MEMORANDUM

TO: Vice President Ralph Horii

FROM: Rodney Sakaguchi

SUBJECT: COPY OF APPROVED REORGANIZATION FOR THE UNIVERSITY OF HAWAII BOOKSTORE AT MANOA

Enclosed for your information and files is a copy of the reorganization approved by the Board of Regents on March 20, 1992, for the University of Hawaii Bookstore at Manoa. Please ensure that copies of this reorganization are distributed to the appropriate agencies as required by Administrative Procedure A3.101, University of Hawaii Organizational and Functional Changes.

Attachment
A-4 Reorganization of the University of Hawaii Bookstore at Manoa

It is recommended that the Board approve the proposed reorganization of the University of Hawaii Bookstore at Manoa. The proposed reorganization would add a Medical School Bookstore and a Manoa Campus Post Office to the organizational structure of the University of Hawaii Bookstore at Manoa.

The Medical School Bookstore will enable the Bookstore System to service the special needs of the School of Medicine, students, faculty, staff and the medical community.

The Post Office will enable the Bookstore system to provide additional services to the Manoa campus community.

Funds have been authorized by the Legislature for the three permanent positions needed for the two additional units. An additional annual cost estimated at $35,424 would be funded through the UH Bookstore System's revolving fund.

RECOMMENDATION: That the Board approve the proposed reorganization of the University of Hawaii Bookstore at Manoa, adding a Medical Bookstore and a Post Office as reflected in the attached organizational chart.
PROPOSED ORGANIZATION CHART
STATE OF HAWAII - UNIVERSITY OF HAWAII
VICE PRESIDENT FOR FINANCE & OPERATIONS
UNIVERSITY BOOKSTORE

ADMINISTRATIVE SERVICES

UNIV OF HAWAII AT MANOA

BRANCH BOOKSTORES

OPERATIONS DEPARTMENT
TEXTBOOK DEPARTMENT
TRADEBOOK DEPARTMENT
SUPPLIES DEPARTMENT
COMPUTER SALES DEPT
MEDICAL BOOKSTORE
POST OFFICE
MEMORANDUM

TO: Mr. H. Howard Stephenson  
   Chairperson, Board of Regents

FROM: Albert J. Simone  
       President, University of Hawaii and  
       Chancellor, University of Hawaii at Manoa

SUBJECT: PROPOSED REORGANIZATION OF THE UNIVERSITY OF HAWAII  
          BOOKSTORE AT MANOA

1. Specific Action Requested

   Approval of the Board of Regents is requested to reorganize the UH Bookstore at  
   Manoa within the UH Bookstore System. This program is under the Office of the  
   Vice President for Finance and Operations.

2. Recommended Effective Date

   It is recommended that the reorganization of the UH Bookstore at Manoa be  
   effective upon approval by the Board of Regents.

3. Background/Nature of the Proposal

   a. Purpose

      The purpose of this reorganizational request is to add organizational  
      elements for a Medical School Bookstore and a Manoa Campus Post Office  
      to the organizational structure of the UH Bookstore at Manoa.

      For 21 years, the Friends of the Medical School operated a Medical School  
      Bookstore. In December 1990, operation of this bookstore which is located  
      in the Biomedical Science Building, was turned over to the UH Bookstore  
      System.
The Manoa Campus Post Office was operated by a private contractor until December 1990 when the contractor requested a release from its contract. The University has been unsuccessful in obtaining permanent postal services from the Postal Service and private entities.

Since December 1990, both the Medical School Bookstore and the Manoa Campus Post Office have been operated by the UH Bookstore System utilizing temporary positions.

b. Present Organization

The present UH Bookstore System organization consists of an Administrative Services Office, the UH Bookstore at Manoa, and branch bookstores located at other UH system campuses. The UH Bookstore at Manoa is comprised of five departments which are: 1) Operations; 2) Textbook; 3) Tradebook; 4) Supplies; and 5) Computer Sales.

c. Proposed Organization

As stated above, this reorganization will add two organizational elements to the UH Bookstore at Manoa. Both of these units will report to the manager of the UH Bookstore at Manoa.

The Medical School Bookstore purchases and sells medical text and reference materials, as well as medical instruments and supplies.

Postal services provided by the Manoa Campus Post Office include mail services, postal supplies such as stamps and envelopes, money orders, and mailbox rentals.

4. Impact on Staffing

One permanent position, 90517F, UH Bookstore Manager, which is proposed for redescription to a UH Administrative and Fiscal Support Specialist, and a temporary Clerk will staff the Medical School Bookstore.

Two permanent Clerks, 90515F and 90516F, as well as one temporary Clerk will staff the Manoa Campus Post Office.

Funds have been authorized by the Legislature for the three permanent positions. An additional annual cost estimated at $35,424 will be incurred by the University
for the two temporary Clerk positions. This additional cost will be funded through the UH Bookstore System's revolving fund.

It is estimated that annual revenues of $400,000 for the Medical School Bookstore, and $500,000 for the Manoa Campus Post Office will be generated by these two entities.

5. **Consultation With Exclusive Employee Collective Bargaining Representatives**

The Hawaii Government Employees Association and the United Public Workers were consulted on this reorganization and have no objections to this proposal.

6. **Recommended Action**

It is requested that the Board of Regents place the reorganizational proposal for the UH Bookstore at Manoa on the agenda for its March 1992 meeting. This reorganization will establish organizational units within the UH Bookstore System which provide desired services to the University community. Approval is therefore recommended.

**Attachment**

**cc:** Board Secretary Shiramizu  
Vice President Horii  
Director Sakaguchi
EXECUTIVE SUMMARY
UNIVERSITY OF HAWAII BOOKSTORES

Enclosed for your information is the proposed reorganization of the University of Hawaii Bookstore System. The reorganization reflects the expansion of services to include the Medical School Bookstore and Manoa Campus Post Office, and the addition of three permanent and two temporary positions. These new departments will fall under the General Bookstore Manager of the UH Manoa Bookstore.

Funds have been allocated for a UH Bookstore Manager I, pseudo number 90517F to run the Medical School Bookstore. It is proposed that this position be redescribed to a UH Administrative and Fiscal Support Specialist. Funds have also been allocated for two permanent Clerk positions (pseudo numbers 90515F and 90516F) to service the Manoa Campus Post Office. In addition, both new departments will each have one temporary Clerk.

The University Bookstore System will provide services for the special needs of the Medical School students, faculty and staff, as well as provide postal services for the entire Manoa Campus community. The additional cost of the two new temporary positions will be covered through the Bookstore’s self-supporting revolving fund.
PROPOSAL TO REORGANIZE THE UNIVERSITY OF HAWAII BOOKSTORE

PRESENT ORGANIZATION

The University of Hawaii Bookstore System is a self-supporting unit responsible for an annual budget of over $19 million, and 77 full-time and over 100 student assistant positions. The present Bookstore organizational structure places nine (9) departments of the University of Hawaii at Manoa Bookstore under the UH General Bookstore Manager. The Administrative Services, UH Manoa Bookstore, and seven (7) Branch Bookstores report to the Director of University Bookstores System.

PROPOSED REORGANIZATION

This proposal is a request to restructure the Bookstore System by adding the operations of the Medical School Bookstore and the Manoa Campus Post Office, and by establishing five positions to independently operate the Medical School Bookstore and the Post Office:

1) Operating the Medical School Bookstore and establishing a UH Bookstore Manager I position (pseudo number 90517F, proposed for redescription to Administrative and Fiscal Support Specialist) and one temporary Clerk position within it.

2) Operating the Manoa Campus Post Office and establishing two permanent Clerk positions (pseudo numbers 90515F and 90516F), and one temporary Clerk position within the Post Office.

BACKGROUND/NATURE OF THE PROPOSED REORGANIZATION

1) With help from volunteers, the Friends of the Medical School has been operating the Medical School Bookstore for the past 21 years. In December 1990, the volunteers turned over their operation to the Bookstore System. The Bookstore System would like to continue providing the kind of service that the School of Medicine and the medical community desire and deserve. The proposed UH Administrative and Fiscal Support Specialist position and a temporary
The proposed UH Administrative and Fiscal Support Specialist (pseudo number 90517F) for the Medical School Bookstore will report to the UH General Bookstore Manager (position number 81813) of the Manoa Bookstore. The temporary Clerk position will report to the UH Administrative and Fiscal Support Specialist (pseudo number 90517F).

The organization will efficiently serve the School of Medicine faculty, staff, and students’ needs, as well as the medical community’s needs for medical books, medical instruments, medical supplies, and reference materials.

2) In the past, the Post Office was being operated on a contract basis. However, in December 1990, the operators requested a release from their contract. In order to service the postal needs of the Manoa Campus Community, the Bookstore system took over the operations of the Post Office. We would like to continue providing this service. Three Clerk positions will be established to operate the Post Office.

One of the newly established Clerk positions for the Post Office (pseudo number 90515F) will report to the UH General Bookstore Manager (position number 81813) of the Manoa Bookstore. The other newly established Clerk position (pseudo number 90516F) and another temporary Clerk position will report to the higher level Clerk (pseudo number 90515F).

We plan to establish a post office box mailing address for the Manoa Bookstore. This would result in improving the central campus mailroom operations by eliminating the need for them to sort incoming mail for the Bookstore.

The organization will efficiently serve the Manoa Campus community’s needs for postal services, and enhance the efficiency of the Bookstore’s daily operations by providing direct mail service to the Bookstore.

The annual revenues that will be generated as a result of this reorganization are projected at $400,000 for the Medical Bookstore and $500,000 for the Post Office. Funds have already been appropriated for the three proposed permanent positions. The anticipated additional annual expense for the proposed organization is $35,424. The entire cost of the reorganization will be funded through the University of Hawaii Bookstore’s self-supporting revolving fund.
REASONS FOR PROPOSING THE REORGANIZATION

The reasons for the reorganization are:

1) To enable the Bookstore System to expand its line of medical textbooks and reference materials for the benefit of the University community, the School of Medicine, and the medical community.

The Medical School Bookstore is located in the BioMed Building, an easily accessible location for medical students and faculty. The School of Medicine has a unique "Problem Based Learning" curriculum. Instead of a regular semester schedule, medical students have a year round curriculum and as a result, need to be able to purchase books throughout the year.

The operation of the Medical School Bookstore will enable the Bookstore System to service the special needs of the School of Medicine students, faculty, staff, and medical community. Under the operation of the proposed full-time UH Administrative and Fiscal Support Specialist and a temporary Clerk, the Medical School Bookstore will offer a wide range of merchandise for sale for the convenience of the academic community. In addition to carrying textbooks and reference materials, the Medical School Bookstore will carry school and office supplies, medical supplies and equipment, medical jackets, etc.

2) To enable the Bookstore System to offer postal services for the benefit of the Manoa Campus community.

The operation of the Post Office will enable the Bookstore System to provide additional services to the Manoa Campus community. The Post Office, with a full-time staff of three Clerks (two permanent and one temporary), will focus on good customer service and the expansion of services.

ALTERNATIVE COURSE OF ACTION

Retaining the existing organization is not a viable alternative. The Bookstore System would like to provide as much convenience and service to the Manoa Campus community, the School of Medicine, and the medical community. By taking over the operations of the Medical School Bookstore and the Manoa Campus Post Office, the Bookstore system feels the academic community would best be served. The ideal alternative would be to take over the operations of the Medical School Bookstore and the Post Office and to
establish one UH Administrative and Fiscal Support Specialist position and four Clerk positions within the two sites.

The following alternatives were considered:

1) Organization remains unchanged. We find this unacceptable. The Manoa Campus community will not be provided with convenient postal services. The School of Medicine faculty, staff, students and the medical community will not be serviced adequately with their textbook needs in the coming semesters. The University has been unsuccessful in getting permanent services from the Postal Service or private operates.

2) Accept the proposed reorganization. This alternative best meets the needs of the Manoa Campus community, the School of Medicine and the medical community. They will be effectively served.

In conclusion, the proposed reorganization attempts to improve the services being offered by the Bookstore System and will continue to provide a convenience to the Manoa Campus community, the School of Medicine, and the medical community.

ORGANIZATIONAL CHARTS AND FUNCTIONAL STATEMENTS

Attachment I: Current Organization Chart
Attachment II: Proposed Organization Chart
Attachment III: Current Functional Statement
Attachment IV: Proposed Functional Statement
CURRENT ORGANIZATION CHART
STATE OF HAWAII - UNIVERSITY OF HAWAII
VICE PRESIDENT FOR FINANCE & OPERATIONS
UNIVERSITY BOOKSTORE
CHART VI
CURRENT FUNCTIONAL STATEMENT:

STATE OF HAWAII
UNIVERSITY OF HAWAII
VICE PRESIDENT FOR FINANCE & OPERATIONS
UNIVERSITY OF HAWAII BOOKSTORE

MAJOR FUNCTIONS

Support the academic community throughout the University system by operating a store on each campus to sell books, other classroom necessities, and convenience items. Stores located to serve the University of Hawaii at Hilo and community college campuses are branches of the Manoa campus store. Management, accounting, and some procurement are centralized in the interest of economy and efficiency. The system of bookstores is self-supporting. Specific functions, as appropriate to each of the campuses, are:

. To have the right textbooks available at the right time in the right quantity.

. To offer general books and magazines for enrichment, technical, supplementary, recreational, and escape reading.

. To make a wide variety of classroom, laboratory, studio, and office supplies available.

. To carry health and comfort items, sundries and souvenirs, greeting cards, sports clothing, cameras, electronic items, etc.

. To perform services such as film developing, special orders, and sale of gift certificates.

. To offer a variety of computer hardware, software and peripherals to meet the academic needs and promote computer literacy throughout the University system.

UNM Manoa Bookstore

Textbook Department

Provides for the timely sale of text materials prescribed by faculty,

. Plans ordering and sales cycle in accordance with academic schedules.

. Obtains requirement data from faculty, compares with stock on hand and estimated quantities to be bought back from students, searches used book sources, and orders remainder of requirement from publishers or distributors.

. Maintains liaison with faculty to facilitate planning and problem-solving.

. Publishes book list in various sequences and furnishes it to branch stores.

. Verifies accuracy of order-filling, prices books, and displays them in a manner conducive to easy shopping by customers.

. Provides special-order service or reorders in quantity in "sold-out" situations.

. Returns overstock to sources when possible, except when there will be a demand in immediate future.

. Sells books for off-campus programs in a similar manner,
arranging also for delivery or on-site sale.

Arranges for used book buy-back, where students can sell books back at the end of each semester and the beginning of the Fall and Spring terms.

Tradebook Department

Offers for sale a variety of trade (general interest) books and magazines for technical, supplementary, and recreational reading as well as the University catalogs.

- Keeps abreast of market information on tradebooks.
- Develops sources of information on local reading interests.
- Provides a special order service.
- Follows merchandising principles to promote sales and maintain appropriate level of turnover.
- Oriented stock to the academic community by carrying technical, issue-oriented, and enrichment books and journals.
- Maintains a strong Hawaii-Pacific section in recognition of our location.
- Carries best-sellers, mass-market paperbacks, magazines, and other literature for sale as escape reading.
- Stocks a variety of study aids and review materials.

Supplies Department

Makes classroom, office, art, and laboratory supplies available for sale, in addition to sundry/souvenir items, novelties, and personal conveniences.

- Responds to faculty requests for availability of specific classroom, laboratory, and studio supplies.
- Maintains a representative stock of supplementary materials such as notebooks and pencils.
- Carries merchandise in response to customer demand.
- Carries health, comfort, and convenience items to obviate need for leaving campus on personal errands.
- Promotes sale of items with sufficient markup to ensure store's self-sufficiency.
- Offers services, such as film development.
- Controls inventory to achieve appropriate turnover rate and prevent unnecessarily tying up cash.
- Uses appropriate marketing and merchandising techniques to accomplish the foregoing.

Computer Sales
offers a variety of computer hardware, software and peripherals to meet the academic needs and support the computer literacy program throughout the University of Hawaii System.

- Conducts various computer hardware sale programs, such as IBM, Macintosh, Zenith, and Hewlett Packard.
- Configures systems to best suit the requirements of the prospective customers.
- Plans special events such as computer fairs and special sales promotions.
- Maintain an inventory to meet the demands and not be overloaded to restrict cash flow and cause inventory to be dated.
- Makes available a trained staff to answer technical questions regarding personal computer hardware, software and peripherals.

Operations Department

Supports merchandising and administrative operations and provides general services.

- Provides for receiving, verifying, and pricing of incoming merchandise.
- Stores merchandise in warehouse and peripheral areas pending display or sale.
- Performs miscellaneous services such as the sale of commencement cap and gowns, graduation announcements, delivery of merchandise to University departments and branch stores, etc.
- Operates check out stations for merchandise, verifies and cashes checks, makes refunds, balances cash, provides security for cash, and makes deposits.
- Maintains cleanliness and good appearance of store, makes minor repairs, and arranges floor plans.
- Maintains security against theft through a program of training, security procedures, entry/exit regulations, surveillance of sales floor and of entries and exits, and mechanical or electronic devices as appropriate.
- Provides planning, supervision, and logistical support for off campus selling operations.

Branch Stores

Provide textbooks, tradebooks, and supplies on University of Hawaii at Hilo and Community College campuses in a manner similar to that of the Manoa store, but adapted to the size and special characteristics of the individual campuses.

- Perform marketing and merchandising functions, and respond to academic community needs and desires, in a manner similar to that described for the Manoa store.
- Obtain technical assistance from Manoa department managers.
. Take advantage of centralized purchasing power of Manoa store wherever possible.
. Submit fiscal data to Manoa store on a timely basis.
. Process payments, as well as store supply, equipment and service procurement, through Manoa store.

Secretarial Staff

Provides administrative, secretarial, and clerical support to the Bookstores.

. Arranges meetings, transportation, and travel for managers.
. Makes all routine purchases of supplies and equipment for main store.
. Processes and distributes mail.
. Types outgoing correspondence.
. Types reports (including statistical and financial reports), newsletters, brochures, and similar documents; arranges for reproduction and distribution. Verifies calculations in financial reports prior to typing and reproduction.
. Originates routine correspondence.
. Manages internal routing of correspondence.
. Performs normal secretarial duties.
. Maintains filing system.

Administrative Services

Fiscal Operations

Responsible for fiscal controls, financial operations/reporting, procurement and budgeting.

. Prepares long-range, biennial, and annual budget for all stores.
. Supervises all bookkeeping and accounting operations in Bookstores system.
. Procures all non-routine supplies, equipment, and services.
. Establishes and enforces security controls and procedures for cash.
. Monitors departmental and branch purchases of resale merchandise.
. Operates imprest fund accounts and processes all payments to be made via the University's Disbursing Office.
. Articulates stores accounting on the retail method with University and State accounting systems.
. Maintains fiscal records and files.
. Makes periodic profit-and-loss reports, balance sheets, and
fiscal analyses.

- Monitors factors critical to retail operations such as margins, markups, markdowns, overhead costs, etc.
- Invests available cash.
- Coordinates audit activities within the Bookstores system.

**Personnel Management**

Responsible for all matters related to personnel recruitment, processing of documentation, grievance, record keeping, training, classification, and management support.

- Conduct all personnel recruitment in accordance with University policies and procedures and State and Federal laws.
- Conducts investigations and prepares the necessary claims for all workers' compensation and temporary disability claims.
- Handles all grievance matters with University departments, unions and State agencies.
- Maintains personnel records and transactions.
- Coordinates and conducts training and development programs.
- Handles all classification and maintains position inventory control.
- Maintains updated Policies and Procedures Manuals.
- Provides management support in all areas of personnel management, organizational structure, staffing analysis, and changes in staffing requirements.

**Electronic Data Processing**

Responsible for the system development and maintenance, operations, technical support and management support in all areas of electronic data processing for the Bookstore system. Areas of responsibility include the following: Point of Sales, Inventory Systems, General Ledger, Accounts Payable, Bar Coding Systems, Office Automation, Electronic Mail, and Automated Cash Register Systems.

- Performs systems analysis, design, tests, installation, and maintenance.
- Develops and controls all production schedules for all computer related operations.
- Provides technical assistance and conducts periodic training to all users in the Bookstore system.
- Provides management and administrative support for all data processing related activities.

**Advertising**

Supports the advertising and public relations efforts of the Bookstore through various media, coordinating promotional activities.
Conducts a program of advertising and public relations through the use of show windows, ads in *Ka Leo*, posters, flyers, catalogs, correspondence, visits, special events, and such other means as may be appropriate.

Coordinate with various company representatives when promoting products.

Monitor and make recommendations for the use of COOP advertising funds.
PROPOSED FUNCTIONAL STATEMENT:

STATE OF HAWAII
UNIVERSITY OF HAWAII
VICE PRESIDENT FOR FINANCE & OPERATIONS

UNIVERSITY OF HAWAII BOOKSTORE

MAJOR FUNCTIONS

The Bookstores services all campuses of the University of Hawaii System. The Director of University Bookstores reports to the Vice President for Finance and Operations.

University Bookstores

Responsible for the operation of all University of Hawaii Bookstores and for the planning and direction for future developments and improvements.

1. Establishes overall policies, ensures that effective management methods and appropriate financial controls are used.

2. Provides management services to branch bookstores, including financial accounting, training, and technical support.

3. Reviews the adequacy of methods used in market analysis, procurement, storage, pricing, inventory control, security, cash handling and merchandising. Takes corrective action as appropriate.

4. Maintains liaison with the various Vice Presidents, Chancellors, Provosts, Deans, Directors, Department Chairpersons, Faculty Members and Staff Officers to anticipate needs and provide effective and efficient services.

Administrative Services

Fiscal Operations

Responsible for fiscal controls, financial operations and reporting, procurement and budgeting.

1. Maintains a double entry accounting system based on the retail method of inventory and integrates with the University’s accounting system.

2. Prepares long range, biennial and annual budgets for the system.

3. Establishes and enforces fiscal controls and procedures for cash and inventory.

4. Monitors departmental and branch purchases for resale merchandise.

5. Operates imprest fund accounts and processes all payments to be made via the University’s Disbursing Office.

6. Maintains fiscal records and files.
6. Directly supervises the receiving and warehousing operations, floor operations, cashiering, used book buy, cap and gown rental, and maintenance of facilities including security.

7. Responsible for all returns of textbooks.

8. Prepares book lists for book buys and coordinates date of buy back at the end of each school term with used book wholesalers.

9. Prepares monthly purchases journals, maintains payable and receivable accounts.

10. Takes physical inventory as necessary and when directed.

11. Processes overtime requests, student payroll.

12. Responsible for the operation and maintenance of the postage meter machine.

13. Operates cash registers to record sales, refunds, etc.

14. Approves checks, makes changes, and follows up on bad checks.

15. Counts and/or deposits all collections including cash scholarship charges, and departmental requisitions for hand-carried items.

16. Makes arrangements for additional casual cashiers, money changes and other help as necessary.

17. Makes refunds for supplies, texts, and tradebooks in accordance with policy.

18. Fills departmental requisitions.

19. Responsible for cleanliness including dusting of books and shelves, carting away rubbish, emptying wastebaskets, scrubbing, waxing and mopping floors, sweeping around building, etc.

20. Packs and ships local and mainland orders to Post Office.

21. Obtains technical assistance from Manoa campus bookstore.

22. Takes advantage of centralized purchasing power of the Manoa store whenever possible.

23. Submits fiscal data to Manoa on a timely basis for the preparation of financial reports.

24. Process payments, requisition for store supplies, equipment and service procurement and, personnel transaction forms through the administrative office.
MEMORANDUM

TO: The Honorable Benjamin J. Cayetano
   Lieutenant Governor, State of Hawaii

FROM: Ralph T. Hori, Jr.  
   Vice President for Finance and Operations

SUBJECT: NOTIFICATION OF APPROVED REORGANIZATION, UNIVERSITY
         OF HAWAII, OFFICE OF THE VICE PRESIDENT FOR FINANCE AND
         OPERATIONS

Enclosed for your files is a copy of the reorganization which was approved by the University for the Office of the Vice President for Finance and Operations. The purpose of the reorganization is explained in the accompanying executive summary.

If there are any questions regarding this matter, please call me at 956-8903.

Enclosure

cc: The Honorable Yukio Takemoto
    Director, Department of Budget and Finance

The Honorable Sharon Miyashiro
    Director, Department of Personnel Services
    University Personnel Management Office
    University Budget Office
MEMORANDUM

TO: Mr. H. Howard Stephenson
Chairperson, Board of Regents

FROM: Albert J. Simone
President, University of Hawaii
Chancellor, University of Hawaii at Manoa

SUBJECT: REORGANIZATION PROPOSAL TO ESTABLISH A SYSTEMWIDE OFFICE OF FACULTY HOUSING AND ASSISTANCE SERVICES

1. Specific Action Requested

Approval of the Board of Regents (BOR) is requested to establish a systemwide Office of Faculty Housing and Assistance Services (OFHAS) which reports to the Vice President for Finance and Operations.

However, because of the need to submit this request to the BOR for its December 1991 meeting, and the time constraints involved, as of this date, consultation with the exclusive employee collective bargaining representatives is still incomplete. Therefore, this request is being submitted to the BOR for approval subject to consultation with the affected bargaining units.

2. Recommended Effective Date

It is requested that the establishment of the OFHAS be effective upon approval by the Board of Regents.

3. Background/Nature of the Proposal

a. Purpose

The purpose of this reorganization request is to comply with mandates of Act 297/SLH 1991, which creates a University of Hawaii Housing Assistance Revolving Fund (UHHARF) and to address faculty recruitment and retention issues.
Among other things, Act 297 requires that: 1) 12% of the total indirect overhead funds generated by the University for research and training purposes in the prior fiscal year be deposited in the UHHARF; 2) that the UHHARF be used to implement the University of Hawaii housing assistance master plan in accordance with policies adopted by the BOR; and 3) the deposit of overhead funds be terminated at the end of the 1995-1996 fiscal year.

b. Present Organization

There is no organizational unit which is officially assigned systemwide functions for the faculty housing assistance services program. The Office of the Vice President for Finance and Operations is currently providing leadership in this area.

c. Proposed Organization

This reorganization will establish a systemwide Office of Faculty Housing and Assistance Services which will provide overall direction and leadership in the systemwide development of faculty housing projects and housing assistance programs.

4. Impact on Staffing and Resources

Two new temporary positions, a Director and a Secretary, comprise the initial staffing for the OFHAS. Future staff requirements remain to be determined.

Costs associated with the establishment of the OFHAS include salary and fringe benefits for the two temporary positions, basic office equipment and supplies, and the rental of office space.

Funding for these costs is provided through the University of Hawaii Housing Assistance Revolving Fund.

5. Consultation With Exclusive Collective Bargaining Representatives

As stated above, consultation with the exclusive employee collective bargaining representatives, i.e., the Hawaii Government Employees Association, and the University of Hawaii Professional Assembly is incomplete as of this date.
6. **Recommended Action**

It is requested that the Board of Regents place the OFHAS reorganization proposal on the agenda for its December 1991 meeting but withhold action on this request until the above consultation is completed. This reorganization serves to address faculty recruitment and retention issues in compliance with Act 297/SLH 1991. Approval is therefore recommended.

Attachment
cc: Board Secretary Shiramizu
    Vice President Horii
    Director Sakaguchi
Executive Summary

REORGANIZATION PROPOSAL FOR THE ESTABLISHMENT OF
THE UNIVERSITY OF HAWAII
OFFICE OF FACULTY HOUSING AND ASSISTANCE SERVICES

December 3, 1991

Enclosed for your information is a reorganization proposal to establish a UH Systemwide Office of Faculty Housing and Assistance Services, which would report to the Vice President for Finance and Operations. The reorganization reflects the establishment of two revolving-funded positions: a Director of Housing Development and Assistance, and a Secretary II, subject to classification by the Personnel Management Office. There is no impact on existing positions.

The projected national decline in the number of PhD graduates relative to retirements, combined with the severe lack of affordable housing in Hawaii, make faculty recruitment a very critical issue. In the January 19, 1990 Report of the Regents’ Committee on Physical Facilities and Planning, it was determined that "a faculty housing program for the purpose of recruiting and retaining top-flight faculty is of utmost importance if the University is to retain a competitive edge in developing a first-rate university." Therefore, the University of Hawaii Faculty Housing Assistance Master Plan was prepared by KPMG Peat Marwick and adopted in principle by the Board of Regents in January 1991. The purpose of the proposed reorganization is to implement the housing assistance master plan.

The reorganization is supported by enabling legislation embodied in Act 297, SLH 1991. Act 297/1991 established the University of Hawaii Housing Assistance Revolving Fund which shall be funded through the recovery of 12% of the total indirect overhead funds generated by UH research and training grants in the prior fiscal year. Act 297/1991 further states that the fund shall be used to implement the UH housing assistance master plan, in accordance with BOR-adopted policies.

In summary, the establishment of the Office of Faculty Housing and Assistance Services would dedicate resources to the emerging and complex area of faculty housing development and mortgage assistance programs in an effort to improve faculty recruitment and retention on a systemwide basis.
REORGANIZATION PROPOSAL FOR THE ESTABLISHMENT OF
THE UNIVERSITY OF HAWAII
OFFICE OF FACULTY HOUSING AND ASSISTANCE SERVICES

December 10, 1991

In accordance with UH Administrative Procedure A3.101, Section 5, the following reorganization proposal is prepared for review and approval by the Board of Regents.

A. **Present Organization.** Leadership in the emerging program area of faculty housing and assistance is currently being provided by the Vice President for Finance and Operations, with loaned staff assistance from the Manoa Campus Operations unit. There are no permanent positions currently dedicated to this emerging and complex area to address faculty housing issues on a systemwide basis.

B. **Proposed Organization.** The reorganization would establish a systemwide Office of Faculty Housing and Assistance Services (OFHAS) staffed initially by a director and a secretary. The OFHAS will report to the Vice President for Finance and Operations.

C. **Background/Nature of the Proposed Reorganization**

1. **Factors Prompting the Reorganization.** The projected national decline in the number of PhD graduates relative to retirements, combined with the severe lack of affordable housing in Hawaii, make recruitment a very critical issue to be addressed by the University. In the January 19, 1990 Report of the Regents’ Committee on Physical Facilities and Planning, it was determined that "a faculty housing program for the purpose of recruiting and retaining top-flight faculty is of utmost importance if the University is to retain a competitive edge in developing a first-rate university." To that end, the University of Hawaii Faculty Housing Assistance Master Plan was prepared by KPMG Peat Marwick and adopted in principle by the Board of Regents in January 1991. The purpose of the proposed reorganization is to implement the housing assistance master plan.

2. **Nature of the Proposed Reorganization**

   a. **Reassignment of Existing Positions.** The reorganization does not involve the reassignment of existing positions.

   b. **Addition of New Positions.** The proposed organization will initially require the following positions: Director of Housing Development and Assistance (new managerial class), and Secretary. Future staffing requirements will be defined as the program develops and in accordance with the master plan adopted by the BOR in January 1991.
c. **Position Variances.** Position variances are not required.

d. **Impact on Services to Target Groups.** The reorganization would establish a new program dedicated to the development of housing and provision of housing assistance to UH faculty systemwide. The reorganization would therefore be a positive step toward addressing an unmet need in faculty recruitment and retention, and would ultimately benefit our students.

e. **Impact on Existing Positions.** There is no impact on existing positions. The director will coordinate faculty housing initiatives on a systemwide basis, obtaining input from campus representatives. The director will then represent the University before regulatory agencies, legislative bodies, and community groups in the process of developing and changing rules to enable the systemwide implementation of the BOR-adopted housing master plan.

f. **Office Space.** As there is no office space available on campus, commercial office space will be leased off-campus to properly serve the needs of eligible faculty employed at all campuses in the University System.

g. **Cost of Reorganization/Availability of Funding.** The cost of establishing the new Office of Faculty Housing and Assistance Services will include salary and fringe benefits for the director and secretary, basic office equipment and supplies, and the lease rental of office space. Revolving funds are available as authorized by Act 297, SLH 1991.

D. **Reasons for Proposing the Reorganization**

1. **Basis in Law or Policy.** The reorganization is supported by enabling legislation embodied in Act 297, SLH 1991. Act 297/1991 established the University of Hawaii Housing Assistance Revolving Fund which shall be funded through the recovery of 12% of the total indirect overhead funds generated by UH research and training grants in the prior fiscal year. Act 297/1991 further states that the fund shall be used to implement the UH housing assistance master plan, in accordance with BOR-adopted policies.

   While current statutes call for the termination of this funding mechanism at the end of FY 1995-96, it is hoped that the momentum gained from an effective housing program will result in continued funding support if necessary.

2. **Reason for Organizational Solution.** The regulatory environment of housing development and mortgage assistance programs requires a separate unit
to specialize and develop expertise in order to gain a rapid start and to perform consistently at a high level of effectiveness.

3. **Inadequacy of Existing Organization.** The housing development and mortgage assistance functions cannot be effectively coordinated and implemented systemwide by existing staff on a part-time basis, given the current workload of existing systemwide units.

4. **Benefits and Desired Results to be Achieved.** See sections C.1 and C.2.d.

5. **Qualitative and Quantitative Data to Support Reorganization.** Data supporting the reorganization are contained in the University of Hawaii Faculty Housing Assistance Master Plan which was adopted by the BOR in January 1991 and which is supported by Act 297/1991.

6. **Grouping of Functions.** There is no change in the grouping of functions.

E. **Other Alternatives Considered.** Another alternative would be to assign the systemwide faculty housing development and assistance functions to an existing systemwide unit. However, current workload constraints, and the need to devote a full-time effort to effectively meet the needs of this new and specialized area, preclude the assignment of these tasks to an existing unit. This alternative was therefore rejected.
STATE OF HAWAII
UNIVERSITY OF HAWAII
SYSTEMWIDE ADMINISTRATION
VICE PRESIDENT FOR FINANCE AND OPERATIONS

Major Functions

Exercises general control and coordination over all aspects of the University's administrative and support functions, including fiscal, finance, physical planning and management, and auxiliary services.

- Directs and coordinates the fiscal services of the University, including accounting, treasury, cashiering, and disbursing services.
- Directs and coordinates all University contracting, procurement and property management activities.
- Directs and coordinates the planning and construction activities for the University.
- Directs and coordinates the maintenance activities for the Manoa Campus.
- Directs the food services and bookstore operations of the University.
- Directs and coordinates the functions and activities of the University of Hawaii Bond Fund projects.
- Directs and coordinates all University auditing activities.
STATE OF HAWAII
UNIVERSITY OF HAWAII
OFFICE OF THE VICE PRESIDENT FOR FINANCE AND OPERATIONS
FACULTY HOUSING AND ASSISTANCE SERVICES

CHART VIII
(PROPOSED)

OFFICE OF THE VICE PRESIDENT
FOR FINANCE AND OPERATIONS

FACULTY HOUSING AND
ASSISTANCE SERVICES

Director of Housing Development and Assistance, M x (M)
Secretary, M x (M)

*NOTE: Positions are revolving-funded and subject to establishment/classification.

APPROVED BY THE UNIVERSITY BOARD OF REGENTS

JAN 17 1992
Date
STATE OF HAWAII
UNIVERSITY OF HAWAII

SYSTEMWIDE ADMINISTRATION
VICE PRESIDENT FOR FINANCE AND OPERATIONS

Major Functions

Provides leadership and exercises general control and coordination over all aspects of the University's administrative and support functions, including fiscal, finance, physical planning and management, and auxiliary services.

- Directs and coordinates Universitywide financial operations, including accounting, treasury, cashiering, and disbursing services.
- Directs and coordinates Universitywide contracting, procurement, and property management activities.
- Directs and coordinates Universitywide physical planning and construction activities.
- Directs and coordinates the facilities planning and management, auxiliary enterprises, buildings and grounds management, and environmental health and safety activities for the Manoa Campus.
- Directs and coordinates the Universitywide bookstore operations.
- Directs and coordinates the functions and activities of the Universitywide Bond Fund projects.
- Directs and coordinates all University auditing activities.
- Directs and coordinates the Universitywide development of faculty housing projects and housing assistance programs.

JAN 17 1992
STATE OF HAWAII
UNIVERSITY OF HAWAII
VICE PRESIDENT FOR FINANCE AND OPERATIONS
OFFICE OF FACULTY HOUSING AND ASSISTANCE SERVICES

MAJOR FUNCTIONS

Provide overall direction and leadership in the systemwide development of faculty housing projects and housing assistance programs to address faculty recruitment and retention requirements of the University.

1. Provide overall leadership and direction on a) projects for lease, exchange or sale of property sites; b) projects to purchase property for housing construction; c) projects to purchase and/or lease existing buildings for housing.

2. Provide leadership in the development of long and short term goals, strategies and timetable for the implementation of the Faculty Housing Assistance Master Plan adopted by the Board of Regents in January 1991.

3. Provide leadership, direction and management of a faculty housing assistance program, including mortgage guarantee, mortgage loan, down payment assistance and other forms of financial assistance.

4. Provide leadership and direction in seeking and obtaining federal, state and private funding for the implementation of the housing assistance programs.

5. Provide leadership in the development of policies and procedures for systemwide dissemination of information, counseling services, and other resources covering housing services to faculty.

6. Provide coordination with the Office of State Planning, Housing Finance and Development (HFDC), the Hawaii Community Development Authority (HCDA) and other agencies as required for joint participation agreements to develop housing projects.

7. Consult internally with the Board of Regents, President, Chancellors, Vice Presidents, Deans and Directors, and externally with employee union representatives and neighborhood boards.

8. Provide testimony to Board of Regents, neighborhood boards, Legislature, county councils, and public groups on faculty housing development and assistance. Attends meetings and consults with such groups.

JAN 17 1992
9. Provide staff support in financial planning and analysis of housing development projects and financial assistance programs.

10. Provide staff support in developing eligibility requirements, priority considerations, and allocation of resources for financial assistance programs and housing units.

11. Provide staff support in keeping abreast of laws, directives, regulations, administrative procedures and policy decisions as they affect housing development and services to ensure proper adherence to state, city and county, and federal rules and regulations governing housing development and services.

12. Provide staff support in the preparation of reports relating to faculty/staff housing and services and submission of reports to University administrators, Board of Regents, executive and legislative branches of government on a regular basis.

JAN 17 1992
MEMORANDUM

TO: Board Secretary Pepper Shiramizu

FROM: Rodney Sakaguchi

SUBJECT: NOTIFICATION OF REORGANIZATION - CAMPUS OPERATIONS, OFFICE OF THE VICE-PRESIDENT FOR FINANCE AND OPERATIONS

Enclosed for the information of the Board of Regents is a copy of a reorganization approved on September 11, 1991, for the Campus Operations under the Office of the Vice-President for Finance and Operations. The purpose of the reorganization is explained in the accompanying executive summary.

If there are any questions regarding this matter, please contact Vice-President Horii at 956-8903 or Allan Ah San, Director of Campus Operations at 956-6142.

Attachment

cc: President/Chancellor Simone
Vice-President Horii
Director Ah San
University of Hawaii at Manoa

Office of Campus Operations
1951 East West Road
Honolulu, Hawaii 96822

Office of the Director

September 4, 1991

MEMORANDUM

TO: Ralph T. Horii, Jr.
Vice President for Finance & Operations

FROM: Allan Ah San
Director of Campus Operations

SUBJECT: Proposed Reorganization of Administrative Services, Buildings and Grounds Management, and Facilities Planning and Management Office

In accordance with Administrative Procedure A9.040, UH Organizational and Functional Changes, attached is a proposed minor reorganization of the Administrative Services (AS), Buildings and Grounds Management (BCM), and Facilities Planning and Management Office (FPMO) divisions of Campus Operations.

The proposed reorganization will involve the transfer of procurement positions from AS to FPOMO; the transfer of the General Maintenance and Trucking section from BGM to FPOMO; the establishment of new Long-Range Development, Physical Plant Facilities, and Utilities sections in FPOMO; the establishment of a new supervisory level in the Landscaping section of BGM; and the redistribution of existing positions.

The objective of the reorganization is to accomplish the following:

1. Improve the quality of service offered by each division,
2. Consolidate similar functions,
3. Improve efficiency by streamlining the work flow,
4. Improve the span of control in establishing new supervisory levels, and
5. Utilize personnel and resources more efficiently and effectively.

Attachment

AN EQUAL OPPORTUNITY EMPLOYER
Vice President Horii
September 4, 1991
Page 2

APPROVED/DISAPPROVED:

[Signature]

Ralph T. Horii, Jr.
Vice President for Finance & Operations

SEP 11, 1991
Date
EXECUTIVE SUMMARY

UNIVERSITY OF HAWAII-MANOA
VICE PRESIDENT FOR FINANCE AND OPERATIONS
CAMPUSS OPERATIONS
ADMINISTRATIVE SERVICES, FACILITIES PLANNING AND MANAGEMENT, AND
BUILDINGS AND GROUNDS MANAGEMENT DIVISIONS

Enclosed for your information is the reorganization of University of Hawaii-Manoa (UHM), Vice President for Finance and Operations, Campus Operations Administrative Services, Facilities Planning and Management, and Buildings and Grounds Management divisions. The reorganization will accomplish the following: improve the quality of service offered by each division; consolidate similar functions; improve efficiency by streamlining the work flow; improve the span of control; and utilize personnel and resources more efficiently and effectively.

Presently, Administrative Services is comprised of three program activities: Personnel and Computer, Procurement, and Fiscal. The approved reorganization transferred the procurement positions from Administrative Services to Facilities Planning and Management; renamed Personnel and Computer to Human Resources Management; and renamed Fiscal to Budget, Fiscal, Procurement, and Investment Management.

The Facilities Planning and Management division is currently comprised of four program activities: Work Control, Space Management, Facilities Planning, and Repair and Maintenance. The approved reorganization realigned these activities into the following: Facilities Planning, Long-Range Development, Physical Plant Facilities, Design, and Utilities. These changes will improve the division's efficiency by: 1) upgrading the level of services offered by the division; 2) consolidating similar functions (improving efficiency); 3) addressing the critical issues of energy management and long-range planning; and 4) upgrading levels of supervision.

The Buildings and Grounds Management division is currently comprised of three program activities: Custodial, Landscaping, and General Maintenance and Trucking. The approved reorganization established two program activities: Building Services and Grounds (this includes Landscaping, Refuse, and Grounds Maintenance). This will strengthen the division's ability to meet our responsibilities for the maintenance of the University by providing adequate supervisory personnel. The transfers of the Trucking positions to Facilities Planning and Management better aligns the working units within Campus Operations.

Staffing for all major units within these divisions will conform to budget requests approved by the Board of Regents for the FY 1991-93 Biennium Budget. Any additional costs will be supported through an internal reallocation of funds. The reorganization will in fact facilitate the infusion of new resources as appropriations are provided by the Legislature.
ADMINISTRATIVE SERVICES

Following is a proposal to reorganize the Administrative Services division. The proposal involves the transfer of three procurement positions to FPMO and the renaming of the Personnel and Computer branch to Human Resources Management.

EXISTING ORGANIZATION

Administrative Services is comprised of three branches: Fiscal, Personnel and Computer, and Procurement. This division provides support services to Facilities Planning and Management, Auxiliary Services, Buildings and Grounds Management, and Environmental Health and Safety.

PROPOSED ORGANIZATION

Administrative Services will be comprised of two major branches: Human Resources Management and Budget, Fiscal, Procurement, and Investment Management. Administrative Services will continue to support the Director of Campus Operations in the planning, management, and evaluation of finances, personnel, budget formulation and execution, and research and analysis.

The proposed reorganization will transfer three procurement positions to FPMO. The positions are better suited for FPMO operations since they handle the procurement and warehousing functions for the division. These positions are currently managing FPMO's new computerized inventory system, designed to improve purchasing and inventory management for maintenance and construction related services. It is imperative that they and the Work Management section work closely together to coordinate the maintenance and repair service for the university community on a timely basis.

PRINCIPAL ASSUMPTIONS AND REASONS FOR THE PROPOSAL FOR REORGANIZATION

Campus Operations is responsible for providing a safe environment and support services that enhance the institution's academic, research, and community endeavors.

The proposed reorganization will enable AS to concentrate our staff support efforts in the fiscal and personnel areas. The decentralization of the University Personnel Office has increased our authority and responsibility in the management of our personnel resources. This has required us to become "experts" in a multi-faceted field which is governed by various federal, state, and city laws, administrative rules and regulations, and bargaining unit contracts.
EXPLANATION AND EFFECT OF THE REORGANIZATION ON STAFFING

The proposed reorganization will not require additional positions beyond that approved in the 1991-93 BOR budget. The following positions will be transferred to FPMO and redescribed to reflect the new functional relationship:

UH Procurement and Property Specialist III, P-07, #81857

UH Procurement and Property Specialist I, P-03, #80247

UH Administrative and Fiscal Support Specialist, P-01, #80601

ALTERNATIVES

An alternative would be to leave the organization as is. This would be inefficient in the long run due to the nature of our operations. Currently, the Procurement positions devote all of their time servicing the needs of FPMO. Transferring the procurement positions appropriately places accountability in FPMO for procurement, warehousing, and inventory management functions.

Approval of the proposed reorganization will efficiently and effectively utilize our personnel and resources to provide support services for Campus Operations. After careful evaluation, we find that a reorganization is the best solution to meet our current and future needs.

CHARTS AND FUNCTIONAL STATEMENTS

Current and proposed organizational charts and functional statements are labeled accordingly for each of the affected branches.

FACILITIES PLANNING AND MANAGEMENT

Following is the proposal to reorganize the Facilities Planning and Management Office (FPMO). The proposal involves incorporating the procurement positions from Administrative Services into Physical Plant Facilities; incorporating the General Maintenance and Trucking Shop positions from Building and Grounds Management; dividing the air-conditioning shop into three separate functions; creating three new branches -- Long-Range Development, Design, and Utilities; and consolidating similar functions to increase efficiency and productivity.

PRESENT ORGANIZATION

The division currently consists of the following major sections: Work Control, Space Management, Facilities Planning
(including the Capital Improvement Program), and Repair and Maintenance.

PROPOSED ORGANIZATION

The functions of the division will be realigned into the following branches: Facilities Planning, Long-Range Development, Physical Plant Facilities, Design, and Utilities. These changes will improve the division's efficiency by: 1) upgrading the level of services offered by the division; 2) consolidating similar functions (improving efficiency); 3) addressing the critical issues of energy management and long-range planning; and 4) upgrading levels of supervision.

PLANNING

Space Management will be merged into the Facilities Planning branch. The Space Management function is integral to the Capital Improvement Program (CIP) planning process; the addition of space management will consolidate all of the CIP functions into one section.

LONG-RANGE DEVELOPMENT

This branch will be responsible for the following functions involving the University's Master/Long Range Development Plans: 1) ensuring that the University's CIP program is in compliance with the Long-Range Development Plan (LRDP), 2) updating the LRDP as necessary, and 3) developing building standards for CIP projects. Long-Range Development will become a staff section to the Director, ensuring independence in overseeing the CIP and design processes.

PHYSICAL PLANT FACILITIES

The materials management function will be created from positions transferred from AS and BGM. Materials management will be divided into two units, Procurement and Warehouse/Inventory.

The General Maintenance and Trucking functions of heavy-equipment operations and moving are more suited to FPMO operations. A major portion of the work assignments is coordinated by the FPMO Work Management section. The trucking work crews would be assigned to the Physical Plant branch (Facilities Maintenance and Warehouse/Inventory) according to their responsibilities, e.g., heavy equipment operation, warehouse deliveries, and general trucking. One equipment operator III position (#00821) will remain with BGM for their landscaping operations.
Due to the size of the Air-Conditioning Shop (19.00 F.T.E.), it will also be subdivided into specific task functions, i.e., general operations, preventive maintenance, and mechanical maintenance. This will greatly improve the operations by offering seven-days-a-week service to reduce equipment downtime. The three Building Maintenance Workers and four Maintenance Mechanics positions will be transferred to the newly formed Maintenance Shop.

The Maintenance Shop will provide routine and preventive maintenance and repair to buildings and equipment. We propose to reclassify the Maintenance Mechanic II, position no. 14596, WF-09, BU-01 to a Maintenance Mechanic Supervisor, F1-09, BU-02. This position will provide leadership and direction for the shop and improve the level of supervision.

The Physical Plant Facilities have extensive mechanical/electrical equipment requiring a higher level of expertise and supervision than currently available in the trade shops. The addition of a Mechanical Engineer I and II will provide this.

DESIGN

This branch will be able to provide a higher level of service to the campus with the realignment of design personnel. Also, non-design functions (Work Coordination Center and Utilities) will be transferred to the appropriate branch, allowing the Design branch to concentrate solely on projects. Supervision will be provided by the UH Registered Architect II, position no. 80789.

UTILITIES

Providing the most reliable, up-to-date utilities service will be this branch's responsibility. The rapid growth of the campus has placed severe demands on the utility systems. The FPMO division will better meet these demands with a branch dedicated specifically to address this problem. Maintenance of the utility systems and modernization to meet increased user demand and energy management will be among this branch's functions.
ADMINISTRATIVE SUPPORT

The duties of the Administrative Officer III position (#81049), include fiscal support for special FPMO departmental programs (special R&M, Federal Energy Grants, etc.) and special projects for the Director, FPMO. The transfer of this position from the Facilities Planning Division reflects the program's wide responsibilities of the position.

PRINCIPLE ASSUMPTIONS AND REASONS FOR THE PROPOSED REORGANIZATION

Facilities Planning and Management is responsible for maximum utilization of available personnel, funding, and material resources to create, maintain, and operate a safe and healthy physical environment conducive to learning, research, and community pursuits. The focus of FPMO is the attainment of excellence in the maintenance of the physical plant.

The transfer of the procurement positions from AS will improve our ability to manage and maintain proper inventory levels.

Also, the establishment of the new Long Range Development, Design, and Utilities branches within FPMO will enable us to provide the university community with the best service possible, maximizing the limited resources available.

EXPLANATION AND EFFECT OF REORGANIZATION OF STAFFING

The reorganization involves the following personnel changes:

<table>
<thead>
<tr>
<th>Position</th>
<th>Rank/Step</th>
<th>Pos. No.</th>
<th>Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>Clerk Typist II</td>
<td>SR-08</td>
<td>43782</td>
<td>Redescribe to a Secretary I.</td>
</tr>
<tr>
<td>General Maintenance &amp; Service Supt.</td>
<td>SR-24</td>
<td>00473</td>
<td>Update new responsibilities.</td>
</tr>
<tr>
<td>UH Mechanical Engineer II</td>
<td>P-15</td>
<td>80792</td>
<td>Update new duties and supervisory responsibilities.</td>
</tr>
<tr>
<td>Secretary I</td>
<td>SR-12</td>
<td>17385</td>
<td>Update new duties and controls over the position.</td>
</tr>
<tr>
<td>Position</td>
<td>Code</td>
<td>Code 2</td>
<td>Description</td>
</tr>
<tr>
<td>-----------------------------------------</td>
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<td>--------</td>
<td>-------------------------------------------------------</td>
</tr>
<tr>
<td>UH Registered Architect I</td>
<td>P-13</td>
<td>81321</td>
<td>Update new controls over the position.</td>
</tr>
<tr>
<td>UH Space Analyst</td>
<td>P-06</td>
<td>80788</td>
<td>Redescribe to a UH Auxiliary &amp; Facilities Services Officer.</td>
</tr>
<tr>
<td>UH Administrative Officer III</td>
<td>P-07</td>
<td>81049</td>
<td>Redescribe to update duties and new controls over the position.</td>
</tr>
<tr>
<td>UH Architect II</td>
<td>P-12</td>
<td>80790</td>
<td>Variance and redescribe to UH Facilities Planner.</td>
</tr>
<tr>
<td>UH Registered Architect I</td>
<td>P-13</td>
<td>81209</td>
<td>Update new controls over the position and supervisory responsibilities.</td>
</tr>
<tr>
<td>UH Registered Architect II</td>
<td>P-15</td>
<td>80789</td>
<td>Update new duties and change in controls over the position.</td>
</tr>
<tr>
<td>UH Electronics Engineer II</td>
<td>P-15</td>
<td>81699</td>
<td>Update duties and controls over the position.</td>
</tr>
<tr>
<td>Painter Supervisor I</td>
<td>F1-09</td>
<td>14753</td>
<td>Redescribe to a Painter Supervisor II, F2-09.</td>
</tr>
<tr>
<td>Painter I</td>
<td>WB-09</td>
<td>34599</td>
<td>Redescribe to a Painter II, WF-09.</td>
</tr>
<tr>
<td>Bldg. Maintenance Worker I</td>
<td>WB-09</td>
<td>39802</td>
<td>Update new controls over the position (moved from A/C chop).</td>
</tr>
<tr>
<td></td>
<td></td>
<td>40633</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>46034</td>
<td></td>
</tr>
</tbody>
</table>
Alternatives

An alternative would be to leave the organization as is. This is unacceptable because it does not meet current and future needs. The proposed reorganization will utilize our limited resources more efficiently.

After careful evaluation, we find that a minor reorganization is the best solution to meet the University of Hawaii-Manoa's current and future needs.

Charts and Functional Statements

Current and proposed organizational charts and functional statements are labeled accordingly for each of the affected branches.

Buildings and Grounds Management

Following is a proposal to reorganize the Buildings and Grounds division. This proposal includes establishing a new supervisory level in the Landscaping branch to improve the span of control; transferring the Trucking Section to FPMO; and redistributing existing positions to improve efficiency.

Present Organization

Buildings and Grounds Management is comprised of three branches: Custodial, Landscaping, and General Maintenance and Trucking. This division is responsible for providing a safe and healthy environment conducive to research and learning for the students, faculty, and staff of the university. BGM contributes to the educational process by maintaining the cleanliness of the campus buildings and grounds, contributing to the aesthetic qualities of the campus, and providing improvements to the grounds and facilities.
PROPOSED ORGANIZATION

The proposed reorganization will strengthen the division's ability to meet our responsibilities for the maintenance of buildings and grounds. It will also enhance our ability to respond to the increasing expectation for improvements to the Manoa campus' physical environment by providing adequate supervisory personnel and better aligning the working units within Campus Operations.

The establishment of a Nursery and Groundskeeping Supervisor will enable us to provide and coordinate the needed improvements to the campus landscape. The redistribution of existing positions will enable us to establish work groups for routine maintenance, physical improvements, and special projects. This will also greatly alleviate the supervisory duties/responsibilities currently provided by one UH Auxiliary and Facilities Officer III.

The transfer of the General Maintenance and Trucking section to Facilities Planning and Management will enable us to concentrate our efforts in the landscaping and custodial area. This section is better suited to support the materials management, trade shops, and repairs functions of FPMO.

PRINCIPAL ASSUMPTION AND REASONS FOR THE PROPOSED REORGANIZATION

The function of this division is to contribute to the educational process by maintaining the cleanliness of the campus buildings and grounds; contributing to the aesthetic qualities of the campus; providing improvements to the grounds and facilities which would enhance the academic atmosphere; and insuring the protection of the health, safety, and morale of the campus community.

The establishment of a new supervisory level within the landscaping section will enhance the span of control within the division. The changes will strengthen the division's ability to meet its responsibilities for the maintenance of buildings and grounds. It will also enhance our ability to respond to the increasing expectations for improvements to the Manoa Campus' physical environment.

The reorganization will have minimal impact on the current functions and the organization of the department.

EXPLANATION AND EFFECT OF REORGANIZATION OF STAFFING

The reorganization involves the following personnel changes:
<table>
<thead>
<tr>
<th>Position</th>
<th>Rank/Step</th>
<th>Pos. No. 1</th>
<th>Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nursery Worker I</td>
<td>WB-05</td>
<td>07475</td>
<td>Update new controls over the position.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>24888</td>
<td></td>
</tr>
<tr>
<td>Equipment Operator III</td>
<td>WB-09</td>
<td>00821</td>
<td>Update new controls over the position.</td>
</tr>
<tr>
<td>Groundskeeper I</td>
<td>WB-02</td>
<td>00826</td>
<td>Update new controls over the position.</td>
</tr>
<tr>
<td>Chemical Treatment Worker II</td>
<td>WB-06</td>
<td>32633</td>
<td>Update new controls over the position.</td>
</tr>
<tr>
<td>Groundskeeper II</td>
<td>WF-02</td>
<td>14782</td>
<td>Redescribe to update new controls over the position.</td>
</tr>
<tr>
<td>Tree Trimmer II</td>
<td>WB-07</td>
<td>21333</td>
<td>Update new controls over the position.</td>
</tr>
<tr>
<td>Equipment Operator III</td>
<td>WB-09</td>
<td>00472</td>
<td>Update new controls over the position (transferred to FPMO).</td>
</tr>
<tr>
<td></td>
<td></td>
<td>05845</td>
<td></td>
</tr>
<tr>
<td>Gen. Maintenance &amp; Repair Supv.</td>
<td>F1-09</td>
<td>00474</td>
<td>Redescribe and update new controls over the position (transferred to FPMO).</td>
</tr>
<tr>
<td>Heavy Truck Driver</td>
<td>WB-07</td>
<td>00456</td>
<td>Update new functional relationship (transferred to FPMO).</td>
</tr>
</tbody>
</table>
Truck Driver               WB-06     11082 Update new controls over the position (transferred to FPMO).

Truck Driver/Laborer      WB-05     10102 Update new controls over the position and functional relationship (transferred to FPMO).

Truck Driver/Laborer      WB-05     11085
24572

Truck Driver/Laborer      WB-05     08443 Redescribe to Heavy Truck Driver, WB-07 (transferred to FPMO).

ALTERNATIVES

An alternative would be to leave the organization as is. This is unacceptable because it does not meet current and future needs. The establishment of a new supervisory level in the Landscaping branch will improve productivity and reduce problems due to the excessive supervisory control allocated to a single position. The transfer of the Trucking Section to FPMO will have minimal impact on our ability to provide service for the University campus.

After careful evaluation, we find that a minor reorganization is the best solution to meet the University of Hawaii-Manoa's current and future needs.

CHARTS AND FUNCTIONAL STATEMENTS

Current and proposed organizational charts and functional statements are labeled accordingly for each of the affected branches.
FORMER ORGANIZATION CHARTS
AND
FUNCTIONAL STATEMENTS
OFFICE OF THE
DIRECTOR OF CAMPUS OPERATIONS

ADMINISTRATIVE SERVICES

Director of Administrative Services
UH Administrative Officer VI  P-13  #80191
Clerk-Typist II            SR-08  #40446

PERSONNEL & COMPUTER
UH Personnel Officer  P-05  #81200
Clerk III            SR-08  #37882

PROCUREMENT
UH Procurement & Property Mgmt Sp III  P-07  #81857
UH Procurement & Property Spec. I    P-03  #80247
UH Adm. & Fiscal Support Spec.      P-01  #80601

FISCAL
UH Administrative Officer III  P-07  #80878
Account Clerk IV       SR-13  #44572
Account Clerk III      SR-11  #27258
UH Administrative Officer II P-05  #81505
Account Clerk IV       SR-13  #15948
Account Clerk III      SR-11  #15272

Establishment pending:
UH Administrative Officer I, P-03, #98799F

STATE OF HAWAII
UNIVERSITY OF HAWAII
UNIVERSITY OF HAWAII AT MANOA
VICE PRESIDENT FOR FINANCE AND OPERATIONS
CAMPUS OPERATIONS
CHART V-A
CURRENT
EVENING SHIFT

CURRENT

STATE OF HAWAII
UNIVERSITY OF HAWAII
UNIVERSITY OF HAWAII AT MANOA
VICE PRESIDENT FOR FINANCE AND OPERATIONS
BUILDINGS AND GROUNDS MANAGEMENT

CHART V - D1
BUILDINGS & GROUNDS MGMT.
Director

Auxiliary Services Off.IV

Pos. # 00474   F109
Gen. Maintenance Sup II

MOVERS

- Equip Op III WB-09 #00472
- Trk Drvr WB-05 #11082
- Trk Drvr/Lbr WB-05 #08443
- Trk Drvr/Lbr WB-05 #11085
- Trk Drvr/Lbr WB-05 #24572

Heavy Equip. Operators

- Equip Op III WB-09 #00821
- Equip Op III WB-09 #05845
-ivy Trk Drvr WB-07 #00456
- Trk Drvr/Lbr WB-05 #10102
STATE OF HAWAII
UNIVERSITY OF HAWAII
UNIVERSITY OF HAWAII AT MANCA

INSTITUTIONAL SUPPORT
DEPARTMENT OF ADMINISTRATIVE SERVICES

MAJOR FUNCTIONS

DIRECTOR

Directs personnel to provide fiscal, personnel management, procurement and property management, and computer-related support services to Facilities Planning and Management, Auxiliary Services, Buildings and Grounds Management, and Environmental Health and Safety. Further, the Administrative Services Department will provide assistance to the Director of Campus Operations in the planning, development, management and implementation of finances, personnel management, budget formulation and execution, and research and analysis capabilities.

PERSONNEL & COMPUTER

1. This section is responsible for the processing of personnel action forms for temporary assignments, overtime pay, student help appointments, vacation and leave forms, payroll documents, development of position descriptions, job assignments, and personnel recordkeeping.

2. Provide advice to the departments and personnel on personnel policies and interpretation and other
personnel-related functions.

3. Provide assistance to the departments in the formulation, development, installation and implementation of computerized systems.

4. Provide training for personnel in the use of the computer system.

FISCAL

1. Provide assistance in the development of financial plans, budget allocation, financial and cost accounting and financial reporting.

2. Provide analysis of expenditure transaction, certify availability of funds, monitor job under reimbursement system, maintain cost accounting information systems, and other related fiscal responsibilities.

PROCUREMENT

1. Provide assistance in the procurement of specialized supplies, equipment, motor vehicles and other services for minor repair activities.

2. Provide technical assistance for the departments in the preparation of specifications, and volume purchasing of day to day supplies and specialty items.
MAJOR FUNCTIONS

DIRECTOR

Directs activities and personnel in the Facilities Planning and Management Department. The major function of the department is to utilize available resources to create, maintain and operate a safe and healthy physical environment conducive to learning and research; and the planning, budgeting and construction program of physical facilities for UH Manoa and Hilo/West Cahu campuses. In pursuit of this function, the department is divided into the following divisions: Work Control Division, Space Management Division, Facilities Planning Division, and the Repair and Maintenance Division.

WORK CONTROL DIVISION

The function of this division is to provide design and coordination of contract maintenance specifications, major repairs and all alteration renovation projects of a non-CIP nature to meet the space and modernization requirements of campus facilities. In addition, the design section provides architectural, mechanical and electrical design capabilities and coordination of projects; provide periodic inspections of
the physical plant, develop and monitor preventive maintenance schedules; and develop and monitor energy conservation policies, procedures and measures for campus-wide utility systems. To accomplish this function, the division is divided into two functional sections: Work Coordination Center and Design Section.

**Major Functions**

1. Prepares architectural, mechanical, electrical and utility distribution system designs for alteration and renovation projects performed by the Repair and Maintenance Division and private contractors; prepares specifications and bidding requirements for projects to be performed by private contractors; coordinate and inspect construction projects until it is fully completed and accepted for occupancy.

2. Develops and schedules preventive maintenance programs for campus mechanical and electrical equipment, building exterior and interiors, and roof. Conducts periodic inspection of the physical plant to insure that the proper repair and maintenance is performed; recommends timely upgrading and replacement of equipment to improve the efficiency and cost effectiveness of the system.

3. Maintains liaison with departments to identify areas that require maintenance attention.

4. Provides construction and renovation design assistance to departments; determines type of service or maintenance attention required, estimated time to complete project, alternative approaches, and estimated cost of project.

5. Reviews service work request, confers with departments regarding request, prepares cost estimate of required work,
prepares labor and material requirements, assigns request to Repair and Maintenance Division; and coordinates and conducts inspection of project.

6. Maintains campus building and utility distribution system. Campus chart and plan master file, updates file as required; administers and monitors campus energy conservation program. Maintains cost control on utility distribution system.

7. Maintains departmental emergency radio call system; establishes and maintains campus keying system; distributes and maintains control of keys.

8. Schedules and coordinates support services for special events.

**SPACE MANAGEMENT**

The function of this division is to establish and maintain an inventory of the physical facilities of the campus, to allocate facilities for departmental use, and coordinate the movement of personnel and equipment on campus. Further, this division is responsible to assess the current space utilization and project the future facilities requirements.

**Major Functions**

1. Establishes and maintains a facilities inventory system containing selected information regarding the historical and environmental context of the facility, existing component systems, and current space utilization.

2. Allocate facilities for departmental use, and to coordinate the movement of personnel and equipment on campus as expeditiously and conveniently as possible.
3. Develops and maintains institutional studies; prepares offices, classroom and laboratory utilization reports.

4. Develops and maintains policies and procedures, standards and allowances to facilitate the allocation and use of space.

5. Conducts qualitative analysis with department project coordinators and planning division to identify deficiencies in the physical condition of the space, and identify deficiencies in the quality of space.

6. Updates the academic scheduled use of the facilities by time patterns, classrooms, auditoriums and laboratory usage to insure efficient and cost effective utilization of campus facilities.

7. Reviews and evaluates the after-hour use of facilities by departments to determine efficiency and cost effectiveness.

FACILITIES PLANNING DIVISION

The function of this division is to plan, program, design, construct and equip physical facilities for the University of Hawaii at Manoa and University of Hawaii, Hilo/West Oahu campuses.

Major Functions

1. Prepares and maintains long-range physical development plans for the University of Hawaii at Manoa and Hilo/West Oahu campuses by translating academic program requirements into buildings and structures, develop and evaluate land use and area requirements, and develop architectural and
2. Prepares and recommends the multi-year and biennial Capital Improvements Program and the annual expenditure plans, including the preparation of cost estimates, determining of priorities, phasing and scheduling of projects to effectuate the timely execution of master plans.

3. Develops individual projects and coordinates all phases of work from preparation of architectural programs, through design, construction and equipping of physical facilities.

4. Prepares applications to Federal and private agencies for loans and grants for construction of facilities.

5. Conducts studies and prepares reports as requested in connection with the University of Hawai'i at Manoa and Hilo/West Oahu campuses CIP.

6. Coordinates the planning and construction of physical facilities authorized by the Legislature and the Governor; maintains liaison with various government agencies and private groups to expedite planning and construction.

7. Develops and maintains physical planning standards for use by architects, engineers, space planners and programmers, and campuses.

8. Analyzes studies on space utilizations, enrollments and cross-over trends to determine project priorities.

9. Coordinates the preparation of proposals for capital improvements funds from Federal and other extramural sources.
The function of this division is to contribute to the educational process by maintaining the cleanliness of the campus buildings and grounds; contributing to the aesthetic qualities of the campus; providing improvements to the grounds and facilities which would enhance the academic atmosphere and insuring the protection of the health, safety and morale of the campus community. To accomplish this function, the division is divided into three sections: Custodial, Landscaping and General Maintenance and Trucking.

**Major Functions**

1. Preserves, maintains and enhances existing landscape; conducts regular scheduled grounds maintenance such as mowing, hedge and tree trimming, herbiciding, aerating, fertilizing and watering.

2. Maintains a campus beautification program of planting trees, shrubs, grassing and various other floral and ground cover material; continues to expand the low maintenance and cost effective landscaping program; provides improvements including repair and installation of irrigation systems, sidewalks, planter areas and recreational areas.

3. Conducts regular custodial maintenance to classrooms, laboratories, auditoriums, offices; restrooms and corridors including sweeping, mopping, stripping and waxing, shampooing of rugs and carpets, window cleaning and minor repairs.
4. Opens and secures buildings as scheduled. Conducts inspections and reports damages and incidents.

5. Collects, compacts and transports refuse generated by buildings and grounds to off-campus dump sites.

6. Maintain the campus roads and parking lots. Assists in the cleaning and minor repair and renovation of the roads, parking lots and structures.

7. Provides trucking services for moving of office equipment or the delivery of materials and supplies.

8. Provides demolition services for small structures.

9. Administers registration class application for the University of Hawaii System. recruits qualified applicants, conducts interviews, maintains applicant pool and provides University departments with list of candidates for registration class positions.

10. Administers job training courses to increase efficiency and effectiveness of personnel.

11. Ensures that health and safety standards are maintained.
NEW ORGANIZATION CHARTS
AND
FUNCTIONAL STATEMENTS
STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
UNIVERSITY OF HAWAI'I AT MANOA
VICE PRESIDENT FOR FINANCE & OPERATIONS
CAMPUS OPERATIONS
FACILITIES PLANNING AND MANAGEMENT
PHYSICAL PLANT
CHART V-82
PROPOSED

#Director of Physical Facilities, #06, #9270

PHYSICAL PLANT
*UH Mech Eng II P-13 #80792

*Clerk Typ II SR-08 #43782

FACILITIES ENGINEERING
UH Reg Eng II P-13 #51270

FACILITIES MAINTENANCE
Genl Maint & Serv Sup't
SEE CHART V-83 & V-84

WORK MANAGEMENT
UH Aux & Fac Svcs Off IV
P-09 #80487
Clerk Typ III SR-10 #21644
Clerk Typ II SR-08 #4104

MATERIALS MANAGEMENT
*UH Proc & Prep Sp 111
P-07 #81857

WAREHOUSE/INVENTORY
PROCUREMENT
*UH Proc & Prep Sp 1
P-03 #80247

*To be redescribed.
Pending establishment:
UH Proc & Prep Sp, #92526F

General Funds 13.00
(# Position count not included
on this page)

APPROVED BY: [Signature]
TITLE: Vice President for Finance & Operations
DATE: SEP 11 1991
STATE OF HAWAII
UNIVERSITY OF HAWAII
UNIVERSITY OF HAWAII AT MANOA
VICE PRESIDENT FOR FINANCE & OPERATIONS
CAPRUS OPERATIONS
FACILITIES PLANNING AND MANAGEMENT
FACILITIES MAINTENANCE
CHART V-83
PROPOSED

FACILITIES MAINTENANCE
*Genl Maint & Serv. Supt.
09-26, #01473

CARPENTER SHOP
Carpenter Supervisor II
F2-09, #05573

ELECTRIC SHOP
Electrician Supervisor II
F2-10, #09087

PAINT SHOP
*Painter Supervisor I
F1-09, #14753

AIR CONDITIONING SHOP
A/C Mechanic Supervisor
F1-10, #25692

A/C MAINTENANCE SHOP
A/C Mechanic Supervisor
F1-10, #40650

Carp. II, WF-09, #004177
Carp. I, WF-09, #10107,
#17622, #17623, #17630,
#18054, #18057, #21354,
#21355

Elect. II, WF-10, #12508
Elect. I, WF-10, #14754
#17621, #18056,
#18957, #25618,
#33980

*Painter I, WB-09, #35599
Painter I, WB-09, #36051,
#36052

*Painter I, WB-09, #25697,
#18954
Painter I, WB-09, #21356

Painter II, WF-09, #17619
Painter I, WB-09, #18953,
#21357

Cabinetmakr, WB-10, #26678
Univ. Locksmith, WB-07,
#00683, #45056

A/C Mech, WB-10, #07476,
#21353, #25699,
#25690, #25691,
#33983, #33984

A/C Mech, WB-10, #40019,
#40020, #40021,
#43498

*To be redescribed
New position: University Locksmith,
WB-07, #45056 (#920099)

General Funds 45.00

APPROVED BY:

TITLE: Vice President for Finance & Operations
DATE: SEP 1 1 1971
STATE OF HAWAII
UNIVERSITY OF HAWAII
UNIVERSITY OF HAWAII AT MA'OA
VICE PRESIDENT FOR FINANCE & OPERATIONS
CAMPUS OPERATIONS
FACILITIES PLANNING AND MANAGEMENT
FACILITIES MAINTENANCE (cont.)
CHART V-B4

PROPOSED

**Facilities Maintenance**
- **General Maint. & Serv. Sup.:** SF-24, #00672

**Plumbing Shop**
- Plumber Supervisor: F1-10, #00476
- Plumber II, WF-10, #12513
  - Plumber I, WF-10, #10101
    - #17824, #18969, #31949
- Steam Plant Oper., WB-07, #08056, #18955, #23729

**Maintenance Shop**
- **Maintenance Mechanic II:** WF-09, #14596
  - Maint. Mech I, WB-09, #24573, #34052, #34053
  - Equip Oper I:1, WB-09, #00472, #03843
- Building Maint. Wkr I, WB-09, #08062, #46033, #46034

**Trucking**
- **Genl. Maint. & Repair Supr:** F1-09, #20474
  - Hwy Trk Drvr, WB-07, #00456
  - Trk Drvr Lbr, WB-05, #10102, #24072

*To be redescrated

General Funds 22.00
(# Position count not included on this page)

APPROVED BY: [Signature]

TITLE: Vice President for Finance & Operations

DATE: SEP 11 1991
STATE OF HAWAII
UNIVERSITY OF HAWAII
VICE PRESIDENT FOR FINANCE & OPERATIONS
BUILDINGS & GROUNDS MANAGEMENT
CHART V-03
PROPOSED

Janitor Supervisor I
F1-02, #08054

Janitor III
WF-02, #15589

Janitor III
WF-02, #14600

Janitor III
WF-02, #06099

Housekeeper-Cook
WB-05, #15584 E

Janitor III
WF-02, #00457

Janitor III
WF-02, #13518

Janitor III
WF-02, #14634

Janitor III
WF-02, #13515

#00452
#19067
#22304
#22307

#00448
#00662
#00909
#10777
#12108
#27284

#00991
#12688
#12905
#13699
#16277
#27335
#27341
#25624
#920231F (New)

#00449
#00438
#00650
#11994
#13521
#13523
#13489
#22304
#22305
#27242

#10104
#11991
#12492
#13492
#13521
#13523
#32625
#35666
#35227
#920121F (New)

#11081
#13520
#13527
#22329
#35623
#35623
#29334
#22334
#27237
#27230
#35227

Janitor II, WB-02
#08195
#08105
#09009
#11740
#22333
#22334
#22337
#27237
#35227

Janitor II, WB-02
#10049
#11991
#12492
#13521
#13523
#13527
#13528
#13527
#22329
#35666
#35227
#920121F (New)

Janitor II, WB-02
#10104
#11991
#12492
#13521
#13523
#13527
#13528
#13527
#22329
#35666
#35227
#920121F (New)

Janitor II, WB-02
#08195
#08105
#09009
#11740
#22333
#22334
#22337
#27237
#35227

Pending establishment:
Janitor II #920121F, #920235

General Funds 62.00
(# Position count not included on this page)

APPROVED BY:
Vice President for Finance & Operations

TITLE:
DATE: SEP 11 1991
STATE OF HAWAII
UNIVERSITY OF HAWAII
UNIVERSITY OF HAWAII AT MANOA

INSTITUTIONAL SUPPORT
DEPARTMENT OF ADMINISTRATIVE SERVICES

MAJOR FUNCTIONS

Plans, organizes and administers delivery of human resources services, budget development allocation and administration; accounts for resources, procurement and property management and other logistical support services for Facilities Planning and Management, Auxiliary Services, Buildings and Grounds Management, and Environmental Health and Safety.

HUMAN RESOURCES MANAGEMENT

Directs and coordinates the implementation of the divisions' personnel functions, including organizational development reviews, personnel analysis, recordkeeping, classification, recruitment, selection and appointment, termination, workers' compensation, safety and training, leave requests, benefits, and employee relations.

Provides technical assistance to the divisions and staff on matters relating to personnel administration, grievance procedures, personnel issues, disciplinary actions, and EEO/AA matters; interprets and ensures compliance with civil service personnel rules and regulations, University personnel policies and procedures, and collective bargaining agreements.
Provides assistance to the divisions in the formulation, development, installation, and implementation of computerized systems.

BUDGET, FISCAL, PROCUREMENT, AND INVESTMENT MANAGEMENT

Directs the development of financial plans, budget allocation and execution, financial and cost accounting, and financial reporting.

Provides analysis of expenditure transactions, certifies availability of funds, monitors job order reimbursement system, maintains cost accounting information systems, and other related fiscal responsibilities.

Directs the procurement of specialized supplies, equipment, motor vehicles, and other services for minor repair activities.

Provides technical assistance for the divisions in the preparation of specifications as well as for volume purchasing of day-to-day supplies and specialty items.

Directs the investment of special, revolving, agency and federal funds.
MAJOR FUNCTIONS

Directs the activities and personnel in the Buildings and Grounds Management Department. The major function of this division is to contribute to the educational process by maintaining the cleanliness of the campus buildings and grounds; contributing to the aesthetic qualities of the campus; providing improvements to the grounds and facilities which would enhance the academic environment and insuring the health and safety and morale of the campus community. In addition, this division:

1. Administers the registration class applications for the University of Hawaii System. Recruits qualified applicants, conducts interviews, maintains applicant pools and provides the University departments with lists of applicants for registration class positions.

2. Administers job training courses to increase efficiency and effectiveness of personnel.

3. Ensures that health and safety standards are maintained.

To accomplish these functions, the department is composed of two major branches, Building Services and Grounds.
BUILDING SERVICES

Building Services consists of two shifts, subdivided into groups of five to twelve employees, who are assigned to work areas by geographic locations, type of facility, or nature of work. Each group is led by a working supervisor.

1. Conducts regular custodial maintenance to classrooms, laboratories, auditoriums, offices, restrooms, corridors, and other public and general-use areas. The activities include but are not limited to sweeping, mopping, stripping and waxing, shampooing rugs and carpets, window cleaning, and minor repairs.

2. Opens and secures classroom buildings during the weekdays.

4. Conducts inspections and reports damages and incidents such as vandalism, accidents, and other situations which require the University's attention.

GROUND

This branch consists of three sections: grounds maintenance, landscaping, and refuse.

Grounds Maintenance: Provides routine grounds maintenance to the Manoa Campus. This unit includes lawn moving personnel; day-and-night irrigation staff; a roving crew which works throughout the campus on a rotational basis; and groundskeeping personnel assigned to specific geographic areas. The rotational (roving) crew works a Friday-through-Tuesday schedule.

Maintains roads and parking lot/structures including routine sweeping and minor repairs.
Landscaping: Performs tree trimming duties; hedge trimming and special maintenance; pesticide and fertilizer applications; and operate heavy equipment.

Preserves, maintains, and enhances existing landscape; conducts regularly scheduled grounds maintenance such as mowing, hedge and tree trimming, herbicidal treatment, aerating, fertilizing, and watering.

Maintains a campus beautification program of planting trees, shrubs, grass, and various other floral and ground cover material; makes improvements to the campus grounds, including repair and installation of irrigation systems, sidewalks, planter areas and recreational areas.

Refuse: Provides refuse collection for the Manoa campus' instructional and administrative buildings. Special and bulk disposal are also provided by this unit. Operates refuse trucks and insures pickup and maintenance of campus roll-away refuse containers.
MAJOR FUNCTIONS

Directs the activities and personnel in the Facilities Planning and Management Division. The major function of the division is to utilize available resources to create, maintain and operate a safe and healthy physical environment conducive to learning and research; and the planning, budgeting and construction program of physical facilities for UH Manoa and West Oahu campuses, in compliance with the approved Long Range Development Plans and Building Standards. In pursuit of this function, the division is divided into the following major branches: Facilities Design, Facilities Planning, Physical Plant and Utilities.

FACILITIES DESIGN

Provides design and technical support for the division, including the preparation of bid documents for contract maintenance and/or
attention required, estimated time to complete project, alternative approaches and estimated cost of project.

5. Reviews service work request; confers with departments regarding request; prepares cost estimate of required work; prepares labor and material requirements; assigns request to Physical Plant Branch.

6. Maintains campus building and utility distribution system campus master files; updates files as required.

7. Establishes and maintains campus keying system; distributes and maintains control of keys and replacement of locks.

8. Schedules and coordinates support services for special events.

FACILITIES PLANNING

Provides program planning, including assessing space utilization and contract design and construction services to build or renovate and equip physical facilities for the University of Hawaii—Manoa and West Oahu campuses. This branch also maintains an inventory of the physical facilities of the campus and assists appropriate senior level university administrators to allocate facilities for department use.
Major Functions

1. Prepares and maintains long-range physical development plans for the University of Hawaii--Manoa and West Oahu campuses by translating academic program requirements into buildings and structures needs; develops and evaluates land use and area requirements; develops architectural and aesthetic standards.

2. Prepares and recommends the multi-year and biennial Capital Improvements Program (CIP) and the annual expenditure plans, including the preparation of cost estimates, determination of priorities, and phasing and scheduling of projects to effectuate the timely execution of master plans.

3. Develops individual projects and coordinates all phases of work from preparation of architectural programs, through design, construction and equipping of physical facilities.

4. Prepares applications to Federal and private agencies for loans and grants for construction of facilities.

5. Conducts studies and prepares reports as requested in connection with the University of Hawaii--Manoa and West Oahu campuses CIP.

6. Coordinates the planning and construction of physical facilities authorized by the Legislature and the Governor;
maintains liaison with various government agencies and private groups to expedite planning and construction.

7. Develops and maintains physical planning standards for use by architects, engineers, space planners and programmers, and campuses.

8. Analyzes studies on space utilizations, enrollments and crossover trends to determine project priorities.

9. Coordinates the preparation of proposals for capital improvements funds from Federal and other extramural sources.

10. Establishes and maintains a facilities inventory system containing selected information regarding the historical and environmental context of the facility, existing component systems and current space utilization.

11. Develops and maintains institutional studies; prepares offices, classroom and laboratory utilization reports.

12. Develops and maintains policies and procedures, standards and allowances to facilitate the allocation and use of space.

13. Conducts qualitative analysis with department project coordinators and planning division to identify deficiencies in
4. Performs routine repairs and maintenance to campus structures, building hardware, equipment and utility distribution systems.

5. Assists project coordinators in the inspection of maintenance work performed by private contractors.

6. Prepares mechanical engineering designs for alteration and renovations projects, including the preparation of plans and specifications.

7. Provides periodic inspections of the physical plant; recommends timely upgrading and replacement of equipment.

8. Reviews service work requests; confers with departments regarding request; prepares cost estimate of required work; prepares labor and material requirements; assigns request to appropriate unit.

9. Procures and stores material needs of the division; follows appropriate fiscal guidelines and recognized industry practices to insure materials are procured and received in a timely manner; maintains adequate inventory to support daily operations of the division.

10. Provides support services for special department events.
UTILITIES

Plans, programs, designs and maintains the campus utility systems, including electrical, communication, water and sewer. In addition, develops and monitors energy conservation policies, procedures and measures for campus-wide utility systems.

Major Functions

1. Develops and schedules preventive maintenance programs for campus mechanical and electrical utility systems, including substations, machine and transformer rooms, etc.; conducts periodic inspections to insure proper repair and maintenance is performed; recommends timely renovation and upgrading of systems as required.

2. Maintains liaison with campus departments to identify areas that require attention.

3. Provides electrical and mechanical engineering design services for alteration and renovation projects.

4. Administer campus-wide energy conservation program.