

E9.202 Management Development and Evaluation



In order to maintain and improve high-quality management in the University, and to assist in carrying out the Regents' Directive for Faculty and Staff Renewal and Vitality Plans, the President is establishing a Management Development and Evaluation program for the University. This program shall be part of each Unit's "Staff" Renewal and Vitality Plan and shall consist of the following elements:

- I. A Systemwide executive identification and development program consisting of:
  - A. The establishment of administrative improvement seminars and workshops for middle managers;
  - B. The establishment of a University executive and management internship program; and
  - C. Efforts to develop a merit system for salary increments for executives and managers.
- II. A clarification of conditions of employment for executive and administrative personnel.
- III. A periodic in-depth review of the management and administration of each non-academic program and organization of each campus and of each Systemwide organizational Unit.
- IV. Executive/Management Review
  - A. An annual review and evaluation of each System Officer and each Chancellor.
  - B. An annual review and evaluation of each primary administrative officer in each Unit.
  - C. A review of the fiscal officer system and its relationship to delegation and quality management.
- V. Organizational Planning

I. EXECUTIVE IDENTIFICATION AND DEVELOPMENT

The University System shall develop an administrative and executive intern program and establish a plan for conducting middle management improvement seminars and workshops by August 1, 1977, to be effective upon the President's approval.

The intern program plan shall include among other matters the purposes of the program, identification of positions toward which interns will be appointed, selection of individuals to these positions, the tasks and objectives required of interns, salary considerations, appointment duration, and the evaluation process.

Beginning in 1977-78, administrative workshops will be conducted for improvement of middle managers according to the guidelines of the plan

II. CLARIFICATION OF CONDITIONS OF EMPLOYMENT FOR EXECUTIVES AND ADMINISTRATIVE AND MANAGERIAL EMPLOYEES

A. Classification

1. Each position in the Executive or Administrative/ Managerial classifications has been reviewed and assigned a classification. Each classification shall be reviewed at least once every two years (at the same time as the performance evaluation of the incumbent filling the position), or each time the position becomes vacant. The classification and salary assigned to the individual in the position shall be in accordance with the salary and classification plan approved by the Board of Regents in July, 1976.

B. Duration of Appointment

1. If the appointee is from outside of the University of Hawai'i System or if from within the University of Hawai'i System but without any return rights to the faculty or to the APT categories, then
  - a. His performance shall be evaluated before the end of his appointment period, and
  - b. If the evaluation results in a negative finding, then at the option of the University he shall be given one year's termination notice in the position, or assigned to another position for one year, both with no change in salary.

- c. If the evaluation results are positive, then another appointment for the same number of years as the first will be offered.
  2. If from within the University of Hawaii System, with return rights to faculty or to APT status, then
    - a. His Performance shall be evaluated before the end of his appointment period, and
    - b. If the evaluation results in a negative finding, he shall be terminated from his Executive or Administrative/Managerial position and offered his faculty or APT position to which he has a return right.
    - c. If the evaluation results are positive, then another appointment for the same number of years as the first appointment will be offered.
  3. Initial appointments to any Executive position shall be for five years with subsequent appointments for three years.
  4. Initial and subsequent appointments to any Administrative/Managerial position shall be for three years.

### III. PERIODIC REVIEW OF SUPPORT SERVICES

Each Chancellor, with appropriate consultation with System and Unit administrators, shall develop a plan for an in-depth management review of each support function and organization within a five-year period, providing for a regular, cyclical review of each function thereafter. It shall include all areas of academic, student, and institutional support not covered by the academic review process and should consider the utilization of outside evaluators. The plan and schedule for each Unit shall be submitted to the President no later than August 1, 1977.

Each plan shall include the process, timing, review criteria, recording of the evaluation, and recommendations for applying merit considerations in awarding salary increments

### IV. EXECUTIVE AND ADMINISTRATIVE/MANAGEMENT REVIEW

The President will request each major System officer and Chancellor to provide in July of each year a statement of professional and administrative objectives for that year,

including areas of improvement and accomplishments intended. Their objectives should relate to long term objectives which are discussed as a basis of incremental plans. The statement will serve as a basis of a conference during which the President and each System officer and the President and each Chancellor will agree on the year's management objectives in relation to long term goals.

In May of each fiscal year each System officer and Chancellor will provide a written report to the President concerning accomplishments in relation to the mutually agreed upon plan and any other achievements of the year. A discussion of the report with the President will follow with each administrator as a basis of the President's final evaluation.

Each Chancellor, with appropriate consultation with System and Unit administrators and faculty, shall develop and provide to the President a plan for annual review of administrators within the Unit and Campus as a part of the Unit's staff renewal and vitality plan. The plan will provide for evaluation of deans, provosts, directors, chairpersons and each administrator within the review jurisdiction of each. The plan will be submitted to the President for review by July 1, 1977 and put into effect immediately upon the President's approval.

Each level of review will include assessments and information from personnel within the responsibility of the administrator being reviewed. Such assessments will be essentially objective related and in conformity to the management objectives desires or established by the administrator in consultation with the next level of administrator.

At the minimum, an evaluation (completed at least 60 days before to the end of each year) shall consist of a written report rating the individual's performance as "unsatisfactory," "satisfactory," or "outstanding." The in-depth review for term reappointment shall conclude with a recommendation for reappointment reassignment, or separation as appropriate.

V. MANAGEMENT AND ORGANIZATIONAL PLANNING

1. Organizational Planning

Each Chancellor and major University-wide Officer (Vice Presidents and Directors of Administration and Finance) is responsible for providing an organizational plan which will best fit the needs of his respective campus or unit. Although organizational plans may differ, certain organizational principles will be common throughout.

- a. Although the organizational plan is expected to be relatively stable, it may change to fit changes in mission and emphasis and to reflect the particular talents of the individuals involved.
- b. An organizational plan will consider:
  - (1) how far authority and responsibility should be decentralized in order to obtain the most effective level of operation;
  - (2) how many levels of supervision should exist without either over-burdening the administrator or limiting his scope of operation;
  - (3) what grouping of activities should result in effective achievement of missions
  - (4) how good communication should be achieved both between and among reporting units and those operating in parallel relationship; and
  - (5) what separation of line and staff activities should apply.

Since budget and organization are inextricably tied together, major changes in organization should be planned in advance to take place each July 1. Therefore, changes during the year should be kept to a minimum.

## 2. Management Organization Review

- a. The University Administration will organize a Management Program Committee within 1977-78 to begin work no later than January 1978 to advise the President concerning management organization of the University Administration and the units.
- b. Beginning in 1978, each Chancellor, Vice President, and University Director will make a presentation to the Management Program Committee during the second quarter of each calendar year describing the total management structure and plans for the following years. The suggested format for information to be submitted will be developed by the Management Program Committee and distributed well in advance. The presentation should cover all points listed below:
  - (1) Description of organization goals: (a) short-range (next fiscal year) and (b) long-range (next five years).

- (2) Existing organization described in chart form, showing all Management Program (Administrative/Managerial and Executive) positions and incumbents. Chart should show each position's payroll title, salary grade, function, and the name of incumbent.
- (3) Organization as proposed for the following July 1, shown in chart form. Where appropriate, the same type of data should be shown as is shown on the charts indicating the existing organizational structure.
- (4) Separate list of the changes proposed, along with new or revised position descriptions, to accompany the charts. List should show the name of the person affected, present title, and proposed change including new title, nature of change, and salary grade.
- (5) Discussion of proposed changes in the organizational plan:
  - ... short-range -- for the next 12 months (July through June).
  - ... long-range -- for the next five years discussed in terms of general objectives.