



2021 – 2025 Strategic Plan

Department of Commerce and Consumer Affairs
State of Hawai'i

Letter from the Director

I am happy to present the 2021–2025 Strategic Plan for the Department of Commerce and Consumer Affairs (DCCA) and express my gratitude for all the hard work involved in its development. The plan provides a strong and shared vision for DCCA and a path to achieving it.

At this time of COVID-19 pandemic and the resultant economic crisis, DCCA re-affirms its commitment to protecting Hawai'i's consumers and strengthening the marketplace. Working through the challenges to our budget and the working environment, we are finding new ways to serve our community. This Strategic Plan outlines how DCCA will confront these challenges and emerge as a more effective and efficient agency.

Highlights of the 2021-2025 Strategic Plan are,

- Technology will play a key role in improving our services and the efficiency with which we deliver them,
- For all professionals with the right skills and a spirit of public service, DCCA will strive to be the employer-of-choice in Hawai'i, and towards that end,
- DCCA will embrace workplace flexibility, to be a fully functional agency irrespective of where its employees work.

We have an ambitious plan developed through a 10-month collective effort by staff at all levels of DCCA.

I now invite you to join us in making it a reality.

Sincerely,



Catherine P. Awakuni Colón

Director

Department of Commerce and Consumer



LEFT TO RIGHT

Top row: Stephen Levins, Executive Director, Office of Consumer Protection; Jo Ann Uchida Takeuchi, Deputy Director, Catherine P. Awakuni Colón, Director, Colin Hayashida, Insurance Commissioner, Insurance Division; Ji Sook “Lisa” Kim, Cable Administrator; Cable Television Division

Second row: Ty Nohara, Commissioner of Securities, Business Registration Division; Robert Hiltner, Information Systems Manager, Information Systems & Communications Office; Patrick Chen, Department Personnel Officer, Personnel Office; Dean Hazama, Business Management Officer, Administrative Services Office; Esther Brown, Complaints & Enforcement Officer, Regulated Industries Complaints Office

Third Row: Dean Nishina, Executive Director, Division of Consumer Advocacy; Iris Ikeda, Commissioner of Financial Institutions, Division of Financial Institutions; James P. Griffin, Chair, Public Utilities Commission; Craig H. Uyehara, Senior Hearings Officer, Office of Administrative Hearings; David Shak, Infrastructure Branch Supervisor, Information Systems & Communications Office

Fourth Row: Jodi E. Chai, PUC Executive Officer, Public Utilities Commission; Ahlani Quiogue, Supervising Executive Officer, Professional and Vocational Licensing Division; James Hogarty, Solutions Branch Supervisor, Information Systems & Communications Office; Natalia Chan, Government Affairs Attorney, Director’s Office.

Missing: Charlene Tamanaha, Licensing Administrator, Professional and Vocational Licensing Division.

Table of Contents

I. Mission and Vision	5
II. 2021-2025 Strategic Plan	6
III. Objectives and Key Results (OKRs)	9
IV. Appendices	10

I. Mission and Vision

MISSION

To protect Hawai‘i’s consumers
and service its business
community with respect and
fairness to the interests of both.



VISION 2025

DCCA is Hawai‘i’s marketplace regulator with an experienced leadership team. It is known for nimble business regulation, strong consumer protection, employee-friendly practices, and for effectively leveraging technology for internal efficiency and customer convenience.

II. 2021-2025 Strategic Plan

Purpose

This strategic plan affirms DCCA’s mission, establishes the vision for what it aspires to be by the end of the year 2025. It also identifies specific steps DCCA intends to take in order to fulfill that vision.

DCCA oversees and regulates Hawai‘i’s marketplace with numerous responsibilities to protect consumers and establish standards for businesses to operate in. The State of Hawai‘i consolidates a wider range of responsibilities under DCCA’s authority than do most other states, which tend to distribute them among different agencies. This strategic plan focuses on the most essential needs for organizational alignment.

Process

This strategic plan is the product of a ten-month effort facilitated by Keith Mattson, Iqbal Ashraf, Peter Adler and Frank Haas from GUILD Consulting. It built upon a prior internal effort by DCCA Division Chiefs. The project involved all levels of DCCA’s workforce and a few outside partners. In addition to independent research, we sought input from a wide range of individuals in leadership, supervisory, and non-supervisory roles.

We sent a comprehensive survey to all DCCA employees (with responses from 320 employees) to collect confidential opinions about key aspects of the Department’s operations and work environment.

We conducted five focus group discussions at branch chief and non-supervisory staff levels to hear perspectives on, among other things — What is working well and what isn’t? What is urgent? What needs sustained attention? What are the root causes of various issues? How can operations be improved?

In addition, we gathered feedback from outside partners, like the Gartner Group (for technology-related issues) and the Blue Zones program (for employee wellness). Information from this process was used to develop a comprehensive set of Findings, Observations, and Recommendations for consideration by DCCA in the future (see Appendix). The most important priorities are identified in the section below.

Priorities

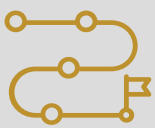
The plan identifies the “critical few” priorities needed to achieve DCCA’s 2025 vision. While individual units within DCCA may have their own unique priorities based on their specific roles and responsibilities, these four DCCA “objectives” cut across all functions, divisions and branches.

Further, every unit within DCCA should align its priorities to these overarching objectives, and at the very minimum avoid efforts which may run counter to these objectives. This will strengthen DCCA’s status as a single department, not just a collection of various divisions and branches.



OBJECTIVE 1 Accessible data across DCCA

DCCA Divisions collect information on organizations and individuals doing business in Hawai'i. Oftentimes these are overseen by different DCCA Divisions for different purposes, based on the nature of their commercial activities. DCCA seeks to eliminate the need for the regulated entity to resubmit same information to different units within DCCA. Similarly, when the entity is flagged "out of compliance" by one division, it likely needs to be immediately flagged as such by other relevant divisions as well. The ability for different DCCA divisions to have real-time, shared, secure access to such entity data will make oversight more customer-friendly, efficient and effective.



OBJECTIVE 2 Implement technology roadmap for DCCA

DCCA's technology footprint has grown organically over time largely due to autonomous efforts by its various units. The policies for acquiring, maintaining, changing and decommissioning applications are largely undefined. The support for current applications and projects related to these applications is not optimized for department-wide effectiveness. This leads to avoidable errors, user frustration and haphazard efforts by scarce IT personnel. Moreover, with increasing complexity and organizational needs this approach is no longer sustainable. To begin the process to strategically leverage the power of technology, the department first needs to clearly understand its current

applications and establish clear technology roadmap and policies aligned to its overall vision. This needs to be a department-wide collaborative effort facilitated by the Information Systems and Communication Office (ISCO).



OBJECTIVE 3 Recruit and retain top performers at DCCA

Fulfilling the Department's many responsibilities requires hundreds of dedicated professionals with specialized expertise. There are many challenges to building and maintaining such a workforce, particularly when DCCA competes with the private sector and local government to hire and retain top specialized talent. DCCA must develop more effective means for recruiting and retaining the types of talented workers it needs to fulfill its mission and vision.



OBJECTIVE 4 Make DCCA a fully functional agency regardless of where staff works

Overnight, COVID has turned working from home from a broadly-felt staff aspiration into a full-fledged necessity. While DCCA did well executing this transition on an interim basis, there are many issues yet to be resolved. The ability for each employee to do their job effectively irrespective of whether they are working from home or in the office will make DCCA's workforce, its various divisions and its services more resilient. It will also make DCCA a more attractive employer.

III. Objectives and Key Results (OKRs)



OBJECTIVE 1
Accessible data
across DCCA
(Robert Hiltner)

Key Results

- KR1:** Select a pilot project for DCCA data integration (with inputs from div chiefs), by 12/1/20 (Robert Hiltner)
- KR2:** Map current and future state for pilot data sharing, by 1/31/21 (Jim [Robert Hiltner supporting])
- KR3:** Secure approval for pilot process migration, by 2/28/21 (Robert Hiltner)
- KR4:** Complete pilot project for data integration, by 6/30/21 (James Hogarty)
- KR5:** Develop a playbook for DCCA data integration, 7/31/21 (Robert Hiltner)
- KR6:** Implement a metadata management platform, by 8/31/21 (James Hogarty)
- KR7:** Prioritize and get division chief buy-in for data integration projects, by 10/31/21 (Robert Hiltner)
- KR8:** Complete all top priority data integrations, by 12/31/22 (James Hogarty)



OBJECTIVE 2
Implement technology
roadmap for DCCA
(Robert Hiltner)

Key Results

- KR1:** Create an inventory of all DCCA applications, by 10/31/20 (Anabelle Comiso)
- KR2:** Present application inventory to division chiefs, by 11/30/20 (Robert Hiltner)
- KR3:** Complete application discovery work with each division, 2/28/21 by (Anabelle Comiso)
- KR4:** Draft a technology roadmap for DCCA, by 4/30/21 (Robert Hiltner)
- KR5:** Draft and prioritize application change projects, by 5/31/21 (James Hogarty)
- KR6:** Draft policies for application add/change/decommission by 5/31/21 (James Hogarty)
- KR7:** Secure division chief buy-in for the policies, roadmap and projects, by 6/30/21 (Robert Hiltner)
- KR8:** Begin the first roadmap project, by 7/31/21 (James Hogarty)



OBJECTIVE 3
Recruit and retain
top-performing employees.
(Patrick Chen)

Key Results

- KR1:** Establish and use a Separation Survey for employees leaving the department by 1/1/21 (Patrick Chen)
- KR2:** Establish salary schedules for exempt classifications, by 2/1/21 (Patrick Chen)
- KR3:** Consult with division chiefs to identify exempt classifications to include multiple levels of work for career pathways, by 3/1/21 (Patrick Chen)
- KR4:** Establish a merit-based program to upgrade exempt positions to higher levels based on incumbents’ ability to achieve established performance benchmarks, by 4/1/21 (Patrick Chen)



OBJECTIVE 4
Make DCCA a fully functional agency
regardless of where staff work
(Jo Ann)

Key Results

- KR1:** Establish “Remote Work Capability” Tiers, by 11/18/20 (Jo Ann)
- KR2:** Identify “quick wins” to make remote work smoother, by 11/18/20 (Jo Ann)
- KR3:** Survey employees to perform “Remote Work Capability Assessment”, by 11/6/20 (Robert Hiltner)
- KR4:** Conduct remote work gap analysis, and complete by 12/31/20 (Jo Ann)
- KR5:** Procure technology to enhance remote work capabilities, by 12/31/20 (Robert Hiltner, Dean Hazama)
- KR6:** Operationalize technology, by 3/5/21 (Robert Hiltner, Dean Hazama)
- KR7:** Re-engineer “core processes” to avoid drops in customer experience, by 8/31/21 (Division Chiefs)
- KR8:** Operationalize new “core processes”, by 3/31/22 (Division Chiefs)

IV. Appendices

APPENDIX A: Names of OKR owners

Objective 1:

- Robert Hiltner, Information Systems Manager, Information Systems & Communications Office
- James Hogarty, Solutions Branch Supervisor, Information Systems & Communications Office

Objective 2:

- Anabelle Comiso, Systems Analyst, Information Systems & Communications Office
- Robert Hiltner, Information Systems Manager, Information Systems & Communications Office
- James Hogarty, Solutions Branch Supervisor, Information Systems & Communications Office

Objective 3:

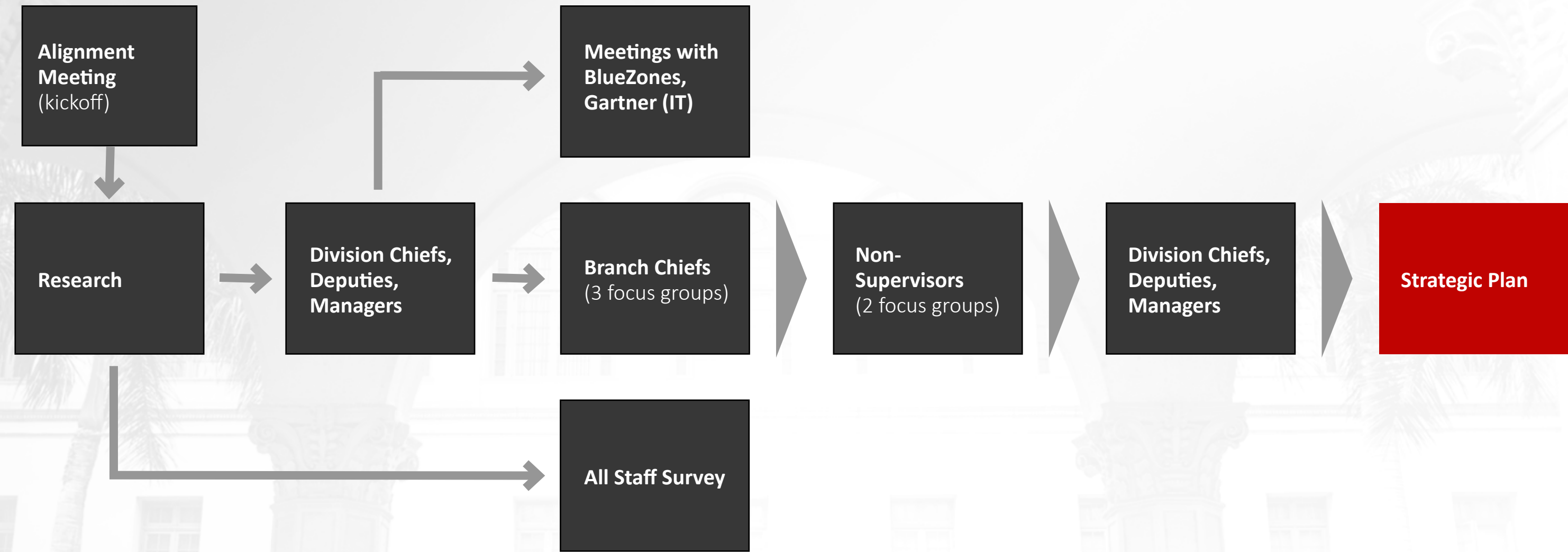
- Patrick Chen, Department Personnel Officer, Personnel Office

Objective 4:

- Jo Ann Uchida Takeuchi, Deputy Director, Director's Office
- Robert Hiltner, Information Systems Manager, Information Systems & Communications Office
- Dean Hazama, Business Management Officer, Administrative Services Office

Division Chiefs: Ji Sook “Lisa Kim (CATV); Dean Nishina (DCA); Iris Ikeda (DFI); Charlene Tamanaha (PVL); Colin Hayashida (INS); Stephen Levins (OCP); Ty Nohara (BREG); Esther Brown (RICO); Robert Hiltner (ISCO); Dean Hazama (ASO); Craig Uyehara (OAH); Catherine P. Awakuni Colón, Director (DO); Jo Ann Uchida Takeuchi, Deputy Director (DO); James Griffin (PUC)

APPENDIX B: Strategic Planning Process



- Context
- Key issues & opportunities
- Review of prior strategic planning work

- Vision
- Gap analysis
- Mission
- SWOT review
- Key issues

- Understanding of mission
- Deeper dive into key issues
- Urgent needs and readiness to change

- Assess bottlenecks
- Working environment/ blue zones
- Urgent needs and readiness to change

- Findings and observations
- Mission
- Core issues/ opportunities
- Priorities and action plan

- Draft report
- Feedback
- Final Strategic Plan

APPENDIX C: Findings

Introduction

This document is the synthesis of GUILD Consulting’s research, surveys, interviews, focus group meetings and other interactions with DCCA staff at all levels over the last nine months. It also incorporates our understanding of the implications of the COVID-19 crisis. It is intended to share with the DCCA management team what we find pertinent to strategic planning for the next five years.

Key Assumptions

1. The complexity and frequency of change with respect to consumer scams, technology developments, and regulatory demands will increase in the future.
2. Budget cuts will force DCCA to prioritize current services and be selective about new initiatives.
3. DCCA’s response to COVID-19 has ushered in an entirely new approach to remote working situations. It is unlikely that policies and practices regarding work environments will revert to pre-COVID conditions.
4. COVID-19 offers a unique opportunity to mobilize the entire department to eliminate non-essential work, adapt to meet customer expectations, and drive transformative change on how work gets done.

STRENGTHS

1. Committed employees
2. Knowledgeable top and 2nd level managers
3. Healthy workplace environment (now bolstered by Blue Zones)
4. Department leadership committed to agency improvement

WEAKNESSES

1. Loss of key staff with subject matter expertise
2. Inefficient communication and workflows (e.g. investigation, budgeting)
3. Inconsistent processes
4. Broken hiring processes
5. Lack of IT integration (e.g. shared data) and standardization across divisions
6. DCCA website is not a 1-stop shop for all information and services (e.g. ny.gov/services)

OPPORTUNITIES

1. Leveraging AI to drive efficiency (e.g. flagging issues, automated filings)
2. New pathways for hiring: internships, higher-ed programs, fast-tracking based on merit
3. Sustainability (State moving to adopt U.N. [Sustainable Development Goals](#))
4. Public-private-partnerships
5. Enhanced consumer awareness (e.g., social media, PSAs)

THREATS

1. Budget cuts
2. Experienced staff departures
3. Outdated statutes and risks of introducing new legislation, uninformed legislative changes
4. Rapid changes (tech, society)
5. Vulnerable consumer populations (e.g., elderly, non-English speaking)

OBSERVATION 1:

COVID-19 illuminated strengths and weaknesses at DCCA and will change the way the department conducts its operations for the foreseeable future

Context:

1. Some units had a comfortable transition to work-from-home, while others struggled due to a few basic factors (e.g. access to computer). Overall, we believe DCCA fared better than most state departments.
2. IT staff were quick and creative in coping with the immediate needs for working from home. However, several processes need to be redesigned for remote work and reduced face to face interactions going forward (e.g., site inspections, public hearings, remote use of office phones, access to secure files, use of printers, etc.).
3. Employee morale appears to have improved during work-from-home. However, it is uncertain if employee morale will change or remain the same if employees continue working from home on a long-term basis.

Recommendations:

1. DCCA needs to expand digital and remote-service capabilities. This will require new hardware, software and training (e.g. for employees who need to call consumers back using a business phone or a software solution which prevents their personal phone number being displayed to the consumer).
2. DCCA needs to address specific issues that employees face when working from home and/or at other locations outside DCCA offices, such as during site inspections. These include developing better ways to collaborate using audio, video, and data transmissions).
3. Simple 'remote work capability' assessments should be done for each employee's ability to perform their job from home or other non-DCCA office location. The assessments should be standardized and capable of rolling up to indicate unit-wide capabilities and needs.
4. Management of remote staff requires a new approach. Sharing of best practices between units will help. Managing for results (vs. monitoring staff efforts) will be more effective.
5. Priorities identified through the strategic planning process will likely need a phased execution plan that accounts for COVID-related urgency and uncertainties.

OBSERVATION 2:

DCCA divisions and branches are siloed

Context:

1. Some of this is unavoidable due to the broad scope of specialized services and interactions with consumers, professionals and enterprises. DCCA has broader responsibilities than similar agencies in several other states.
2. There is a natural tendency to orient around business-facing vs. consumer-facing perspectives and communications.
3. Specialized experience and job requirements make it more difficult to move people between divisions.
4. Different units have different technology solutions, workflows, and oversight bodies which further entrenches the siloes.
5. Ineffective management practices, for example where managers prevent direct interactions between their staff in their absence, or micromanage their employees, make cross-unit collaboration difficult.

Recommendations:

1. Certain cross-department policies and practices can play important unifying roles, such as Information Technology integration, the Blue Zones program, enhanced intra-DCCA communications, and creating a more robust single government-to-customer communication platform (e.g., as DCCA, not as separate divisions).
2. Cross-division teams can be formed to address specific common challenges and needs, such as improved hiring practices, internship programs, social media presence, etc.

OBSERVATION 3:

DCCA has chronic staffing problems, and many other issues stem from this root cause

Context:

1. The current hiring process has serious flaws, especially in the way DCCA works with DHRD. There appears to be little to no meaningful engagement between DCCA and DHRD at operational levels, which leads to a poor understanding of each other's processes and practices.

2. There is an absence of accelerated career pathways (such as from intern to investigator).
3. Newcomers lament the absence of merit-based recognition (vs. 'seniority-based' benefits).
4. DCCA has lower pay versus private sector entities, and federal and city & county agencies.
5. New employee training is lacking, leading to stress and inconsistent work output (e.g. approach to investigations, how to testify in hearings).
6. There is insufficient supervisory training that leads to avoidable and recurring personnel issues.
7. Some supervisors are poor delegators. This leads to hoarding of work and bottlenecks in communication. Unfilled positions make such bottlenecks significantly worse.
8. Gaps in management staffing puts burdens on other managers and supervisors. This prevents moving past 'putting out fires' to deal proactively with issues.

Recommendations:

1. We understand this hiring challenge with DHRD exists beyond DCCA. We should investigate what workarounds have others agencies developed to address their hiring needs.
2. DCCA managers with hiring needs should develop a better understanding of DHRD personnel and protocols, and solidify a strong working relationship with them. Chronic impasses between DHRD and DCCA should be addressed at leadership levels and, in some cases, use joint-agency cross functional teams.
3. Implement succession planning in a phased manner, starting with critical roles.
4. Job descriptions need to be updated to incorporate the new skills needed to succeed at DCCA.
5. Establish guidelines for minimum training that each new employee should receive during onboarding.
6. Train new and existing employees on soft skills/customer service.
7. Train supervisors in managerial and communication skills to minimize persistent personnel conflicts.

OBSERVATION 4:

Standard operating procedures (SOPs) and best practices need to be established in several areas

Context:

1. Statutes have often not kept up with environment changes, such as new technologies and techniques. Staff seek leadership “cover” and legal assurances to make decisions that can’t be clearly based on statutes.
2. Past DCCA decisions are not easily accessible for reference via a “knowledge bank”. This leads to several “grey areas” where junior staff routinely seek guidance from supervisors, rather than from precedent. The absence of SOPs requires them to elevate matters to higher levels, leading to serious inefficiencies and service delays.
3. There appears to be inadequate and inconsistent delegation of decision making in certain divisions.
4. Resolution of uncertain situations is often determined by individual management personalities. New supervisors and chiefs can cause disruption and uncertainty. More needs to be done to establish clarity and consistency.
5. Complex and important decisions are sometimes based on “chain of command” protocols, without due regard to relevant expertise and collaborative problem solving. Key information can be lost or misinterpreted going up and down the “chain”.
6. The new department-wide payment system has improved operations, but other systems need updating (e.g. travel approvals, procurement).
7. Some legacy protocols and practices need a fresh look (e.g., RICO does case intake for OCP).

Recommendations:

1. Developing SOPs, starting with the most critical processes or areas where there is an imminent risk of loss of subject matter expertise, will create stability, increase delegation and improve efficiency. It will also ease the way for automation. SOPs should be firmly rooted in past actions but with flexibility to address new situations. SOPs should be a foundation for new employee training.
2. The management mindset needs to move from “total risk prevention” to “sensible risk management”. Priorities need to be set to strike a better balance between seeking an optimal but unattainable risk-free environment and enabling efficient workflows.
3. DCCA should consider establishing thresholds of risk for different decision-making situations. This could provide clarity and direction for greater delegation of decision making.

OBSERVATION 5:

DCCA's focus on employee wellness is appreciated but needs adjustments

Context:

1. Employees value the Blue Zones program and recognize that DCCA is a trailblazer.
2. Employees need to better understand the goals and agenda of Blue Zones.
3. Blue Zones activities scheduled during lunch hours prevents many from participating. Employees in the State Office Building on Beretania have to walk to attend events at the main DCCA building. Likewise, in neighbor island units, the Blue Zones activities are limited.
4. Online Blue Zones activities with archived sessions are popular. Topics that help DCCA employees deal with different life experiences such as elder caregiving appear to be especially valued.

Recommendations:

1. Communicate clearly and widely why DCCA has implemented Blue Zones.
2. Continue with online and recorded Blue Zones activities.
3. Consider holding some Blue Zones activities during work hours.
4. Broaden the range of Blue Zones activities to address critical employee needs, such as care giving, stress management, and social isolation due to remote working.

OBSERVATION 6:

IT integration is important but requires careful thought and execution

Context:

1. Information technology improvements and integration are ubiquitously recognized as essential to making DCCA more efficient and effective.
2. Lots of redundant data in various units.

3. Lack of integration exposes inconsistent treatment of different DCCA customers.
4. If DCCA automates its existing processes, there is a risk of technology “hard coding” inefficiencies and inconsistencies in workflow.
5. The ability to fully implement IT solutions will depend on other entities’ practices (e.g., may be forced to accommodate ‘lowest common denominator’).
6. Unfulfilled promises in the past have led to some staff cynicism (e.g. the goal of a paperless office).
7. AI offers a new opportunity to improve quality and efficiency (flag alerts, automate simple filings).

Recommendations:

1. DCCA needs an architecture which balances unique needs of individual units with standardization and efficiency needs of the whole department.
2. Technology implementation should be done with proper thought to business process improvement and change management. DCCA needs process improvement, project management and change management to reduce risks in its internal IT/modernization initiatives.
3. IT integration needs to allow for division-level flexibility since there are various types of customers that DCCA serves.
4. IT integration needs to fully support remote working needs, such as access to secure files.

OBSERVATION 7:

IT can help improve service delivery and consumer outreach

Context:

1. There is a widespread desire to make it easier for consumers to receive information and help from DCCA and an acknowledgment that some processes are needlessly complex.
2. DCCA (unlike peers in many other states) has the challenge of serving diverse communities across islands, speaking different non-English languages and having non-uniform access to basic technology.

Recommendations:

1. Develop a single window to all DCCA services available in multiple languages (for e.g. [ny.gov/services](https://www.ny.gov/services)).
2. Create better consumer self-service modules for simple needs (for e.g. accessing reports or past decisions).
3. Develop multi-lingual consumer outreach campaigns on different popular platforms (e.g., Facebook).
4. Develop new Public-Private-Partnerships to expand community reach.

OBSERVATION 8:

DCCA lacks the foundational elements to drive continuous improvement

Context:

1. There is no systemic way to capture consumer feedback on DCCA's performance.
2. There appears to be no internal, department-wide 'process improvement team'.
3. We are not aware of any consistently administered employee exit assessments.
4. We are not aware of any department-wide performance dashboard.
5. Some employees feel insecure about raising concerns or suggestions.

Recommendations:

1. DCCA should develop standard ways to capture consumer feedback, such as post-transaction surveys or periodic customer satisfaction surveys.
2. DCCA should form different cross-functional 'process improvement teams' to identify and address inefficiencies/red tape, unnecessary actions, improved procedures, etc.
3. DCCA should conduct regular employee surveys, beyond Blue Zones and this Strategic Planning exercise.
4. DCCA leadership should consider holding regular group dialogues with different staff levels to gather insight and feedback on specific issues.
5. Enhance ways to provide employee feedback to management (e.g., anonymous suggestion box, all hands sessions, etc.).

6. Conduct leadership team reviews of feedback/recommendations on a monthly or quarterly basis.
7. Establish project management best practices to provide guidance for implementing new initiatives.
8. Establish a high-level performance dashboard to regularly review critical metrics (e.g. job vacancies, or response times and accuracy of customer service), various leading indicators, and progress of ongoing major projects and initiatives.
9. Establish best practices for managing employee exits, starting with top management exits and exits of internal experts due to retirement to ensure organizational stability.

Disconnects

While we found a great deal of congruence about most issues, there were a few areas disagreement:

1. The survey revealed that two-thirds of employees felt that customers are served ‘extremely or fairly well’. However, management perceives that there are serious service quality gaps.
2. There is disagreement among supervisors and non-supervisors about the “level of bureaucracy” in DCCA. Nearly half of non-supervisory staff feel bureaucracy is one of the “least enjoyable” aspects of their job. On the other hand, supervisors don’t feel bureaucracy is a significant issue.

Other thoughts

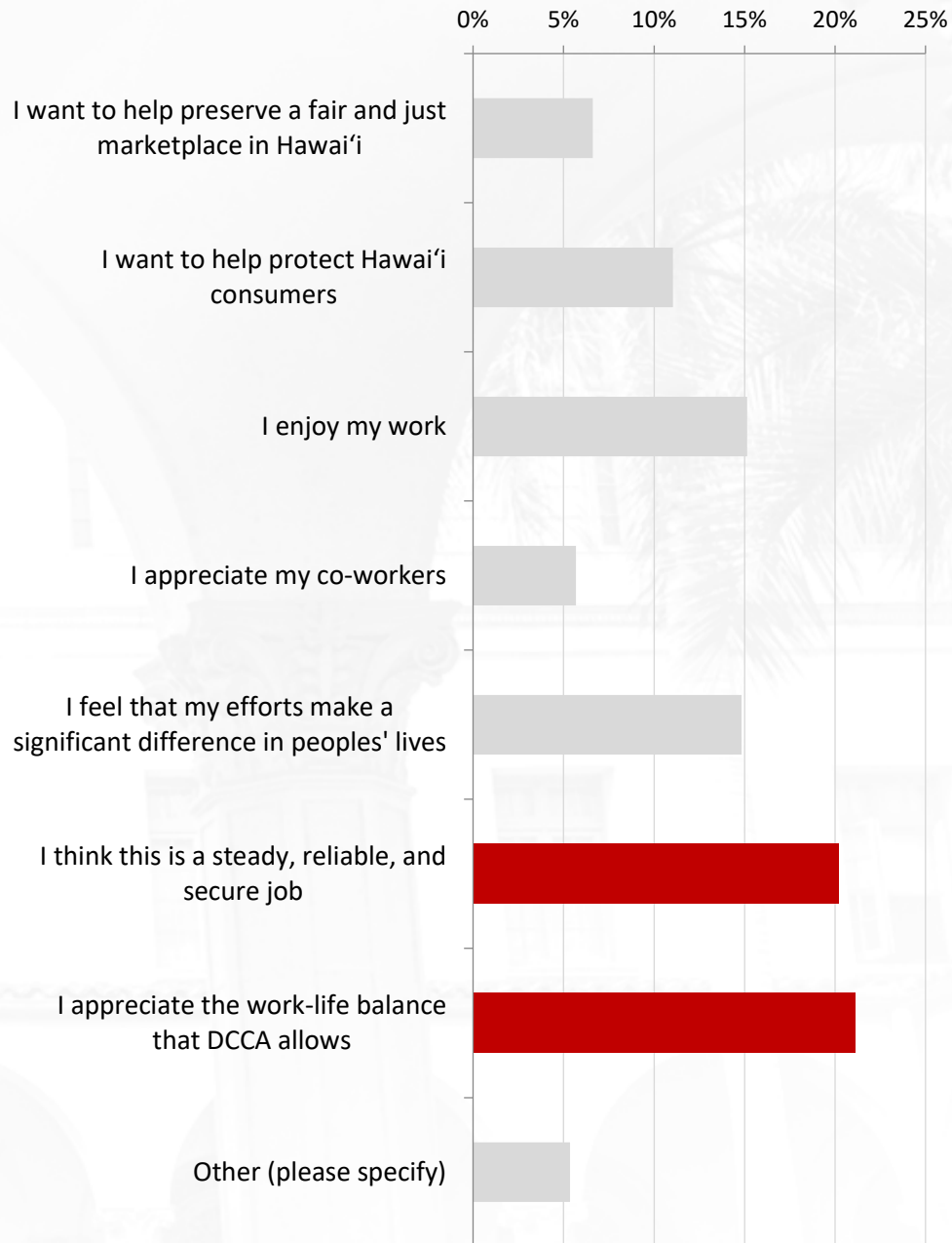
In addition to the recommendations listed under our eight observations, we also recommend the following be considered:

1. Start a leadership program to rotate high-potential employees through various divisions, at the end of which they are ready to lead with a more holistic perspective about DCCA’s mission and purpose.
2. Initiate occasional feedback sessions for management and relatively new employees on DCCA-related topics (e.g., better ways to educate consumers) and/or how things might be done differently at DCCA.
3. Establish a service desk “ticketing system” to standardize workflows and improve tracking, closure and reporting of standard service requests.
4. A learning management system (LMS) can be piloted in one division for training new employees and expanded department-wide for all training needs.
5. Lay the groundwork to develop an appointed ‘Council for Regulatory Changes’ to depoliticize the legislative process, as the Council on Revenues has done for budgeting. https://tax.hawaii.gov/useful/a9_1cor/
6. Offer specific business and consumer guidance relative to the pandemic on DCCA’s website. For e.g. <https://www.njconsumeraffairs.gov/COVID19>

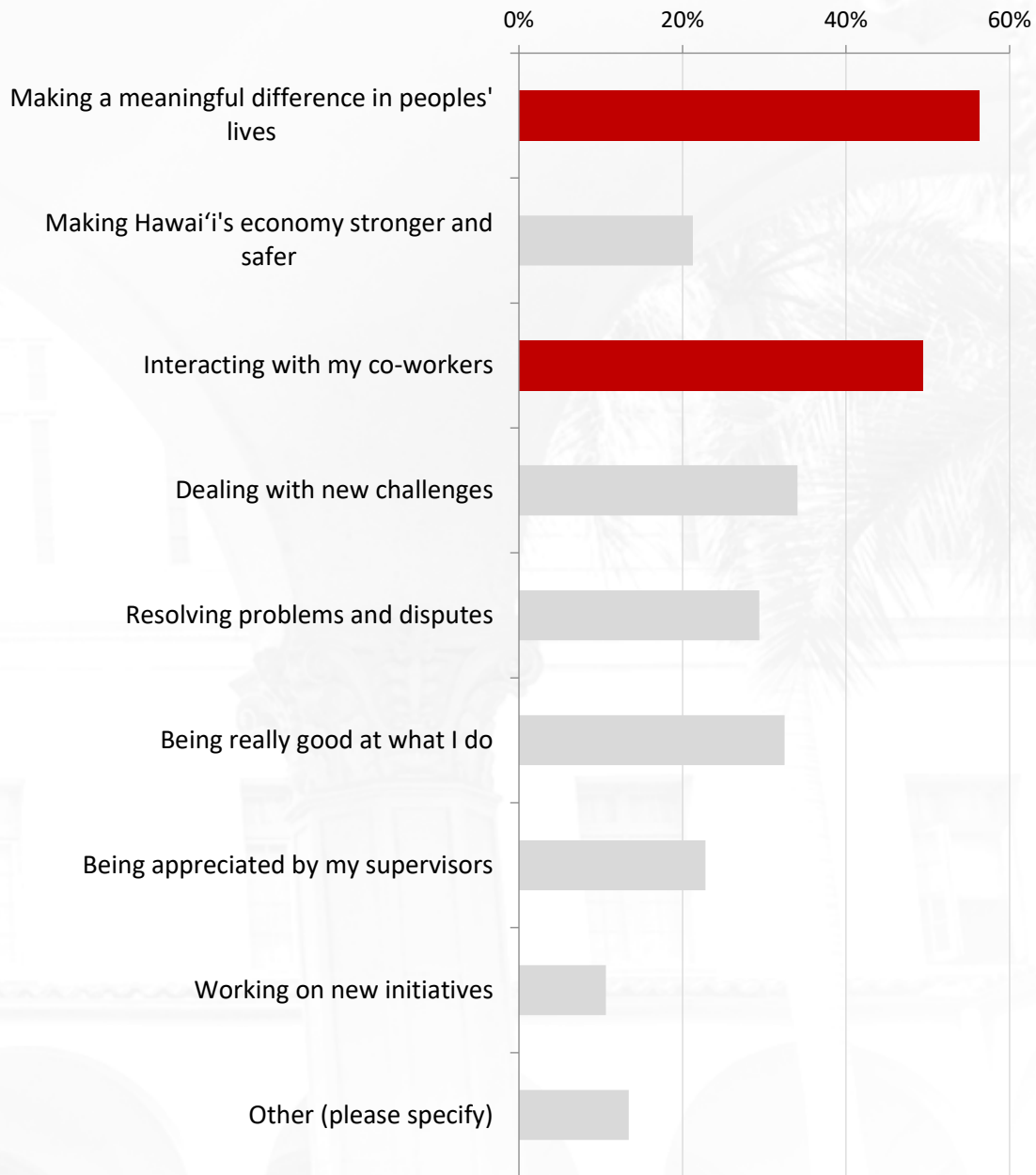
APPENDIX D: DCCA Employee Survey

Total responses = 320

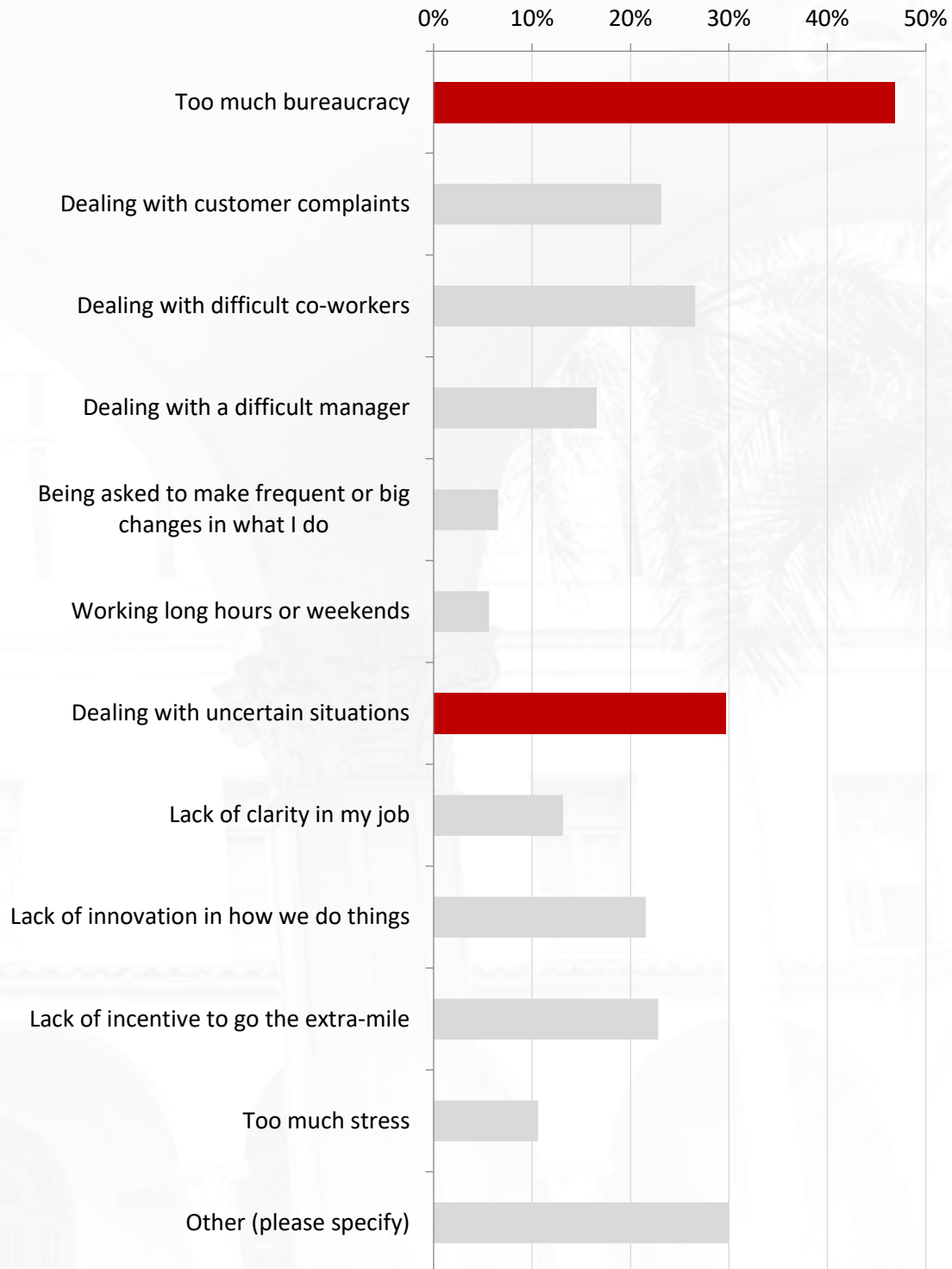
Q1: What is your PRIMARY motivation for working at DCCA?



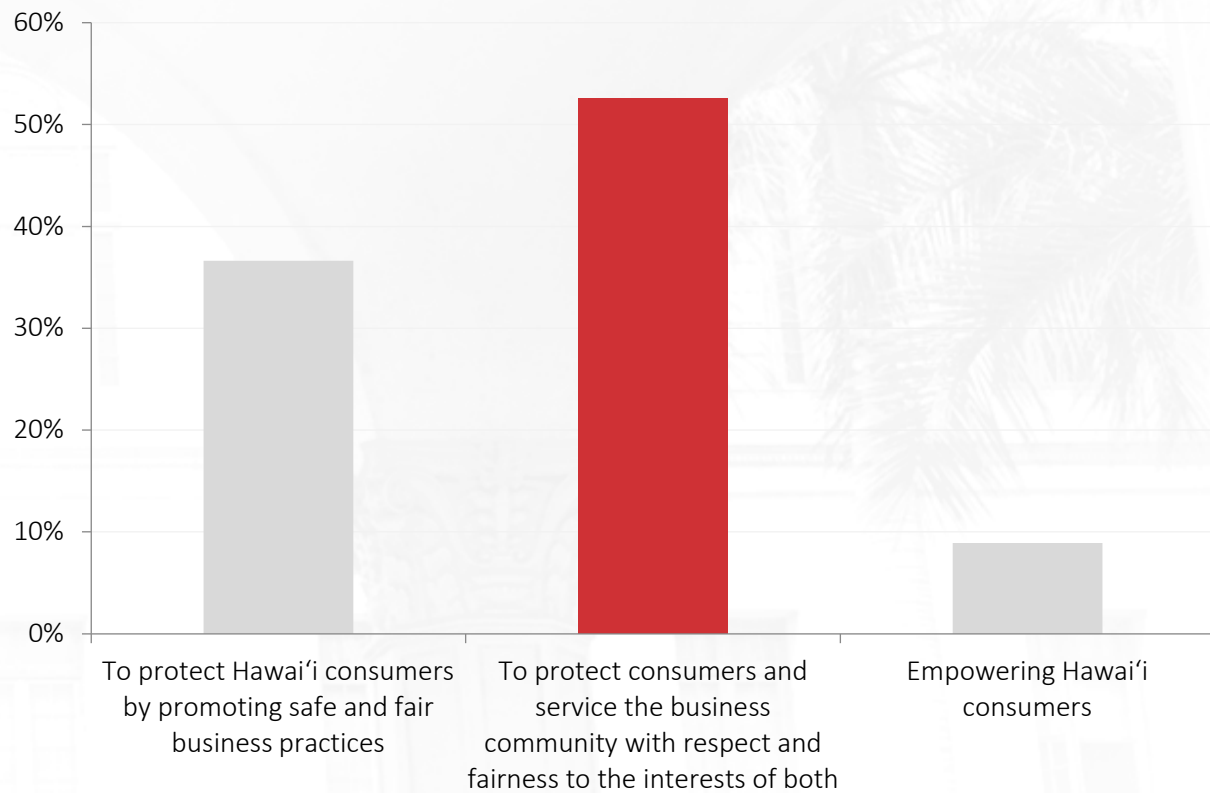
Q2: What are the three MOST ENJOYABLE aspects of your job?



Q3: What are the three LEAST ENJOYABLE aspects of your job?

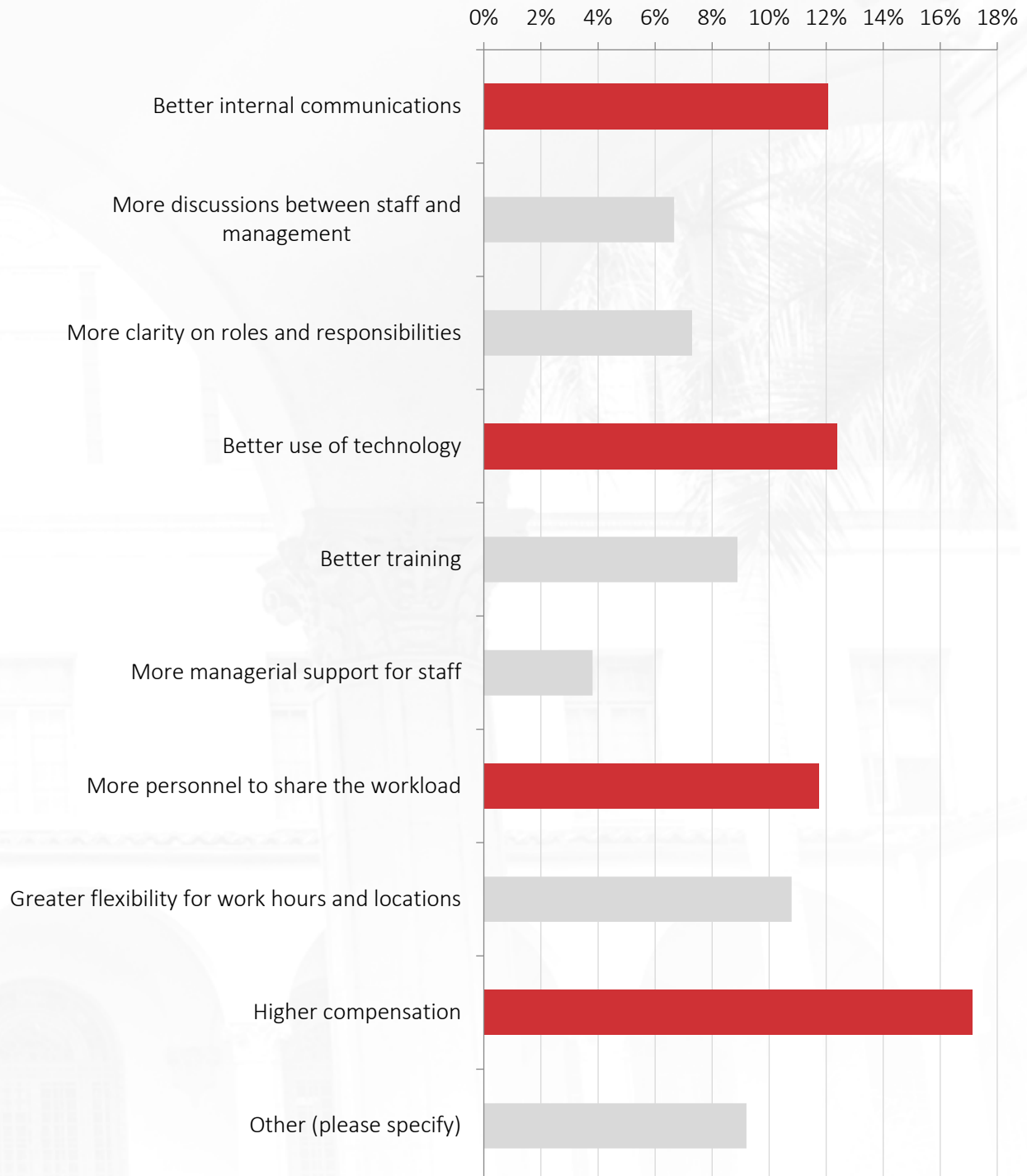


Q4: If DCCA were to adopt a new Mission Statement that explains its overall purpose, which should it be?



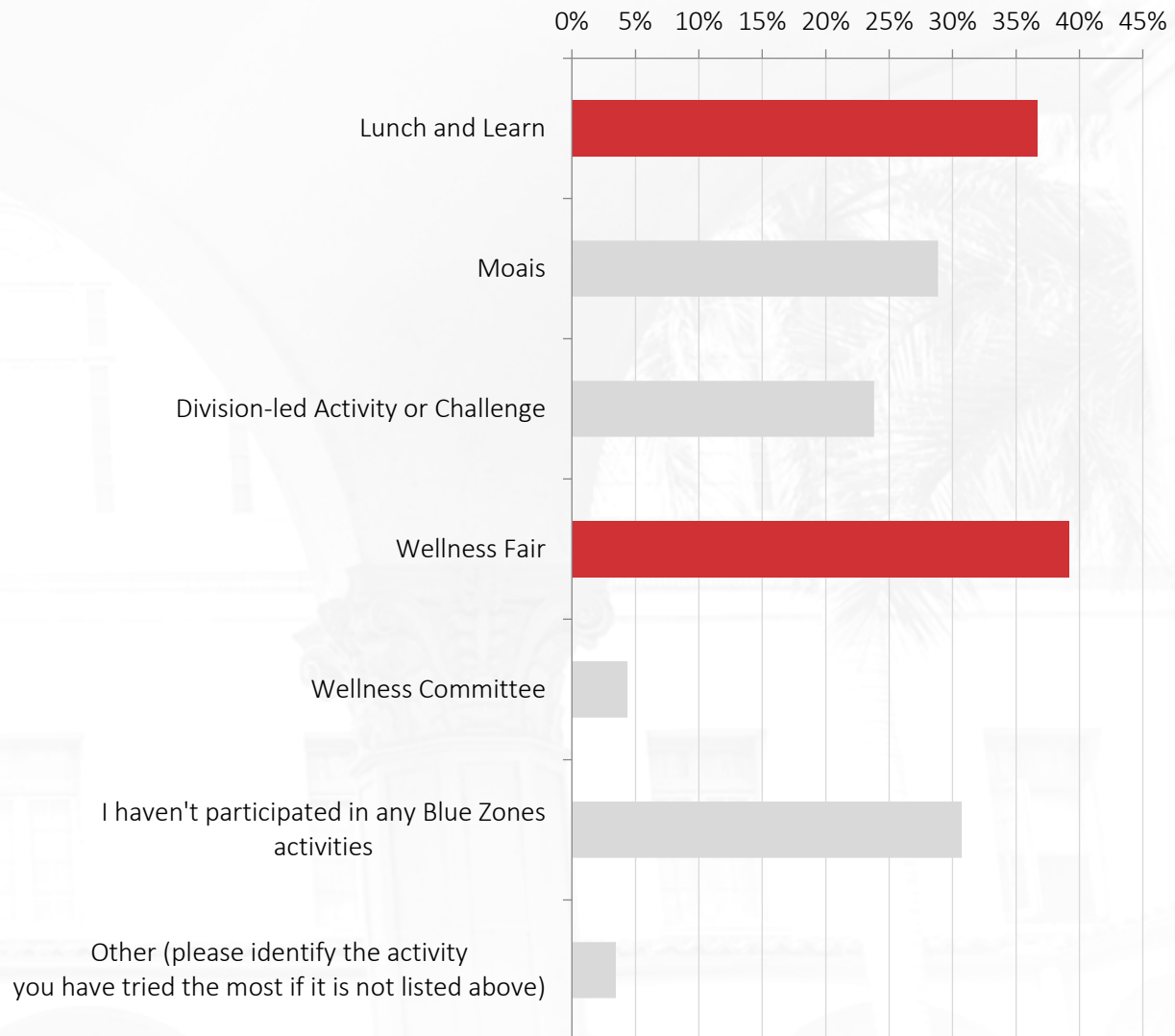
Q5: Which of the following would most improve your unit's effectiveness?

(Consider 'unit' as the program or group of individuals you work most closely with at DCCA)

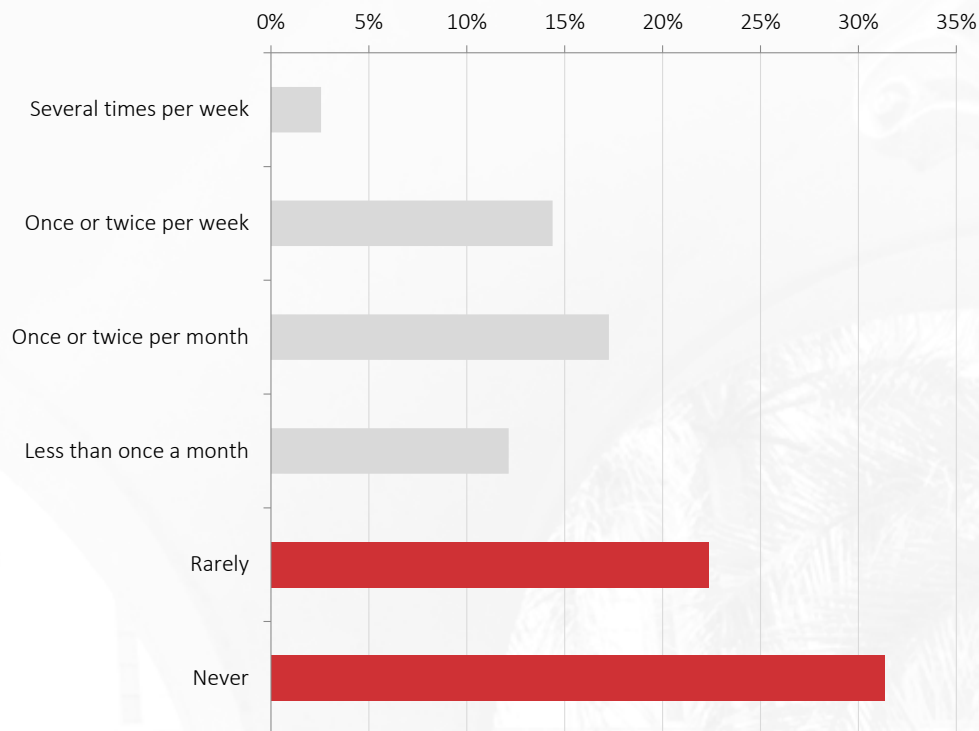


Q6: Which of the following DCCA Blue Zones activities have you participated in during the past three months?

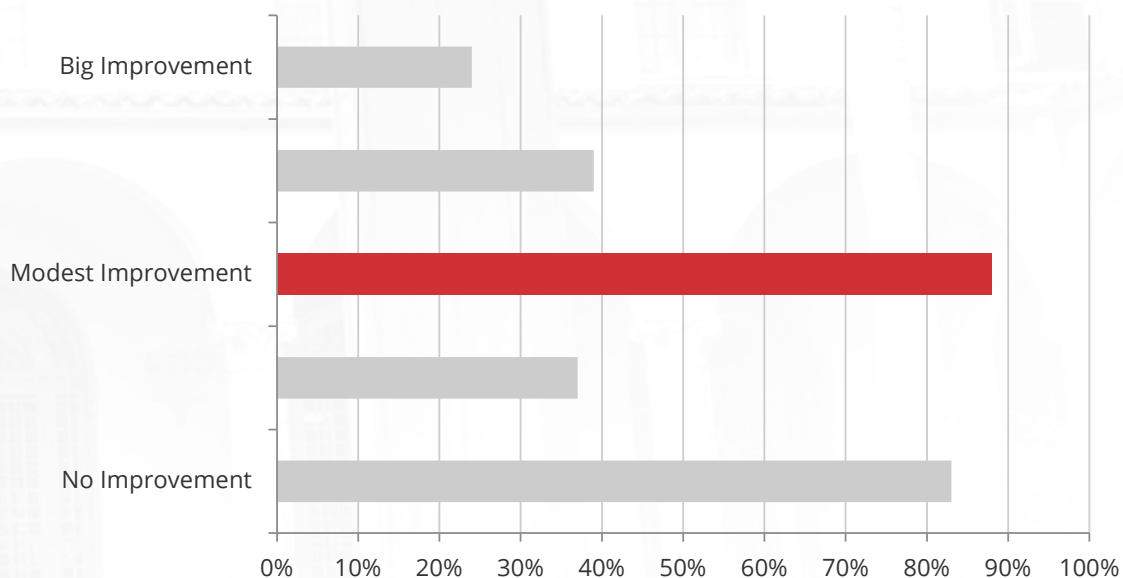
(Choose as many as apply)



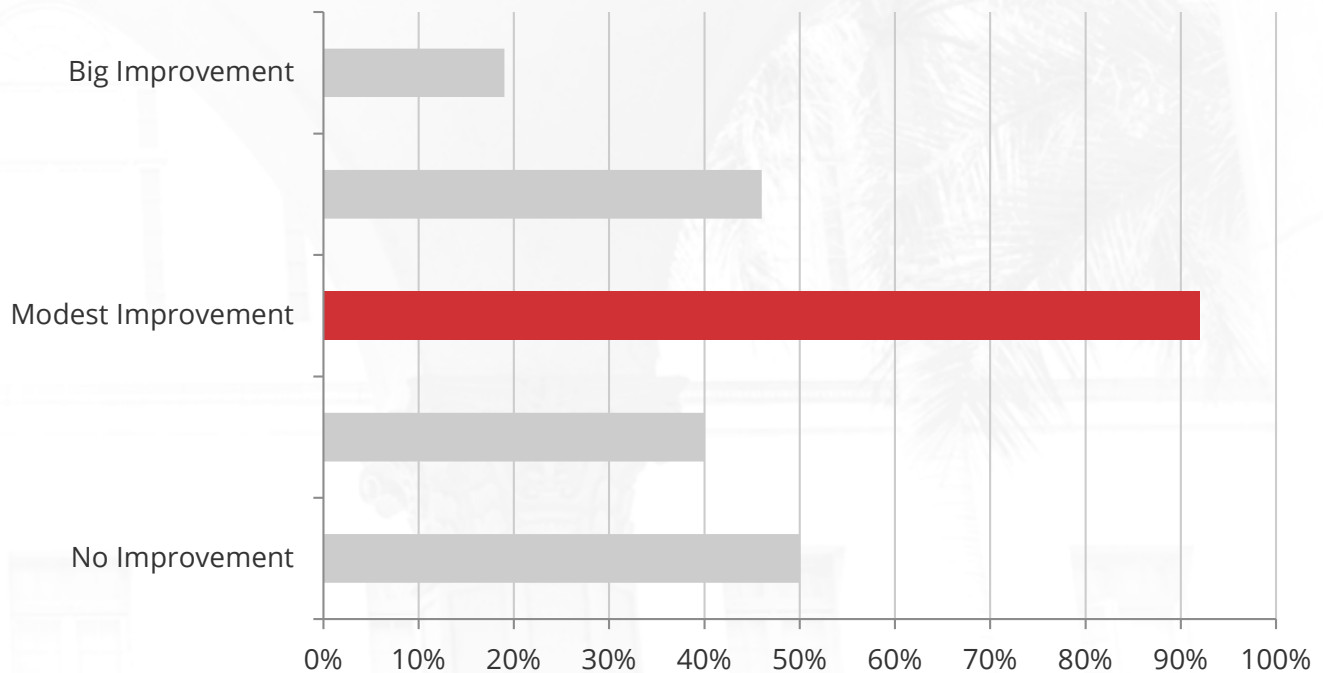
Q7: Over the past three months, how frequently have you participated in Blue Zone activities?



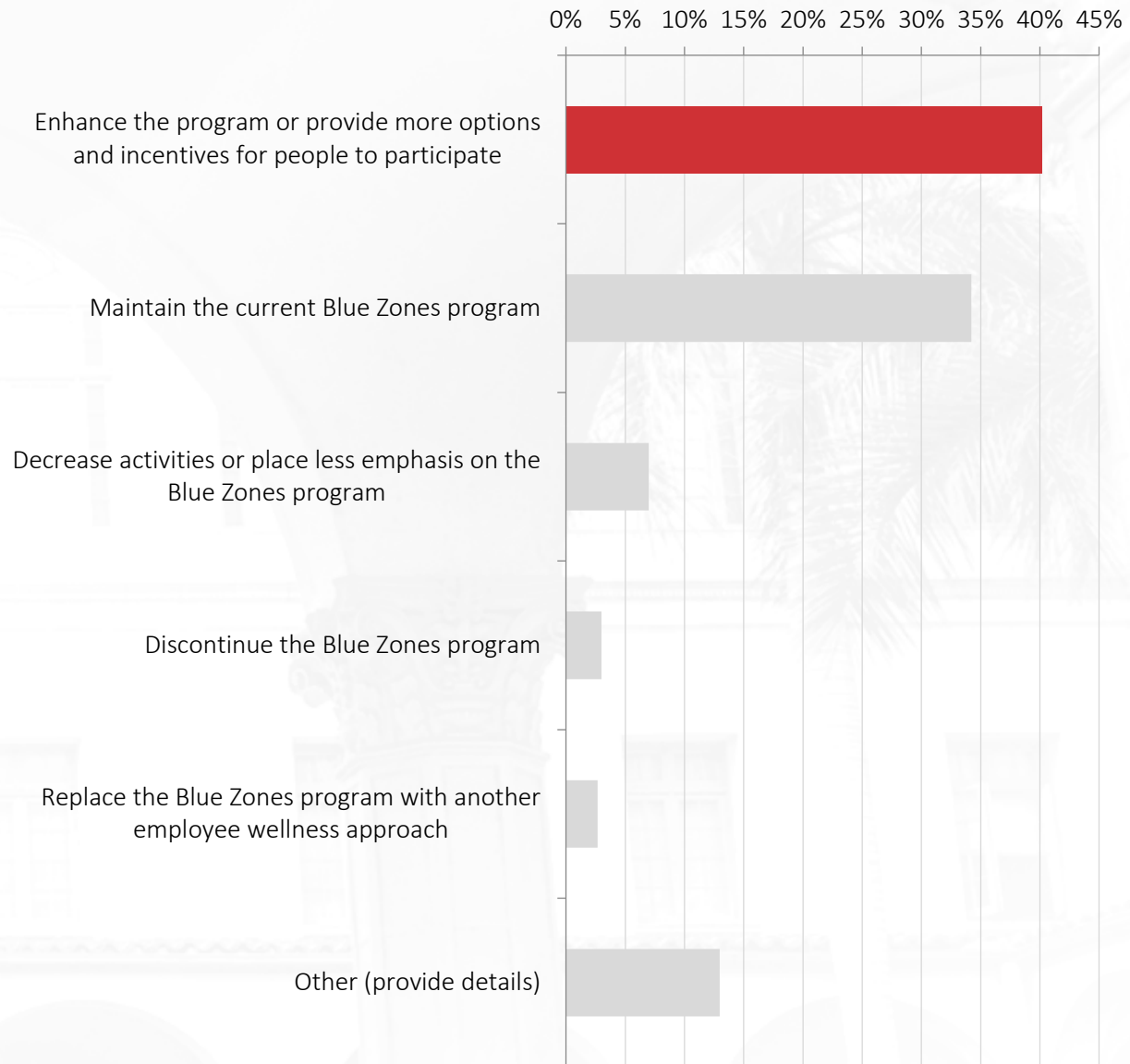
Q8: Has the Blue Zones program improved your quality of life and work environment?



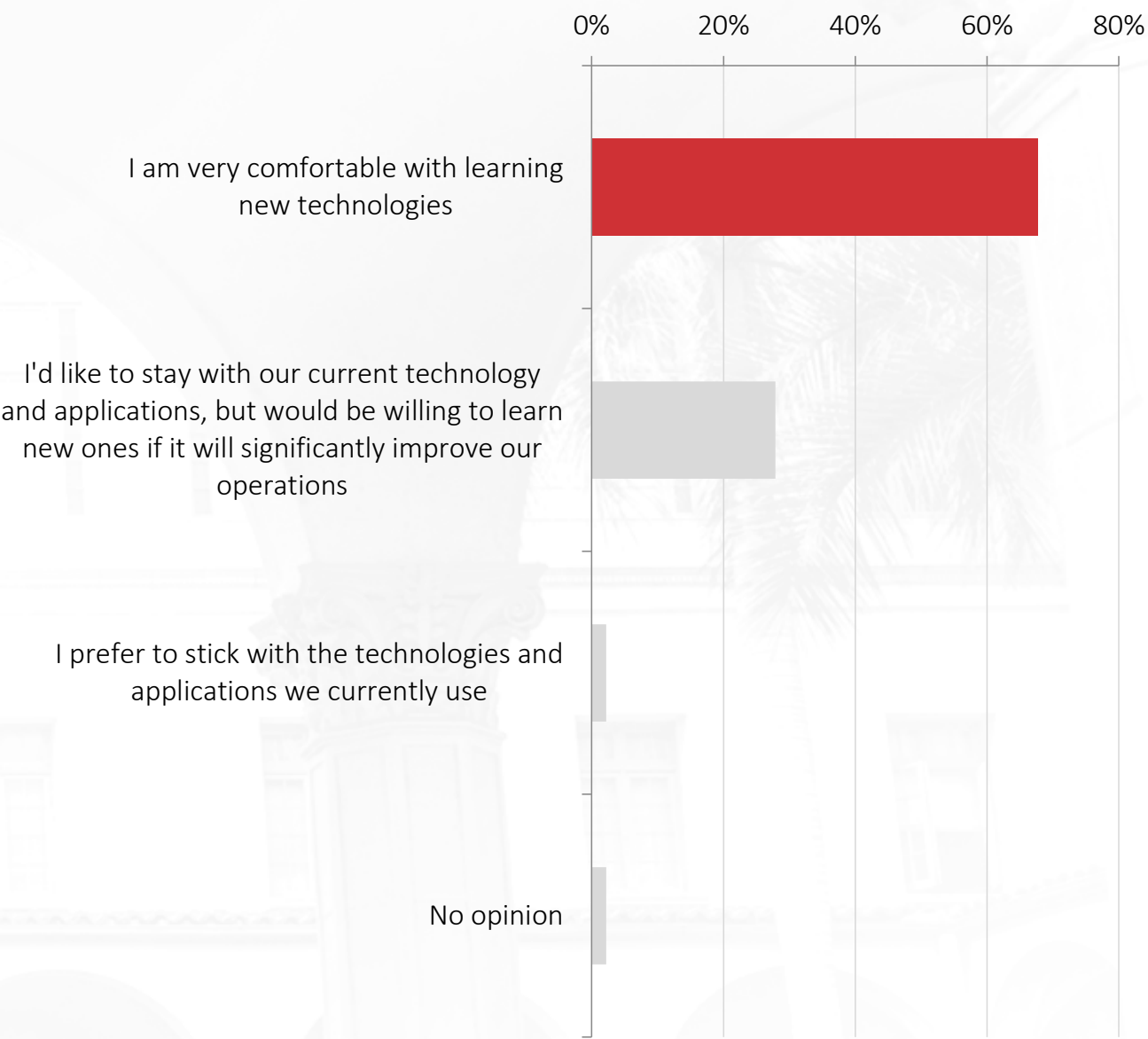
Q9: Has the Blue Zones program improved your closest DCCA workmates' quality of life and work environment?



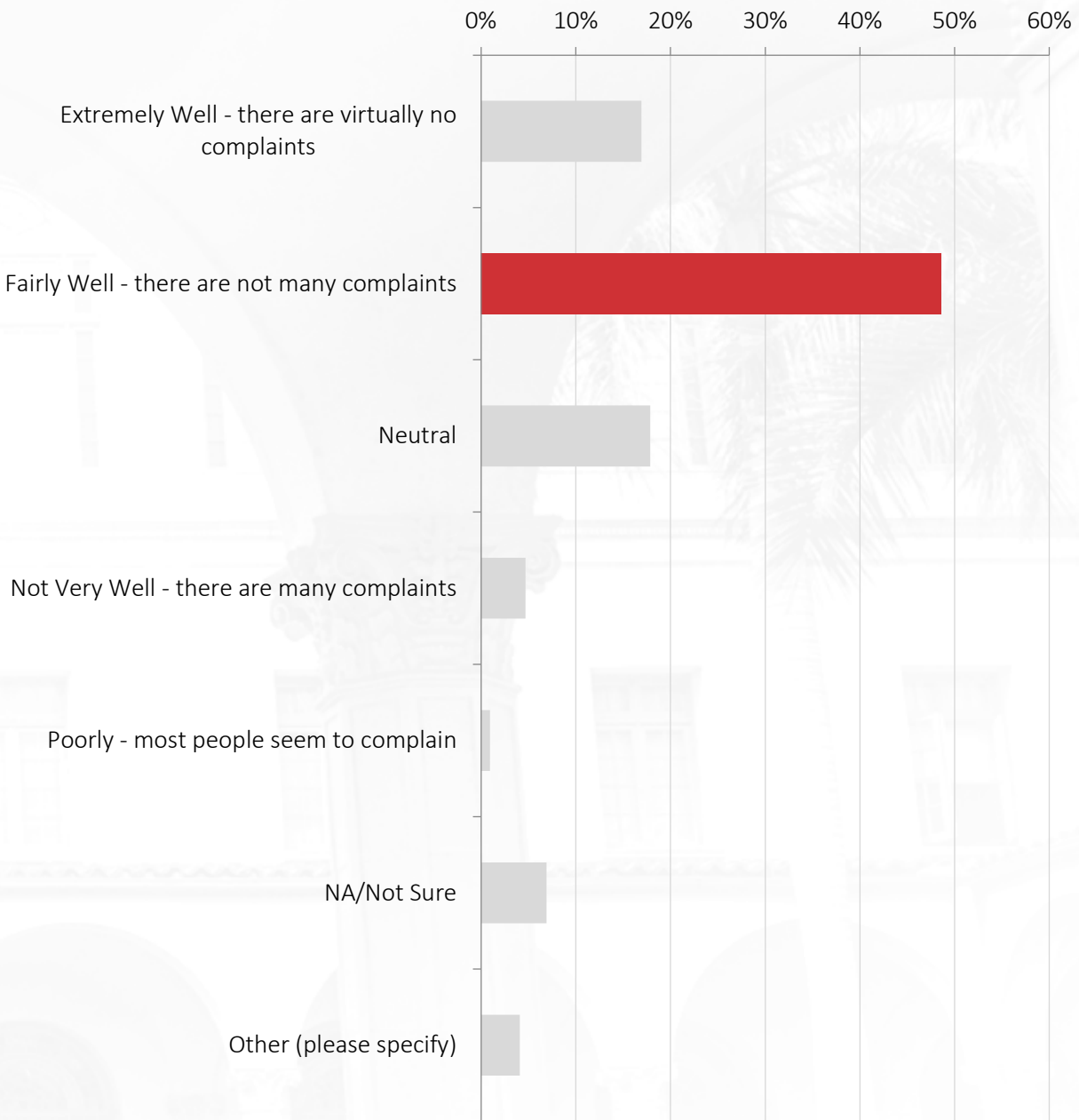
Q10: Should DCCA modify the Blue Zones program?



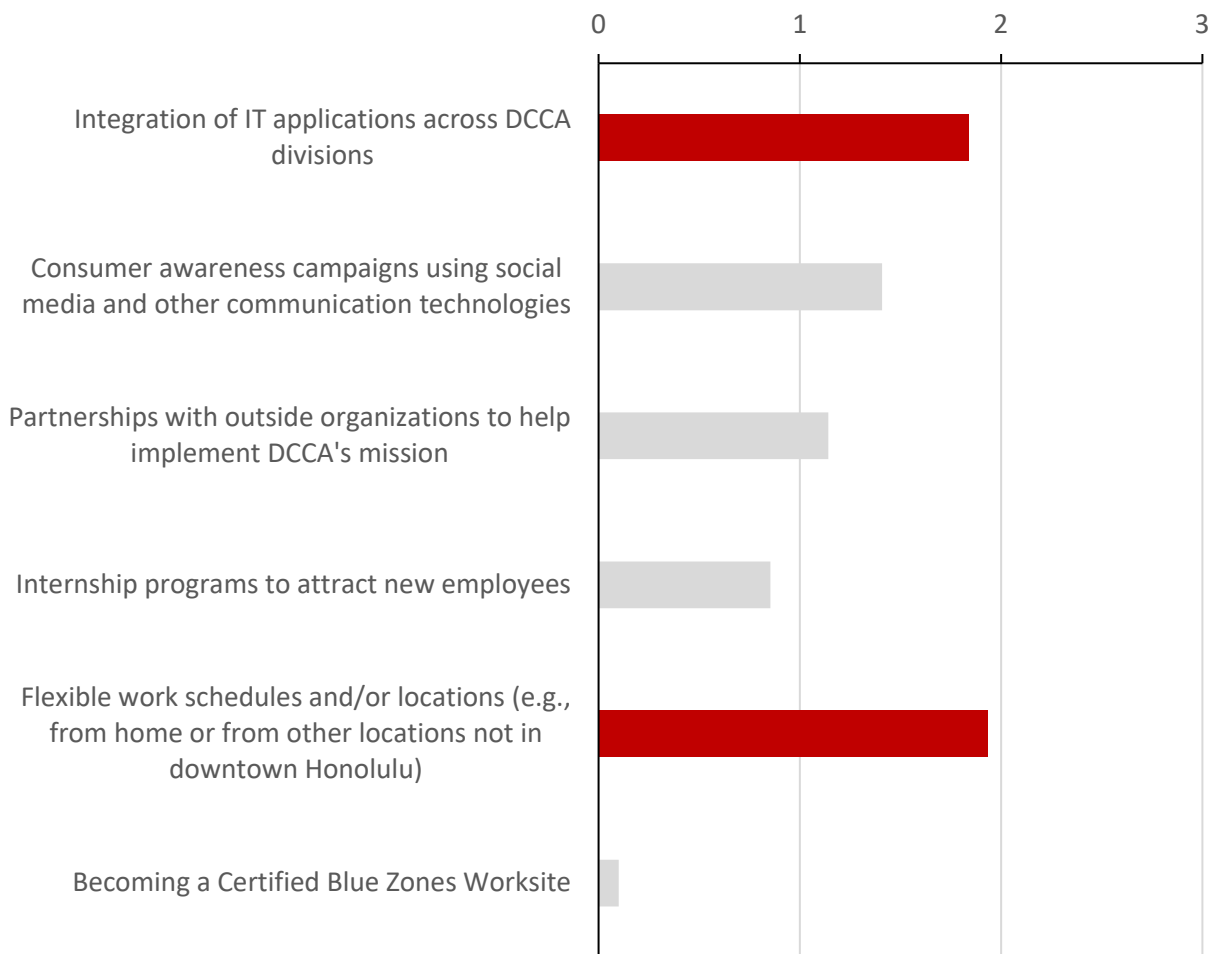
Q11: Which of the following best reflects your attitude about learning and using new information technologies at work?



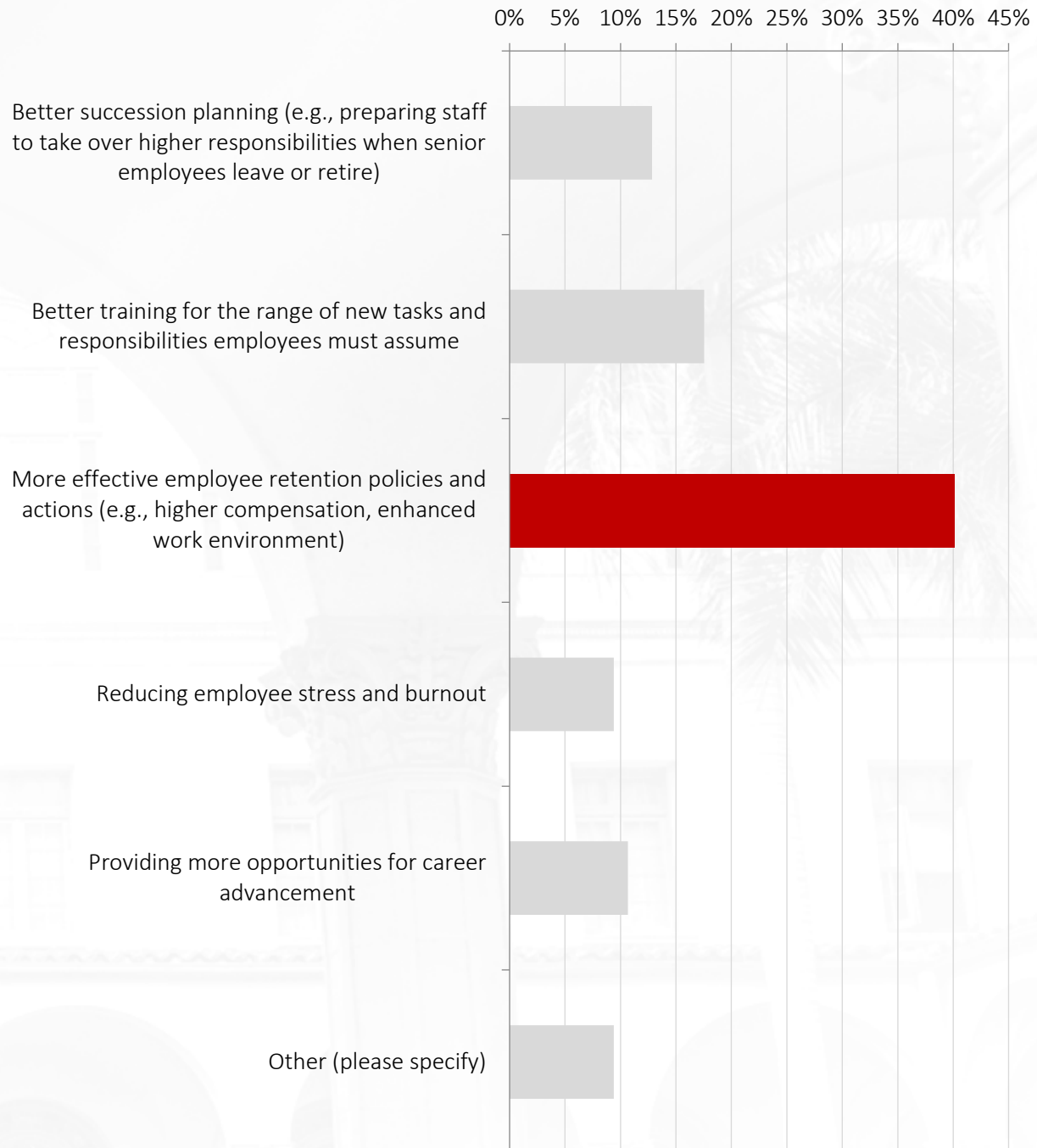
Q12: Consider the consumers and/or businesses which rely upon the services that you help provide at DCCA. How well do you think they are being served?



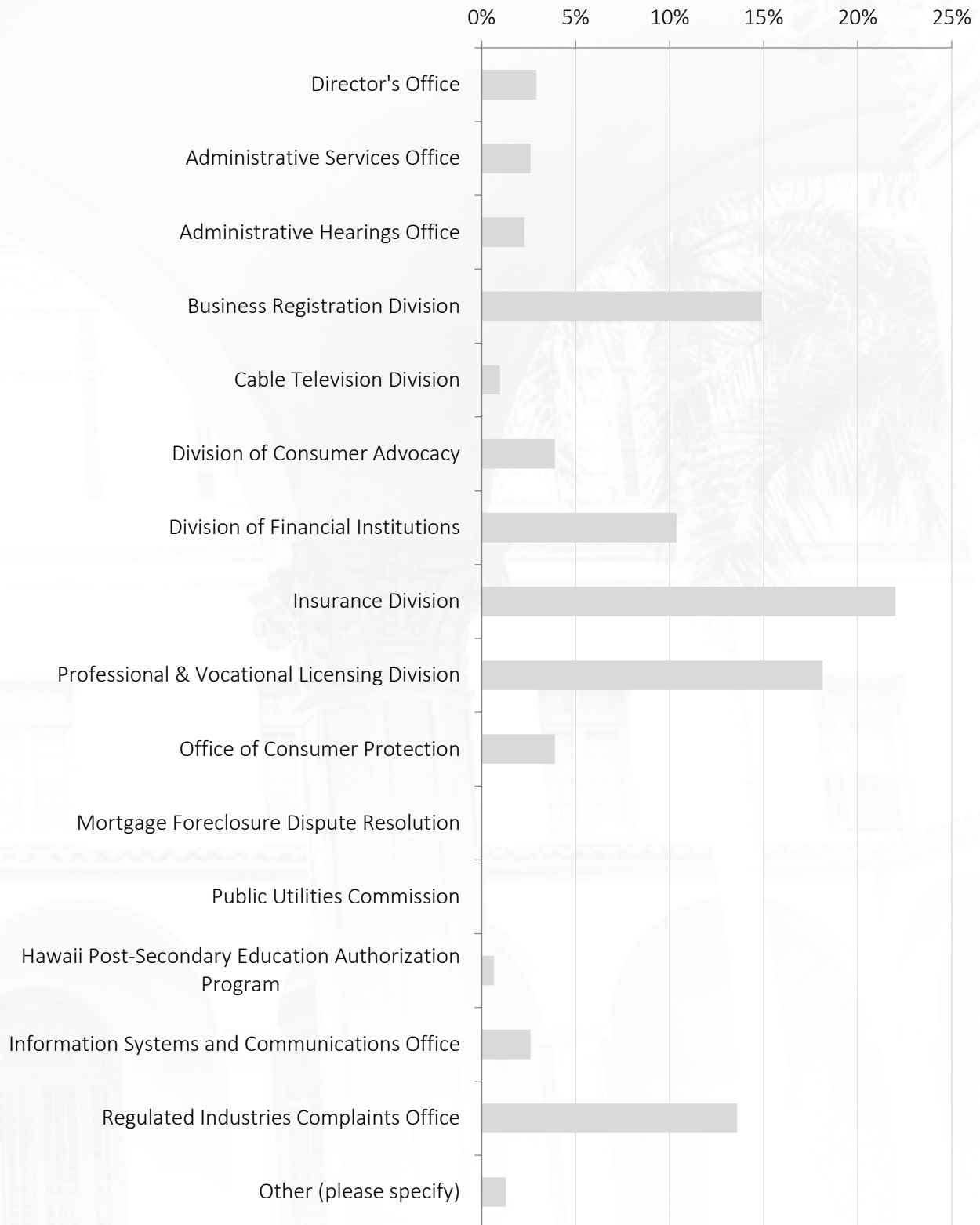
Q13: How important are the following potential programmatic changes at DCCA?



Q15: What is most important for the long-term success of DCCA?

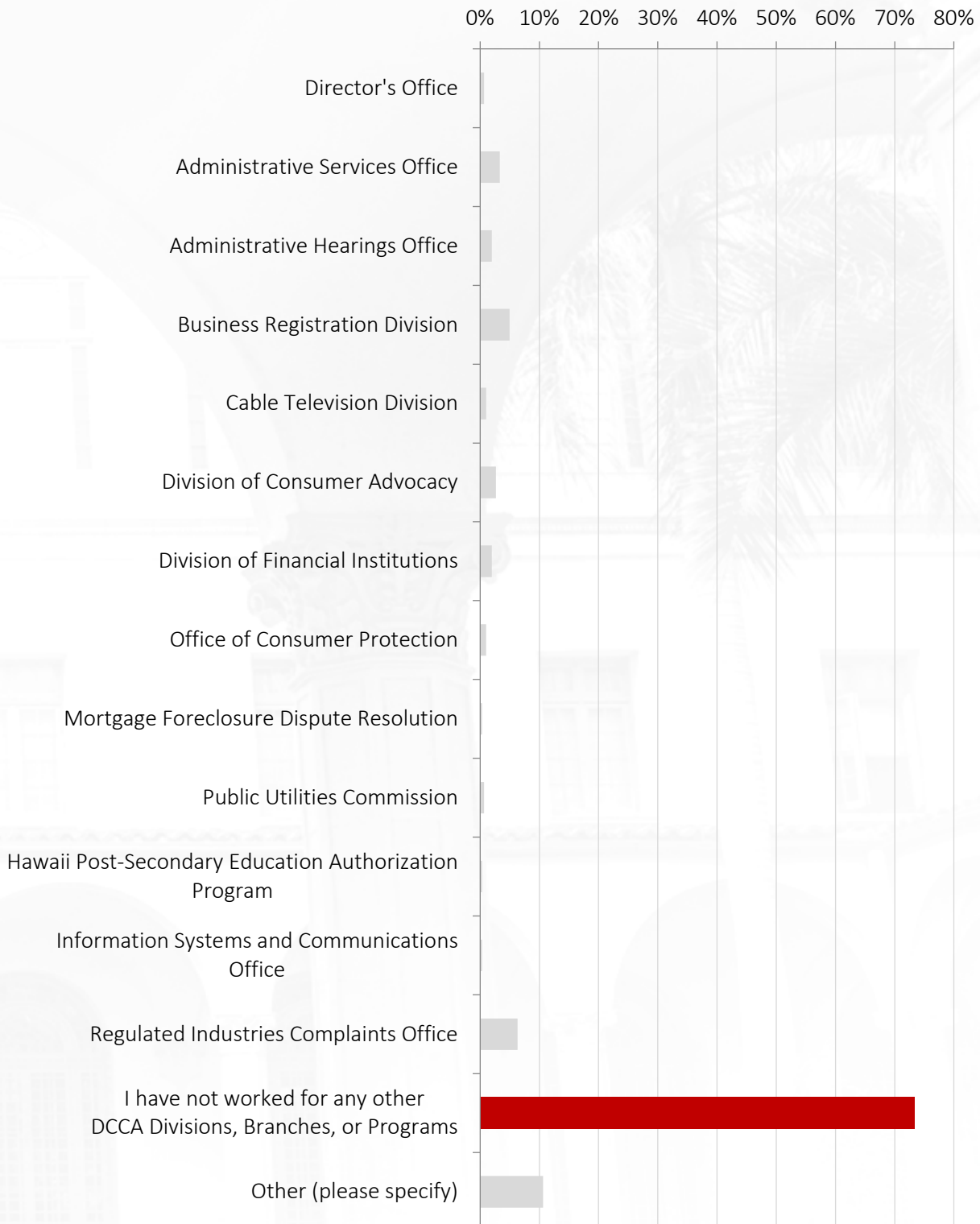


Q16: Which DCCA Division, Agency, or Program do you currently work for?

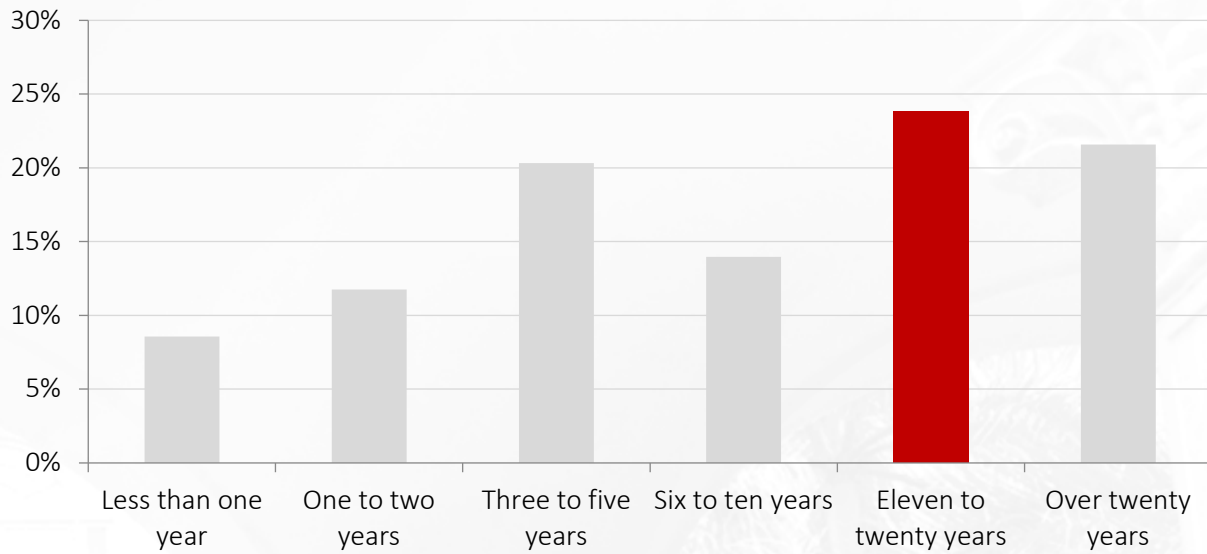


Q17: Which other DCCA Divisions, Branches or Programs have you worked for?

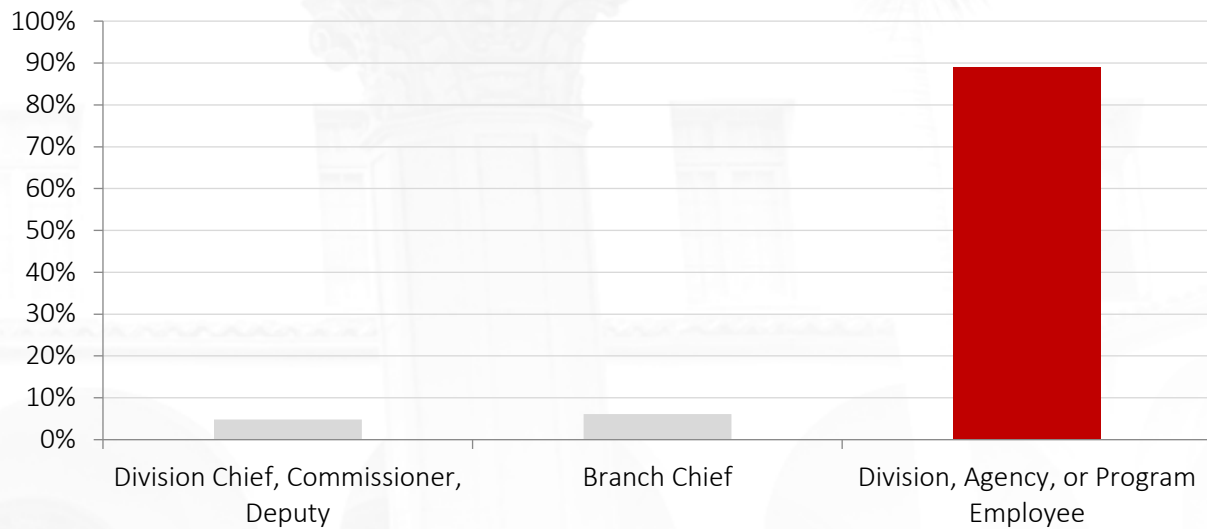
(Please do not check your current job. Check all that apply)



Q18: In total, how many years have you worked at DCCA?

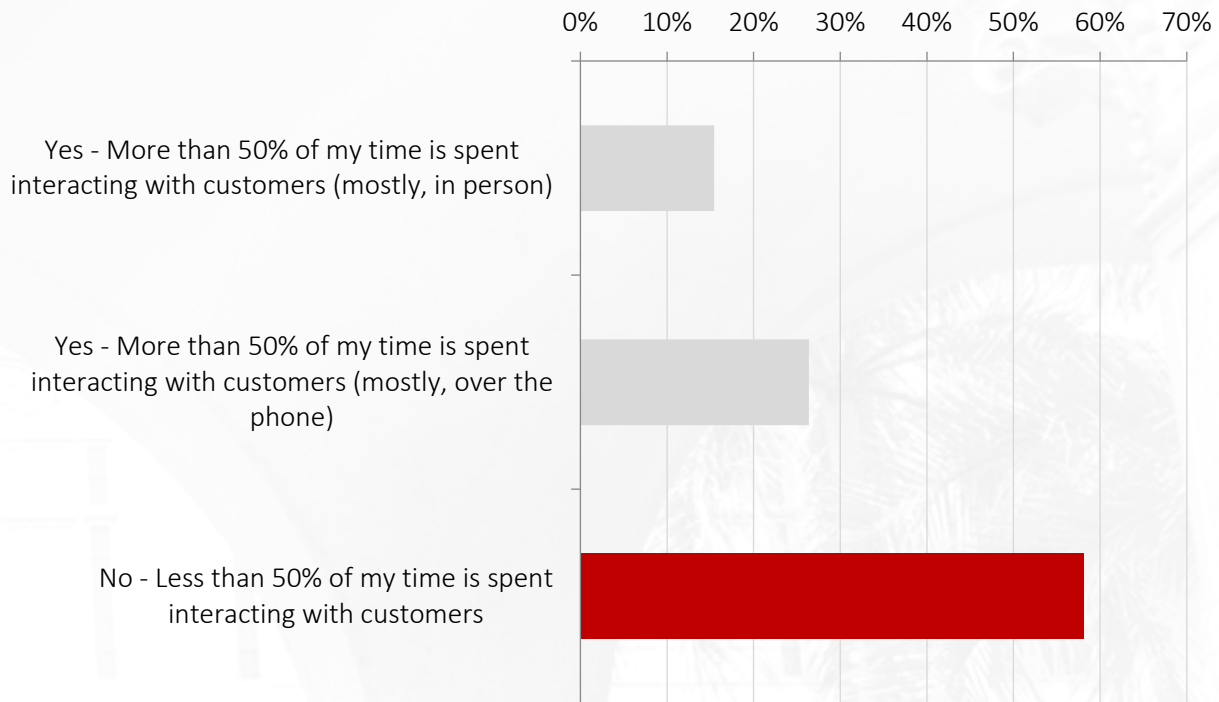


Q19: What is your current position?

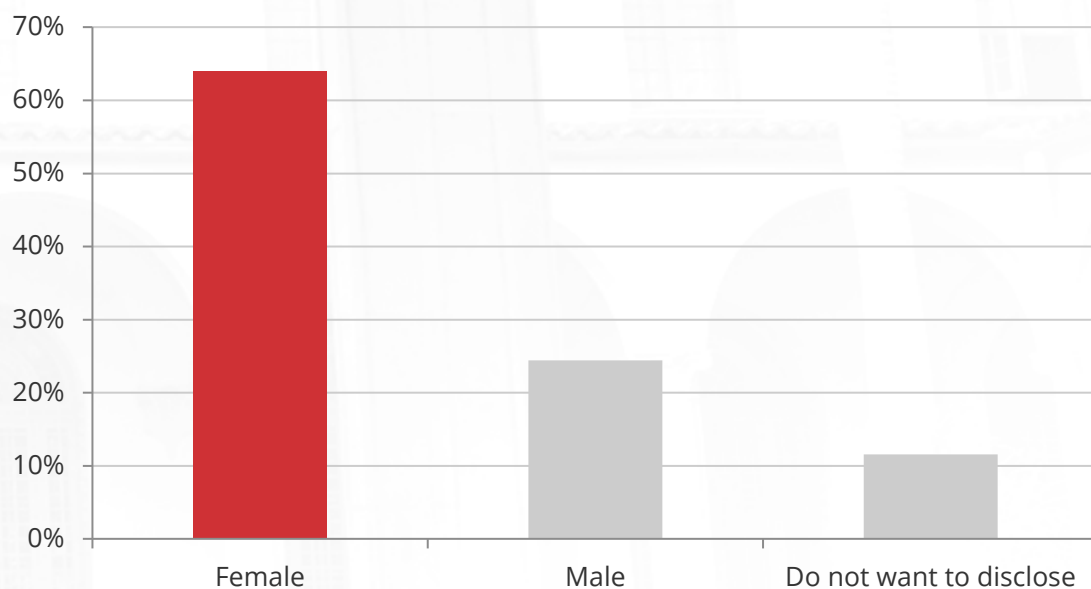


Q20: Are you a 'front line' DCCA employee?

(Spending most of your time dealing directly with consumers, licensees, business registrants, or other customers)



Q21: What is your gender?



Q22: What is your age?

