



UNIVERSITY  
of HAWAII  
SYSTEM

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Jan S. Gouveia  
Vice President for Administration

MANOA CHANCELLOR'S  
OFFICE

September 19, 2018

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**MEMORANDUM**

TO: David Lassner  
President  
VIA: David Lassner  
Interim Chancellor  
VIA: Michael Bruno  
Vice Chancellor for Research, Mānoa

UNIVERSITY OF HAWAII  
PRESIDENT'S OFFICE

FROM: Jan Gouveia  
Vice President for Administration

SUBJECT: Reorganization and Consolidation Proposal for Offices under the Vice President for Administration, UH System and the Office of Fire Safety, Environmental Health & Safety Office, Mānoa Vice Chancellor for Research

**SPECIFIC ACTION REQUESTED**

Request approval of an internal reorganization of the following units within the Office of the Vice President for Administration ("OVPA").

- Office of Planning and Sustainability ("OPS");
- Office of Project Delivery ("OPD");
- Office of Systems Integration ("OSI"); and
- Office of Campus Operations and Facilities ("COF").

Approval is also requested for the reorganization of the Office of Fire Safety ("OFS") from the Mānoa Environmental Health & Safety Office to the System Office of Campus Operations and Facilities.

**RECOMMENDED EFFECTIVE DATE**

Upon approval.

## **ADDITIONAL COST**

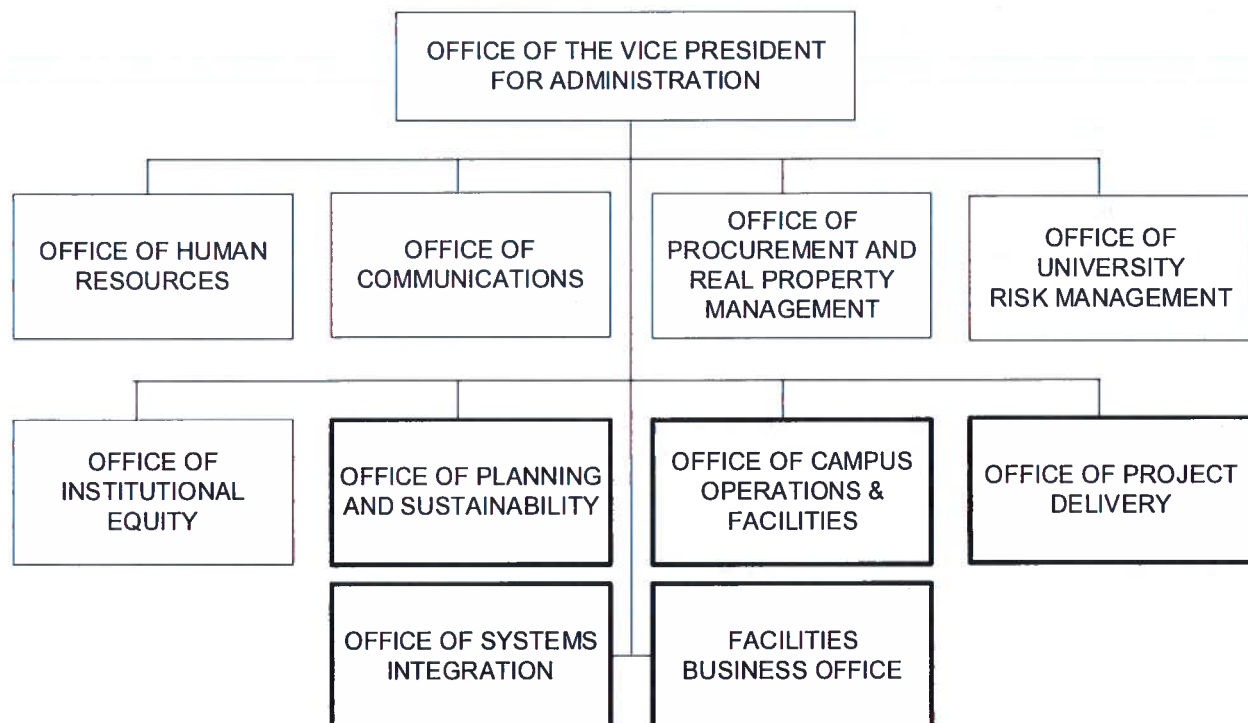
The reorganization should not result in any additional costs. Mānoa will provide current levels of funding for salaries and operations for the reorganization of the Office of Fire Safety.

## **PURPOSE**

The purpose of the reorganization is to streamline work processes, improve operational effectiveness and efficiency, and develop a reporting structure that supports increased communication and collaboration, and ensures clear, consistent oversight and management of units with corresponding goals and missions and employees with related duties and responsibilities. The attached documents provide the background, structure, benefits, organizational charts, functional statements and position summary for this reorganization.

## **BACKGROUND**

At its February 2017 meeting, the Board of Regents for the University of Hawai'i (the "Board") approved a reorganization that established five (5) new units within the OVPA:



The primary purpose was to transfer the campus operations and facilities functions and planning functions from the University of Hawai'i at Mānoa ("UHM") to the OVPA. This reorganization also consolidated the project management functions and construction management functions previously under the Mānoa Office of Planning and Facilities with the former System Office of Capital Improvements under OPD. OSI was also established to integrate information technology databases and workflow processes, which previously existed in functional silos, in order to provide timely management reports and address issues of redundant data entry and data integrity.

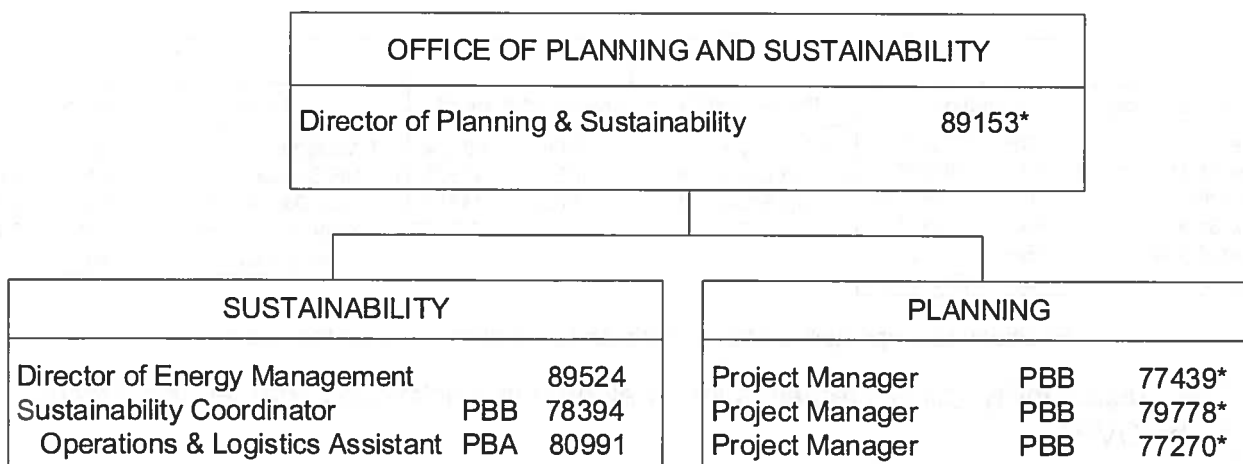
Once this reorganization took effect, the University discovered additional reorganizations and consolidations that would further improve operational effectiveness and efficiency. To advance these efficiencies, the University proposes to:

- Transfer the Planning unit under OPS to OPD;
- Transfer the GIS Coordinator position from the Planning unit of OPS to OSI;
- Transfer the Sustainability unit under OPS to report directly to the OVPA;
- Combine the Design and Design-Build units of OPD into one unit called Project Management;
- Under OPD, re-title the Office of Major CIP Construction to Construction Management and reorganize all positions therein to report directly to the Manager of Construction Management;
- Transfer an Architect position from OPD to COF; and
- Transfer OFS under EHSO to COF.

Below is a detailed explanation of the various components of the reorganization:

## **I. PROPOSAL TO REORGANIZE THE OFFICE OF PLANNING AND SUSTAINABILITY**

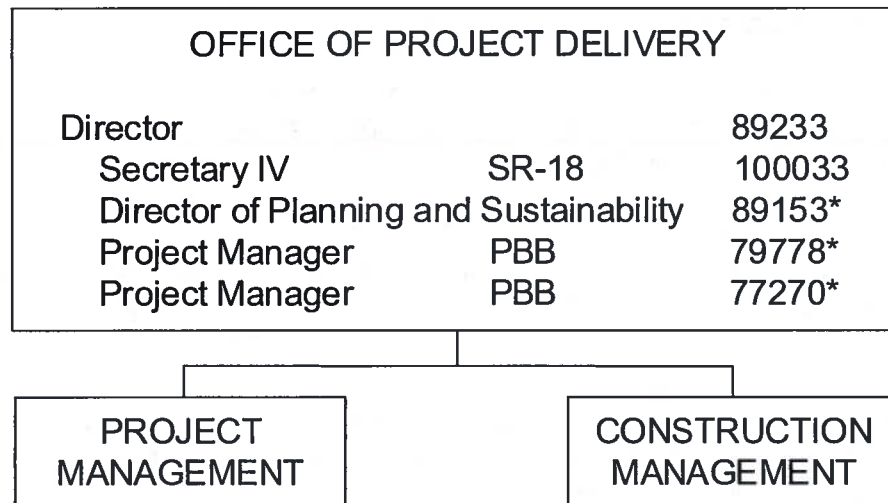
### **Current Organization:**



\* Positions appropriated to Mānoa, reflected organizationally on this chart

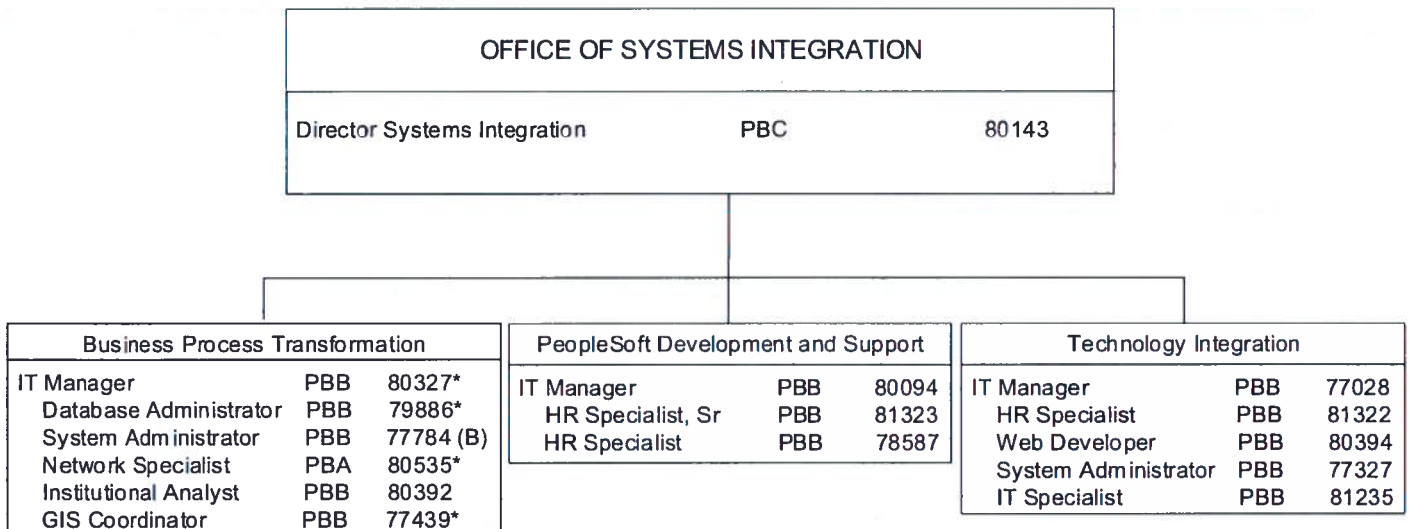
OPS is managed by a Director (E/M Position # 89153), who oversees two (2) units: (1) Planning and (2) Sustainability. This reorganization transfers the Planning unit to OPD by reorganizing the Director of Planning and Sustainability (E/M Position # 89153), PBB Position # 79778, and PBB Position # 77270 under the Director of Project Delivery unit as follows:

**Proposed Organization:**



\* Positions appropriated to Mānoa, reflected organizationally on this chart

The remaining PBB Position # 77439 will reorganize into OSI as follows:



\* Positions appropriated to Mānoa, reflected organizationally on this chart

The Sustainability unit will remain a stand-alone unit, unchanged, that reports directly to the OVPA.

## **A. PLANNING**

### **Positions to OPD**

The Planning unit is responsible for the development and management of the Mānoa campus master plan, space management, analytical studies, capital planning, and campus building and landscape design. It also serves as the custodian for the master plans of all of the campuses within the University of Hawai'i system. The Planning Unit is comprised of:

- Director: EM Position # 89153 currently assists the Vice President for Administration with the development of the CIP budget and program for Mānoa and the System. This position works closely with the Director of Project Delivery and the Director of Campus Operations and Facilities to develop the short, mid and long term CIP program for the Mānoa campus. This position also coordinates and oversees the space management program for Mānoa by maintaining an inventory of all space utilization and assignment on the Mānoa campus.

This reorganization proposes EM Position # 89153 to report directly to the Director of Project Delivery (as illustrated above).

- Planner: PBB Position # 79778 currently assists the Director of Planning and Sustainability with master planning and campus development plans for Mānoa. This reorganization proposes Position # 79778 to report directly to the Director of Project Delivery (as illustrated above).
- Space Analysis and Requests: PBB Position # 77270 assists the Director of Planning and Sustainability with evaluating requests from the campus for additional or new space. Such requests primarily use the data in AIM to layout existing utilization, but must work directly with the requesting unit to evaluate options and identify facility requirements. This reorganization proposes PBB Position # 77270 to report directly to the Director of Project Delivery (as illustrated above).

### **Position to OSI**

- Data Systems: Position # 77439 manages the enterprise geographic information system (GIS) database and develops and maintains online interactive mapping applications for the University. The position coordinates with the facilities management staff and extracts information from the Asset Inventory Management (AIM) and Sightlines systems to map University assets such as land parcels, buildings, utilities, and equipment. This position is supporting the transition into a geographical interface that consolidates and displays the AIM and Sightlines data, as-built drawings, warranty documents,

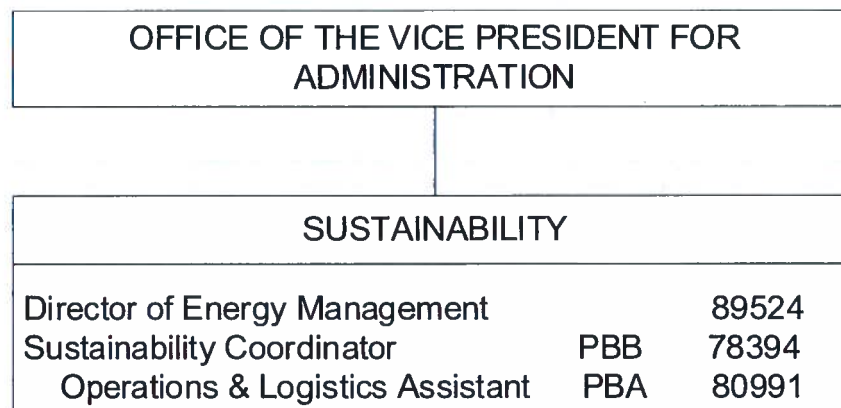
and other critical facilities information geographically and spatially. This position will also develop workflows that enable the integration of the University's GIS with building information modeling (BIM) and computer aided design (CAD) technology.

As this position primarily supports the geographic interface for AIM, Sightlines, and eBuilder data, as well as other systems like KFS and Banner, this position works very closely with other positions in the Office of Systems Integration (Database Administrator, Position # 79886, System Administrator, Position # 77784, and Institutional Analyst, Position # 80392). To maintain the data and systems integrity, this reorganization transfers that Position # 77439 to the Business Process Transformation unit of the Office of Systems Integration, reporting directly to PBB Position # 80327 (as illustrated above).

## **B. SUSTAINABILITY**

The Sustainability unit will remain unchanged as a stand-alone unit and report directly to the Vice President for Administration:

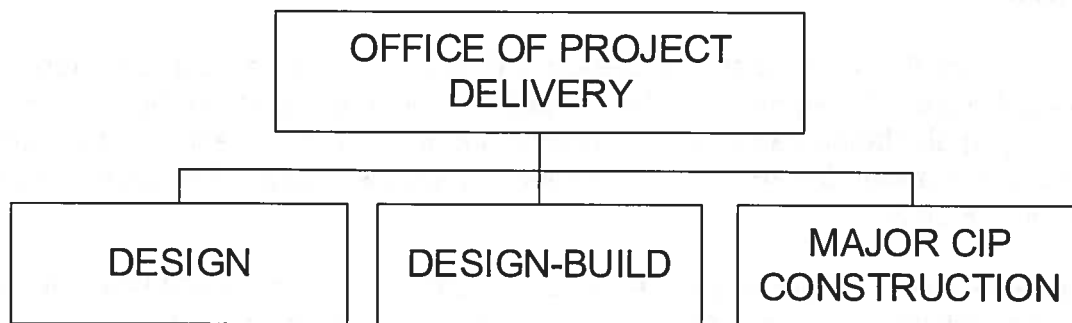
### **Proposed Organization:**



## **II. PROPOSAL TO REORGANIZE THE OFFICE OF PROJECT DELIVERY INTO TWO UNITS: PROJECT MANAGEMENT AND CONSTRUCTION MANAGEMENT**

Currently, the Office of Project Delivery is comprised of three units: Design, Design-Build, and Major CIP Construction.

### **Current Organization**



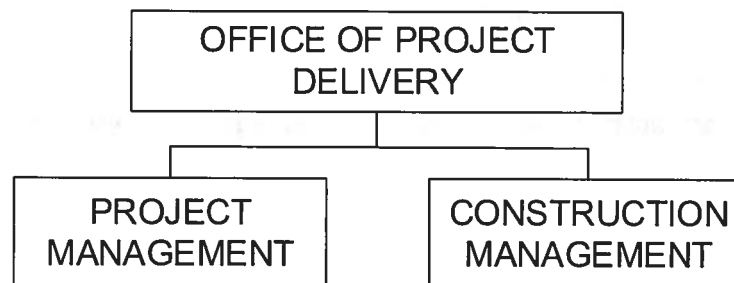
The Design unit is responsible for the design and project management of all CIP projects at the Mānoa Campus and those CIP projects that exceed five million dollars occurring on the other campuses. The method of project delivery for this section is typically the traditional design-bid-build method where design and construction services are delivered through two separate entities: a design consultant and a construction contractor.

The Design-Build unit is responsible for all design-build capital improvement projects throughout the University of Hawai'i system. Design-build is a method of project delivery in which one entity – the design-build team – works under a single contract with the project owner to provide design and construction services. Design-build is an alternative to the traditional design-bid-build project delivery method where design and construction services are split into separate entities.

The Major CIP Construction section is responsible for the construction management of all CIP projects at the Mānoa Campus and those CIP projects that exceed five million dollars on the other campuses.

Under both methods of project delivery (design-bid-build and design-build), the owner is represented by both a project manager and construction manager. As such, this reorganization proposes to establish two units within the Project Delivery section: Project Management and Construction Management.

### **Proposed Organization:**



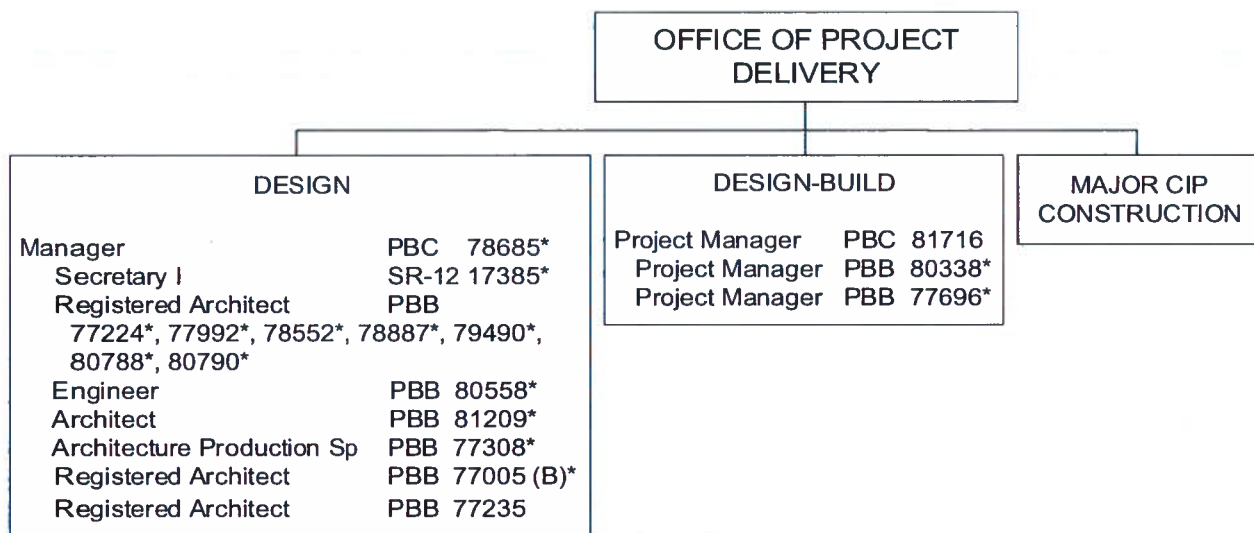
## A. PROJECT MANAGEMENT UNIT: CONSOLIDATE DESIGN AND DESIGN-BUILD UNITS

This proposal consolidates the Design unit and the Design-Build unit into one unit called Project Management. The Project Management unit will be responsible for managing all Mānoa campus CIP projects and those CIP projects, system-wide, that exceed five million dollars delivered either through the design-bid-build or design-build method of delivery.

Currently, the manager of the Design unit (PBC Position # 78685) is vacant and the position will be re-described to include responsibility for the overall management and end-to-end successful completion of projects. The duties and responsibilities for all other positions currently filled in the Design unit will not be changed.

The Design-Build unit is currently headed by a Design-Build Manager (PBC # 81716, which is currently vacant), and two project managers (PBB # 80338 and PBB # 77696). However, with the proposed consolidation, the vacant Design-Build Manager (PBC # 81716) is no longer needed and will be abolished. The remaining Design-Build Project Managers (PBB # 80338 and PBB # 77696) will be transferred to the proposed Project Management unit and report directly to the Manager PBC Position # 78685, as set forth above.

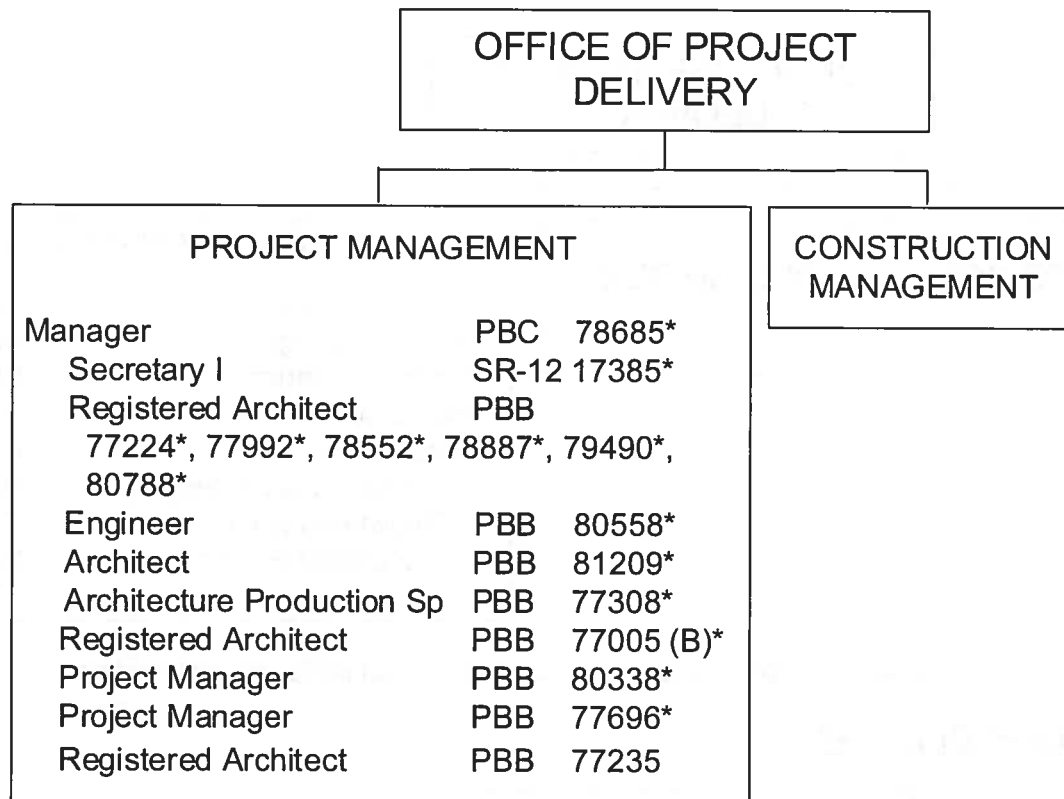
### Current Organization:



\* Positions appropriated to Mānoa, reflected organizationally on this chart



**Proposed Organization:**



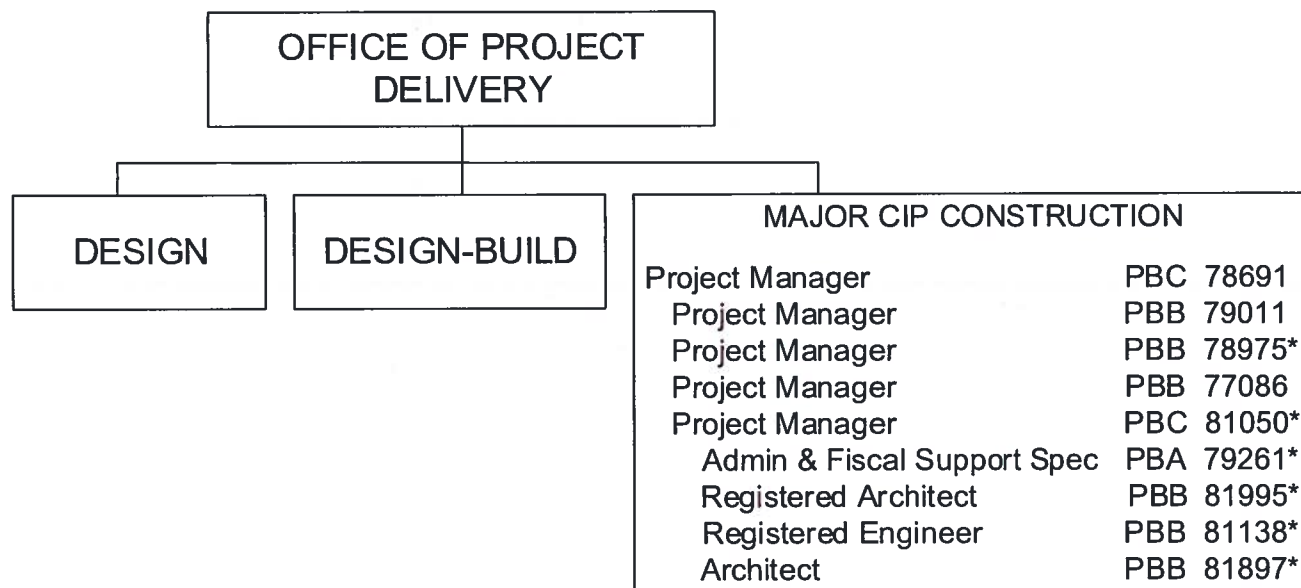
\* Positions appropriated to Mānoa, reflected organizationally on this chart

**B. CONSTRUCTION MANAGEMENT UNIT: RETITLE THE MAJOR CIP CONSTRUCTION UNIT AND REORGANIZE ALL POSITIONS TO REPORT DIRECTLY TO PROJECT MANAGER PBC # 78691**

This proposal renames the Major CIP Construction unit to the Construction Management unit. The current functional statement for the Major CIP Construction Section will not change.

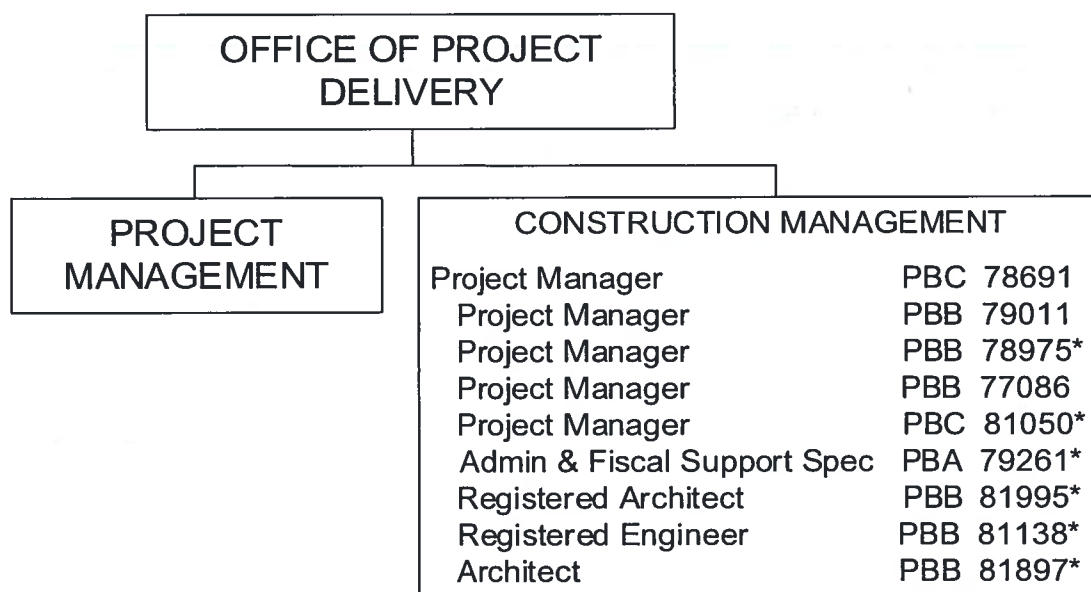
This proposal also streamlines the reporting structure within the Major CIP Construction (Construction Management) unit so that all positions report directly to Project Manager PBC # 78691. No changes will be made to salary or position descriptions that are currently filled.

**Current Organization:**



\* Positions appropriated to Mānoa, reflected organizationally on this chart

**Proposed Organization:**

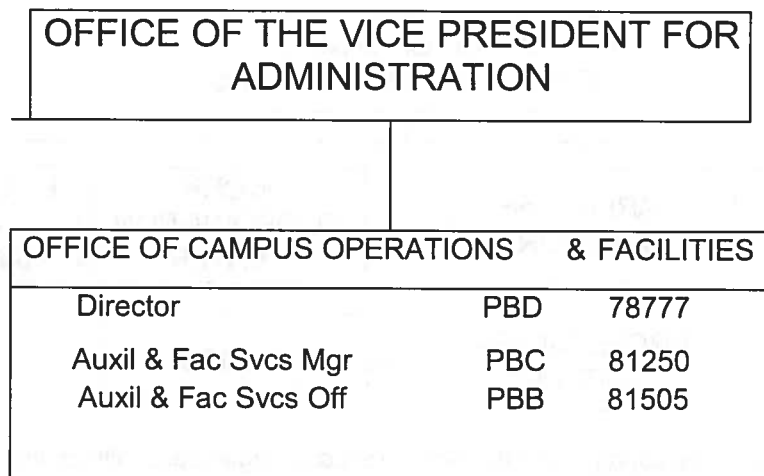


\* Positions appropriated to Mānoa, reflected organizationally on this chart

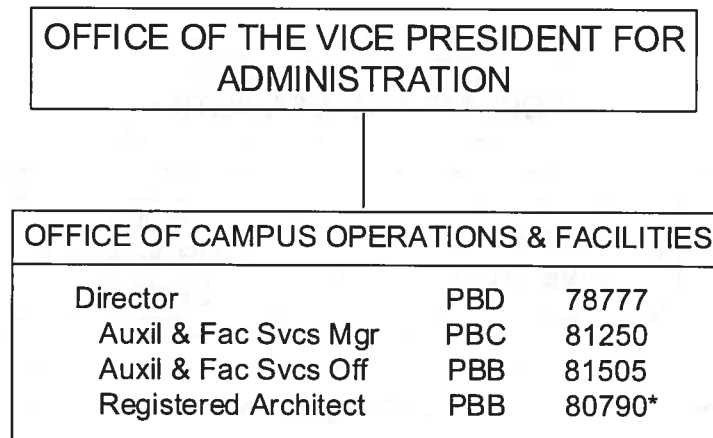
### **III. PROPOSAL TO TRANSFER ONE POSITION FROM THE DESIGN UNIT, OPD TO THE OFFICE OF CAMPUS OPERATIONS & FACILITIES**

This reorganization proposes to transfer a Registered Architect PBB # 80790 from the Design unit, OPD to COF. The position will report directly to the Director and the position description, payband, and compensation remain unchanged.

#### **Current Organization:**



#### **Proposed Organization:**

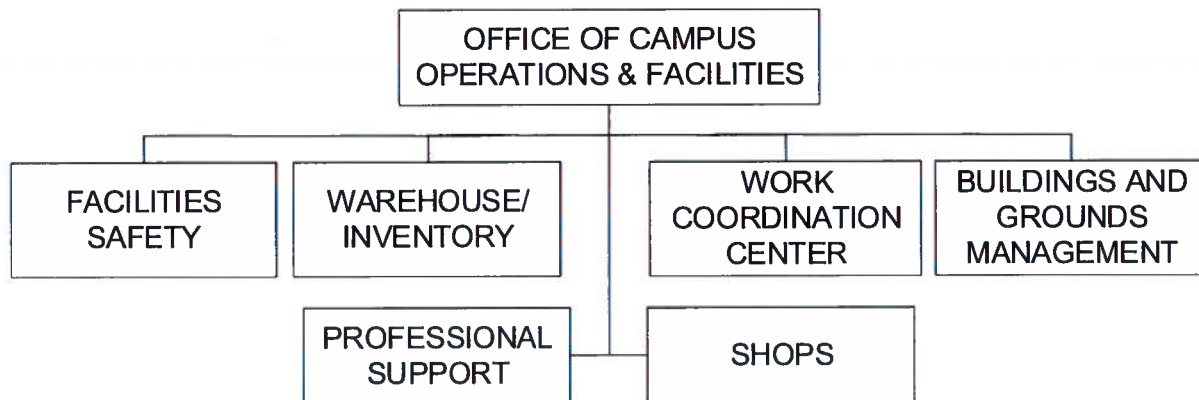


### **IV. PROPOSAL TO TRANSFER THE OFFICE OF FIRE SAFETY, ENVIRONMENTAL HEALTH & SAFETY OFFICE, UHM TO THE OFFICE OF CAMPUS OPERATIONS & FACILITIES, OVPA**

The Office of Fire Safety ("OFS"), Environmental Health & Safety Office ("EHSO"), reports to the Mānoa OVCR, and is responsible for monitoring campus facilities and operations for compliance with federal, state and county fire codes, through the

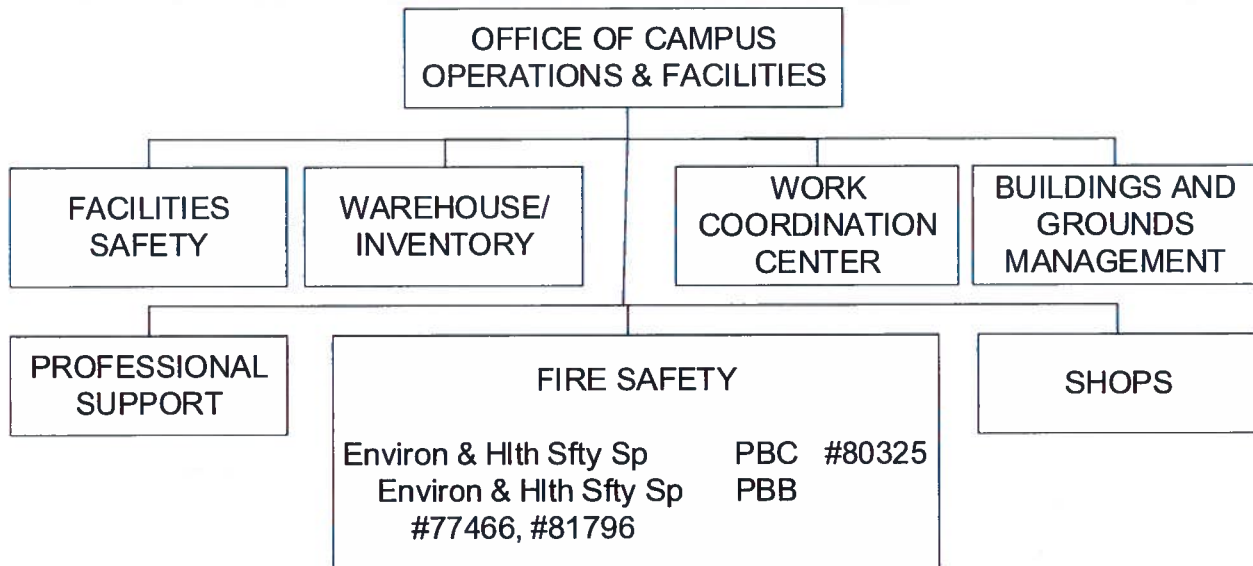
performance of inspections, training, and maintenance of fire suppression equipment. The office works closely with all sections within COF to coordinate access to facilities and any repair and maintenance requirements. Expenditures to perform repair and maintenance functions under OFS, however, are funded by COF. Thus, both EHSO and the COF agree that OFS should report directly to the Director of COF, as a distinct unit, to coordinate work schedules, inspections, testing, and repair and maintenance protocol and align responsibility with fiscal authority as illustrated below.

**Current Organization:**



\* All positions appropriated to Mānoa, reflected organizationally on this chart

**Proposed Organization:**



\* All positions appropriated to Mānoa, reflected organizationally on this chart

### **RECOMMENDED ACTION**

It is recommended that the reorganization and consolidation of various units and positions under the VPA and the reorganization of the Office of Fire Safety, Mānoa EHSO, under the System COF, as more specifically described above and in the attachments, be approved.

### **ATTACHMENTS**

- Attachment A – Current Organization Charts
- Attachment B – Proposed Organization Charts
- Attachment C – Current Functional Statements
- Attachment D – Proposed Functional Statements
- Attachment E – Organizational Summary

**APPROVED/DISAPPROVED**



David Lassner  
President

10/9/18

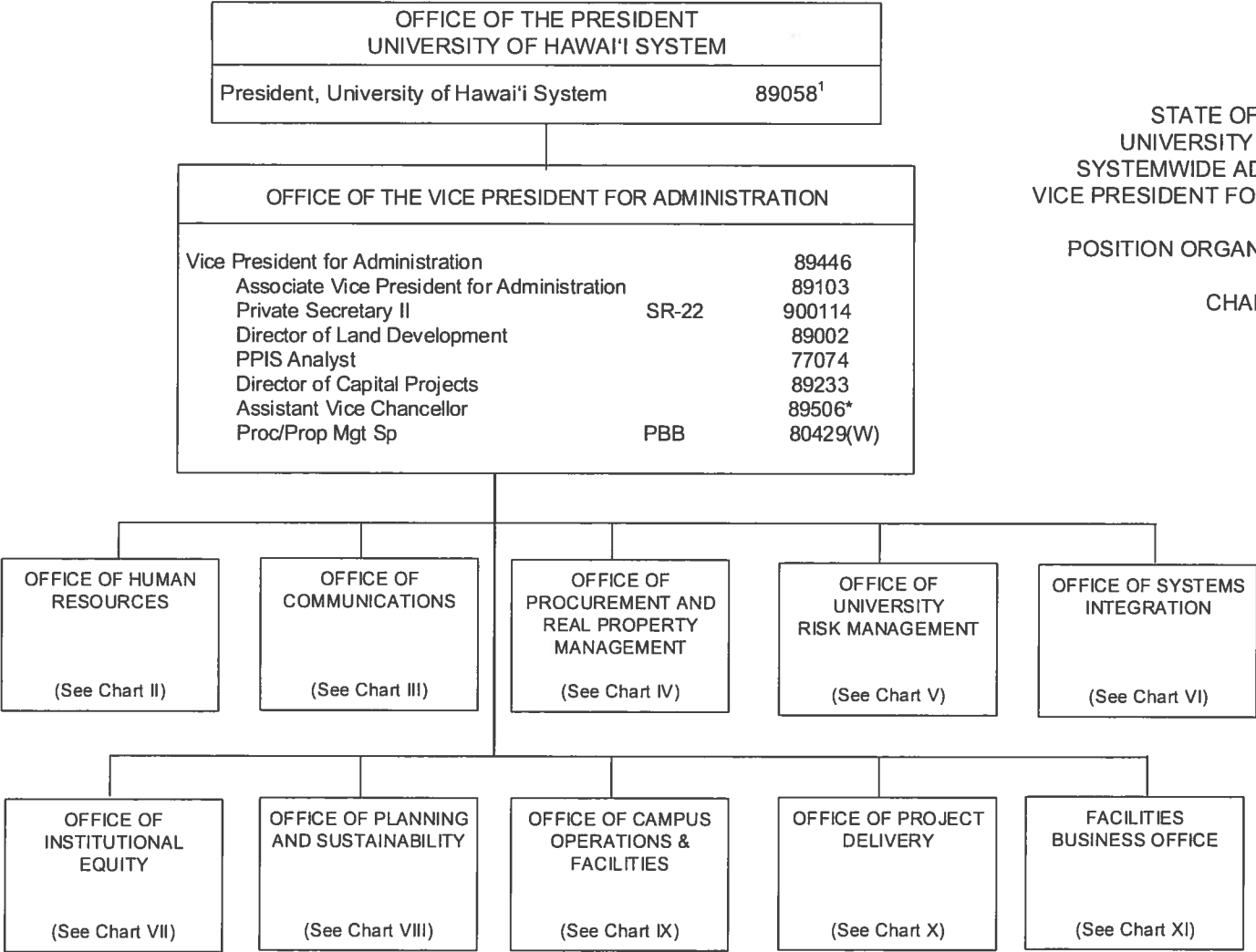
Date

c: Kathy Cutshaw, VCAFO

# **Attachment A**

## **CURRENT ORGANIZATION CHARTS**

CURRENT



STATE OF HAWAI'I  
UNIVERSITY OF HAWAI'I  
SYSTEMWIDE ADMINISTRATION  
VICE PRESIDENT FOR ADMINISTRATION  
POSITION ORGANIZATION CHART  
CHART I

<sup>1</sup> Excluded from position count  
<sup>2</sup> Appropriated but not established, 10 Special Fund (B) positions: 93926F – 93935F  
\* Position appropriated to Manoa, reflected organizationally on this chart

	Perm
General Fund	6.00 (SW)
General Fund	1.00 (MA)*
Revolving Fund (W)	1.00 (SW)
Special Fund (B)	10.00 (SW) <sup>2</sup>

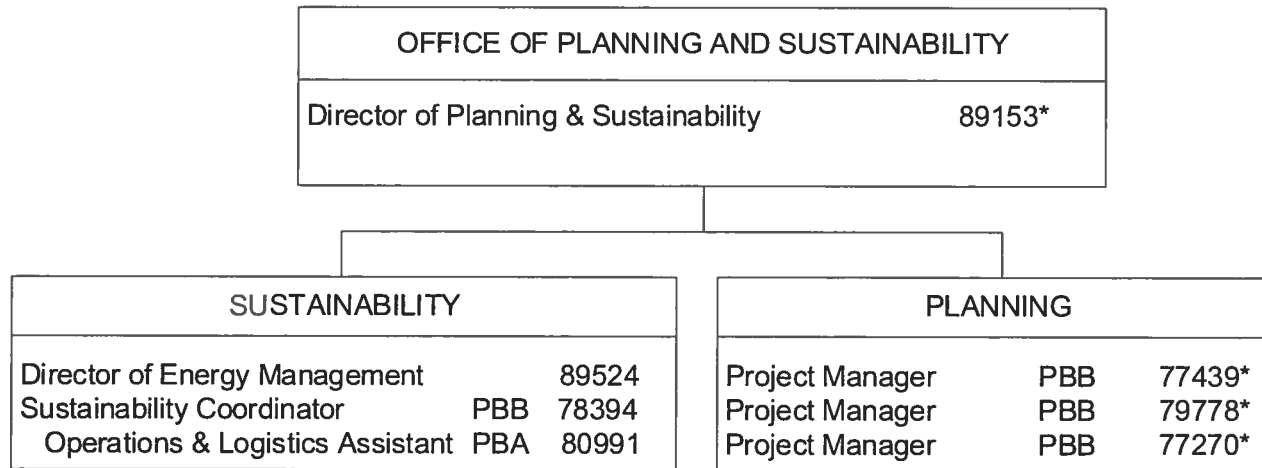
CURRENT

OFFICE OF THE VICE PRESIDENT FOR ADMINISTRATION	
Vice President for Administration	89446 <sup>1</sup>

STATE OF HAWAII  
UNIVERSITY OF HAWAII  
SYSTEMWIDE ADMINISTRATION  
VICE PRESIDENT FOR ADMINISTRATION  
OFFICE OF PLANNING AND  
SUSTAINABILITY

POSITION ORGANIZATION CHART

CHART VIII



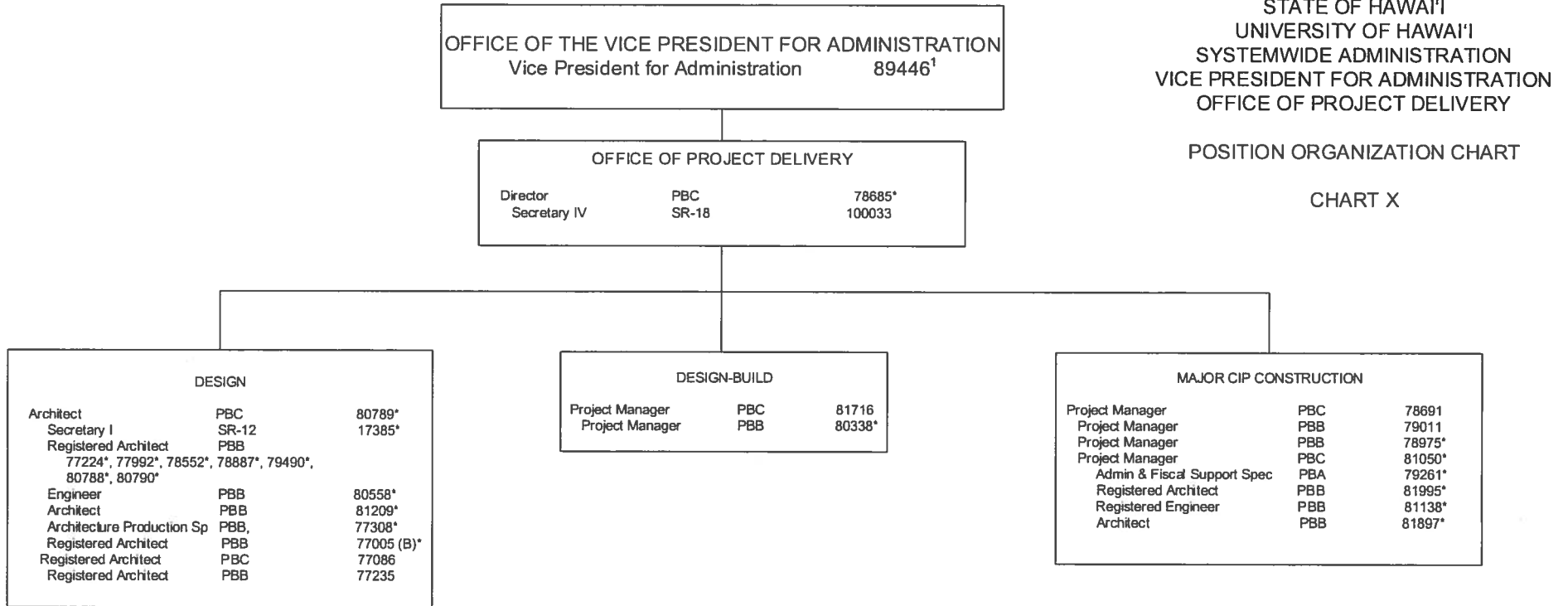
<sup>1</sup> Excluded from position count

\* Positions appropriated to Manoa, reflected organizationally on this chart

Perm  
General Fund 2.00 (SW)  
General Fund 4.00 (MA)\*



CURRENT



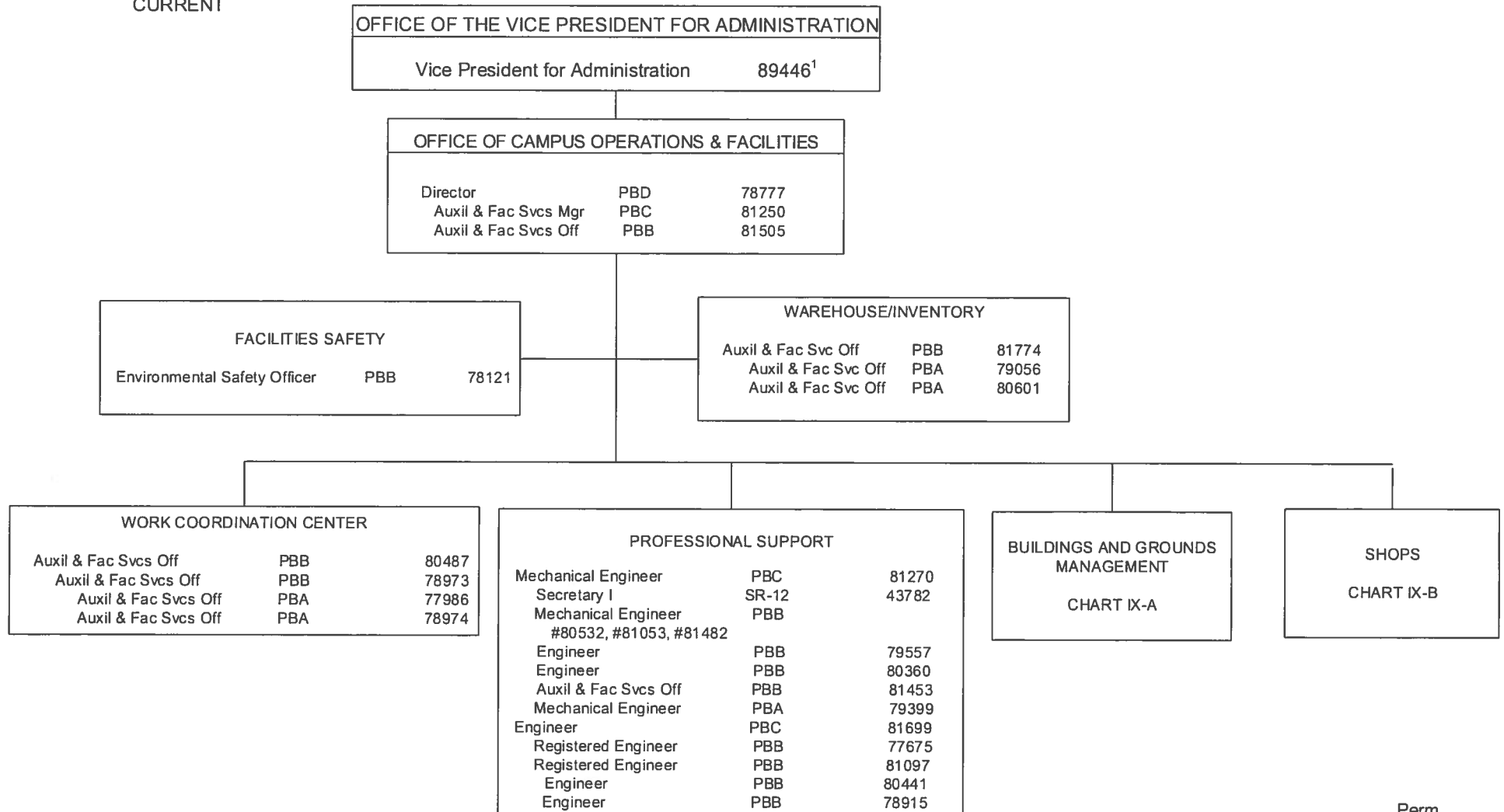
<sup>1</sup> Excluded from position count

<sup>2</sup> Position belongs to Student Housing

\* Positions appropriated to Manoa, reflected organizationally on this chart

	<u>Perm</u>
General Fund	6.00 (SW)
General Fund	20.00 (MA)*
Special Fund (B)	1.00 (MA) <sup>2*</sup>

CURRENT



<sup>1</sup> Excluded from position count

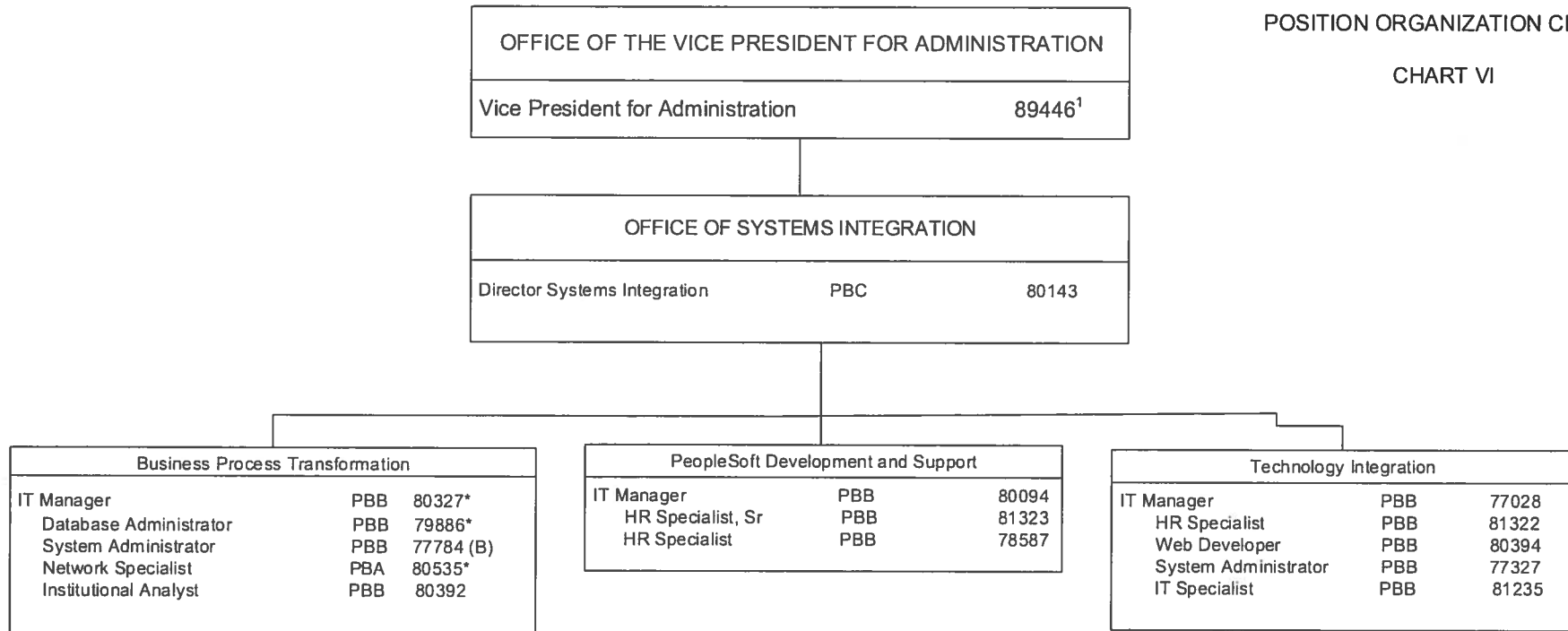
\* All positions on Chart IX appropriated to Manoa, reflected organizationally on this chart

CURRENT

STATE OF HAWAII  
UNIVERSITY OF HAWAII  
SYSTEMWIDE ADMINISTRATION  
VICE PRESIDENT FOR ADMINISTRATION  
OFFICE OF SYSTEMS INTEGRATION

POSITION ORGANIZATION CHART

CHART VI



<sup>1</sup> Excluded from position count

\* Positions appropriated to Manoa, reflected organizationally on this chart

Perm  
General Fund 10.00 (SW)  
General Fund 3.00 (MA)\*  
Special Fund (B) 1.00 (SW)

CURRENT

STATE OF HAWAII  
UNIVERSITY OF HAWAII  
UNIVERSITY OF HAWAII AT MĀNOA  
OFFICE OF THE VICE CHANCELLOR FOR RESEARCH  
ENVIRONMENTAL HEALTH & SAFETY OFFICE  
ORGANIZATION CHART  
CHART I

DEPARTMENT TOTAL:	PERM	TEMP
General Funds:	21.00	--

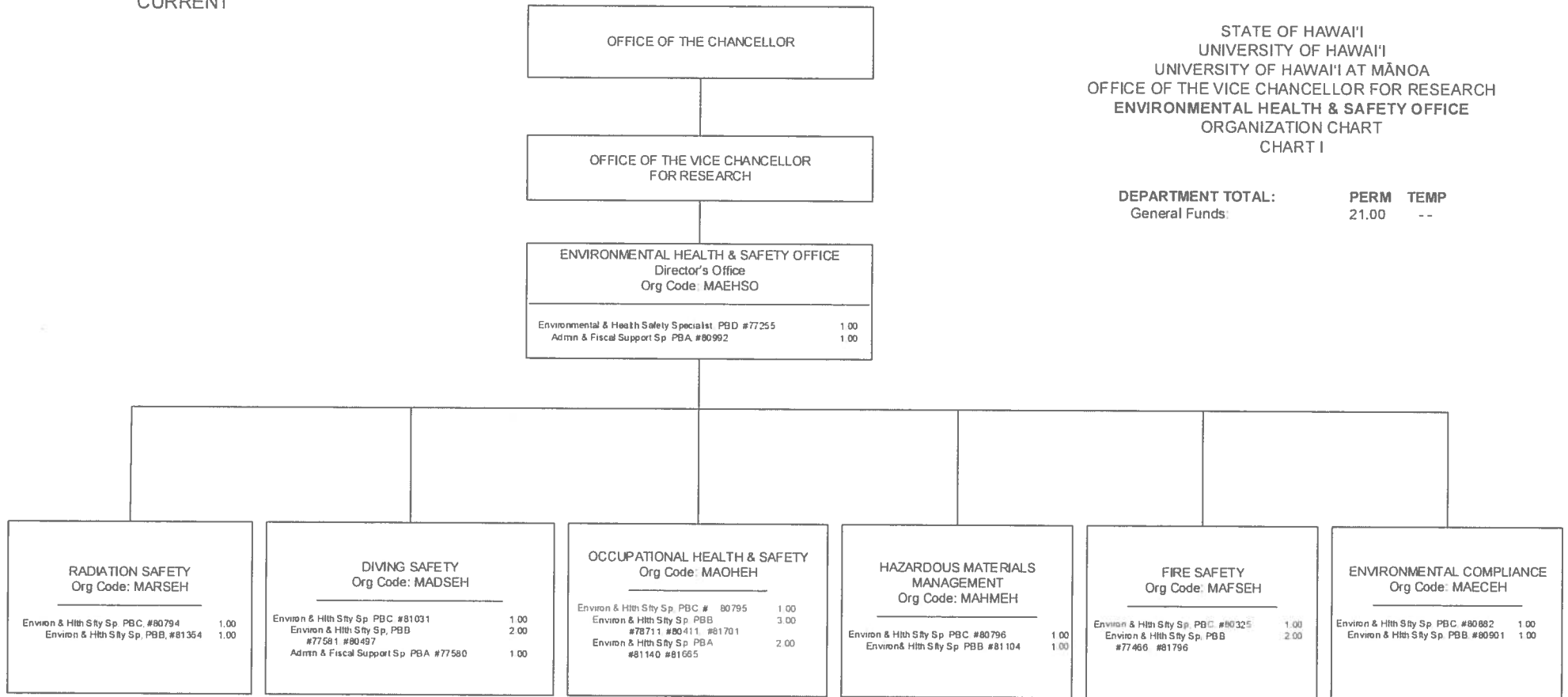
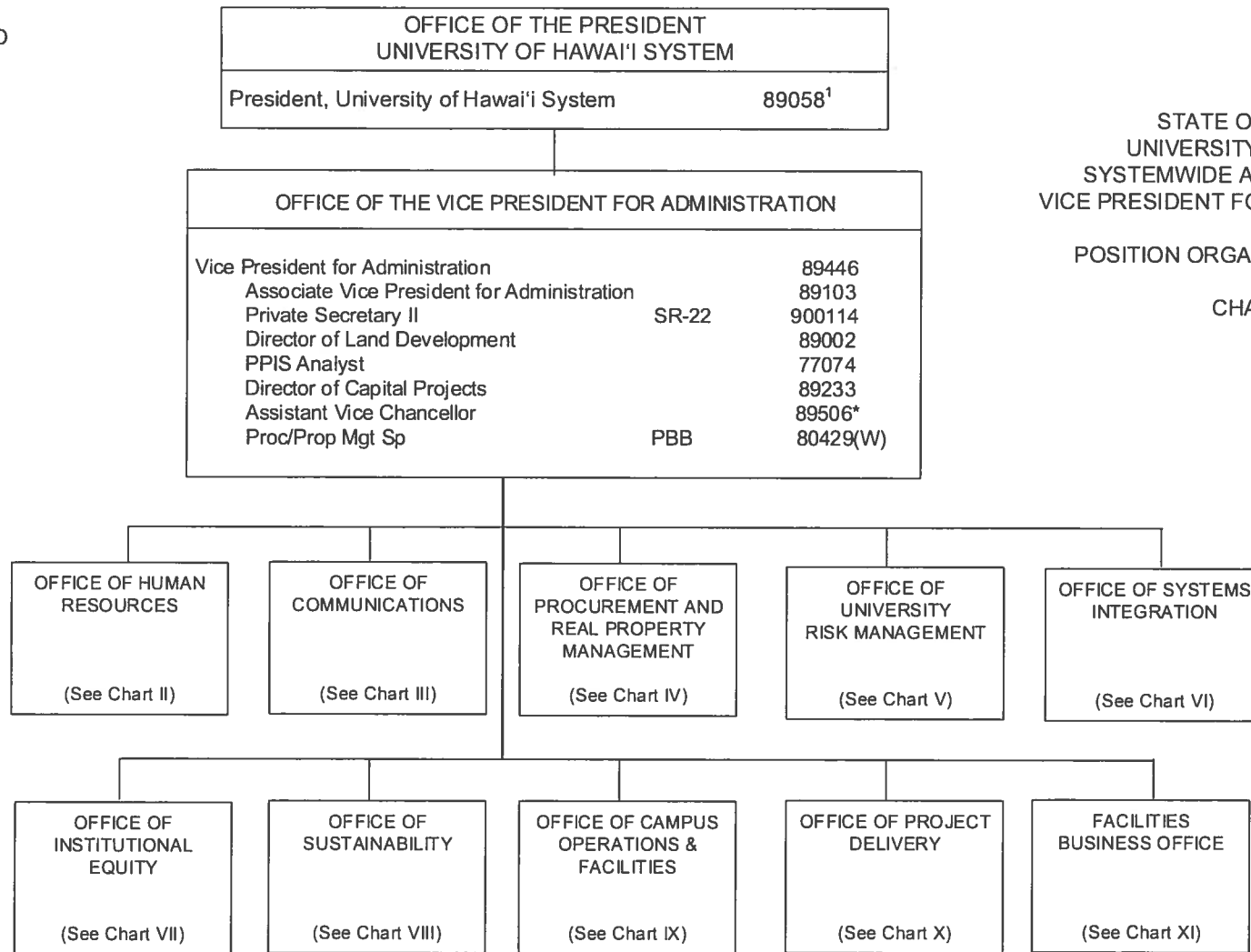


CHART TOTAL:	PERM	TEMP
General Funds:	21.00	--

# **Attachment B**

## **PROPOSED ORGANIZATION CHARTS**

PROPOSED



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

POSITION ORGANIZATION CHART

CHART I

<sup>1</sup> Excluded from position count

<sup>2</sup> Appropriated but not established, 10 Special Fund (B) positions: 93926F – 93935F

\* Position appropriated to Manoa, reflected organizationally on this chart

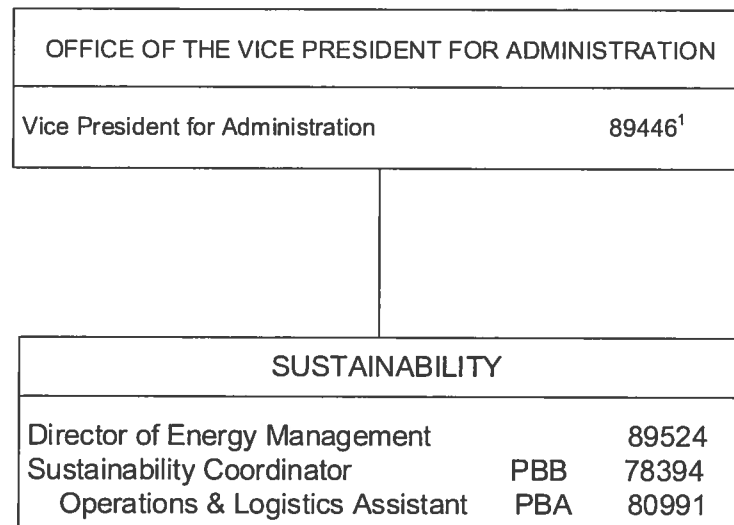
	<u>Perm</u>
General Fund	6.00 (SW)
General Fund	1.00 (MA)*
Revolving Fund (W)	1.00 (SW)
Special Fund (B)	10.00 (SW) <sup>2</sup>

PROPOSED

STATE OF HAWAII  
UNIVERSITY OF HAWAII  
SYSTEMWIDE ADMINISTRATION  
VICE PRESIDENT FOR ADMINISTRATION  
OFFICE OF PLANNING AND  
SUSTAINABILITY

POSITION ORGANIZATION CHART

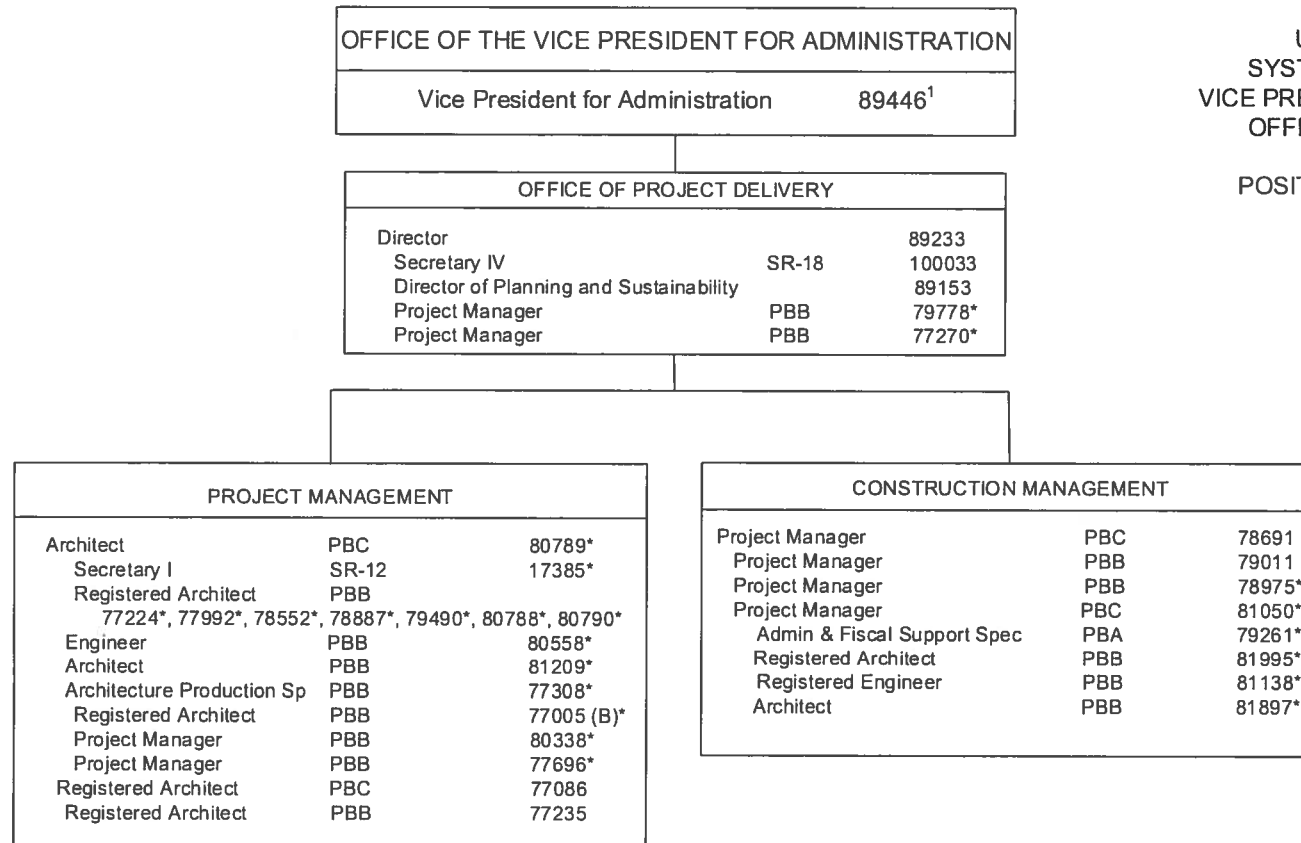
CHART VIII



<sup>1</sup> Excluded from position count

Perm  
General Fund 3.00 (SW)

PROPOSED



STATE OF HAWAII  
UNIVERSITY OF HAWAII  
SYSTEMWIDE ADMINISTRATION  
VICE PRESIDENT FOR ADMINISTRATION  
OFFICE OF PROJECT DELIVERY

POSITION ORGANIZATION CHART

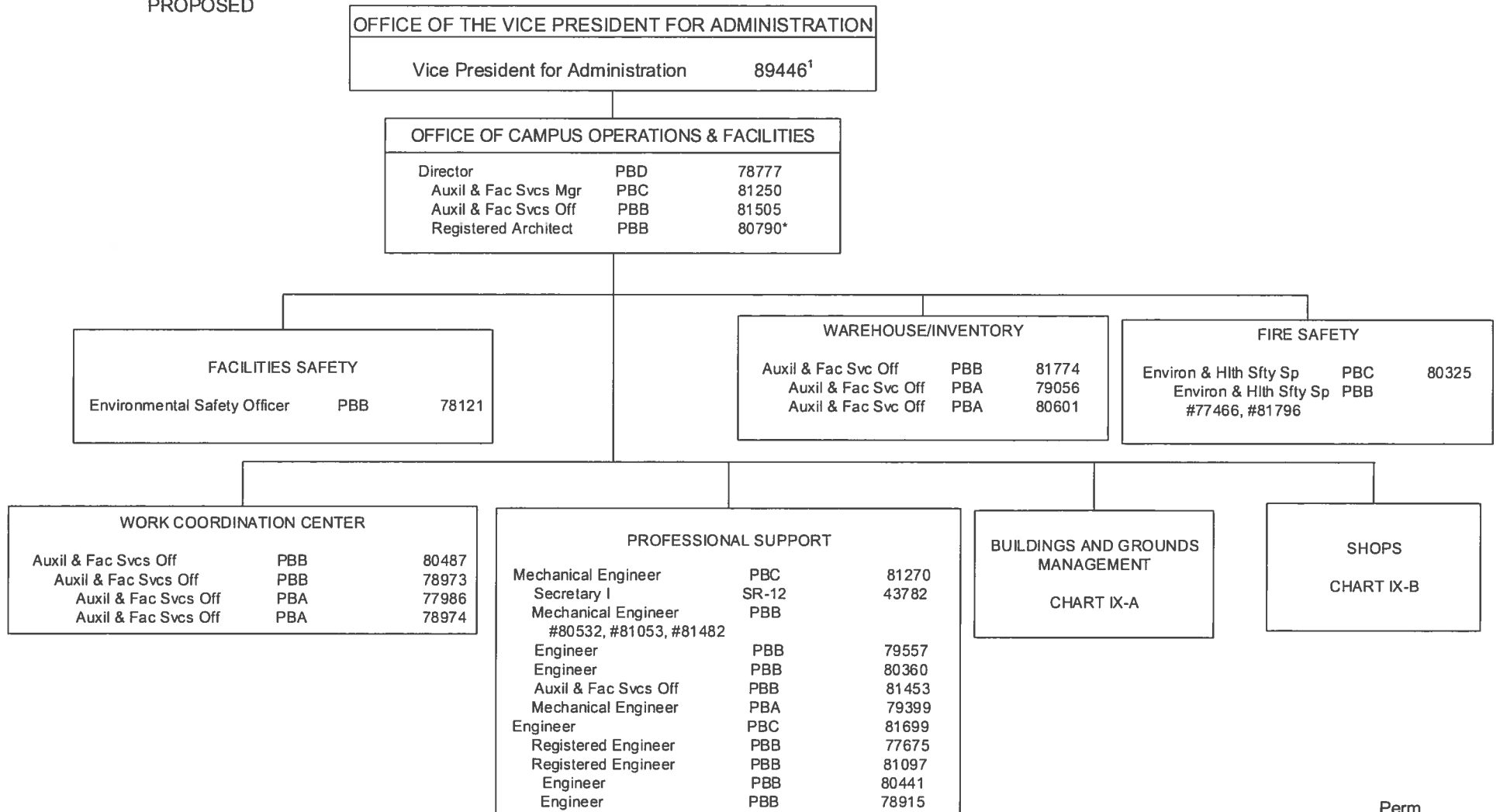
CHART X

- <sup>1</sup> Excluded from position count  
<sup>2</sup> Position belongs to Student Housing  
 \* Positions appropriated to Manoa, reflected organizationally on this chart

	<u>Perm</u>
General Fund	6.00 (SW)
General Fund	23.00 (MA)*
Special Fund (B)	1.00 (MA) <sup>2</sup> *



PROPOSED



<sup>1</sup> Excluded from position count

\* All positions on Chart IX appropriated to Manoa, reflected organizationally on this chart

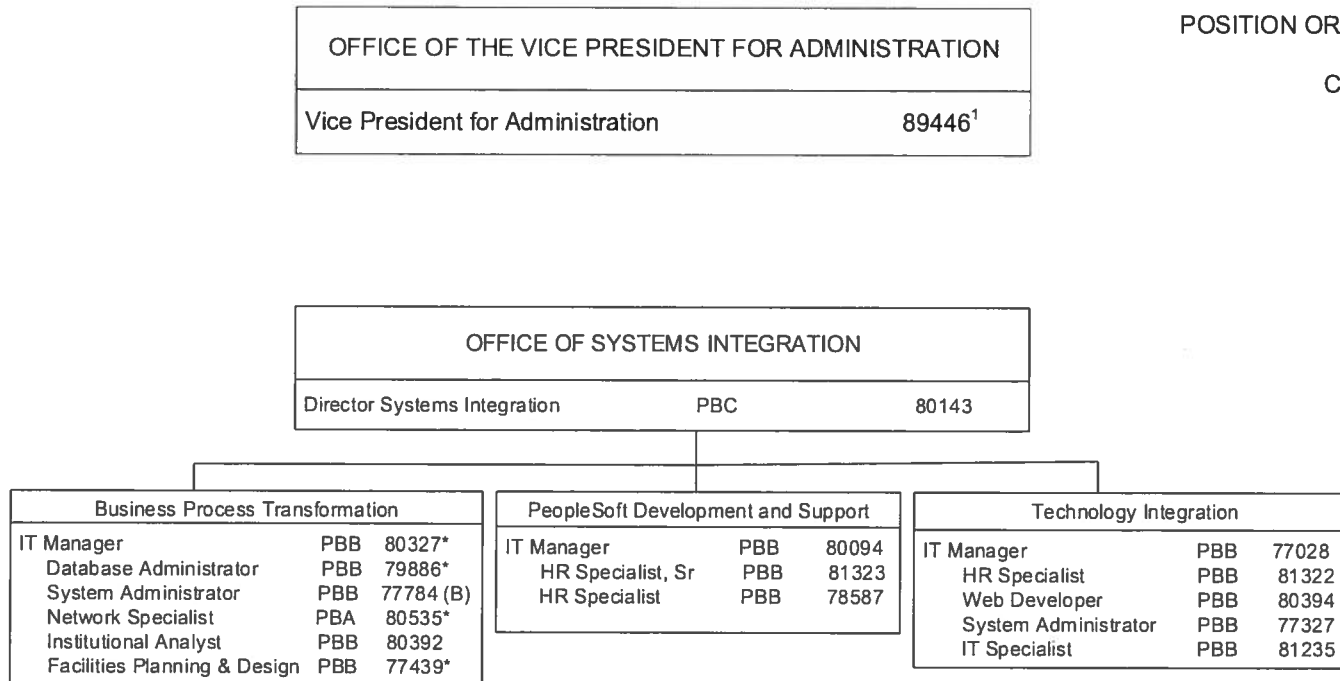
Perm  
General Fund 28.00 (MA)\*

PROPOSED

STATE OF HAWAII  
UNIVERSITY OF HAWAII  
SYSTEMWIDE ADMINISTRATION  
VICE PRESIDENT FOR ADMINISTRATION  
OFFICE OF SYSTEMS INTEGRATION

POSITION ORGANIZATION CHART

CHART VI

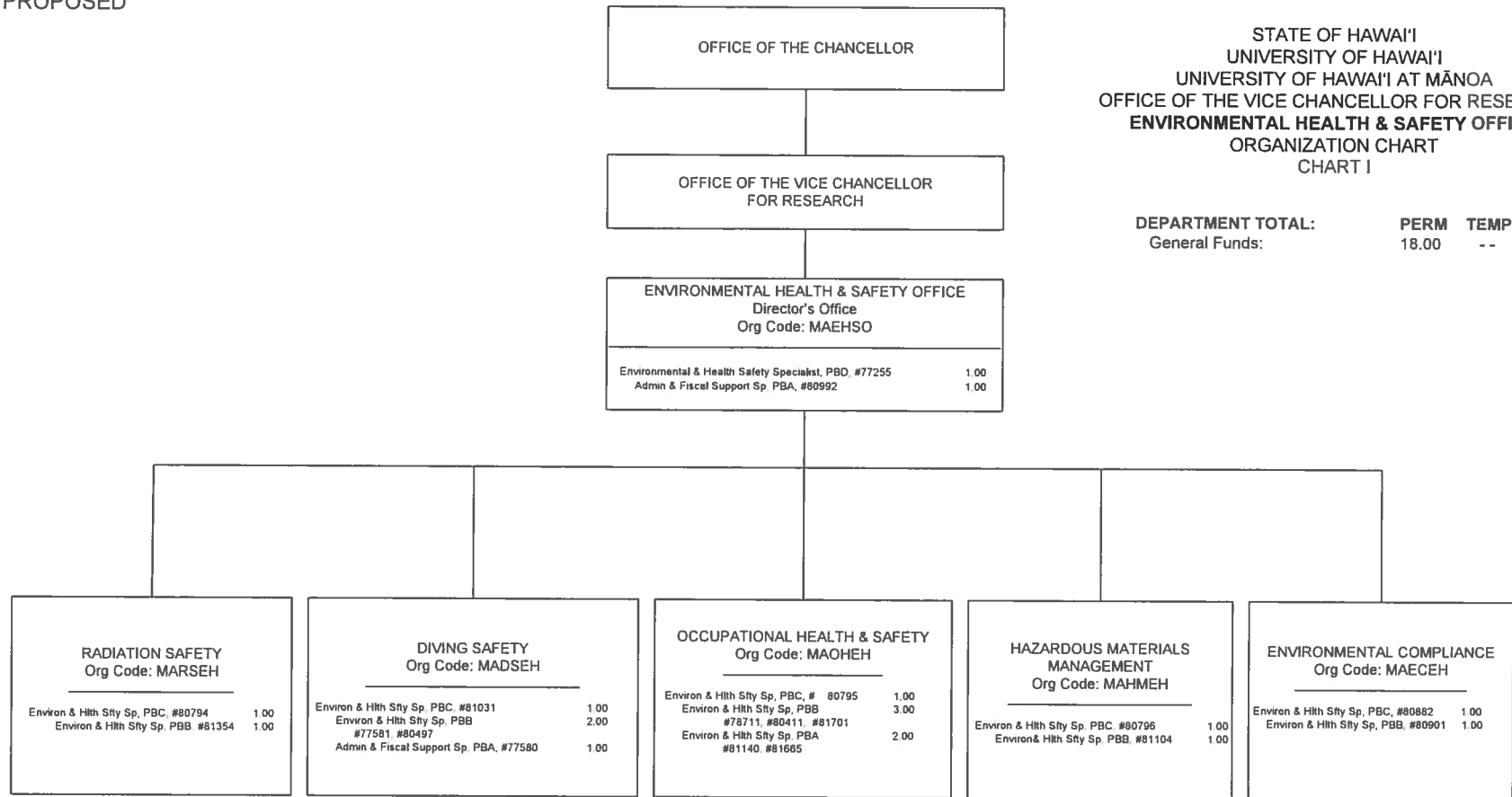


<sup>1</sup> Excluded from position count

\* Positions appropriated to Manoa, reflected organizationally on this chart

	<u>Perm</u>
General Fund	10.00 (SW)
General Fund	4.00 (MA)*
Special Fund (B)	1.00 (SW)

PROPOSED



STATE OF HAWAII  
UNIVERSITY OF HAWAII  
UNIVERSITY OF HAWAII AT MĀNOA  
OFFICE OF THE VICE CHANCELLOR FOR RESEARCH  
**ENVIRONMENTAL HEALTH & SAFETY OFFICE**  
ORGANIZATION CHART  
CHART I

DEPARTMENT TOTAL:	PERM	TEMP
General Funds:	18.00	--

CHART TOTAL:	PERM	TEMP
General Funds:	18.00	--

# **Attachment C**

## **CURRENT FUNCTIONAL STATEMENTS**

## CURRENT

# STATE OF HAWAII UNIVERSITY OF HAWAII SYSTEMWIDE ADMINISTRATION OFFICE OF THE VICE PRESIDENT FOR ADMINISTRATION

## FUNCTIONAL STATEMENT

The Office of the Vice President for Administration (OVPA) provides systemwide executive leadership in planning, organizing, directing, managing, and administering the University of Hawai'i's (University) programs relating to human resources; communications; procurement and real property management; risk management; systems integration; institutional equity; planning and sustainability; Mānoa campus operations and facilities; project delivery; and facilities business administration.

In addition, the OVPA is responsible for land development, update and dissemination of University wide policies and procedures, and collegiate licensing. Collegiate licensing oversees the University's branding (logo/trademark) program and ensures collection of royalties in compliance with licensing agreements.

Programmatic areas of responsibility include, directing through subordinate managers, a **human resources** program that is responsible for administration of the classification, compensation and employee benefits systems for Excluded and Managerial (EM), Administrative, Technical, and Professional (APT), and civil service personnel; and collective bargaining and employee relations for academic and nonacademic areas; a **communications** program that provides expertise in the areas of marketing and brand management, public relations, news, and media relations; a **procurement and real property** program that provides direction in the acquisition of goods and services, the acquisition or conveyance of interests in real property, and the administration of the University's record management program; a **risk management** program that is responsible for the University's systemwide risk management functions; a **systems integration** program that provides management and direction for all information technology and data systems that support the operational requirements of the various areas under the OVPA; an **institutional equity** program that provides technical expertise and overall guidance to campuses in support of their planning, development, implementation, and daily management of Title IX and Violence Against Women Act (VAWA) programs; a **planning and sustainability** program that assists in developing planning and space guidelines, long-range project priorities, and sustainability programs and goals; a **Mānoa campus operations and facilities** program that manages and oversees the repair, maintenance, and operation of all facilities, grounds, infrastructure, and physical assets for Mānoa; a **project delivery** program that is responsible for the planning, design, and construction of capital improvement projects; and a **facilities business** administration program that provides fiscal, procurement, and contract administration support for the OVPA and several programmatic areas dealing with planning, sustainability, project delivery, and Mānoa operations facilities;

## **OFFICE OF PLANNING AND SUSTAINABILITY (OPS)**

OPS provides vision and direction for long and short-range planning, space management and analysis, capital planning, and design standards, at the Mānoa campus, and for sustainability goals, initiatives, and projects systemwide.

### **Planning**

Planning has Mānoa campus responsibility for long-range development plans, space management, analytical studies, capital planning, sustainable physical and community planning, and campus building and landscape design. Major functions are as follows:

- Creates and maintains design standards for land and facilities supporting Mānoa programs which incorporate principles of sustainability and environmental responsibility;
- Develops and administers long range physical development plans for the campus as well as lands external to the campus supporting UH Mānoa programs;
- Conducts analyses of institutional plans, academic agendas, and major policies to anticipate future directions affecting long-term physical facility requirements for Mānoa;
- Assists in the preparation of environmental assessments and impact statements and master plans;
- Assists in the development of University environmental policy and all documents to comply with applicable laws, rules, and regulations
- Provides leadership in creating and implementing a comprehensive environmental and energy policy in support of the Mānoa's strategic sustainability goals;
- Works in partnership with campus groups to incorporate sustainability principles into the planning, design, operational, and educational framework of the institution;
- Engages students, faculty, and staff in gaining understanding of our current patterns of facilities use and consequent impacts and opportunities;
- Manages the allocation and reallocation of space on campus to operating units; and
- Provides data analysis in support of the space allocation and physical planning functions of the campus.

## **Sustainability**

The systemwide sustainability unit is charged with developing an energy management system and operational commitment to minimizing greenhouse emissions and becoming carbon neutral by 2050; work with faculty and staff to develop curriculum that will advance the principles of sustainability while enabling cross-campus collaborations that integrate teaching and research with solutions at the campus and community levels; facilitate and support basic and applied research initiatives that advance the principles of sustainability and enable cross-campus collaborations that integrate teaching and research with solutions at the campus, community, and global levels; and assist campuses with creating a sustainable living and learning environment that honors the University's cultural foundation and addresses the challenges and opportunities of its unique geographical location. Major functions are as follows:

- Supports the implementation of sustainability projects and initiatives, including waste, water and energy reduction, food production, and fostering sustainable behavior changes;
- Provides expertise in resource management to ensure identification, life cycle cost analysis, design, implementation, and/or construction of resource conservation and gas reduction initiatives to meet goals for sustainability and carbon neutrality;
- Provides supervisory and technical oversight in strategic planning, coordination, and organizational alignment of Systemwide sustainability strategic goals and development of campus sustainability and resilience plans;
- Coordinates and manages the University Sustainability Council and University Sustainability Curriculum Council to establish sustainability metrics to track, record, and report on progress toward sustainability goals;
- Plans and executes campus and community outreach initiatives, i.e., the Annual Sustainability in Higher Education Summit;
- Provides oversight of energy planning, management, and administration Systemwide by developing and executing an overall vision and comprehensive strategic energy plan that is aligned with the University's strategic sustainability goals;
- Oversees the development of feasibility studies and business plans as the Systemwide subject matter expert on energy monitoring, analysis, and benchmarking;

- Deploys energy-related training programs and develops internal and external communication strategies that impact behavioral shifts toward sustainability and energy efficient practices; and
- Represents the University in building and maintaining effective relationships with all constituency groups, including senior administration, campus managers, federal and State officials, State legislature, the Public Utilities Commission, county sustainability councils, and other local, national, and international organizations.

## **OFFICE OF PROJECT DELIVERY (OPD)**

OPD provides high quality planning, development, design, and construction services for the successful completion of CIP projects. OPD ensures that all University campuses, especially the flagship Mānoa campus, enjoy and operate in physical environments that support teaching, research, and public service in keeping with the University's mission. The buildings, infrastructure, and landscapes of the campuses should reflect the excellence and diversity of the academic enterprise.

In collaboration with OPS, this office provides CIP implementation services from the conceptual planning stage through construction completion. OPD coordinates closely with OPS to ensure that all planning for, and actions on, the physical facilities, grounds, and infrastructure are in accordance with long-range development plans, the campus strategic plan, and supports the campus educational, research and student life missions. The FMO is comprised of the following three (3) functional areas:

### **Design**

- Performs project management responsibilities to ensure the end-to-end successful completion of construction projects affecting campus facilities, grounds, infrastructure and other physical assets;
- Prepares and/or reviews and directs the preparation of plans and specifications for new and renovation projects including the preparation of bid documents, as required;
- Coordinates design requirements, construction methods and schedules with OPS, COF, and the construction team;
- Provides renovation design assistance to departments, including closely working with the end-users to determine project scope and requirements, potential maintenance and service issues, alternative approaches, and time and cost estimates; and
- Assists in maintaining an inventory and information database of campus buildings with regard to facilities conditions assessments and potential projects that need to be queued for construction due to capital renewal, deferred maintenance, health and safety, and/ or code requirements.

### **Design/Build**

- Performs project management responsibilities for all projects utilizing the design/build project delivery method to ensure the end-to-end successful completion;
- Prepares or directs the preparation of Request for Proposals (RFPs) to solicit design/build submittals;
- Oversees all components of the design/build process including programming requirements, establishment of design criteria within budget parameters, project design review, construction oversight, and overall contract administration;
- Develops policies, procedures, templates, and forms to ensure a consistent process so that: (1) solicitations are in accordance with applicable procurement statutes; and (2) resultant design/build projects achieve high quality and high end-user satisfaction;
- Negotiates design/build contract terms and deliverables; and

- Leads in the recommendation and implementation of other innovative and alternative project delivery mechanisms and strategies to improve the quality, timeliness, and cost effectiveness of capital projects for the University.

### **Major CIP Construction**

- Directs and manages construction activities and delivery of projects for OPD;
- Develops and implements policies, procedures, and processes for construction activities;
- Reviews design plans and specifications to ensure feasibility of construction and maintenance;
- Confirms that construction cost-estimates and schedules are realistic and considers all aspects of a project;
- Develops reporting and monitoring mechanisms that provide timely, reliable information on the status of construction;
- Reviews and interprets all construction and contract documents including working drawings, specifications, post contract documents, schedule of values, and detailed cost breakdowns,
- Makes sound, justifiable field and project decisions that advance the best interests of the University while keeping within deadlines and budgets;
- Processes change orders in a timely fashion, while documenting and holding the appropriate entity responsible and liable, to avoid costly delays;
- Manages projects from bid award to project acceptance and close-out, including verification that all operating manuals, training, project warranties, and other applicable documents are received prior to project acceptance; and
- Ensures that effective and consistent communications with all involved parties is on-going, including the campus community and other external stakeholders, and that construction processes follow industry best practices.

### **OFFICE OF SYSTEMS INTEGRATION (OSI)**

OSI provides leadership and direction for all information technology and data systems that support the operational requirements of the various areas under the OVPA. These systems include enterprise-wide and home-grown systems that exist in functional silos and require manual manipulation and redundant data entry. Data integrity and accuracy concerns need to be addressed and work process re-engineering needs to be designed and implemented in order to obtain management reports that will provide meaningful analytic data for informed decision making.

OSI provides these services through its functional units as described below.

#### **Business Process Transformation**

- Leads the implementation and optimization of eBuilder (project management tracking system), which will serve as the centralized database and workflow tool for all construction project information including budgets, schedules, and status;
- Directs the strategic utilization and integration of technology capabilities for operations under the OVPA to maximize functionality, reporting accuracy, and data-driven decision making and leverage technology to support re-engineering and streamlining of processes;
- Maintains a geospatial and physical assets database of institutional information supporting the space and physical planning functions of the campus; and
- Manages and oversees, specifically for the Mānoa Campus Operations and Facilities area, data intensive and critical information technology systems including AiM (work order and asset



management system), Lokahi (electronic workflow and reporting system), and Sightlines (building facilities condition report and deferred maintenance database).

### **PeopleSoft Development and Support**

- Provides administrative support, business analysis, integration, and development capabilities for the enterprise-wide Peoplesoft program, which is used by OHR to establish, track, monitor, and report on all employees within the University systemwide;
- Conduct analysis to re-engineer the system to capitalize on delivered features and functionality to include user friendly interfaces, workflow, self-service and timely reporting;
- Collaborates with OHR and other system offices to lead efforts in updating and integrating individual databases and spreadsheets into an electronic system that is appropriately shared and governed by processes that secure data integrity; and
- Optimize integration touchpoints with other applications and datamarts.

### **Technology Integration**

- Lead efforts in updating and integrating individual databases and spreadsheets into an electronic system that is appropriately shared and governed by processes that secure data integrity;
- Revisit unsupported legacy solutions and develop roadmap to replace them with current technologies; and
- Support the implementation of new technologies such as NeoGov for online recruitment, onboarding and performance evaluations.

## **CAMPUS OPERATIONS & FACILITIES (COF)**

COF provides leadership and oversight for Mānoa campus operations and repair and maintenance programs and projects. COF is responsible for developing a comprehensive program that incorporates preventive maintenance best practices and strategically addresses work orders, minor facility upgrades and other campus improvements on an on-going basis.

COF provides these services through its various functional units as described below.

### **Campus Operations/Shops**

Campus Operations provides leadership and supervision over trade shop services for the Mānoa campus. This unit coordinates closely with the Work Coordination Center, Warehouse, Buildings and Grounds Maintenance, and professional support units. Campus Operations implements preventive maintenance programs and supports the energy and resource conservation and management efforts for the campus.

- Electric Shop  
Maintains, repairs, and installs electrical systems and equipment, including load centers, primary and secondary voltage transformers, cabling/wiring, switchgears, and fixtures.
- Carpenter Shop  
Repairs, constructs and installs rough and finished carpentry work and building hardware.
- Air Conditioning Repair & Maintenance Shop  
Repairs, maintains and replaces building and facilities HVAC and cooling systems.

- Plumbing Shop  
Repairs, maintains and installs plumbing systems, fixtures and equipment.
- Paint Shop  
Refinishes, repaints and maintains all existing painted and newly constructed surfaces.
- Trucking Shop  
Provides trucking, moving and disposal services to the campus community.

## **Buildings & Grounds Management**

The Buildings & Grounds Management (BGM) unit is responsible for overseeing the maintenance and landscape of campus buildings, grounds and plant collections. Works to meet and implement the energy and sustainability needs and priorities of the University and to develop a plant collection for educational and research purposes.

- Building Services  
Provides custodial care, carpet cleaning, and other maintenance services for all buildings and facilities for the campus.
  - *Crew 1 – Makai zone*
  - *Crew 2 – Ewa zone*
  - *Crew 3 – Mauka zone*
  - *Housekeeper*  
Provides household cleaning of the University President's residence including the main house and guest cottage.
  - *Carpet Cleaner*  
Provides carpet cleaning and floor polishing services for on-campus facilities.
- Landscaping Services  
Provides grounds maintenance services and refuse collection, and coordinates recycling operations for the campus. The two (2) main functions under this unit are Landscaping and Grounds Maintenance.
  - *Landscaping*
    - *Pesticide Control*  
Controls weeds, insects, and diseases affecting campus landscapes.
    - *Irrigation*  
Repairs, installs, and maintains irrigation systems.
    - *Labor Support*  
Provides labor support for tree trimmer, sprinkler repairer and recycling.
    - *Mason*  
Lays building materials, including concrete and brick, and constructs or repairs surfaces or structures.
    - *Tree Trimmer*  
Maintains campus trees.
    - *Nursery*  
Provides maintenance and care to trees, plants, and foliage.
    - *Refuse*  
Provides refuse collection as well as special and bulk disposal services.
    - *Equipment Support*

Operates and maintains heavy equipment to service campus facilities.

- *Grounds Maintenance*  
Performs a variety of manual tasks in cleaning, caring and maintaining landscaped areas.
  - *Makai Crew* – Makai zone
  - *Power Mower* – Campus lawn
  - *Mauka Crew*- Mauka zone
- Campus Arboretum  
Develops the landscape potential of unique woody flora of the tropics on the campus by serving as a living laboratory for education and research, encouraging use by the broader community and supporting service activities of the University.

### **Work Coordination Center**

- Manages and maintains the campus work order system;
- Communicates Mānoa customer requests and needs to appropriate unit;
- Provides data/information to assist maintenance units respond to customer requests and supports communication and improved customer service to campus constituency; and
- Schedules and coordinates support services for special events.

### **Warehouse/Inventory**

Provides warehouse and inventory services for COF including storage, transfer, and disposal of materials and property and the maintenance of surplus inventory for the campus community.

### **Facilities Safety**

Provides advice and develops policies and procedures regarding environmental and occupational safety issues affecting the Mānoa campus and especially COF. Ensures compliance with Federal, State, and local laws, rules and regulations relating to safe operating practices in alignment with the Occupational Health and Safety Administration (OSHA).

### **Professional Support**

Coordinates with the Shops director and/or Shops superintendent and director of Buildings and Grounds and schedules repairs and maintenance, preventive maintenance programs for all relevant buildings, building subsystems, infrastructure and grounds. Reviews departmental service work requests, preparing cost estimates as well as labor and materials requirements for work to be performed by the trade shops.

### Mechanical Engineering & Electrical Engineering

- Prepares and/or reviews and directs the preparation of mechanical/electrical engineering designs and specifications for projects performed either internally or by private consultants and contractors and prepares and/or reviews specifications and bidding requirements for projects by private consultants and contractors;
- Maintains facilities equipment audit and inventory; manages preventive maintenance programs for mechanical and electrical systems; develops equipment and systems replacement programs in accordance with established industry criteria;
- Provides renovation design assistance to departments, including determination of service and maintenance requirements, alternative approaches, and time and cost estimates;

- Provides planning and design services for setting campus goals regarding the design, repair, management and operations of all components related to mechanical and electrical engineering functions on the campus;
- Reviews departmental service work requests, preparing cost estimates as well as labor and materials requirements for work to be performed by the trade shops.
- Provides technical support to trade shops;
- Develops and maintains a comprehensive building audit program; and
- Supports the planning, development and implementation of campus-wide utility planning, improvements and repairs and energy conservation, energy efficiency and renewable energy programs in concert with OPS and other key campus units.

CURRENT

STATE OF HAWAI'I  
UNIVERSITY OF HAWAI'I  
UNIVERSITY OF HAWAI'I AT MANOA  
OFFICE OF THE VICE CHANCELLOR FOR RESEARCH  
ENVIRONMENTAL HEALTH & SAFETY OFFICE

FUNCTIONAL STATEMENT

**DIRECTOR'S OFFICE – Org Code: MAEHSO**

The Environmental Health & Safety Office works to promote a safer campus environment through the development and administration of health and safety programs.

**RADIATION SAFETY – Org Code: MARSEH**

Monitors the procurement, use, storage, and disposal of radioactive isotopes and radiation sources in accordance with the University's Nuclear Regulatory Commission (NRC) license. Monitors the safe use of level 3 and 4 lasers in accordance with the Laser Safety Program.

**DIVING SAFETY – Org Code: MADSEH**

Monitors the safe conduct of compressed gas diving, for University scientific, educational and/or commercial diving activities using SCUBA and/or other underwater diving life support systems, as required by federal and state commercial diving regulations, and consensus national community standards.

**OCCUPATIONAL HEALTH & SAFETY – Org Code: MAOHEH**

Monitors laboratories, facilities and operations for compliance with federal and state rules and regulations related to workplace safety and health via consultation, inspection, hazard evaluation and training.

**HAZARDOUS MATERIALS MANAGEMENT – Org Code: MAHMEH**

Manages the identification, classification, storage and transportation of potentially hazardous chemicals. Also manages the disposal of hazardous wastes generated by University operations in accordance with federal and state regulations.

**FIRE SAFETY – Org Code: MAFSEH**

Monitors campus facilities and operations for compliance with federal, state and county fire codes. Conducts inspections, performs training and maintains campus fire suppression equipment.

**ENVIRONMENTAL COMPLIANCE – Org Code: MAECEH**

Monitors University operations for compliance with U.S. Environmental Protection Agency and State of Hawaii rules and regulations related to the protection of the environment (e.g. storm water management, air and water pollution).

# **Attachment D**

## **PROPOSED FUNCTIONAL STATEMENTS**

## PROPOSED

# STATE OF HAWAII UNIVERSITY OF HAWAII SYSTEMWIDE ADMINISTRATION OFFICE OF THE VICE PRESIDENT FOR ADMINISTRATION

## FUNCTIONAL STATEMENT

The Office of the Vice President for Administration (OVPA) provides systemwide executive leadership in planning, organizing, directing, managing, and administering the University of Hawai'i's (University) programs relating to human resources; communications; procurement and real property management; risk management; systems integration; institutional equity; sustainability; Mānoa campus operations and facilities; project delivery & planning; and facilities business administration.

In addition, the OVPA is responsible for land development, update and dissemination of University wide policies and procedures, and collegiate licensing. Collegiate licensing oversees the University's branding (logo/trademark) program and ensures collection of royalties in compliance with licensing agreements.

Programmatic areas of responsibility include, directing through subordinate managers, a **human resources** program that is responsible for administration of the classification, compensation and employee benefits systems for Excluded and Managerial (EM), Administrative, Technical, and Professional (APT), and civil service personnel; and collective bargaining and employee relations for academic and nonacademic areas; a **communications** program that provides expertise in the areas of marketing and brand management, public relations, news, and media relations; a **procurement and real property** program that provides direction in the acquisition of goods and services, the acquisition or conveyance of interests in real property, and the administration of the University's record management program; a **risk management** program that is responsible for the University's systemwide risk management functions; a **systems integration** program that provides management and direction for all information technology and data systems that support the operational requirements of the various areas under the OVPA; an **institutional equity** program that provides technical expertise and overall guidance to campuses in support of their planning, development, implementation, and daily management of Title IX and Violence Against Women Act (VAWA) programs; a **sustainability** program that assists in developing sustainability programs and goals; a **Mānoa campus operations and facilities** program that manages and oversees the repair, maintenance, and operation of all facilities, grounds, infrastructure, and physical assets for Mānoa; a **project delivery** program that is responsible for developing planning and space guidelines, including long-range project priorities, and for the planning, design, and construction of capital improvement projects; and a **facilities business** administration program that provides fiscal, procurement, and contract administration support for the OVPA and several programmatic areas dealing with planning, sustainability, project delivery, and Mānoa operations facilities;

### **OFFICE OF SUSTAINABILITY (OOS)**

The systemwide sustainability unit is charged with developing an energy management system and operational commitment to minimizing greenhouse emissions and becoming carbon neutral by 2050; work with faculty and staff to develop curriculum that will advance the principles of sustainability while enabling cross-campus collaborations that integrate teaching and research with solutions at the campus and community levels; facilitate and support basic and applied research initiatives that advance the principles of sustainability and enable cross-campus collaborations that integrate teaching and research with solutions at the campus, community, and global levels; and assist campuses with creating a sustainable living and learning environment that honors the University's cultural foundation and addresses the challenges and opportunities of its unique geographical location. Major functions are as follows:

- Supports the implementation of sustainability projects and initiatives, including waste, water and energy reduction, food production, and fostering sustainable behavior changes;
- Provides expertise in resource management to ensure identification, life cycle cost analysis, design, implementation, and/or construction of resource conservation and gas reduction initiatives to meet goals for sustainability and carbon neutrality;
- Provides supervisory and technical oversight in strategic planning, coordination, and organizational alignment of Systemwide sustainability strategic goals and development of campus sustainability and resilience plans;
- Coordinates and manages the University Sustainability Council and University Sustainability Curriculum Council to establish sustainability metrics to track, record, and report on progress toward sustainability goals;
- Plans and executes campus and community outreach initiatives, i.e., the Annual Sustainability in Higher Education Summit;
- Provides oversight of energy planning, management, and administration Systemwide by developing and executing an overall vision and comprehensive strategic energy plan that is aligned with the University's strategic sustainability goals;
- Oversees the development of feasibility studies and business plans as the Systemwide subject matter expert on energy monitoring, analysis, and benchmarking;
- Deploys energy-related training programs and develops internal and external communication strategies that impact behavioral shifts toward sustainability and energy efficient practices; and
- Represents the University in building and maintaining effective relationships with all constituency groups, including senior administration, campus managers, federal and State officials, State legislature, the Public Utilities Commission, county sustainability councils, and other local, national, and international organizations.

### **OFFICE OF PROJECT DELIVERY (OPD)**

OPD provides the vision and direction for long and short-range planning, space management and analysis, capital planning, and design standards, at the Mānoa campus. OPD ensures that all planning for, and actions on, the physical facilities, grounds, and infrastructure are in accordance with long-range development plans, the campus strategic plan, and supports the campus educational, research and student life missions. Major functions include:

- Creates and maintains design standards for land and facilities supporting Mānoa programs which incorporate principles of sustainability and environmental responsibility;
- Develops and administers long range physical development plans for the campus as well as lands external to the campus supporting UH Mānoa programs;
- Conducts analyses of institutional plans, academic agendas, and major policies to anticipate future directions affecting long-term physical facility requirements for Mānoa;
- Assists in the preparation of environmental assessments and impact statements and master plans;
- Assists in the development of University environmental policy and all documents to comply with applicable laws, rules, and regulations
- Provides leadership in creating and implementing a comprehensive environmental and energy policy in support of the Mānoa's strategic sustainability goals;
- Works in partnership with campus groups to incorporate sustainability principles into the planning, design, operational, and educational framework of the institution;
- Engages students, faculty, and staff in gaining understanding of our current patterns of facilities use and consequent impacts and opportunities;



- Manages the allocation and reallocation of space on campus to operating units; and
- Provides data analysis in support of the space allocation and physical planning functions of the campus.

OPD also provides high quality planning, development, design, and construction services for the successful completion of CIP projects. OPD ensures that all University campuses, especially the flagship Mānoa campus, enjoy and operate in physical environments that support teaching, research, and public service in keeping with the University's mission. The buildings, infrastructure, and landscapes of the campuses should reflect the excellence and diversity of the academic enterprise. These services are provided through two (2) functional areas:

### **Project Management**

- Performs project management responsibilities for all projects including, but not limited to, design-bid-build and design/build methods of delivery, to ensure the end-to-end successful completion of construction projects affecting campus facilities, grounds, infrastructure and other physical assets;
- Prepares and/or reviews and directs the preparation of plans and specifications and/or Request for Proposals (RFPs) for new and renovation projects including the preparation of bid documents, as required;
- For design/build projects, oversees all components of the process including programming requirements, establishment of design criteria within budget parameters, project design review, negotiations of contract terms and deliverables, construction oversight, and overall contract administration;
- Coordinates design requirements, construction methods and schedules with COF, other campuses systemwide, and the construction team;
- Provides renovation design assistance to departments, including closely working with the end-users to determine project scope and requirements, potential maintenance and service issues, alternative approaches, and time and cost estimates; and
- Assists in maintaining an inventory and information database of campus buildings with regard to facilities conditions assessments and potential projects that need to be queued for construction due to capital renewal, deferred maintenance, health and safety, and/ or code requirements.
- Leads in the recommendation and implementation of other innovative and alternative project delivery mechanisms and strategies to improve the quality, timeliness, and cost effectiveness of capital projects for the University.

### **Construction Management**

- Directs and manages construction activities and delivery of projects for OPD;
- Develops and implements policies, procedures, and processes for construction activities;
- Reviews design plans and specifications to ensure feasibility of construction and maintenance;
- Confirms that construction cost-estimates and schedules are realistic and considers all aspects of a project;
- Develops reporting and monitoring mechanisms that provide timely, reliable information on the status of construction;
- Reviews and interprets all construction and contract documents including working drawings, specifications, post contract documents, schedule of values, and detailed cost breakdowns;
- Makes sound, justifiable field and project decisions that advance the best interests of the University while keeping within deadlines and budgets;
- Processes change orders in a timely fashion, while documenting and holding the appropriate entity responsible and liable, to avoid costly delays;

- Manages projects from bid award to project acceptance and close-out, including verification that all operating manuals, training, project warranties, and other applicable documents are received prior to project acceptance; and
- Ensures that effective and consistent communications with all involved parties is on-going, including the campus community and other external stakeholders, and that construction processes follow industry best practices.

## **OFFICE OF SYSTEMS INTEGRATION (OSI)**

OSI provides leadership and direction for all information technology and data systems that support the operational requirements of the various areas under the OVPA. These systems include enterprise-wide and home-grown systems that exist in functional silos and require manual manipulation and redundant data entry. Data integrity and accuracy concerns need to be addressed and work process re-engineering needs to be designed and implemented in order to obtain management reports that will provide meaningful analytic data for informed decision making.

OSI provides these services through its functional units as described below.

### **Business Process Transformation**

- Leads the implementation and optimization of eBuilder (project management tracking system), which will serve as the centralized database and workflow tool for all construction project information including budgets, schedules, and status;
- Directs the strategic utilization and integration of technology capabilities for operations under the OVPA to maximize functionality, reporting accuracy, and data-driven decision making and leverage technology to support re-engineering and streamlining of processes;
- Maintains a geospatial and physical assets database of institutional information supporting the space and physical planning functions of the campus; and
- Manages and oversees, specifically for the Mānoa Campus Operations and Facilities area, data intensive and critical information technology systems including AiM (work order and asset management system), Lokahi (electronic workflow and reporting system), and Sightlines (building facilities condition report and deferred maintenance database).

### **PeopleSoft Development and Support**

- Provides administrative support, business analysis, integration, and development capabilities for the enterprise-wide Peoplesoft program, which is used by OHR to establish, track, monitor, and report on all employees within the University systemwide;
- Conduct analysis to re-engineer the system to capitalize on delivered features and functionality to include user friendly interfaces, workflow, self-service and timely reporting;
- Collaborates with OHR and other system offices to lead efforts in updating and integrating individual databases and spreadsheets into an electronic system that is appropriately shared and governed by processes that secure data integrity; and
- Optimize integration touchpoints with other applications and datamarts.

### **Technology Integration**

- Lead efforts in updating and integrating individual databases and spreadsheets into an electronic system that is appropriately shared and governed by processes that secure data integrity;

- Revisit unsupported legacy solutions and develop roadmap to replace them with current technologies; and
- Support the implementation of new technologies such as NeoGov for online recruitment, onboarding and performance evaluations.

## **CAMPUS OPERATIONS & FACILITIES (COF)**

COF provides leadership and oversight for Mānoa campus operations and repair and maintenance programs and projects. COF is responsible for developing a comprehensive program that incorporates preventive maintenance best practices and strategically addresses work orders, minor facility upgrades and other campus improvements on an on-going basis.

COF provides these services through its various functional units as described below.

### **Campus Operations/Shops**

Campus Operations provides leadership and supervision over trade shop services for the Mānoa campus. This unit coordinates closely with the Work Coordination Center, Warehouse, Buildings and Grounds Maintenance, and professional support units. Campus Operations implements preventive maintenance programs and supports the energy and resource conservation and management efforts for the campus.

- Electric Shop  
Maintains, repairs, and installs electrical systems and equipment, including load centers, primary and secondary voltage transformers, cabling/wiring, switchgears, and fixtures.
- Carpenter Shop  
Repairs, constructs and installs rough and finished carpentry work and building hardware.
- Air Conditioning Repair & Maintenance Shop  
Repairs, maintains and replaces building and facilities HVAC and cooling systems.
- Plumbing Shop  
Repairs, maintains and installs plumbing systems, fixtures and equipment.
- Paint Shop  
Refinishes, repaints and maintains all existing painted and newly constructed surfaces.
- Trucking Shop  
Provides trucking, moving and disposal services to the campus community.

### **Buildings & Grounds Management**

The Buildings & Grounds Management (BGM) unit is responsible for overseeing the maintenance and landscape of campus buildings, grounds and plant collections. Works to meet and implement the energy and sustainability needs and priorities of the University and to develop a plant collection for educational and research purposes.

- Building Services  
Provides custodial care, carpet cleaning, and other maintenance services for all buildings and facilities for the campus.

- *Crew 1 – Makai zone*
- *Crew 2 – Ewa zone*
- *Crew 3 – Mauka zone*
- *Housekeeper*  
Provides household cleaning of the University President’s residence including the main house and guest cottage.
- *Carpet Cleaner*  
Provides carpet cleaning and floor polishing services for on-campus facilities.
- **Landscaping Services**  
Provides grounds maintenance services and refuse collection, and coordinates recycling operations for the campus. The two (2) main functions under this unit are Landscaping and Grounds Maintenance.
  - *Landscaping*
    - *Pesticide Control*  
Controls weeds, insects, and diseases affecting campus landscapes.
    - *Irrigation*  
Repairs, installs, and maintains irrigation systems.
    - *Labor Support*  
Provides labor support for tree trimmer, sprinkler repairer and recycling.
    - *Mason*  
Lays building materials, including concrete and brick, and constructs or repairs surfaces or structures.
    - *Tree Trimmer*  
Maintains campus trees.
    - *Nursery*  
Provides maintenance and care to trees, plants, and foliage.
    - *Refuse*  
Provides refuse collection as well as special and bulk disposal services.
    - *Equipment Support*  
Operates and maintains heavy equipment to service campus facilities.
  - *Grounds Maintenance*  
Performs a variety of manual tasks in cleaning, caring and maintaining landscaped areas.
    - *Makai Crew – Makai zone*
    - *Power Mower – Campus lawn*
    - *Mauka Crew- Mauka zone*
- **Campus Arboretum**  
Develops the landscape potential of unique woody flora of the tropics on the campus by serving as a living laboratory for education and research, encouraging use by the broader community and supporting service activities of the University.

## **Work Coordination Center**

- Manages and maintains the campus work order system;
- Communicates Mānoa customer requests and needs to appropriate unit;
- Provides data/information to assist maintenance units respond to customer requests and supports communication and improved customer service to campus constituency; and

- Schedules and coordinates support services for special events.

### **Warehouse/Inventory**

Provides warehouse and inventory services for COF including storage, transfer, and disposal of materials and property and the maintenance of surplus inventory for the campus community.

### **Facilities Safety**

Provides advice and develops policies and procedures regarding environmental and occupational safety issues affecting the Mānoa campus and especially COF. Ensures compliance with Federal, State, and local laws, rules and regulations relating to safe operating practices in alignment with the Occupational Health and Safety Administration (OSHA).

### **Professional Support**

Coordinates with the Shops director and/or Shops superintendent and director of Buildings and Grounds and schedules repairs and maintenance, preventive maintenance programs for all relevant buildings, building subsystems, infrastructure and grounds. Reviews departmental service work requests, preparing cost estimates as well as labor and materials requirements for work to be performed by the trade shops.

#### Mechanical Engineering & Electrical Engineering

- Prepares and/or reviews and directs the preparation of mechanical/electrical engineering designs and specifications for projects performed either internally or by private consultants and contractors and prepares and/or reviews specifications and bidding requirements for projects by private consultants and contractors;
- Maintains facilities equipment audit and inventory; manages preventive maintenance programs for mechanical and electrical systems; develops equipment and systems replacement programs in accordance with established industry criteria;
- Provides renovation design assistance to departments, including determination of service and maintenance requirements, alternative approaches, and time and cost estimates;
- Provides planning and design services for setting campus goals regarding the design, repair, management and operations of all components related to mechanical and electrical engineering functions on the campus;
- Reviews departmental service work requests, preparing cost estimates as well as labor and materials requirements for work to be performed by the trade shops.
- Provides technical support to trade shops;
- Develops and maintains a comprehensive building audit program; and
- Supports the planning, development and implementation of campus-wide utility planning, improvements and repairs and energy conservation, energy efficiency and renewable energy programs in concert with OPS and other key campus units.

### **Fire Safety**

Monitors campus facilities and operations for compliance with federal, state and county fire codes. Conducts inspections, performs training and maintains campus fire suppression equipment.

PROPOSED

STATE OF HAWAII  
UNIVERSITY OF HAWAII  
UNIVERSITY OF HAWAII AT MANOA  
OFFICE OF THE VICE CHANCELLOR FOR RESEARCH  
**ENVIRONMENTAL HEALTH & SAFETY OFFICE**

FUNCTIONAL STATEMENT

**DIRECTOR'S OFFICE – Org Code: MAEHSO**

The Environmental Health & Safety Office works to promote a safer campus environment through the development and administration of health and safety programs.

**RADIATION SAFETY – Org Code: MARSEH**

Monitors the procurement, use, storage, and disposal of radioactive isotopes and radiation sources in accordance with the University's Nuclear Regulatory Commission (NRC) license. Monitors the safe use of level 3 and 4 lasers in accordance with the Laser Safety Program.

**DIVING SAFETY – Org Code: MADSEH**

Monitors the safe conduct of compressed gas diving, for University scientific, educational and/or commercial diving activities using SCUBA and/or other underwater diving life support systems, as required by federal and state commercial diving regulations, and consensus national community standards.

**OCCUPATIONAL HEALTH & SAFETY – Org Code: MAOHEH**

Monitors laboratories, facilities and operations for compliance with federal and state rules and regulations related to workplace safety and health via consultation, inspection, hazard evaluation and training.

**HAZARDOUS MATERIALS MANAGEMENT – Org Code: MAHMEH**

Manages the identification, classification, storage and transportation of potentially hazardous chemicals. Also manages the disposal of hazardous wastes generated by University operations in accordance with federal and state regulations.

**ENVIRONMENTAL COMPLIANCE – Org Code: MAECEH**

Monitors University operations for compliance with U.S. Environmental Protection Agency and State of Hawaii rules and regulations related to the protection of the environment (e.g. storm water management, air and water pollution).

# **Attachment E**

## **ORGANIZATIONAL SUMMARY**

UNIVERSITY OF HAWAII  
Allocated and Authorized BJ/BT Positions Impacted by the Reorganization

Program Title: OFFICE OF THE VICE PRESIDENT FOR ADMINISTRATION

Item No.	Affected Position No.(s)	Classification/Organizational/Functional Change		Basis for Change
		From	To	
1	Director of Planning and Sustainability Project Manager, PBB #79778	Chart VIII Planning & Sustainability	Chart X - Project Delivery	Reorganization
2	Project Manager, PBB #77270	Chart VIII Planning & Sustainability	Chart I - VPA	Reorganization
3	GIS Coordinator, PBB #77439	Chart VIII Planning & Sustainability	Chart VI - Systems Integration	Reorganization
4	Director of Energy Management Sustainability Coordinator, PBB #78394 Operations & Logistics Asst, PBA #80991	Chart VIII Planning & Sustainability	Chart I - VPA	Reorganization
5	Project Manager, PBB #80338 Project Manager, PBB #77696	Chart X - Project Delivery Design-Build	Chart X - Project Delivery Project Management	Reorganization
6	Admin & Fiscal Spec, PBA #79261 Registered Architect, PBB #81995 Registered Engineer, PBB #81138 Architect, PBB #81897	Chart X - Project Delivery Major CIP Construction	Chart X - Project Delivery Construction Management	Reorganization
7	Registered Architect, PBB # 80790	Chart X - Project Delivery	Chart IX Campus Operations & Facilities	Reorganization
8	Env & Health Safety Sp, PBC #80325 Env & Health Safety Sp, PBB #77466 Env & Health Safety Sp, PBC #81796	Mānoa VCR Chart I Env Health & Safety Office Fire Safety	VPA Chart IX Campus Operations & Facilities Fire Safety	Reorganization

Administrator

Date

Telephone Number





*Presented to the Mānoa Faculty Senate by the Committee on Administration and Budget for a vote of the full Senate on Wednesday, October 17, 2018. A motion endorsing the proposed reorganization of the UH Office of Fire Safety and other offices. Approved by the Mānoa Faculty Senate on October 17, 2018 with 44 votes in support of approval; 9 votes against; and 1 vote in abstention.*

**MOTION ENDORSING THE PROPOSED REORGANIZATION OF THE UH OFFICE OF FIRE  
SAFETY AND OTHER OFFICES**

The Committee on Administration and Budget of the Mānoa Faculty Senate has reviewed the proposed reorganization of the UH Office of Fire Safety and other internal offices on September 12, 2018. Following discussion and review, the Committee on Administration and Budget wishes to present this motion to ENDORSE the proposed reorganization of the UH Office of Fire Safety along with other offices.



UNIVERSITY  
of HAWAII  
SYSTEM

Office of Human Resources

July 31, 2018

Sent via Email to [cnqai@hgea.org](mailto:cnqai@hgea.org) and Regular Mail

Mr. Chad Ngai  
Union Agent  
Hawai'i Government Employees Association (HGEA)  
888 Mililani Street, Suite 401  
Honolulu, HI 96813-2991

Re: Proposed Reorganization of Offices Under the Vice President for Administration (OVPA), University of Hawai'i System

Dear Mr. Ngai:

This is in response to your letter dated June 29, 2018 and a subsequent discussion that we had regarding the proposed reorganization of personnel under the Office of the Vice President for Administration (OVPA), University of Hawai'i System. The following are responses to your concerns.

1) PBB Position # 77439:

- a. How will the incumbent's current duties and responsibilities, as well as their reporting and supervision, be affected since the reorganization involves OPS being split into two (2) units and the position being reorganized into OSI? It is our understanding that the incumbent's related duties and responsibilities now include supporting and assisting in the execution of projects originating from OPS and ensuring successful completion of projects related to planning and sustainability initiatives. Please explain.

***Response: The incumbent's current duties and responsibilities will not be affected by the reorganization. The incumbent will continue to support the execution of projects originating from units under the OVPA in the new organization.***

- b. The incumbent currently supervises two (2) student workers funded by VPA under OPS. The student workers support incumbent's duties related to the campus mapping initiative. Under the proposed reorganization, who will supervise the student workers?

***Response: The incumbent will continue to supervise student workers, as needed for support of specific initiatives and approved by the VPA.***

2) PBA Position #81680:

- a. Although this position is located on the Student Housing organizational chart, the incumbent physically reports to OFS as the Fire Safety Technician. How does this proposed reorganization affect this position's duties and

responsibilities? Who and where would they report to under this proposal? Please explain.

**Response: The proposed reorganization will not affect this position's duties and responsibilities. The position will continue to report to the Fire Safety Program (Richard M. Merrell), which will still be located in the same offices.**

There is a notation on Page 3 that, "Positions appropriated to Mānoa, reflected organizationally on this chart." Are there any positions attached to Fire Safety that are not attached to Mānoa? If so, please identify these positions and where they are administratively attached to.

**Response: There are no positions, that we are aware of, that are attached to Fire Safety and not attached to Mānoa.**

3) OFS vs. FSP

- a. The Office of Fire Safety should be referred to as the Fire Safety Program within EHSO because it is technically not an "Office."

**Response: We will reflect the correct name "Fire Safety Program" on our org chart and in future correspondence.**

4) Current Memorandums of Understanding (MOUs)/Memorandums of Agreement (MOAs):

- a. Will the current MOU between Student Housing and Fire Safety through the EHSO remain in effect or possibly change? The MOU allows for FSP to provide inspection, testing and maintenance of the Student Housing fire alarm systems.

**Response: We plan to continue the current MOU between Student Housing and the Fire Safety Program.**

- b. There is a current MOA between Student Housing and EHSO for an on-call cell phone used by the Fire Safety Program and subsidized by Student Housing. Will that be maintained?

**Response: We plan to continue the current MOA and anticipate that EHSO and Student Housing will continue to provide the funding necessary to meet operational needs.**

5) Standard Operating Procedures (SOPs):

- a. It is our understanding that there are no SOPs in place and under the previous Facilities Directors, the Fire Safety Program handled daily needs and operations and COF approved the costs. SOPs would help resolve and clarify workflow processes, and help to eliminate the silos and redundancies.

**Response: We anticipate that the SOPs currently being followed by**

***the Fire Safety Program will continue after the reorganization and that operating costs, currently covered by EHSO, will continue.***

- b. The Fire Safety Program's main concern is to protect and maintain the health and safety of all students, staff and faculty on campus. It is our understanding that COF does not have the manpower, staff or code knowledge related to fire and life safety requirements, repairs, maintenance and compliance issues.

***Response: COF is also committed to protecting and maintaining the health and safety of all students, staff and faculty on campus. COF has personnel who possess the technical expertise to perform or hire outside contractors to perform the required repair and maintenance of the fire safety systems. This proposed reorganization will simply consolidate the specialized competency that exists in both units under one organizational structure to maximize the effectiveness of a comprehensive Fire Safety Program that includes inspections, investigations, training, construction review, code compliance, testing, and repair and maintenance responsibilities.***

- c. Currently, the Fire Safety Program staff has day to day support from EHSO staff. Will that be the same or similar under COF? What is the expectation of how they will assist us and we assist them? Please explain.

***Response: The Fire Safety Program staff will have day-to-day support from COF administrative, fiscal, and engineering staff and will also continue to be assisted by EHSO technical staff on an as needed basis. COF and EHSO currently work together on a myriad of campus projects and we anticipate that this supportive relationship will continue.***

6) Operational expense:

- a. For the Fire Safety Program's current operational expenses, support and funding comes from EHSO. The operational expenses, repairs and parts for UH Mānoa life safety systems (i.e. fire alarms, extinguishers, sprinkler systems) are funded by COF. Please clarify what is meant on Page 11, Section IV - "Operational expenses to support OFS, however, are funded by COF".

***Response: We acknowledge that operational funding for the Fire Safety Program is provided by both EHSO and COF. The "operational expenses to support" the Fire Safety Program in our reorganization proposal refers to the COF funding as described above.***

- b. Will COF be providing the Fire Safety staff with the supplies and equipment that was provided by EHSO (i.e. computers, tools, tablets, etc.)?

**Response:** *We anticipate that the Fire Safety staff will bring with them supplies and equipment (i.e. computers, tools, tablets, etc.) that they currently utilize. In addition, any current operational funding/budget allocation will also transfer to COF. If additional funding is required for the staff, COF will address this shortfall either through EHSO or within their current organization.*

7) Fire Safety Program

- a. Student Employees - There are currently five (5) student workers (through the SECE) assisting the program with the annual and monthly fire extinguisher inspections and annual fire hose inspections and fire alarm testing throughout Mānoa campus. To conduct inspections, these positions are licensed by the Honolulu Fire Department and the licensing is paid for by EHSO. Please explain any impact that this proposal may have with respect to the student worker.

**Response:** *We do not anticipate any impact that this proposed reorganization will have with respect to student workers. The current operational funding for the student workers (salaries, supplies, equipment, licensing, etc.) will be transferred from EHSO to COF.*

- b. Vehicles - Currently there are two (2) full size trucks utilized by the program. How will the utilization of these vehicles be impacted by this proposed reorganization?

**Response:** *We anticipate that any vehicles currently assigned to the Fire Safety Programs will be transferred to COF together with on-going operational costs.*

- c. Community Outreach - The program provides Fire Safety Awareness and Extinguisher training to the entire UH System. Will the employees still be providing this service to the community after the reorganization?

**Response:** *Yes, Fire Safety Awareness and Extinguisher training for the entire UH System and any other community outreach programs will continue after the reorganization.*

- d. Website - The program has a website currently being maintained by EHSO and is a means for the UH community to get in touch with them. Who will maintain the website should the proposal move forward?

**Response:** *It is anticipated that the Fire Safety Program website will be transferred to COF and that COF will assume responsibility to maintain the website. COF will coordinate the details of the website maintenance and any issues regarding the interface with the EHSO website with EHSO.*

- e. Training and Professional Memberships - Staff currently attend on and off

island training, seminars and workshops throughout the year to further their code enforcement knowledge and to maintain their licenses and certificates which are required. What support would COF provide with regard to training opportunities along with the cost and fees involved for the required continuing education, certifications and licenses? Please explain.

***Response: Any required training to maintain licenses and certifications or training that is deemed to enhance the technical and code enforcement knowledge of the Fire Safety staff and be beneficial to the University, will continue to be supported and encouraged. As previously stated, we anticipate that EHSO will transfer all current levels of operating funds allotted to the Fire Safety Program, which should cover costs and fees associated with training, continuing education, certifications and licenses.***

- f. With the proposed reorganization from UH Mānoa into UH Systems, how would this affect the area of responsibility for the Fire Safety Program. Would the Fire Safety Program be responsible for all campuses? Please explain.

***Response: Similar to the COF unit, the Fire Safety Program would continue to only be responsible for the Mānoa campus. However, the Fire Safety community outreach program, which is currently provided to the entire UH system, would continue.***

Thank you for the opportunity to respond. We hope that we have adequately addressed your concerns and look forward to concluding this consultation process. Please contact me should you have any further concerns.

Very truly yours,



Donna Kiyosaki  
Interim Director of Human Resources &  
Associate Vice President for Administration  
University of Hawai'i System

cc: Kimberly Hashiro, Associate Director of Human Resources

## **NEXT REORGANIZATION PROPOSAL**



UNIVERSITY  
of HAWAII  
SYSTEM

RECEIVED

18 OCT 26 A9 53

MANOA CHANCELLOR'S  
OFFICE

October 2, 2018

**MEMORANDUM**

TO: David Lassner  
President *Mail Bureau for DL*  
VIA: David Lassner  
Interim Chancellor  
VIA: Kathleen Cutshaw *K. Cutshaw*  
Vice Chancellor for Administration, Finance and Operations, UH Mānoa

FROM: Jan Gouveia *Jan Gouveia*  
Vice President for Administration

SUBJECT: Reorganization and Consolidation Proposal for the UH Mānoa Human Resources Office and UH System Facilities Human Resources Office with the UH System Office of Human Resources

**SPECIFIC ACTION REQUESTED**

We request your approval of the reorganization and consolidation of the UH Mānoa Human Resources Office ("Mānoa HR") and the UH System Facilities Human Resources Office ("FHR"), with the UH System Office of Human Resources ("OHR"), as part of the UH System Office of the Vice President for Administration ("OVPA").

**RECOMMENDED EFFECTIVE DATE**

Upon approval.

**ADDITIONAL COST**

The recurring cost of the reorganization is \$0. There is a \$150,000 one-time cost to develop a modular design scheme in Administrative Services Building 2 to support the approximately 24 people that make up the consolidated OHR. This will be funded by OVPA.



## **PURPOSE**

The purpose of the reorganization is to streamline work processes, increase the pool of operational resources, and consistently apply best practices and standards system wide. The attached documents provide the background, organizational structure, benefits, organizational charts, functional statements and position summary for this reorganization.

## **BACKGROUND**

Leadership for the University of Hawai'i System ("System") and the Mānoa Campus ("UHM") believed efficiency and improved performance would be achieved through the consolidation of the following UHM operations into OVPA: Facilities and Capital Projects, Communications, and Human Resources. This was supported by the April 30, 2015 WICHE Report to the Board of Regents for the University of Hawai'i (the "Board"), which stated that "[b]oth the perceptions and realities of duplication between the system and campuses, particularly between the system-level officers and Mānoa officers, are impeding the efficiency of the University of Hawai'i writ large." In February 2017, the Board approved a reorganization that consolidated UHM Facilities and Communications within OVPA. This consolidation of Mānoa HR and OHR will complete the reorganizational recommendations set forth by Mānoa and System leadership.

At a high level, the key changes being proposed are: (1) abolishment of two current organizational units (Mānoa HR and FHR), (2) incorporation of Mānoa HR and FHR into OHR, and (3) reorganization of units within OHR. As more fully set forth in the attached Executive Summary and Narrative, this reorganization will accomplish the following:

1. Eliminate the Mānoa HR layer of review, as OHR ultimately must recommend approval or disapproval for many Mānoa HR and FHR transactions.
2. Eliminate back-and-forth between Mānoa HR and OHR subject matter experts and provide more direct access to OHR's subject matter expertise.
3. Provide backup support and greater coverage and resources for Mānoa HR and FHR customers as Mānoa HR has only seven staff to serve all UH Mānoa schools, colleges and departments and FHR has only two staff to serve over 300 employees.
4. Eliminate FHR office closures caused by the limited size of its staff.
5. Provide additional resources to support current and future HR process improvements and transformative initiatives such as PeopleSoft 9.2, NeoGov, the OHR Intranet, electronic document management, and the replacement of the APT broadband system.
6. Increase efficiency through utilization of the HR process improvements and transformative initiatives listed above, which will provide consistent and centralized self-help guidance to field Personnel Officers and foster an

- independence from OHR for day-to-day transactions while allowing OHR to focus on non-routine matters requiring subject matter expertise.
7. Ensure consistency in the application of standards and provision of guidance across the System.
  8. Provide field expertise within OHR to assist with the development of training, guidelines and policies for Personnel Officers in the field.
  9. Encourage collaboration, communication and shared resources by physically relocating and incorporating Mānoa HR and FHR into OHR space.
  10. Establish a general "Employee Services" unit staffed by HR generalists to provide a broad range of services and support to the field.
  11. Organize personnel in a manner consistent with the fluid nature of HR – in practice, each of OHR's current functional areas have a direct impact on each other and the current compartmentalization of HR specialists into specific areas promotes specialization and fragmented support.

## **ACTION RECOMMENDED**


It is recommended that the attached proposal for the reorganization and consolidation of the UH Mānoa Human Resources Office and the UH System Facilities Human Resources Office with the UH System Office of Human Resources be approved.

## **ATTACHMENTS**

- Executive Summary & Narrative
- Attachment A – Current Organization Chart for the UH Mānoa Office of Human Resources
- Attachment B1 – Current Official Organization Chart Updated July 1, 2017 for the UH System Office of Human Resources
- Attachment B2 – Current Unofficial Organization Chart Updated February 2018 for the UH System Office of Human Resources
- Attachment C – Current Organization Chart for the UH System Facilities Business Office
- Attachment D – Proposed Organization Chart for the UH System Office of Human Resources
- Attachment E – Proposed Organization Chart for the UH Mānoa Office of the Vice Chancellor for Administration, Finance and Operations
- Attachment F – Proposed Organization Chart for the UH System Facilities Business Office
- Attachment G1 – Current Functional Statements for the UH System Office of Human Resources and UH System Facilities Business Office
- Attachment G2 – Proposed Functional Statements for the UH System Office of Human Resources and UH System Facilities Business Office

- Attachment H – Organizational Summary

**APPROVED/DISAPPROVED**

A handwritten signature in black ink, appearing to read "David Lassner", written over a horizontal line.

David Lassner  
President

10/30/18  
Date

# **EXECUTIVE SUMMARY**

**Reorganization Proposal**  
Mānoa Human Resources Office  
System Facilities Human Resources Office and  
System Office of Human Resources

**Instructions: Complete each section below and clearly indicate “None” or “N/A” where appropriate. Please limit Executive Summary to two pages.**

**I. Purpose:**

**Explain the purpose of this reorganization and the anticipated overall impact.**

The purpose of the reorganization is to streamline work processes, increase the pool of operational resources, and consistently apply best practices and standards systemwide by consolidating the UH Mānoa Human Resources Office (“Mānoa HR”) and the UH System Facilities Human Resources Office (“FHR”) with the UH System Office of Human Resources (“OHR”), as part of the UH System Office of the Vice President for Administration (“OVPA”). This will complete the reorganizational recommendations put forward by Mānoa and System leadership to consolidate the following UH Mānoa units into the UH System: Communications, Facilities and Construction, Human Resources, and Research Compliance.

**II. Major Elements of the Proposal:**

**Explain or list the key changes being proposed in this reorganization relative to purpose and results.**

At a high level, the key changes being proposed for the purposes noted above are: (1) abolishment of two current organizational units (Mānoa HR and FHR), (2) incorporation of Mānoa HR and FHR into OHR, and (3) reorganization of units within OHR.

The abolishment of Mānoa HR and FHR and the incorporation of Mānoa HR and FHR personnel into OHR will accomplish the following:

1. Eliminate the Mānoa HR layer of review, as OHR ultimately must recommend approval or disapproval for many Mānoa HR and FHR transactions.
2. Eliminate back-and-forth between Mānoa HR and OHR subject matter experts and provide more direct access to OHR’s subject matter expertise.
3. Provide backup support and greater coverage and resources for Mānoa HR and FHR customers as Mānoa HR has only seven staff to serve all UH Mānoa schools, colleges and departments and FHR has only two staff to serve over 300 employees.
4. Eliminate FHR office closures caused by the limited size of its staff.
5. Provide additional resources to support current and future HR process improvements and transformative initiatives such as PeopleSoft 9.2, NeoGov, the OHR Intranet, electronic document management, and the replacement of the APT broadband system.
6. Increase efficiency through utilization of the HR process improvements and transformative initiatives listed above, which will provide consistent and centralized self-help guidance to field Personnel Officers and foster an independence from OHR for day-to-day transactions while allowing OHR to focus on non-routine matters requiring subject matter expertise.

7. Ensure consistency in the application of standards and provision of guidance across the System.
8. Provide field expertise within OHR to assist with the development of training, guidelines and policies for Personnel Officers in the field.
9. Encourage collaboration, communication and shared resources by physically relocating and incorporating Mānoa HR and FHR into OHR space.

The reorganization of units within OHR will accomplish the following:

1. Establish a general "Employee Services" unit staffed by HR generalists to provide a broad range of services and support to the field.
2. Organize personnel in a manner consistent with the fluid nature of HR – in practice, each of OHR's current functional areas have a direct impact on each other and the current compartmentalization of HR specialists into specific areas promotes specialization and fragmented support.

### III. Resource Impact:

Explain the resources impacted as a result of this reorganization. If there is no impact, reflect "None" for each category as appropriate.

#### A. Budget

1. What is the estimated cost of the reorg? \$150,000. This is a one-time cost to develop a modular design scheme to support the approximately 24 people that make up the consolidated OHR. This will be funded by OVPA.
2. Are additional funds needed? None.  
If so, how will the cost of the reorg be funded? N/A
3. Will the reorg result in cost savings or be cost neutral? Cost neutral

#### B. Operational

1. What is the overall impact on faculty and staffing responsibilities, if any?
  - a. Mānoa HR and FHR personnel will report to the System Director of OHR
  - b. Consolidation of the Civil Service Employee Relations, Classification & Benefits, and System Support and Administration units within System OHR into a single Employee Services unit will allow for staffing of HR generalists that provide a wide array of services to the field, consistent with the fluid nature of HR functional areas.
2. Will additional faculty/support personnel be required? None.  
If so, what is the plan to obtain the additional faculty/staffing to successfully implement the reorganization? N/A
3. Will there be a reduction in faculty/staff? None.  
If so, what steps are planned or have been taken to ensure proper consultation? N/A
4. Identify faculty/staff positions impacted by the anticipated changes. Refer to Attachment H.

### **C. Space**

- 1. Will additional space outside own resources/allocations be required? None  
If so, has the Vice Chancellor for Administration, Finance and Operations  
(VCAFO) or designee been consulted? N/A**

### **IV. Consultation:**

**Explain or list the individuals and groups consulted and the key comments/feedback received.**

All personnel in the affected units were consulted. The reorganization was discussed at several Mānoa Personnel Council meetings between December 2017 and September 2018 and numerous outreach meetings were conducted with various HR offices between June 2018 and September 2018 to obtain feedback on how OHR could best support campus and departmental HR offices. Consistently, HR offices reported that additional training and guidance from OHR would be most helpful. Although OHR training has been primarily focused on the coordination of benefits related workshops, combining MHR and OHR would allow OHR to take advantage of increased resources to further develop MHR's existing training courses and expand it initially into specific training curriculum for: 1) HR representatives; and 2) supervisors and leaders.

In addition, UHPA, UPW, AFSCME, HGEA, OVPA and the Office of the Vice Chancellor for Administration, Finance and Operations ("OVCAFO") were consulted. The President will also be consulted to approve the proposed changes.

Comments and feedback received were supportive of the proposed changes to achieve greater effectiveness and efficacy. On behalf of FHR employees, AFSCME posed a number of concerns: Inclusion of FHR in the consolidation when it serves a department and not a campus (unlike Mānoa HR and OHR); provision of direct HR support to the Director of Campus Operations; retention of supervisory duties for the current FHR supervisor; and logistical questions regarding parking, vehicle availability and employee access to HR staff. These concerns were responded to, in writing, via AFSCME and are fully addressed in Section II.E. of the Narrative.

### **V. Implementation:**

**Explain when and how this reorganization will be implemented. Identify anticipated effective date.**

This reorganization will be implemented upon approval by the President and the completion of the modular design scheme to support the consolidated human resources offices in OHR's existing space in the Administrative Services Building 2 ("ASB2"). Mānoa HR and FHR personnel are anticipated to move sometime in the Fall semester.

# **NARRATIVE**



**Instructions:** Complete each section below and clearly indicate "None" or N/A" where appropriate.

**I. Introduction:**

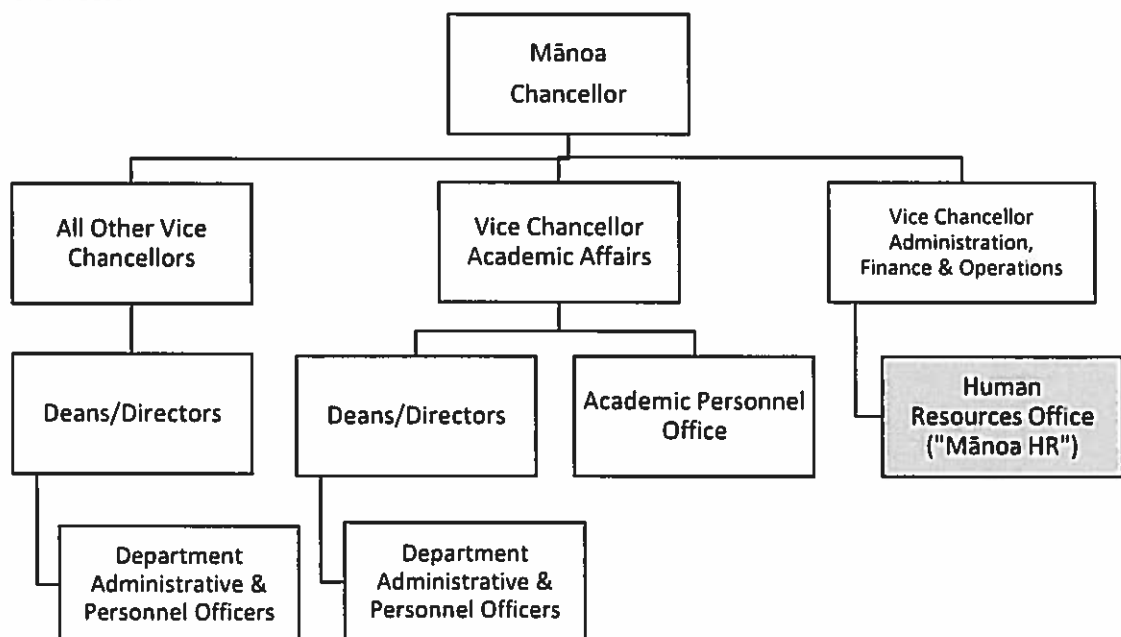
- A. Provide an overview of the College/School/Department and a snapshot outlining the current situation of the unit(s) involved in the reorganization.**

**MĀNOA HR & OHR OVERVIEW**

All employees at the University of Hawai'i are considered appointees of the Board of Regents, so ultimately, there is only one employer – the University of Hawai'i. Thus, all HR transactions and policy decisions derive from OHR and are implemented at the campuses through personnel officers.

Mānoa HR and OHR have similar roles, in that the goal of both offices is to provide guidance and consistency to the field through personnel officers employed at other campuses (OHR) and within each of the Mānoa schools, colleges and departments (both Mānoa HR and OHR). The Mānoa HR office serves as an intermediary to disseminate HR information to the field, and ensure consistent HR transactions and decisions are enforced at the campus level.

The Human Resources ("HR") organizational structure at UHM is highly decentralized and segregated. As set forth in the chart below, basic HR support to the field is typically provided by each respective college and school's Personnel Officer. The Personnel Officer typically resides in the Dean's or Director's office; sometimes, this function is combined with fiscal support. In larger units, a personnel officer may report to an Administrative Officer, who reports directly to a Dean or Director.



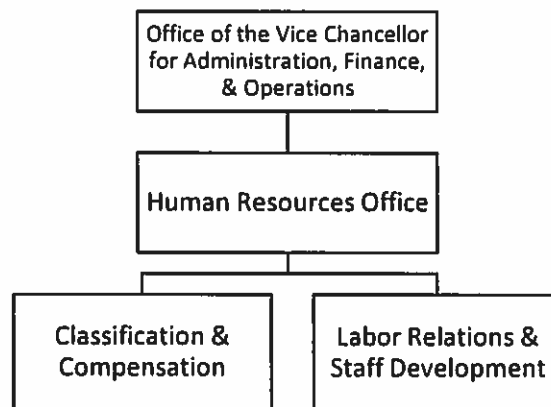
Personnel Officers provide direct services to colleges and schools in the areas of: recruitment, basic employment information regarding benefits and payroll, performance evaluation, separation from service, and basic overall support and advice regarding labor and employee-based disputes and conflict. Personnel Officers also perform all transactional paperwork and entries into PeopleSoft whenever an employee experiences a change in pay or “life events” that impact pay, benefits, leave, and basic status information such as marital status and address.

#### MĀNOA HR CURRENT PERSONNEL & STRUCTURE

The Mānoa HR Office resides in the Mānoa OVCAFO. There are a total of 7 positions in the office, headed by a Manager (APT-PBD), as follows:

- Human Resources Manager, APT-PBD – 77834
- Human Resources Specialist, APT-PBC – 78386
- Human Resources Specialist, APT-PBB – 80952
- Human Resources Specialist, APT-PBB – 81666\*
- Human Resources Specialist, APT-PBB – 78543
- Human Resources Specialist, APT-PBA – 80179
- Human Resources Specialist, APT-PBA – 80986

\*Currently, 1 of these positions are vacant



Position number 80952, Human Resources Specialist, APT-PBB will remain at the Mānoa campus to provide direct HR support to the Mānoa Chancellor, Vice Chancellor of Academic Affairs and Vice Chancellor of Administration, Finance & Operations, consistent with the Personnel Officer functions that exist at the college and school levels. All other positions will reorganize into OHR as further described below.

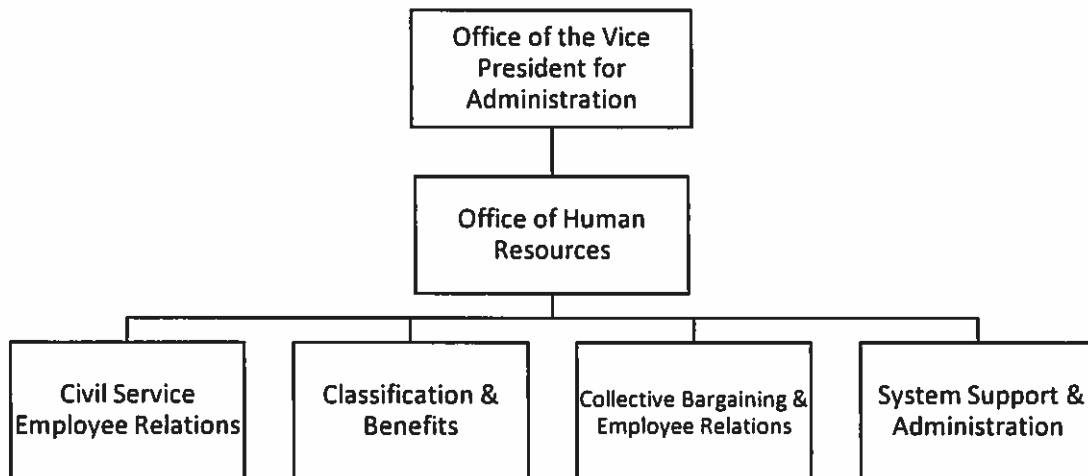
A more detailed account of the Mānoa HR organizational structure with positions is set forth in Attachment A.

### OHR CURRENT PERSONNEL & STRUCTURE

OHR resides in the System OVPA. There are a total of 15 positions in the office, headed by a Director (E/M) as follows:

- Director of Human Resources, E/M – 89310
- Associate Director of Human Resources, E/M – 89425
- Administrative & Fiscal Support Specialist, APT-PBA – 80093
- Director of Collective Bargaining and Employee Relations, E/M - 89173
- Human Resources Manager, APT-PBC – 80540
- Human Resources Specialist, APT-PBB – 81866
- Human Resources Specialist, APT-PBB – 80538
- Human Resources Technician VI, SR15 – 33088
- Human Resources Manager, APT-PBC – 80092\*
- Human Resources Specialist, APT-PBB – 78393
- Human Resources Specialist, APT-PBA – 80384
- Human Resources Specialist, APT-PBA – 81834
- Human Resources Technician VII, SR-17 – 03395\*
- Human Resources Assistant V, SR-13 – 42423\*
- Human Resources Assistant V, SR-13 – 12260

\*Currently, 3 of these positions are vacant.



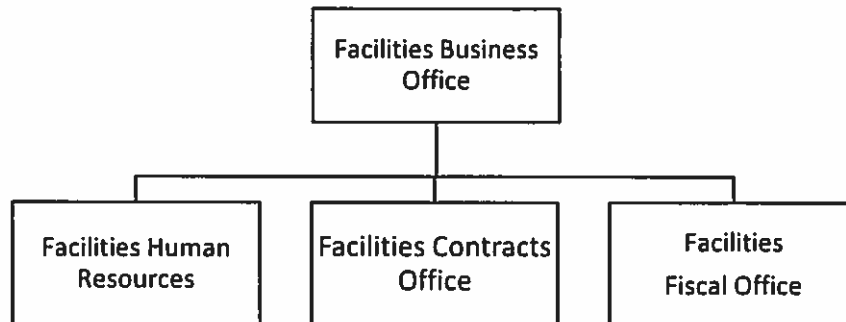
A more detailed account of the OHR organizational structure with positions is set forth in Attachments B1 and B2.

### FHR OVERVIEW

FHR of the Facilities Business Office ("FBO") within OVPA provides human resources support to the Office of Campus Operations and Facilities, Office of Project Delivery, and the Office of Planning and Sustainability – with primary emphasis on the Office of Campus Operations and Facilities.

## FHR CURRENT PERSONNEL & STRUCTURE

Currently, FHR has two Human Resources Specialist PBB positions: 81200 and 78683, who report to FBO.



A more detailed account of the current organizational structure with positions is set forth in Attachment C.

### **B. Specify the objectives/goals of the new/restructured unit(s) involved in the reorganization.**

The objectives and goals of the restructured OHR are as follows:

1. Eliminate the Mānoa HR layer of review, as OHR ultimately must recommend approval or disapproval for many Mānoa HR transactions.
2. Eliminate back-and-forth between Mānoa HR and OHR subject matter experts and provide more direct access to OHR's subject matter expertise.
3. Provide backup support and greater coverage and resources for Mānoa HR and FHR customers as Mānoa HR has only seven staff to serve all UH Mānoa schools, colleges and departments and FHR has only two staff to serve over 300 employees.
4. Eliminate FHR office closures caused by the limited size of its staff.
5. Provide additional resources to support current and future HR process improvements and transformative initiatives such as PeopleSoft 9.2, NeoGov, the OHR Intranet, electronic document management, and the replacement of the APT broadband system.
6. Increase efficiency through utilization of the HR process improvements and transformative initiatives listed above, which will provide consistent and centralized self-help guidance to field Personnel Officers and foster an independence from OHR for day-to-day transactions while allowing OHR to focus on non-routine matters requiring subject matter expertise.
7. Ensure consistency in the application of standards and provision of guidance across the System.
8. Provide field expertise within OHR to assist with the development of training, guidelines and policies for Personnel Officers in the field.
9. Encourage collaboration, communication and shared resources by physically relocating and incorporating Mānoa HR and FHR into OHR space.

10. Establish a general "Employee Services" unit staffed by HR generalists to provide a broad range of services and support to the field.
11. Organize personnel in a manner consistent with the fluid nature of HR – in practice, each of OHR's current functional areas have a direct impact on each other and the current compartmentalization of HR specialists into specific areas promotes specialization and fragmented support.

By accomplishing the above, processes and transactions will be completed in a timelier manner with less duplication of review and analysis. The greater efficiency achieved at the System level will positively affect the efficiency of all processes and transactions in all departments for employees systemwide. These positive effects will be most realized at the Mānoa campus (due to the elimination of the Mānoa HR level of review) without affecting the job duties, responsibilities and reporting structures of personnel officers within their school, college, or department and the employees that rely on these services. The consolidation will also result in increased resources to serve all stakeholders, particularly to devote additional resources to technological process improvements and transformational initiatives which will utilize technology to increase process efficiency and make consistent information accessible to all HR staff systemwide. This will promote independence for all field HR offices and enable OHR to focus on specialized matters.

## **II. Rationale for the Reorganization:**

### **A. Provide background and relevant historical information.**

In January 2015, the Board of Regents ("Board") sought to explore and analyze the current structure of the University of Hawai'i system. Specifically, it wanted to address whether the Board should reconsider the 2001 separation of roles of the President of the University of Hawai'i system and the chancellor of the UH Mānoa, or seek other changes in management and leadership structure of the system in order to better serve the state and its citizens. To accomplish this, the Board engaged the services of Dr. David Longanecker, President of the Western Interstate Commission for Higher Education ("WICHE"), and Dr. Demaree Michelau, Director of Policy Analysis for WICHE, to lead a research effort that included reviewing historical documentation, reviewing relevant literature and research, and conducting interviews with past and present stakeholders, national experts on leadership and governance, and leaders in other state higher education systems similar to that of Hawai'i. Their findings and recommendations were submitted in a 2015 Report to the Board ("WICHE Report").

The WICHE Report recommended that the President consider whether any of the existing system-level units could be reconstituted or consolidated to achieve greater efficiency and effectiveness. More specifically, the WICHE Report recognized that the President, working with senior staff, must manage all those system-level tasks where system-level collaboration and management make sense given economies of scale. These include IT infrastructure management, human resources, labor relations, budget and finance, legal affairs, sponsored projects, and various administrative services. These are all services that every campus needs access to, but that should be provided at a system level to ensure consistency in the application of policies and processes and high quality administrative support at lower cost.

As a result of the WICHE Report, the President tasked the OVPA and the OVCAFO to evaluate and determine whether the consolidation of functional units in the areas of Facilities/Capital Projects, Human Resources, and Communications, would improve overall efficiency and the level of delivered services than would normally be provided under separate organizations. In light of the declining trend for both financial and human resources that are available to the University of Hawai'i writ large, the OVPA and the OVCAFO have recommended to the President that the areas of facilities/capital projects, human resources, and communications be consolidated under the system organization to provide consistent and reliable services that support both the system and the UH Mānoa campus. This approach was reviewed collaboratively by the UH Mānoa Chancellor and Vice Chancellors with the UH System President and Vice Presidents and was presented to the Board in January 2016.

In February 2017, the Board approved a reorganization that consolidated UHM Facilities and Communications, which was under the UHM OVCAFO, with the OVPA. The current proposal to consolidate FHR and Mānoa HR with OHR effectuates the consolidation plan for OVPA presented to the Board in 2016 and fulfills the recommendations of the WICHE Report.

- B. Provide a detailed explanation of the conditions and/or factors prompting the proposed reorganization and how they will be addressed by the reorganization. Explain why the current organization is inadequate and whether the reorg is consistent with the University's strategic, program and financial plans.**

**Inefficiencies Due to Duplicative Review & Consultation**

As explained in Section I.A. above, Mānoa HR serves as an intermediary between OHR and the field. The basic protocol followed by all Personnel Officers is established by OHR and implemented through Mānoa HR. Due to this relationship, many transactions require the duplicative and unnecessary review of both Mānoa HR and OHR. Given the subject matter expertise of OHR, many transactions require multi-office consultation between the department, Mānoa HR and OHR. This duplicative review, approval and back-and-forth between three or more distinct offices wastes time and resources.

The following transactions are processed by the Personnel Officer and approved by Mānoa HR and again by OHR for the following:

- Executive/Managerial (E/M) classification
- E/M actions to hire, adjust compensation, reappoint, etc.
- APT PBC and PBD classification
- Certain Coaches actions to hire, adjust compensation, reappoint, etc.

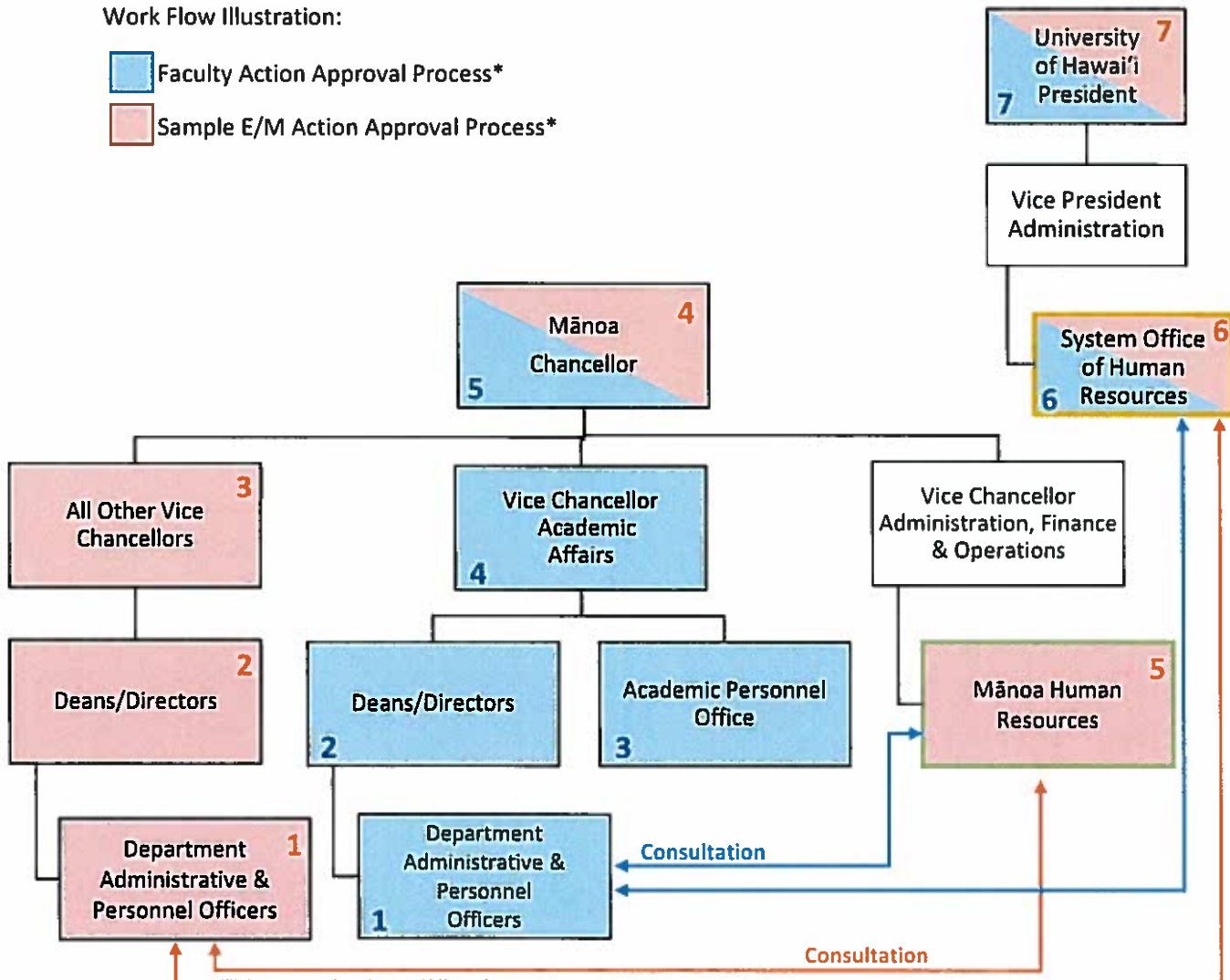
For faculty-specific matters, the Personnel Officer must work with the Office of the Vice Chancellor for Academic Affairs. Although Mānoa HR is typically not involved in the approval process, the Personnel Officer often consults with Mānoa HR, OHR or both. In this instance, the following transactions are processed by OVCAA and again by OHR:

- Special salary adjustment (merit, equity, retention)
- Tenure upon initial appointment

- Hire above threshold
- Emeritus status
- Fall back salary

As a result of this layered review process, many transactions take weeks for final approval. Additionally, the review itself is duplicative within the organization. Ultimately, however, many reviews must be completed at the system level to ensure consistency and equity across all campuses.

#### Work Flow Illustration:



\* Does not apply to delegated APT and Faculty processes

#### Lack of Field Expertise and Training at the System Level

Currently, a major goal of OHR is to provide guidance to campus HR offices to ensure consistency systemwide in the form of consultation, training, and the development of policies and procedures. However, this goal is impeded by an overall lack of knowledge of field practices at OHR. Without expertise on field work and current practices, the subject matter experts of OHR are unable to offer effective and defensible guidance and support to the field and standardize processes systemwide.

In recent years, OHR has not offered customer service-oriented training. UH has acknowledged that there has been limited attention on human resource professional development training, particularly to prepare employees for management and leadership roles, establish career paths, and make UH an employer of choice. However, this goal has not been realized due to a lack of field expertise and resources at OHR. Mānoa HR has developed a training curriculum focused on units and providing direct services, but it has not been adopted at the System level.

#### Inefficiencies Due to Manual Processes and Lack of Availability of Information

Currently, there is a heavy reliance on manual/paper tasks and processes. Manual/paper forms require HR personnel to spend time on manual data entry, which often results in data entry errors and slower processing time due to manual approval workflows. A lack of accessible and understandable information availability results in many HR employees spending significant amounts of time answering routine questions from employees instead of working on unique problems requiring HR expertise. This also results in inconsistencies across the system in the quality and accuracy of information passed on due to a lack of accessible, standardized information regarding HR practices.

#### Lack of Adequate Personnel Resources

FHR serves over 300 employees on the Mānoa campus and is staffed by two HR specialists. Given the limited size of its staff, which sometimes results in office closures, FHR is not able to adequately meet the needs of its customers in a timely manner.

Several OHR process improvements are currently underway and planned for the future to transition to a reliance on technology instead of paper and manual processes. The implementation and management of these enterprise information technology systems will greatly enhance the quality and efficiency of HR processes by delivering more on-line information, ensuring accurate HR related databases and self-service/self-help options, providing electronic workflow processes and approvals, and managing the volumes of paper-based HR forms and documents in a retrievable management system. These initiatives, which will affect employees and HR personnel systemwide, require additional support to assist with the transition.

#### **C. Explain other alternatives explored.**

None. This reorganization is in response to recommendations presented in the WICHE Report after extensive review of the structure of the UH System to determine how it can better serve the state and community through structural changes to management and leadership (See Narrative, Section II.A.).



**D. Explain how the proposed changes will affect current relationships and workflows, including impact on services and relations with other University segments.**

**1. The Shared Service Model**

Fundamentally, the goal of the reorganization is to implement a shared service model of HR systemwide. Shared services is “a collaborative strategy in which a subset of existing business functions are concentrated into a new, semi-autonomous business unit that has a management structure designed to promote efficiency, value generation, cost savings, and improved service.”<sup>1</sup> More than 75% of Fortune 500 companies have established shared service models to improve performance through enhancing services and saving costs.<sup>2</sup> Benefits of HR shared services include:

- HR consultants can develop a wider expertise in covering a wide range of issues
- Better quality of service – more consistent delivery to a higher, common standard; non-compliance is more easily exposed;
- Higher customer satisfaction ratings through an improved match between customer expectations and service;
- A more integrated ‘total solution’ approach to problems, rather than one fragmented by involvement of different HR disciplines;
- Improved cross-organization learning through having a common information base accessible to all;
- Better management information, provided more consistently across the organization as a whole; and
- Better service specifications and performance monitoring.<sup>3</sup>

However, research acknowledges that most of the development in shared services is likely to come about through technological change, such as intranet implementation, case management technology and system automation. As such, more personnel resources must be diverted to technological initiatives to fully realize the benefits of shared services. These technological systems also make the move to employee self-service more practicable, leading to greater efficiencies.<sup>4</sup>

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<sup>1</sup> Bryan Bergeron, *Essentials of Shared Services* (Hoboken: John Wiley & Sons, Inc., 2003), 3.

<sup>2</sup> Philipp Clemens Richter and Rolf Bruhl, “Shared service center research: A review of the past, present, and future,” *European Management Journal* 35(2017): 26.

<sup>3</sup> Peter Reilly, “HR Shared Services and the Realignment of HR,” *Institute for Employment Studies* 68 (2000): 33, <https://www.employment-studies.co.uk/system/files/resources/files/368.pdf>; Deloitte & Partnership for Public Service, “Human Resources Shared Services: Progress, Lessons and Opportunities,” (2015): 1-4, <https://www2.deloitte.com/content/dam/Deloitte/us/Documents/public-sector/us-federal-hr-shared-services.pdf>; Tanya Bondarouk, *Shared Services as a New Organizational Form* (Bingley: Emerald Group, 2014), xi.

<sup>4</sup> Reilly, 36-37; Peter Reilly, “Managing Boundaries Better: The Key to More Effective HR Shared Services” in *Shared Services as a New Organizational Form*, ed. Tanya Bondarouk (Bingley: Emerald Group, 2014), 17-38.

## **2. Reorganization Impacts**

This reorganization will result in better quality and more efficient service to the UH community as most (if not all) of the many duplicative efforts and levels of review currently being performed by Mānoa HR and OHR will be eliminated. This is driven by the fact that all employees at the University of Hawai'i are considered appointees of the Board of Regents, so ultimately, there is only one employer – the University of Hawai'i. Thus, all HR transactions and policy decisions derive from OHR and are implemented at the campuses through personnel officers.

Mānoa HR and OHR have similar roles, in that the goal of both offices is to provide guidance and consistency to the field through personnel officers employed at other campuses (OHR) and within each of the Mānoa schools, colleges and departments (both Mānoa HR and OHR). The Mānoa HR office serves as an intermediary to disseminate HR information to the field, and ensure consistent HR transactions and decisions are enforced at the campus level. Consolidating offices will eliminate a layer of review and/or approval for many Mānoa HR transactions. Further, the back-and-forth that generally occurs in consultation between the department, Mānoa HR and OHR will be considerably reduced as the department will have more direct access to OHR's subject matter experts. By consolidating Mānoa HR and OHR, an entire level of review can be eliminated. This will ensure faster processing times and a more efficient use of resources.

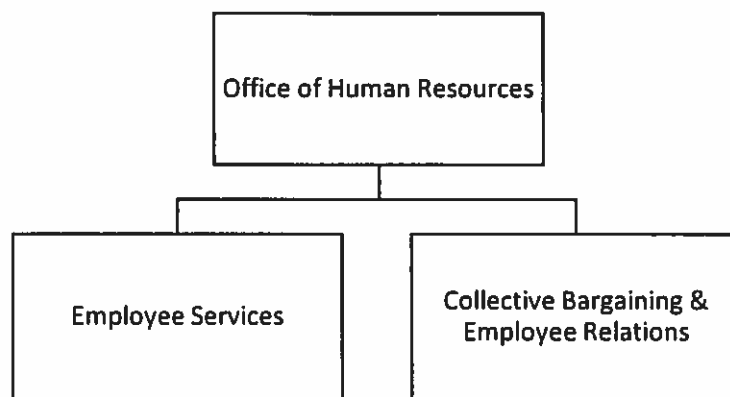
Mānoa HR will also provide field expertise within OHR to assist with the standardization of HR practices, development of policies and procedures and development of training for personnel officers. UH has acknowledged that there has been limited attention on human resource professional development training, particularly to prepare employees for management and leadership roles, establish career paths, and make UH an employer of choice. However, this goal has not been realized due to a lack of field expertise and resources at OHR. Currently, Mānoa HR provides direct service-oriented training to field personnel officers, such as training on drug and alcohol testing procedures, while OHR focuses instead on training from third party providers such as the State of Hawai'i Employee Retirement System. By combining the field expertise and training experience of Mānoa HR with the systemwide guidance and consistency that OHR offers, OHR can better support personnel officers and campuses.

The job duties, responsibilities and reporting structures of Mānoa personnel officers within their school, college or department remain unaffected by this reorganization. The Mānoa Assistant Vice Chancellor for Academic Affairs in the Academic Personnel Office will continue to review and process all faculty tenure, promotion and grievances and the Vice President for Academic Planning and Policy will continue to act as the decision maker on these matters. From the Mānoa employee's perspective, this reorganization will ensure overall service improvements with minimal changes.

The reorganization of FHR, which currently reports to the Facilities Business Office under the OVPA, Mānoa HR, and OHR will provide a larger pool of resources to meet both System and Mānoa HR demands as the functional responsibilities of these departments require similar knowledge, skills and abilities. As FHR is currently staffed by only two HR specialists, which sometimes results in office closures, campus operations and facilities employees will have greater

support with the availability of a much larger HR staff after the reorganization. The consolidation will also bring consistency and standardization to FHR's operations.

A reorganization within OHR is also proposed to create an "Employee Services" unit staffed by HR generalists. Historically, the functional responsibilities of "human resources" at the University have traditionally been compartmentalized by units and/or specialists in the following areas: classification, recruitment, transactions, benefits, employee relations, and collective bargaining. However, the business of human resources is fluid and, in the field, these functional areas have direct impact on each other. As such, management proposes to consolidate Mānoa HR, FHR and OHR in a manner that moves away from specialized positions and toward generalists that can provide a wide-array of services to the field:



A more detailed account of the proposed organizational structure with positions is set forth in Attachments D, E, F and H. Current and proposed functional statements are set forth in Attachment G.

By combining many of the HR functions into a single Employee Services unit staffed by HR generalists, OHR can provide a broad range of services and support to the field. This is consistent with the fluid nature of HR – in practice, each of OHR's current functional areas have a direct impact on each other and the current compartmentalization of HR specialists into specific areas promotes specialization and fragmented support. This will ensure faster processing times and a more efficient use of resources, which will result in better customer service and relations across the UH System. The physical relocation of Mānoa HR and FHR to ASB2 (the current home of OHR) will foster communication and collaboration among the consolidated OHR staff and is a logical consequence of the reorganization.

The increase in available resources will also provide necessary support for current and future HR process improvements such as PeopleSoft 9.2, NeoGov, the OHR Intranet, electronic document management, and the replacement of the APT broadband system. HR services and relations systemwide can be transformed by utilizing technology to reduce manual/paper tasks and processes, promote better organization and record keeping, standardize processes and encourage a self-help culture for employees where appropriate. As each of these initiatives represent a

change from current practices, personnel are needed to introduce these initiatives, provide training to field personnel officers, provide guidance, and transform the HR culture at UH.

Currently, HR has prioritized the following transformative initiatives:

- **PeopleSoft 9.2** – This PeopleSoft upgrade will be more user friendly and easily navigated using a web-based look and feel. It will utilize role-based security to facilitate system access for all employees and provide additional features and functionalities such as manager and employee self-service capabilities, built-in workflow, and enhanced search, query and reporting tools. More than just an improvement affecting HR personnel, this upgrade will allow employees to access limited features in PeopleSoft to view information such as pay and benefits, update their personal information, and access the company directory. Currently, HR personnel are responsible for updating employees' personal information. This update encourages a self-help culture for employees and allows HR personnel to focus on transactions requiring HR expertise.
- **NeoGov** – NeoGov is an online job application website and onboarding system for faculty, APTs, civil service, E/Ms, lecturers and graduate assistants. NeoGov replaces Work at UH and facilitates the submission of applications, selection and close out process, and sending of offer letters, forms and new hire packets, completely online. NeoGov will also serve as a performance evaluation tool and an electronic library and repository of resumes and applications that will provide a human resources database for future job opportunities. By moving to NeoGov, recruitment can be standardized systemwide, a broader range of job applicants can be reached, electronic workflow can be utilized and reliance on paper and manual processes is greatly reduced.
- **OHR Intranet** – The OHR Intranet is both an internal website designed for employees and supervisors and an external website focused on prospective employees, third parties and external stakeholders. For employees and supervisors, the intranet presents basic information on routine HR matters such as benefits, leaves, retirement, frequently asked questions in an easily understandable and user-friendly format, and provides access to restricted content for HR professionals. This increases productivity by encouraging employees to independently and efficiently obtain HR-related information, which allows HR professionals to focus on value-added support and advice. The intranet also promotes systemwide standardization as a centralized, updated resource for current practices and documents.
- **Document Management** – There is currently a heavy reliance on hard copy personnel files and documents and manual processes. As electronic workflow is integrated into HR practices and OHR strives for process efficiency, electronic document management is critical. This project focuses on the electronic creation and retrieval of all documents to encourage electronic review and approval, improve document organization, more efficiently search for and retrieve information, and eliminate paper and the reliance on paper processes.

**E. List the groups that will be impacted by the reorganization and indicate whether they have been informed/consulted. Explain issues raised and how concerns were addressed.**

All personnel in the affected units were consulted. The reorganization was discussed at six Mānoa Personnel Council meetings on 12/6/17, 2/7/18, 3/7/18, 4/4/18, 5/2/18 and 9/5/18. Numerous outreach meetings were conducted with various HR offices including the Vice Chancellor for Academic Affairs; Campus Services; John A. Burns School of Medicine; Student Affairs; Languages, Linguistics and Literature; Institute for Astronomy; School of Ocean and Earth Science and Technology; Social Work; Public Health; Nursing and Dental Hygiene; Undergraduate Education; Lyon Arboretum; Outreach College; and Cancer Center to obtain feedback on how OHR could best support campus and departmental HR offices.

Consistently, HR offices reported that additional training and guidance from OHR would be most helpful. Although OHR has not provided training in the past, combining MHR and OHR would allow OHR to take advantage of increased resources to conduct trainings and further develop MHR's existing training curriculum. Current training plans include supervisory training, a labor relations' "lessons learned" training, drug and alcohol program training, and NeoGov user training.

UHPA, UPW, AFSCME, HGEA, OVPA and OVCAFO were also consulted. The President will be consulted to approve the proposed changes.

Comments and feedback received were supportive of the proposed changes to achieve greater effectiveness and efficacy. A summary of responses is provided below:

1. FHR serves a department, not a campus (unlike Mānoa HR and OHR): Management has determined that efficiency and improved service and performance would result from consolidation of HR Offices, which included the consolidation of OHR and FHR. When this reorganization was approved in February 2017, FHR became a UH System office under OVPA.

Actual consolidation of OHR, Mānoa HR and FHR is being accomplished through this proposal. Facilities employees are no longer under the Mānoa campus and fall under the OVPA. System HR functions will be consolidated under the VPA and will operate as a single entity. This will enable streamlining of processes and more consistent HR practices.

2. Provision of direct HR Support for Director of Campus Operations: Although the Mānoa Chancellor's Office will be retaining position #80952, it will only serve as Personnel Officer for the Mānoa Chancellor and certain Vice Chancellors offices. OHR currently provides Personnel Officer functions for approximately 350 System employees. Consolidation of FHR positions and functions into OHR is therefore consistent and none of the FHR staff will be retained to provide direct HR support to the Director of Campus Operations.
3. Meaning of FHR to provide "back-up support": Facilities HR positions are expected to continue to provide personnel officer functions for BU 1, 2, 3 and 4 employees, who make

up the majority of the Facilities work force. However, the vision for the Employee Services unit is to cross-train all employees to provide the full-range of HR functions including classification and compensation, recruitment, benefits, transactions, labor relations and training, etc.

4. Supervisory role of FHR position #81200: Both position #81200 and #78683 will report to position #80092, HR Manager. This position is currently vacant; however, it is presently under recruitment and is anticipated to be filled by June 2018. There will be no negative classification or compensation impact to position #81200, although it will no longer be a supervisory position. This reporting structure will provide for incorporation of FHR positions into Employee Services and support the cross-trained and HR generalist concept of the reorganization.
5. FHR parking availability: Parking in Zones 3 and 12, which are the closest parking areas to ASB2, are currently available for both FHR employees. Within Zone 3, there is parking right behind ASB2.
6. Space configuration: Existing OHR, Mānoa HR and FHR staff will be assigned cubicles in ASB2. An open office concept is being applied where employees will be assigned to work in cubicles with 50" interior partitions to allow for effective communication and collaboration within the Employee Services unit. Exterior perimeter walls will be either 64" or 82". Effort was made to maximize space within the building and provide a functional work space for the employees who will be relocated. Based on the functions of staff members, the new cubicles have been determined to be suitable for performance of their job duties.
7. Accessibility to facilities manager and employees: Although the majority of Facilities employees are located in the mauka/Diamond Head corner of the Mānoa Campus, there are other Facilities employees based on Maile Way and spread across the campus. The relocation to ASB2 will give FHR access to additional resources and subject matter experts within the same physical space. FHR can continue to communicate with Facilities employees and management via telephone, email, and in person meetings.
8. Transportation: Current OHR employees are able to reserve and utilize UH vehicles at Bachman Hall. This resource will be extended to FHR and Mānoa HR staff and enable them to continue to perform their duties by driving to other areas on campus that are not within reasonable walking distance.

- F. Outline the benefits that will be achieved by the reorganization, including efficiencies and service improvements. Explain whether the supervisor/subordinate reporting relationships are properly identified and how the reorganization will minimize confusion over authority, roles, and responsibilities.**

The benefits that will be achieved by the reorganization, including efficiencies and service improvements, are explained in Narrative Section II.D., above.

To minimize confusion over roles and responsibilities, all position descriptions within the Employee Services group will be updated to reflect these changes. The Employee Services group is divided into three units each supervised by an APT-PBC HR Specialist or Manager to minimize confusion over authority or employee roles. To ease the transition and support the working and supervisory responsibilities of the System Director of OHR, the Manager of Mānoa HR (APT-PBD HR Manager) will report to the System Director of OHR and assist with supervising the Employee Services and Collective Bargaining and Employee Relations units.

### **III. Impact on Resources & the University**

**Provide a detailed description of the resource requirements and the programmatic impacts of the reorganization on the University.**

#### **A. Impact on budget resources:**

- 1. Provide a realistic assessment of the estimated annual and future cost or savings of the reorganization taking into account such factors as proposed position redescrptions and reallocations. Explain how the annual and future costs or savings were derived and, if applicable, reasons the reorganization justifies the estimated costs.**

The recurring cost of the reorganization is \$0. There is a \$150,000 one-time cost to develop a modular design scheme to support the approximately 24 people that make up the consolidated OHR. This will be funded by OVPA.

- 2. Are additional funds needed? N/A**

**If so, how will the cost of the reorg be funded? N/A**

#### **B. Impact on operational resources:**

- 1. What is the overall impact on faculty and staffing responsibilities, if any? Explain reasons for the anticipated changes/relocation/reassignment/etc.**

The reorganization directly affects the supervisory responsibilities of the following positions:

- HR Manager, PBD #77834 - Previously the sole supervisor of Mānoa HR

- Together with the Associate Director of HR (Position #89425), this position will be responsible for supervising all OHR employees and will report to the System Director of Human Resources.
- HR Specialist, PBC #78386 – Previously had no assigned supervisory duties
  - This position will be responsible for supervising all Employee Services – Unit A employees (7 personnel)
- HR Manager, PBC #80092 – Previously supervised 5 Civil Service Employee Relations personnel
  - This position will be responsible for supervising all Employee Services – Unit B employees (7 personnel)
- HR Manager, PBC #80540 – Previously supervised 3 Classification & Benefits personnel
  - This position will no longer have assigned supervisory duties

The responsibilities of the following positions will reflect a broader range of HR duties (instead of duties specific to one area of HR) after the reorganization:

- Human Resources Specialist, APT-PBC – 78386
  - Moved from Mānoa HR Labor Relations & Staff Development to OHR Employee Services – Unit A; addition of supervisory duties
- Human Resources Specialist, APT-PBB – 80952
  - Moved from Mānoa HR Classification and Compensation to the OVCAFO within the Mānoa Office of the Chancellor to provide direct HR support to the Mānoa Chancellor, Vice Chancellor of Academic Affairs and Vice Chancellor of Administration, Finance & Operations
- Human Resources Specialist, APT-PBB – 78543
  - Moved from Mānoa HR Classification and Benefits to OHR Employee Services – Unit A
- Human Resources Specialist, APT-PBA – 80179
  - Moved from Mānoa HR Labor Relations & Staff Development to OHR Employee Services – Unit B
- Human Resources Specialist, APT-PBB – 81200
  - Moved from Facilities Human Resources within the Facilities Business Office of OVPA to OHR Employee Services Unit B; supervisory duties eliminated
- Human Resources Specialist, APT-PBB – 78683
  - Moved from Facilities Human Resources within the Facilities Business Office of OVPA to OHR Employee Services Unit B
- Human Resources Specialist, APT-PBB – 81866
  - Moved from OHR Classification & Benefits to OHR Employee Services – Unit A
- Human Resources Specialist, APT-PBB – 80538
  - Moved from OHR Classification & Benefits to OHR Employee Services – Unit A
- Human Resources Technician VI, SR15 – 33088



- Moved from OHR Classification & Benefits to OHR Employee Services – Unit A
- Human Resources Manager, APT-PBC – 80092
  - Moved from OHR Civil Service Employee Relations to Employee Services – Unit B
- Human Resources Specialist, APT-PBB – 78393
  - Moved from OHR System Support and Administration to OHR Employee Services – Unit B
- Human Resources Specialist, APT-PBA – 80384
  - Moved from OHR Civil Service Employee Relations to OHR Employee Services – Unit A
- Human Resources Specialist, APT-PBA – 81834
  - Moved from OHR Civil Service Employee Relations to OHR Employee Services – Unit B
- Human Resources Technician VII, SR-17 – 03395
  - Moved from OHR Civil Service Employee Relations to OHR Employee Services – Unit A
- Human Resources Assistant V, SR-13 – 42423
  - Moved from OHR Civil Service Employee Relations to OHR Employee Services – Unit B
- Human Resources Assistant V, SR-13 – 12260
  - Moved from OHR Civil Service Employee Relations to OHR Employee Services – Unit B

By combining many of the HR functions into a single Employee Services unit staffed by HR generalists, OHR can provide a broad range of services and support to the field. This is consistent with the fluid nature of HR – in practice, each of OHR’s current functional areas have a direct impact on each other and the current compartmentalization of HR specialists into specific areas such as civil service employee relations and classification and benefits promotes specialization and fragmented support. All position descriptions within the “Employee Services” group will be updated to reflect these changes. All filled positions will remain at their current pay band, step and salary.

2. Will additional faculty/support personnel be required? No.  
 If so, what is the plan to obtain the additional faculty/staffing to successfully implement the reorganization? N/A  
 What is the impact of the increase? N/A
3. Will there be a reduction in faculty/staff? No.  
 If so, what steps are planned or have been taken to ensure proper consultation? N/A  
 What is the impact of the reduction? N/A

**4. Identify the positions impacted by position number, classification title, and anticipated changes.**

**Mānoa HR:**

- Human Resources Manager, APT-PBD – 77834
  - Moved from Mānoa HR to OHR; reports to System Director of OHR
- Human Resources Specialist, APT-PBC – 78386
  - Moved from Mānoa HR Labor Relations & Staff Development to OHR Employee Services – Unit A; addition of supervisory duties
- Human Resources Specialist, APT-PBB – 80952
  - Moved from Mānoa HR Classification and Compensation to the OVCAFO within the Mānoa Office of the Chancellor to provide direct HR support to the Mānoa Chancellor, Vice Chancellor of Academic Affairs and Vice Chancellor of Administration, Finance & Operations
- Human Resources Specialist, APT-PBB – 81666\*
  - Moved from Mānoa HR Employee Relations and Benefits to OHR Collective Bargaining & Employee Relations
- Human Resources Specialist, APT-PBB – 78543
  - Moved from Mānoa HR Classification and Benefits to OHR Employee Services – Unit A
- Human Resources Specialist, APT-PBA – 80179
  - Moved from Mānoa HR Labor Relations & Staff Development to OHR Employee Services – Unit B
- Secretary II, SR-14 – 900370
  - Position abolished; count used to establish position 80986, HR Specialist APT-PBA in OHR Employee Services – Unit A

\*Currently, 1 of these positions is vacant.

**FHR:**

- Human Resources Specialist, APT-PBB – 81200
  - Moved from Facilities Human Resources within the Facilities Business Office of OVPA to OHR Employee Services Unit B; supervisory duties eliminated
- Human Resources Specialist, APT-PBB – 78683
  - Moved from Facilities Human Resources within the Facilities Business Office of OVPA to OHR Employee Services Unit B

**OHR:**

- Director of Human Resources, E/M – 89310
  - No organizational changes
- Associate Director of Human Resources, E/M – 89425
  - No organizational changes
- Administrative & Fiscal Support Specialist, APT-PBA – 80093

- No organizational changes
- Director of Collective Bargaining and Employee Relations, E/M – 89173
  - No organizational changes
- Human Resources Manager, APT-PBC – 80540
  - Moved from OHR Classification & Benefits to OHR Employee Services – Policies, Procedures & Classification; supervisory duties eliminated
- Human Resources Specialist, APT-PBB – 81866
  - Moved from OHR Classification & Benefits to OHR Employee Services – Unit A
- Human Resources Specialist, APT-PBB – 80538
  - Moved from OHR Classification & Benefits to OHR Employee Services – Unit A
- Human Resources Technician VI, SR15 – 33088
  - Moved from OHR Classification & Benefits to OHR Employee Services – Unit A
- Human Resources Manager, APT-PBC – 80092\*
  - Moved from OHR Civil Service Employee Relations to Employee Services – Unit B
- Human Resources Specialist, APT-PBB – 78393
  - Moved from OHR System Support and Administration to OHR Employee Services – Unit B
- Human Resources Specialist, APT-PBA – 80384
  - Moved from OHR Civil Service Employee Relations to OHR Employee Services – Unit A
- Human Resources Specialist, APT-PBA – 81834
  - Moved from OHR Civil Service Employee Relations to OHR Employee Services – Unit B
- Human Resources Technician VII, SR-17 – 03395\*
  - Moved from OHR Civil Service Employee Relations to OHR Employee Services – Unit A
- Human Resources Assistant V, SR-13 – 42423\*
  - Moved from OHR Civil Service Employee Relations to OHR Employee Services – Unit B
- Human Resources Assistant V, SR-13 – 12260
  - Moved from OHR Civil Service Employee Relations to OHR Employee Services – Unit B

\*Currently, 3 of these positions are vacant.

- 5. Will there be changes to supervisory/subordinate relationships? Yes.**  
**If so, identify the impact. Will the changes streamline operations, reduce supervisory span of control, etc.?**

The reorganization directly affects the supervisory duties of the following positions:

- HR Manager, PBD #77834 - Previously the sole supervisor of Mānoa HR
  - Together with the Associate Director of HR (Position #89425), this position will be responsible for supervising all OHR employees and will report to the System Director of Human Resources.
- HR Specialist, PBC #78386 – Previously had no assigned supervisory duties
  - This position will be responsible for supervising all Employee Services – Unit A employees (7 personnel)
- HR Manager, PBC #80092 – Previously supervised 5 Civil Service Employee Relations personnel
  - This position will be responsible for supervising all Employee Services – Unit B employees (7 personnel)
- HR Manager, PBC #80540 – Previously supervised 3 Classification & Benefits personnel
  - This position will no longer have assigned supervisory duties

These changes will streamline operations by creating a general “Employee Services” unit comprised of the majority of OHR staff. Given the large size of this unit, the Employee Services group is divided into three units each supervised by an APT-PBC HR Specialist or Manager to minimize confusion over authority or employee roles. To ease the transition and support the working and supervisory responsibilities of the System Director of OHR, the Manager of Mānoa HR (APT-PBD HR Manager) will report to the System Director of OHR and assist with supervising the Employee Services and Collective Bargaining and Employee Relations units.

**C. Impact on space resources:**

1. **Will additional space outside own resources/allocations be required?**  
**If so, has the Vice Chancellor for Administration, Finance, and Operations (VCAFO) or designee been consulted? Explain outcome.**

No additional space outside the current allocation for OVPA will be required. A design consultant has been retained to evaluate the total square footage of the OHR office to develop a modular design scheme that supports approximately 24 people that make up the consolidated OHR. This will allow Mānoa HR and FHR to physically relocate into the OHR space in ASB2 to facilitate more efficient use of space and working conditions. A design is expected to be completed in Spring 2018 with construction completed in Summer 2018. Under this schedule, Mānoa HR and FHR personnel are anticipated to move sometime during the Fall semester.

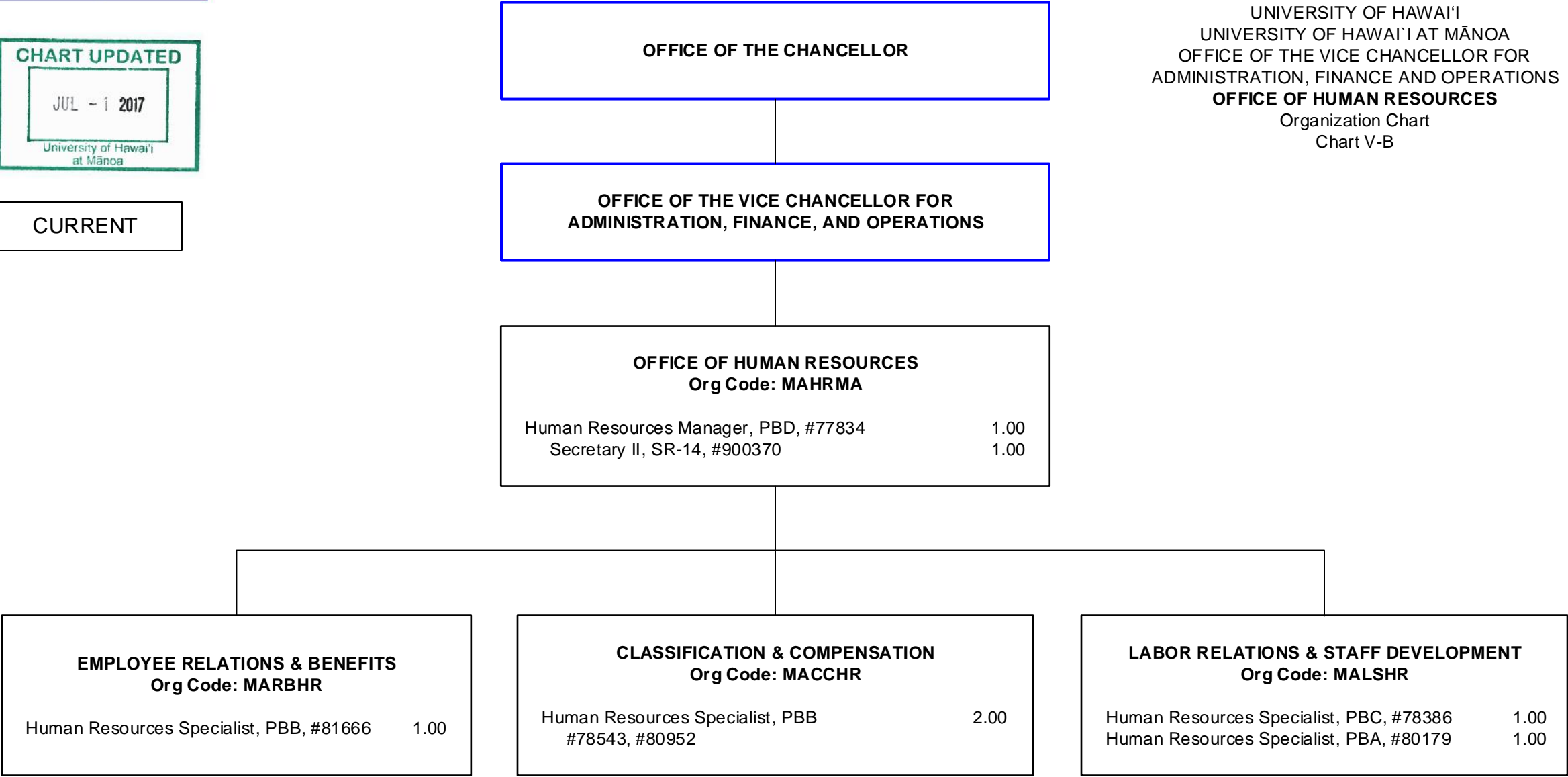
**CURRENT / PROPOSED  
ORGANIZATIONAL CHARTS  
AND  
FUNCTIONAL STATEMENTS**



CURRENT

Attachment A

STATE OF HAWAI'I  
UNIVERSITY OF HAWAI'I  
UNIVERSITY OF HAWAI'I AT MĀNOA  
OFFICE OF THE VICE CHANCELLOR FOR  
ADMINISTRATION, FINANCE AND OPERATIONS  
**OFFICE OF HUMAN RESOURCES**  
Organization Chart  
Chart V-B



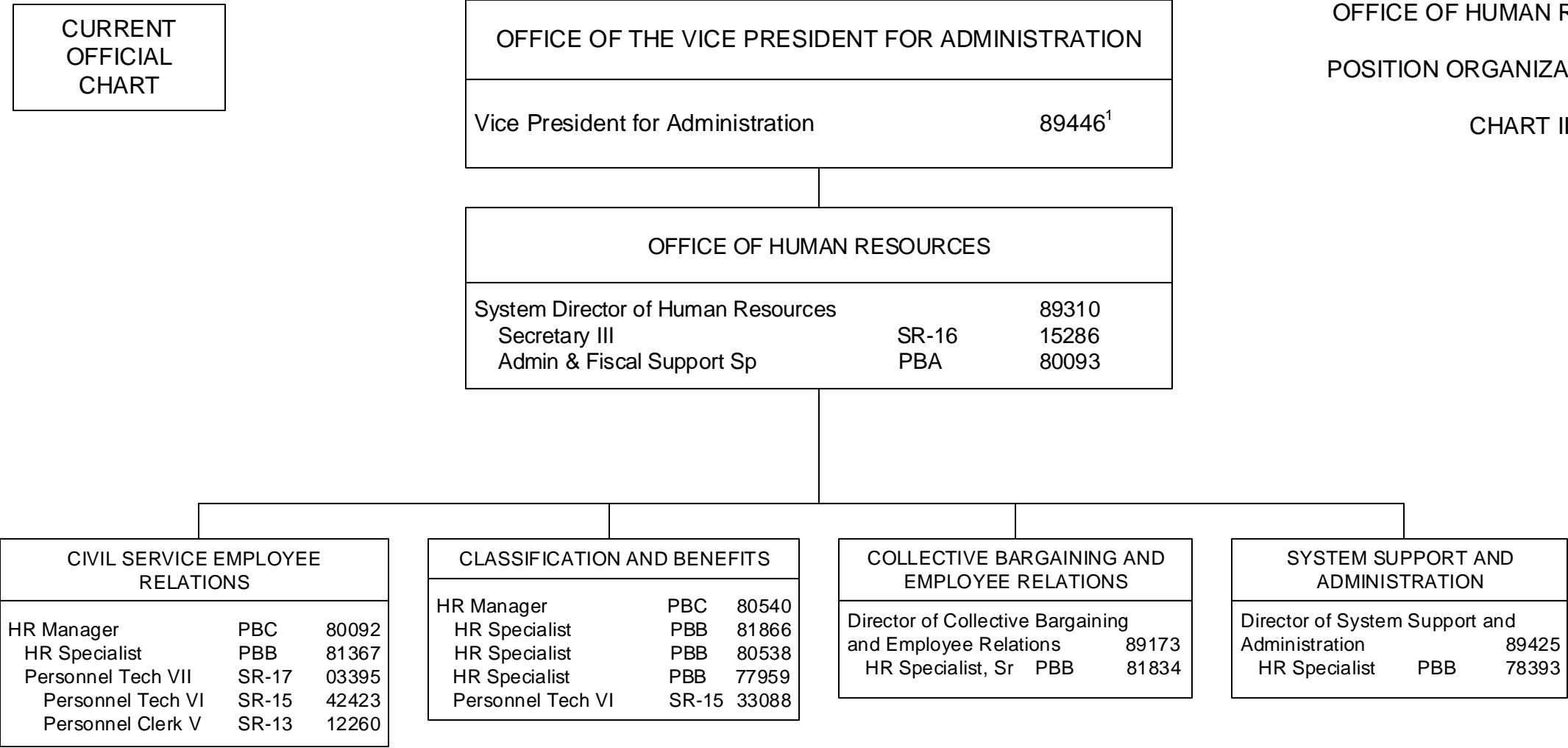
Attachment B1

CHART UPDATED  
DATE: July 1, 2017

CURRENT  
OFFICIAL  
CHART

STATE OF HAWAI'I  
UNIVERSITY OF HAWAI'I  
SYSTEMWIDE ADMINISTRATION  
VICE PRESIDENT FOR ADMINISTRATION  
OFFICE OF HUMAN RESOURCES  
  
POSITION ORGANIZATION CHART

CHART II

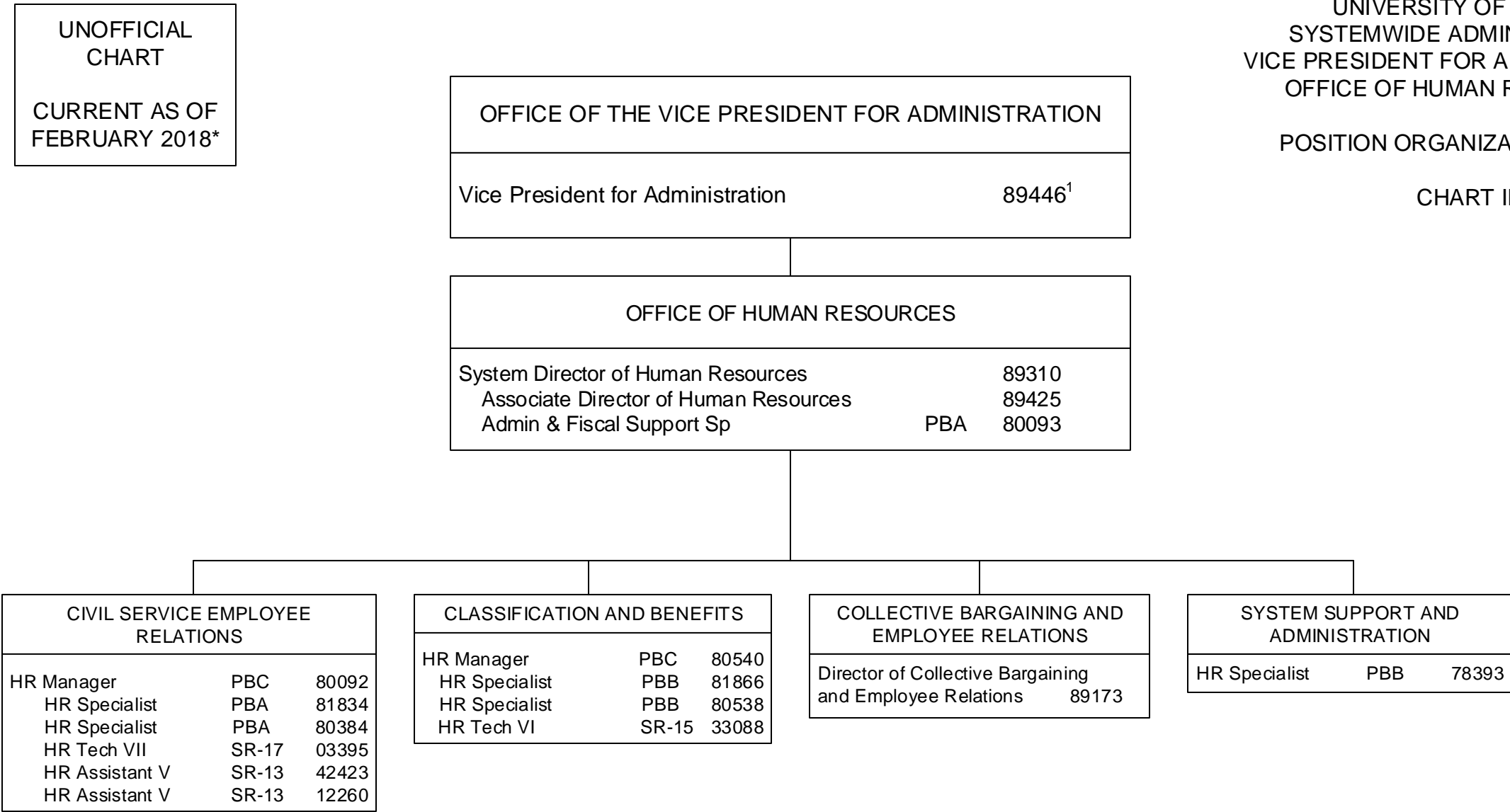


<sup>1</sup> Excluded from position count

Attachment B2

STATE OF HAWAI'I  
UNIVERSITY OF HAWAI'I  
SYSTEMWIDE ADMINISTRATION  
VICE PRESIDENT FOR ADMINISTRATION  
OFFICE OF HUMAN RESOURCES  
  
POSITION ORGANIZATION CHART

CHART II



\* Unofficial chart reflects the filling of vacant positions since July 1, 2017  
- Positions #77959 and #81367 were redescribed to report directly to the Vice President for Administration  
- Position #15286 was abolished and replaced by #80384  
<sup>1</sup> Excluded from position count



CHART UPDATED  
DATE: July 1, 2017

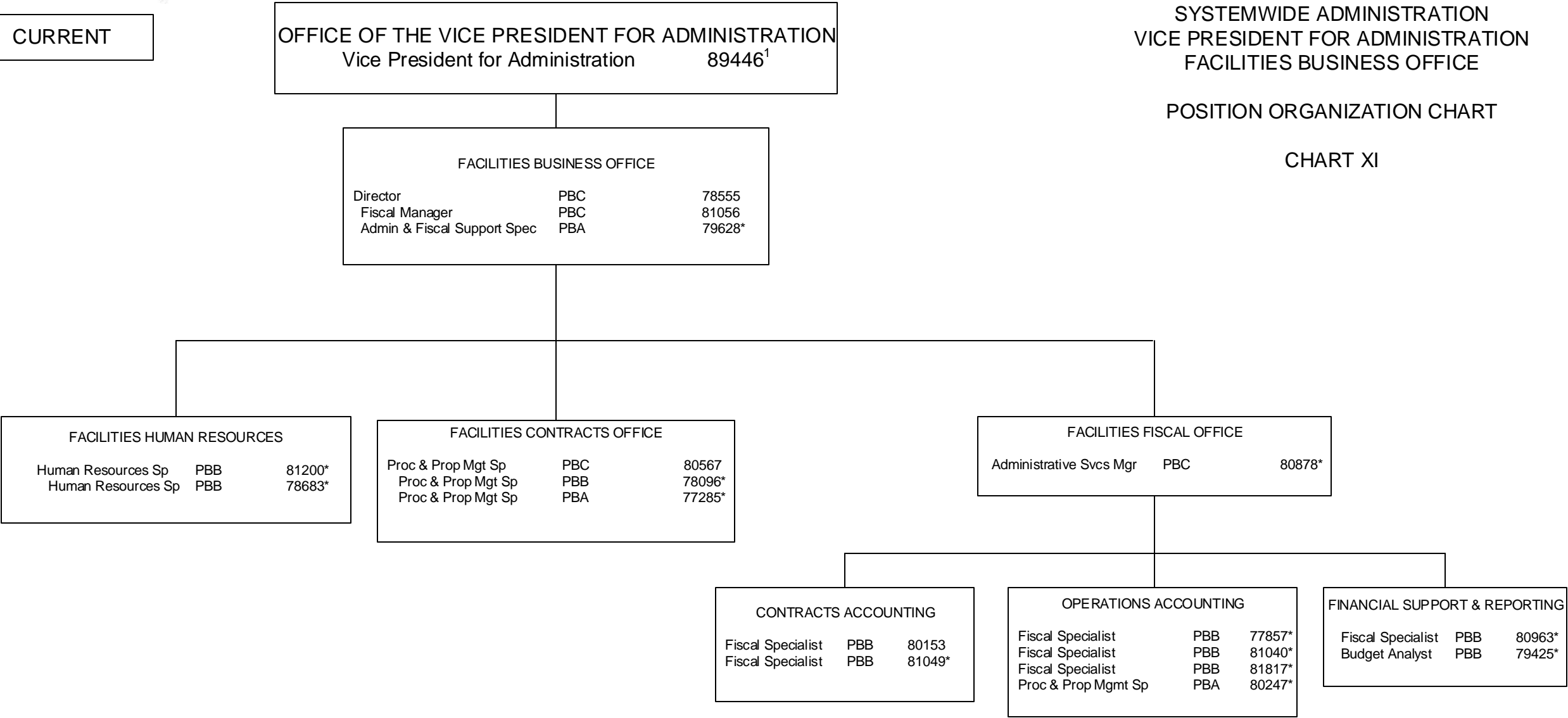
CURRENT

Attachment C

STATE OF HAWAI'I  
UNIVERSITY OF HAWAI'I  
SYSTEMWIDE ADMINISTRATION  
VICE PRESIDENT FOR ADMINISTRATION  
FACILITIES BUSINESS OFFICE

POSITION ORGANIZATION CHART

CHART XI



<sup>1</sup> Excluded from position count  
\* Positions appropriated to Manoa, reflected organizationally on this chart

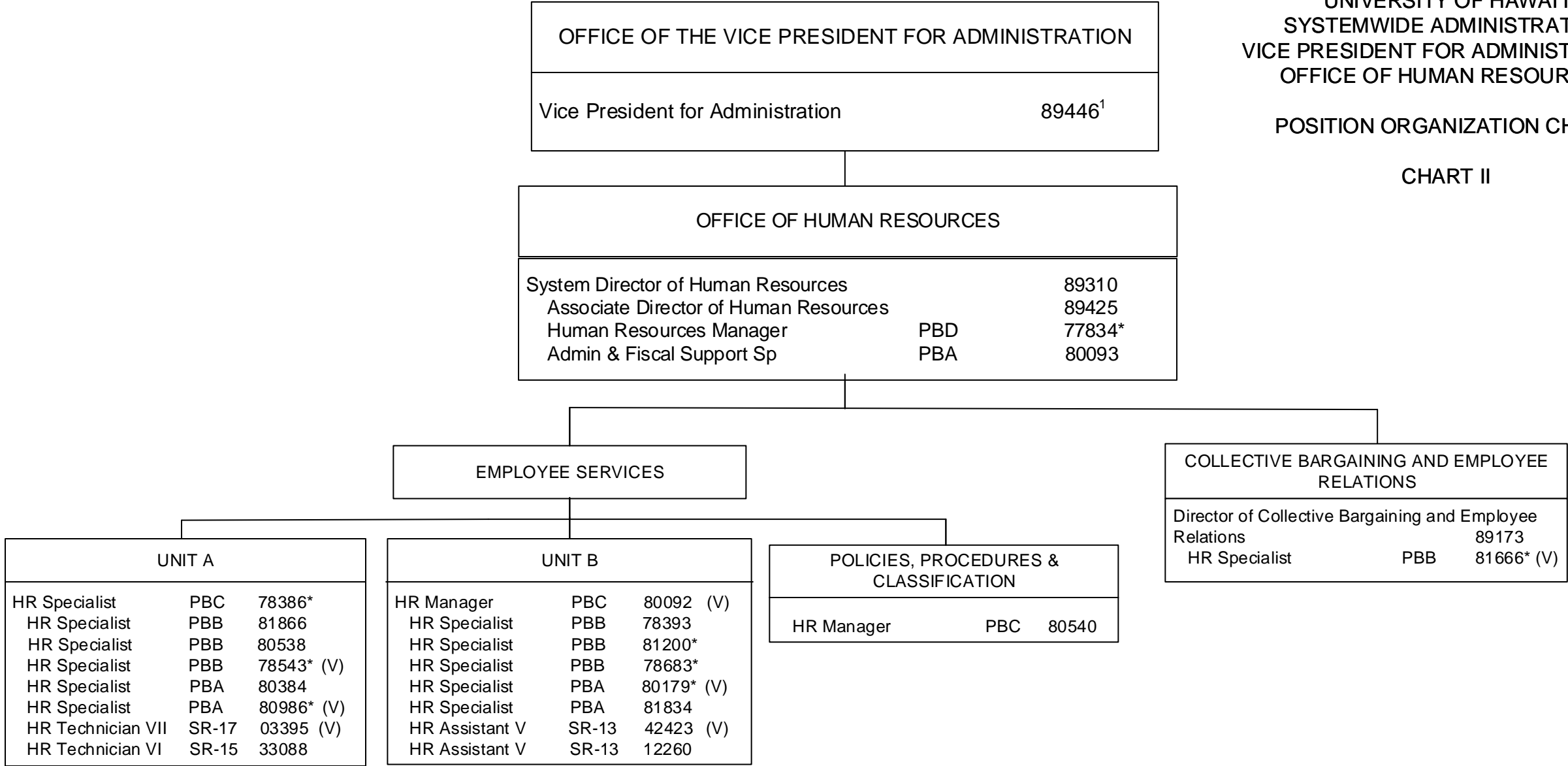
Perm  
General Fund 4.00 (SW)  
General Fund 13.00 (MA)\*

PROPOSED

Attachment D

STATE OF HAWAI'I  
UNIVERSITY OF HAWAI'I  
SYSTEMWIDE ADMINISTRATION  
VICE PRESIDENT FOR ADMINISTRATION  
OFFICE OF HUMAN RESOURCES  
  
POSITION ORGANIZATION CHART

CHART II



<sup>1</sup> Excluded from position count  
\* Positions appropriated to Manoa, reflected organizationally on this chart

Perm  
General Fund 15.00 (SW)  
General Fund 8.00 (MA)\*

Attachment E

STATE OF HAWAI'I  
UNIVERSITY OF HAWAI'I  
UNIVERSITY OF HAWAI'I AT MĀNOA  
**OFFICE OF THE VICE CHANCELLOR FOR  
ADMINISTRATION, FINANCE AND OPERATIONS**  
Organization Chart  
Chart V

PROPOSED

OFFICE OF THE CHANCELLOR

OFFICE OF THE VICE CHANCELLOR FOR  
ADMINISTRATION, FINANCE, AND OPERATIONS  
Org Code: MAVCAF

Vice Chancellor, #89354	1.00
Secretary IV, SR-18, #18549	1.00
Assistant Vice Chancellor, #89271	1.00
Administrative Officer, PBB, #80811	1.00
IT Manager, PBC, #78219	1.00
Human Resources Sp, PBB, #80952	1.00

OFFICE OF FINANCIAL  
RESOURCES MANAGEMENT  
Org Code: MAFRMA  
(CHART V-A)

OFFICE OF CAMPUS SERVICES  
Org Code: MACPMA

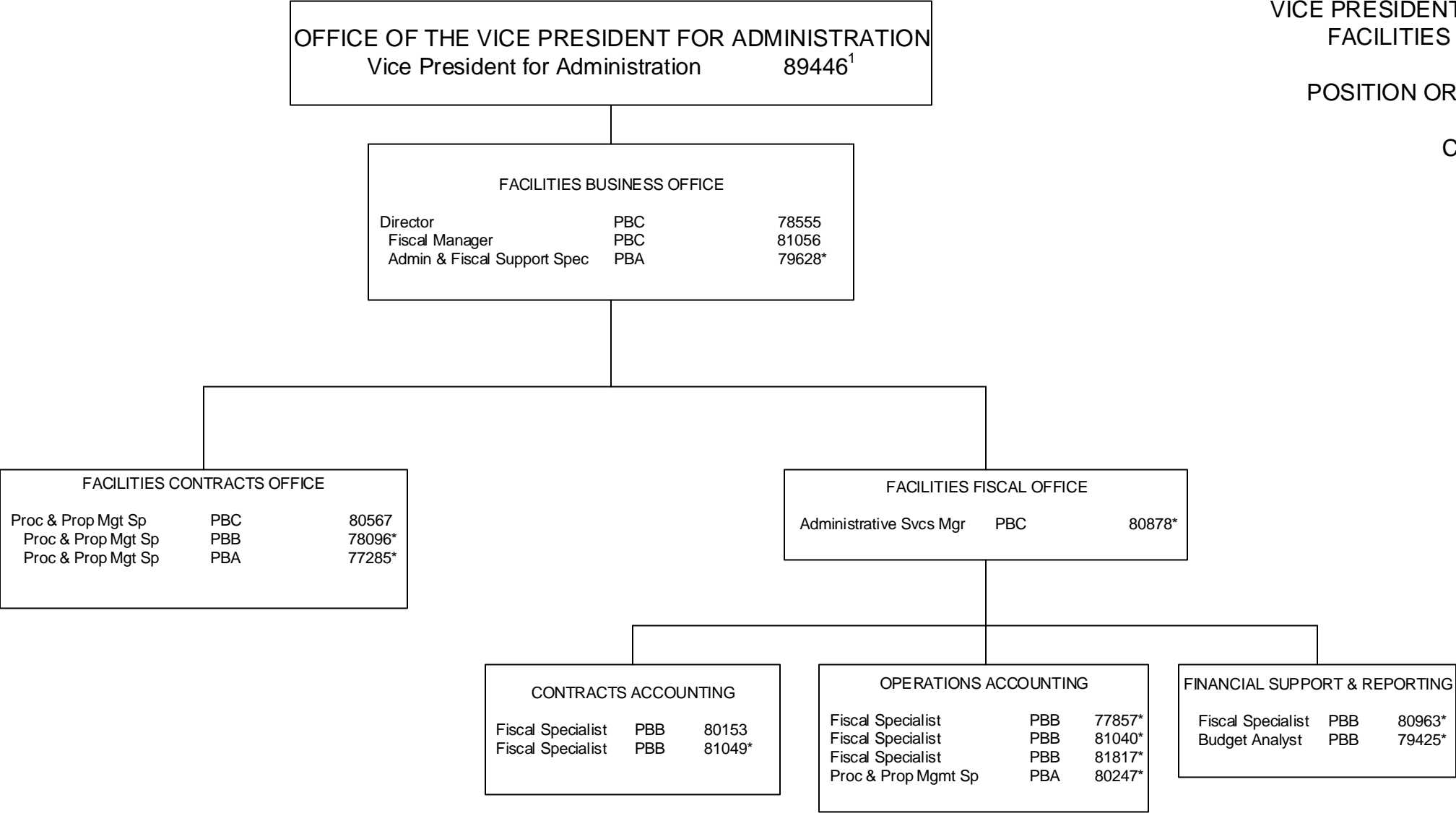
DEPARTMENT TOTAL: PERM TEMP  
General Funds: 14.00 - -

CHART TOTAL: PERM TEMP  
General Funds: 6.00 - -

Attachment F

STATE OF HAWAI'I  
UNIVERSITY OF HAWAI'I  
SYSTEMWIDE ADMINISTRATION  
VICE PRESIDENT FOR ADMINISTRATION  
FACILITIES BUSINESS OFFICE  
  
POSITION ORGANIZATION CHART  
  
CHART XI

PROPOSED



Perm  
General Fund 4.00 (SW)  
General Fund 11.00 (MA)\*

<sup>1</sup> Excluded from position count  
\* Positions appropriated to Manoa, reflected organizationally on this chart

STATE OF HAWAI'I  
UNIVERSITY OF HAWAI'I  
SYSTEMWIDE ADMINISTRATION  
**OFFICE OF THE VICE PRESIDENT FOR ADMINISTRATION**

FUNCTIONAL STATEMENT

The Office of the Vice President for Administration (OVPA) provides systemwide executive leadership in planning, organizing, directing, managing, and administering the University of Hawai'i's (University) programs relating to human resources; communications; procurement and real property management; risk management; systems integration; institutional equity; planning and sustainability; Mānoa campus operations and facilities; project delivery; and facilities business administration.

In addition, the OVPA is responsible for land development, update and dissemination of University wide policies and procedures, and collegiate licensing. Collegiate licensing oversees the University's branding (logo/trademark) program and ensures collection of royalties in compliance with licensing agreements.

Programmatic areas of responsibility include, directing through subordinate managers, a **human resources** program that is responsible for administration of the classification, compensation and employee benefits systems for Excluded and Managerial (EM), Administrative, Technical, and Professional (APT), and civil service personnel; and collective bargaining and employee relations for academic and nonacademic areas; a **communications** program that provides expertise in the areas of marketing and brand management, public relations, news, and media relations; a **procurement and real property** program that provides direction in the acquisition of goods and services, the acquisition or conveyance of interests in real property, and the administration of the University's record management program; a **risk management** program that is responsible for the University's systemwide risk management functions; a **systems integration** program that provides management and direction for all information technology and data systems that support the operational requirements of the various areas under the OVPA; an **institutional equity** program that provides technical expertise and overall guidance to campuses in support of their planning, development, implementation, and daily management of Title IX and Violence Against Women Act (VAWA) programs; a **planning and sustainability** program that assists in developing planning and space guidelines, long-range project priorities, and sustainability programs and goals; a **Mānoa campus operations and facilities** program that manages and oversees the repair, maintenance, and operation of all facilities, grounds, infrastructure, and physical assets for Mānoa; a **project delivery** program that is responsible for the planning, design, and construction of capital improvement projects; and a **facilities business** administration program that provides fiscal, procurement, and contract administration support for the OVPA and several programmatic areas dealing with planning, sustainability, project delivery, and Mānoa operations facilities;

**OFFICE OF HUMAN RESOURCES (OHR)**

OHR provides systemwide leadership in:

- Developing, implementing, and maintaining personnel policies and procedures to ensure compliance with Board and 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 EM personnel and the State's classification and compensation plans for civil service employees;
- Reviewing EM appointments and other personnel actions;
- Directing special projects and studies;
- Providing counsel and advice to senior level executives;
- Maintaining effective relations with unions and stakeholders;

- Negotiating collective bargaining agreements;
- Conducting hearings and rendering decisions on grievances; and
- Administering the University's employee benefits and staff development and training programs.

OHR provides these services through its various functional units as described below.

### **Civil Service Employee Relations**

- Oversees and coordinates the employee 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 and Separation Incentive Program for the University System;
- Implements and oversees the State's Commercial Driver's License Alcohol and Drug Testing Program; and
- Serves as custodian of official personnel files for all civil service employees.

### **Classification and Benefits**

- Maintains the Human Resources section of the Administrative Procedures Manual to provide complete, comprehensive instructions for performing specific tasks;
- Recommends revisions to Human Resources sections of the Board and Executive policies as appropriate;
- Conducts comprehensive and ongoing training of employees responsible for performing human resources management functions, including training on federal and State laws, Department of Human Resources Development (DHRD) policies and procedures, Board and Executive policies, and OHR administrative procedures and implements formal compliance review programs to identify and correct any violations of the above;
- Coordinates training programs to assist employees in performing existing tasks and to prepare them for future advancement;
- Coordinates and administers the job performance review program for Board appointees;
- Develops standardized evaluative criteria for the classification of APT positions to ensure objectivity and equity;
- Develops class specifications for new EM positions;
- Reviews EM and APT classification and reclassification actions to ensure compliance with established criteria;
- Takes final classification actions on civil service positions and represents the University before appellate boards and commissions;
- Compiles and analyzes EM, APT, and faculty salary survey data, e.g., College and University Professional Association for Human Resources;
- Develops and monitors EM and APT compensation plans to ensure compliance with approved plans, salary equity, applicable collective bargaining agreements, and alignment with any Equal Employment Opportunity and Affirmative Action concerns; and
- Coordinates the State's benefits programs, i.e., Employer-Union Health Benefits Trust Fund, Employees' Retirement System, Deferred Compensation, tax sheltered annuities, etc., for University

employees on a systemwide basis and serves as liaison with State agencies.

### **Collective Bargaining and Employee Relations**

- Interprets and advises senior executives and personnel administrators on the interpretation and application of collective bargaining agreements, public employment statutes, rules, regulations, and policies, and University policies;
- Provides research, analytical data, and assists in drafting testimony on collective bargaining matters to legislative bodies for University executives;
- Assists in the drafting of memorandum of agreements, memorandum of understandings, and supplemental agreements involving personnel administration;
- Serves as the President's designee to adjudicate APT and civil service grievances and supports the President's designee in faculty grievances;
- Develops and conducts training on employee relations involving the terms, conditions, and interpretations of collective bargaining agreements with the University of Hawai'i Professional Assembly (UHPA), the Hawai'i Government Employees Association (HGEA), and the United Public Workers (UPW);
- Develops executive policies and administrative procedures regarding employee relations issues as appropriate;
- Assists the University's General Counsel in the preparation of cases for mediation and arbitration;
- Provides research and analytic staff support to State and University negotiators in Units 07 and 08 master agreement negotiations and associated memoranda of agreement;
- Serves as the University's representative to the State Office of Collective Bargaining for negotiations covering civil service bargaining units; and
- Develops and conducts training on negotiated changes and on the application and interpretation of provisions in negotiated collective bargaining agreements with UHPA, HGEA, and UPW.

### **System Support and Administration**

- Reviews, evaluates, audits, and recommends changes to existing policies, guidelines and procedures, and practices to improve and enhance systemwide service and staff support;
- Provides operational support services for University system employees, including but not limited to, personnel transactions, recruitment, and promotions; and
- Assesses human resources functions, such as EM, APT, and civil service evaluation procedures and practices.

### **FACILITIES BUSINESS OFFICE (FBO)**

FBO provides administrative and fiscal support to Office of Planning and Sustainability, Campus Operations and Facilities, and the Office of Project Delivery. FBO is responsible for the development and implementation of policies, processes, and standard operating procedures that provide a framework for the consistent application of administrative and fiscal services and that ensures compliance with legal requirements, accounting principles, and generally accepted business practices. Support services include human resources, fiscal, accounting, business analysis, procurement, contract award and administration, capital budget preparation, legislative participation, budget implementation, information/data systems, management reporting, and asset management.

FBO is comprised of the following three (3) functional areas:

#### **Facilities Human Resources**

- Provides human resource services, focusing on the Campus Operations and Facilities (COF) area, including recruitment and selection, classification and compensation, leave accounting and administration, employee benefits, labor relations and staff development and training;
- Recommends internal personnel procedures and practices that comply with applicable University Board and Executive policies and Administrative Procedures;
- Advises units on all matters pertaining to human resource issues;
- Reviews and audits personnel transactions for accuracy, completeness, and conformance with University and State policies and procedures;
- Investigates formal and informal complaints and grievances relating to personnel matters;
- Administers the Peoplesoft Information System, specifically for COF, and prepares/maintains organizational charts;
- Identifies and recommends personnel training needs and coordinates or conducts in-house training workshops; and
- Compiles and analyzes personnel data to prepare reports and conducts staffing pattern and workload studies to develop resource recommendations to management.

**Facilities and Contracts Office**

- Administers and manages all facets of facilities and construction project procurement including invitation for bids, request for proposals, design/build solicitations, request for quotations, and other methods of source selection;
- Directs all facets of the contracting cycle including award of contracts, contract administration, monitoring vendor performance, and the modification, termination, and closing of contracts;
- Ensures that the selection process and contracts for professional services are done in accordance with applicable State statutes, Hawaii Administrative Rules, and University Administrative Procedures;
- Provides advice on the interpretation and implementation of procurement statutes, policies, procedures, and requirements and ensures that processes and documents comply with applicable laws;
- Develops and amends contract terms and provisions to ensure that the University is protected;
- Develops standard forms and templates to ensure that the procurement of facilities and construction is executed in accordance with applicable laws and contract provisions.

**Facilities Fiscal Office**

- Administers and manages all financial and budget functions and services for OPS, COF, and OPD relating to operating and capital programs;
- Reviews and processes construction change orders, certifies availability of funds, and ensures compliance university, state, and federal rules, regulations, policies, and procedures;
- Prepares and issues purchase orders, requisitions, contract encumbrance forms, and other allotments to maintain control over operational and CIP budgets;
- Establishes required accounting system for maintaining expenditures in conformance with management requirements;
- Prepares reports in response to requests from internal and external agencies including State departments and the legislature; and
- Develops policies and procedures that ensures compliance with applicable laws and ensures effective operations and resource allocations.



STATE OF HAWAI‘I  
UNIVERSITY OF HAWAI‘I  
SYSTEMWIDE ADMINISTRATION  
**OFFICE OF THE VICE PRESIDENT FOR ADMINISTRATION**

**FUNCTIONAL STATEMENT**

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Programmatic areas of responsibility include, directing through subordinate managers, a **human resources** program that is responsible for administration of the classification, compensation and employee benefits systems for Executive and Managerial (EM), faculty, Administrative, Technical, and Professional (APT), and civil service personnel; and collective bargaining and employee relations for academic and nonacademic areas; a **communications** program that provides expertise in the areas of marketing and brand management, public relations, news, and media relations; a **procurement and real property** program that provides direction in the acquisition of goods and services, the acquisition or conveyance of interests in real property, and the administration of the University’s record management program; a **risk management** program that is responsible for the University’s systemwide risk management functions; a **systems integration** program that provides management and direction for all information technology and data systems that support the operational requirements of the various areas under the OVPA; an **institutional equity** program that provides technical expertise and overall guidance to campuses in support of their planning, development, implementation, and daily management of Title IX and Violence Against Women Act (VAWA) programs; a **planning and sustainability** program that assists in developing planning and space guidelines, long-range project priorities, and sustainability programs and goals; a **Mānoa campus operations and facilities** program that manages and oversees the repair, maintenance, and operation of all facilities, grounds, infrastructure, and physical assets for Mānoa; a **project delivery** program that is responsible for the planning, design, and construction of capital improvement projects; and a **facilities business** administration program that provides fiscal, procurement, and contract administration support for the OVPA and several programmatic areas dealing with planning, sustainability, project delivery, and Mānoa operations facilities;

**OFFICE OF HUMAN RESOURCES (OHR)**

OHR provides systemwide leadership in:

- Developing, implementing and optimizing short and long-range plans to provide effective system-wide HR services and functions
- Developing priorities and determining efficient use of OHR resources
- Providing counsel and advising senior level executives and departmental HR representatives
- Maintaining effective relations with unions and employees

OHR provides these services through its various functional units as described below.

**Employee Services**

The Employee Services unit provides a broad range of human resources support to the field and system offices. It is a full-service unit that is staffed by HR generalists that can provide services and support to the field in the areas of: classification, recruitment, transactions, and benefits.

**Unit A**

- Coordinates and conducts employee training for HR representatives, supervisors, and employees.
- Coordinates and administers the job performance review program for Board appointees.
- Coordinates the State's benefit programs (ERS, EUTF, Deferred Compensation, tax sheltered annuities, etc.) for the University on a systemwide basis and services as liaison with State agencies.
- Develops and conducts system wide training regarding personnel policy application, collective bargaining agreement interpretation and application, employee performance, supervisory skill development, etc.
- Advises HR representatives and supervisors regarding conflict resolution and disciplinary action.
- Administers the drug and alcohol testing program for CDL, BU1 non-CDL, and reasonable suspicion, and provides advisement to HR representatives, managers and supervisors.
- Coordinates return to work priority placement program.
- Serves as the Manoa Chancellor's designee to adjudicate APT and civil service grievances.

**Unit B**

- Provides operational support services for system and Manoa EM, APT and civil service employees including classification, compensation, recruitment, examination, training, benefits, and transactions.
- Reviews Manoa Chancellor's APT classification and compensation actions in compliance with applicable policies and procedures.
- Serves as personnel officer for employees of system offices, including but not limited to recruitment and personnel actions.
- Coordinates the State's benefit programs (ERS, EUTF, Deferred Compensation, tax sheltered annuities, etc.) for the University on a systemwide basis and services as liaison with State agencies.

**Policies, Procedures & Classification**

- Maintains the personnel section of the Administrative Procedures Manual to provide complete, comprehensive instructions for performing human resource tasks.
- Recommends revisions to personnel sections of Board and Executive policies.
- Develops standardized evaluative criteria for the classification and compensation of APT positions.
- Develops class specs for EM positions.
- Reviews EM and APT classification and reclassification actions to ensure compliance with established criteria.
- Takes final classification actions on civil service positions and represents the University before appellate boards and commissions.
- Compiles and analyzes EM, APT, and faculty salary survey data and utilizes information in classification and compensation requests.
- Develops and monitors EM and APT compensation plans to ensure compliance with approved

plans, salary equity, applicable collective bargaining agreements, and alignment with any EEO and AA concerns.

### **Collective Bargaining and Employee Relations**

- Interprets and advises senior executives and personnel administrators on the interpretation and application of collective bargaining agreements, public employment statutes, rules, regulations, and policies, and University policies.
- Provides research, analytical data, and assists in drafting testimony on collective bargaining matters to legislative bodies for University executives.
- Drafts memorandum of agreements, memorandum of understandings, and supplemental agreements involving personnel administration.
- Serves as the President's designee to adjudicate APT and civil service grievances and supports the President's designee in faculty grievances.
- Develops executive policies and administrative procedures regarding employee relations issues as appropriate.
- Assists OGC in the preparation in cases of mediation and arbitration.
- Provides research and analytic staff support to State and University negotiators in Units 07 and 08 master agreement negotiations and associated memoranda of agreement.
- Serves as the University's representative to the State Office of Collective Bargaining for negotiations covering civil service bargaining units.
- Develops and conducts training on negotiated changes and on the application and interpretation of provision in negotiated collective bargaining agreements with UHPA, HGEA and UPW.

### **FACILITIES BUSINESS OFFICE (FBO)**

FBO provides administrative and fiscal support to Office of Planning and Sustainability, Campus Operations and Facilities, and the Office of Project Delivery. FBO is responsible for the development and implementation of policies, processes, and standard operating procedures that provide a framework for the consistent application of administrative and fiscal services and that ensures compliance with legal requirements, accounting principles, and generally accepted business practices. Support services include fiscal, accounting, business analysis, procurement, contract award and administration, capital budget preparation, legislative participation, budget implementation, information/data systems, management reporting, and asset management.

FBO is comprised of the following two (2) functional areas:

#### **Facilities and Contracts Office**

- Administers and manages all facets of facilities and construction project procurement including invitation for bids, request for proposals, design/build solicitations, request for quotations, and other methods of source selection;
- Directs all facets of the contracting cycle including award of contracts, contract administration, monitoring vendor performance, and the modification, termination, and closing of contracts;
- Ensures that the selection process and contracts for professional services are done in accordance with applicable State statutes, Hawaii Administrative Rules, and University Administrative Procedures;
- Provides advice on the interpretation and implementation of procurement statutes, policies, procedures, and requirements and ensures that processes and documents comply with applicable laws;
- Develops and amends contract terms and provisions to ensure that the University is protected;
- Develops standard forms and templates to ensure that the procurement of facilities and construction is executed in accordance with applicable laws and contract provisions.

**Facilities Fiscal Office**

- Administers and manages all financial and budget functions and services for OPS, COF, and OPD relating to operating and capital programs;
- Reviews and processes construction change orders, certifies availability of funds, and ensures compliance university, state, and federal rules, regulations, policies, and procedures;
- Prepares and issues purchase orders, requisitions, contract encumbrance forms, and other allotments to maintain control over operational and CIP budgets;
- Establishes required accounting system for maintaining expenditures in conformance with management requirements;
- Prepares reports in response to requests from internal and external agencies including State departments and the legislature; and
- Develops policies and procedures that ensures compliance with applicable laws and ensures effective operations and resource allocations.

**AUTHORIZED BJ/BT POSITIONS  
IMPACTED BY THE REORG**

UNIVERSITY OF HAWAII  
Allocated and Authorized BJ/BT Positions Impacted by the Reorganization

Program Title: OFFICE OF THE VICE PRESIDENT FOR ADMINISTRATION,  
OFFICE OF THE VICE CHANCELLOR FOR ADMINISTRATION, FINANCE & OPERATIONS, AND FACILITIES HUMAN RESOURCES

Item No.	Affected Position No.(s)	Classification/Organizational/Functional Change		Basis for Change
		From	To	
1	Human Resource Manager, PBD, #77834	VCAFO Chart V-B Office of Human Resources	VPA Chart II Office of Human Resources	Reorganization
2	Secretary II, SR-14, #900370	VCAFO Chart V-B Office of Human Resources	VPA Chart II Office of Human Resources	Reorganization
		Position abolished; count used to establish position no. 80986; see Line 3		Abolished
3	Human Resources Spec, PBA, #80986	Establish APT PBA position; transfer to VPA Chart II, Employee Services - Unit A		Establishment; Reassignment
4	Human Resources Spec, PBB, #78543	VCAFO Chart V-B Classification & Compensation	VPA Chart II Employee Services - Unit A	Reorganization
5	Human Resources Spec, PBC, #78386	VCAFO Chart V-B Labor Relations & Staff Develop.	VPA Chart II Employee Services - Unit A	Reorganization
6	Human Resources Spec, PBA, #80179	VCAFO Chart V-B Labor Relations & Staff Develop.	VPA Chart II Employee Services - Unit B	Reorganization
7	Human Resources Spec, PBB, #81666	VCAFO Chart V-B Employee Relations & Benefits	VPA Chart II Collective Bargaining & Emp Rel	Reorganization
8	Human Resources Spec, PBB, #81200 Human Resources Spec, PBB, #78683	VPA Chart XI Facilities Human Resources	VPA Chart II Employee Services - Unit B	Reorganization
9	HR Manager, PBC, #80092	VPA Chart II Civil Service Employee Relations	VPA Chart II Employee Services - Unit B	Delete VPA Chart II Civil Service Employee Relations box
10	HR Technician VI, SR-15, #42423	HR Technician VI, SR-15	HR Assistant V, SR-13	Reclassification; Redescription
		VPA Chart II Civil Service Employee Relations	VPA Chart II Employee Services - Unit B	Delete VPA Chart II Civil Service Employee Relations box
11	HR Assistant V, SR-13, #12260	VPA Chart II Civil Service Employee Relations	VPA Chart II Employee Services - Unit B	Delete VPA Chart II Civil Service Employee Relations box
12	HR Technician VII, SR-17, #03395	VPA Chart II Civil Service Employee Relations	VPA Chart II Employee Services - Unit A	Delete VPA Chart II Civil Service Employee Relations box
13	HR Manager, PBC, #80540	VPA Chart II Classification & Benefits	VPA Chart II Employee Services - Policies & Procedures & Class	Delete VPA Chart II Classification & Benefits
14	Human Resources Spec, PBB, #81866 Personnel Tech VI, SR-15, #33088 Human Resources Spec, PBB, #80538	VPA Chart II Classification & Benefits	VPA Chart II Employee Services - Unit A	Delete VPA Chart II Classification & Benefits
15	Human Resources Spec, Sr, PBB, #81834	Human Resources Spec, Sr PBB	Human Resources Spec PBA	Redescription; Reclassification
		VPA Chart II Collective Bargaining & Emp Rel	VPA Chart II Employee Services - Unit B	Reorganization
(Continued on Page 2)		Page 1		

Item No.	Affected Position No.(s)	Classification/Organizational/Functional Change		Basis for Change
		From	To	
16	Dir of System Support & Admin, #89425	Dir of System Support & Admin	Associate Director of Human Resources	Redescription; Reclassification
		VPA Chart II System Support & Administration	VPA Chart II Office of Human Resources	Delete VPA Chart II System Support & Admin
17	Human Resources Spec, PBB, #78393	VPA Chart II System Support & Administration	VPA Chart II Employee Services - Unit B	Delete VPA Chart II System Support & Admin
18	Secretary III, SR-16, #15286	Position Abolished from VPA Chart II - Office of Human Resources; count used to establish position no. 80384; see line 19		Abolished
19	Human Resources Spec, PBA, #80384	Establish APT PBA position; transfer to VPA Chart II, Employee Services - Unit A		Establishment; Reassignment
20	Human Resources Spec, PBB, #81367	Human Resources Spec PBB	Administrative Officer PBB	Redescription
		VPA Chart II Civil Service Employee Relations	VPA Chart I Office of the Vice President for Administration	Reassignment
21	Human Resources Spec, PBB, #77959	Human Resources Spec PBB	Intranet Website Designer PBA	Redescription; Reclassification
		VPA Chart II Classification & Benefits	VPA Chart I Office of the Vice President for Administration	Reassignment
22	Human Resources Spec, PBB, #80952	VCAFO Chart V-B Office of Human Resources	VCAFO Chart V Office of the Vice Chancellor for Administration, Finance, and Operations	Reorganization

\_\_\_\_\_  
Administrator

\_\_\_\_\_  
Date

\_\_\_\_\_  
Telephone Number



*Presented to the Mānoa Faculty Senate by the Committee on Administration and Budget for a vote of the full Senate on Wednesday, October 17, 2018. A motion endorsing, with reservations, the proposed reorganization of the Office of Human Resources. Approved by the Mānoa Faculty Senate on October 17, 2018 with 38 votes in support of approval; 14 votes against; and 2 votes in abstention.*

**MOTION ENDORSING WITH RESERVATIONS THE PROPOSED REORGANIZATION OF THE UH  
OFFICE OF HUMAN RESOURCES**

The Committee on Administration and Budget of the Mānoa Faculty Senate has reviewed the proposed reorganization of the UH System Office of Human Resources to incorporate and consolidate the UH Mānoa Office of Human Resources into its office. The original proposal was first received by the Mānoa Faculty Senate and reviewed by CAB in March 2018. After discussions with CAB the UH System Administration withdrew the proposal for revision. The Mānoa Faculty Senate received a revised version of the proposal in September 2018 and referred the reorganization to the Committee on Administration and Budget.

The Committee on Administration and Budget reviewed the proposed reorganization and met with UH System HR personnel on September 12, 2018. Following discussion and review, the Committee on Administration and Budget wishes to present this motion to ENDORSE WITH RESERVATIONS the proposed reorganization. The concerns of the committee are that key performance indicators and a timeline for evaluation of the reorganization were not included in the proposal.





March 23, 2018

18 MAR 27 P5:10

OFFICE OF  
HUMAN RESOURCES

Kimberly M. Hashiro, Associate Director  
Office of Human Resources  
University of Hawaii System  
2440 Campus Road  
Honolulu, HI 96822-2246

Dear Ms. Hashiro:

Re: Proposal to Reorganize and Consolidate Functions Within the UH System Office of Human Resources

The University of Hawaii Professional Assembly (UHPA) reviewed the proposal and believes it will significantly impede the administration, implementation, and negotiations of the UHPA contract. The collective bargaining agreement is specifically designed to operate in a multi-campus environment where the designated authority for various procedures and decisions are vested with Deans, Vice-Chancellors, and Chancellors. Much of this activity is concentrated in academic governance and peer review which calls for specific knowledge and skill.

There are certain areas where the President is the designated authority often related to the tradition and practice of the academic enterprise. An example would be the granting of tenure for faculty members or appointment of faculty investigators in professional ethic breaches.

The proposal appears to place BU7 in an administrative unit whereby collective bargaining and contract administration will be managed like other bargaining units. UHPA has experienced the problems of staff and administrators who deal with BU7 without the competency, skill, and knowledge of the academic environment to be effective. This contributed to a significant increase in tension between the union and employer.

Faculty bargaining units have unique sets of expectations and understandings that come with academic practice. These are important cultural elements that need to be recognized. UHPA is concerned that the reorganization fails to properly address the requisite personnel that are necessary for interaction with a faculty bargaining unit.

UNIVERSITY OF HAWAII  
PROFESSIONAL ASSEMBLY

1017 Palm Drive • Honolulu, Hawaii 96814-1928  
Telephone: (808) 593-2157 • Facsimile: (808) 593-2160  
Website: [www.uhpa.org](http://www.uhpa.org)



The proposal raises some questions regarding the current status of decision making at the UH System for BU7. In January 2018, UHPA was informed that Vice President for Academic Planning and Policy Straney is the President's designee for Step 2 grievances. In 2016, President Lassner designated the previous Vice President for Academic Affairs to review tenure related matters. I would appreciate clarification on who is the designated authority while President Lassner is President and Chancellor.

If you would like further discussion on the concerns expressed within, please let me know.

Sincerely,

A handwritten signature in black ink, appearing to read 'Kristeen Hanselman'.  
Kristeen Hanselman  
Executive Director

cc: Jan Gouveia, VP for Administration  
Donna Kiyosaki, Associate VP for Administration & Interim Director of Human Resources  
Kathleen Cutshaw, Vice Chancellor for Administration, Finance & Operations



UNIVERSITY  
of HAWAII  
SYSTEM

Office of Human Resources

March 29, 2018

Ms. Kristeen Hanselman  
University of Hawaii Professional Assembly  
1017 Palm Drive  
Honolulu, HI, 96814-1928

Dear Ms. Hanselman:

RE: Response to UH System Office of Human Resources Reorganization Proposal

This is in response to your letter dated March 23, 2018. I would like to clarify that the proposed reorganization will not change the manner in which UHPA grievances are handled at the University of Hawaii. Don Straney, Vice President for Academic Planning and Policy, will continue to be the decision maker for all UHPA Step 2 grievances.

I hope that this addresses your concerns regarding our proposed reorganization. Please contact me at 956-6855 if there are additional questions or concerns.

Sincerely,

A handwritten signature in black ink, appearing to read "Kimberly M. Hashiro".

Kimberly M. Hashiro  
Associate Director  
University of Hawaii  
System Office of Human Resources  
(808) 956-6855

c: Jan Gouveia, VP for Administration  
Donna Kiyosaki, Associate VP for Administration & Interim Director of Human Resources  
Kathleen Cutshaw, Vice Chancellor for Administration, Finance & Operations



April 2, 2018

Ms. Kimberly Hashiro, Associate Director of HR  
University of Hawaii – Office of Human Resources  
Administrative Services Building 2  
2440 Campus Road  
Honolulu, HI 96822

**VIA EMAIL ONLY**

Dear Ms. Hashiro

We are in receipt of your letter dated March 9, 2018 regarding the proposal to reorganize and consolidate functions within the UH System Office of Human Resources.

As explained in our conversation today, I apologize for the late submission of our concerns. Accordingly, we solicited our members for their comments, concerns and questions. The following is a summation of those items:

- 1) System and Manoa Offices serve the same function: to support the campus HR reps. Facilities HR was not mentioned in the 2015 WICHE Report. Why is Facilities Human Resources part of the consolidation? We service a department not the campus.
- 2) As noted on page 5, "position #80952 will remain at the Manoa campus to provide direct HR support to the VCAFO and VCAA, consistent with the Personnel Officer functions that exist at the college and school levels." Should this framework be also applied with Facilities HR (FHR) reporting to the Director of Facilities in support of his 306 FTE?
- 3) As noted on page 8, what does "While the FHR positions are expected to continue focusing primarily on the facilities-related human resources transactions, the goal is to provide back-up support for other similar positions" mean?
- 4) Position #81200 was hired in 2008 as the supervisor to position #78683. Should the proposal also reflect the supervisory role?

Thank you for the opportunity to review and provide comments. Should you have any questions, please don't hesitate to contact me at (808) 543-0020 or by email at [trust@hgea.org](mailto:trust@hgea.org).

We would appreciate your feedback on our concerns.

Sincerely,

Toni Rust  
MCEC Union Agent

American Federation of State, County and Municipal Employees, AFL-CIO

Tel: (808) 543-0004 Fax: (808) 531-4073 888 Mililani Street, Suite 101, Honolulu, HI 96813





April 17, 2018

**Sent via Email to [trust@hgea.org](mailto:trust@hgea.org) and Regular Mail**

Ms. Toni Rust  
MCEC Union Agent  
AFSCME  
888 Mililani Street, Suite 101  
Honolulu, Hawaii 96813

Dear Ms. Rust:

Subject: Response to AFSCME Comments on Proposal to Reorganize Facilities HR Within the Office of Human Resources

In response to your letter dated April 2, 2018, regarding the proposed relocation of Facilities HR staff to Administrative Services Building 2, we provide the following:

1. *System and Manoa Offices serve the same function: to support the campus HR reps. Facilities HR was not mentioned in the 2015 WICHE Report. Why is Facilities Human Resources part of the consolidation? We service a department not the campus.*

Management has determined that efficiency and improved service and performance would result from consolidation of Human Resources (HR) Offices, which included the consolidation of System and Manoa Facilities. When this reorganization was approved in February 2017, Facilities HR became a UH System office under the Vice President for Administration (VPA).

Actual consolidation of System, Manoa and Facilities HR is being accomplished through this proposal. Facilities employees are no longer under the Manoa campus and fall under the VPA. System HR functions will be consolidated under the VPA and will operate as a single entity. This will enable streamlining of processes and more consistent HR practices.

2. *As noted on page 5, "position #80952 will remain at the Manoa campus to provide direct HR support to the VCAFO and VCAA, consistent with the Personnel Officer functions that exist at the college and school levels." Should this framework be also applied with Facilities HR (FHR) report to the Director of Facilities in support of his 306 FTE?*

Although the Manoa Chancellor's Office will be retaining position #80952, it will only serve as Personnel Officer for the Mānoa Chancellor and certain Vice Chancellors offices. The Office of Human Resources (OHR) currently provides Personnel Officer functions for approximately 400 System employees. Consolidation of Facilities HR positions and functions into OHR is therefore consistent.

3. *As noted on page 8, what does "While the FHR positions are expected to continue focusing primarily on the facilities-related human resources transactions, the goal is to provide back-up support for other similar positions" mean?*

Facilities HR positions are expected to continue to provide personnel officer functions for BU 1, 2, 3 and 4 employees, who make up the majority of the Facilities work force. However, the vision for the Employee Services unit is to cross-train all employees to provide the full-range HR functions including classification and compensation, recruitment, benefits, transactions, labor relations and training, etc.

4. *Position #81200 was hired in 2008 as the supervisor to position #78683. Should the proposal reflect the supervisory role?*

Both position #81200 and #78683 will report to position #80092, HR Manager. This position is currently vacant; however, it is presently under recruitment and is anticipated to be filled by June 2018. There will be no negative classification or compensation impact to position #81200, although it will no longer be a supervisory position. This reporting structure will provide for incorporation of Facilities HR positions into Employee Services and support the cross-trained and HR generalist concept of the reorganization.

Thank you for your input regarding the reorganization of Facilities HR positions with OHR and Manoa HR. We will be proceeding with implementation of the reorganization.

Sincerely,



Kimberly Hashiro  
Associate Director of Human Resources

c: Donna Kiyosaki, Interim Director of Human Resources



May 18, 2018

Ms. Kimberly Hashiro, Associate Director of HR  
University of Hawaii – Office of Human Resources  
Administrative Services Building 2  
2440 Campus Road  
Honolulu, HI 96822

**VIA EMAIL ONLY**

Dear Ms. Hashiro,

I originally told you that I would submit these follow up questions by COB Thursday May 17, 2018. I apologize for the tardiness of this document.

The following is our second submittal of consultation questions/comments based on your response letter to HGEA dated April 17, 2018:

- 1) Regarding position #81200. You stated that because of the new reporting system of position #81200 and the current subordinate #78683 to one HR Manager it would essentially take away the supervisory role of position #81200. This is a major change in the incumbents' working conditions and a downgrade. What surety can the department provide the incumbent that there will be no further downgrades such as pay?

Again, thank you for the opportunity to review and provide comments. Should you have any questions, please don't hesitate to contact me at (808) 543-0020 or by email at [trust@hgea.org](mailto:trust@hgea.org).

Sincerely,

Toni Rust  
MCEC Union Agent

**American Federation of State, County and Municipal Employees, AFL-CIO**

TEL (808) 543-0004 FAX (808) 531-4073 888 Mililani Street, Suite 101, Honolulu, HI 96813





May 18, 2018

Ms. Donna Kiyosaki, Interim Director of HR  
University of Hawaii – Office of Human Resources  
Administrative Services Building 2  
2440 Campus Road  
Honolulu, HI 96822

**VIA EMAIL ONLY**

Dear Ms. Kiyosaki,

I spoke with Kim Hashiro this past Wednesday, May 16, 2018 informing her that we have a few more questions regarding this consultation. I originally told Ms. Hashiro that I would submit these follow up questions by COB Thursday May 17, 2018. I apologize for the tardiness of this document.

The following is our second submittal of consultation questions/comments based on your response letter to HGEA dated April 17, 2018:

- 1) Regarding parking you stated that Zone 3 is "is currently available."  
Question: Is there a chance that parking will not be available upon relocation? What is the basis for getting a parking permit for this area? Is it based on seniority, type of job an employee performs, etc....? Does this Zone ever fill up? If so, where would they park?
- 2) Regarding configuration, please provide the approximate square footage of a cubicle. Also, once configuration plans have been made available, please send a copy to HGEA.

Again, thank you for the opportunity to review and provide comments. Should you have any questions please don't hesitate to contact me at (808) 543-0020 or by email at [trust@hgea.org](mailto:trust@hgea.org).

Sincerely,

Toni Rust  
MCEC Union Agent

cc: Kim Hashiro, Associate Director of HR

**American Federation of State, County and Municipal Employees, AFL-CIO**



TEL (808) 543-0004 FAX (808) 531-4073 888 Mililani Street, Suite 101, Honolulu, HI 96813





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Office of Human Resources

June 4, 2018

**Sent via Regular Mail and Email**

Ms. Toni Rust  
MCEC Union Agent  
AFSCME  
888 Mililani Street, Suite 101  
Honolulu, Hawaii 96813

Dear Ms. Rust:

Subject: Response to AFSCME Comments on Proposal to Reorganize Facilities HR  
Personnel with the Office of Human Resources

In response to your letter dated May 18, 2018, which includes additional questions regarding the proposed reorganization of Facilities HR staff with the Office of Human Resources (OHR), we provide the following:

1. *Regarding position #81200. You stated that because of the new reporting system of positions #81200 and the current subordinate #78683 to one HR Manager, it would essentially take away the supervisory role of position #81200. This is a major change in the incumbent's working conditions and a downgrade. What surety can the department provide the incumbent that there will be no further downgrades such as pay?*

The current incumbent of position #81200 will not receive a pay reduction as a result of this reorganization.

We hope that this clarifies concerns regarding this reorganization and thank you for your comments.

Sincerely,

Kimberly Hashiro  
Associate Director of Human Resources



June 4, 2018

**Sent via Regular Mail and Email**

Ms. Toni Rust  
MCEC Union Agent  
AFSCME  
888 Mililani Street, Suite 101  
Honolulu, Hawaii 96813

Dear Ms. Rust:

Subject: Response to AFSCME Comments on Proposal to Relocate Personnel to  
Administrative Services Building 2

In response to your letter dated May 18, 2018, which includes additional questions regarding the proposed relocation of Facilities HR staff to Administrative Services Building (ASB) 2, we provide the following:

1. *Regarding parking you stated that Zone 3 is "currently available."  
Question: Is there a chance that parking will not be available upon relocation? What is the basis for getting a parking permit for this area? Is it based on seniority, type of job an employee performs, etc.? Does this Zone ever fill up? If so, where would they park?*

Two slots in Zone 3 are being held for both Facilities HR Specialists, and a request to transfer them from their current zone to Zone 3 will be submitted once a relocation date has been determined.

In the morning, stalls in the parking lot between ASB 2 and Hemenway Hall are typically available, however additional Zone 3 parking stalls are also usually available on Campus Road above Hemenway Hall throughout the day if employees need to attend meetings or leave campus during lunch (see attached Zone 3 map).

Ms. Toni Rust  
Union Agent  
June 4, 2018  
Page 2

2. *Regarding configuration, please provide the approximate square footage of a cubicle. Also, once configuration plans have been made available, please send a copy to HGEA.*

The approximate size of the cubicle will be 9'6" x 6'. We will provide a copy of the floor plan once it is ready to be distributed.

Thank you for your comments. We will be implementing relocation of the affected employees after the reconfiguration of ASB 2 has been completed, which is anticipated to occur in the first week of August 2018.

Sincerely,

Donna Kiyosaki  
Interim Director of Human Resources &  
Associate Vice President for Administration

Attachment

c: Kim Hashiro, Associate Director of Human Resources



September 14, 2018

Ms. Donna Kiyosaki, Interim Director of HR  
University of Hawaii – Office of Human Resources  
Administrative Services Building 2  
2440 Campus Road  
Honolulu, HI 96822

**VIA EMAIL ONLY**

Subject: Proposal to Relocate Personnel under the Office of the Vice President for  
Administration (OVPA), University of Hawaii System

Aloha Ms. Kiyosaki,

We received correspondence sent by Ms. Kimberly Hashiro via email on August 10, 2018 regarding new cubicle square footage as determined via the subject consult. This email correspondence was a continued conversation stemming from HGEA's letter dated May 18, 2018.

While this consultation affects both included and excluded employees, the purpose of this letter is to officially close consultation for excluded employees ONLY. I believe Union Agent Chad Ngai, is handling the consultation for included employees.

Thank you for the opportunity to review and provide feedback. At this time, we have no further comments or concerns. We do, however, reserve our right to address any issues that may arise as this policy is implemented.

If you would like to contact me, please call me directly at 543-0020 or email at [trust@hgea.org](mailto:trust@hgea.org).

Mahalo,

*Toni Rust*

Toni Rust  
HGEA/MCEC Union Agent

c: Liz Ho, AFSCME Hawaii Area Field Services Director  
Kim Hashiro, Associate Director of HR - UH

**American Federation of State, County and Municipal Employees, AFL-CIO**

TEL (808) 543-0004 FAX (808) 531-4073 888 Milliani Street, Suite 101, Honolulu, Hawaii 96813



September 14, 2018

Ms. Kimberly Hashiro, Associate Director of HR  
University of Hawaii – Office of Human Resources  
Administrative Services Building 2  
2440 Campus Road  
Honolulu, HI 96822

**VIA EMAIL ONLY**

Subject: Proposal to Reorganize and Consolidate Functions Within the UH System  
Office of Human Resources

Aloha Ms. Hashiro,

We received your response dated July 4, 2018 to our questions regarding the subject consult. Thank you for the opportunity to review and provide feedback.

At this time, we have no further comments or concerns and consider this consultation closed. We do, however, reserve our right to address any issues that may arise as this policy is implemented.

If you would like to contact me, please call me directly at 543-0020 or email at [trust@hgea.org](mailto:trust@hgea.org).

Mahalo,

*Toni Rust*

Toni Rust  
HGEA/MCEC Union Agent

c: Liz Ho, AFSCME Hawaii Area Field Services Director



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SYSTEM

Office of Human Resources

October 16, 2018

Mr. Dayton Nakanelua  
State Director  
United Public Workers  
1426 N. School Street  
Honolulu, Hawai'i 96817

Dear Mr. Nakanelua:

Subject: Proposal to Reorganize and Consolidate Functions Within the UH System  
Office of Human Resources

As we have not received any comments or feedback from the union following our letter of consultation dated March 9, 2018, we will be moving forward with the proposal and consider the consultation on this matter closed.

Thank you for your attention in this matter.

Sincerely,

A handwritten signature in black ink, appearing to read "Kimberly M. Hashiro".

Kimberly M. Hashiro  
Associate Director  
University of Hawaii  
System Office of Human Resources  
(808) 956-6855