



UNIVERSITY
of HAWAII
SYSTEM

System Administration Office

June 26, 2008

MEMORANDUM

TO: Sam Callejo
Vice President for Administration

Howard Todo *Howard Todo*
Vice President for Budget and Finance/Chief Financial Officer

FROM: Carolyn Tanaka, Associate Vice President for External Affairs
and University Relations *Carolyn Tanaka*

Blanche Fountain, Director, Central Administrative Affairs *Blanche Fountain*
Brenna Hashimoto
Brenna Hashimoto, System Director of Human Resources

SUBJECT: Reorganization and Reassignment of Vacant Positions

SPECIFIC ACTION REQUESTED:

It is requested that you approve a reorganization and reassignment of vacant positions within our respective offices. The changes, as described in further detail in the attached proposal, are intended to address the following issues:

- 1) Add a new function, human resources, to the Central Administrative Affairs (CAA) office in conjunction with the transfer of all delegated personnel processing and management functions for the undelegated system offices;
- 2) Change the name of the CAA office to System Administrative Services (SAS) to reflect the programs it serves;
- 3) Transfer two vacant permanent position counts: Private Secretary II, 112678, and Institutional Support (Administrative Officer), 80536, from the Office of External Affairs and University Relations (EAUR) to SAS to handle the responsibilities of the transferred personnel functions and to provide additional fiscal and administrative support (these counts will be used to convert Administrative Officer, 78394, and Personnel Officer, 78673, from temporary to permanent); and
- 4) Abolish and delete the Administrative Services unit within EAUR and formally transfer supervision of the Administrative and Fiscal Support Specialist position, 80344, to the Associate Vice President.

In addition, in conjunction with this reorganization, it is also proposed that the vacant executive Director of System Administrative Affairs position, 89310, be transferred from the SAS to the Office of Human Resources (OHR) to be redescribed as the Associate Director of Human Resources.

ADDITIONAL COST:

This minor reorganization will require additional funds associated with the filling of the Associate Director of Human Resources position, as the funds for the former position were moved to Manoa. This cost will be covered through an internal redistribution of funds. There will be no additional costs to move the vacant position counts to the System Administrative Services to convert the two temporary positions to permanent.

RECOMMENDED EFFECTIVE DATE:

Upon approval.

PURPOSE:

The proposed reorganization and movement of three position counts within our respective system offices will provide for more efficient use of resources.

BACKGROUND:

Please refer to the attached reorganization proposal for a detailed explanation of the rationale and background regarding this request.


In addition, please be advised that the Hawai'i Government Employees Association has been consulted regarding the proposed reorganization and have raised no concerns.

ACTION RECOMMENDED:

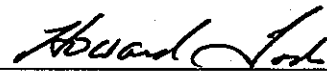
It is recommended that you approve a reorganization and reallocation of positions within our offices as described in the attached proposal.

Attachments

APPROVED / DISAPPROVED:

 JUN 30 2008
Sam Callejo
Vice President for Administration

APPROVED / DISAPPROVED:

 JUN 30 2008
Howard Todo
Vice President for Budget & Finance

**EXECUTIVE SUMMARY
REORGANIZATION PROPOSAL
UNIVERSITY OF HAWAII
OFFICE OF THE VICE PRESIDENT FOR ADMINISTRATION
EXTERNAL AFFAIRS AND UNIVERSITY RELATIONS
OFFICE OF THE VICE PRESIDENT FOR BUDGET AND FINANCE/CFO
CENTRAL ADMINISTRATIVE AFFAIRS OFFICE**

The purpose of this reorganization is to 1) add a new function, human resources, to the Central Administrative Affairs (CAA) office in conjunction with the transfer of all delegated personnel processing and management functions for the undelegated system offices; 2) to change the name of the CAA office to System Administrative Services (SAS) to reflect the programs it serves; 3) to transfer two vacant positions: Private Secretary II, 112678, and Institutional Support (Administrative Officer), 80536, from the Office of External Affairs and University Relations (EAUR) to SAS to handle the responsibilities of the transferred personnel functions and to provide additional fiscal and administrative support; and 4) to abolish and delete the Administrative Services unit from within EAUR and formally transfer supervision of the Administrative and Fiscal Support Specialist position, 80344, to the Associate Vice President. In addition, in conjunction with this reorganization, the vacant executive Director of System Administrative Affairs position, 89310, will be transferred from the SAS to the System Office of Human Resources (OHR) to be redescribed as the Associate Director of Human Resources. Reestablishment of this position and function will assist OHR by providing appropriate guidance and management over a multitude of highly visible, system-wide projects and issues including collective bargaining and labor relations, system analysis and support, and classification and compensation. The additional funds required to fill this position will be covered by the redistribution of internal funds.

Previously, responsibility for personnel processing and support for the undelegated system offices was provided jointly by the Community College Administrative Affairs office and the Office of Human Resources. Concurrently, fiscal and budget processing and support for a number of system offices was provided by a various offices including the Administrative Services unit within the Office of External Affairs and University Relations. This was being done due to the CAA losing its director to a leave of absence, the resignation of a secretary, and the abolishment of two Administrative Officer positions by the legislature which left just one Administrative Officer and an Administrative and Fiscal Support Specialist to serve the majority of the system offices.

By centralizing the day-to-day human resources, fiscal, budget and administrative support functions and transferring vacant permanent position counts to SAS to enable the conversion of two temporary position to permanent, the SAS office will be able to more effectively serve the undelegated system offices. The proposed organization would have no impact on students, but will have a positive effect on the programs that are served.

**REORGANIZATION PROPOSAL
UNIVERSITY OF HAWAII
OFFICE OF THE VICE PRESIDENT FOR ADMINISTRATION
EXTERNAL AFFAIRS AND UNIVERSITY RELATIONS
OFFICE OF THE VICE PRESIDENT FOR BUDGET AND FINANCE/CFO
OFFICE OF CENTRAL ADMINISTRATIVE AFFAIRS**

I. PRESENT ORGANIZATION

The Office of the Vice President for Budget and Finance/Chief Financial provides executive leadership in planning, organizing, directing, evaluating, and coordinating a wide range of budget and financial management functions for the University System. Reporting to the Vice President for Budget and Finance/CFO are the Financial Management, University Budget, and the Central Administrative Affairs (CAA) offices.

The Central Administrative Affairs office is responsible for the timely execution of various fiscal documents to support the systemwide programs. The Central Administrative Affairs office develops, allocates, and executes budget and allotment requirements. The office provides training and support of budget and finance matters for system program offices, and assures that purchases are in compliance with State and Federal policies and regulations. The office responds to legislative and administrative requests for system programs.

The Office of the Vice President for Administration provides executive leadership in planning, organizing, directing, evaluating, and coordinating the UH System wide administrative and support functions. Reporting to the Vice President of Administration are Office of Human Resources, Office of Capital Improvements, and Office of External Affairs and University Relations.

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 executives. 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.

The Office of External Affairs and University Relations provides system-wide leadership in planning, organizing, directing, evaluating, and coordinating the University's external affairs and relations. Program areas of responsibility

include: marketing, brand management and collegiate licensing; governmental liaison and coordinating activities; public relations, news and media relations; print, broadcast and electronic communications and design; and event planning and execution.

II. PROPOSED ORGANIZATION

The purpose of this reorganization is to 1) add a new function, human resources, to the Central Administrative Affairs (CAA) office in conjunction with the transfer of all delegated personnel processing and management functions for the undelegated system offices; 2) change the name of the CAA office to System Administrative Services (SAS) to reflect the programs it serves; 3) transfer two vacant permanent position counts: Private Secretary II, 112678, and Institutional Support (Administrative Officer), 80536, from the Office of External Affairs and University Relations (EAUR) to SAA to handle the responsibilities of the transferred personnel functions and to provide additional fiscal and administrative support (these counts will be used to convert Administrative Officer, 78394, and Personnel Officer, 78673, from temporary to permanent); and 4) abolish and delete the Administrative Services unit within EAUR and formally transfer supervision of the Administrative and Fiscal Support Specialist position, 80344, to the Associate Vice President.

In addition, in conjunction with this reorganization, the vacant executive Director of System Administrative Affairs position, 89310, will be transferred from the SAS to the Office of Human Resources (OHR) to be redescribed as the Associate Director of Human Resources. Reestablishment of this position and function will assist OHR by providing appropriate guidance and management over a multitude of highly visible, system-wide projects and issues ranging from collective bargaining and labor relations, to system analysis and support, and classification and compensation. . No formal change to the OHR organizational structure is needed to effectuate the transfer of this position. The additional funds required to fill this position will be covered by the redistribution of internal funds.

The transfer of day-to-day personnel processing, operations and administration for all undelegated system offices from OHR to the proposed SAS will include the following responsibilities: preparing and reviewing position descriptions, classification actions, and other broadband actions; coordinating recruitment, selection and appointment activities; ensuring EEO/AA compliance in all recruitment and hiring; generating all personnel actions on the PNF through Peoplesoft; overseeing student and casual payroll through the SCOPIS system; conducting new employee orientations and advising new employees of State benefits; distributing all hiring documents to respective departments and agencies; managing official personnel files for all APTs in the undelegated programs, and maintaining shadow files for all other employees in the affected programs;

assisting program managers and supervisors with employee relations and labor relations issues including disciplinary actions, grievances, and other employment actions; assisting program managers with organization changes; auditing, reconciling and correcting the leave records of affected employees; and serving as the principal delegated personnel officer for all undelegated system offices.

To fulfill these responsibilities, two vacant positions [Private Secretary II, 112678; and Institutional Support (Administrative Officer), 80536] identified by the Vice President for Administration in the Office of External Affairs and University Relations (EAUR) will be transferred to the SAS office and used to convert two temporary APT positions to permanent - Administrative Officer, 78394, and Personnel Officer 78673. As a result of this transfer, it also proposed that the Administrative Services unit within EAUR be abolished and that formal supervision of the remaining Administrative and Fiscal Support Specialist position, 80344, be transferred to the Associate Vice President.

III. BACKGROUND AND REASONS FOR THE REORGANIZATION

Historically, the CAA responsibilities were limited to fiscal and budget, and did not include any personnel functions. Under the prior University organizational structure, when the President of the University was also the Chancellor of Manoa, the Office of Human Resources and personnel from Mānoa's Auxiliary Enterprises provided primary support for personnel matters for undelegated units. When the reorganization took place and the Manoa campus was separated from the system offices, the Community College Administrative Affairs Office became a part of the System organization, falling under the direction of the VP for Administration and Chief Financial Officer. During these years, personnel officers from the Community College Administrative office and the Office of Human Resources performed the system offices' personnel duties.

In January 2003, CAA office lost its director due to a leave of absence and a secretary to resignation. Additionally, the 2004 legislature eliminated two of the three administrative officer positions in CAA. In order to continue providing budget and fiscal services with the filled Director of Administrative Affairs (81463) and the Administrative and Fiscal Support Specialist (80905), staff from the Office of External Affairs and University Relations as well as a secretary from the Community Colleges provided additional fiscal support. However, the "borrowing" of these employees to handle system fiscal functions put undue pressure on their respective units.

In 2005, a Vice President for Community Colleges position was re-established, and the Community College Administrative Affairs office was moved under this VP, leaving a void for personnel support for the rest of the system offices. To be able to accept the new function of personnel transactions and

human resource management from Community College Administrative Affairs, a vacant Secretary II position (22222) within CAA was abolished and the count was used to establish a personnel officer position in August 2007. The OHR continued to support the other half of undelegated system employees.

In April 2007, the "borrowed" secretary for the Community College was returned at her request. In early June, fiscal support from External Affairs also stopped when their administrative officer took a leave of absence. To be able to restore full fiscal and budget functions, we needed to restore one of the two lost administrative officer positions by creating a temporary administrative officer position.

Also in April 2007, three position counts and funds were moved from the system Office of Human Resources to Manoa to address an urgent need for staffing at the campus level, one of the positions being the Associate Director for Human Resources. Since the Associate Director of Human Resources is currently reflected on the official organization charts of the Office of Human Resources no change to the organizational structure or functional statements of the office is required. In conjunction with this reorganization, the Associate Director of Human Resources position will be reestablished, using the count for the executive System Director of Administrative Affairs (89310), to address the increased emphasis on policy development and to include expertise in the highly specialized functional areas which comprise the University's human resources management function.

IV. REASON FOR PROPOSING REORGANIZATION

Around August 2007, CAA assumed responsibility for the personnel functions previously performed by the Community College System Administration Office, however, additional staffing was needed in order to assume the additional personnel officer work being performed by OHR. By consolidating the day-to-day personnel, budget and fiscal operations for undelegated system offices it is anticipated that the SAS will be able to provide more efficient service to those offices. This will also allow the OHR to focus their attention on issues of system wide concern. The movement of the two vacant position counts from EAUR, which will be used to convert two filled temporary positions (Administrative Officer, 78394, and Personnel Officer, 78673) to permanent, will provide an appropriate level of staff support and will aid in stabilizing the staff in the unit.

As a result of the movement of the vacant administrative officer position count (80536) from EAUR to SAS, there was also a need to address the supervision of the remaining Administrative and Fiscal Support Specialist position, 80344. Since that position provides general administrative support to

the entire office, it was determined that the most appropriate placement of that position would be under the Associate Vice President, 89002. Movement of the Administrative and Fiscal Support Specialist position under the Associate Vice President, in turn, made it unnecessary to continue to recognize the Administrative Services function as a separate, distinct unit. Therefore, it is recommended that this unit be abolished and that the functions be absorbed by the Associate Vice President's office.

Lastly, although not requiring any organizational changes, in conjunction with the other personnel and position movements, it is also recommended that the vacant executive Director of System Administrative Affairs position, 89310, be transferred to the Office of Human Resources and redescribed as the Associate Director of Human Resources. The restoration of this function is necessary due to the considerable scope and complexity of the University's human resources program, which services more than 9,000 employees, and the increased focus on system wide policy development.

Although there is no direct cost associated with the organizational changes being proposed, additional funds will be needed to fill the proposed Associate Director of Human Resource position. The additional funding will be made through re-distributions of internal funds.

It is anticipated that the proposed organization will have no impact on students. However, it will likely positive affect for the programs that are served.

V. OTHER ALTERNATIVES CONSIDERED

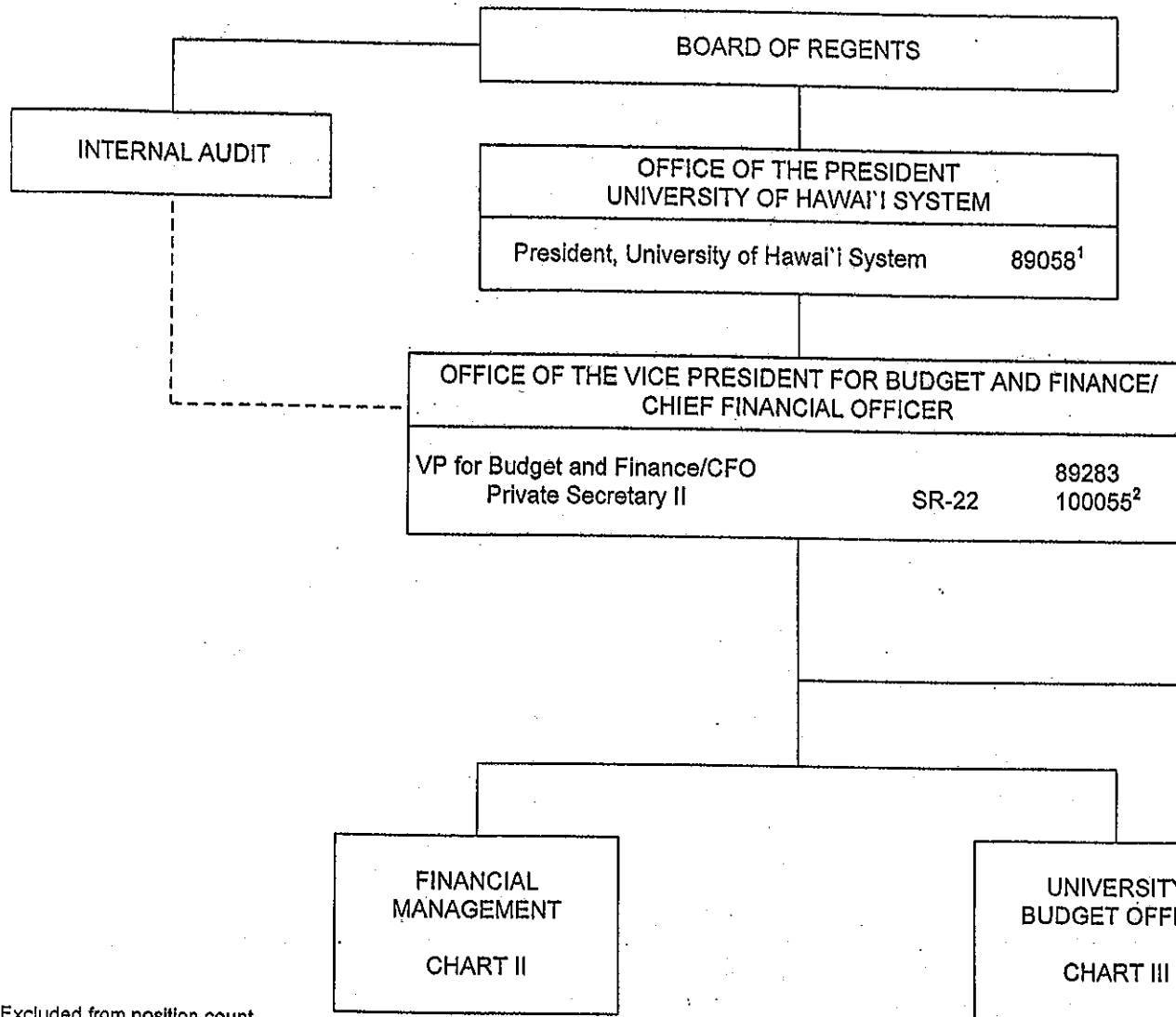
Other alternatives, such as leaving the workload with Community College Administrative Affairs, Office of Human Resources and External Affairs were considered, but the resulting effect would not be desirable.

STATE OF HAWAII
UNIVERSITY OF HAWAII
SYSTEMWIDE ADMINISTRATION
VICE PRESIDENT FOR
BUDGET AND FINANCE/
CHIEF FINANCIAL OFFICER

POSITION ORGANIZATION CHART

CHART I

CURRENT



¹ Excluded from position count
E/M position 89310 held to be redescribed

2007orgchrtupdate cfo

CHART UPDATED

Perm
General Funds 6.00

DATE JUL - 1 2007

**STATE OF HAWAII
UNIVERSITY OF HAWAII
OFFICE OF THE VICE PRESIDENT FOR BUDGET AND FINANCE/
AND CHIEF FINANCIAL OFFICER**

FUNCTIONAL STATEMENT

INTRODUCTION

This office provides executive leadership in planning, organizing, directing, evaluating, and coordinating the following aspects of UH System wide budget and financial management functions.

MAJOR FUNCTIONS

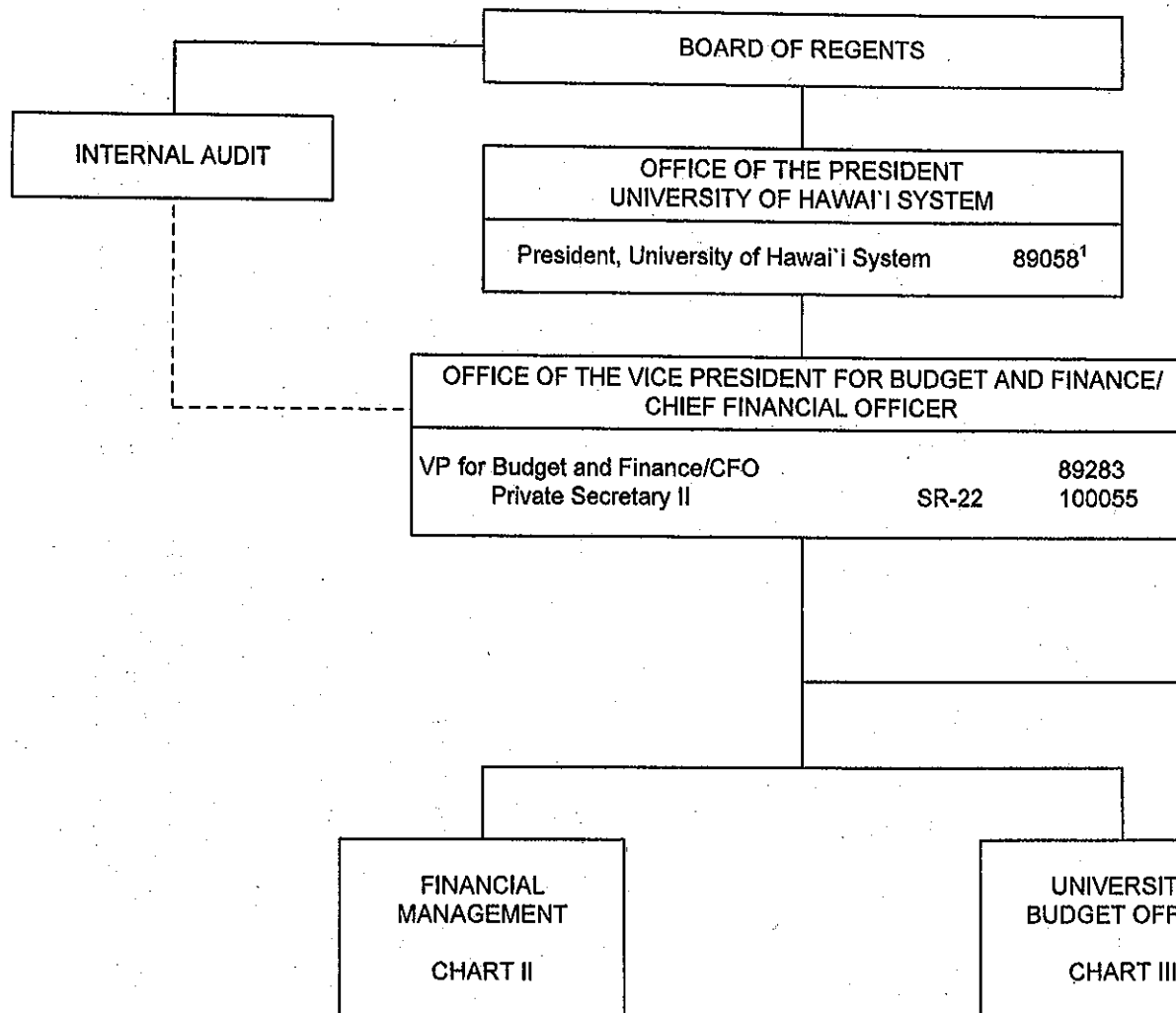
- Accounting
- Assets management
- Bond system operations
- Disbursing and payroll
- Treasury
- Procurement and real property
- Budgeting

STATE OF HAWAII
UNIVERSITY OF HAWAII
SYSTEMWIDE ADMINISTRATION
VICE PRESIDENT FOR
BUDGET AND FINANCE/
CHIEF FINANCIAL OFFICER

POSITION ORGANIZATION CHART

CHART I

PROPOSED



¹ Excluded from position count

PROPOSED

STATE OF HAWAII
UNIVERSITY OF HAWAII
OFFICE OF THE VICE PRESIDENT FOR BUDGET AND FINANCE/
CHIEF FINANCIAL OFFICER

SYSTEM ADMINISTRATIVE AFFAIRS OFFICE
FUNCTIONAL STATEMENT

MAJOR FUNCTIONS

The System Administrative Affairs Office provides administrative support services for budget and fiscal services, and human resources management and administration for undelegated University Systemwide Program Offices.

Budget and Finance

- Plans, coordinates and executes budget requests for UOH 900 Systemwide Offices.
- Coordinates, analyzes and prepares various reports requested by University Administrative Offices, Department of Budget and Finance, Legislature, etc.
- Plans, coordinates and executes the budget allotment for each Systemwide Program Office.
- Plans, coordinates, manages and monitors the expenditure levels and status of account balances for Systemwide Program Offices.
- Manages, coordinates and execute all procurement and fiscal requests by Systemwide Program Offices ensuring compliance with all State and Federal regulations for all sources of funds.
- Manages, coordinates and executes Systemwide Programs' contract and grants.
- Directs, and coordinates the financial management of the Workers' Compensation and Unemployment Insurance Compensation programs of the University System

Human Resources

- Reviews and approves APT classification and reclassification actions to insure compliance with established criteria
- Reviews and approve APT compensation requests to insure compliance with established criteria
- Coordinates and oversees recruitment and appointments for Systemwide Program Offices.
- Assists employees with benefits, labor, and employee relations.
- Coordinates Equal Employment Opportunity/Affirmative Action
- Manages and maintains personnel transactions and records.
- Maintains and updates the University Systemwide Program Offices Organizational Chart.
- Coordinates all Workers' Compensation, TDI, and Unemployment claims, labor relations and collective bargaining contracts and assures compliance with all State and University Human Resources policies for the University Systemwide Program Offices.

| OFFICE OF THE VICE PRESIDENT FOR ADMINISTRATION | | |
|---|--|--------------------|
| Vice President for Administration | | 89446 ¹ |

| OFFICE OF EXTERNAL AFFAIRS AND UNIVERSITY RELATIONS | | |
|---|-------|---------------------|
| Associate Vice President | | 89002 ² |
| Private Secretary II | SR-22 | 112678 ³ |
| Secretary IV | SR-18 | 13894 ² |

| ADMINISTRATIVE SERVICES | | |
|-----------------------------------|-----|-------------|
| Temporary supervision provided by | | |
| Administrative Off | PBB | 89002 80536 |
| Admin & Fiscal Support Spec | PBA | 80344 |

| GOVERNMENTAL RELATIONS | | |
|------------------------|-----|--------------------|
| Legislative Liaison | PBC | 77927 |
| Public Info Off | PBB | 81706 |
| Educational Spec | PBB | 81168 ² |

| PUBLIC RELATIONS AND SPECIAL EVENTS | | |
|-------------------------------------|--|-------|
| University and Community Relations | | 89269 |
| Program Officer | | |

| CREATIVE SERVICES | | |
|------------------------------------|-------|-------|
| University and Community Relations | | |
| Program Officer | | 89350 |
| Secretary II | SR-14 | 06345 |
| Graphic Artist | PBB | 80251 |
| Graphic Artist | PBB | 81264 |
| Graphic Artist | PBB | 81780 |
| Photographer | PBA | 80988 |
| Publications Spec | PBA | 81373 |
| Public Info Off | PBA | 80124 |

| MARKETING AND BRANDING | | |
|-----------------------------------|-----|----------------|
| Temporary supervision provided by | | |
| Procurement & Prop Mgt Sp | PBB | 89002 80429(W) |

| PUBLIC AFFAIRS | | |
|-----------------|-----|-------|
| Public Info Off | PBB | 80392 |
| Public Info Off | PBB | 80951 |

| SPECIAL EVENTS | | |
|-----------------|-----|-------|
| Public Info Off | PBA | 81239 |
| Public Info Off | PBA | 80677 |
| Public Info Off | PBA | 81716 |

STATE OF HAWAII
UNIVERSITY OF HAWAII
SYSTEMWIDE ADMINISTRATION
VICE PRESIDENT FOR ADMINISTRATION
OFFICE OF EXTERNAL AFFAIRS AND
UNIVERSITY RELATIONS

POSITION ORGANIZATION CHART

CHART IV

CURRENT

- ¹ Excluded from position count
² To be redescribed
³ Count used for position 77662

2007orgchartupdate university relations.vsd

CHART UPDATED

DATE JUL - 1 2007

| | |
|--------------------|-------|
| | Perm |
| General Fund | 22.00 |
| Revolving Fund (W) | 1.00 |

**STATE OF HAWAII
UNIVERSITY OF HAWAII
SYSTEMWIDE ADMINISTRATION
VICE PRESIDENT FOR ADMINISTRATION
OFFICE OF EXTERNAL AFFAIRS AND UNIVERSITY RELATIONS**

FUNCTIONAL STATEMENT

The Office of External Affairs and University Relations provides system-wide leadership in planning, organizing, directing, evaluating, and coordinating the University's external affairs and relations. Program areas of responsibility include: marketing, brand management and collegiate licensing; governmental liaison and coordinating activities; public relations, news and media relations; print, broadcast and electronic communications and design; and event planning and execution.

Creative Services

Creative Services produces university system print and electronic publications and provides direct editorial and design services to the University system administration and campus, department and programs. Services included but are not limited to:

- Coordinates, prepares, edits, designs, photographs, and produces a variety of publications for distribution within and outside the university.
- Design, editorial, photographic and production management in preparation of promotional and informational materials for the University system and its campuses, departments and programs.
- Manages the University's corporate identity program through education and application of its use in the University stationery program and other publications and materials.
- Reviews marketing, promotional, and recruiting publications and materials for compliance with University graphics standards and branding/marketing goals.
- Collaborates with information technology personnel in development of the look, content and usability of and application of University graphics standards to University Web pages.
- Designs, coordinates and monitors the dissemination of information relating to programs and activities within the University in compliance with University policies and procedures.
- Prepares edits and produces a variety of publications for distribution within and outside of the University.
- Provides design and editorial resources to system, Unit, and campus departments in the preparation of promotional and informational materials.
- Develops strategies for appropriate publication of stories on University web pages.

Governmental Relations

The Governmental Relations unit seeks to promote the mission of public higher education in Hawai'i by developing and strengthening relationships between the University of Hawai'i and the members of the federal, executive, and legislative branches of government. This office ensures that the university's goals receive state and federal recognition and support; informs the university community on local, state and federal government matters by monitoring legislation that has a potential impact upon the University, responding to constituent inquiries, and collaborating with other UH campuses and the community to build support for the University. This office also serves as the official point of contact for government constituencies. Responsibilities include but are not limited to:

- Development and maintenance of effective working relationships with the executive, legislative, and county branches of government.
- Coordinating the University's efforts in communicating with government officers.
- Development of University policies for addressing governmental issues.
- Consolidating, editing, and finalizing administrative proposals for insertion into the annual administrative legislation package.
- Tracking all legislative initiatives as they proceed through the state legislative session.
- Tracking all University of Hawai'i federal appropriations.
- Providing an official contact point for local, state, and federal governmental issues.
- Development of an effective advocacy plan that includes the University's own constituency, alumni, and friends.

Marketing and Branding

Marketing and Branding provides leadership in the development and implementation of an integrated identity and branding strategy for the University System to serve as a resource to campuses in the area of marketing education, development of complementary campus marketing strategies, and development and implementation of the University's advertising package. Responsibilities include but are not limited to:

- Development of the University marketing strategy and preparation of related marketing materials.
- Oversight of the University's collegiate licensing and University branding (logo/trademark) and marketing program, ensuring proper collection of royalties and compliance of existing and proposed licensing agreements with appropriate legal and policy requirements; maximum revenues for the University's collegiate licensing programs, investigation of possible violations of licensing agreements; and review of use of University name/logo/trademark on products for appropriateness, quality, and accuracy; development and interpretation of University collegiate licensing policies and procedures.

Public Relations

Public Relations supports the University of Hawai'i system and primarily the Office of the President with all matters relating to national and international media audiences, public affairs and events related to building support for the University and its activities. The unit is organized into two sub-units: Public Affairs and Special Events.

Public Affairs manages the University national/international media relations program and public affairs broadcast programming projects. Responsibilities include but are not limited to:

- Advising University officials, including the President, Regents, and others on public and media relations.
- Developing strategies for appropriate placement of stories through print, broadcast, and/or web media.
- Developing and maintaining relationship with media outlets to assure appropriate coverage of university news and respond to inquiries in an effective manner.
- Maintaining relationships with all units in the university system to assure thorough familiarity with program operations and areas of expertise and the accomplishments of faculty and students so that their successes may be communicated to internal and external offices.
- Coordinating University and external resources for the production of radio, television, and other broadcast programming featuring University expertise, programs, successes, and services.
- Monitoring and evaluation of university public and media relations activities to ensure consistency with university goals and objectives.
- Develops and maintains relationships with local media outlets to assure appropriate coverage of university news and responds to inquiries from the media in an effective manner.
- Produces news releases, articles, commentaries, and other communication materials for dissemination in the media.
- Monitors local media for coverage of the University and to detect and remain knowledgeable on issues to which University faculty may contribute insight and expertise.

Special Events plans, coordinates, and executes events in support of the University's strategic objectives related to public relations, marketing, and support building. Responsibilities include but are not limited to:

- Developing events for the University of Hawai'i system administration, University units, and related organizations. Sample events include: receptions, dinners, groundbreaking ceremonies, etc. CURRENT
- Coordinating all phases of event planning, which may include invitation and program design, event logistics, speech and script writings, etc.
- Maintaining a positive working relationship with internal and external departments and vendors.
- Providing protocol services, information, and logistics.

- Coordinating special projects as required.

Administrative Services

Administrative Services provides internal support services for divisions within External Affairs and University Relations. Responsibilities include but are not limited to:

- Planning, preparing, and coordinating materials and procedures for fiscal and personnel requirements for the Office of External Affairs and University Relations.
- Development and coordination of information technology services within the office.
- Development and maintenance of user-friendly web sites that facilitate public access and ability to find information about the University of Hawai'i

| OFFICE OF THE VICE PRESIDENT FOR ADMINISTRATION | | |
|---|--|--------------------|
| Vice President for Administration | | 89446 ¹ |

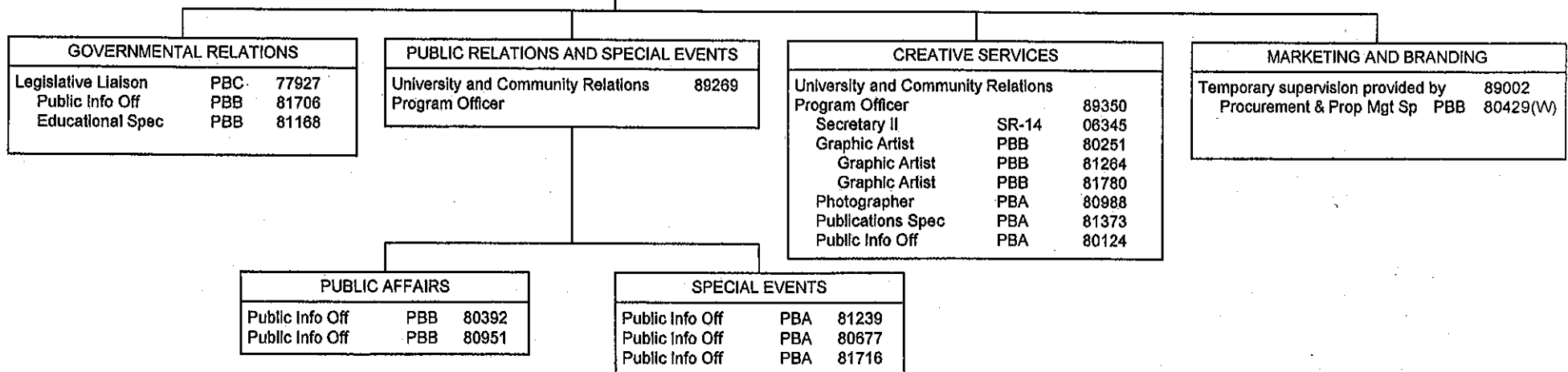
| OFFICE OF EXTERNAL AFFAIRS AND UNIVERSITY RELATIONS | | |
|---|-------|-------|
| Associate Vice President | | 89002 |
| Secretary IV | SR-18 | 13894 |
| Admin & Fiscal Support Spec | PBA | 80344 |

STATE OF HAWAII
UNIVERSITY OF HAWAII
SYSTEMWIDE ADMINISTRATION
VICE PRESIDENT FOR ADMINISTRATION
OFFICE OF EXTERNAL AFFAIRS AND
UNIVERSITY RELATIONS

POSITION ORGANIZATION CHART

CHART IV

PROPOSED



¹ Excluded from position count

**STATE OF HAWAII
UNIVERSITY OF HAWAII
SYSTEMWIDE ADMINISTRATION
VICE PRESIDENT FOR ADMINISTRATION
OFFICE OF EXTERNAL AFFAIRS AND UNIVERSITY RELATIONS**

FUNCTIONAL STATEMENT

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- Designs, coordinates and monitors the dissemination of information relating to programs and activities within the University in compliance with University policies and procedures.
- Prepares edits and produces a variety of publications for distribution within and outside of the University.
- Provides design and editorial resources to system, Unit, and campus departments in the preparation of promotional and informational materials.
- Develops strategies for appropriate publication of stories on University web pages.

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and federal recognition and support; informs the university community on local, state and federal government matters by monitoring legislation that has a potential impact upon the University, responding to constituent inquiries, and collaborating with other UH campuses and the community to build support for the University. This office also serves as the official point of contact for government constituencies. Responsibilities include but are not limited to:

- Development and maintenance of effective working relationships with the executive, legislative, and county branches of government.
- Coordinating the University's efforts in communicating with government officers.
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- Consolidating, editing, and finalizing administrative proposals for insertion into the annual administrative legislation package.
- Tracking all legislative initiatives as they proceed through the state legislative session.
- Tracking all University of Hawai'i federal appropriations.
- Providing an official contact point for local, state, and federal governmental issues.
- Development of an effective advocacy plan that includes the University's own constituency, alumni, and friends.

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Marketing and Branding provides leadership in the development and implementation of an integrated identity and branding strategy for the University System to serve as a resource to campuses in the area of marketing education, development of complementary campus marketing strategies, and development and implementation of the University's advertising package. Responsibilities include but are not limited to:

- Development of the University marketing strategy and preparation of related marketing materials.
- Oversight of the University's collegiate licensing and University branding (logo/trademark) and marketing program, ensuring proper collection of royalties and compliance of existing and proposed licensing agreements with appropriate legal and policy requirements; maximum revenues for the University's collegiate licensing programs, investigation of possible violations of licensing agreements; and review of use of University name/logo/trademark on products for appropriateness, quality, and accuracy; development and interpretation of University collegiate licensing policies and procedures.

Public Relations and Special Events

Public Relations supports the University of Hawai'i system and primarily the Office of the President with all matters relating to national and international media audiences, public affairs and events related to building support for the University and its activities. The unit is organized into two sub-units: Public Affairs and Special Events.

Public Affairs manages the University national/international media relations program and public affairs broadcast programming projects. Responsibilities include but are not limited to:

- Advising University officials, including the President, Regents, and others on public and media relations.
- Developing strategies for appropriate placement of stories through print, broadcast, and/or web media.
- Developing and maintaining relationship with media outlets to assure appropriate coverage of university news and respond to inquiries in an effective manner.
- Maintaining relationships with all units in the university system to assure thorough familiarity with program operations and areas of expertise and the accomplishments of faculty and students so that their successes may be communicated to internal and external offices.
- Coordinating University and external resources for the production of radio, television, and other broadcast programming featuring University expertise, programs, successes, and services.
- Monitoring and evaluation of university public and media relations activities to ensure consistency with university goals and objectives.
- Develops and maintains relationships with local media outlets to assure appropriate coverage of university news and responds to inquiries from the media in an effective manner.
- Produces news releases, articles, commentaries, and other communication materials for dissemination in the media.
- Monitors local media for coverage of the University and to detect and remain knowledgeable on issues to which University faculty may contribute insight and expertise.

Special Events plans, coordinates, and executes events in support of the University's strategic objectives related to public relations, marketing, and support building. Responsibilities include but are not limited to:

- Developing events for the University of Hawai'i system administration, University units, and related organizations. Sample events include: receptions, dinners, groundbreaking ceremonies, etc.
- Coordinating all phases of event planning, which may include invitation and program design, event logistics, speech and script writings, etc.
- Maintaining a positive working relationship with internal and external departments and vendors.
- Providing protocol services, information, and logistics.
- Coordinating special projects as required.

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| OFFICE OF THE VICE PRESIDENT FOR ADMINISTRATION | |
| Vice President for Administration | 89446 ¹ |

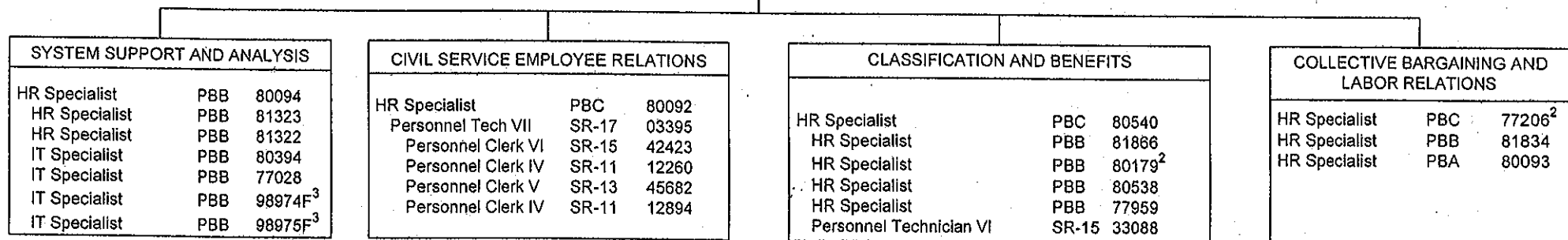
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|---------------------------------------|--------------------|
| OFFICE OF HUMAN RESOURCES | |
| System Director of Human Resources | 89425 |
| Associate Director of Human Resources | 89053 ² |
| Secretary III | SR-16 15286 |

STATE OF HAWAII
UNIVERSITY OF HAWAII
VICE PRESIDENT FOR ADMINISTRATION
OFFICE OF HUMAN RESOURCES

POSITION ORGANIZATION CHART

CHART II

CURRENT



¹ Excluded from position count

² Positions transferred to Manoa, excluded from position count

³ Position appropriated by 2007 Legislature

CHART UPDATED

DATE JUL - 1 2007

| OFFICE OF THE VICE PRESIDENT FOR ADMINISTRATION | |
|---|--------------------|
| Vice President for Administration | 89446 ¹ |

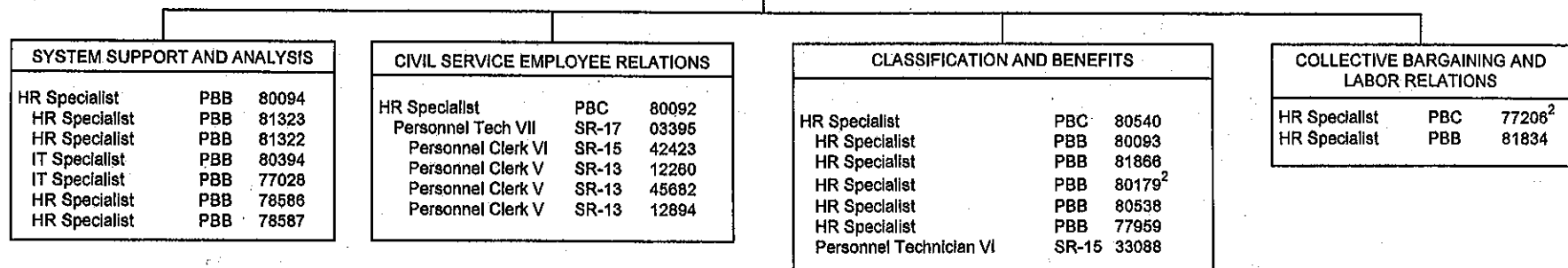
| OFFICE OF HUMAN RESOURCES | |
|---------------------------------------|-------------|
| System Director of Human Resources | 89425 |
| Associate Director of Human Resources | 89310 |
| Secretary III | SR-16 15286 |

STATE OF HAWAII
UNIVERSITY OF HAWAII
VICE PRESIDENT FOR ADMINISTRATION
OFFICE OF HUMAN RESOURCES

POSITION ORGANIZATION CHART

CHART II

PROPOSED



¹ Excluded from position count

² Positions transferred to Manoa, excluded from position count

STATE OF HAWAII
UNIVERSITY OF HAWAII
VICE PRESIDENT FOR ADMINISTRATION
OFFICE OF HUMAN RESOURCES

MAJOR FUNCTIONS

The Office of Human Resources has systemwide responsibility for human resources management as further described below.

The System Director of Human Resources is responsible for planning, organizing, and managing the University's human resources programs in conjunction with the campus human resources offices. This responsibility includes developing, implementing, and maintaining personnel policies and procedures to ensure compliance with Board of Regents' Policies, Executive policies, State statutes, federal laws and regulations, administrative procedures, and applicable collective bargaining agreements; administering the University's classification and compensation system for APT and E/M personnel and of the State's classification and compensation plans for civil service employees; reviewing E/M appointments and other personnel actions; directing special projects and studies; providing leadership and advice to senior level executives; negotiating collective bargaining agreements; conducting hearings and rendering decisions on grievances; and administering the University's employee benefits, and staff development and training programs.

SYSTEM SUPPORT AND ANALYSIS SECTION

- Provides leadership in analyzing, developing and implementing functional components of new electronic human resources systems
- Serves as liaison between OHR and State agencies on technological matters
- Provides support to personnel officers in the processing of personnel transactions
- Serves as central source of systemwide human resources information
- Oversees the University's automated leave accounting system
- Develops and conducts studies and analyses to provide data to management for program development
- Undertakes special projects and conducts special studies as required
- Implements BOR collective bargaining provisions as they relate to electronic data processing
- Implements civil service collective bargaining provisions as they relate to electronic data processing
- Supports internal (OHR) computer requirements
- Provides leadership in overseeing and implementing the University's leave accounting system

CIVIL SERVICE EMPLOYEE RELATIONS SECTION

- Oversees and coordinates the labor relations program for civil service employees
- Interprets State personnel rules, policies and collective bargaining agreements relative to the management and direction of civil service employees
- Administers and oversees, on a systemwide basis, the civil service recruitment, examination and personnel transaction programs
- Reviews and recommends the compensation, pricing and repricing of civil service classes
- Administers and coordinates the civil service job performance evaluation program
- Oversees and administers the State's return to work priority program for the University system

- Coordinates and implements the State's Reduction in Force (RIF) and Separation Incentive Program for the University system
- Implements and oversees the State's Commercial Driver's License Alcohol and Drug Testing Program
- Serves as custodian of official personnel files for all civil service employees

CLASSIFICATION AND BENEFITS SECTION

- Maintains Human Resources section of Administrative Procedures Manual to provide complete, comprehensive instructions for performing specific tasks
- Recommends revisions to Human Resources sections of Board of Regents and Executive policies as appropriate
- Conducts comprehensive and ongoing training of employees responsible for performing human resources management functions, including training in federal and State laws, DHRD policies and procedures, BOR and Executive policies, and OHR administrative procedures
- Coordinates training programs to assist employees in performing existing tasks and to prepare them for future advancement
- Implements formal compliance review program to identify violations of federal and State laws, collective bargaining requirements, DHRD policies and procedures, BOR and Executive policies, and OHR administrative procedures
- Develops standardized evaluative criteria for the classification of APT positions so as to insure objectivity and equity
- Develops class specifications for new E/M positions
- Reviews E/M and APT classification and reclassification actions to insure compliance with established criteria
- Takes final classification actions on civil service positions and represents the University before appellate boards and commissions
- Compiles and analyzes E/M, APT and faculty salary survey data, e.g., CUPA-HR
- Develops E/M and APT compensation plans to ensure salary equity
- Monitors E/M and APT salaries to insure compliance with approved compensation plans and collective bargaining agreements
- Coordinates with EEO/AA Office in the review of E/M and APT salaries so as to avoid charges of unlawful discrimination
- Coordinates the State's benefits programs (EUTF, ERS, Deferred Compensation, Tax Sheltered Annuities) for University employees on a systemwide basis and serves as liaison with State agencies

COLLECTIVE BARGAINING AND LABOR RELATIONS SECTION

- Provides research and analytical support to State and University negotiators in Unit 07 and Unit 08 negotiations
- Drafts proposals for negotiations as required
- Participates in collective bargaining negotiations as required
- Serves as President's Designee to adjudicate APT and civil service grievances
- Provides support to the President's Designee in faculty grievances
- Advises and interprets collective bargaining agreements, personnel statutes, rules, regulations and policies
- Conducts training on terms and conditions of new collective bargaining agreements
- Coordinates and administers the job performance review program for Board of Regents' appointees
- Develops and conducts training on labor relations issues for supervisors and managers
- Develops Administrative Procedures regarding labor relations issues as appropriate