

## An Orientation to the New APT Classification & Compensation System

University of Hawai'i  
Office of Human Resources  
Fall 2001

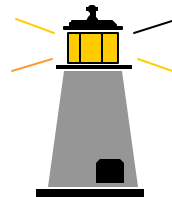


## Background

- **Current Position Classification System**
  - 25+ years old
  - Designed for a centralized University system
- **Trends in Public Sector Job Evaluation**
  - Movement away from centrally controlled systems, e.g. position classification
  - Movement to decentralized systems, e.g., broadbanding
- **University Human Resource wants and needs**
  - Flexibility and delegated decision-making
  - Rapid response
  - Mechanism for recognizing employee's professional growth and exceptional performance
- **UH successfully implemented the IT Demonstration Project based on a variation of broadbanding concept**



## New Broadband System Guiding Principles



- Simplified classification
- Understandable to employees
- Designed to attract & retain quality personnel
- Promotes employee development
- Flexible & responsive
- Delegated decision-making
- Concept based
- Separates job evaluation from compensation

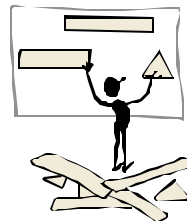
## Impact of the New System



- **New system applies to all Administrative, Professional and Technical (APT) personnel (included/excluded)**
- **New system to include:**
  - Highly automated & expedient processes
  - Selected delegation of position classification authority
  - New methods of compensation
  - Additional system enhancements
- **Completion of system infrastructure: Dec. 31, 2001**
- **Conversion to new system to be budget neutral**

## Changes to the Classification and Compensation System

- **Consolidates 240 existing classes of work into 16 APT Career Groups**
  - New APT Career Group Concepts to replace Class Specifications
- **Correlates 17 existing Pay Ranges to 4 Bands**
- **Creates new compensation tools:**
  - In-Grade Adjustments (increase to base salary) to recognize professional growth
  - Performance Award (lump sum bonus) to reward work performance that exceeds performance expectations



## APT Career Groups

- |                                     |                                      |
|-------------------------------------|--------------------------------------|
| 1. Procurement                      | 10. Instructional & Student Support  |
| 2. Human Resource Management        | 11. Medical Support & Health Related |
| 3. Public Information & Publication | 12. Media Design & Production        |
| 4. Enterprise Operations            | 13. Physical Plant Management        |
| 5. Financial Management             | 14. Facilities Planning & Design     |
| 6. Institutional Support            | 15. Environmental Health & Safety    |
| 7. Legal Counsel                    | 16. Athletics                        |
| 8. Research Support                 |                                      |
| 9. Academic Support                 |                                      |



## Example of the Consolidation of Existing Classes into a New APT Career Group

**From:** Existing Classes

**To:** APT Career Group

UH Procurement & Property Management Specialist I-VI

UH Associate Director of Procurement, Real Property & Risk Management

UH Risk Management Officer

UH Administrative and Fiscal Support Specialist

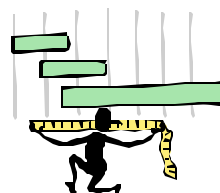


Procurement



## Band Definitions

- **Band A:** Professional work at the entry/intermediate/independent worker level
- **Band B:** Fully competent skilled professional, e.g., journeyworker/working supervisor/lead worker
- **Band C:** Full-time supervisor of journeyworker subordinates and/or recognition, on a system wide basis, as a subject matter expert
- **Band D:** Program administrator/manager and/or recognition, on a system wide basis, as the foremost subject matter expert



## Conversion to Bands

- All established pay rates will be incorporated into the Pay Bands as follows:
  - Band A = \$2,385 - \$6,056
  - Band B = \$2,910 - \$7,383
  - Band C = \$3,765 - \$9,002
  - Band D = \$4,412 - \$9,002



## Salary Impact of Conversion to Bands (Budget Neutral)

Example: Incumbent of UH Fiscal Accounting Specialist I position converted to Financial Management Group, Band A

### Pay Range

P03, Step 1 = \$2,583



### Band

Band A, Step 5 = \$2,583

**Note: No Change in Compensation (Budget Neutral)**

## Example of Band Conversion

### Current Under Position Classification

UH Fiscal  
Accounting  
Specialist I  
  
Intermediate Level



### New Under Broadband

Financial Management  
  
Band A  
  
Intermediate Level

## New System Features

- Delegation of Authority
- Special Compensation Adjustment - In-grade Adjustment (Base Pay Increase)
- Special Compensation Adjustment - Performance Award (Stipend)
- Designated New Hire Rates
- Band Reassignment
- Transfer and Promotion



## Delegation of Authority

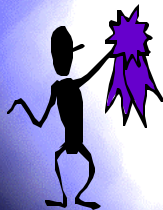
- Chancellor or Designee may be authorized (per delegation criteria) to:
  - Assign positions to Bands A or B
    - Subject to post-audit by OHR which will have authority to direct corrective action, as necessary
  - Approve in-grade adjustments and lump sum performance awards
  - Approve salary rates above recommended hiring rate
- Programs to submit requests via Chancellor to OHR for assignment of positions to Bands C & D



Note: Initial implementation - subject to central review and approval

## Special Compensation Adjustment - In-Grade (Base Pay Increase)

- Purpose
  - Recognition of substantial demonstration of increased competencies
    - Successful on-going performance of more complex duties in the same functional area(s) consistent with Band concept
  - Recognition of significant growth within the band
    - Successful on-going work performance of more complex duties in a different functional area(s) consistent with Band concept
  - Example: shift from staff support in personnel administration to provision of staff support in personnel and fiscal administration



## Special Compensation Adjustment - In-Grade (Base Pay Increase)

### ■ Compensation Adjustment

- Permanent increase to employee's base salary
  - Generally 2% but in exceptional situations up to 4%
  - Program responsible for all funding
  - Supervisor initiates nomination; Chancellor or Designee may have approving authority for Bands A & B (OHR for Bands C & D)
- Frequency of consideration - annual



Note: Initial implementation - subject to central review and approval

## Special Compensation Adjustment Performance Award (Stipend)

### ■ Purpose

- To recognize exceptional work performance that significantly and regularly exceeds work performance expectations

### ■ Compensation Adjustment

- Lump Sum (not part of employee's base salary)
  - Up to 8%
  - Program responsible for all funding
  - Supervisors to nominate and Chancellor or Designee may have approving authority
  - Frequency of consideration - annual

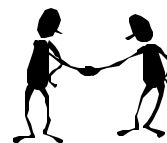


Note: Initial implementation - subject to central review and approval

## Designated New Hire Rate (DNHR)

- Established by policy
  - Initially : current DER (Designated Entry Rate)
  - In future DNHRs to be based on salary surveys
- Salary placement above hiring rate subject to
  - Completion of DNHR Matrix
  - Approval delegated to Chancellor or Designee up to 24% above DNHR
  - Approval by President or designee for requests beyond 24% above DNHR

Programs responsible for all funding



## Transfer & Promotion

- **Transfer** - Movement from one position to another position assigned to the same Band
  - Employee Initiated
  - DNHR to apply, however, program may request hiring above the established Hiring Rate
- **Promotion** - Movement from one position to another position in a higher Band
  - Employee Initiated
  - DNHR to apply, however, program may request hiring above the established Hiring Rate

Programs responsible for funding



## Band Reassignment (Reallocation)

**Upward** - Movement of a position from a lower band to a higher band (e.g., Band A to Band B)

- Management Initiated
- Change in assigned duties & responsibilities
- At least 8% increase in pay, not less than Designated New Hire Rate (DNHR).

**Downward** - Movement of a position from a higher band to a lower band (e.g., Band B to Band A)

- Management Initiated
- Change in assigned duties & responsibilities
- No change in pay, not less than DNHR.

Programs responsible for funding

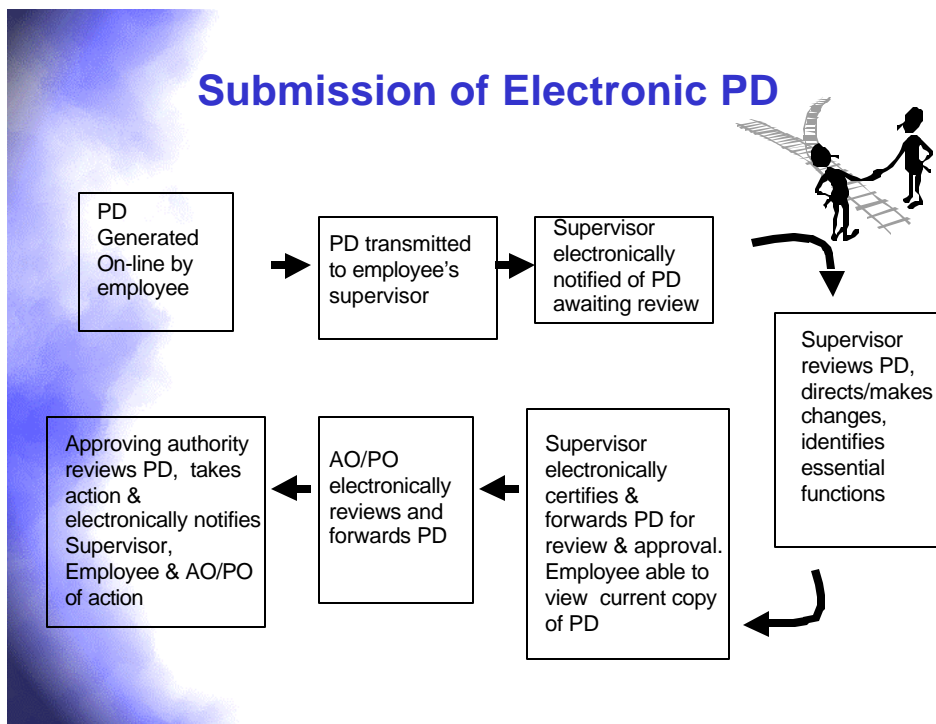


## On-line Position Description (PD) Generator

- Designed to facilitate the electronic creation and review of PDs
  - Encumbered position - incumbent drafts PD
  - New/Vacant position - supervisor or program manager prepares PD
- **Employer determines duties & responsibilities and recommends Career Group and Band designation**
- PD electronically transmitted for review and action



## Submission of Electronic PD



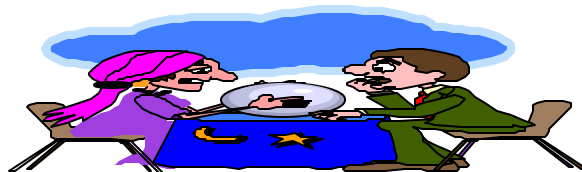
## Summary of Major Points

- Includes all APT Personnel (included/excluded) other than coaches and Information Technology Specialists
- Conversion to APT Career Groups/Bands
- Target date for completion of project infrastructure: December 31, 2001
- New system provides flexibility and a more responsive approach to the University's Human Resource needs
- Conversion to be electronic and on a budget neutral basis
- New system to be highly automated

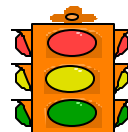


## Future Training

- Today was an Overview of the New Plan
- Training in the Near Future:
  - “Brown Bag” sessions for APT Employees
  - Additional informational sessions as appropriate
  - Substantive training in new system components
    - On-line Position Description Generator
    - Hiring Above Designated New Hire Rate
    - Special Compensation Adjustments



## Implementation



- Comprehensive Training Schedule
- Review of Position Descriptions
  - **When there have been changes critical to the program’s essential functions**
    - if update appropriate, use current rules, forms and procedures no later than October 31, 2001
- Classification Moratorium - effective November 1, 2001

## Securing a UH UNIX ID

Log in to electronic applications associated with the new system (e.g., PD Generator) will require a UH UNIX ID. To obtain a UH UNIX ID, please contact the Information Technology Services Help Desk at:

<http://www.hawaii.edu/infotech/yourusername.html>

Keller Hall Room 105  
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## Questions & Answers

- Thank you for attending
- Please note that the University is consulting with the HGEA
- If you have any additional questions, contact your departmental personnel representative who may contact the Office of Human Resources via e-mail at [uh-broadband-1@hawaii.edu](mailto:uh-broadband-1@hawaii.edu)
- Website (link from OHR home page):  
<http://www.hawaii.edu/ohr/projects/projects.html>

