Notice of Meeting

UNIVERSITY OF HAWAI‘I

BOARD OF REGENTS COMMITTEE ON PERSONNEL AFFAIRS

Date: Wednesday, March 9, 2016

Time: 10:45 a.m.

Place: University of Hawai‘i at Mānoa
Information Technology Building
1st Floor Conference Room 105A/B
2520 Correa Road
Honolulu, Hawai‘i 96822

AGENDA

I. Call Meeting to Order

II. Approval of Minutes of the January 14, 2016 Meeting

III. Public Comment Period for Agenda Items: All written testimony on agenda items received after posting of this agenda and up to 24 hours in advance of the meeting will be distributed to the board. Late testimony on agenda items will be distributed to the board within 24 hours of receipt. Registration for oral testimony on agenda items will be provided at the meeting location 15 minutes prior to the meeting and closed once the meeting begins. Written testimony may be submitted via US mail, email at bor@hawaii.edu, or facsimile at 956-5156. Oral testimony is limited to three (3) minutes.

IV. Agenda Items

   A. For Information:
      1. Update on RP 9.212 and Executive/Managerial Salary Schedule

V. Adjournment
Personnel Committee
Update on RP 9.212 and E/M Salary Schedule
March 9, 2016
PURPOSE OF BRIEFING

• Concerns expressed about our current E/M salary schedule
• Prepare for the June 30, 2016, expiration of the interim process requiring Board approval for all E/M salaries (1) exceeding $150,000 and (2) exceeding the control point, or for unclassified positions.
• No recommendations will be made today.
• No decision making today.
• Objective for today: Provide background information to help make a more informed decision in the future.
AGENDA

• Types of Personnel Groups
• Personnel Summary Data
• E/M Summary Data (N=218)
• What is CUPA-HR?
• Trends: 2012 vs. 2015
• Comparison of Regents Policy 9.212: Current vs. Proposed Amendment
• History of the E/M Salary Schedule
• CUPA-HR Salary Survey
• Current E/M Salary Schedule
• Data
• Feedback on How to Move Forward
TYPES OF PERSONNEL GROUPS

• **Bargaining Units (HRS §89-6)**
  - Faculty - UHPA BU 7
  - Administrative, Professional & Technical (APT) - HGEA BU 8
  - Civil Service - UPW BUs 1 & 10 and HGEA BUs 2, 3, 4, & 9

• **Lecturers** - Executive Policy E5.221, Classification of Faculty, and Unit 7 agreement

• **Graduate Assistants** - Executive Policy E5.223, Graduate Assistants

• **Executive/Managerial** - Governed by Regents Policy 9.212
  - President, Chancellors, Vice Presidents, and Vice Chancellors
  - Deans and Directors
  - Program Managers
PERSONNEL SUMMARY DATA

UNIVERSITY ANNUAL SALARY
$599.2 MILLION

- EXEC/MGRL: $33,806,548, 6%
- FACULTY: $311,881,648, 52%
- APT: $144,913,186, 24%
- GRAD ASST: $26,619,260, 5%
- CIVIL SERVICE: $55,679,331, 9%
- LECTURER: $26,307,354, 4%

HEADCOUNT: 10,168

- FACULTY: 3,582, 35%
- APT: 2,455, 24%
- LECTURER: 1,216, 14%
- CIVIL SERVICE: 1,397, 13%
- GRAD ASST: 1,300, 12%
- EXEC/MGRL: 218, 2%
E/M SUMMARY DATA (N=218)

Total E/M Population Broken Down by Campus

- UH MANOA: 86, 39%
- UH HILO: 19, 9%
- UH WO: 4, 2%
- CC ADMIN: 8, 4%
- HAW CC: 8, 4%
- HON CC: 10, 4%
- KAP CC: 6, 3%
- LEE CC: 8, 4%
- MAUI COLL: 9, 4%
- WIND CC: 7, 3%

Total E/M Population Broken Down by Academic vs. Non-Academic*

- ACADEMIC: 124, 57%
- NON-ACADEMIC: 94, 43%
WHAT IS CUPA-HR?

- College and University Professional Association for Human Resources (1946)
- Demographics:
  - 93% of all U.S. doctoral institutions
  - 79% of all master’s institutions
  - 61% of all bachelor’s institutions
  - Almost 600 two-year and specialized institutions
- 46% Public Institutions / 54% Private Institutions
- Annually publish an “Administrators in Higher Education Salary Survey”
- UH uses as a basis for current E/M salary schedule to ensure conformity with and competitiveness in the industry
- Not perfect – but the best alternative

*http://www.cupahr.org/membership/demographics.aspx*
TRENDS: 2012 vs. 2015

E/M Salary Compared to 2012 CUPA Median

% Difference from CUPA Median

Program Officer/ Associate Dean, Dir  Dean, Dir, Associate VC  Deans, VC  VPs, Chancellors  President
HIGH-LEVEL COMPARISON
CURRENT RP 9.212 vs. PROPOSED AMENDED RP 9.212

CURRENT RP 9.212
• Organic product of the last 30 years
• Very administerial and transactional in nature
• Not well organized or user friendly
• Takes away from the policy-making focus of the Board

PROPOSED AMENDED RP 9.212
• Focuses on policy statements
• Administerial and transactional elements addressed in proposed Executive Policies, i.e., recruitment & appointment, performance evaluation, benefits, and termination
EM personnel classes have existed since 1976.

Pre-2002:
- Almost exclusively internally aligned
- Little consideration for high-demand or market-sensitive jobs
- 15 Steps

2002: Transition to CUPA-HR indexing
- Almost exclusively market-driven approach
- Presented equity issues between existing and new

2006: Balanced internal equity and market competitive
- Hawai’i Employers Council contracted to review compensation policy and develop current E/M salary methodology
- All positions were reevaluated and adjusted to ensure internal equity
- Old pay grade structures were used as a starting point, and a salary schedule was derived using CUPA-HR Median as the goal
- 5 grades (12-16) and 3-4 ranges within each grade + 1 Unclassified Grade
HISTORY OF THE E/M SALARY SCHEDULE continued

• 2013: Hired MGT of America to review the University’s E/M compensation plan
  - Nationally recognized firm that specializes in public sector organizations
  - Emphasis on services such as human resources classification and compensation

• Made 18 recommendations (highlights)
  - Continue to utilize the CUPA-HR salary survey to calibrate UH E/M salaries to the national higher education market and balance with local market
  - Conduct an assessment of hires made above the control point to determine specific competitive market pressures and exceptions when hiring above is appropriate
  - Modify Board policy on hiring at the median rate to hiring between the minimum and control point

• 2013: Hawai‘i Employers Council (HEC)
  - HEC was asked to review compensation policy and approach
  - Validated the application of the E/M Salary Schedule

• CUPA-HR schedule may not be perfect – but the best alternative
CUPA-HR SALARY SURVEY

- Provides salary data for 4 categories of institutions:
  - Doctorate-Granting = System and Mānoa
  - Master’s = N/A
  - Baccalaureate = Hilo and West O‘ahu
  - Associates = Community Colleges

- Salary data presented by job title and percentile of the total salary range (20th, 40th, median, 60th, and 80th)

- Every E/M position is associated with a CUPA-HR job title for comparison purposes

- Every E/M position is assigned a Grade and Range within the current E/M Salary Schedule
CURRENT E/M SALARY SCHEDULE

- Control Point = average of the CUPA-HR medians for that given Grade/Range (with minor adjustments for aging and equity between ranges)
- Minimum = 20% downward adjustment from CP
- Maximum = 20% upward adjustment from CP
- CUPA Median Salary is the cutoff point for placement within the ranges
- Incorporates all campuses ranging from 4-year to 2-year programs
- Does not distinguish between academic vs. non-academic positions

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* https://www.uhpa.org/salary-research/all-faculty-salaries/
MĀNOA: ACADEMIC

* https://www.uhpa.org/salary-research/all-faculty-salaries/
Top faculty salaries
APT (highest range)

* https://www.uhpa.org/salary-research/all-faculty-salaries/
* https://www.uhpa.org/salary-research/all-faculty-salaries/
COMMUNITY COLLEGES: ACADEMIC

Top faculty salaries
APT (highest range)

* https://www.uhpa.org/salary-research/all-faculty-salaries/
SYSTEM: NON-ACADEMIC

* https://www.uhpa.org/salary-research/all-faculty-salaries/
MĀNOA: NON-ACADEMIC

* https://www.uhpa.org/salary-research/all-faculty-salaries/
HILO: NON-ACADEMIC

* https://www.uhpa.org/salary-research/all-faculty-salaries/
Top faculty salaries
APT (highest range)

* [https://www.uhpa.org/salary-research/all-faculty-salaries/](https://www.uhpa.org/salary-research/all-faculty-salaries/)

WEST O‘AHU: NON-ACADEMIC
COMMUNITY COLLEGES: NON-ACADEMIC

* https://www.uhpa.org/salary-research/all-faculty-salaries/
HOW DO WE MOVE FORWARD?

• Feedback from the Committee on issues with the current E/M schedule
• Objectives for the amended E/M schedule
• Role of the Board
MAHALO