Personnel Committee
Update on RP 9.212 and E/M Salary Schedule
March 9, 2016 (Revised)
• 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
- What is CUPA-HR
- TRENDS: 2012 vs. 2015
- Comparison of Regents Policy 9.212: Current vs. Proposed Amendment
- History of 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 BU 1 & 10 and HGEA BU 2, 3, 4 & 9

• **Lecturers** – Executive Policy E5.221, Classification of Faculty, & Unit 7 agreement fee schedule

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

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

UNIVERSITY ANNUAL SALARY
$599.2 MILLION

<table>
<thead>
<tr>
<th>Category</th>
<th>Salary</th>
<th>Percentage</th>
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<tr>
<td>EXEC/MGRL</td>
<td>$33,806,548</td>
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<tr>
<td>CIVIL SERVICE</td>
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<tr>
<td>GRAD ASST</td>
<td>1,300</td>
<td>13%</td>
</tr>
<tr>
<td>APT</td>
<td>2,455</td>
<td>24%</td>
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HEADCOUNT: 10,168

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<td>GRAD ASST</td>
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<td>13%</td>
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<tr>
<td>APT</td>
<td>2,455</td>
<td>24%</td>
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2015
E/M SUMMARY DATA  (N=218)

Total E/M Population broken down by Campus

- UH MANOA: 86, 39%
- UH HILO: 19, 9%
- CC ADMIN: 8, 4%
- UH WO: 4, 2%
- HAW CC: 8, 4%
- HON CC: 10, 4%
- KAP CC: 10, 4%
- LEE CC: 8, 3%
- KAU CC: 6, 3%
- MAUI COLL: 9, 4%
- WIND CC: 7, 3%
- ACADEMIC: 124, 57%
- NON ACAD: 94, 43%

Total E/M Population broken down by Academic vs. Non-Academic*

- ACAD: 124, 57%
- NON ACAD: 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

-80.00%  -60.00%  -40.00%  -20.00%  0.00%  20.00%  40.00%  60.00%  80.00%  100.00%  120.00%

Program Officer/ Associate Dean, Dir  Dean, Dir, Associate VC  Deans, VC  VPs, Chancellors  President
TRENDS: 2012 vs. 2015 cont.

E/M Salary Compared to 2015 CUPA Median

% Difference from CUPA Median

-80.00% -60.00% -40.00% -20.00% 0.00% 20.00% 40.00% 60.00% 80.00% 100.00% 120.00%

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 Executive Policies (i.e., recruitment & appointment, performance evaluation, benefits, and termination)
HISTORY OF E/M SALARY SCHEDULE

• E/M 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 & market competitive
  • Hawai`i Employers Council contracted to develop current E/M salary methodology
  • All positions were re-evaluated 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
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 like 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
- 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

- Solicited to assist with incorporating local market data
- Validated the application of the E/M Salary Schedule

CUPA-HR schedule may not be perfect – but best alternative
CUPA-HR Salary Survey

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

- Salary data presented by job title & 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
Concepts/Policies

Actual Salaries
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 – 2 year programs
- Does not distinguish between academic vs. non-academic positions

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Actual Salaries
ALL E/M SALARIES AS OF Nov. 2015
**SYSTEM: ACADEMIC**

![Graph showing salary ranges for different positions.]

- **Faculty Group 1***
- **Faculty Group 2***
- **APT (highest range)***

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* https://www.uhpa.org/salary-research/all-faculty-salaries/
Faculty Group 1*
Faculty Group 2*
APT (highest range)

Admin
Assoc D/D
AVC/Dean/ Director
VC
Chancellor/Other

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

APT (highest range)

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

Top faculty salaries*
APT (highest range)

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

* 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/
COMMUNITY COLLEGES: NON-ACADEMIC

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

Top faculty salaries
APT (highest range)
HOW DO WE MOVE FORWARD?

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