HAWAIʻI STATE

Department of Education

Organizational Alignment Initiative

HEʻE Coalition
October 13, 2026

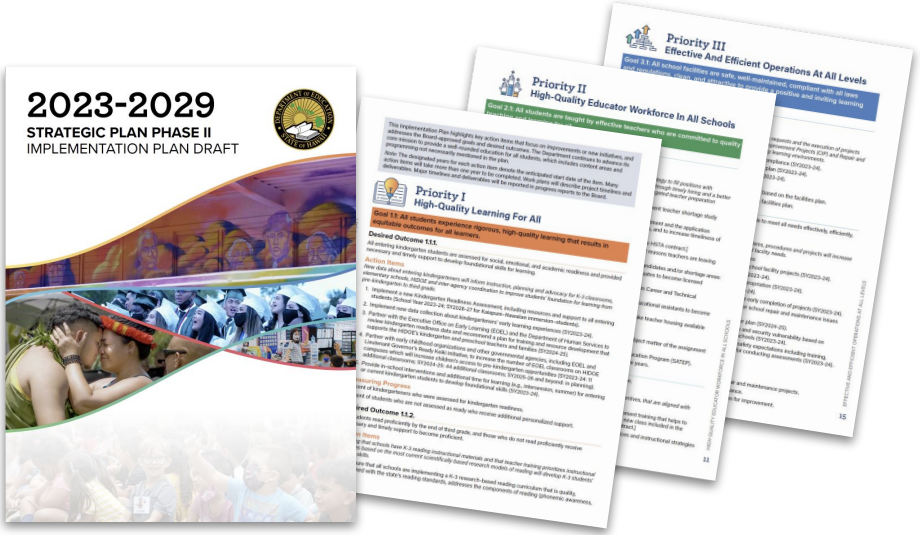
Tammi Oyadomari-Chun, *Deputy Superintendent of Strategy and Administration*

Purpose of Organizational Alignment

Strategic Plan, 2023-2029

Priority III. Effective and Efficient Operations at All Levels

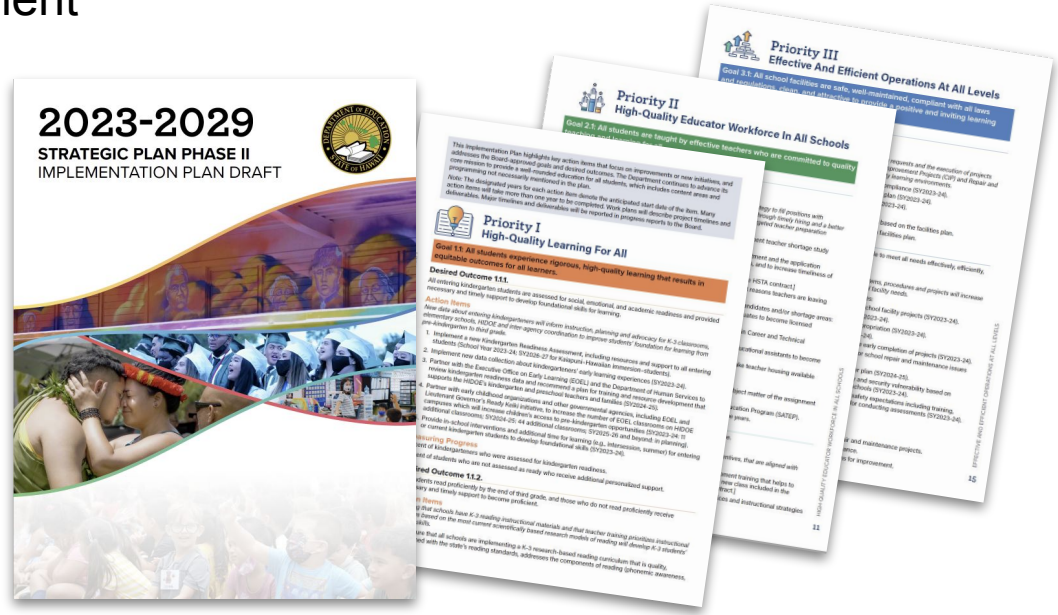
Desired Outcome 3.2.2: "All Department of Education programs, human resources, organizational structure, and finances are structured to accomplish the strategic plan goals and outcomes."



Organizational Alignment

Works in tandem with

- Performance management
- Budget and financial management



DOE State Offices
Organizational Alignment Objectives

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 of services

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 updating human resources information system

What is a "reorganization"?

"Reorganization or change in organizational structure is defined as:

1. **Creation of a new organizational segment or the abolishment of an existing one.**
2. **Rearrangement or regrouping of existing organizational segments** involving the reassignment or redistribution of functions and positions affected by these changes.
3. **Creation of a new supervisory level or the deletion of an existing one**. A reorganization or change in organizational structure requires preparing and reviewing a reorganization proposal, obtaining the appropriate approvals, and providing documentation of the approved reorganization."

Governor's Administrative Directive No. 19-02, Policy and Procedures for Effecting Organizational and Functional Statement Changes

Plan of Organization

- Organization chart
- “Functional statements”

Updated annually.

Posted online:
https://hawaiipublicschools.org/wp-content/uploads/Plan-of-Organization.pdf

Organizational Alignment Initiative Timeline

2018

Organizational review of financial and facilities operations by Council of Great City Schools (CGCS)

2024

Organizational review of OS, OCID, OSSS, OSIP, OITS, OTM by CGCS

Solicit employee feedback about organizational alignment
Dec. 12: Report to Board of Education HR Committee

2025

Board Policy 500-2 revised to delegate the Superintendent authority to approve most reorganizations

July 1: 11 "Phase 1" reorganizations

2026

April 9, 2026 Report to Board of Education General Business Meeting
July 1: 18 "Phase 2" reorganizations

Reorganizations

Phase 1: Effective July 1, 2025

- Creation of Office of Office of Campus Operations and Support
- 11 “reorganizations” of state offices
  - Reflect current reporting structure in organization chart
  - Updated functional statements (and job descriptions, starting with those that were typewritten)
  - Change state office organization to align obvious areas, such as
    - Workforce Development: Office of Supt → Office of Curriculum and Instructional Design as new branch with Career and Technical Education, JROTC, and adult ed

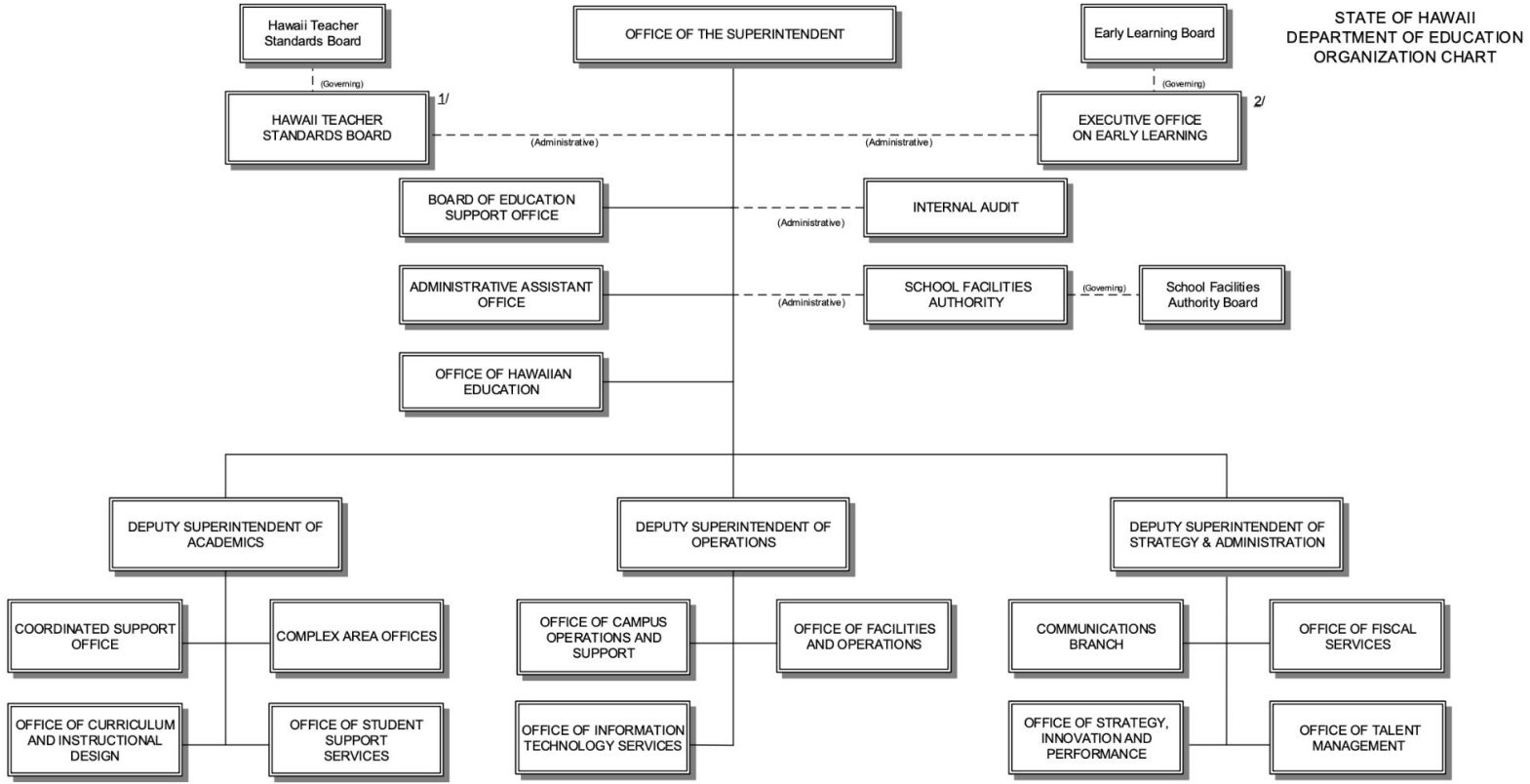
Reorganizations

Phase 2: Effective July 1, 2026

Alignments for efficiency (n=18)

- Reprographics: Office of Facilities and Operations (OFO) Auxiliary Services → Communications
- Office of Talent Management: Creation of a casual hire unit; Combine recruitment and reclassification units
- Mailroom: Office of Facilities and Operations (OFO) Auxiliary Services → Office of Fiscal Services Business Operations
- McKinley & Waipahu Community School for Adults → Hawaiʻi State Community School for Adults

Posted online: https://hawaiipublicschools.org/wp-content/uploads/Plan-of-Organization.pdf



1/ The Executive Director is appointed by the BOE.
2/ The Executive Director is appointed by the Early Learning Board.

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STATE OF HAWAII
DEPARTMENT OF EDUCATION
OFFICE OF THE DEPUTY SUPERINTENDENT
OF ACADEMICS
COMPLEX AREA SUPERINTENDENTS
ORGANIZATION CHART

