

Kamehameha Schools Faculty Association

P.O. Box 894163, Mililani HI 96789

Hotline Number: 539-2450

Negotiations: the “three R’s”

It seems like only yesterday that we were negotiating with the administration on salary and benefits and now it’s almost time to begin again. So what does that mean to you? Is there something that you can do that will make a difference at the negotiation table? Actually, yes. In fact, we can’t succeed without your support. It’s simple. Seeing that the faculty has never threatened to strike, it seems likely that we will continue to depend upon reason and persuasion to achieve our goals. As the other side isn’t fond of spending any more than it has to and isn’t overly concerned with pleasing us, our powers of persuasion rely upon the three “R’s”: being Right, being Reasonable, and Representing you. While your negotiation team feels confident it can analyze situations and make reasonable proposals, we are continually anxious about our ability to faithfully represent your priorities and concerns.

It’s the third “R” (Representing you) that is the most challenging. It’s hard because it requires us to keep you abreast of a complex and changing situation, offer you the optimum realizable alternatives, and then evaluate your feedback. Representing you is a critical aspect of being persuasive because as your negotiating team, the other side needs to realize that they are not dealing with a few individuals with their own agendas but a team which truly understands and advocates your interests.

Regarding the complex and changing salary and benefits situations, let me refresh your memory on what was and was not achieved in negotiating our current (one year) contract. [As this article addresses only salary and benefits, other achievements and disappointments will not be noted.] Salary compression was the major success of last year’s negotiations. The three “R’s” really paid off. Based on sound research, a reasonable proposal, and your support, we were successful in per-

suading the administration to agree with us that reducing the number of steps from 30 to 25 years was in the best interest of the school. This resulted in the best pay raise we have seen in years (an 11% increase in median salary and an average increase of 6.9%), the promise of a dramatic increase in career earnings, and set the structure for future increases. It involved a complete restructuring of the A Schedule pay scale and was part of an overall strategy to be more competitive in view of an economic situation dominated by a nationwide and local teacher shortage, an aging faculty, and an increased demand for excellent teachers due to school expansion on Maui and East Hawaii. Ours was a three-year proposal which called for further compression in the second and third years which

(continued on page 8)

—Stray thoughts—

Perhaps the most valuable result of all education is the ability to make yourself do the thing you have to do, when it ought to be done, whether you like it or not. It is the first lesson that ought to be learned, and however early a man’s training begins, it is probably the last lesson that he learns thoroughly.

—Thomas Huxley

what’s inside?

- Pages 2—4 Drug Survey results
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Correction

The article “KES language arts teachers describe philosophy” in the previous issue was written by co-authors Moana Leong and Anna Sumida

DRUG TESTING SURVEY YIELDS MIXED RESULTS

KSFA recently conducted a survey to ascertain your opinions on a variety of issues surrounding the modifications to the Drug and Alcohol Testing Policy proposed by the Administration. These modifications would allow drug/alcohol testing of faculty based upon a reasonable belief of substance abuse. This survey was sent to all members of KSFA not on sabbatical or leave. To date, slightly more than 59% of the faculty have responded. (The complete results of the survey follow this summary.)

Whether a faculty member agreed or disagreed with the proposed policy change had no correlation with their gender or their administrative unit. An overwhelming majority of you (92.5%) do not believe there is or has been a drug or alcohol abuse problem among the faculty. This begs the question of the necessity for this proposed policy addition.

Sentiment concerning this proposed policy runs so strongly that approximately 11% of those responding (15 teachers) say they would resign their positions rather than submit to drug testing.

A vast majority of you (71.7%) are gravely concerned about the effect such a policy might have on the reputation of a teacher suspected of drug/alcohol abuse, even when the accusation is unsubstantiated. Although a slight majority of you (53.5%) believe your supervisors discipline fairly, very few of you (25.2%) are comfortable with the decision to test resting in the hands of your supervisor and the Manager of Employee Relations. Consequently, you strongly support (84.6%) the option of appealing to the Principal or Headmaster a decision to test for drug/alcohol abuse.

Consistent with your concern over the fairness of the testing decision process is strong support (72.9%) for the publication of a list of observable symptoms of drug/alcohol abuse that would establish the criteria for the testing decision. A plurality of those responding (46.2%) feel that the implementation of such a testing policy would imply to the public that a significant drug/alcohol

abuse problem exists among teachers at Kamehameha Schools.

KSFA believes that the proposed policy has little or no potential to improve the working climate at Kamehameha Schools and may actually damage it. Your leaders have mounted a two pronged strategy in the negotiations over this proposal: while working hard to be certain that the policy has sufficient checks and balances to reduce the chances of abuse to a minimum, they are also attempting to convince the chief executives to postpone implementation of the policy until it is actually needed and then implement it only for that division of KS with a drug / alcohol problem.

Survey Results

(SA/A = strongly agree/agree, N = no opinion, SD/D = Strongly Disagree/Disagree; Due to round off errors, total percentages may be slight more or less than 100%)

1. KS should be able to test all of its employees for drug and alcohol abuse.
SA/A: 45.5% N: 16.1% SD/D: 38.5%
2. "Reasonable belief" drug and alcohol testing should be limited to bus drivers and other staff members with a direct impact on the physical safety of students (e.g. shop teachers, coaches, some club advisors, staff driving students to school activities).
SA/A: 45.5% N: 11.2% SD/D: 43.4%
3. All teachers should be subject to "reasonable belief" drug/alcohol testing because of the "safety-sensitive" nature of their positions.
SA/A: 45.5% N: 14.5% SD/D: 40.0%
4. Establishing the first drug testing program in the State of Hawai'i which includes teachers implies to the public that our teachers have a significant drug problem.
SA/A: 46.2% N: 12.4% SD/D: 41.3%
5. I am unaware of any currently-employed KS supervisor who has used his/her position to unfairly discipline an employee.
SA/A: 53.5% N: 12.0% SD/D: 34.5%
6. A teacher asked to take a drug/alcohol test may suffer significant damage to his/her reputation even if the test results are negative.
SA/A: 71.7% N: 11.7% SD/D: 16.6%
7. A published list of observable symptoms (behavioral, appearance, and job performance deficiencies) should

(Survey results, continued from p. 2)

completely define the “reasonable belief” criteria for ordering a drug/alcohol test.

SA?A: 72.9% N: 10.4% SD/D: 16.6%

8. I am comfortable with a drug test policy which could require an employee to take a drug test based only upon the decision of his/her supervisor and the concurrence of the Manager of Employee Relations.

SA/A: 25.2% N: 9.8% SD/D: 65.1%

9. I would rather quit my position at KS than submit to “reasonable belief” drug/alcohol testing.

SA/A: 10.7% N: 22.7% SD/D: 64.7%

10. I would like the option of taking a breathalyzer test which, if negative, would preclude the need for further testing for alcohol abuse.

SA/A: 51.4% N: 27.9% SD/D: 20.7%

11. I would prefer that a blood or urine sample for testing be taken on campus rather than being driven to an off-campus site to provide the sample.

SA/A: 46.1% N: 29.8% SD/D: 24.2%

12. Teachers should be compensated for the deterioration of their right to privacy caused by the implementation of the proposed drug testing policy.

SA/A: 50.8% N: 28.3% SD/D: 20.0%

13. Drug and/or alcohol abuse is a significant problem among the faculty at KS.

SA/A: 0% N: 7.5% SD/D: 92.5%

14. The implementation of a “reasonable belief” drug testing policy will have no significant effect on my interactions with the administration.

SA/A: 43.0% N: 20.1% SD/D: 36.8%

15. A suspect teacher should be able to appeal the decision for drug/alcohol testing to the Principal or Headmaster.

SA/A: 84.7% N: 11.2% SD/D: 4.2%

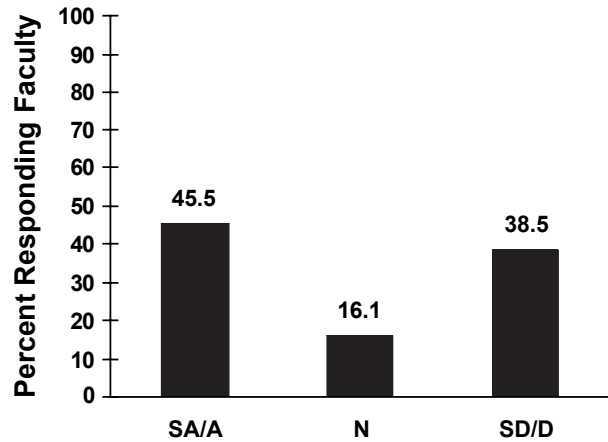
16. On how many occasions over the past ten (10) years have you witnessed evidence of illicit drug use and/or alcohol abuse by a member of the faculty that has affected their performance during school hours?

8 incidents were reported

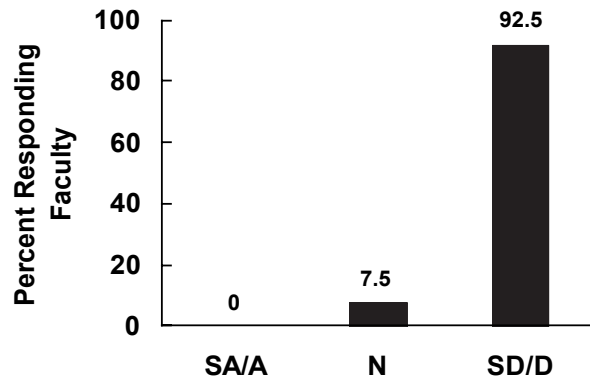
17. Over the past five (5) years?

4 incidents were reported

—Larry Mordan, Unit 11/12



KS should be able to test all of its employees for drug and alcohol abuse.



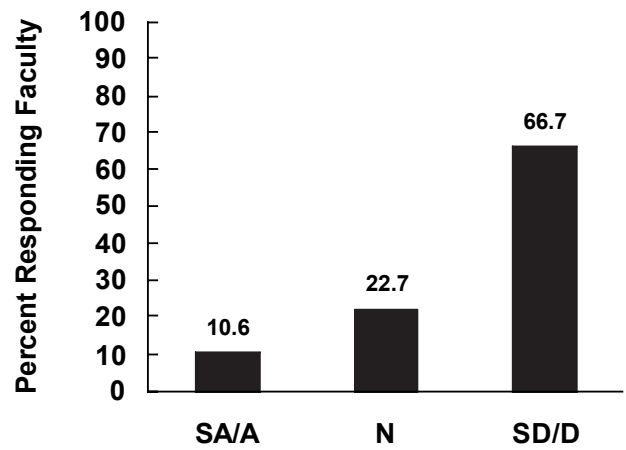
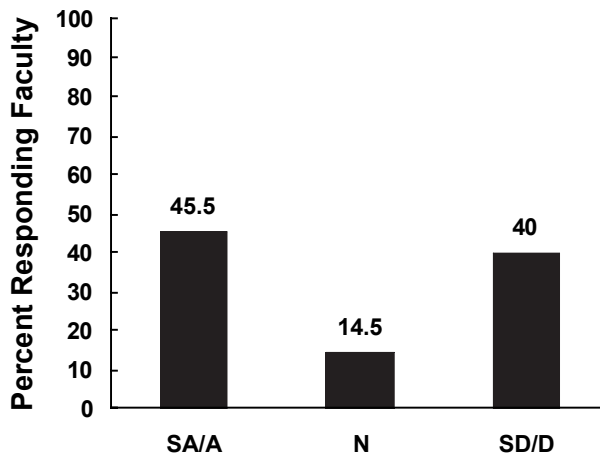
Drug and/or alcohol abuse is a significant problem among the faculty at KS.

Below is the 2000-2001 Representative Assembly meeting schedule. Meetings are open to teachers, and are held in the woodworking classroom in the Technology Building (Larry McElheny’s room). Just to be sure of the date and place, check with your representative before attending a meeting. We are planning on

refreshments at meetings. Come share them with us!

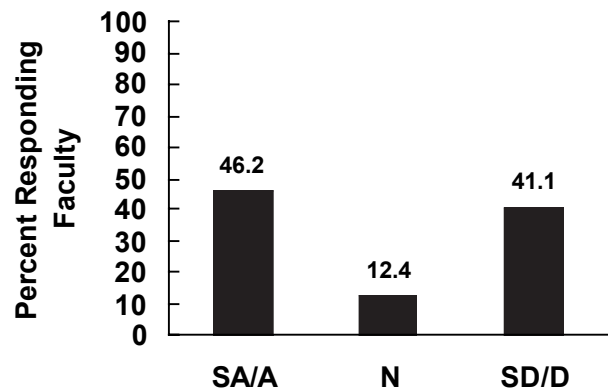
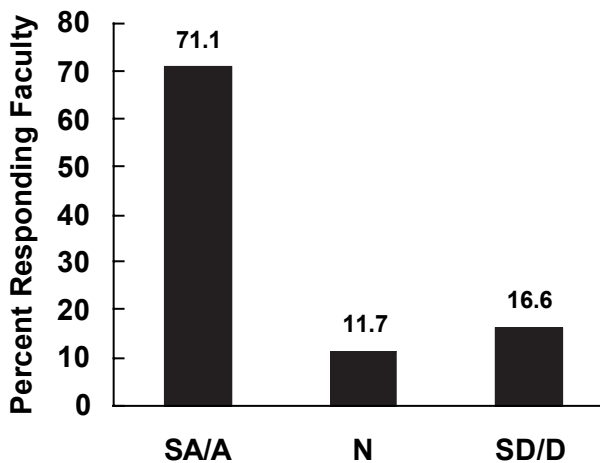
September 5
October 4
November 14
December 6
January 9

February 7
March 6
April 4
May 8



All teachers should be subject to “reasonable belief” drug/alcohol testing because of the “safety-sensitive” nature of their positions.

I would rather quit my position at KS than submit to “reasonable belief” drug testing.



A teacher asked to take a drug/alcohol test may suffer significant damage to his/her reputation even if the test results are negative.

Establishing the first drug testing program in the State of Hawai‘i implies to the public that our teachers have a significant drug problem.

New faculty members (and a few old ones): please consider filling out and sending this form to Human Resources. Auto dues deduction saves our treasurer time and effort.

AUTHORIZATION FORM FOR DEDUCTION OF UNION DUES/SERVICE FEE OUT OF WAGES

I, _____, an employee of Kamehameha Schools (“KS”) voluntarily agree to have KS take out of my wages regular monthly dues as established by the Kamehameha Schools Faculty Association (“KSFA”) in accordance with its Constitution and Bylaws, or a regular monthly Service Fee not to exceed KSFA’s regular monthly dues for its members as certified to you in writing by KSFA, and to turn over to KSFA any and all such monies on the following conditions:

1. This authorization shall become effective upon the date set forth below and cannot be cancelled for a period of one year from this date or until the termination of the existing collective bargaining agreement between KS and KSFA, whichever occurs sooner, unless cancelled sooner as provided in Section 2 below.

2. I agree and direct that this authorization shall be irrevocable for successive periods of one year each, or for the period of each succeeding applicable collective bargaining agreement between KS and KSFA, whichever shall be shorter unless:

(a) I cancel this authorization by written notice to KS at any time or within ten days after the expiration of any such one year period; or

(b) In the case of the expiration of any applicable collective bargaining agreement between KS and KSFA during any such one year period, I cancel this authorization by written notice to KS at any time during the period following the expiration of the applicable collective bargaining agreement and ten days after the effective date of any new agreement.

3. This authorization is subject to sufficient wages being available to comply with all other required deductions and existing federal and state laws. This authorization shall be suspended during any period in which there is no collective bargaining agreement in effect between KS and KSFA. This authorization shall end if my employment with KS ends. This authorization is made pursuant to the provisions of Section 302(c) of the Labor Management Relations Act of 1947.

Date: _____ Employee Signature: _____

Mailing Address: _____

SS# _____

Receipt of the foregoing authorization is acknowledged:

Employer _____

Proactive Committee survey results

Survey item	Rank (5=high; 1=low)					
	5	4	3	2	1	0
T-shirt or jacket for dues-paying members.....	14	2	5	2	5	1
Recognize outstanding administrator	5	7	5	1	1	-2
Go to athletic/academic competitions with t-shirt or jacket to show support	5	7	4	5	1	-1
Scholarship for student and/or faculty member.....	13	5	6	0	3	0
Evening study help	3	2	4	4	5	0
Donate item to school with KSFA plaque	3	5	4	5	4	0
Ad in paper to congratulate seniors	2	5	2	4	4	1
Car wash to raise funds for scholarship, etc.	4	6	3	3	4	0

Faculty comments on survey items

Scholarships for students are already presented at awards assembly

I'm not interested in any of these!!! I'm not in favor of any more giving than I already do as a dedicated teacher. KS already does more than enough for its students and the beneficiaries need to start demonstrating an "attitude of gratitude," both while they're here as students and once they graduate and are members of the community-at-large.

[For a scholarship] faculty should have priority over students ... or maybe a child of a staff member. I think staff do enough already for KS students.

We did this in Oregon (scholarship) — for a student who aspired to be a teacher.

Sponsor a dunk tank (administrators on the seat).

Sell malasadas.

Bake sale

Valentines Day (Feb)

Inspirational t-shirts — teachers touch the future

(malama)

There's always a cookbook.

Give dictionary/thesaurus set to honor roll students at the end of the year (K-6).

I believe the best PR we can generate is to be good teachers.

Scholarship for partial payment of a staff-development activity for a faculty member, such as a special class or conference

Workshops to promote faculty well-being, such as classes on meditation, yoga, weight-loss, walking groups, etc.

I still have what I wrote up for a scholarship. If

Internal Audit Report	
Treasurer's reports to 10/4/00	
	\$47,868.90 (checking)
	27,631.99 (1st Hwn CD)
TOTAL	\$75,500.89
	— <i>Moana Leong, unit KES</i>

(Survey results, continued from page 7)

- you want, see me.
- Nylon windbreaker w/Kamehameha logo
- Create a comfortable study area for students under monkey pod tree along the drive to the principal's office (Smith).
- I'm not in favor of any of these if you are planning to use funds from our dues. If they are optional I would still not choose to participate — to me these are Nā Kumu stuff and are not union activities. Teachers do not need to be giving scholarships, plaques, etc.
- Sick leave/medical fund for faculty members
- Other fund raisers (ex: candy, mitsukan, chicken, etc ...)

(Three R's, continued from page 1)

ultimately would have resulted in a schedule where teachers reached the top pay rate in their 20th year of service. The administration agreed with our arguments in support of compression but made no promises regarding future contracts.

Our five part benefits proposal: 1) Increase the retirement formula from 1.4% to 2%, 2) Establish a 403(B) \$500 matching incentive 3) Implement a retirement medical stipend 4) Establish an Early Retirement Incentive Program, and 5) Establish of a Retirement Fund Oversight Board with a KSFA representative) received many favorable comments from the other side, but few specific counter arguments and only one counter proposal. The Administration agreed to convene a Benefits Advisory Committee by Dec 31, 2000.

One of the most interesting aspects of last year's negotiations was that while KSFA represented only about 20% of the KS full-time labor population (and approximately 10% of the operating budget), it was clear that we were negotiating the salary for all A schedule employees (including department heads and outer island teachers) and that the whole KS organization was watching. So while we were costing our proposals based on a membership of 235 people, the other side was translating the cost based on a much larger population. As KS has one benefits program for all its employees, any change to this program may affect the entire organization. The broad-based effect of an institution-wide benefits systems was no doubt an important factor in the administration's decision to opt for a one-year contract with no increase in benefit costs. In rejecting our benefits proposals, the administration noted that the Benefits Division had been working on many "exciting" (but not approved) revisions to their program. No detail of these revisions was revealed to us in spite of our questioning.

Several things have transpired since our last negotiations. The teacher shortage has not improved. The age-

- Three points for a service project (on a 1-5 scale)
- Regarding evening study help — don't we already have this at Midkiff?
- Regarding item #2 — instead of an administrator, recognize an outstanding person (unusual contribution).
- Regarding ad in paper — for what? KS already does graduation.
- Donate food and prepare meals for the homeless.
- Volunteer assistance to Hawaiian service agencies and/or community groups (e.g., literacy, alienated youths)
- At each KSFA meeting have a door prize of a round trip to a neighbor island.

ing faculty is a year older. The school expansion is progressing. The Benefits Advisory Committee has met three times, and we have three new trustees. One of the consequences of the teacher shortage is that the administration has expressed a reluctance to consider Early Retirement Program incentives. No longer do we hear the argument against the need to improve salaries and benefits so gleefully expressed by former KSBE Chief Negotiator Buddy McGuire two years ago (January 21, 1999) that there are "a plethora of applicants for every vacancy." One would suspect (and our last KSFA survey confirmed) that an ageing faculty placed great importance on retirement and medical benefits. However, school expansion with its requirement to attract and retain younger teachers might have different priorities. I was greatly encouraged when I learned that one of the first tasks of the Benefits Advisory Committee* would be to produce a survey that would measure the priorities of the entire KS population on various benefits and some exciting new alternatives. I anticipate the survey will be out in late January or early February and encourage all of you to participate. The Benefits Advisory Committee hopes to use your input to develop and recommend changes to the benefit program prior to the end of the school year. The committee and its survey will be the subject of later articles. Aloha.

(*NOTE: The Benefits Advisory Committee members are: Maryanne Inouye [Manager, Benefits Department], Carol Koza [Manager, Employee Relations], Lynn Liu [Benefits Administrator, Resource Person], Bill Follmer [KSFA, primary], Larry Mordan [KSFA, alternate], Rick Robinson [CIO group], Joyce Tamanaha [CLO group], Edwina Kawamoto [CFO group], Judy Layfield [CAO group], Ed Lapseley [A Schedule/non-KSFA], Tony LeBron [SR-E Staff], and Randy Hudgens [WG Staff].)

— Bill Follmer, Unit 9/10