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OFFICE OF THE DEPUTY SUPERINTENDENT OF STRATEGY AND ADMINISTRATION

November 12, 2026

TO: The Honorable Elynne Chung
Chairperson, Human Resources Committee

FROM: *for* Tammi Oyadomari-Chun RG Bob Davis (Nov 3, 2026 17:32:00 HST)
Deputy Superintendent

SUBJECT: Department of Education update on Lōkahi Human Resources Modernization

I. EXECUTIVE SUMMARY

On November 28, 2025, the Hawaiʻi State Department of Education (Department) briefed the Hawaiʻi State Board of Education (Board) on its multi-year, multi-phase initiative to modernize its human resources (HR) systems. This memorandum provides an update on the Lōkahi modernization of the core human resources information system, including the scope of Phase 1, the Department's approach, the project timeline, and lessons learned from research conducted to date. The Department is targeting June 30, 2027, for posting the Request for Proposals (RFP) for the core HR system solution.

II. DESCRIPTION

This is a Department update on the Lōkahi modernization of the core human resources information system.

III. UPDATE

Modernizing the Department's core HR system is a strategic priority. A complex statewide workforce, still supported by legacy, siloed systems and paper-based processes, creates real operational risk. Paper-intensive workflows force HR staff, schools, and complex areas to repeat the same manual work, and hard-to-access workforce data limits our ability to plan and report. A modern core HR system will address these challenges directly.

A secure, reliable system will improve the employee experience, deliver more consistent HR services across schools, complex areas, and state offices, and speed up processing. Better reporting and reliable workforce information will enable leaders to make timely, well-informed decisions that strengthen how we support our workforce and, ultimately, our keiki and school communities.

Core HR system modernization: Phase 1 includes position control and workforce planning (financial plans, the projected school list, and position buy/sell). It also includes core employee records and services: employee profiles, personnel actions, and employee support. On the workforce side, it covers time and leave management (including supplemental and premium pay) and casual time entry. Phase 1 will also handle gross pay determination for transmission to the Department of Accounting and General Services, Payroll/HIP system, Affordable Care Act compliance, educator compliance, and performance evaluations. Other HR functions will be evaluated for possible inclusion in future phases.

The Department is moving forward with urgency while taking steps to ensure the project is executed well, collaborating and communicating across offices and across the tri-level of schools, complex areas, and state offices. Subject matter team members will examine current processes and collective bargaining agreements to gather requirements that reflect best practices and identify opportunities to improve how work gets done.

A dedicated project team is coordinating broader workgroups, supported by contracted outside expertise in HR systems modernization, project management, and acquisition. In collaboration with the State of Hawai‘i Enterprise Technology Services, the Department will also contract for Independent Verification and Validation (IV&V) to provide third-party oversight. Throughout, decisions will be phased, and risks actively managed rather than rushing to select or deploy a solution. A visual project timeline in the attachment provides a quick overview.

To understand what a future solution could look like, the Department issued a Request for Information (RFI) and conducted research on peer districts. This work reaffirmed that no single platform will provide all of the HR functionality needed. It also highlighted the importance of adopting best practices wherever possible and keeping customization to a minimum. Finally, it underscored how challenging it will be to move from multiple large, complex custom HR systems to an out-of-the-box solution. These lessons are now shaping how requirements are defined and how the procurement is structured.

This modernization project has significant cross-functional dependencies, and the solution selected will shape the Department for years to come. To manage that risk, a phased approach limits the scope of Phase 1 to keep the project executable, prioritizing strategic diligence over speed. Executive steering will provide oversight and a clear path for

escalating issues, while outside expertise and third-party oversight will strengthen accountability. A tri-level approach, supported by organizational change management, will assist schools, complex areas, and state offices with the transition, and a dedicated, project-focused team will drive the work forward.

This is a challenging, complex, yet necessary project, and we are committed to its success on behalf of our employees, keiki, and school communities.

TOC:kt
Attachment

c: Robert Davis, Interim Assistant Superintendent, Office of Talent Management
Brian Hallett, Assistant Superintendent, Office of Fiscal Services and Chief Financial Officer
Amy Peckinpaugh, Assistant Superintendent, Office of Information Technology and Chief Information Officer

HAWAIʻI STATE

Department of Education

Agenda Item II:
Department of Education update on Lōkahi Human Resources Modernization

Hawaiʻi State Board of Education
Human Resources Committee
November 12, 2026

Robert Davis, *Interim Assistant Superintendent, Office of Talent Management*
Brian Hallett, *Assistant Superintendent, Office of Fiscal Services and Chief Financial Officer*
Amy Peckinpaugh, *Assistant Superintendent, Office of Information Technology and Chief Information Officer*

Today's update

- Strategic Value of Core HR System Modernization
- In-Scope Functionality for Core HR System Modernization
- Our approach: Urgent Need, Disciplined Execution Project
- Timeline
- Leveraging Collective Wisdom
- Setting the Stage for Success

Strategic value of core HR system modernization

Complex statewide workforce + **Fragmented systems** = **Material operational risk**

Current challenges

- Legacy and siloed systems
- Paper-intensive workflows and repetitive manual work
- Data accessibility
- Technology debt and cybersecurity risk
- Negative impacts of recruitment and retention

Expected benefits

- More consistent HR services
- Improved employee experience
- Faster processing
- Better reporting
- Secure and reliable system
- Reliable workforce information

In-scope functionality for core HR system modernization

Budgeting & Personnel Management	Talent Acquisition & Onboarding	Core HR & Employee Relations	Workforce Management	Compensation & Payroll	Benefits	PD & Performance Management
Position Control	Applicant Tracking (job requisitions, postings, screening)	Employee Profile	Time & Leave Management (including supplemental and premium pay)	Gross Pay Determination (to send to DAGS Payroll/HIP system)	Benefits Eligibility & Enrollment	Professional Development
						Educator Compliance
	New Hire Onboarding	Personnel Actions	Casual Time Entry	Job & Pay Records Matching	Workers Compensation	Performance Evaluations
Workforce Planning (Financial Plans, Projected School List, Position Buy/Sell)		Employee Support				
	Specialized Hiring Casuals	Labor Relations	Substitute Pool, Placement & Dispatch	Pay Distribution & Direct Deposit, Querying, Tax Filing (HIP)	Affordable Care Act (ACA)	Employee Recognition

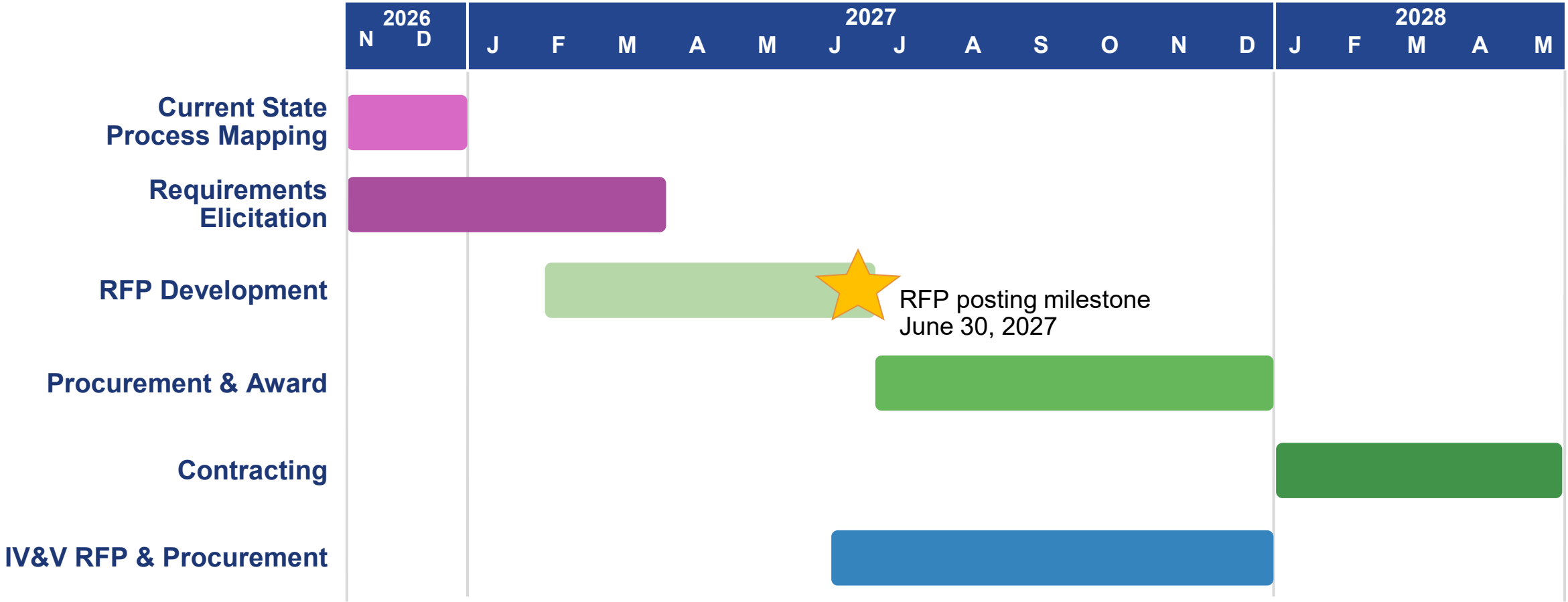
LEGEND: **Within Phase 1** | **Potential for Future Phase**

Our approach

Urgent need, disciplined execution

- **Collaborate and communicate** across offices and across tri-level, including governance that can respond quickly with executive-level decision making authority
- **Examine current processes** including Standard Practices (School Code) and collective bargaining agreements
- **Elicit requirements** that consider best practices and opportunities for process improvement
- **Dedicate a small, focused project team**, coordinating broader project team workgroups
- **Contract for expertise** in HR systems modernization project management and acquisition
- **Contract for Independent Verification and Validation (IV&V)** in collaboration with State of Hawaiʻi Enterprise Technology Services (ETS)
- **Phase decisions and manage risks** rather than rushing to select or deploy a solution

Project timeline



Leveraging collective wisdom

Conducted a Request for Information (RFI) process & peer district research:

- Explored the art of the possible to understand what a future solution would be
- Reaffirmed understanding that one platform will not provide all HR functionality that's needed
- Realized that we should apply best practices as much as possible and minimize customization where possible
- Gained a new appreciation for how challenging it is to move from multiple large and complex custom HR systems to an out of the box system

Setting the state for success

- Project is massive with significant cross-functional dependencies
- The solution will shape the Department for years to come
- Taking steps to manage risk
  - Phase I approach to limit scope so project is executable
  - Prioritizing strategic diligence over speed
  - Executive steering and issue escalation
  - Bringing in outside expertise and third-party oversight
  - Tri-level approach and organizational change management
- Building a dedicated team that is project focused
- Success is our only option