



UNIVERSITY
OF HAWAII
HILO


UNIV. OF HAWAII
UH BUDGET OFFICE

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May 13, 2011

MEMORANDUM

TO: Dennis Nishino
University Budget Office

FROM: Kerwin Iwamoto 
Human Resources

SUBJECT: **Notification of Change in Organization, University of Hawai'i at Hilo,
Administrative Affairs: Auxiliary Services and Human Resources**

Enclosed for your information and files are copies of the reorganization proposal, organizational charts, and functional statements of the above-mentioned reorganization that was approved by the Chancellor on May 12, 2011. This reorganization adds a supervisory position in Auxiliary Services and redefines reporting relationships in Human Resources.

Please replace the respective organization charts and functional statements you have on file with the new material.

If you have any questions concerning this matter, please call me at (808) 974-7449 or email kerwini@hawaii.edu.

Enclosures

Human Resources

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Reorganization Proposal
Administrative Affairs Division
Human Resources Department
University of Hawai‘i at Hilo

Introduction

This Reorganization proposes to change the reporting relationships of several of the Human Resources Department staff. It will move the day-to-day supervision of the staff to the Associate Human Resources Director. This change will allow the Human Resources Director time to focus on the more strategic aspect of the job.

Description of the conditions or factors prompting the proposed reorganization

The UH Hilo Human Resources Department currently has three permanent professional staff positions and three permanent clerical staff positions (one vacant). Although for purposes of the Broadband system and the organization charts, the three permanent professional staff members have the same title (“Personnel Officer”), they in fact perform different duties. One of the professional positions is the Director, the second is the Associate Director, and one is responsible for Faculty and APT employment-related issues. The three permanent clerks provide human resources support for civil service, casual, and emergency hires, and lecturers. One of the clerks (Clerk V) reports to the Human Resources Director. The two remaining clerks (Clerk IVs) report to the Clerk V.

According to the position description and common practice in human resources management, the primary responsibilities of the Director of Human Resources lie in the areas of strategic planning, developing policies and procedures, advising not only the Chancellor but also faculty members on human resources issues, coordinating with UH System Human Resources, assuring that actions taken by University staff are legal and in compliance with applicable union contracts and University policies, interpreting the various contracts, policies, and laws, and representing UH Hilo in grievance and disciplinary matters. To be effective in this role, the Director needs to be able to pull away from the daily operations of the department. He or she needs to be able to devote time and energy to solving broad problems, creating University-wide policies, coaching executives and managers, and contributing the human resources perspective to long-term strategy development.

Explanation of how the proposed reorganization will address these conditions or factors

The proposed reorganization will remove direct supervision of the Personnel Officer (position # 78680) and the Clerk V (position # 11633) from the Human Resources Director and move the

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University of Hawai'i at Hilo

supervision of these employees to the Associate Human Resources Director (position #78231). The Associate Human Resources Director has been managing most of the daily operations of the department for the past several years and is the primary source of advice and answers for the staff. Officially vesting the responsibility for staff supervision with the Associate Director will move the remaining responsibilities (for example, performance appraisals and leave approvals) from the Director.

The proposal will also remove the supervision of the two Clerk IV positions from the Clerk V and move them to the direct supervision of the Associate Director. This will allow the Clerk V to concentrate on the more complex faculty personnel actions.

Description of how the organization's operational, organizational, functional, and programmatic relationships will be affected, including impact on services to students, other target groups, and relationships with other segments of the University

The relationship between students and the Human Resources Department will not change. However, the relationship between University faculty and staff will change in that the point of contact with Human Resources for day-to-day issues will be the Associate Human Resources Director instead of the Human Resources Director. It should be noted that the incumbent in the position of Associate Human Resources Director has, in the three years she has held the position, assumed greater responsibility for the day-to-day operations of the department and the guidance of the staff members. This reorganization will simply codify what has actually happened and make the structure official.

Discussion of the efficiencies, service improvements, or other benefits that will be achieved as a result of the reorganization

Service improvements will be possible in two areas. First, with the daily tasks elsewhere, the Human Resources Director will be able to focus on the strategic, advisory, and forward-looking aspects of Human Resources at UH Hilo. He or she will be available to partner with other executives to help them better manage their human resources, understand and implement policies and procedures that guide their operations, and develop plans to organize and structure their departments, units, or divisions. He or she will be available to help them develop and grow the cultures that support the direction set by the Chancellor, the President, and the Board of Regents. Second, with the daily issues point of contact clearly identified as the Associate Human Resources Director, employees, staff, and faculty will know where to go to have their daily issues addressed, and the person to whom they go will have the official responsibility and

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authority to work with them to resolve what has brought them to HR in the first place.

Additionally, the staff working in the department will have the security of knowing that their supervisor is devoted solely to them and is concerned primarily for their issues rather than being torn between them and the executives, managers, unions, UH System staff, and other outside -of- the office entities.

Complete description of the resource requirements or savings associated with the reorganization, including funding, equipment, other resources, positions, space

No additional resources or any type will be needed to accomplish this reorganization.

Explanation of the source of resources needed to implement the reorganization, e.g. reallocation from within the program, or major unit, or new revenue

No additional resources will be needed.

Discussion of the programmatic impact of the proposed reorganization on the University

University programs will receive better service because, as outline above, the duties will be divided in a way that will foster a more focused approach to the responsibilities and duties in the office.

List all permanent and temporary positions that will be affected by the reorganization including each position number, whether it is vacant or occupied, and the impact of the reorganization on the position(s)

Kerwin Iwamoto, Personnel Officer, position #80461, loses two direct reports

Claire Shigeoka, Personnel Officer, position #78231, gains four direct reports

Annette Sugimoto, Personnel Officer, position #78680, gains a new supervisor

Irene Sakamoto, Personnel Clerk V, position #11633, gains a new supervisor; loses two direct reports

Nicol Bothelo, Personnel Clerk IV, position # 44262, gains a new supervisor

Vacant, Personnel Clerk IV, position #41015

Reorganization Proposal
Administrative Affairs
Auxiliary Services
University of Hawai'i at Hilo

Introduction

The Auxiliary Services Department, a unit within the Administrative Affairs Division at UH Hilo, is responsible for building maintenance, janitorial work in all location, and grounds keeping. The unit is managed by an auxiliary and facilities officer, position number 80755. An office assistant and three supervisors report to this position. The majority of the staff in the unit report through the general services supervisor, position number 03662, including the janitors (currently, there are 28 FTE and one .5 FTE), the groundskeepers, tractor operator, and a school custodian.

Description of the conditions or factors prompting the proposed reorganization

Janitors and custodians need to be scheduled, supervised, coached, trained, retrained and evaluated. When one person is directly supervising four working supervisors, six groundskeepers, a custodian, and a tractor operator, and indirectly supervising 20.5 janitors (conducting performance evaluations and work inspections for them), it is difficult if not impossible to fulfill all of the supervisory responsibilities and duties that are required to effectively run the department. The span of control is much too large.

Explanation of how the proposed reorganization will address these conditions or factors

This reorganization proposes adding an additional supervisor who will take over direct supervisory responsibilities for part of the employees who currently report to the general services supervisor. The new position will free some of the current general services supervisor's time, allowing him time to be more effective in his role by giving him time for his remaining groundskeeper supervisory responsibilities. Each of the employees reporting through the general services supervisor will receive more supervisory attention, the work load will be better balanced, processes and procedures will be reviewed more frequently and updated as appropriate, employees will receive more coaching and training, and inventories will be better controlled and managed. Additionally, the general services supervisor will have time to complete more work inspections, thereby improving the quality of the work that is done.

Clean, well-maintained facilities and grounds are not only pleasing aesthetically, they encourage students and other users to uphold the same standard; they telegraph pride in our university to people inside and outside of the university community; and, when maintained, they last longer, are safer, and contribute to the users' health and wellness. When facilities are not cleaned,

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Auxiliary Services
University of Hawai‘i at Hilo
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rubbish not emptied, and debris not picked up regularly, students, faculty, staff, and the general public perceive that they simply aren't important. It takes both a sufficient number of staff (janitors, custodians, and groundskeepers,) and a sufficient number of supervisors to support the operational needs of the university.

Description of how the organization's operational, organizational, functional, and programmatic relationships will be affected, including impact on services to students, other target groups, and relationships with other segments of the University

Operationally, this new position will report to the general services supervisor. In most cases, communication from the university community will continue to flow through this position. With the addition of a new supervisor, individuals needing to communicate about the activities of the new supervisor's direct reports will go through him or her. As a result, new relationships will be formed and new communication channels established.

Organizationally, the charts for auxiliary services will be changed to incorporate a new supervisory level and a reallocation of the staff who will directly report to the new supervisory position. There will be no new functions added to the auxiliary services department. The reorganization will simply allow those functions already assigned to it to be performed by a critically needed additional staff person.

Discussion of the efficiencies, service improvements, or other benefits that will be achieved as a result of the reorganization

All university staff and students will experience improved cleanliness and better maintained grounds as a result of the addition of this supervisor position. Also, since one of the new supervisor's responsibilities involves testing and evaluating new equipment, supplies and techniques, the university will benefit through the use of newer, more effective processes and equipment. Similarly, this person will be responsible for controlling janitorial inventories, assuring that we are appropriately stocked.

Complete description of the resource requirements or savings associated with the reorganization, including funding, equipment, other resources, positions, space

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We will need office space and equipment for the person in new position. We will also need additional funds to pay the incumbent's salary.

Explanation of the source of resources needed to implement the reorganization, e.g. reallocation from within the program, or major unit, or new revenue

Existing office space, supplies and equipment will be reallocated to support this new position. However, since this is a new permanent position, additional funding for the salary will be required. At a minimum, the salary will be \$34,848. We received an allocation of \$25,062 for the position. The difference will be made up from internal reallocation.

Discussion of the programmatic impact of the proposed reorganization on the University

The impact will be on the auxiliary services department itself. A new position will be added. (The addition of this position is the genesis of this reorganization.) Consequently, internally new lines of communication and authority will be established. Staff within the department will be affected as they will need to learn new communication channels and establish new supervisory relationships. Many employees will change supervisors. Such a change in anyone's reporting relationship at work brings with it stress as new relationships are formed and tested and old ones are released.

List all permanent and temporary positions that will be affected by the reorganization including each position number, whether it is vacant or occupied, and the impact of the reorganization on the position(s)

Alan Sugiura, General Services Supervisor, position #03662; gains one new direct report and loses 4 direct reports

Hauoli Lee, Janitor III, position # 36751, change of direct supervisor

Un Suk Sugiura, Janitor III, position # 33411; change of direct supervisor

Wes Kahakua, Janitor III, position # 12551; change of direct supervisor

Vacant, Janitor III, position # 14737

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Auxiliary Services
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The following janitor II positions will continue to report to the working supervisor they report to prior to the reorganization. However, these working supervisors will have a new supervisor, the new janitor supervisor. This supervisor performs some supervisory responsibilities for the janitor II group members. Specifically, the janitor supervisor will conduct work inspections on the work performed by the janitor II group members and write their performance appraisals.

Levi Mangiboyat, Janitor II, Position # 33406

Wendell Okimoto , Janitor II, Position # 22934

Sidney Ichinotsubo, Janitor II, Position # 33412

Gabriel Kipapa, Janitor II, Position # 47299

Dwayne Branco, Janitor II, Position # 900512

Gary Ah Sing, Janitor II, Position # 22237

Roy Taylor, Janitor II, Position # 13965

Cyrena Belaski, Janitor II, Position # 30518

Steven Carreira, Janitor II, Position # 27285

Joanne Hulama, Janitor II, Position # 27284

Janice Hochee, Janitor II, Position # 33049

Randy Ioane, Janitor II, Position # 30521

Paul Texeira, Janitor II, Position # 27283

Diana Mae Freeman Janitor II, Position # 33408

Caroline Patao, Janitor II, Position # 33407

Dixeen Sakamoto, Janitor II, Position # 900462

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Reed Yoshiwa, Janitor II, Position # 900463

Althea Sumiki, Janitor II, Position # 33410

Jesse Branco, Janitor II, Position # 30520

Sheiladine Kaupu, Janitor II, Position # 30519

Aaron Sugino, Janitor II, Position # 900510

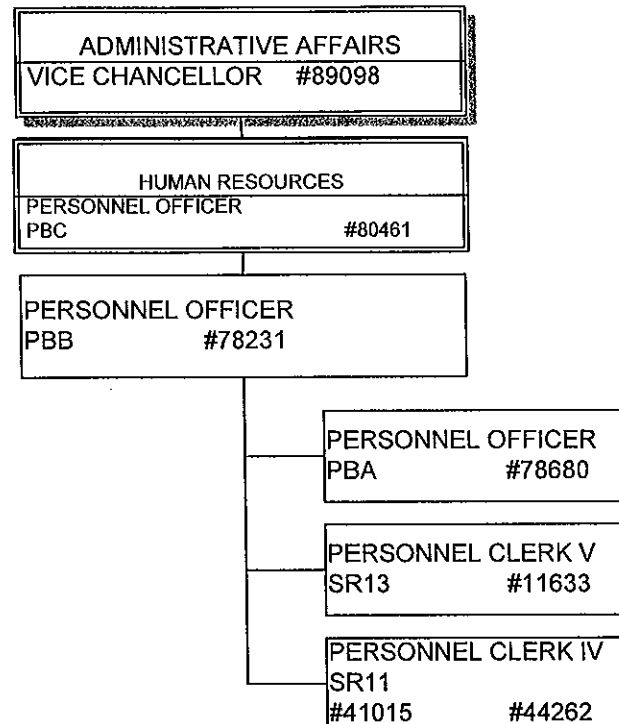
Gordon Mitchell, Janitor II, Position # 33413

Vacant, Janitor II, position # 27286

Vacant, Janitor II, position # 33405

Vacant, Janitor II, .50 FTE, position # 900511

STATE OF HAWAII
UNIVERSITY OF HAWAII
UNIVERSITY OF HAWAII AT HILO
ADMINISTRATIVE AFFAIRS
HUMAN RESOURCES
POSITION ORGANIZATION CHART
CHART VIIB

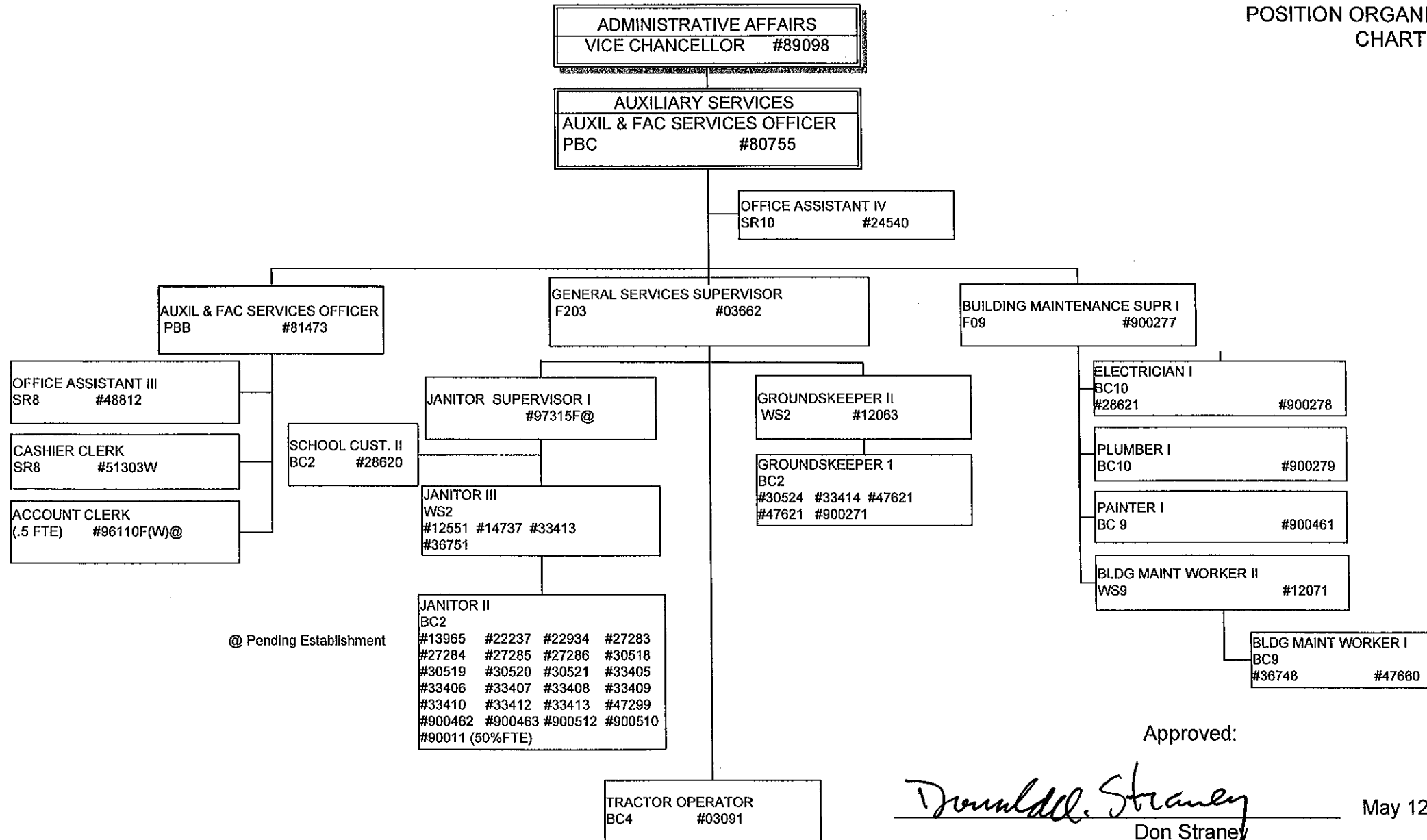


Approved:

Donald D. Straney
Don Straney
Chancellor, UH Hilo

May 12, 2011

STATE OF HAWAII
UNIVERSITY OF HAWAII
UNIVERSITY OF HAWAII AT HILO
ADMINISTRATIVE AFFAIRS
AUXILIARY SERVICES
POSITION ORGANIZATION CHART
CHART VIIC



Approved:

Donald L. Straney

Don Straney
Chancellor, UH Hilo

May 12, 2011

**STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
UNIVERSITY OF HAWAI'I AT HILO**

FUNCTIONAL STATEMENT

OFFICE OF ADMINISTRATIVE AFFAIRS

As part of the Chancellor's Office, provides the business and managerial leadership required to support the administrative needs of the University of Hawai'i at Hilo.

OFFICE OF THE VICE CHANCELLOR

Serves as the principal assistant to the Chancellor in all non-academic matters.

Plans, organizes, directs, coordinates and evaluates all of the business, budgeting, personnel, financial, administrative and CIP activities, including management systems and analytical studies requirements of the campus- and the System-wide offices.

HUMAN RESOURCES

Administers and manages all areas of personnel administration and management; e.g., recruitment, labor relations, employee benefits, etc.

Advises executive leadership and management on human resources-related issues, strategic direction, and emerging trends and directions.

AUXILIARY SERVICES

Administers the repair and maintenance of the campus buildings and grounds, campus communication, inventory, motor vehicle licensing, motor pool, building keys and locks, and parking.

FACILITIES PLANNING AND CONSTRUCTION

Administers the CIP program (planning, design, construction) repairs and maintenance projects, facilities use program, space utilization programs and facilities inventory management.

BUSINESS MANAGEMENT

Prepares, administers, and audits budget and financial transactions of the UHH, including maintenance of position controls. Procures all goods and services, receipts and disburses all University of Hawai'i at Hilo funds, and maintains accounting and financial records.

THEATER

Administers and directs the theater program (productions, promotions, finances, and facilities), with responsibility for the coordination of the activities of the Theater with faculty, students, University community, and other public and private agencies.

ENVIRONMENTAL HEALTH AND SAFETY

Administers and manages all areas of environmental health and safety concerns; e.g., DOSH compliance, safety training programs, workers' compensation, hazardous waste, chemical safety, etc.