UNIVERSITY OF HAWAI'I

Information Technology Services
Office of the Chief Information Officer

NOV - 8 2005

November 7, 2005

MEMORANDUM

TO: The Honorable James R. "Duke" Aiona, Jr.
Lieutenant Governor, State of Hawai'i

FROM: David Lassner
Chief Information Officer

SUBJECT: **NOTIFICATION OF APPROVED REORGANIZATION, UNIVERSITY OF HAWAI'I, OFFICE OF THE VICE PRESIDENT OF ADMINISTRATION, INFORMATION TECHNOLOGY SERVICES**

Transmitted for your files is a copy of the reorganization which was approved by the University for Information Technology Services. The purpose of the reorganization is explained in the accompanying executive summary.

If you have any questions regarding this matter, please contact Garret Yoshimi at (808) 956-4566, or me at (808) 956-3501.

Enclosures

c: The Honorable Georgina K. Kawamura
Director, Department of Budget and Finance
(w/ executive summary, reorganization proposal, previous and newly approved charts and functional statements)
The Honorable Marie C. Laderta
Director, Department of Human Resources Development
(w/ executive summary, reorganization proposal, previous and newly approved charts and functional statements)
University Office of Human Resources
(w/ executive summary, reorganization proposal, previous and newly approved charts and functional statements)
✓ University Budget Office
(w/ 2 copies each of executive summary, reorganization proposal, previous and newly approved charts and functional statements)

2532 Correa Road, Bldg 37, Honolulu, Hawai'i 96822
Telephone: (808) 956-3501, Facsimile: (808) 956-5025
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EXECUTIVE SUMMARY

UNIVERSITY OF HAWAII
OFFICE OF THE VICE PRESIDENT FOR ADMINISTRATION
INFORMATION TECHNOLOGY SERVICES

November 2005

Enclosed for your information is the approved reorganization of University of Hawaii, Office of the Vice President for Administration, Information Technology services. The reorganization within Information Technology Services (ITS) combines the existing Telecommunications and System Services groups into a single integrated group responsible for the University's system-wide technology infrastructure. The resulting organization will provide improved synergies and operating efficiencies among the elements of ITS responsible for designing, delivering and ensuring the continuous availability of complex integrated information technology infrastructure services to the University community at-large, with the overarching objective of improving service to students, faculty, staff and administrators throughout the State, even without additional resources.

No new funds, space or positions are required to implement this reorganization.

REORGANIZATION PROPOSAL
UNIVERSITY OF HAWAII
INFORMATION TECHNOLOGY SERVICES (ITS)

November 2005

PRESENT ORGANIZATION

Information Technology Services (ITS) is a major support division that now reports dually to the Office of the President and the Office of the Vice President for Administration. ITS provides all system-wide information technology support and also serves as the only campus-wide information technology support unit for the UH-Manoa campus. ITS is currently composed of the Office of the Chief Information Officer (CIO), four technology support groups and an administrative services group. These groups are:

1. Office of the CIO
2. Management Information Systems
3. Telecommunications
4. System Services
5. Distributed Learning & User Services
6. Administrative Services

PROPOSED ORGANIZATION

The proposed reorganization combines the Telecommunications and System Services groups into a single integrated group. The integration of the currently separate infrastructure engineering, support and operations functions into this new Technology Infrastructure group will provide further synergies and significant new operating efficiencies to help ITS better respond to the entire university system's needs for a robust, "always-on" 24 hour-a-day, 7 day-a-week (24x7) technology infrastructure. Leveraging all possible synergies and operating efficiencies is absolutely essential to meeting customer needs given the realities of inadequate financial resources.

The integrated Technology Infrastructure group will simplify and improve ITS internal operations to improve the overall delivery of technology infrastructure services. Most significantly, the creation of an integrated Technology Infrastructure group will enable ITS to create a fully integrated Information Technology Operations Center, or ITOC. The ITOC will be responsible for continuous, 24x7 proactive monitoring of the University's system-wide systems and system-wide networks. Currently, these two components of the University's technology infrastructure are designed, delivered and operated by two completely separate groups within ITS. The ITOC will be responsible for

monitoring, problem detection, first response and front-line operational support to enhance the ability of ITS to quickly and pro-actively respond to problems and incidents with any of the University's core systems and networks that affect the broad suite of University applications and services that rely upon the University's complex and inter-related overall information technology infrastructure. In structuring the new Technology Infrastructure group, including the ITOC, ITS will continue to use the organizational model that it has found to be successful throughout the division; within each group a small group of supervisory personnel oversee operational staff in readily reconfigurable teams.

The formation of the new integrated Technology Infrastructure group, and the creation of the ITOC are absolutely essential to the implementation of the University's Strategic Plan for Information Technology and the delivery of 21st century services to the entire University of Hawaii community. The direct benefit of these actions will be noticeable improvements in the availability of the system-wide information technology infrastructure that is essential to modern teaching, learning, research and administration.

The proposed reorganization does not affect the existing ITS Functional Statement.

BACKGROUND/NATURE OF THE PROPOSED REORGANIZATION

Conditions and Factors Prompting this Reorganization

The students, faculty and staff who rely on the University's information technology infrastructure are increasingly "24x7" in nature, and are placing ever-more complex and rigorous demands on that information technology infrastructure. At the same time, this information technology infrastructure has evolved to develop critical interdependencies among the systems of networks, servers and software components. In the UH Strategic Plan for Information Technology, the University recognized the need and intrinsic value of investment in the personnel, systems and processes required to support a robust and highly available technology infrastructure. Yet fiscal realities dictate that we must deal with increasing complexity without a commensurate increase in resources.

ITS must establish a single, integrated ITOC with the required organization, tools and processes necessary to improve the availability of the University's increasingly complex and integrated information technology infrastructure. Implementation of independent operations centers within separate Telecommunications and Systems Services groups would be both inefficient and ineffective, as such a dual approach fails to consider the highly integrated nature of today's information technology infrastructure. The majority of incidents involving the University's information technology infrastructure involve elements of both the telecommunications network and the centralized host resources. The current bifurcated organizational structure will result in separate, often

overlapping and inefficient efforts to diagnose and repair problems. In order to cost-effectively support the University's mission-critical technology infrastructure, ITS must first fully integrate the efforts, resources and staff in the currently separate Telecommunications and Systems Services groups to create a single, service oriented "touch-point" responsible for ensuring the well-being of the University's integrated and highly complex information technology infrastructure.

Effects on Staffing

The current civil service Computer Operator, Computer Operator Supervisor, Key Equipment Operator and Key Equipment Supervisor class specifications were developed during an era of centralized mainframe-based data processing, and are no longer appropriate for the needs of the University's 21st century, Internet enabled information technology infrastructure. This is not a reflection on the performance or dedication of the incumbents in these positions, but is an inherent problem with the underlying class concepts which specify duties that are no longer required and do not include the kinds of proactive independent analysis and decision-making that are required to maximize the availability of a complex information technology infrastructure composed of interconnected systems and networks.

In order to maximize the opportunity for professional growth for all current Computer Operators and Supervisors, while best utilizing all current ITS human resources, Computer Operator and Computer Operator Supervisor positions will be assigned to the ITOC to participate in the critical monitoring and incident response roles. Consistent with the effort to maximize the utility of personnel resources on all shifts, all positions assigned to the ITOC will report to, and be supervised by IT Specialists designated as responsible for ITOC shift operations. This reorganization proposes to transfer responsibility for supervising all Computer Operator and Computer Operator Supervisor positions to IT Specialists. It is anticipated that the classification of some Computer Operator Supervisor positions will be adversely impacted by these changes. However, in accordance with the provisions of their respective collective bargaining agreements, the incumbents of these positions will retain their current basic rate of pay.

While the Computer Operator and Computer Operator Supervisor classes are inherently of diminishing value to the University as they reflect a mainframe-centric data processing environment that is no longer relevant, ITS clearly recognizes the long-standing service of the current incumbents in the affected positions. ITS, as part of its ongoing commitment to excellence in human resource development, will provide opportunities for these individuals to develop the necessary skills to migrate to the IT Specialist classification if they wish to apply for new ITOC positions as they are created and filled.

used to establish two IT Specialist positions to improve support for core ITS functions. As additional Computer Operations Supervisor and Computer Operator positions become vacant through attrition, they will be abolished and the position counts will be used to establish IT Specialist positions to increase support for core ITOC and related functions.

5. All filled Computer Operator and Computer Operations Supervisor positions will function under the supervision and direction of IT Specialists as part of the ITOC operations. There will be no negative financial impact on any incumbents, and all will be provided the opportunity for additional training and be eligible to apply for any IT Specialist positions in the organization.

6. Facilities Planning and Design, position no. 81326, will be redescribed to reflect supervision over Research Support (Electronics Engineer) position no. 81990, and Facilities Planning and Design, position no. 81737. In that capacity position no. 81326 will be leading the team with primary responsibility for wiring and power infrastructure.

7. Secretary I, position no. 36650 (currently vacant), will be abolished and the position count will be used to establish an IT Specialist to support core ITOC functions.

8. Encumbered Telephone Operator III and Telephone Operator II positions will function under the direction of the APT who has responsibility over the applicable functional area. There will be no negative financial impact on existing personnel. As these positions become vacant through attrition, they will be abolished and the position counts will be used to establish position consist with the needs of the program at that time.

9. IT Specialist, position no. 80066 (currently vacant) will be moved into the new Technology Infrastructure group. The position description will be updated to reflect new responsibilities in support of core ITOC functions.

10. All other incumbents and positions in Telecommunications and System Services will move into this new group intact.

11. No new positions will be required as a result of this reorganization.

Impacts on Services and Students

This reorganization will improve services throughout the University system by improving the alignment of technical resources to recognize the increasing interdependence of systems and networks in an integrated information technology infrastructure, and to cost-effectively monitor and respond to incidents impacting the University's information technology infrastructure in a timely manner. The benefits to students, faculty and staff will be to improve the

availability and reliability of the wide breadth of services and applications that rely on the University's information technology infrastructure on a 24x7 basis.

Costs and Space

No new funds or space will be required to implement this reorganization.

REASONS FOR THE PROPOSED REORGANIZATION

This Reorganization will enable the most cost-effective creation of an integrated Information Technology Operations Center (ITOC) to improve and maximize the availability of all IT-dependent systems and services throughout the University of Hawaii system. The reorganization will clarify and streamline the ITS organization to address potential confusion related to overlapping functionality with respect to the 24x7 monitoring and first-response functions within the current Telecommunications and System Services groups. While many of the higher level design and engineering functions will continue to operate independently, it is clear that both the economies of scale and scope will be served by bringing the Telecommunications and System Services groups together to leverage knowledge and expertise.

ALTERNATIVES CONSIDERED

Two alternatives were considered: (1) establish the ITOC as a new, separate functional group, and (2) leave the current structure intact. Both were considered unacceptable as neither addressed the current multi-group inefficiencies nor were able to provide cost-effective and feasible solutions to the urgent need to establish the ITOC as called for in the UH Strategic Plan for Information Technology.

Establishing the ITOC as a separate functional group would require resources that are completely unavailable in today's constrained fiscal environment and is completely unfeasible. This would also go counter to the general strategy to organize for functional synergy and organizational efficiency. It would also increase the complexity in the lines of communication between and among functional groups within ITS, including with the engineers and other technical staff in both System Services and Telecommunications who must work with the ITOC on a daily basis.

Leaving the current structure intact does not allow ITS to effectively address the requirements of the University's students, faculty and staff who require a robust 24x7 information technology infrastructure to support their learning, teaching, research and administrative roles. Simply preserving the status quo would be a disservice to the many customers that have become increasingly dependent on information technologies to achieve excellence in their diverse activities.

CURRENT

STATE OF HAWAI`I
UNIVERSITY OF HAWAI`I
SYSTEMWIDE ADMINISTRATION
INFORMATION TECHNOLOGY SERVICES

FUNCTIONAL STATEMENT

Introduction

Information Technology Services has responsibility and authority for University of Hawaii information technologies including telecommunications, academic computing and administrative information systems. It has operational responsibility for UH-Manoa campuswide facilities and services, and Systemwide responsibility for planning, policy, coordination, external relations and operational activities cutting across campuses.

Major Functions

Provides a broad range of information technology facilities to meet the instruction, research, public service and administrative needs of the University community, including appropriate centralized computing facilities for the System, campuswide computer lab facilities for UH Manoa, and libraries of software.

Provides a broad range of information technology services to meet the instruction, research, public service and administrative needs of the University community, including dissemination of information relating to the use of information technology in higher education, provision of informal classes, seminars, training and documentation in the effective use of information technologies, and consultation and support in the planning and use of information technologies to meet specific functional statements.

Provides effective and secure administrative information systems (fiscal, student, human resources, budget, etc.) and assists users in accessing these systems for transaction processing, updating information, and retrieving relevant data and reports.

Provides effective and economical telecommunications networks that supply voice, data and video services to meet Systemwide needs relating to instruction, research, public service and administration, including the provision of Systemwide access to and external liaison with state, national and international networks and information technology services.

Provides instructional technologies to facilitate Statewide access to high-quality higher education; coordinates Systemwide use of shared telecommunications and distance education technologies; and operates UH Manoa-based distance education technologies and systems,

Develops strategic plans, programs and policies pertaining to all aspects of information technology; provides consultation to University executive offices relating to information technology; promotes and represents the university's information technology activities, programs and plans within the University and to relevant Statewide, national and international communities.

NO CHANGES

STATE OF HAWAI`I
UNIVERSITY OF HAWAI`I
SYSTEMWIDE ADMINISTRATION
INFORMATION TECHNOLOGY SERVICES

FUNCTIONAL STATEMENT

Introduction

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PRESIDENT
UNIVERSITY OF HAWAI'I SYSTEM

VICE PRESIDENT FOR ADMINISTRATION

STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
SYSTEMWIDE ADMINISTRATION
INFORMATION TECHNOLOGY SERVICES

Chart III

Information Technology Services

Chief Information Officer		89268

Secretary IV	SR18	40855
Clerk Typist III	SR10	35456
IT Specialist	PBC	80057
Institutional Analyst	PBC	77249

Administrative Services

Administrative Officer	PBC	80500
Clerk IV	SR10	15463
Administrative Officer	PBB	80160
Administrative Officer	PBB	81753
Administrative Officer	PBA	81702
Adm & Fiscal Supp Sp	PBA	81604
Clerk III	SR08	22676

Management Information Systems

IT Specialist	PBD	79907
IT Specialist	PBC	80063
IT Specialist	PBC	81874
(See NOTE 1)		
IT Specialist	PBC	81069
IT Specialist	PBB	79914
IT Specialist	PBB	79957
IT Specialist	PBB	80042
IT Specialist	PBB	80044
IT Specialist	PBB	80060
IT Specialist	PBB	80214
IT Specialist	PBB	80464
IT Specialist	PBB	80466
IT Specialist	PBB	80483
IT Specialist	PBB	81839
IT Specialist	PBB	81842
IT Specialist	PBB	81852
IT Specialist	PBB	81863
IT Specialist	PBB	81907
IT Specialist	PBB	81908
IT Specialist	PBB	81999
IT Specialist	PBA	80036
IT Specialist	PBA	80047
IT Specialist	PBA	80050
IT Specialist	PBA	80434
IT Specialist	PBA	80484
IT Specialist	PBA	81644
IT Specialist	PBA	81905
IT Specialist		96826F**
IT Specialist		96827F**

Telecommunications

IT Specialist	PBD	80224
Secretary II	SR14	12573
Aux & Fac Svcs Officer	PBB	80040
(See NOTE 1)		
Aux & Fac Svcs Off	PBB	80827
Aux & Fac Svcs Off	PBB	80917
Clerk IV	SR10	11960
Electronics Engr	PBC	81737
Electronics Engr	PBB	81355
Electronics Tech	PBB	80823
Electronics Tech	PBB	81990
IT Specialist	PBD	81631
IT Specialist	PBC	80070
IT Specialist	PBB	81169
IT Specialist	PBB	81231
IT Specialist	PBB	81598
IT Specialist	PBB	81856(B)
Registered Engr	PBB	81326
Tel Op III	SR09	00781
Tel Op II	SR07	12859

System Services

IT Specialist	PBD	80077
Secretary II	SR14	12964

Systems Engineering

Secretary I	SR12	36650*
IT Specialist	PBC	80064
IT Specialist	PBC	80078
IT Specialist	PBC	80083
IT Specialist	PBC	81430
IT Specialist	PBC	81646
IT Specialist	PBC	81883
IT Specialist	PBB	80054
IT Specialist	PBB	80071
IT Specialist	PBB	80218
IT Specialist	PBB	80911
IT Specialist	PBB	81587

Systems Operations

IT Specialist	PBC	80066
IT Specialist	PBB	80016
IT Specialist	PBB	80048
IT Specialist	PBA	81625
Comp Op Supv II	SR23	26650
Comp Op Supv I	SR19	21533
Comp Oper II	SR15	26466
Comp Oper II	SR15	26467
Comp Oper II	SR15	36754
Comp Op Supv I	SR19	14823
Comp Oper II	SR15	26464
Comp Oper II	SR15	30962
Comp Oper II	SR15	36753
Comp Op Supv I	SR19	11869
Comp Oper II	SR15	26459
Comp Oper II	SR15	26463
Key Eq Supv I	SR12	00749
Key Eq Op I	SR08	15499(B)

Distributed Learning & User Services

IT Specialist	PBD	81042
Secretary II	SR14	18023
IT Specialist	PBC	80043
IT Specialist	PBC	80062
IT Specialist	PBB	81870
Media Specialist	PBB	81043
(See NOTE 1)		
Electronics Tech	PBA	81686
IT Specialist	PBC	81642
IT Specialist	PBC	81647
IT Specialist	PBB	80033
IT Specialist	PBB	80055
IT Specialist	PBB	80058
IT Specialist	PBB	80061
IT Specialist	PBB	80907
IT Specialist	PBB	80909
IT Specialist	PBB	81202
IT Specialist	PBB	81549
IT Specialist	PBB	81724
IT Specialist	PBB	81727
IT Specialist	PBB	81728
IT Specialist	PBB	81855(B)
IT Specialist	PBA	80416
IT Specialist	PBA	80046
IT Specialist	PBA	80056
IT Specialist	PBA	81649(B)
Media Specialist	PBA	77135
Media Specialist	PBA	81356

NOTE 1: These staff may report to any of the above supervisors on a project and/or rotational basis based on changing institutional priorities and requirements and shifting work assignments. (Except Tel Op II, Posn 12859 will continue to report to Tel Op III, Posn 00781)

*position to be redescribed
** position appropriated pending establishment

CHART UPDATED
DATE JUL - 1 2005

General Funds	115.00
(B) Special Funds	4.00

STATE OF HAWAII
UNIVERSITY OF HAWAII
SYSTEMWIDE ADMINISTRATION
INFORMATION TECHNOLOGY SERVICES

Chart III
UPDATED

Approved:
David Lassner, Chief Information Officer
Date: 7 NOV 2005

PRESIDENT
UNIVERSITY OF HAWAII SYSTEM

VICE PRESIDENT FOR ADMINISTRATION

Information Technology Services

Chief Information Officer		89268

Secretary IV	SR18	40855
Clerk Typist III	SR10	35456
IT Specialist	PBC	80057
Institutional Analyst	PBC	77249

Administrative Services

Administrative Officer	PBC	80500
Administrative Officer	PBB	80160
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Clerk IV	SR10	15463
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Electronics Tech	PBA	81686
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IT Specialist	PBB	81855(B)
IT Specialist	PBA	80046
IT Specialist	PBA	80056
IT Specialist	PBA	80416
IT Specialist	PBA	81649(B)
Media Specialist	PBA	77135
Media Specialist	PBA	81356

Management Information Systems

IT Specialist	PBD	79907
IT Specialist	PBC	80063
IT Specialist	PBC	81874
(See NOTE 1)		
IT Specialist	PBC	81069
IT Specialist	PBB	79914
IT Specialist	PBB	79957
IT Specialist	PBB	79981
IT Specialist	PBB	80042
IT Specialist	PBB	80044
IT Specialist	PBB	80047
IT Specialist	PBB	80060
IT Specialist	PBB	80214
IT Specialist	PBB	80434
IT Specialist	PBB	80464
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IT Specialist	PBB	81852
IT Specialist	PBB	81863
IT Specialist	PBB	81907
IT Specialist	PBB	81908
IT Specialist	PBB	81999
IT Specialist	PBA	79978
IT Specialist	PBA	80036
IT Specialist	PBA	80050
IT Specialist	PBA	80484
IT Specialist	PBA	81644
IT Specialist	PBA	81905

Technology Infrastructure

IT Specialist	PBD	80224
Secretary II	SR14	12573
Aux & Fac Svcs Off	PBB	80040
Comp Op Supv I	SR19	11869*
Comp Op Supv I	SR19	14823*
IT Specialist	PBD	80077
Secretary II	SR14	12964
Registered Engr	PBB	81326*
(See NOTE 1)		
Aux & Fac Svcs Off	PBB	80827
Aux & Fac Svcs Off	PBB	80917
Clerk IV	SR10	11960
Comp Op Supv II	SR23	26650
Comp Op Supv I	SR19	21533
Comp Oper II	SR15	26459
Comp Oper II	SR15	26463
Comp Oper II	SR15	26464
Comp Oper II	SR15	30962
Comp Oper II	SR15	26466
Comp Oper II	SR15	26467
Comp Oper II	SR15	36753
Comp Oper II	SR15	36754
Electronics Engr	PBC	81737
Electronics Engr	PBB	81355
Electronics Tech	PBB	80823
Electronics Tech	PBB	81990
IT Specialist	PBD	81631
IT Specialist	PBC	80064
IT Specialist	PBC	80066
IT Specialist	PBC	80070
IT Specialist	PBC	80078
IT Specialist	PBC	80083
IT Specialist	PBC	81430
IT Specialist	PBC	81646
IT Specialist	PBC	81883
IT Specialist	PBB	80016
IT Specialist	PBB	80048
IT Specialist	PBB	80054
IT Specialist	PBB	80071
IT Specialist	PBB	80218
IT Specialist	PBB	80911
IT Specialist	PBB	81169
IT Specialist	PBB	81231
IT Specialist	PBB	81587
IT Specialist	PBB	81598
IT Specialist	PBB	81856(B)
IT Specialist	PBA	81625
Key Eq Supv I	SR12	00749*
Key Eq Op I	SR08	15499(B)*
Secretary I	SR12	36650*
Tel Op III	SR09	00781
Tel Op II	SR07	12859

NOTE 1: These staff may report to any of the above supervisors on a project and/or rotational basis based on changing institutional priorities and requirements and shifting work assignments.

*positions to be redescribed

General Funds	115.00
(B) Special Funds	4.00

UNIVERSITY OF HAWAI'I

Office of Human Resources

July 15, 2005

The Honorable James Aiona, Jr.
Lieutenant Governor, State of Hawai'i
State Capitol
Honolulu, HI 96813

Dear Mr. Aiona:

SUBJECT: NOTIFICATION OF APPROVED REORGANIZATION OF THE SYSTEM OFFICE OF HUMAN RESOURCES

Enclosed for your files is a copy of the University of Hawai'i reorganization of the system Office of Human Resources, which was approved by the Vice President for Administration on July 11, 2005. The purpose of the reorganization is explained in the enclosed documents.

Should you have any questions, please call me at 956-8988.

Sincerely,

Edward Yuen
System Director of Human Resources

Enclosures

c: The Honorable Georgina Kawamura
Director, Department of Budget and Finance
The Honorable Kathleen Watanabe
Director, Department of Human Resources Development
University Budget Office
Vice President Callejo

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PROPOSAL FOR THE REORGANIZATION OF THE OFFICE OF HUMAN RESOURCES

Executive Summary
July 2005

The Office of Human Resources is proposing to replace the current organization where all OHR personnel report directly to the Director with a more traditional organization with section supervisors. The proposed reorganization establishes the following four sections: System Support and Analysis; Civil Service Employee Relations; Classification and Benefits; and Collective Bargaining and Labor Relations.

Prior to September 2002, the Office of Human Resources operated under an organizational structure very similar to that which is proposed in this reorganization. The prior System Director of Human Resources recommended moving to a very flat organizational structure to provide additional flexibility when making project assignments. However, since that time, the flat organizational structure, whereby all the positions report directly to the System Director of Human Resources, has proven to be an inefficient way to manage the varied and highly specialized functions which comprise the University's human resources management program.

Additionally, in February 2004, the Office of Collective Bargaining and Faculty Affairs was combined with the Office of Human Resources. This change resulted in the Director of Collective Bargaining position becoming the System Director of Human Resources. However, the reorganization did not change the flat organizational structure that is the subject of this proposal.

Finally, this reorganization proposal will not require any new positions, additional space or equipment. However, we intend to submit a request for an in-grade adjustment for the incumbent in Position No. 80540, for assuming supervisory and additional responsibilities in the Classification and Benefits section. The approximate annual cost of an in-grade adjustment is $2,268, which will be funded through an internal reallocation of funds.

UNIVERSITY OF HAWAI'I
OFFICE OF HUMAN RESOURCES
PROPOSED REORGANIZATION

I. PRESENT ORGANIZATION

The Office of Human Resources (OHR) is responsible for the system wide development and maintenance of personnel policies and procedures and the administration of human resources programs relating to Board of Regents' appointees, i.e., Faculty, Administrative, Professional and Technical (APT) personnel, and Executive/Managerial (E/M) employees. These programs include maintenance of the human resources information system, classification and compensation, labor relations, collective bargaining, employee benefits administration, staff development and training, and deferred compensation and tax deferred annuity administration. Under the direction of the Department of Human Resources Development, the OHR also oversees the implementation of the human resources program for the University's civil service employees.

Currently, the OHR is organized in a manner where all employees report directly to the director with no organizational separation by area of specialization.

II. PROPOSED REORGANIZATION

The proposed reorganization seeks to establish a more traditional structure by creating four sections, each specializing in a particular area(s) and headed by a supervisor. The reorganization will reduce the director's span of control which will increase the efficiency of day-to-day operations. The four proposed sections are: System Support and Analysis, Civil Service Employee Relations, Classification and Benefits, and Collective Bargaining and Labor Relations.

III. BACKGROUND/NATURE OF THE PROPOSED REORGANIZATION

The current organizational structure, which eliminated separate sections based on function, was approved and implemented in September 2002. It was anticipated that by having all staff reporting to the director there would be greater flexibility to assign personnel to projects based on program priorities and the urgency of assigned tasks. However, despite the approved organizational structure, for all practical purposes, the OHR has continued to assign work and organize projects based on the prior functional areas and continued to rely on senior staff members to lead major projects.

In February 2004, the Office of Collective Bargaining and Faculty Affairs was combined with the Office of Human Resources through a reorganization proposal approved by the Board of Regents. As a result, the Office of Human Resources assumed additional responsibility for faculty labor relations and contract negotiations.

The proposed reorganization is very similar to the organizational structure in place prior to the September 2002 reorganization with the exception of the workers' compensation function, which has since been moved to the Office of Risk Management. It is anticipated that the proposed organizational structure will still allow the director to reassign personnel to projects based on need and urgency, but will increase efficiency and productivity of day-to-day operations by placing supervision at the section level. Positions will be assigned to the section that most closely reflects their respective assignments and the anticipated needs of the office.

Under the proposed reorganization, in addition to the Director's Office, the OHR will be comprised of the following four separate sections which represent the four major functional areas of human resources management within the University:

- System Support and Analysis
- Civil Service Employee Relations
- Classification and Benefits
- Collective Bargaining and Labor Relations

IMPACT ON STAFFING AND RESOURCES

It is anticipated that there will be no adverse impact the level of service provided to the University community. Additionally, this reorganization will not adversely impact the classification of existing personnel, nor will it require additional positions, position variances, equipment or office space.

Following approval of the reorganization proposal we intend to update the position description of Institutional Support, PBC, position number 80540, to reflect supervisory responsibility over the staff of the Classification and Benefits section and responsibility for overseeing benefits administration. In conjunction with the newly assigned responsibilities, we also plan to recommend that the incumbent be given an in-grade adjustment of 4%. The approximate annual cost of the in-grade adjustment will be $2,268.

In conjunction with the organizational changes being proposed, we are also proposing to change the functional or working title utilized for the APT positions within the OHR. Specifically, on previous organizational charts, the APT positions, which are part of the Institutional Support career group, were referred to as "Personnel Officers." However, the working title more commonly used in the human resources field is "Human Resources Specialist," therefore we are recommending this more progressive working title be reflected on subsequent organizational charts.

IV. REASONS FOR PROPOSING THE REORGANIZATION

The proposed reorganization is being recommended because it reflects a more efficient organizational structure that addresses the highly specialized and distinct functional areas which comprise the University's human resources management function.

Under the proposed structure, the section supervisors will be accountable for the assignment of work in their respective sections and will be charged with managing their staff resources and establishing priorities for their section.

It is also anticipated that staff will receive more appropriate and timely assistance and feedback when the respective section heads are responsible for supervision and staff development within their section.

By clearly defining the areas of responsibility, it is also hoped that communication with the field personnel officers will be improved. By organizing staff according to designated functional areas, the campus personnel officers and others seeking assistance will be able to readily identify the appropriate OHR contact and will, therefore, receive more timely and accurate service.

V. OTHER ALTERNATIVES CONSIDERED

As an alternative to the proposed reorganization, the OHR could continue to maintain the current organizational structure. However, under the current structure, the Director is responsible for supervising all staff, which is less desirable because of the specialized nature of the work performed and because the sheer number of direct reports makes inefficient use of the director's time. The proposed organizational structure is more consistent with our long term goal of providing timely, accurate, and responsive service to the University community and others we service.

PREVIOUS

ORGANIZATIONAL CHARTS

AND

FUNCTIONAL STATEMENTS

STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
SYSTEMWIDE ADMINISTRATION
VICE PRESIDENT FOR ADMINISTRATION

PRESENT

OFFICE OF HUMAN RESOURCES
POSITION ORGANIZATION CHART

CHART III

OFFICE OF THE VICE PRESIDENT FOR ADMINISTRATION	
VP for Administration	89446

OFFICE OF HUMAN RESOURCES	
System Director of Human Resources	#89425
Assoc Director of Human Resources	#89053*
Secretary III SR-16	#15286

CHART UPDATED
DATE JUL 01 2004

Personnel Officer	PBD	#80518	Personnel Tech VII	SR-17	#03395
Personnel Officer	PBC	#80540, 80092, 77206	Personnel Clerk V	SR-14	#12894, 42423 12260, 45682
Personnel Officer	PBB	#80094, 81323, 80538, 81834, 81866, 81322, 80179, 80093	Personnel Clerk V	SR-13	#33088
			Personnel Tech VI	SR-15	#43098
Personnel Ofcr	PBA	#81255, 81419			
IT Specialist	PBB	#77028, 80394			

	Perm
General Fund	26.00

^ Excluded from position count, this chart
* To be redescribed

PRESENT

STATE of HAWAI'I
UNIVERSITY of HAWAI'I
OFFICE OF HUMAN RESOURCES
VICE PRESIDENT FOR ADMINISTRATION

MAJOR FUNCTIONS

The Office of Human Resources has systemwide responsibility for human resources management, including policy and procedure development, maintenance, and implementation; advisory services to units and staff services for executive decision-making. The System Director of Human Resources advises the Vice President for Administration and Chief Financial Officer and other senior executives on all human resources management matters.

The Director's Office has responsibility for planning, organizing, and managing the University's human resources program as it relates to Board of Regents appointees and Civil Service employees, employee benefits, and other related programs. This responsibility includes the development, implementation, and maintenance of personnel policies and procedures to ensure compliance with Board of Regents' Bylaws and Policies, Executive policies, State statutes, Federal laws and regulations, administrative procedures, and applicable collective bargaining agreements; the administration of the University's classification and compensation plan for APT and E/M personnel and of the State's classification and compensation plans for civil service employees; directing special projects and studies; providing leadership and advice to senior level executives on matters relevant to human resources issues; negotiating collective bargaining agreements; conducting hearings and rendering decisions on grievances; and administering the University's employee benefits, and staff development and training programs.

- Directs, administers, and coordinates the employee relations program for all employees including serving as the President's designee as hearings officer for grievances
- Develops and issues interpretive guidelines, policies, and procedures, including Executive Policies and Administrative Procedures
- Provides advisory services relative to rules, regulations, policies, and collective bargaining agreements relating to the management and direction of the University's employees
- Directs and administers on a systemwide basis, the civil service recruitment, examination, and personnel transaction programs
- Develops and implements classification and compensation systems, including classification actions on positions, reviewing compensation adjustment recommendations, and representing the University before appellate boards and commissions, as applicable
- Develops, directs, administers, and coordinates the job performance evaluation program
- Directs, administers, and coordinates the State return to work priority program
- Custodian of official personnel files for all civil service and Executive and Managerial employees and employees of undelegated system offices
- Directs, administers, and coordinates the labor relations program, including advisory services relative to investigation, discipline, problem resolution, contract interpretation, and policy interpretation
- Reviews E/M appointment and recommendation issues
- Coordinates the State's and University's benefit programs (Employer-Union Trust Fund, Retirement System, Part-Time, Seasonal Deferred Compensation, Tax Deferred Annuity Programs, etc.) for University employees on a systemwide basis. Serves as liaison with other State agencies

APPROVED

ORGANIZATIONAL CHARTS

AND

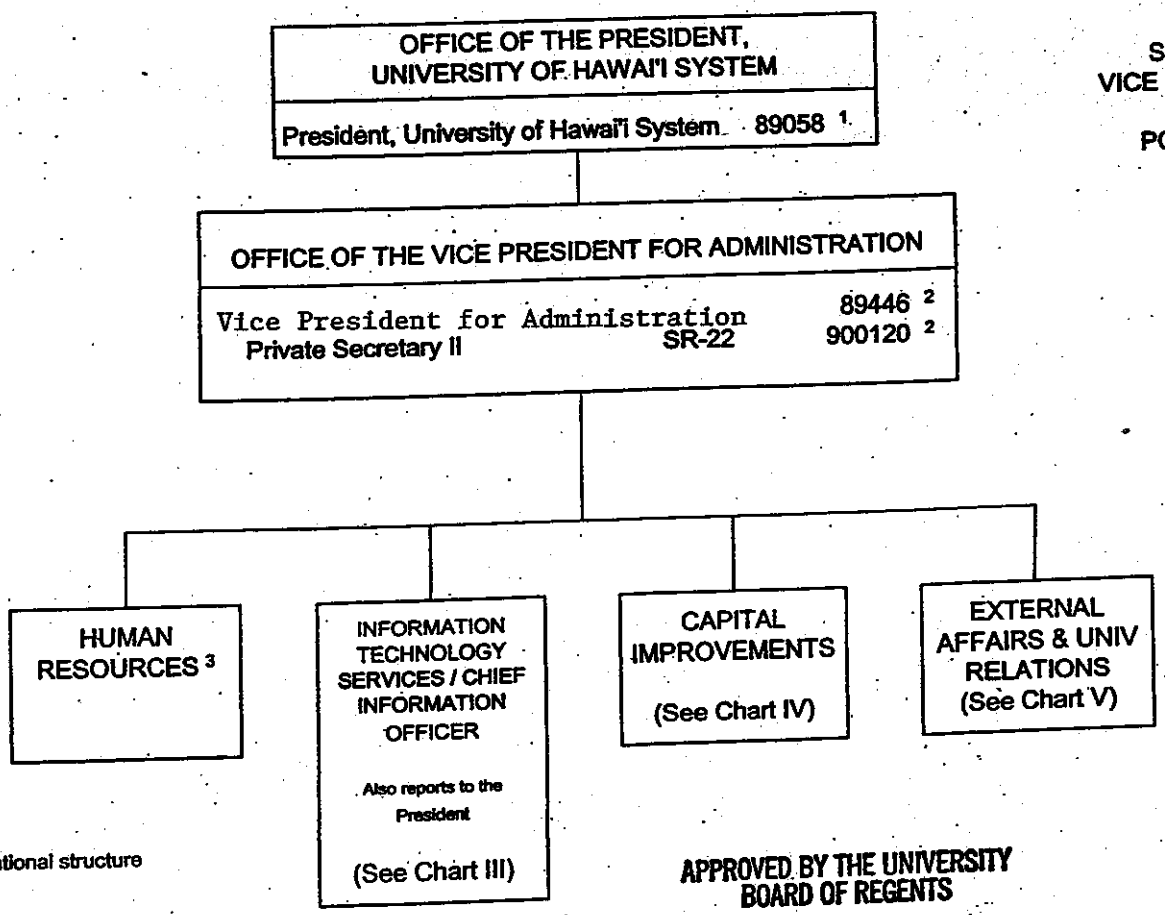
FUNCTIONAL STATEMENTS

PRESENT/
PROPOSED

STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
SYSTEMWIDE ADMINISTRATION
VICE PRESIDENT FOR ADMINISTRATION

POSITION ORGANIZATION CHART

CHART I



1 Excluded from position count
2 To be redescribed
3 No change to internal organizational structure

APPROVED BY THE UNIVERSITY
BOARD OF REGENTS
NOV 18 2004
Date

	Perm
General Fund	4.00
(W) Revolving Fund	4.00

Authorized Position Count (No Current Classification): OTTED 80528
Appropriated but not established: 96850F(W), 96851F(W), 96852F(W), 96853F(W)
To be Abolished (Position Count to be Retained): 89094

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