

January 6, 1998

MEMORANDUM

TO: Secretary of the Board of Regents

FROM: Rodney Sakaguchi

**SUBJECT: NOTIFICATION OF APPROVED REORGANIZATION FOR THE LEEWARD
COMMUNITY COLLEGE**

Enclosed for the information of the Board of Regents is a copy of a reorganization approved for the Leeward Community College on December 17, 1997. The purpose of this reorganization is explained in the accompanying executive summary.

If there are any questions regarding this matter, please contact Director Deborah Nakagawa at 956-5148.

Attachment

c: Senior Vice President/Chancellor Joyce Tsunoda
Director Deborah Nakagawa



UNIV. OF HAWAII
UH BUDGET OFFICE

UNIVERSITY OF HAWAII

'98 JAN -2 P2:25

SENIOR VICE PRESIDENT, UNIVERSITY OF HAWAII
AND CHANCELLOR FOR COMMUNITY COLLEGES

MEMORANDUM

December 29, 1997

TO: The Honorable Mazie K. Hirono
Lieutenant Governor, State of Hawai'i

SUBJECT: NOTIFICATION OF APPROVED REORGANIZATION -
LEEWARD COMMUNITY COLLEGE (CC), OPERATION AND
MAINTENANCE (O&M) SECTION

Attached for your files is a revised copy of the reorganization proposal request for a reorganization which was approved on December 17, 1997 for the University of Hawai'i, Leeward CC, Operation and Maintenance Section. The reorganization proposal request, which provides a detailed explanation of the reorganization, was revised to reflect the consideration of comments received from the United Public Workers. More specifically, Leeward CC will be conducting a comprehensive review of their needs to determine the appropriate mix of General Labor I and General Laborer II positions that will meet the College's requirements. Initially, our reorganization reflected only General Labor I positions.

Should you have any questions, please call Director Deborah Nakagawa at 956-5148.

A handwritten signature in black ink, appearing to read "Joyce S. Tsunoda".

Joyce S. Tsunoda
Senior Vice President, University of Hawai'i
and Chancellor for Community Colleges

Attachments

- c The Honorable Earl I. Anzai
Director, Department of Budget and Finance
- The Honorable James Takushi
Director, Department of Human Resources Development
- ✓ University Budget Office
- University Office of Human Resources
- UHCC Provost Barbara Polk
- UHCC Vice Chancellors
- UHCC Budget Office
- UHCC Human Resources Office

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EXECUTIVE SUMMARY

University Of Hawai'i - Community Colleges

Leeward Community College ADMINISTRATIVE SERVICES, OPERATIONS AND MAINTENANCE SECTION

Enclosed is the approved reorganization of the Leeward Community College (CC), Administrative Services, Operation and Maintenance (O&M) Section. This action involved the consolidation of the Maintenance, Grounds, and Equipment subunits into one unit called Maintenance and Grounds.

As an aging educational institution with a high utilization rate, Leeward CC has been experiencing a significant increase in the area of repairs and maintenance. The challenging aspect in scheduling a repair and maintenance project is to minimize the disruption and interference to the educational activities. Often, time is of the essence and the window of opportunity is limited. Therefore, project coordination between the maintenance staff and instructional programs is critical. The reorganization proposal will provide more efficient and effective planning and coordination of the operating subunits within the Maintenance and Grounds unit of the Operations and Maintenance section

The Building Maintenance Worker II position should be reclassified as a Building and Grounds Supervisor I position to oversee and supervise the Maintenance, Grounds, and Equipment units. This position will be responsible for the Maintenance and Grounds unit and will coordinate, schedule and supervise all repairs and maintenance projects for the College through subordinate working foremen.

In conjunction with the reorganization, position descriptions will be submitted to reclassify the 3.00 Groundskeeper I positions and 1.00 Groundskeeper II position to General Labor I or II positions and a General Laborer III position, respectively, based on campus needs. The reclassification of these positions will enable the College to apply the principle of economy of force to large and/or critical projects. Currently, the Groundskeeper I positions' duties and responsibilities are primarily limited to cleaning and maintaining the grounds. However, the General Laborer position is capable of performing a wider variety of tasks within their prescribed duties and responsibilities. Reclassifying the 3.00 Groundskeeper I positions and the 1.00 Groundskeeper II position will give the College an available crew of 6.00 General Laborer positions to meet the diverse needs of an aging Leeward CC campus. Through the application of an economy of force, campus projects will be completed in a shorter period time and therefore scheduling will be easier to coordinate.

Executive Summary - Leeward Community College
Administrative Services, Operations and Maintenance Section
Page 2

The total cost of this reorganization is estimated to be approximately \$6,000 and will be funded entirely by reallocation of funds within the campus' current services budget. No additional funds will be required in the future for these personnel actions.

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REORGANIZATION PROPOSAL REQUEST

Leeward Community College

Administrative Services, Operations and Maintenance Section

I. Present Organization

Leeward Community College (CC) is organizationally within the Community College system of the University of Hawai'i (UH). Under the present organization, the Personnel Office, the Business Office, and Operations and Maintenance sections comprise the Administrative Services Office. The Administrative Services Office is headed by the Director of Administrative Services, Position No. 89083, who serves as the chief administrative officer for the College.

The Administrative Services Office provides services which include budgetary and financial management, personnel management and administration, procurement and property management, facility maintenance, security, telecommunications, auxiliary services, and physical facilities planning of both repair and maintenance and capital improvement projects.

The Operations and Maintenance Section is headed by an UH Auxiliary and Facilities Services Officer IV, Position No. 81281, who is supported by a Clerk IV, Position No 19605. This section consists of four (4) units: Clerical support, Maintenance and Grounds, Custodial, and Security. The Maintenance and Grounds unit consists of three (3) subunits which are Maintenance, Grounds, and Equipment. The other three (3) units are supervised by an UH Auxiliary and Facilities Services Officer IV, Position No. 81281, a Janitor Supervisor I, Position No. 17706, and a University Security Officer II, Position No. 26002.

The Maintenance and Grounds unit within the Operations and Maintenance Section of the Administrative Services Office at Leeward CC is the focus of this proposed reorganization.

II. Proposed Organization

Leeward CC is proposing to consolidate the Maintenance, Grounds, and Equipment subunits into one (1) unit called Maintenance and Grounds. This unit will be supervised by a Building Maintenance Worker II, Position No. 21997. This position will coordinate all request for repairs and

The principal assumption underlying this proposal is that efficiency and effectiveness of the Unit will be increased if similar functions are reporting to a single supervisor. Having a single person responsible for the entire Maintenance and Grounds unit will improve coordination of projects. The line of communication will be direct to subordinates, resulting in a faster response time in planning, coordinating, directing, and implementing all work projects and assignments.

The Building Maintenance Worker II position will oversee and supervise the Maintenance, Grounds, and Equipment units. Based on the revised duties and responsibilities, the Building Maintenance Worker II position may be reclassified as a Building and Grounds Supervisor I position. This position will be responsible for the Maintenance and Grounds unit and will supervise and coordinate repair and maintenance of buildings, facilities, and other paved areas and grounds maintenance activities through subordinate working foremen. The additional cost of this reclassification is estimated to be \$3,072 annually. If necessary, funds will be permanently reallocated from Other Supplies, object code 3400, in the Institutional Support Program, UOH 325.

Currently, the Groundskeeper positions' duties and responsibilities are primarily limited to cleaning and maintaining the grounds. However, the General Laborer position is capable of performing a wider variety of tasks within their prescribed duties and responsibilities. By reclassifying the three (3.00) Groundskeeper positions and the one (1.00) Groundskeeper II position, it will give the College an available crew of six (6.00) General Laborer positions to meet the diverse needs of an aging Leeward CC campus. Through the application of an economy of force, campus projects will be completed in shorter period time and therefore scheduling will be easier to coordinate. General Laborer positions are capable of performing groundskeeping work as well as unskilled jobs such as assisting the two (2.00) Building Maintenance Worker I positions and Maintenance Mechanic I position. A benefit to this reclassification is that it provides exposure for the General Laborer positions to other types of work that may eventually lead to semiskilled positions within the organization.

Furthermore, this reorganization will minimize the span of direct supervision by the UH Auxiliary and Facilities Services Officer IV position from six to four which will include three (3) units and a clerical support staff. The UH Auxiliary and Facilities Services Officer IV position will be able to provide professional level services in the critical areas of preventive maintenance planning and directing the entire College's Operations and Maintenance

section. This position is also responsible for providing technical support and advice on all matters relating to facilities planning and management, telecommunications, transportation services, health and safety issues, campus security and auxiliary services to the Director of Administrative Services position. The UH Auxiliary and Facilities Services Officer IV position will be able to work closer with the UH Community College's Facilities Planning Office as it relates to campus repair and maintenance projects as well as capital improvement projects.

The positions affected in the proposed reclassification of Groundskeeper positions to General Laborer positions are:

1. One (1.00) Groundskeeper II, Position No. 26752, and
2. Three (3.00) Groundskeeper I, Position Nos. 17709, 21588, and 21589.

The Groundskeeper II, Position No. 26752 will be reallocated to a General Laborer III position. This position is a working supervisor and will have direct supervision over the five (5.00) General Laborer positions and coordinate work assignments. The General Laborer III position will report to the proposed Building and Grounds Supervisor I position. Although the proposed reallocation will increase the span of control for the General Laborer III, it will reduce overlapping responsibilities and improve response time for repairs. Additionally, without the General Laborer III position, the Building and Grounds Supervisor I position would have to supervise ten (10) positions. Establishing a General Laborer III position will reduce the span of control from ten (10) to a manageable five (5) positions. The anticipated additional cost due to the reclassification of the Groundskeeper to General Laborer is approximately \$2,900 per annum. To meet the additional cost, funds will be reallocated internally from Other Supplies object code 3400, in Leeward CC's Institutional Support Program, UOH 325.

The total cost of this reorganization is estimated to be \$6,000 and will be funded entirely by reallocation of funds within the campus' current services budget. No additional funds will be requested.

IV. Reasons for Proposing the Reorganization

The purpose of this reorganization is to maximize efficiency by consolidating the Maintenance and Grounds subunits into one (1) unit. The current organizational structure has six (6) individuals reporting directly to the UH

Auxiliary Services Officer IV position. Through consolidation, the Operations and Maintenance section will comprise four (4) units, including the clerical support unit. The reorganization proposal will provide more efficient and effective planning and coordination of the operating subunits within the Maintenance and Grounds unit of the Operations and Maintenance section.

Time spent by the UH Auxiliary Services Officer IV position directly supervising a greater number of subordinates reduces valuable time that can be spent on the many other responsibilities of the position.

V. Alternatives Considered

Maintain the current structure whereby the UH Auxiliary Services Officer IV position will continue to provide direct supervision to a wide variety of unit supervisors rather than three (3) line supervisors and a clerical support staff. Continuing the existing organizational structure has resulted in inefficiencies and has eventually reduced morale as communication and leadership is diminished. Time spent supervising each subunit takes time that could be better utilized performing professional level support service require of the UH Auxiliary Services Officer IV position.

VI. Other

This reorganization proposal will not result in major functional or organizational changes. However, the following minor amendments to the functional statements will be reflective of actual office functions.

- A. Personnel Office - to include recruitment, labor relations, classification, workers' compensation and student employment.
- B. Business Office - to delete reference to inventory management and duplicating services.

Inventory management is also cited as a function of the Operations and Maintenance section, Clerical/Other Support unit. This duplication of function is in error as the position description for the Clerk IV position, No. 19605, states that this position is responsible for equipment inventory. Duplicating services is the responsibility of the Educational Media Center in Academic Support as it provides media services for the College.

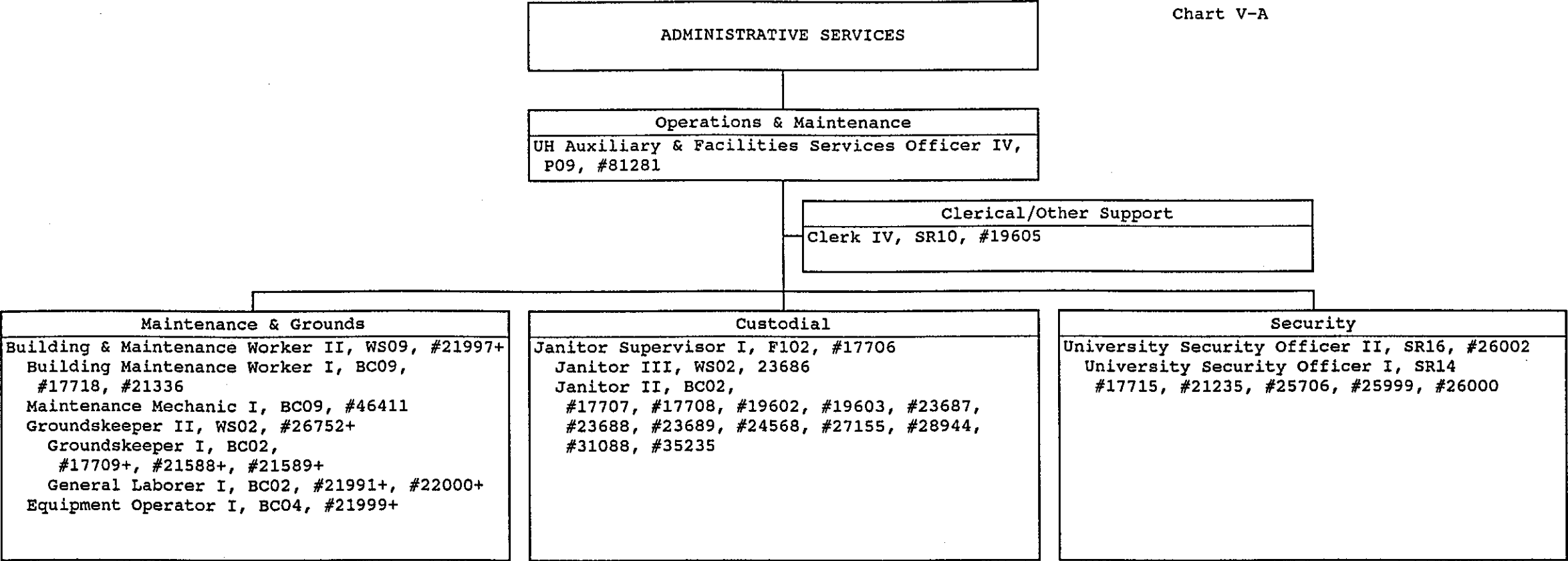
APPROVED

**ORGANIZATIONAL CHART
AND
FUNCTIONAL STATEMENT**

STATE OF HAWAII
UNIVERSITY OF HAWAII
COMMUNITY COLLEGES
LEEWARD COMMUNITY COLLEGE
ADMINISTRATIVE SERVICES

Position Organization Chart

Chart V-A



+To be redescribed

APPROVED/DISAPPROVED:
[Signature] 12/17/97
SENIOR VICE PRESIDENT/ DATE
CHANCELLOR FOR COMMUNITY COLLEGES

PERM
GENERAL FUND 33.00

ADMINISTRATIVE SERVICES

Responsible for the planning, organizing, and directing of all administrative support services required by the College. These services include, but are not limited to, overall management processes, budgetary and financial management, personnel management and administration, procurement and property management, facility's maintenance, security, and physical facilities planning of both repair and maintenance and capital improvement projects and the auxiliary services.

Personnel Office

Oversees the College's personnel management and administration on matters relating to recruitment and appointments, labor relations, classification, worker's compensation, student employment and insuring adherence to established policies, regulations, collecting bargaining contracts, etc.

Business Office

Oversees the College's fiscal operations including accounting, disbursing, cashiering, contracts and grants management, procurement, payroll, etc.

Operations and Maintenance

Clerical/Other Support

Provides clerical support to the Operations and Maintenance Section, in the areas of equipment inventory, mail service and telecommunication systems, and receives and delivers goods and supplies to the entire campus.

Maintenance and Grounds

Oversees the College's maintenance of facilities and grounds including the maintaining of physical facilities, landscaped areas, roadways and parking areas, etc.

Custodial

Oversees the College's custodial services to maintain health and sanitation standards.

Security

Oversees the College's security program which provides for the protection of personnel and property.

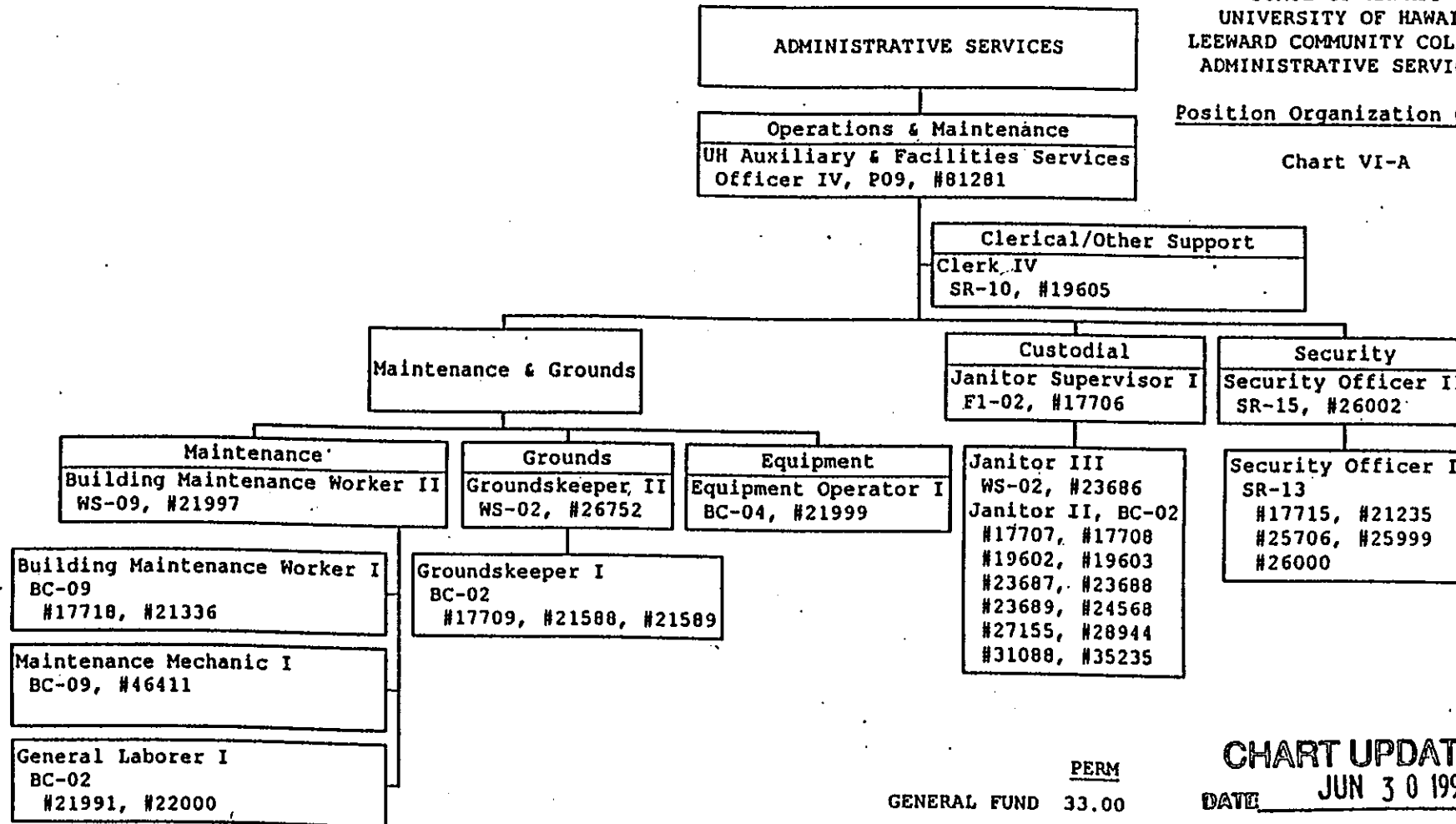
PREVIOUS

ORGANIZATIONAL CHART
AND
FUNCTIONAL STATEMENT

STATE OF HAWAII
UNIVERSITY OF HAWAII
LEEWARD COMMUNITY COLLEGE
ADMINISTRATIVE SERVICES

Position Organization Chart

Chart VI-A



PERM
GENERAL FUND 33.00

CHART UPDATED
JUN 30 1996
DATE

ADMINISTRATIVE SERVICES

Responsible for the planning, organizing, and directing of all administrative support services required by the College. These services include, but are not limited to, overall management processes, budgetary and financial management, personnel administration, procurement and property management, facilities maintenance, security, and physical facilities planning of both repair and maintenance and capital improvements projects and the auxiliary services.

Personnel Office

Oversees the College's personnel functions including the processing of personnel transactions, insuring adherence to established policies, regulations, collective bargaining contracts, etc.

Business Office

Oversees the College's fiscal operations including accounting, disbursing, cashiering, contracts and grants management, procurement, inventory management, duplicating services, payroll, etc.

Operations and Maintenance

Clerical/Other Support

Oversees for providing clerical support to the Operations and Maintenance Branch. Responsible for the College's inventory management, mail services, telecommunication systems, and receiving and delivering of goods and supplies.

Maintenance and Grounds

Oversees the maintenance of the College's facilities and grounds including the maintaining of physical facilities, landscaped areas, roadways and parking areas, etc.

Custodial

Oversees for the custodial services to maintain health and sanitation standards.

Security

Oversees the College's security program which provides for the protection of personnel and property.