

University of Hawai'i Compensation & Benefits Overview

Linda K. Johnsrud

Executive Vice President for Academic Affairs/Provost

February 1, 2013

Informational Briefing Agenda

- Policies & processes used to determine salaries
- Salaries of highly compensated positions
- Types of compensation & benefits awarded other than salary
- Employee contract buyouts

Employee Classification

- General classification of University employees – [Chapter 89-6, HRS, Collective Bargaining in Public Employment](#)
 - Executive and Managerial (E/M)
 - President, vice presidents, chancellors
 - Academic deans, associate deans
 - Research and administrative directors
 - Faculty
 - Professor, associate professor, assistant professors
 - Researchers, specialists, librarians, extension agents
 - Administrative, Professional and Technical (APT)
 - Academic, student or research support specialists
 - Administrative support - fiscal, human resources, IT specialists
 - Coaches
 - Civil Service
 - Secretaries, office assistants, security officers
 - Janitors, groundskeepers, trades

Exclusive Representative

- University of Hawai'i Professional Assembly (UHPA)
 - Faculty – all types – Bargaining Unit (BU) 7
- Hawai'i Government Employees Association (HGEA)
 - APTs – BU 8
 - Clerical and Clerical Supervisors – BU 3 and 4
 - Registered Professional Nurses – BU 9
 - Blue Collar Supervisors – BU 2
- United Public Workers (UPW)
 - Blue Collar Non-supervisory – BU 1
 - Healthcare Workers – BU 10

Policy Reference

- Board of Regents (BOR) positions
 - BOR Policies, Chapter 9, Personnel
 - Policies last updated in April 2011
 - Currently being reviewed and updated
 - Reference
 - Section 9-12, Executive and Managerial Personnel Policies
 - Section 9-2, Classification and Compensation Schedules, for faculty and administrative, professional and technical positions
 - Executive Policy E9.217, Salary Schedule for Executive/Managerial Employees
- Civil service positions
 - Chapter 76, HRS – Civil service merit principles
 - State DHRD policies and procedures

E/M Compensation - Historical

- Pre-2002
 - Salary schedule – 15 pay ranges
 - Focused on internal alignment
 - Not market or high-demand responsive
- July 2002
 - Recruitment and retention issues
 - BOR approved & adopted CUPA-HR indexing as compensation approach
 - Market driven
- April 2005
 - BOR convened task force
- September 2005
 - Hawai'i Employer Council –
 - Advised on framework for new compensation plan
 - Recommended current compensation policy statement

E/M Compensation

Excerpts from current compensation policy statement, [BOR Policy, Chapter 9, Section 9-12, E/M Personnel Policies](#):

“The University system operates in a highly competitive environment and recognizes that its faculty and administrators are primary assets, and the principal source and means by which the University carries out its mission. “

“It is the aspiration of the University to be able to offer starting salaries so that most fully competent and experienced staff are compensated at the median rate paid to executives and managers in similar positions at university systems or employers with which the University competes for staff. “

E/M Compensation – HEC

- October 2006
 - BOR approved revisions to BOR policy for E/M compensation including annual review of salary schedule
 - Current approach considers
 - Job scope and complexity
 - Internal alignment – 5 major grades for UH salary schedule
 - Market data – CUPA-HR annual survey
 - Median goal
 - Education and experience

E/M Compensation - CUPA-HR

- College and University Professional Association for Human Resources (CUPA-HR)
 - Conducts annual salary survey of higher education jobs
 - 45 years experience
 - 1,240 campus respondents
 - 291 jobs surveyed, covering 77,000 incumbents
 - Individualized campus reports – Carnegie classification and budget quartile
 - Competition is both private and public – so both data considered
- Process
 - Approving authority depends on level of position
 - Recommendation – job scope & complexity, market data, employee education and experience
 - [Annual report of salaries - pursuant to 304A-1004, HRS](#)

Faculty Compensation

- Faculty
 - [BOR Policy, Chapter 9, Personnel](#)
 - [Executive policy, E5.221, Classification of Faculty](#)
 - BU 7 agreement – minimum starting salaries
 - High demand disciplines outlined in BOR policy, Chapter 9, and [Executive Policy, E5.222, High Demand](#), i.e., astronomy, engineering, business , health sciences
 - Approving authority ([Executive Policy, E9.112, Delegation of Authority for Personnel Actions](#))
 - Below threshold - Deans and Directors
 - Above threshold – President or VP for Community Colleges

Compensation Overview - APT

- Administrative, Professional and Technical
 - [BOR Policy, Chapter 9, Personnel](#)
 - [Administrative Procedure A9.210, Classification and Compensation Plan for APT Personnel](#)
 - Broadband system – 4 bands
 - Jobs classified in accordance with established band definitions and career group specifications
 - Negotiated salary schedule
 - Compensation in accordance with procedural guidelines and salary schedule
 - Process
 - Online system – classification and compensation
 - Approval – Vice Presidents/Chancellors/Deans/Directors

Compensation Overview – Civil Service

- Civil Service
 - State classification plan
 - Jobs classified in accordance with [DHRD job specifications](#)
 - Compensation in accordance with procedural guidelines and negotiated salary schedule
 - Process
 - Centralized in UH Office of Human Resources
 - Information shared with State DHRD

Other Compensation

- E/M Personnel ([BOR Policy, Section 9-12](#))
 - Performance-based salary adjustments
 - Special salary adjustments - retention, equity, increase in job duties
- Faculty (BU 7 agreement)
 - Promotion
 - Negotiated lump sum payments
 - Negotiated pay increases
 - Special salary adjustments – merit, equity, market, retention

Other Compensation

- APT employees ([Administrative Procedure, A9.210, Classification and Compensation of APT Personnel](#))
 - Salary adjustment for increase in scope and work complexity
 - One-time lump sum performance awards (none provided between 2009-2011)
 - Special compensation adjustments - equity, retention
- Athletics (e.g., Coaches)
 - Performance incentives ([Executive Policy, E9.216](#))

University Benefits

- State benefits
 - Statutory benefits – health benefits trust fund, retirement system, etc.
 - Leaves
 - Vacation and sick leave
 - Military, family and medical, professional improvement leave
- Tuition exemptions – upon space availability
- Facilities access – Library privileges, fitness center

Employee Agreements / Contract Buy-Outs

Excerpt from [BOR Policy, Chapter 9, Personnel](#):

“All University employees ultimately serve under the jurisdiction of the Board and shall be appointed by the Board upon recommendation of the President, unless specifically delegated. Such employees shall be assigned the rank, title, and salary appropriate to the duties and responsibilities of such position as defined in the classification system adopted by the Board. No employee shall be afforded a contract aside from the normal employment documents executed for all University employees.”

- Special circumstances
 - President
 - Head, Associate, Assistant Coaches

Conclusion

The most valued and important resource of the University of Hawai'i is its employees.

The University system operates in a highly competitive environment and recognizes that its faculty and administrators are primary assets, and the principal source and means by which the University carries out its mission.

Thus, the University is committed to recruiting and retaining the highest caliber of employees and providing salaries and working conditions that are competitive and equitable.