

**REPORT OF THE CHAIRPERSON
OF THE
TEMPORARY COMMISSION
ON COMPARABLE WORTH**

To the Legislature of the State of Hawaii

January 1986

FOREWORD

Act 185 of 1984 created the Temporary Commission on Comparable Worth and designated the Legislative Auditor as chairperson of the commission. It also directed that the Legislative Auditor provide the commission with administrative and staff support and authorized the commission to seek assistance from any state and county agency. Under the act, the commission was to submit an interim report to the 1985 Legislature and its final report to the 1986 Legislature.

In the interim report submitted to the Legislature in January 1985, it was noted that the commission faced a possible roadblock to further action in carrying out its assignment due to restrictions placed on its access to information after a lawsuit was filed against the State and its political subdivisions by the Hawaii Government Employees Association. Despite this problem, the commission continued to meet, reviewed such analysis as the staff was able to perform based on the limited data, and considered recommendations which the commission might make to the Legislature.

Unfortunately, however, the commission found itself unable to achieve a majority vote in favor of any particular recommendation. As a result, the commission voted to have the chairperson write a report to the Legislature which would describe the work that had been done, the stalemate that had been reached, and include such other comments and suggestions as he might deem appropriate. It was also agreed that individual members of the commission would be allowed and encouraged to submit statements of their own to be appended to the chairperson's report.

In accordance with that decision, I am transmitting herewith the report of the chairperson of the Temporary Commission on Comparable Worth. Included as appendices to this report are seven statements representing the views of 13 members of the commission.

Clinton T. Tanimura
Chairperson

January 1986

ROSTER
TEMPORARY COMMISSION ON COMPARABLE WORTH
(Listing of Members by State, County, and Employee Organizations)

Chairperson

Mr. Clinton T. Tanimura
Legislative Auditor
State of Hawaii

Alternate

Mr. Jess H. Walters
Assistant Legislative Auditor
State of Hawaii

Representative

Alternate

STATE AGENCIES

- | | |
|----------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------|
| 1. Mr. James H. Takushi
Director
Department of Personnel Services | Mr. Clement Kamalu
Chief, Classification and
Compensation Review Division
Department of Personnel Services |
| 2. Mr. Harold S. Masumoto
Vice President for Administration
University of Hawaii | Ms. Sharen M. Tokura
Personnel Office
University of Hawaii |
| 3. Mr. Albert S. Yoshii
Assistant Superintendent
Office of Personnel Services
Department of Education | Mr. Mansfield T. Doi
Director of Personnel and
Industrial Relations
Office of Personnel Services
Department of Education |
| 4. Judge Toshimi Sodeani ¹
Administrative Director
of the Courts
The Judiciary | Mrs. Emmie Shigezawa
Personnel Administrator
The Judiciary |
| 5. Ms. Annelle C. Amaral
State Coordinator
Affirmative Action Program | Ms. Elizabeth Ann Lau
Fair Employment Practices
Specialists IV
Affirmative Action Program |
| 6. Mr. Edward S. Kushi ²
Chairman, Public Employees
Compensation Appeals Board | Mr. Hiroo Miyagi
Public Employees Compensation
Appeals Board |

¹Succeeded Lester E. Cingcade who retired June 19, 1985.

²Succeeded Julie Hugo Simmons who resigned June 12, 1985; new Chairman elected August 22, 1985.

7. Ms. Joyce M. Najita
Director
Industrial Relations Center
University of Hawaii at Manoa

Mrs. Helene S. Tanimoto
Industrial Relations Center
University of Hawaii at Manoa

COUNTY AGENCIES

8. Mrs. Loretta K. Fukuda³
Director of Civil Service
Department of Civil Service
City and County of Honolulu

Mr. Alexander A. S. Yuen
Assistant Director of Civil Service
Department of Civil Service
City and County of Honolulu

9. Mr. Harry Boranian
Director
Department of Civil Service
County of Hawaii

Mr. David Luke
Deputy Director
Department of Civil Service
County of Hawaii

10. Mr. Herbert Doi
Director
Department of Personnel Services
County of Kauai

Mr. Allan Tanigawa
Deputy Director
Department of Personnel Services
County of Kauai

11. Mr. Manabu Kimura⁴
Director
Department of Personnel Services
County of Maui

Mr. Robert McCorriston, Jr.⁵
Deputy Director
Department of Personnel Services
County of Maui

EMPLOYEE ORGANIZATIONS

12. Mr. Keith Williams
Executive Board Member
Hawaii Fire Fighters Association
International Association of
Fire Fighters Local 1463, AFL-CIO

Mr. Gordon Tom
Secretary-Treasurer
Hawaii Fire Fighters Association
International Association of
Fire Fighters Local 1463, AFL-CIO

13. Mr. Melvin M. Higa
Hawaii Government Employees
Association

Mr. Michael F. Miller
Hawaii Government Employees
Association

14. Ms. Joan Lee Husted
Director of Programs
Hawaii State Teachers Association

Mr. Mel Goto
Legislative Specialist
Hawaii State Teachers Association

³Succeeded Wallace Y. Kunioka on January 2, 1985.

⁴Succeeded James M. Izumi on September 1, 1985.

⁵Succeeded Manabu Kimura on September 1, 1985.

15. Mr. Lefty Muramoto
Executive Secretary
Public Employees Management
Association of Hawaii

Miss Ruth Itamura
State Archives

16. Mr. Pat Ah Loo
State of Hawaii Organization
of Police Officers

Ms. Georgianna Alvaro
State of Hawaii Organization
of Police Officers

17. Ms. Patricia Fowler
United Public Workers
Local 646, AFSCME

Ms. Jan Doi
United Public Workers
Local 646, AFSCME

18. Dr. J. N. Musto
Executive Director
University of Hawaii
Professional Assembly

Dr. Belinda Aquino
University of Hawaii at Manoa

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Chapter 1

INTRODUCTION

Legislative Charge to the Temporary Commission on Comparable Worth

The concept of comparable worth has been espoused at least since World War II, though it has gained wide recognition and remedial action only during the last decade. The Hawaii State Legislature has considered it annually for the last half dozen years. Precedents from other states and testimony before subject matter committees presented the Legislature with what amounted to three basic choices. It could decide that no action was needed in Hawaii; that no serious disparities or other associated problems exist here. At the other extreme, the Legislature could have directed that state and county personnel departments proceed immediately to make adjustments along lines undertaken in various mainland jurisdictions.

The Legislature instead took the third or middle route. It decided that too many questions remained unanswered for it to make a clearcut decision either to reject comparable worth or to impose it immediately. It felt more facts were needed to clarify the full impact of public personnel administration policies and practices relative to jobs traditionally deemed as "women's work." It also preferred to have all reasonable options spelled out and evaluated. Consequently, the Legislature through Act 185 of 1984 chose to establish a commission composed of those who were thought to be in the best position to assemble and to evaluate the requisite information.

This Temporary Commission on Comparable Worth was then asked to:

1. Evaluate "the classification and compensation systems and laws and practices that determine wages of state and county government including the University of Hawaii, the department of education and the judiciary currently in force and operation;"
2. Examine current "job segregation and wage differentials which may exist in state and local government employment;"
3. Recommend "if found necessary, a job evaluation system that would be appropriate to implement comparable worth for all public employees in Hawaii, or other alternative means of achieving comparable worth if it is found that a single job evaluation system may not be appropriate; and"
4. Examine "the compatibility of the recommended job evaluation system with the existing laws on civil service, compensation, and collective bargaining."

The commission was further requested to submit to the Legislature an interim report at the 1985 session and its final report at the 1986 session. The Legislative Auditor was designated the chairperson of the commission and was directed to provide the commission with administrative and staff support. The commission was further authorized to request the assistance of all state and county agencies in carrying out its assigned task.

An interim report of the commission was submitted to the Legislature in January 1985. The main point made at that time was that the commission had encountered a problem which threatened to interfere with the completion of its assignment. This problem arose out of the "comparable worth" lawsuit which the Hawaii Government Employees Association (HGEA) had filed against the State of Hawaii and its political subdivisions. The resultant legal advice given to the state

and county personnel agencies was to withhold giving requested information to the commission and its staff.

In spite of this restriction on access to data, the commission staff proceeded to analyze whatever data it could develop or obtain. The commission held two meetings to consider the results of these staff efforts. However, as explained more fully in the next chapter, the commission was unable to arrive at a consensus regarding recommendations it might make to the Legislature. Consequently, the chairperson of the commission was requested to prepare a report which would summarize what has been done up to now and describe the impasse that has been reached.

Organization of the Report

This report consists of two chapters and a set of appendices in addition to this introductory chapter. The second chapter summarizes the activities of the commission and its staff. The third chapter presents the three basic options which the commission considered, a compromise suggested by the chairperson, and concludes with some suggestions for legislative consideration. The appendices consist of the statements of those individual members of the commission who wanted their views to be made known as part of this report.

An Overview of Comparable Worth

To understand the situation relating to comparable worth in Hawaii, it is essential to view the matter in a broader perspective. Therefore, the purpose of this section is to provide an overview of the subject as it has been evolving in the United States in recent years.

Comparable worth (also referred to now as pay equity) can be operationally defined as a basis for determining salaries through a set of quantifiable criteria applied consistently to all jobs in an organization. Recently, a number of jurisdictions have used comparable worth approaches to correct pay disparities between male and female dominated jobs which were deemed similar in responsibility, skill, knowledge, and working conditions.

Every system of job evaluation involves judgments; personnel administration is far from a "science." No system, however objective and fair, can promise to correct all individual inequities. The question involved in pay equity is how to achieve a more consistent, explicable, and thus defensible, means of describing and evaluating jobs and assigning pay. A pay equity approach focuses, therefore, on the relationship between the characteristics an organization attaches to a job and the pay it assigns. Job characteristics include the knowledge and skills required, level of education needed, the responsibilities expected, working conditions, and so forth. Such an approach bases the pay assigned to a particular job on the weighing of those job characteristics—their "value"—and not on whether or not the job is traditionally filled by males or females. In addition, virtually all pay equity approaches use some sort of point system in assigning value. This is largely because quantifiable systems are more easily subject to scrutiny and more easily understood by employees. Depending on how it is instituted, a pay equity approach can also take as much direct cognizance of market forces as do traditional systems, but it may also call those forces into question if they perpetuate inequities.

Consideration of pay equity (or comparable worth) is not, of course, limited to Hawaii. Virtually every state has faced expressions of concern about how to achieve an equitable pay system. As of Summer 1985, 5 states had funded pay equity

provisions, 16 states had launched studies, and 13 had either defeated or tabled bills to deal with this matter. Only six states had yet to take action one way or the other. In addition to the pioneer lawsuit over comparable worth against the State of Washington and the recent suit against the State and counties in Hawaii, both brought by the American Federation of State, County, and Municipal Employees, seven other states have been sued. They are California, Connecticut, Delaware, Michigan, Missouri, Rhode Island, and Wisconsin, along with numerous municipalities, universities, and other jurisdictions.

Two states fully implemented pay equity provisions: Idaho and Minnesota, under rather different conditions. Iowa, Massachusetts, and Wisconsin are reportedly moving toward implementation. The State of Washington, which has had its position upheld at the federal appeals court level, is trying to negotiate an acceptable solution with the union which brought suit against it.

Idaho, unhampered by separate collective bargaining units, began in 1976 with the Hay system of point-based evaluation which rates all jobs by factors under the general categories of "know how, problem solving, accountability, and working conditions." Merit steps were also provided for but are not granted automatically for years worked; they must be earned by outstanding productivity.

The impetus behind Idaho's move was not pressure to achieve comparable worth but the realization that its personnel management system had grown archaic and was urgently in need of an overhaul that would bring enhanced fairness and motivation to all employees. By the time pressures for comparable worth emerged, Idaho had already established an effective point-based classification-pricing system. It only took a re-examination of the point values to determine why and how female jobs were undervalued. Adjustments were relatively simple.

Having had consulting contracts with Hay Associates since 1970, Minnesota began to develop and institute a point-based job evaluation/classification system in the Hay mode in the 1970s. By 1979 this was fully in place. Then in 1981, there were initial studies to make adjustments in the name of pay equity. These adjustments were found necessary because the point-based job evaluation system was compromised in the pricing step due to the way periodic statewide market surveys were handled; they perpetuated traditional disparities.

Minnesota has 16 bargaining units similar in nature to Hawaii's. Benchmark classes, such as "secretary," were priced in terms of average wages for similar job classes statewide and negotiated within bargaining units. What resulted was a case of having three de facto "pay-lines" rather than one. Male dominated classes were priced at the highest level, mixed classes in the middle, and female dominated classes ran last--male dominated jobs averaging \$21,200 as against \$13,900 for female jobs. In 1983, Minnesota's public employee unions, state officials, and community leaders decided concertedly to remedy the underpaid female job classes by pricing them in accordance with the pay-line calculated for male dominated jobs. That change would require a 4 percent addition to state personnel costs, to be spread out over four years of equal increments.

Pay equity has taken the spotlight at recent national conferences ranging from those held by such professional or labor organizations as the American Nurses Association to the National Association of State Budget Officers. The U.S. Civil Rights Commission held extensive hearings in 1984. The General Accounting Office (GAO) conducted and published in 1985 a broad survey of the pros and cons of pay equity and what has been happening throughout the nation. Having recognized two kinds of methodologies for studying wage disparities, GAO concluded that both should be used. One method analyzes the relationship of pay to point factors in job

evaluation technique. The other entails complex economic theory involving individual, occupational, and institutional factors. It found no easy solutions, much less panaceas. Legislation authorizing the types of study recommended by GAO has passed the U.S. House of Representatives but still awaits action by the U.S. Senate.

Chapter 2

THE WORK OF THE COMMISSION

Commission and Staff Activities, July 1984 – October 1985

During the first year of the Temporary Commission on Comparable Worth, commissioners met twice and decided on what would be needed in the way of staff research. The structure, processes, and legal bases for personnel administration among all state and county jurisdictions needed to be clarified and evaluated. More important, data needed to be gathered from personnel records to determine the extent of job concentration by sex and of disparities in pay between predominately male and predominately female job classifications. All this would provide the commission with a factual basis for making findings and formulating recommendations during its second year.

However, research had barely begun when the Hawaii Government Employees Association (HGEA) filed suit against, among others, the personnel directors of the state and county personnel departments (including the Judiciary) and chairperson of the Public Employees Compensation Appeals Board. The Attorney General and the attorneys for the four counties then decided to deny the commission staff access to personnel data pending resolution of the lawsuit. The commission staff thus had to obtain whatever other data it could acquire from other sources for analysis.

Provided a random sample of names of state and county employees through the assistance of the state personnel director and three of the four county personnel directors, the staff was able to conduct a questionnaire survey of over

1,700 employees, including faculty personnel in the Department of Education and the University of Hawaii. Overall, the survey found that women earn on the average 93.7 percent as much income as men. Within bargaining units, the differentials varied above and below the aggregate figure, with differentials highest within white collar and professional units represented by HGEA.

Results of this survey and evaluation of public employee personnel systems were given to the commission in May 1985. The state and county personnel directors questioned the findings; however, they also raised exceedingly important considerations as to the direction and focus of subsequent research. As the findings and method were deemed sound by the consultant who structured and analyzed the survey, staff proceeded with its tasks. Survey materials, along with subsequent further research, pointed to the options which are discussed more fully in Chapter 3. The options, with supporting information, were presented and considered at the commission's meeting in October 1985.

However, when motions were made and a vote taken, it became evident that none of the three options under consideration (or any variant thereof) could muster a majority vote. The commission members then voted to have the chairperson write a report to the Legislature.

Subsequent to this meeting, the chairperson advised all members of the commission that he would be willing to call another meeting of the commission if he received any indication that it might be possible to achieve majority support for a set of recommendations or other position which could be presented to the Legislature. Efforts were made to structure a compromise, but it became apparent to the chairperson that a consensus could not then be reached. Accordingly, it was decided to proceed with the preparation of this report.

Results of Efforts to Date

Although the Temporary Commission on Comparable Worth was unable to achieve a consensus regarding the main task given to it, it may still be said that some positive results were accomplished. Out of the work performed for the commission by the staff and out of the commission's own deliberations, several important points affecting comparable worth in Hawaii's public employment became much clearer. With such clarifications, it should be possible to sharpen the focus of any future considerations of this subject. These points are discussed briefly below.

Discrimination not a matter for commission determination. Comparable worth as a program approach for achieving a more equitable pay system is often confused with the concept as a legal consideration. This may be due partly to a popular presumption that job segregation and pay disparities by sex are caused by discriminatory practices which are against the law. This presumption may indeed be true in some cases but is not necessarily true in all cases. The *causes* of job segregation and pay disparities are many and complex; to try to explain them would require numerous statistical tests beyond the scope of any single study.

It was thus determined fairly readily that the matter of whether or not, or the extent to which, discrimination may have influenced the distribution and compensation of male and female public employees is not a question the commission should attempt to address. First, this issue was not mentioned in the legislation which created the commission. Second and more important, discrimination in employment has become a legal matter which should be dealt with through appropriate legal channels. Extensive legal machinery has been established to handle cases of alleged discrimination against individual workers, and the legal tests for determining discrimination are quite technical. The commission was not equipped in any way to become involved in these legal processes.

As a consequence, the work undertaken by the staff focused on comparable worth as a program approach. This meant avoiding the question of discrimination and the legal ramifications of comparable worth as a means of proving discriminatory practices. All staff effort was directed toward the concept as a means of achieving an equitable personnel management system in keeping with the principles of merit, scientific management, and collective bargaining as set forth in Hawaii's State Constitution and statutes. Options offered to the commission by the staff were framed with this main objective in mind and should not be interpreted to suggest either the existence or absence of discrimination within Hawaii's public employment sector.

A limited, not an across-the-board, approach to pay equity. Early lawsuits (e.g., the Denver nurses versus tree trimmers lawsuit) based on comparisons of the worth of male dominated and female dominated jobs created the impression that adherence to the concept of comparable worth necessarily must encompass all types of jobs within a jurisdiction, no matter how dissimilar. Experience around the country has tempered that early presumption. No state has tried to include school teachers, university faculty, and even police and fire fighters, under the same unitary job evaluation methodology used for civil service blue and white collar types of jobs. Minnesota and Idaho, with the most fully developed state pay equity systems, cover only those blue and white collar civil service positions which in Hawaii fall in 7 of the 13 collective bargaining units (numbers 1, 2, 3, 4, 9, 10, and 13).

One of the questions given to the Temporary Commission on Comparable Worth was whether or not a single system of job evaluation would be appropriate to implement comparable worth for *all* public employees in Hawaii. The examination of Hawaii's several personnel management systems conducted on behalf of the

commission has not revealed any basis for forcing all of them to use the same job evaluation methodology. Indeed, the available evidence indicates that an effort to force a common methodology throughout Hawaii's public employment would be disadvantageous and disruptive for both employees and management. Comparable worth evaluations have only been applied within systems such as the civil service where distinctions are made among jobs, some of which are dominated by either males or females. Distinctions among jobs found in the classified service do not apply among professors or teachers.

In the light of this viewpoint, none of the options considered by the commission envisioned a unitary approach to job evaluation and salary scale placement which would include teachers, university faculty, etc. Instead, they all assumed retention of the current framework of separate collective bargaining units.

Problem areas identified. The commission staff was able to indicate where the largest pay disparities were likely to be found which would be amenable to correction through a pay equity approach. It was not, however, possible to identify which job classes are composed predominantly of one sex or the other or to make pay comparisons between those classes. Because of restrictions on civil service data, analyses were confined to bargaining unit. Problem areas were therefore presented by bargaining unit, and cross comparisons between job classes in different bargaining units were not attempted.

Identified as units warranting further attention and possible remedial action are units number 3 (white collar workers), number 4 (white collar supervisors), and number 13 (professional and scientific employees). All three of these are represented by HGEA. Eliminated were units representing faculty of the University of Hawaii, teachers, fire fighters and police, whose members were evaluated by

methodologies not amenable to a comparable worth evaluation approach. Data collected did not indicate severe disparities within blue collar units. The study did not make cross comparisons between classes of jobs in white and blue collar units.

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Chapter 3

MAJOR OPTIONS FOR COMPARABLE WORTH IN HAWAII

Based upon the information obtained and analyzed by the commission staff, three major options were presented to the Temporary Commission on Comparable Worth in October 1985.

In brief, these options were:

1. To recommend that a new study be undertaken to accomplish what the commission's staff could not do due to a lack of access to necessary data.
2. To suggest that incremental increases be provided to certain job classes on a selected basis so as to eliminate the more glaring cases of pay disparity in Hawaii's public employment.
3. To propose and implement a point-weighted job evaluation system for public employment jobs in Hawaii which would be based upon worker input measurements factored by point values that are determined through periodic market surveys.

As already noted, none of these options was able to gain the support of a majority of the members of the commission. As a result the chairperson framed a compromise approach which combines Option 1 with Option 3. This is:

4. To recommend that the Legislature authorize and fund a study to be conducted by a consultant with a national reputation, with the study to include analysis of whether a point-weighted system of job evaluation should be implemented. If a point-weighted job evaluation system is recommended, a

consultant should then work with the appropriate state and county personnel directors to develop an implementation plan for such a system.

All four options remain viable alternative courses of action which can still be pursued. Accordingly, they are presented more fully below.

Option 1: Conduct Another Study

The first option before the commission was one of recommending to the Legislature that another study be undertaken. This would be predicated on the assumption that the work done for and by the commission provided an insufficient basis for arriving at definite conclusions and the making of specific recommendations for action.

Such a study could take one of several forms. It could simply do over again much of the research and analysis already done for the commission, but this time utilizing personnel data which were not accessible to the commission's staff. It would focus upon sex related job concentrations and pay disparities among specific job classes rather than among different collective bargaining units. Or the study might be expanded to encompass an even larger, more comprehensive, and more elaborate study, such as the very sophisticated economic analysis which the General Accounting Office has recommended to Congress to be undertaken at the national level and/or probe more deeply into the causes of disparities and inequities.

It would also have to be determined who should undertake whatever type of study that would be decided upon. Credibility would probably be greatly enhanced if the study were performed by a consulting firm with national stature in the field of personnel administration. In any event, the party selected should be one able to inspire confidence among those affected by the study and those who would be receiving the study's results and recommendations.

Option 2: Make Selective Pay Equity Adjustments

A second option presented to the commission was to follow the example set by several jurisdictions on the mainland and to take a very pragmatic approach to the question of pay equity. In so doing, Hawaii would be pursuing the route taken by such California municipalities as Sacramento and Los Angeles. Under this approach, incremental pay rate adjustments would be granted to selected job classes above any general pay increases extended to other employees so as to reduce or eliminate obvious pay disparities between male and female dominated job classes. This option presumes, of course, that the affected classes and the amounts of the disparities are known or can be readily identified.

Up to now, such information on public employees in Hawaii has not been available to the commission due to the lawsuit mentioned before. For this reason, additional study will be required to determine which classes in Hawaii might qualify for such adjustments and how much such adjustments should be if this option is to be adopted.

Option 3: Develop and Implement a Point-Weighted Job Evaluation System

A third option considered by the commission would adopt and adapt for Hawaii the pay equity settlement models provided by states like Minnesota and Idaho under which a point-weighted job evaluation system is used to place job classes on the salary schedule.

A consulting firm with national stature in the field of personnel administration would participate with personnel specialists and with management and labor representatives to develop a framework for job evaluation. Together they would assign points to such factors as type of work, job requirements, working conditions,

and responsibilities for white and blue collar jobs in Hawaii; determine points for benchmark classes in participating collective bargaining units; conduct a statewide survey of comparable classes; and establish a "pay-line" that would translate points to dollar values.

Although benchmark classes from across the full spectrum of government employees (excepting certificated personnel in the Department of Education and faculty of the University of Hawaii) would be used to conduct the periodic market survey and hence to calculate the value per point, there is no need to impose this form of job evaluation on any bargaining unit not electing it. By providing bargaining units a choice of staying with their current job evaluation method or switching to a point-weighted one through this option, only those employees of units choosing the new system would be involved.

**Chairperson's Compromise Suggestion:
Combination of Option 1 and Option 3**

At its October 1985 decisionmaking meeting, the commission members were almost equally divided between a variation of Option 1 (further study) and Option 3 (a point-weighted job evaluation system) but with neither option obtaining the support of a majority of the members. Subsequently, the chairperson structured a compromise suggestion which combined the two options and made Option 3 contingent upon the outcome of Option 1. More specifically, and drawing on some of the suggestions which were offered by members at the October 1985 meeting, the compromise suggestion would recommend that the following course be pursued.

1. The Legislature should authorize and fund a study to be conducted by a consultant with a national reputation, with such study to be conducted in accordance with the following criteria:

- a. Focus on those employer identified job classes with no less than 70 percent females and those having no less than 70 percent males;
- b. Analyze the foregoing classes to determine whether pay disparities exist;
- c. Identify, to the extent possible, the factors contributing to any disparities; and
- d. Develop recommendations, if necessary, to minimize or eliminate any pay disparities.

In analyzing alternatives for the recommendations, the consultant should analyze a point-weighted system of determining job value and recommend such a system if it is superior to other alternatives in minimizing or eliminating pay disparities. If such a system is recommended, the study should also recommend the scope and application of a point-weighted system and identify the effects on and changes required in collective bargaining.

2. If the study recommends that a point-weighted system of job evaluation be implemented, the Legislature should then:

- a. Decide on the scope and application of a point-weighted job evaluation system;
- b. Have a consultant work with the appropriate state and county personnel directors to develop an implementation plan for a point-weighted job evaluation system; and
- c. Have the consultant make recommendations concerning the implementation and on-going maintenance of a point-weighted job evaluation system.

Following the commission's last meeting, the chairperson discussed the suggested compromise with several members of the commission. From these

discussions, it was apparent that while the suggested compromise had promise and might yet obtain further support, there was insufficient support at that point in time to warrant calling another meeting to discuss it. Therefore, it is presented in this report as the suggestion of only the chairperson.

Concluding Suggestions

If the Legislature chooses to consider these or other options of this type, several points might prove useful to keep in mind from the experience of this commission. First, if a consulting firm is needed, it should have national stature in the field of personnel management and industrial relations; sufficient funding will also need to be appropriated. Second, if the Legislature chooses to authorize further work or study under the direction of a task force or temporary commission, objectivity might be enhanced if the oversight body is drawn solely or largely from the public--that is, from citizens who have no direct vested interest at stake, who would not represent any particular constituencies, and who would not have to take into account past and future relationships with other members of the task force or commission. As conscientious as members of the present commission were, they could not avoid or ignore the fact that they were selected to represent various constituencies and interests.

It would also seem advisable to ensure a more even balance between the two sexes on any new task force or commission.

Finally, it should be recognized that any course of additional action will require ready access to all needed and available information. Unless the roadblock which has hampered the work of this commission can be removed, there is little hope that fully satisfactory results can be achieved under a new effort.

APPENDICES

STATEMENTS BY COMMISSION MEMBERS

Compiled here are separate statements which various members of the Temporary Commission on Comparable Worth submitted for inclusion with the chairperson's report to the Legislature on the work of the commission. Their order of appearance reflects the order in which they were received.

- Appendix A Letter from Melvin M. Higa, Deputy Director, Hawaii Government Employees Association, to Clinton Tanimura, November 21, 1985.
- Appendix B Memorandum to Clinton Tanimura from Harold S. Masumoto, Vice President for Administration, University of Hawaii, and J.N. Musto, Executive Director, University of Hawaii Professional Assembly, December 2, 1985.
- Appendix C Memorandum to Clinton Tanimura from Annelle C. Amaral, Coordinator, Affirmative Action Program, State of Hawaii, December 4, 1985.
- Appendix D Letter from Joan Lee Husted, Director of Programs, Hawaii State Teachers Association, to Clinton Tanimura, December 5, 1985.
- Appendix E Letter from the Conference of Personnel Directors to Clinton Tanimura, December 6, 1985.
- Appendix F Memorandum to Clinton T. Tanimura from Joyce M. Najita, Director, Industrial Relations Center, University of Hawaii, December 11, 1985.
- Appendix G Letter from Lefty Muramoto, Executive Secretary, Public Employees Management Association of Hawaii, to Clinton T. Tanimura, December 11, 1985.

APPENDIX A



Hawaii Government Employees Association
AFSCME Local 152, AFL-CIO

RUSSELL K. OKATA
Executive Director

MELVIN M. HIGA
Deputy Director

RECEIVED

Nov 25 12 25 PM '85

OFF. OF THE AUDITOR
STATE OF HAWAII

November 21, 1985

Mr. Clinton Tanimura, Chairperson
Temporary Commission on Comparable Worth
Office of Legislative Auditor
465 South King Street, Suite 500
Honolulu, Hawaii 96813

Dear Mr. Tanimura:

Thank you for including our individual statements in the final report. This statement is submitted on behalf of HGEA/AFSCME Local 152, by its representative on the commission.

We at HGEA are greatly disappointed that the Commission on Comparable Worth was unable to reach a position on the existence of a problem and hence to recommend a course of action for the State Legislature. Even so, we trust that our legislators will recognize the positive aspects of what progress was made, particularly from the staff studies. Despite the limitations imposed on that staff work, enough valid information was developed to safely permit several important conclusions.

First, we believe that the staff studies adequately indicate that a problem of inequity does now exist for some segments of public employment and that alternative forms of job evaluation have been tried and proven beneficial. Adapting these techniques for use in Hawaii is not too difficult but would greatly benefit from the services of a consultant with national recognition in personnel management. Further, more studies as such are not needed. What is needed is a program of developing and applying those techniques in conjunction with the personnel specialists and employee representatives who will be working with them over the years to come.

Second, it appears quite unreasonable and would undoubtedly prove unworkable to try to impose a single job evaluation system on all bargaining units. Problems of comparable worth can be resolved without recourse to so drastic a strategy. The nature of some kinds of work (such as for certificated teachers and university faculty) simply differ too markedly from that performed by civil service employees. Even between such civil service categories as



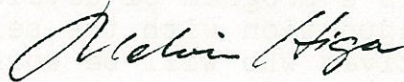
blue and white collar workers, firefighters and police, comparisons are difficult to make and their results--at least at the present state of the art in job evaluation coupled with collective bargaining negotiations--are less than certain.

Third, it follows then that which form of job evaluation suits each field of work should be a matter of choice by individual bargaining unit, or at least by clusters of units where the pay structure of one unit is directly related to, or impacts upon, that of another unit. For example, bargaining units number 5 and 6 both involve certificated personnel in the field of education but are represented by two different unions. Here a choice of job evaluation methodologies should be limited to mutual agreement between the two and the employer even though the kinds of work and forms of evaluation do now, and will continue to, differ between them. Similarly for bargaining units number one and two covering the blue collar field.

Fourth, it appears to us that the homogenous composition of some bargaining units readily permit a mutually satisfactory negotiation of pricing between labor and management. Other bargaining units are not homogenous enough. These latter are where inequities occur and where a more appropriate form of job evaluation, one employing point weightings, would serve the interests of both employer and employee better than the system now used. Units number 3, 4, and 13 best exemplify this situation. Applying this point-based method of job evaluation to these particular bargaining units will address the preponderance of questions about inequities now affecting public employees in Hawaii.

We appreciate your including these comments in your report to the Legislature, and we thank you and your staff for the diligent effort devoted to ascertaining this information for the commission and its report to the Legislature.

Respectfully,



Melvin M. Higa, Member
Temporary Commission on
Comparable Worth

APPENDIX B

December 2, 1985

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STATE OF HAWAII

MEMORANDUM

TO: Clinton Tanimura, Chairman
Temporary Commission on Comparable Worth

FROM: Harold S. Masumoto *Harold S. Masumoto*
Vice President for Administration
University of Hawaii

Dr. J. N. Musto *J. N. Musto*
Executive Director
University of Hawaii Professional Assembly

SUBJECT: Report to the Legislature

We wish to have this memorandum included in the final report to the Legislature on the activities of the Temporary Commission on Comparable Worth.

The University of Hawaii supports the general principle of comparable worth but cautions that the development and implementation of any job evaluation system to compare dissimilar jobs warrants a careful analysis of the multiple personnel management systems in the State, Counties, Department of Education and University of Hawaii. It has been argued that job evaluations are necessary elements of a "comparable worth system", and that to be objective such job evaluations should be quantified. While many jobs may be so evaluated, the worth of a faculty member for salary purposes cannot be simply quantified. Any numeric rating scheme is in conflict with traditional collegiate pay setting principles.

Faculty classification at the University of Hawaii is not based on the evaluation of jobs, but on the qualitative evaluation of individuals. Thus, it is vastly different from the civil service system of position classification. The concept of a singular evaluation system for all public sector jobs, or any job evaluation system, should not be applied to academic positions at the University in the process of addressing the issue of comparable worth. Further, the exclusion of academic faculty positions from such a system(s) should not be used as the basis for rejection of the concept of comparable worth for appropriate job classifications.

The classification and compensation of faculty is determined primarily by the individual's scholarly contributions and academic performance, rather than by the criteria established for measuring each job for compensation purposes. For instance, we may have both assistant professors and full professors teaching the same courses. Under the traditional collegiate rank-in-person concept, the assistant professor would be promoted to higher

Clinton Tanimura
December 2, 1985
Page 2

ranks on the basis of individual professional and scholarly accomplishments rather than the type or number of courses taught. If these accomplishments are exceptional, he/she may also receive a salary higher than his/her colleagues at the same rank. The criteria are qualitative rather than quantitative. The promotion process for faculty (from assistant professor to associate professor to professor) does not require any changes in the job (i.e., teaching assignments or research projects, etc.). However, it does include a peer review process where the individual's colleagues evaluate his/her academic contributions and accomplishments on a subjective basis.

Furthermore, a singular job evaluation system would in all probability require a singular compensation plan. Such a compensation plan would be inappropriate for our faculty. The University faculty is unique within the State and cannot be adequately compared with other public sector jobs for the purpose of setting salaries. The sources of recruitment, and thus the appropriate comparison, would be with universities nationally and internationally. A singular job evaluation system for purposes of determining compensation should, therefore, exclude University faculty.

We believe in a fair and unbiased wage structure for employees in the public service. Although we believe that the faculty classification and compensation structure is fair, we recognized a need to reconcile the issues of retention and promotion with respect to the status of women. However, the application of a "comparable worth" system is not the appropriate vehicle for making such adjustments. The determination of salary for our faculty is an individual matter rather than a class matter as in the civil service. Faculty are not restricted by regulations to any particular step of any salary range; therefore, any disparities or inequities which exist can be reviewed and remedied on an individual basis.

The University emphatically argues for the exemption of faculty from any statewide job evaluation plan designed to resolve the comparable worth issue.

cc: Commission Members

James Takushi
Harold Masumoto
Albert Yoshii
Judge Toshimi Sodehani
Annelle Amaral
Joyce Najita
Loretta Fukuda
J. N. Musto
Harry Boranian

Manabu Kimura
Keith Williams
Melvin Higa
Joan Husted
Lefty Muramoto
Pat Ah Loo
Patricia Fowler
Herbert Doi
Edward Kushi

APPENDIX C

GEORGE R. ARIYOSHI
GOVERNOR



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DEC 5 3 23 PM '85

Annelle C. Amaral

COORDINATOR

OFFICE OF THE GOVERNOR
AFFIRMATIVE ACTION PROGRAM
OFFICE OF THE AUDITOR
STATE OF HAWAII

December 4, 1985

TO: Clinton Tanimura, Chairperson
Temporary Commission on Comparable Worth
Office of the Legislative Auditor

FROM: Annelle C. Amaral, Commissioner *Annelle C. Amaral*
Temporary Commission on Comparable Worth
State Office of Affirmative Action

SUBJECT: Individual Statements to Final Report of
Temporary Commission

Thank you for allowing individual statements to the final report of the work of the Temporary Commission.

I was disappointed that the work of the commission could not be completed with a final consensus recommendation on the part of the commissioners. However, I hope that the legislators will instead take action toward the final resolution of this issue.

The work of your staff provided excellent information upon which certain disparities were identified. It therefore appears reasonable to move forward from this point toward the funding for consultant services with a firm of national stature on the field of personnel management to work with employer and employee representatives toward the formulation and implementation of a job evaluation and compensation system based upon the needs of the individual bargaining units.

Further, the consulting firm would assist the personnel departments in any requisite training of personnel technicians to implement any necessary job evaluation and compensation calculations and related computer soft software development.

It would be unreasonable to impose a single job evaluation system on all bargaining units, therefore necessitating the unity of effort from both employer and employee representatives.

Clinton Tanimura
Page two

If this can be implemented, we would find ourselves on the path toward the achievement of optimal personnel management for all segments of Hawaii's public employees.

Thank you for allowing my comments and further, I wish once again, to thank you and your staff for your excellent work on this very difficult project.

ACA/1a



HAWAII STATE TEACHERS ASSOCIATION

2828 PAA ST., SUITE 3150, HONOLULU, HAWAII 96819

STATE OF HAWAII PHONE 833-2711

December 5, 1985

Mr. Clinton Tanimura
Legislative Auditor
The Office of the Auditor
State of Hawaii
465 S. King Street, Room 500
Honolulu, Hawaii 96813

Dear Clinton:

Comparable worth will not go away and fairness and equity cannot be wished away. It is time to put aside all the rhetoric, war stories and finger pointing. A decision must be made.

The State of Hawaii is a socially progressive and socially responsible state, and the state will not let the issue of comparable worth die. And the reason that I know this is that it is inconceivable that the state, which was the first in the nation to ratify the Equal Rights Amendment and has an ERA provision in its own state constitution, will brush aside the issue of comparable worth.

As the Hawaii State Teachers Association's representative on the commission, I still believe that a variation of option three is viable. I call for a job evaluation system appropriate to implement comparable worth for all public employees in Hawaii. This evaluation can be done for several related bargaining units or for a single unit. The exclusive representatives and personnel managers for the governmental divisions should work together to determine how many units would be covered by what system. Then the results of the evaluations are to be brought to the bargaining table, and the exclusive representatives and employers will decide how best to bring to reality comparable worth. This will achieve comparable worth and at the same time preserve collective bargaining.

My thanks to you and your staff. Rather than view the work of the commission as a failure, hopefully, it will be the first step in a short journey.

Sincerely,

Joan Lee Husted
Director of Programs

JLH:nh

cc: Mr. Earl Arruda
Mr. John Radcliffe

APPENDIX E



GEORGE R. ARIYOSHI
GOVERNOR OF HAWAII

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JAMES H. TAKUSHI
DIRECTOR

OFF. OF THE AUDITOR
STATE OF HAWAII

PATRICIA K. BRANDT
DEPUTY DIRECTOR

STATE OF HAWAII

DEPARTMENT OF PERSONNEL SERVICES

830 PUNCHBOWL STREET
HONOLULU, HAWAII 96813

December 6, 1985

Mr. Clinton Tanimura
Legislative Auditor
Office of the Legislative Auditor
State of Hawaii
Kekuanaoa Building, Suite 500
Honolulu, Hawaii

Dear Mr. Tanimura:

In response to your memorandum of November 8, 1985 the following represents the views of the Conference of Personnel Directors (hereinafter, the Conference) regarding the report of the Chair of the Temporary Commission on Comparable Worth relative to the Commission's responsibility "to review the concept of comparable worth in Hawaii" pursuant to Act 185, SLH 1984. As we understand your approach, this statement of Conference views will be attached to the final report being prepared by your staff. As this statement is therefore being prepared without the benefit of a prior review of the final report, it may be necessary for the Conference to make additional comments after receipt and review of the report.

Act 185, SLH 1984, requires that the Commission's review include but not be limited to:

1. An evaluation of the classification and compensation systems, other laws and practices that currently determine wages of state and county government including the University of Hawaii, the Department of Education and the Judiciary;
2. An examination as to job segregation and wage differentials which may exist in state and local government employment;
3. A recommendation, if found necessary, for a job evaluation system that would be appropriate to implement comparable worth for all public employees in Hawaii, or other alternative means to achieve comparable worth if it is found that a single system may not be appropriate; and,

4. An examination as to the compatibility of the recommended job evaluation system with the existing laws on civil service, compensation and collective bargaining.

A final report by the Commission to the Legislature in 1986 shall include recommendations, if found necessary, for the establishment of equitable standards for compensable factors and changes required to the existing statutes, pay structures, and the job evaluation and wage setting process in order to achieve equity.

Staff Paper Nos. 3 and 4 prepared by the staff of the Legislative Auditor attempted to address the first two study areas enumerated above. They were, however, extremely flawed in their scope, methodology, reliability of information, derived conclusions and presentation of material as stated in our overall and detailed critiques transmitted to you by letter dated June 28, 1985. We consider those critiques to be an inherent part of our statement to the final report being prepared. The staff supplemental papers relating to options for comparable worth in Hawaii issued in September 1985, like Staff Paper Nos. 3 and 4, are similarly regarded as technically unsatisfactory.

The third study area enumerated above was never fully addressed by the staff nor discussed by the Commission. The fourth, and especially critical, area regarding compatibility with the existing laws on civil service, compensation and collective bargaining was not properly addressed and presented by the staff. It is apparent, however, that most if not all of the members of the Temporary Commission on Comparable Worth believe the three present personnel systems and the collective bargaining law are necessary and desirable to meet the needs of the employers and employees (through their exclusive representatives). It is further evident that they believe that abandonment of these systems would be a step backward in labor relations and personnel management for Hawaii.

Comparable worth, or pay equity, has been variously defined. Essentially, it is the theory that jobs should be compensated based on their value to the organization. Such "value" is typically measured by an evaluation of the relative skill, effort, responsibility, and working conditions required. Embodied therein is the idea of equal pay for jobs of comparable worth to the employer.

In order to achieve comparable worth in Hawaii, several factors are essential:

1. There must be a single job evaluation system applied to all jobs in State and County government including teachers, faculty and civil service workers in various categories such as police, fire, nurses, white collar, blue collar, professional, etc.;

2. There must be a single salary schedule with uniform ranges and steps covering all jobs;
3. The collective bargaining law must be amended so that either (a) negotiations and arbitration on wages and fringe benefits are not permitted and would again become the responsibility of the Legislature, or (b) all unions jointly negotiate a single uniform wage package with the employer; and,
4. There can be no adjustment to established comparable worth pay rates based on prevailing wages or other market considerations.

Implementation of a comparable worth system embodying the above factors would almost necessarily require a single personnel system under a single authority with a single appeal process, if any, covering all employees.

State and County employees are presently covered by three major personnel systems - the DOE system, the UH system and the civil service system. Each of these systems has been structured somewhat differently to meet specific, differing employee and employer needs which have resulted in different job evaluation methodologies, salary structures, methods of dealing with prevailing wages and shortages of personnel, fringe benefits and other personnel policies. Further, the vast majority of employees in all three systems are entitled to the benefits of collective bargaining in one of thirteen separate bargaining units for which employees have selected seven different exclusive representatives. Each unit is free to negotiate a wage and benefit package unique to their unit's needs and desires within the applicable framework of the basic personnel system involved. As already mentioned, it is highly unlikely that any member of the Commission would accept abandonment of the current systems in order to achieve comparable worth in Hawaii public sector employment.

The Conference has always expressed the willingness to address specific issues of civil service pay level comparisons through the biennial Conference repricing review, appeal hearings of the Public Employees Compensation Appeals Board and final approval by the Legislature, as provided by law. (These mechanisms, established in the wisdom of the Legislature, are unique to Hawaii and therefore Hawaii public sector employment should not be judged by shortcomings in other jurisdictions.) Also consistent with that willingness of the Conference, it proposed during the Commission's decision making session on October 22, 1985 the following motion:

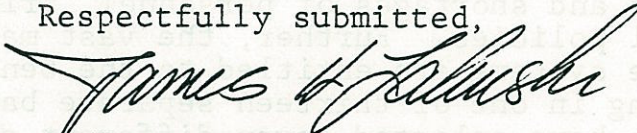
"That a study be made by an outside consultant approved by the Commission, and that the study be in accordance with the following criteria:

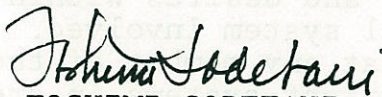
1. The Employers identify all male and female dominated classes (70% as the measure of dominance).
2. Study be made of female dominated classes to determine whether there is pay disparity (with male dominated classes).
3. Study be made of classes with possible pay disparity to determine from their history why they are not paid fairly, including the factor of prevailing wages.
4. Identify conflicts or problems contributing to pay inequities.
5. Implementation (of findings) according to law."

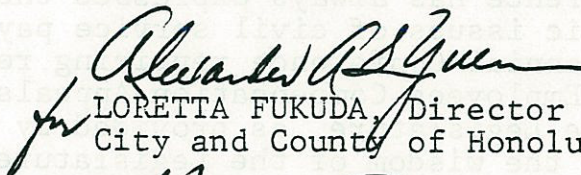
Unfortunately, the foregoing motion was not adopted even though the Conference was joined by representatives of the Department of Education and the University of Hawaii in voting for it.

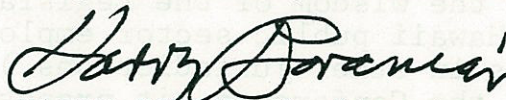
The opportunity to provide this attachment to the report of the Chair is appreciated. The members of the Conference are available should there be any questions on its statement or should you require another meeting of the Commission.

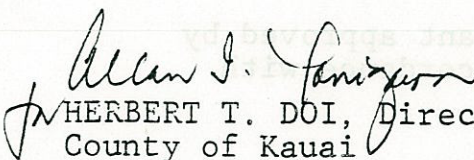
Respectfully submitted,

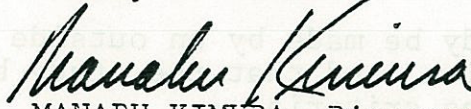

JAMES H. TAKUSHI, Director
Department of Personnel Services


TOSHIMI SODETANI
Administrative Director of the Courts
State Judiciary


LORETTA FUKUDA, Director
City and County of Honolulu


HARRY BORANIAN, Director
County of Hawaii


HERBERT T. DOI, Director
County of Kauai


MANABU KIMURA, Director
County of Maui



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University of Hawaii at Manoa

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OFF. OF THE AUDITOR
STATE OF HAWAII

Industrial Relations Center
2425 Campus Road • Honolulu, Hawaii 96822
(808) 948-8132

December 11, 1985

MEMO TO: Clinton T. Tanimura, Chair
Temporary Commission on Comparable Worth

FROM: Joyce M. Najita, Director *JMN*
Industrial Relations Center

SUBJECT: Report to the Hawaii State Legislature

In response to your request for statements of Commissioners to be included in your final report to the Legislature, I am submitting this memorandum.

It may be helpful, at the outset, to set forth my overall impressions about my work with the Commission over the past 18 months. First, there has been an enormous amount of dedicated and competent staff work committed to the work of the Commission. Second, despite the amount of data and study produced, there remains an expressed interest in carrying out further studies beyond a job evaluation study. Finally, while the Commission failed to produce a unanimous recommendation, it is clear that the conduct of a point method job evaluation study is now in order. This conclusion is based on several reasons.

First, the Office of the Legislative Auditor, after its exhaustive study of available data, concluded that a "point system for evaluating relative equity for job compensation against worker input" was required to determine which classes are most vulnerable to pay disparity or pay inequity problems. It was explained:

Without being able to examine individual classes and thereby to compare compensation with job characteristics, there is no way the commission can determine exactly which classes are the most in need of remediation. That would require a point system for evaluating relative equity for job compensation against worker input (recognizing that no one has yet developed a system for measuring worker output in the public sector). (See p. 5-3, Staff Supplemental Papers Relating to Options for Comparable Worth in Hawaii, September 1985.)

Second, a point method job evaluation study would respond directly to the concerns of women's interest groups for salary equity reform. While there may be controversy surrounding the implementation or the adoption of a permanent system of measuring job worth, the conduct of an ad hoc method job evaluation study should not be avoided for fear that it may commit the Legislature to formal adoption of a permanent point method job evaluation system in the future.

Third, the conduct of a job evaluation study is an action the Commission adopted in principle, though Commissioners were unable to arrive at an agreement on the details of carrying out the study at its final meeting of October 22, 1985.

As pointed out by the OLA, Hawaii has adopted constitutional policy, namely Section 3, Article I, Bill of Rights, of the Hawaii State Constitution. That section provides:

Equality of rights under the law shall not be denied or abridged by the State on account of sex. The legislature shall have the power to enforce, by appropriate legislation, the provisions of this section.

The Hawaii ERA already "has had a definite impact upon legislative revision." This was explained in the 1978 Hawaii Constitutional Convention Studies, Article I: Bill of Rights, as follows:

For example, in 1973, the legislature eliminated the requirement that unemployment compensation claimants who left work because of homemaking obligations supply more evidence of availability for work than other claimants. The legislature also deleted the pregnancy disqualification from the unemployment compensation statute, and amended the exclusion of pregnancy from temporary disability insurance. In 1974, the legislature amended the public employee health benefit provisions to extend such benefits to spouses rather than only to widows. The public employment retirement system provisions were amended so that widows and widowers would be treated alike. In 1975, the legislature enacted a Fair Credit Extension Act prohibiting discrimination in credit transactions on the basis of marital status; and discrimination on the basis of marital status was prohibited in addition by amendments to the Fair Employment Practices Law and to the law governing discrimination in real property transactions. (Emphasis supplied.) (See p. 32.)

Finally, the study added:

Further opportunities to conform statutory law to ERA remain, in the areas of family law, probate, and criminal law, among others. (See p. 33.)

Pay equity, or comparable worth, easily fits as one of the above-noted "further opportunities to conform statutory law to ERA." Legislative leadership established the Commission in the quest for justice and equality of rights under the law; legislative sponsorship of a point method job evaluation study merits serious consideration as the logical next step in the Hawaii State Legislature's pursuit of fair and progressive legislative revision.



451 Atkinson Drive
Honolulu, HI 96814
Phone: 949-4161

public employees management association of hawaii

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OFFICE OF THE AUDITOR
STATE OF HAWAII

December 11, 1985

Mr. Clinton T. Tanimura
Legislative Auditor
465 S. King Street, Suite 500
Honolulu, Hawaii 96813

Dear Mr. Tanimura:

As you are well aware, PEMA H strongly endorses the idea of pay equity for all public employees. We believe that the State of Hawaii should not do less than fully pursue its statutory requirements for a personnel system built on the principles of merit, fairness, scientific management and although PEMA H cannot be involved in collective bargaining, I firmly believe part of the inequity can be resolved when both sides through collective efforts will be able to sit down and iron out the differences which eventually would resolve the pay inequities.

We view with considerable disappointment the inability of the Commission on Comparable Worth to propose a positive program for accomplishing pay equity in this state. I am particularly bothered by the results of a year and a half of commission effort with no positive recommendation to the Legislature and since my having to leave the meeting for an important doctor's appointment deprived the commission of the vote necessary to attain a majority for option three. I had verbally endorsed it to the commission before having to leave.

We still believe that the third option, the development of a point-weighted form of job evaluation for those bargaining units desiring it, would prove most beneficial to the State of Hawaii. PEMA H would certainly like the opportunity to select such a job evaluation system for its members, many of whom are under paid for the contribution they make.

Sincerely,

Lefty Muramoto

LEFTY MURAMOTO