

May  
2009

Published by  
UIC

Human Resources  
Office of  
Organizational  
Effectiveness

**INSIDE THIS ISSUE**

Employee  
Performance  
Management.....1

Increase: Minimum  
Wage Rate.....2

Revisions to  
University Policy:  
FMLA.....3

Extending Visiting  
Soft-Funded AP  
Appointments.....4

AP Search Job  
Postings.....4

A New Approach:  
Designating AP  
Positions.....5

UIC Executive  
Conference.....7

Special Programs  
Update.....8

## Employee Performance Management: UIC's Long-Term Success

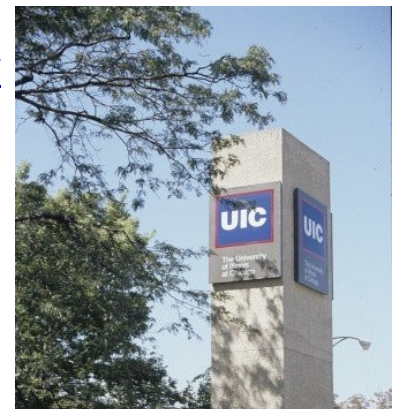
**Kim Morris Lee, Ph.D.**  
Director, Organizational Effectiveness

At the close of the Fiscal Year, there are countless discussions about organizational results achieved and necessary actions to achieve next year's target goals. As UIC's leadership continues to "firm-up" FY10 plans, employee performance considerations are critical. The goals that are defined in college, unit and campus-wide plans will only be realized through the efforts of UIC's workforce.

The Employee Performance Management Initiative is a focused plan spearheaded by UIC HR to provide Academic Professionals with an opportunity to realize their full potential in the workplace. This initiative includes multiple components: Employee Performance Review, Training, Leadership Development and Mentoring. During FY09, UIC HR focused on one component of the Initiative, defining and designing a comprehensive Employee Performance Review Process for Academic Professionals. The end-goal is to implement a "solid" Performance Review Process that will provide employees with a clear understanding of what's expected of them, actions that are required by them to met expectations, and how their workplace performance contributes to UIC's long-term success.

Many studies show that employees value clear, consistent feedback and acknowledgement that is often received through structured performance management systems. When administered properly, performance reviews may provide an anchor to motivate employees, as well as recognize and retain top performers.

To review detailed information about the UIC Employee Performance Review Process, visit the HR website <http://www.uic.edu/depts/hr/develop/index.shtml>. On the website, under the heading: **Employee Performance Management Initiative**, click the appropriate link to access performance review forms, job aids to assist with conducting performance reviews, and information about manager training designed as an overview session to introduce the new process and associated tools.





## Increase in the State's Minimum Wage Rate

A \$0.25 per hour increase to the **State of Illinois'** hourly minimum wage rate will take effect on July 1, 2009, pursuant to Public Act 94-1072. Adult employees (ages 18 and over) who are eligible to receive overtime (i.e. FLSA non-exempt) and do not receive tips as part of their pay are subject to this change. The new wage rates are listed below.

### State of Illinois - Minimum Wage Rate

*FLSA Non-Exempt, Non-Tipped Adult Employees - 18 years or older*

7/1/07 to 6/30/2008	7/1/08 to 6/30/2009	7/1/09 to 6/30/2010	On/After 7/1/2010
<b>\$7.50</b>	<b>\$7.75</b>	<b>\$8.00</b>	<b>\$8.25</b>

<http://www.state.il.us/Agency/idol/Facts/mw.htm>

The University has conducted a review and will be taking the appropriate steps to ensure that eligible employees are paid at least the new minimum wage rate as of July 1, 2009. If you have any questions, please contact your immediate supervisor or HR Compensation at 312-996-3729.

## Revisions to University Policy: FMLA



**Submitted by:** Maureen M. Parks, Assistant Vice President, University Human Resources

At their meeting on March 11, 2009, the Board of Trustees amended the University Policy on Family and Medical Leave. The policy was amended to reflect changes to the federal Family and Medical Leave Act that were effective on January 16, 2009.

Correspondingly, University Human Resources approved revisions to Civil Service Policy and Rules as follows:

- Regulation 10.014, Family and Medical Leave
- Rule 11.07, Family and Medical Leave
- Regulations 11.071 to 11.080, Family and Medical Leave

Changes to these policies affect all University employees eligible for Family and Medical Leave benefits.

More information can be obtained by reviewing the policy changes in their entirety or contacting your campus/central Human Resources Office. Policy changes can be viewed in NESSIE at [https://nessie.uihr.uillinois.edu/cf/leave/index.cfm?Item\\_id=1288&rlink=1194](https://nessie.uihr.uillinois.edu/cf/leave/index.cfm?Item_id=1288&rlink=1194).



## Extending Visiting Soft-Funded AP Appointments

In March 2009, U of I Board Chair Niranjan Shah stated university faculty leaders and staff, with the support of the Board of Trustees and other university leaders, are working to secure additional research funding through the federal budget and the federal economic stimulus package enacted by Congress and signed by President Barack Obama.

Shah said, "[i]t is crucial that the faculty receive funding for its research and that we as a board do all we can to provide the best facilities for research and scholarship."

In support of the research opportunities enabled by the federal economic stimulus package, the UIC Office for Access and Equity (OAE) is extending the three-year term limit to five years for those contract/grant (soft-funded) visiting positions requiring a five-year commitment. This change in policy for contract/grant funding does not apply to state-funded visiting positions which remain at a three-year term limit.

Please feel free to contact OAE at 6-8670 if you have any questions.

**Caryn Bills**

## AP Search Job Postings

The Office for Access and Equity (OAE) has shortened internal academic searches to two weeks following the job posting. External academic searches remain at a minimum of three weeks following the job posting.

Upon approval of the Position Notice by OAE, a search could take as little as two weeks for an internal-only search or three weeks for an external search (open to both external and internal applicants) or as long as one year (from the last date of advertisement).

The search starts when OAE approves the Position Notice. Once the search is opened and the job is posted on the Employment Center, applications may be considered. In addition, candidates may be solicited or added to the pool for consideration by nomination.

In job postings, announcements, and other recruitment texts, additional and more persuasive language about the University's commitment to equal opportunity and diversity is encouraged. Recruitment efforts for any position should result in a diverse applicant pool.

OAE professional staff will review and approve properly documented Position Notices and Search Process Summary forms in two to three working days of receipt.

In the near-future, OAE anticipates a quicker turn-around time when the Hire Touch Academic Applicant Tracking system will be implemented at UIC.

There is an Academic Search FAQ sheet posted on OAE's Web site at <http://www.uic.edu/depts/oea/FAQ.html>. For assistance with matters relating to search questions, please contact Joann Gras at 3-8388 or Vanessa Johnson-Davis at 6-5979. **Caryn Bills**

## A New Approach for Designating Academic Professional Positions at UIC

Academic Professionals (AP or AP's), like others, are an increasingly important employee group at UIC. While their work is essential in helping to achieve the University's mission and vision, the process by which employees are designated as Academic Professional needs improvement. This article will provide an overview of the planned changes while articulating the gains we hope to achieve as a result.

### **Background**

The legislation that created the State Universities Civil Service System (SUCSS or Civil Service System) in 1952 dictates that ***all*** non-teaching positions within the State of Illinois Universities and other applicable State agencies are subject to classification as Civil Service ***except*** those that are specifically exempted from the Act. The positions eligible for exemption are referred to as Principal Administrative Appointments (PAA) and are summarized as follows:

- Merit Board and the U of IL Board of Trustees  
***36e(1) exemption category***
- President and Vice Presidents  
***36e(2) exemption category***
- Other principal administrative employees (e.g. Vice Chancellor, Academic Professionals)  
***36e(3) exemption category***
- Teaching, Research and Faculty Extenders  
***36e(4) exemption category***
- Student employees  
***36e (5) exemption category***

UIC has been granted the authority by the Civil Service System to exempt positions in three categories (i.e. 36e3, 36e4 and 36e5). As such, we have a responsibility to protect this authority by ensuring that the most effective and efficient processes are in place for proper exemption of Academic Professionals from Civil Service. Even with our ability to exempt positions, we are still subject to oversight by Civil Service System Office to ensure that exemptions and general personnel practices and procedures are appropriate. Therefore, the Civil Service Office conducts broad-based audits of the State Universities' personnel practices and procedures biennially.

Recent audits have not been favorable and increasingly criticize UIC's processes for establishing and managing Academic Professional positions. *(Continued on page 6)*

## A New Approach for Designating Academic Professional Positions at UIC *(continued from page 5)*

### ***Planned Improvements (New Job Model, New Process)***

Today, at UIC, the job definition and exemption authorization processes operate substantially at the unit level. That is, jobs are created, titled, documented and approved by Colleges or Administrative Units, while formal approval to exempt the job as AP is held at the Campus HR level.

From a process standpoint, requests for AP exemption are submitted via the Principal Administrative Position Exemption (PAPE) **form** given that its original intent was to document the rationale for position exemption. UIC's purpose for the form expanded, gave way to a more convoluted process and now serves as the mechanism for position exemption, employment requisitioning and job documentation. In fact, an emphasis on the form has increased focusing only on the general explanation of duties, experience requirements, and pay ranges. From a job definition standpoint, UIC's current AP job model, for example, makes it difficult to determine with any certainty if jobs that have similar titles or duties are actually the same or different. That is, it cannot be determined if the dimensions that make up those jobs (e.g. skill, risk, and responsibility levels, working conditions, etc) are the same or different based on current titling conventions and documentation provided by the PAPE.

Given these drawbacks, UICHR is setting forth a new strategy that emphasizes appropriately defining Academic Professional jobs and establishing the appropriate processes. A major element of this new strategy entails the development of a new job model with an improved method for defining, titling, documenting and evaluating jobs. As a result, it will be possible for Academic Professionals to:

- have clearly defined roles and responsibilities with appropriate titles that reflect the work performed
- participate in setting clear, reasonable performance expectations and performance reviews
- understand the value of their roles and the concepts that drive pay decisions
- understand the relationship between their jobs and others so that promotional opportunities are more apparent and participation in career planning and succession planning exercises is possible

Additionally, the new job model will enable UIC overall to:

- improve its ability to attract and retain talented employees
- improve compliance with external regulatory requirements
- establish internal policies and pay practices that are consistent and explainable

### ***Implementation Timeframe***

We are in the beginning stages of making these improvements and over the next several months you will receive more information with regard to specifics. You may contact the UICHR Compensation Office at 312-355-4330 with questions.

## First UIC Executive Conference

In an effort to address concerns raised by the current economic crisis, the UIC Chancellor and Vice Chancellors convened a conference for its leadership team focused on strategic approaches to make executive decisions during a financial crisis. The Executive Conference 2009 was designed to provide insight and define action that leaders need to take to manage operations while reducing cost and keeping employees engaged to achieve UIC's defined goals.

The full day conference included a State of the Campus Address from Provost Tanner and a panel discussion with external executives in the morning. Mid-afternoon concurrent sessions focused on Finance Strategies in an Economic Downturn, Rightsizing at UIC, and Employee Engagement for Long-term Success. Paula Allen-Meares, UIC Chancellor addressed conference attendees with closing remarks.

In general, the conference program was well received. The majority of conference attendees reported information shared during the conference will be considered to manage operations in their college or unit.

To review conference presentations, video clips and photos, visit <http://executiveconference.uic.edu>.





## Special Programs Update

**Awards of Merit:** Nominations are being accepted for the 2009 Awards of Merit. The UIC Award of Merit, a university-wide honor, is available to all UIC campus staff members who exhibit service, commitment, and dedication. Recipients of this prestigious award will receive \$2,500, as well as a memento commemorating their achievement.

Nomination forms must be submitted to the Dean or Director of the respective unit and then to the unit's Vice Chancellor or the Chancellor. For additional information and nomination forms, please visit [http://www.uic.edu/depts/hr/Special\\_Programs/departments.shtml](http://www.uic.edu/depts/hr/Special_Programs/departments.shtml).

In order to be eligible, the Academic Professional and Support Staff nominated must work at least 50% time and have been employed at UIC for at least three years.

**Service Recognition:** Service Recognition lists will be distributed to the colleges/units HR Representative for review this week. Submit an "approved" list to Dana Poncher by June 8, 2009 including changes and additions.

UIC Human Resources is currently revising the Service Recognition policy. The revised policy will communicate the guidelines of the program and will be shared with the HR Representatives.

Certificates and service awards will be available for pick-up on **Thursday, November 5<sup>th</sup>**. This year, the employee designated to pick-up the unit's certificates and awards will provide a signature to acknowledge the receipt of the certificates and gifts designated to the college/unit. In addition, Human Resources will replace lost certificates and gifts at a **cost to the college/unit**.

**Retirement Planning Conference:** The Retirement Planning Conference will be held on **May 30, 2009**. This FREE conference will include a panel of recent retirees, as well as informational sessions led by representatives from UIC Benefits, SURS, retirement plan advisors, retirement counselors and more. Conference registration is now closed.

**Employee Recognition Month:** November is Employee Recognition Month. This year's theme is "*Celebrating Employees at UIC*." For additional information, please visit [http://www.uic.edu/depts/hr/Special\\_Programs/departments.shtml](http://www.uic.edu/depts/hr/Special_Programs/departments.shtml).

For questions, please contact Dana Poncher at 3-2960 or [dponcher@uillinois.edu](mailto:dponcher@uillinois.edu).





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Labor & Employee Relations	x5-3055
Organizational Effectiveness	x5-5504
Recruitment/Staffing	x6-0840

This newsletter is a bi-monthly publication from UIC HR, Organizational Effectiveness.

Information for this publication related to Human Capital operations in general, or UIC HR specific policies and procedures is received from HR professionals campus-wide.

Please send suggestions, requests to publish articles, and HR policy/procedure updates or reminders to Organizational Effectiveness at [OE@uillinois.edu](mailto:OE@uillinois.edu).

