

Testimony: Susan A. Pcola-Davis

Action

V. C.

C. Board Action on Human Resources Committee recommendations concerning salary structure and compensation adjustments for Department leadership employees (Deputy Superintendent, Assistant Superintendents, and Complex Area Superintendents)

STRONGLY SUPPORT the Recommendations

TALKING POINTS

Chair Barcarse presents the historical inconsistencies of the salary structure and compensation adjustments based on the Department’s requests. (i.e. Performance-based salary adjustments, Other salary adjustment, Salary ranges, and Funds for salary adjustments).

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Recommending the proposed salary structure (Exhibit A)

- The proposed salary structure establishes a system for performance-based and other case-by-case salary adjustments for Department leadership employees of the Department.
- The proposed salary structure articulates the flexibility of the Board to provide fair and competitive salaries to Department leadership employees while ensuring transparency.

Definition:

Subordinate Superintendents include: [NOTE: All fall under the supervision of the Superintendent]

1. Deputy Superintendent,
2. Assistant Superintendents and
3. Complex Area Superintendents

- Salaries

- Board will review and approve exact salaries to ensure equity, avoid salary compression issues, and optimize competitiveness for recruitment and retention.

- Salary Ranges

- Deputy superintendent: \$155,000 to \$185,000
- Assistant superintendents: \$150,000 to \$180,000
- Complex area superintendents: \$145,000 to \$175,000

- Performance Based Salary Adjustments

- Subordinate superintendents who meet performance expectations as determined by the performance evaluation are eligible for a minimum performance-based

salary adjustment equal to the Hawaii Consumer Price Index rate for the same year applicable to the performance evaluation.

- Subordinate superintendents who exceed performance expectations as determined by the performance evaluation are eligible for an additional performance-based salary adjustment as recommended by the superintendent.
- Compression Based Salary Adjustments
 - A complex area superintendent whose salary is less than the average salary of high school principals;
 - An assistant superintendent whose salary is less than the average salary of peers in the industries relevant to the subject matter area overseen by the assistant superintendent; or
 - A deputy superintendent whose salary is less than the average salary of other subordinate superintendents that the deputy superintendent supervises.
- Funds for salary adjustments
 - Approval of salary adjustments is also the approval of the funds necessary to effectuate salary adjustments. Requires total cost and any proposed salary adjustment.

Action:

V.D. and V.E.

D. Board Action on Human Resources Committee recommendations concerning compensation adjustments for Department leadership employees (Deputy Superintendent and Assistant Superintendents), effective July 1, 2020, using performance evaluation ratings for School Year 2019-2020 (See comments/questions below)

E. Board Action on Human Resources Committee recommendations concerning compensation adjustments for Department leadership employees (Deputy Superintendent, Assistant Superintendents, and Complex Area Superintendents), effective July 1, 2021, using performance evaluation ratings for School Year 2020-2021. (See comments/questions below)

Action:

V.D. and V.E.

STRONGLY DISAPPROVE

TALKING POINTS

As a result of inflated increases for performance outcomes the cost adjustment is \$125,000 an increase of \$90,000 from SY2019-SY2020

Note:

The Department has accounted for this cost in its central salary budget for all general-funded employees.

1. Dependent on the Human Resources Committee of 5/5 2022 at 11:00 discussion earlier, the request for SY 2020-2021 needs to now reflect the Committee's proposed salary structure (Exhibit A) (New requirements for requests: Performance-based salary adjustments, Other salary adjustment, Salary ranges, and Funds for salary adjustments).
2. Please review the Deputy and Assistant Superintendents Compensation Adjustments percentage increases between SY2020-2021 and SY2019-2020. [Pages 4-5]
 - a. **Instead of using the percentages from April 15, 2021** for Deputy and Assistant Superintendents of SY2019-2020
 - o Effective: 2%
 - o Highly Effective: 3.0%.
 - b. This request is **asking for a 2% increase:**
 - o Effective: 4%
 - o Highly Effective: 5.0%
3. Please review the total cost of adjustments increases between SY2020-2021 and SY2019-2020. [Pages 4-5]
 - a. Instead of using the total cost of adjustments from April 15, 2021 of \$70,000 and decreased to \$35,000.
 - b. This request is asking for \$125,000

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SY 2019-2020

Note: Five of the eight subordinate superintendent incumbents achieved a rating of 3 or better on a four-point rating scale.

DEFERRED

April 15, 2021: The Board **DEFERRED** action (see below) on the approval of compensation adjustments for the Deputy Superintendent and Assistant Superintendents.

- The proposed calculation of **SY 2019-2020** compensation adjustments for the Deputy Superintendent and Assistant Superintendents effective July 1, 2020, is as follows:

Executive Leaders who attained a rating of

- 3 (Effective) received a 2% increase,
- 4 (Highly Effective) received a 3.0% increase, an additional 1.0% in compensation for the higher level of performance.

APPROVED

April 15, 2021: Compensation adjustments for the Complex Area Superintendents effective July 1, 2020, with continued use of the methodology tied to performance evaluations for **SY 2019-2020**.

- The proposed calculation of SY 2019-2020 compensation adjustments for the Complex Assistant Superintendents effective July 1, 2020, are as follows

Complex Area Superintendents who attained a rating of

- 3 received a 2% increase
- 4 received a 2.5% increase
- 5 received a 3% increase

[HR 04152021 Committee Action on Methodology for Compensation Adjustments for DOE Leadership.pdf \(hawaii.gov\)](#)

SY 2020-2021

Note: There are 23 subordinate superintendent positions under the Superintendent: One Deputy Superintendent, seven Assistant Superintendent, and 15 Complex Area Superintendent.

Total of 27:

5 out of 8: state office subordinate superintendent incumbents achieved a rating of 3 or better on a four-point rating scale,

12 out of 15: Complex Area Superintendents had a performance score of 3 or better on a five-point rating scale.

Request is a 2% increase from SY 2019-2020 !!!

Ratings for the Deputy Superintendent and Assistant Superintendents for **SY 2020- 2021** used the following four-point scale and were based on meeting specific performance outcomes:

Executive Leaders who attained a rating of

- 3 (Effective) received a 4% increase,
- 4 (Highly Effective) received a 5.0% increase, an additional 1.0% in compensation for the higher level of performance.

Request is a 2% increase from SY 2019-1010!!!

Ratings for Complex Area Superintendents for **SY 2020-2021** used a five-point scale based on meeting specific performance outcomes tied to implementing the Board and Department's joint three-year strategic plan:

Complex Area Superintendents who attained a rating of

- 3 received a 4% increase
- 4 received a 4.5%
- 5 received a 5% increase

Total Cost Adjustments = \$125,000 (a \$90,000 increase from 2019-2020 adjustment of \$35,000)

As a result of inflated increases for performance outcomes the cost adjustment increased by **\$90,000**.

Note:

The Department has accounted for this cost in its central salary budget for all general-funded employees.