




**STATE OF HAWAII  
DEPARTMENT OF EDUCATION**

P.O. BOX 2360  
HONOLULU, HAWAII 96804

OFFICE OF THE SUPERINTENDENT

November 17, 2022

TO: The Honorable Bruce D. Voss  
Chairperson, Board of Education

FROM: Keith T. Hayashi  
Superintendent 

SUBJECT: **Board Action on Compensation Adjustment for Department of Education  
Employee Excluded from Bargaining Unit 6: Administrative Assistant to the  
Superintendent (Chief of Staff)**

1. EXECUTIVE SUMMARY

- The Administrative Assistant to the Superintendent supports the Superintendent of the Hawaii State Department of Education (Department) in all matters that may be assigned to the Superintendent. This includes working closely with the Department's leadership team, the Hawaii State Board of Education (Board), the executive assistants to the Assistant Superintendents, and program directors to ensure the planning, coordination, and implementation of strategic priorities and key initiatives systemwide.
- The Administrative Assistant of the Superintendent has not received a salary increase since the Board approved salary adjustments in alignment with the Bargaining Unit 6 collective bargaining agreement. Per School Code 5100, the salary of the Administrative Assistant to the Superintendent is subject to Board approval (Attachment).
- The Department requests a one-time salary adjustment for the Administrative Assistant to the Superintendent commensurate with the increased responsibilities of the position to provide a competitive salary.

2. RECOMMENDATION

The Department respectfully recommends that the Board approve a one-time adjustment to increase the salary of the current Administrative Assistant to the Superintendent from \$128,863 to \$150,000, effective July 1, 2021.

3. RECOMMENDED EFFECTIVE DATE

Retroactive to July 1, 2021, the effective date of the tentative agreement with Bargaining Unit 06, from which the Administrative Assistant to the Superintendent is excluded. Employees covered under the collective bargaining agreement (including their excluded counterparts, with the exception of the Administrative Assistant to the Superintendent) received salary increases through June 30, 2025.

4. RECOMMENDED COMPLIANCE DATE (if different from the effective date)

Not applicable.

5. DISCUSSION

a. Conditions leading to the recommendation:

In accordance with School Code Policy 5100, the Administrative Assistant to the Superintendent is an at-will position that requires Board action for appointments and the setting of salary. The Board approved the initial salary for the current employee when she was appointed during the [October 17, 2017](#) Human Resources Committee executive session. This position is excluded from Hawaii Government Employees Association Bargaining Unit 6.

The Administrative Assistant to the Superintendent has not received a salary increase since January 1, 2021. The Department respectfully requests a salary commensurate with the position's increased responsibilities and scope of work to provide a competitive salary.

The Administrative Assistant to the Superintendent supports the Superintendent in all matters as may be assigned by the Superintendent. Thus, the Administrative Assistant's scope of responsibility is as wide as the Superintendent's scope. The position complements other members of the Department's leadership team, which includes the Deputy Superintendents, Assistant Superintendents, and Complex Area Superintendents. The position also represents the Department and serves as the Superintendent's designee when the Superintendent is unable to attend meetings and engagements.

The Administrative Assistant to the Superintendent also adds value to the senior leadership team by virtue of particular skills, knowledge, and abilities, such as fiscal experience, research skills, and legislative and community relations. This includes working with the Board, the executive assistants to the Assistant Superintendents, Department directors, and external partners to ensure the planning, coordination, and implementation of strategic priorities and key initiatives systemwide. The incumbent has facilitated efforts in workforce development, community engagement with business and industry partners, and connected schools with state offices and community resources, including the recent DonorsChoose teacher grant opportunities.

The Administrative Assistant to the Superintendent's current salary of \$128,863 falls within the salary range of director and executive assistant positions. The duties of the Administrative Assistant to the Superintendent are broader in scope and more complex than the directors and executive assistants, as the duties span all seven offices and across

all 15 complex areas. Thus, the position warrants a higher salary commensurate with the expanded duties and responsibilities.

The following policies provide the Board with the authority to grant a salary adjustment for the Administrative Assistant to the Superintendent.

- [§89C-2, Hawaii Revised Statutes \(HRS\)](#), requires the “appropriate authority” to adjust the wages and benefits of its employees who are excluded from collective bargaining. Such employees are entitled to adjustments that are “not less than” those provided to included counterparts under the collective bargaining agreements. The Board is the statutory “appropriate authority” for Department employees.
- School Code 5100, Section I and J (attached) states that the salary for the Administrative Assistant to the Superintendent is “set by State Statutes and subject to Board Approval.”

b. Previous action of the Board and Committee(s) on the same or similar matter:

The Board approved a series of salary adjustments for the Administrative Assistant to the Superintendent position at its September 20, 2018 Human Resources Committee meeting. The last approved adjustment in this series for this position was on January 1, 2021.

Memo:

[https://boe.hawaii.gov/Meetings/Notices/Meeting%20Material%20Library/HR\\_09202018\\_Committee%20Action%20on%20Compensation%20Adjustments%20for%20DOE%20Employees%20Excluded%20from%20Collective%20BU%206.pdf](https://boe.hawaii.gov/Meetings/Notices/Meeting%20Material%20Library/HR_09202018_Committee%20Action%20on%20Compensation%20Adjustments%20for%20DOE%20Employees%20Excluded%20from%20Collective%20BU%206.pdf)

Minutes (Item IV.A):

<https://alala1.k12.hi.us/STATE/BOE/Minutes.nsf/a15fa9df11029fd70a2565cb0065b6b7/f2e35793aed4c3dc0a258324007a31f3?OpenDocument>

c. Other policies affected:

There are no other policies affected by this recommendation.

d. Arguments in support of the recommendation:

The current Administrative Assistant to the Superintendent has proven to be a visionary leader who has worked closely with the Superintendent as a strategic partner in coordinating and implementing the Department’s priorities to meet the goals of the upcoming strategic plan since 2018.

The incumbent has excelled in this position. Providing this adjustment will ensure the retention of this high-performing individual with the knowledge, skills, and abilities to continue their critical support of the Superintendent.

e. Arguments against the recommendation:

Some may argue that this position should not be paid at the recommended level.

f. Other agencies or departments of the State of Hawaii involved in the action:

There are no other agencies or departments of the State of Hawaii involved in this recommendation.

g. Possible reaction of the public, professional organizations, unions, DOE staff, and/or others to the recommendations:

The topic of compensation is sometimes controversial, as often reflected in testimony to the Board on this type of agenda item.

h. Educational implication:

Fair and equitable compensation for all Department employees is inherent in aligning with the upcoming strategic plan, supporting a high-performing culture where all employees effectively contribute to student success.

i. Personnel implications:

The Board's approval will immediately affect one Administrative Assistant to the Superintendent. The Department expects this salary adjustment to improve retention efforts.

j. Facilities implications:

There are no facility implications regarding this recommendation.

k. Financial implications:

During the 2021 Legislative Session, the Legislature appropriated to the state administration's (EDN 300) general fund base budget recurring funds to accommodate this salary adjustment beginning with Fiscal Year 2021-2022. Thus, the Department has sufficient funding for this adjustment.

6. OTHER SUPPLEMENTARY RECOMMENDATIONS

None.

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Attachment

c: Office of Talent Management

TYPES OF EDUCATIONAL OFFICER APPOINTMENTS**I. EDUCATIONAL OFFICER APPOINTMENT TO SUPERINTENDENT, SUBORDINATE SUPERINTENDENT OR ADMINISTRATIVE ASSISTANT TO THE SUPERINTENDENT POSITIONS**

**Eligibility:** Given to an educational officer who is appointed to the Superintendent, Subordinate Superintendent or Administrative Assistant to the Superintendent positions in accordance with the Laws of Hawaii.

**Duration:** Continuous until one of the following events occurs:

1. Is voluntarily relieved,
2. resigns or
3. is removed from office.

**Guarantee/Placement Rights:** Upon removal from office, a Superintendent, Subordinate Superintendent, or an Administrative Assistant to the Superintendent appointed from the educational officer ranks shall be placed into an educational officer position for which he/she has tenure and/or qualifies in accordance with Regulation #5603.

**Probation/Tenure:** Does not serve on probation and does not accumulate tenure while on this appointment.

**Salary Status Under Regulation #5206:** Permanent. Salaries are set by State Statutes and subject to Board Approval.

**Subsequent Advertisement and Board Action:** Positions may be advertised but not required. Positions must be filled by Board Appointment.



TYPES OF EDUCATIONAL OFFICER APPOINTMENTS**J. NON-EDUCATIONAL OFFICER APPOINTMENT TO SUPERINTENDENT, SUBORDINATE SUPERINTENDENT, AND ADMINISTRATIVE ASSISTANT TO THE SUPERINTENDENT POSITIONS**

**Eligibility:** Given to a qualified person who is appointed to the Superintendent, Subordinate Superintendent, or Administrative Assistant to the Superintendent positions in accordance with the Laws of Hawaii.

**Duration:** Continuous until one of the following events occurs:

1. Is voluntarily relieved,
2. resigns or
3. is removed from office.

**Guarantee/Placement Rights:** A Superintendent, Subordinate Superintendent, or Administrative Assistant to the Superintendent who was not appointed from the educational officer ranks has no right to be placed into an educational officer position except by consultation and agreement with the exclusive Bargaining Unit 6 representative.

**Probation/Tenure:** Does not serve on probation and does not accumulate tenure while on this appointment.

**Salary Status Under Regulation #5206:** Permanent. Salaries are set by State Statutes and subject to Board Approval.

**Subsequent Advertisement and Board Action:** Positions may be advertised but not required. Positions must be filled by Board Appointment.

**Attachments:**

1. Appendix I - Probationary Guarantee and Chain Reaction  
Probationary Guarantee: Definition and Examples
2. Appendix II - List of References
3. Summary Chart