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1984 and Guidelines For Processing Organizational and Functional
Changes

A3.101
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GENERAL

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A3.101 University of Hawai'i Organizational and Functional
Changes

1. Introduction

The task of organizing is a fundamental administrative responsibility. This requires the application of sound management principles to effectively allocate resources so that the program objectives may be achieved.

Once established, the organizational structure should be reviewed and updated on a regular basis and should be modified as circumstances warrant.

2. Purpose

To specify the policy and procedure for the establishment, update, and other amendment to the official organization charts and functional statements of the University of Hawai'i in accordance with Bylaws and Policies of the Board of Regents (BOR) on organization and Executive Policy.

3. Policy

Organizational changes may be approved by the Board of Regents or under delegated authority.

a. Board of Regents Approval. Approval of the BOR is required whenever:

- 1) The proposed change will result in increased costs to operate the organization for which the change is proposed.

NOTE: If the current services budget of program must be increased as a direct result of reorganization, Board of Regents approval is required.

- 2) The proposed change will directly impact students or other clientele of the university, e.g., the establishment, revision or abolishment of an instructional department and the function it performs.
 - 3) A new university program is being established or an existing one is being abolished, e.g., an organized research unit. Whenever a new program is approved in concept by the BOR but the organizational functions and the structure for that program are not presented to the BOR for approval at that time, programs are required to obtain a subsequent BOR approval for the organizational structure and functions which will be implemented.
- b. Approval Under Delegation of Authority. Authority to approve other organizational changes, which are not subject to BOR approval in item 3.a., above, is delegated by the President to each Senior Vice President and Chancellor, the Senior Vice President, each Vice President, each Systemwide Director, the State Director for Vocational Education, and the UH Mānoa Deans and Directors.

4. Applicability

This policy and procedure applies to the following:

a. Reorganization Proposals

Reorganization proposals should reflect permanent positions only.

A reorganization is defined as:

- 1) Creation of a new organizational segment or the abolishment of an existing organizational segment.
- 2) Creation of a new supervisory level or the deletion of an existing supervisory level.
- 3) Rearrangement or regrouping of existing organizational segments involving the reassignment or redistribution of functions, as well as positions which are affected by these changes in functions.
- 4) Addition of new programs or functions and/or the deletion of existing programs or functions.

- b. Changes in titles of organizational segments.
- c. Annual update of organization charts and functional statements.

5. Reorganization Proposal Requests

A proposal must be prepared for each reorganization to be approved. This includes those to be approved by the BOR as well as those to be approved under delegated authority. All proposals shall include a narrative and copies of the current and proposed organization and position organization charts, and functional statements.

The narrative should be structured as outlined below.

- a. Present Organization
- b. Proposed Organization
- c. Background/Nature of the Proposed Reorganization
 - 1) A discussion of the conditions or factors prompting the proposed reorganization, e.g., new program requirements.
 - 2) An explanation of the details or nature of the proposed reorganization including but not limited to:
 - a) the reassignment of existing positions and functions;
 - b) the addition of new positions, functions, and programs;
 - c) whether position variances must be completed and whether new positions will be required as replacements for positions reclassified;
 - d) how operational, organizational, functional, and programmatic relationships will be affected, including the impact on service to the program's target group(s);
 - e) the impact of the reorganization on existing positions, e.g., reclassification or redescription;

- f) a discussion of the need and availability of office space or other requirements necessary for the implementation of the reorganization;
- g) the estimated additional cost of the reorganization, including details on new positions required, reclassification costs, cost of equipment, furniture, utilities, etc., and the availability of funding.

d. Reasons for Proposing the Reorganization

- 1) A statement as to whether there is a basis in law or policy which supports the reorganization.
- 2) An explanation of the reasons for proposing the reorganization and why an organizational solution is being advocated.
- 3) An explanation of how the problems or conditions which exist will be either eliminated or improved upon and why the existing organization is inadequate.
- 4) A discussion of the benefits and the desired results which will be achieved by reorganizing.
- 5) Qualitative and quantitative data which will support the reorganization.
- 6) An explanation of why functions are being grouped as they are under the proposed organization if a change in grouping is proposed.

e. Other Alternatives Considered

Discuss other alternatives (both organizational and non-organizational) which were considered but were deemed undesirable.

6. Procedure for Processing and Obtaining Approval for Proposed Organizational Changes Under the Delegation of Authority
(see flowchart in Attachment A)

It is the responsibility of each Senior Vice President and Chancellor, the Senior Vice President, each Vice President, each Systemwide Director, the State Director for Vocational Education and each UH Mānoa Dean or Director who proposes to approve a delegated reorganization to:



- a. Ensure that a reorganization proposal request is prepared as described above for each reorganization to be approved.
- b. Send a copy of the reorganization request to the University Personnel Management Office (UPMO) and the University Budget Office (UBO) for their review and comment. If the reorganization proposal is revised after this initial review, both the UPMO and UBO should be informed.
- c. After receiving comments from the UPMO and the UBO, send a copy of the reorganization proposal to each appropriate employee collective bargaining representative for consultation (see sample transmittal memorandum Attachment B).

Send copies of this transmittal memorandum and reorganization proposal to:

- 1) the appropriate Senior Vice President or vice President if the reorganization is within the delegated authority of a UH Mānoa Dean or Director;
 - 2) University Budget Office; and
 - 3) University Personnel Management Office.
- d. Send a separate memorandum along with a copy of the reorganization proposal to the State director of Finance for notification purposes (see sample transmittal memorandum Attachment C).
 - e. Upon completion of consultation with the employee collective bargaining representative(s), finalize and approve the reorganization proposal. The signature block on each proposed chart would be as follows:

APPROVED:

Name and Title

DATE: _____

- f. After this approval, prepare an executive summary (see Attachment D) to briefly describe the purpose of the


reorganization and the specific organizational and functional changes which have been approved. The information should include but not be limited to the following:

- 1) background information;
 - 2) a brief description of the previous and newly approved organization;
 - 3) reasons for approving the reorganization, including legal and program requirements;
 - 4) program impact;
 - 5) cost impact;
- g. Send a transmittal memorandum (see Attachment E for sample memo) and a copy of the approved reorganization including previous and newly approved organization charts and functional statements, reorganization proposal, and executive summary to the following:
- 1) Office of the lieutenant Governor - original set of charts and functional statements.
 - 2) State Director of Finance and State Director of Personnel Services copy of all documents sent to the Lieutenant Governor.
 - 3) Appropriate Senior Vice President or Vice President (if the reorganizations within the delegated authority of a UH Mānoa Dean or Director) - copy of all documents sent to the Lieutenant Governor.
 - 4) University Budget Office - two copies of all documents sent to the Lieutenant Governor. One of the copies sent to the Budget Office will be forwarded to the Board of Regents after it has been reviewed by the Budget Office. The Budget Office will prepare the transmittal memorandum to the BOR.
 - 5) University Personnel Management Office - copy of all documents sent to the Lieutenant Governor.
- h. Prepare a separate memorandum to inform each affected employee collective bargaining representative (see Attachment F for sample memorandum) of the reorganization approval. Attach a copy of the previous



and newly approved charts and functional statements and executive summary.

7. Procedure for Processing and Obtaining BOR Approval for Reorganization Proposal Under Non-delegated Status (see flowchart in Attachment G)

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- a. Follow steps 6 a. and b. above.
 - b. After receiving comment from the University Personnel Management and Budget Offices, send a copy of the complete reorganization proposal to the appropriate employee collective bargaining representative(s) for consultation. Send a copy of the transmittal memorandum and reorganization proposal which was sent to the employee collective bargaining representative(s) to the UPMO, and UBO.
 - c. Send a separate memorandum along with a copy of the reorganization proposal to the State Director of Finance for notification purposes.
 - d. Upon completion of the consultation with the employee collective bargaining representative(s), the appropriate Senior Vice President and Chancellor, for Vocational Education will transmit the reorganization proposal (two copies) to the President via the University Budget Office.

The reorganization proposal should also contain an executive summary to facilitate its review by the President and the BOR.

Note:UH Mānoa Deans and Directors should submit reorganization proposals which require BOR approval to the appropriate Senior Vice President or Vice President. The reorganization request will then be forwarded through the University Budget Office to the President.

- e. The University Budget Office will review the reorganization proposal and prepare a recommendation to the President as well as an action memorandum from the President to the BOR. Programs should allow sufficient time for the Budget Office to complete its review and prepare the necessary memoranda, as well as allow sufficient time for the President to review the reorganization. Items for BOR consideration must be submitted to the BOR at least 10 working days prior to the scheduled BOR monthly meeting.

All programs requesting approval of a reorganization by the BOR are required to ensure that an appropriate representative attends both the BOR committee meeting and general meeting to present the proposal and answer any questions.

- f. Upon approval by the BOR, the BOR will send the original set of the complete reorganization proposal to the President. The reorganization will then be sent to the UBO. A copy of the reorganization will be retained by the UBO. The original set of the reorganization proposal will then be sent to the appropriate Senior Vice President and Chancellor, Senior Vice President, Vice President, Systemwide Director or State Director for Vocational Education for distribution to the respective State and University offices, and employee collective bargaining representative as outlined in 6.g., and h. above with the exceptions noted below.

The distributions described in 6.g., 3) and 4) are not required for reorganizations approved by the BOR as they are covered in step 7.f., immediately above.

8. Procedure for Changes in Titles of Organizational Segments

Authority to approve changes to titles of organizational segments is delegated by the President to each Senior Vice President and Chancellor, the Senior Vice President, each Vice President, each Systemwide Director, and the State Director for Vocational Education provided that the name change does not involve a reorganization which must be approved by the BOR, change the scope or functions of the organization, or require an increase in the program's current services budget.

However, prior to making any organizational name changes, should consult with the UH Budget Director via memorandum. The memorandum should briefly explain the background and reasons for the organizational name change. The purpose of this consultation is to preclude the creation of organizational titles which may duplicate or be confused with titles of existing organizations.

Further, each administrator contemplating an organizational name change, should consult with other University programs which may be affected.

After consulting with the UH Budget Director, the respective Senior Vice President and Chancellor, Senior Vice President, Vice President, Systemwide Director or State Director for Vocational Education will inform the BOR, president, and the University Budget Office when the name change is implemented.

9. Procedure for Annual Update of Organization and Position Organization Charts and Functional Statements

- a. Each Senior Vice President and Chancellor, the Senior Vice President, each Education, and each UH Mānoa Dean or Director is responsible for annually functional statements to the UBO on or before the date requested by the Budget Director (approximately after the end of the fiscal year).
- b. Charts/functional statements should be updated to reflect the following actions which were approved since the last annual update:
 - 1) Approved organizational and functional changes.
 - 2) Establishment of new positions.
 - 3) Reclassification of new positions.
 - 4) Abolishment of vacant positions.
 - 5) Approved changes in organizational titles.
 - 6) Minor corrections or adjustments to functional statements which do not constitute an organizational change, require additional resources, change services to students and other clientele of the university, and do not affect the classification or organizational location of a position.
 - 7) Positions appropriated but unestablished prior to the submittal of the annual update. List such unestablished positions in a footnote on the appropriate chart under the heading Pending Establishment. These positions should be listed by pseudo number and authorized position title.

Note: The positions (total full-time equivalent) reflected on position organization charts should not exceed the program's authorized

position count for permanent positions.
Further, position organization charts should
only reflect positions which belong to the
program whose organization is being shown on
the charts. Positions belonging to other
programs should not be shown on another
program's organization chart.

- c. Caution. The annual update is not to be used as a substitute for effecting organizational changes which are described in section 4.a. and b., (Applicability) above.