

POLICY 600-8

COMPENSATION PHILOSOPHY FOR THE STATE LIBRARIAN

The Hawai'i State Board of Education (Board) believes that a well-defined compensation philosophy is foundational to determining the compensation needed to attract, retain, and motivate a high-performing state librarian who is committed to serving our children, families, and the broader community through our public libraries.

The Board's compensation philosophy consists of the following principles that shall guide the Board's determination of compensation for the state librarian:

- **Equity and transparency.** The Board is committed to:
 - Pay equity across roles, gender, ethnicity, and tenure in the field;
 - Objective criteria for evaluating roles and performance;
 - Clear communication around compensation and decision-making; and
 - Ensuring that all compensation decisions are guided by consistent policies, clear governance structures, stakeholder input, and public accountability.
- **Fiscal responsibility.** The Board strives for sustainable compensation practices that consider budget constraints while balancing workforce needs and our responsibility to taxpayers and the broader community.
- **Deep respect for the context in which we operate.** The Board acknowledges the unique geographic, economic, and cultural aspects of operating in Hawai'i, including its geographic isolation and spread across the islands, high cost of living, and workforce limitations. The Board also recognizes the depth of responsibility shouldered by leaders in our state.
- **Total compensation approach.** The Board's goal is to offer a holistic compensation package that is competitive and reflects external market practices. Compensation may include:
 - Base salary;
 - Cost of living differential;
 - Performance incentives and recognition. Where feasible and appropriate, the Board shall incorporate performance-based compensation elements tied to the achievement of strategic goals, outcomes, and operational excellence, as determined through regular performance evaluations. The Board desires the recognition and rewarding of performance that exceeds expectations, innovation, and leadership, while supporting employee growth and development;
 - Professional development opportunities; and
 - Other benefits comparable to other executive roles.
- **Market competitiveness.** Recognizing the importance of competitiveness in recruiting as well as retaining top talent, the Board aspires to offer compensation on a total compensation basis for the state librarian at or near the 50th percentile of the market for public libraries across the nation with comparable service populations, complexities, and organizational structures, but that also considers the market for comparable leadership roles in other public institutions within the state where similar levels of responsibility and accountability exist (such as state agency heads and other executive-level public administrators), as well as external factors that affect the market.

[Approved: 08/14/2025]