clear delineation of authority, roles, and responsibilities; and
9. Identification of impacted employees and stakeholders.

**USING A MATRIX PLEASE DEFINE HOW EACH REORGANIZATION FITS INTO THESE KEY FACTORS.**

**FILL IN COLUMN 3**

Department being reorganized	Benefit	Key factor(s) used (1-9)
<p><b><u>Office of Fiscal Services (OFS)</u></b></p>	<p>The primary focus for OFS over the last decade has been on system modernization, starting with participating in a failed effort to develop a statewide Enterprise Resource Planning system that was canceled in Governor Ige's first year in office.</p> <p>The office has since completed payroll modernization with the State of Hawaii Office of Enterprise Technology Services (ETS).</p> <p>After the completion of the payroll modernization project, OFS transitioned to</p> <p><b>Financial Management System Modernization Project.</b></p> <p>a. This project is on track to be operational by the beginning of Fiscal Year 2022, with training already scheduled for the Summer. Time and leave systems have already been identified as the next modernization project.</p> <p>b. With these system modernizations, we will need to revisit the <b>OFS staffing design</b> and related OITS system support design so that the org model reflects the new business functions.</p> <p>c. OFS is currently <b>pending approval for the</b></p>	

	<p><b>reorganization</b> of its Accounting Services Branch (ASB). This reorganization will divide the current ASB into two functional areas: accounting and operations, catching up with actual staffing design that has been in existence for nearly eight years.</p> <p>d. The Department will benefit from formally updating the organizational structure to enable further organizational efficiencies and enhancements as OFS continues its modernization efforts to roll out a new Financial Management System. Consultation with applicable unions has been completed, and OFS is ready for immediate execution of this reorganization.</p>	
<p><b><u>Office of Talent Management (OTM)</u></b></p>	<p>OTM will consolidate existing sections of Labor Relations, Investigations, and Negotiations under an Employee Relations Branch.</p> <p>a. This consolidation <b>reduces the number of direct reports to the Assistant Superintendent from nine (9) to six (6)</b> and provides greater oversight and streamlined operations for units that currently report directly to the Assistant Superintendent.</p>	
<p><b><u>Office of Information Technology Services (OITS)</u></b></p>	<p>OITS is undertaking a major transformation of its organizational structure to align technology products that implement capabilities. A. The capabilities are described in the Department's five-year</p>	

	<p>technology plan (annually updated to reflect progress and the next five years.</p> <p>b. OITS will have teams focused on continuous improvement of products used by the schools, complex areas, and other offices, in contrast to the current OITS organization based on common information technology work.</p> <p>c. Each team will support and operate a coherent set of products with a common set of users that can be directly engaged and supported by the team.</p> <p>For example, the team supporting student information systems will be able to focus on the principals and registrars who manage the school calendar, courses, and enrollment.</p>	
<p><b><u>Office of Facilities and Operations (OFO)</u></b></p>	<p>a. The pending School Facilities Agency (SFA) model will impact further reorganizations of this office based on the scope and speed of the SFA design process, which has just started.</p> <p>b. An external team of experts through the Council of the Great City Schools (CGCS), which provided feedback on our OFO design that we are currently using within the existing structure to improve role clarity and the second phase of the OFO reorganization.</p>	

	<p>c. OFO will reorganize its structure in conjunction with modernizing its service delivery, assessment systems, and reporting models in order to more efficiently and effectively provide services to schools.</p> <p>d. In addition to improving transparency through upgraded reporting systems, the proposed reorganization will address critical areas of improvement such as planning, asset management, inventory management, food services, and health and safety. These modernization improvements will help OFO provide greater efficiencies and timely services to schools.</p>	
<b><u>Office of Strategy, Innovation, and Performance (OSIP)</u></b>	<p>OSIP will reorganize its structure to systemically align existing programs to support the tri-level organization.</p> <p>a. This repurposing will allow for greater efficiency by aligning the functions of the branch with the duties and responsibilities of existing offices to support complex areas, schools, and students.</p> <p>b. Further, this will enhance and strengthen partnerships between the community and the Department.</p>	
<b><u>Office of Curriculum and Instructional Design (OCID)</u></b>	No reorganization planned	None

<p>There is no immediate planned reorganization since the focus is on the design work of the digital platform and learning.</p>		
<p><b>Office of Student Support Services (OSSS)</b></p>	<p>OSSS plans to move</p> <p>a. The Medicaid program to become its own section, <b>the Medicaid Reimbursement Section.</b></p> <p>b. The English Learner Program and Migrant Program will become <b>the English Learner, Migrant Program Section.</b></p> <p>c. The Alternative Learning Program Support and Services (ALPSS) section <b>will move from the Student Support Branch and become its own ALPSS Branch.</b></p>	