4-F. What is provided for human resources development? (Recruitment, Rewards, Training)

JIMAR employees reside in one of two personnel systems. Most employees are employed through the Research Corporation of the University of Hawaii (RCUH). The rest are employed through the State of Hawaii/University of Hawaii (UH). Both systems offer a variety of personnel classifications to meet the needs of the institute and comprehensive benefits for regular employees. The UH system employees (as are all state employees) are included in collective bargaining units as Faculty (Unit 7), Administrative, Professional, and Technical (APT, Unit 8), or Civil Service (Unit 3). RCUH is not covered by Hawaii collective bargaining statutes. The majority of JIMAR RCUH employees are in classifications equivalent to the APT (Unit 8) categories. RCUH is very flexible and allows JIMAR to recruit and attract valuable employees at varying levels and compensation. The UH system is less flexible though recent changes have provided some previously unavailable flexibility.

RCUH employees are subject to the RCUH Performance Based Compensation Policy. This provides a process for recognition and compensation of employees whose performance has consistently met or exceeded expectations. This policy encourages quality performance and provides guidelines for adjustments to attract, retain, and recognize employees for excellence. Recent general plus merit increases within RCUH/JIMAR ranks have been as high as 11%. RCUH’s system also allows for “reclassification” (promotions) when warranted.

There are collective bargaining agreements for each UH bargaining unit. These agreements specify all details of promotion, salary adjustment, and other compensation. Most salary movement is limited to across-the-board general
increases. The Faculty (Unit 7) contract has provisions for special salary adjustments based on merit, equity or retention. Implementation of this provision has been spotty at best. UH recently implemented a new broad-banding system for its APT (Unit 8) employees. This system consolidated 240 classifications into 16 broadly defined career groups and four pay bands. This system was designed to attract and retain quality personnel, promote employees, and be more flexible and responsive to University needs. The system allows for special compensation adjustments (in addition to collective bargaining adjustments). There are two types of adjustments:

1. An in-grade adjustment which is equivalent to a “promotion.”
2. A performance award. This is a lump sum bonus paid in the form of a stipend.

All employees have the opportunity to enroll in classes at UH with no charge or on a reimbursed basis. UH and RCUH have separate requirements and qualification criteria for enrollment. Several employees have taken advantage of this opportunity. Additional training opportunities are available to JIMAR employees when budgeted by Principal Investigators. Training both locally and out-of-state allow development and professional growth for our employees.

JIMAR employees are recognized for their service and contributions to the program through long and faithful service. Both UH and RCUH recognize employees through service awards by decade of service beginning with 10 years. Recognition is provided at special events organized by the JIMAR staff and Principal Investigators. RCUH also annually recognizes an Employee of the Year; UH offers a similar Chancellor’s Award. Each award encourages, recognizes and rewards employees who have demonstrable, significant, and outstanding contributions during the year. A cash award is provided to the winners.
NOAA recognizes Joint Institute employees through its Team Member of the Month Award. JIMAR was fortunate to have one of our employees recognized in December 2001.