

HUMAN RESOURCES COMMITTEE
JUNE 1, 2023
SUSAN PCOLA-DAVIS
TESTIMONY

Recommendation for Action

STRONGLY AGREE

I commend the work of “whoever” was part of creating the methodology. From my experience, I have not seen a fairer method. I also applaud the transparency.

I would have liked to know which CAS’s are interim.

All CAS’s should be appreciative of what has been accomplished. The waiting was worth it to be done right and fairly!!

Based on the reference below, the maximum salary for CAS’s will not exceed \$205,000. CAS’s about to maximize their salary are:

Aiea-Moanalua-Radford \$199,513 (\$5,487)

Leileihua-Mililani-Wailua \$191,008 (\$13,992)

**March 23, 2023 Human Resources Committee and General Business Meeting
Committee Action on Amendment of Department of Education ("Department")**

Leadership Salary Structure: Salary Establishment Process for Deputy, CAS, and AS and Salary Range Change - The Board approved a **new CAS salary range of \$165,000 to \$205,000, which is subject to a detailed plan that contains a methodology to provide current CASs with compensation salary adjustments.**

A. Committee Action on recommendation concerning compensation adjustments for Complex Area Superintendents of

- 1. Aiea-Moanalua-Radford,**
- 2. Baldwin-Kekaulike-Kulanihakoi-Maui,**
- 3. Campbell-Kapolei,**
- 4. Castle-Kahuku,**
- 5. Farrington-Kalani-Kaiser,**

6. Hana-Lahaina-Lanai-Molokai,
7. Hilo-Waiakea,
8. Honokaa-Kealakehe-Kohala-Konawaena,
9. Kailua-Kalaheo,
10. Kaimuki-McKinley-Roosevelt,
11. Kau-Keaau-Pahoa,
12. Leilehua-Mililani-Waiialua,
13. Pearl City-Waipahu Complex Areas

MY NOTES ONLY (Feel Free to read)

The Department respectfully recommends adjusting the salaries of the 13 appointed CASs, based on the proposed CAS salary adjustments considering an individual's qualifications and characteristics of their assigned complex area.

The seven factors which were used to determine compensation recommendations were:
Individual qualifications:

1. Previous CAS performance;
2. Educational attainment (i.e., master's or doctorate degree); and
3. Experience as a CAS.

Characteristics of complex area:

4. Number of schools in the complex area;
5. Furthest distance between two schools in the complex area (miles);
6. Official enrollment count of the complex area; and
7. Percentage of students considered high needs (e.g., economically disadvantaged, English learners, students with disabilities).

The recommendation includes salary adjustments for 13 appointed CASs, including four CASs (Baldwin-Kekaulike-Kulanihakoi-Maui, Castle-Kahuku, Kau-Keaau-Pahoa, Pearl City-Waipahu) who were approved by the Board on January 19, 2023.

The Department proposes a **performance-based salary adjustment** that is aligned with the increase that Hawaii Government Employees Association (HGEA) Bargaining Unit 6 (BU06) members received on July 1, 2022.

1. CASs who meet expectations and receive a score of 3 will receive an increase of 3.71%. (equivalent to the BU 06 increase);

2. CASs rated as exceeding expectations and receive a score of 4 will receive an additional increase of 0.25% (3.96%);
3. CASs rated as exceeding expectations and receive a score of 5 will receive an additional increase of 0.5% (4.21%); and
4. CASs who do not meet expectations will not be eligible for an increase.

This recommendation includes an increase for Board-appointed CASs in service on June 30, 2022, for their evaluation increase based on the above criteria.

Therefore, any CAS appointed in School Year 2022-23 is not eligible for a performance-based adjustment.

Of the nine eligible CASs, who were Board-appointed on or before June 30, 2022, one received a rating of 4, and eight received a rating of 5.

Therefore, any CAS appointed in School Year 2022-23 is not eligible for a performance-based adjustment.

Factor Number 2 - Educational Attainment

The Department recognizes employees who attain advanced degrees, reflecting their drive and initiative for continuous improvement and professional development.

Thus, this recommendation includes a \$1,500 salary adjustment for CASs with one or more Master's degrees and a \$2,500 salary adjustment for CASs with a Doctorate degree.

Of the 13 CASs being recommended for an increase, **ten hold a Master's degree, and three hold a Doctorate degree.**

Factor Number 3 - Years of CAS Experience

Table 1 categorizes CASs based on years and months of executive leadership experience.

Table 2 provides the formula used to adjust the base salary for each CAS based on the number of months of executive leadership experience

CHARACTERISTICS OF THE COMPLEX AREA

The Department identified four complex area factors that most affect the CASs' responsibilities within their complex area; the number of schools, the distance between schools, overall student enrollment, and the percentage of students who are considered high needs. These four complex area factors were considered in determining a salary adjustment of up to \$10,000. The proposed salary increases for the 13 CASs based on the four characteristics range from \$4,566 to \$8,369.

Factor Number 4 - Number of Schools in the Complex Area

This factor was assigned the greatest percentage weight among complex area characteristics. The maximum increase a CAS could receive based on this factor is \$5,000 (50% of the \$10,000).

The per-school increase was calculated as \$172.41 ($\$5,000/29$ schools), resulting in salary increases ranging from \$1,552 to \$5,000.

Factor Number 5 - Furthest Distance Between Schools in the Complex Area

This factor was weighted 10% among complex area characteristics to acknowledge the additional workload associated with the geography of schools in a complex area. The maximum salary increase a CAS could receive based on the distance between the two furthest schools in the complex area is \$1,000 (10% of the \$10,000).

The distance between the two furthest schools within a complex area ranges from 6.7 and 76 miles. Based on the greatest distance identified, a rate of \$13.16 per mile ($\$1000/76$ miles) was determined, resulting in salary increases ranging from \$88 to \$1,000.

Factor Number 6 - Official Enrollment Count in the Complex Area

A third complex area factor with 20% of the weight is the sum of the official student enrollment count of all schools in the complex area.

The official enrollment count of the complex areas, ranges from 4,836 to 16,612 students. The per-student amount for the salary increases is \$0.12 ($\$2,000/16,612$), resulting in salary increases ranging from \$582 to \$2,000).

Factor Number 7 - Percentage of Students Considered High Needs

The final complex area factor with 20% of the weight is the percentage of students considered high needs (e.g., economically disadvantaged, English learners, students with disabilities) in the complex area.

The percentage of students considered high needs within a complex area, ranges from 42% to 84%. With the highest percentage of 84%, the salary increases per CAS amounts to \$23.81 per percentage point, resulting in a range of \$1,000 to \$2,000.

ATTACHMENT A

Recommended CAS Salary with Adjustments

Complex Area	Name	Current Salary	Final Recommended Salary
'Aiea-Moanalua-Radford	Erickson, John	\$165,000	\$199,513
Baldwin-Kekaulike- Kūlanihāko'i-Maui	Sides, Desiree	\$165,000	\$175,057*
Campbell-Kapolei	Tajima, Sean	\$165,000	\$187,480
Castle-Kahuku	Noh, Ed	\$165,000	\$176,535*
Farrington-Kaiser-Kalani	Mahoe, Rochelle	\$165,000	\$189,806
Hāna-Lahainaluna-Lāna'i-Moloka'i	Winkie, Rebecca	\$165,000	\$181,584
Hilo-Waiākea	Kanehailua, Esther	\$165,000	\$185,563
Honoka'a-Kealakehe- Kohala-Konawaena	Snelling, Janette	\$165,000	\$186,442
Ka'ū-Kea'au-Pāhoa	Bello, Stacey	\$165,000	\$173,311*
Kailua-Kalāheo	Hibbs, Lanelle	\$165,000	\$191,940
Kaimukī-McKinley-Roosevelt	Dilwith, Linell	\$165,000	\$189,645
Leilehua-Mililani-Waialua	Davis, Robert	\$165,000	\$191,008
Pearl City-Waipahu	Fajardo, Richard	\$165,000	\$173,130*

* Appointed after June 30, 2022, and was not eligible for a performance-based increase.

Based on the reference below, the maximum salary for CAS's will not exceed \$205,000.
CAS's about to maximize their salary are:

Aiea-Moanalua-Radford \$199,513 (\$5,487)

Leilehua-Mililani-Wailua \$191,008 (\$13,992)

March 23, 2023 Human Resources Committee and General Business Meeting Committee
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ATTACHMENT C

Complex Area Factors				
Complex Area	Number of Schools	Official Enrollment Count	% of students who are high needs	Distance between furthest schools (miles)
'Aiea-Moanalua-Radford	22	13,308	42%	6.7
Baldwin-Kekaulike- Kūlanihāko'i-Maui	21	14,646	58%	22.2
Campbell-Kapolei	18	16,612	47%	11
Castle-Kahuku	16	7,307	57%	41
Farrington-Kaiser-Kalani	25	14,348	53%	17.2
Hāna-Lahainaluna-Lāna'i-Moloka'i	11	4,836	63%	76
Hilo-Waiākea	13	7,568	64%	8.1
Honoka'a-Kealakehe-Kohala-Konawaena	19	9,693	73%	74.6
Ka'ū-Kea'au-Pāhoa	9	5,684	84%	56.4
Kailua-Kalāheo	14	6,032	42%	14.2
Kaimukī-McKinley- Roosevelt	29	12,806	65%	8.3
Leilehua-Mililani-Waialua	20	14,862	46%	14.2
Pearl City-Waipahu	18	13,242	56%	7.5



June 1, 2023

Human Resources (HR) Committee and Special Meeting

Dear Chair Barcarse, Chair Voss, and Members of the Board,

We are commenting on HR Committee Meeting II. A., and Special Meeting II. A., regarding action on CAS compensation adjustments.

We commend the DOE for aligning to the BOE's request in providing a methodology for CAS compensation. We know that CASes are committed to the education of our students, work tirelessly to support the schools in their complexes, and deserve compensation commensurate with their performance. However, the memo does not spell out the elements of performance so it would be helpful if there was more detail provided.

As advocates for students and educational equity, we feel that one factor that appears to be missing in the proposed compensation structure is the improvement in the outcomes of students, which we believe at the end of the day we are all desiring. We suggest that the BOE and DOE consider an explicit element related to the growth or improvement in the outcomes of students. In our opinion, this would provide a focus on students.

Thank you for this opportunity to testify.

Sincerely,
Cheri Nakamura
HE'E Coalition Director

HE'E Coalition Members and Participants

Academy 21

Alliance for Place Based Learning

American Civil Liberties Union

Atherton YMCA

Castle Complex Community Council

Castle-Kahuku Principal and CAS

Education Institute of Hawai'i

*Faith Action for Community Equity

Fresh Leadership LLC

Girl Scouts Hawai'i

*HawaiiKidsCAN

*Hawai'i Afterschool Alliance

*Hawai'i Appleseed Center for Law and Economic Justice

*Hawai'i Association of School Psychologists

Hawai'i Athletic League of Scholars

*Hawai'i Children's Action Network

Hawai'i Education Association

Hawai'i Nutrition and Physical Activity Coalition

* Hawai'i State PTSA

Hawai'i State Student Council

Hawai'i State Teachers Association

Head Start Collaboration Office

It's All About Kids

*INPEACE

Joint Venture Education Forum

Junior Achievement of Hawaii

Kamehameha Schools

Kanu Hawai'i

Kaua'i Ho'okele Council

Keiki to Career Kaua'i

Kupu A'e

*Leaders for the Next Generation

Learning First

McREL's Pacific Center for Changing the Odds

Native Hawaiian Education Council

Our Public School

*Pacific Resources for Education and Learning

*Parents and Children Together

*Parents for Public Schools Hawai'i

Special Education Provider Alliance

*Teach for America

The Learning Coalition

US PACOM

University of Hawai'i College of Education

* Youth Service Hawai'i

Voting Members () Voting member organizations vote on action items while individual and non-voting participants may collaborate on all efforts within the coalition.*



Testimony

1 message

Veronica Victor <veronica.victor@k12.hi.us>
To: Testimony.BOE@boe.hawaii.gov

Tue, May 30, 2023 at 9:01 AM

TO: The Board of Education (Testimony.BOE@boe.hawaii.gov)
FROM: Ronnie Victor, Principal
DATE: May 30, 2023
Re: Written Testimony to the BOE: Human Resources Committee

I am writing this letter in support of the pay increase for our Complex Area Superintendents (CAS) across the state of Hawaii. There are many reasons as to why I support this pay increase. One is to keep and sustain the current Complex Area Superintendents that we have. Two is to make it more enticing for future principals who may be interested in a CAS position and finally, it's to commend them all for their hard work and dedication.

All of our Complex Area Superintendents are currently working diligently with providing the support that is needed in our schools. In order to keep and sustain the current CASs we need to commend them for their hard work. They do not have a union to support them, so we need to be the support that is needed. Awarding our CASs the pay increase will also promote future principals to consider becoming a Complex Area Superintendent. That way we will be able to recruit excellent principals to become CASs. As it is now, most of our High School principals have higher salaries than our CASs. What message is this sending? Finally, we all know that typically our CASs have one of the highest stress level jobs in education. We need to commend them for their hard work and dedication to the Department of Education. We need to increase their salaries.

Respectfully submitted,

Ronnie Victor, Principal of Kawananakoa Middle School

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Ronnie Victor, Proud Principal
Prince David Kawananakoa Middle School
Home of the proud "Ali'i Warriors"
(808)307-0300
email: veronica.victor@k12.hi.us

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Testimony for Thursday June 1, 2023 Special Meeting - Compensation Adjustments for CAS's

1 message

Ted Mura <ted.mura@k12.hi.us>
To: testimony.boe@boe.hawaii.gov

Tue, May 30, 2023 at 9:30 AM

Dear Chairperson Voss, Vice Chairperson Barcarse, and members of the Committee,

I am writing with comments on the Agenda Item II.A., Board Action on Human Resources Committee recommendations concerning compensation adjustments for Complex Area Superintendents of Aiea-Moanalua-Radford, Baldwin-Kekaulike-Kulanihako-i-Maui, Campbell-Kapolei, Castle-Kahuku, Farrington-Kalani-Kaiser, Hana-Lahaina-Lanai-Molokai, Hilo-Waiakea, Honokaa-Kealakehe-Kohala-Konawaena, Kailua-Kalaheo, Kaimuki-McKinley-Roosevelt, Kau-Keaau-Pahoa, Leilehua-Mililani-Waialua, Pearl City-Waipahu Complex Areas.

While all Complex Area Superintendents provide critical leadership and oversight to the schools they supervise; they do not all have comparable workloads. It is not fair, nor equitable, for two CAS's to receive similar pay, when one has triple the amount of schools under their leadership. I believe the CAS's should have fair and equitable pay that is commensurate with their duties and work load. Please approve a new pay chart for CAS's that includes the characteristics of their complex area, as well as their individual qualifications as a leader, when determining their compensation.

Thank you for the opportunity to provide testimony.

Sincerely,

Ted Mura

District Educational Specialist - KMR Complex Area

HDO Direct Line: 808.784.6600

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Testimony for June 1, 2023 Board of Education Human Resources Committee Meeting

TO: Testimony.BOE@boe.hawaii.gov

FROM: Bebi Davis, Vice Principal-Kawananakoa Middle School

SUBJECT: Testimony on Hawaii State Board of Education - Human Resources Meeting

Testimony for Complex Area Superintendent Compensation Adjustments

DATE: 30 May, 2023

Aloha Board of Education Chairperson Voss, Chairperson Barcarse, Vice Chairperson Asher, and members of the Committee,

I am writing to provide my testimony regarding the need for compensation adjustments for Complex Area Superintendents within our Hawaii Department of Education. As a Vice Principal and a prior Kaimuki-McKinley-Roosevelt Complex Area Resource Teacher, I have had the privilege of working closely with some of our Complex Area Superintendents and have observed their invaluable contributions to our educational system. They are instrumental in driving the overall improvement and growth of our educational system.

It is essential that we acknowledge their significant contributions and provide fair and competitive compensation to attract and retain highly qualified professionals in these positions.

I would like to emphasize the critical role that our Complex Area Superintendents play by overseeing a diverse range of schools within their designated area, ensuring educational excellence, and fostering a positive learning environment to promote educators and student success. Our educational system is constantly evolving, and our Complex Area Superintendents are at the forefront of navigating these changes. They are tasked with implementing new educational standards, managing budget constraints, fostering community engagement, and addressing the diverse needs of students and educators within their area. These responsibilities require a high level of expertise, dedication, and adaptability, all of which should be recognized and appropriately compensated.

Through equitable compensation, we demonstrate our commitment to valuing our Complex Area Superintendents' contributions and also foster a sense of motivation and job satisfaction among these dedicated professionals. A fair and competitive compensation package will serve as a catalyst for them to continue their exemplary work and attract talented individuals to pursue careers as Complex Area Superintendents, ensuring the continued success of our educational system.

Thank you for the opportunity to provide testimony for the Hawaii State Department of Education recommending compensation adjustments for currently appointed Complex Area Superintendents and considering my testimony.

Mahalo,
Bebi Davis

5/3/2023

Honorable Kaimana Barcarse, Chairperson Human Resources Committee

Agenda Item: *Committee Action on recommendation concerning compensation adjustments for Complex Area Superintendents of Aiea-Moanalua-Radford, Baldwin-Kekaulike-Kulanihako'i-Maui, Campbell-Kapolei, Castle-Kahuku, Farrington-Kalani-Kaiser, Hana-Lahaina-Lanai-Molokai, Hilo-Waiakea, Honokaa-Kealakehe-Kohala-Konawaena, Kailua-Kalaheo, Kaimuki-McKinley-Roosevelt, Kaae-Pahoa, Leilehua-Mililani-Waialua, Pearl City-Waipahu Complex Areas*

Position: Support with concerns

On behalf of myself, I submit this testimony in support of the above action item the Human Resources Committee has before you. This correction is long overdue, and I support the Board of Educations actions to make compensation adjustments for the Complex Area Superintendents.

I agree directionally with the formulas provided and the sample compensation worksheets used made the formula easier to understand. What was not clear to me is how compensation using the formula proposed, going to be managed and how compensation reviews will be sustained and with what frequency.

Also, one more area of concern is the number of schools within a CAS's responsibility I believe needs to carry more weight in the formula. It is the single most important multiplier of operational complexity, that should be considered over the distance between schools especially with the remote tools available.

Mahalo for allowing this testimony, with some adjustments and consideration of how to manage this compensation structure will provide a fair methodology to compensate what I would consider "Chief Operating Officers" of our public schools.

A handwritten signature in black ink, appearing to read "Lisa A Victor". The signature is fluid and cursive, with a long horizontal stroke at the end.

Lisa A Victor

Kaiser High School, Class of 1984



Re: Testimony

1 message

Leonard Padayhag <leonard.padayhag@k12.hi.us>
To: "testimony.boe@boe.hawaii.gov" <testimony.boe@boe.hawaii.gov>

Tue, May 30, 2023 at 10:00 AM

Dear Honorable Members of the Hawaii Board of Education,

My name is Leonard Padayhag and I am an Educational Officer for the Department of Education - Honolulu district. I am testifying today in support of the recommended changes to the salaries and salary ranges of the Deputy Superintendent, Assistant superintendents, and Complex area superintendents per the DOE memo dated 3/23/23 - "Committee Action on Amendment of Department of Education leadership Salary Structure."

As an educational officer and team member of the district office, our work involves coordination and collaboration among 19 elementary schools, 5 middle schools, and 3 high schools. The sheer volume of communication, reporting, school visits, etc., is enormous. Our complex area superintendent deals with everything, from executing our State Strategic Plan, rolling out our state/federal initiatives, handling various complaints, and others. The role of the subordinate superintendents is tremendous, and we need capable people in these critical positions. Our schools can only advance and provide the necessary support to our students and families with the guidance of these district and state positions.

Since the pandemic outbreak, we have experienced significant growth in academics throughout our state due in part to the effective leadership of our district and state superintendents. The pay increases will ensure the recruitment and retention of these top leaders will continue to attract the best talent in the state and country.

Respectfully,

Leonard Padayhag
School Renewal Specialist
Kaimuki/McKinley/Roosevelt Complex Area
4967 Kilauea Avenue
Honolulu, HI 96816
Phone: (808) 784-6624
Email: leonard.padayhag@k12.hi.us

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Written Testimony

1 message

Leinaala Hall <leinaala.hall@k12.hi.us>

Tue, May 30, 2023 at 10:02 AM

To: "testimony.boe@boe.hawaii.gov" <testimony.boe@boe.hawaii.gov>

Dear Honorable Members of the Hawaii Board of Education,

I am Tanya Leinā'ala Hall, a Complex Academic Officer for the Hawai'i Department of Education - Honolulu District. I am testifying today in support of the recommended changes to the salaries and salary ranges of the Deputy Superintendent, Assistant superintendents, and Complex area superintendents per the DOE memo dated 3/23/23 - "Committee Action on Amendment of Department of Education leadership Salary Structure."

As an Educational Officer and team member of the District Office, our work involves coordination and collaboration among 19 elementary schools, 5 middle schools, and 3 high schools. The sheer volume of communication, reporting, school visits, etc., is enormous. Our Complex Area Superintendent deals with everything from executing our State Strategic Plan, rolling out our state/federal initiatives, handling various complaints, and other responsibilities. The role of the subordinate superintendents is tremendous, and we need capable people in these critical positions. Our schools can only advance and provide the necessary support to our students and families with the guidance of these district and state positions.

Since the pandemic outbreak, we have experienced significant growth in academics throughout our state due in part to the effective leadership of our district and state superintendents. The pay increases will ensure the recruitment and retention of these top leaders will continue to attract the best talent in the state and country.

Sincerely,

Tanya Leinā'ala Hall, Complex Academic Officer

Kaimuki, McKinley, Roosevelt Complex Area

Honolulu District Office

4967 Kilauea Avenue

Honolulu, Hawaii 96816

Office Phone: (808) 784-6623

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