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## Focusing on Leadership Development

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

As a proactive position is taken by UIC HR to prepare UIC employees to achieve EXCELLENCE in management roles, Organizational Effectiveness is creating leadership training and experiences aimed at developing **leadership skills** and **competencies**, as well as building a knowledge base required to help UIC achieve its goals.

There is continued debate about the need for Leadership Development in organizations. Many believe, "leaders are born, not made." There is evidence, however, to support a different position. Some skills required to be an effective leader can be developed. For example, communication and problem solving skills are critical leadership competencies that are developed continuously. The most effective leaders continue to hone these necessary skills to function in roles of increasing responsibility throughout a career.

Even if your career plans do not include "management," certain leadership qualities and skills are needed to excel in any organization, in any role. On the flip-side, should you be in a management role currently, or aspire to function in such a role in the future, consistent leadership training from supervisor and manager to executive levels is necessary for effective job performance.

In many instances, successful "technical" people are placed in roles with leadership requirements without being prepared. The best computer "specialist" is given a management role, or the best facilities "operator" is made Supervisor. It is hard to believe that people untrained in Civil Engineering would be allowed to design and build a major bridge or highway; or that any of us would knowingly consent to have a surgical procedure with the person performing the operation not having a medical degree or surgical training. *(Continued on page 2)*



## Focusing on Leadership Development

*(continued from page 1)*

Yet, in many organizations, management and supervisory positions are filled with very competent “technical” people who have little preparation for management or supervisory duties.

As UIC HR moves forward to create learning experiences that will prepare managers and supervisors to “do their job” better, training opportunities will be provided as part of the **Administrative Leadership Development Program**. The first course in this Program, **Leadership Essentials**, was rolled-out in September 2009 and will be offered on a monthly basis. This is a two-day session packed with information for new managers and supervisors about managing people at UIC, including a full day focused on **review and application** of UIC HR policies and procedures.

For more information about Leadership Essentials and the Administrative Leadership Development Program, visit the MyCareer website at <http://mycareer.uic.edu>.

## Positive Time Reporting (PTR) Reminder

December 13, 2009 is the date that the UIC campus will begin complying with The State Officials and Employees Ethics Act (SOEEA) and The University Reporting Policy for SOEEA. The University Reporting Policy requires that all Academic Professionals (APs) and Exempt Civil Service (not eligible for overtime) employees will report each week the total number of hours spent each day on official University business, to the nearest quarter hour, on an on-line reporting tool. A successful UIC pilot program was implemented with campus UICHR on October 18, 2009.

It is important to remember that SOEEA does not require employees to record their specific work activities, only the total number of hours spent on University business each day, including evening and weekend hours. Also, this time reporting requirement is separate from, and in addition to, other University reporting requirements and obligations. Therefore, PTR has no relationships with vacation/sick, payroll, or grants and contracts time reporting. The University will monitor compliance with this policy through ongoing internal and external audits.

UICHR will be distributing a communication to all campus AP's and Civil Service exempt employees (other than UICHR employees) in mid November to again describe the purpose for Positive Time Reporting, how to locate sample reports, how to access the actual reporting tool, and the implementation date. Other communications will follow in early December and on the 1<sup>st</sup> Monday that reporting of hours will be required.

Questions concerning the University Reporting Policy can be directed to Russ Dickow, UICHR, at [rdickow@uic.edu](mailto:rdickow@uic.edu).

## The Civil Service Audit and UIC Compliance Plan

**To:** All UIC Employees  
**From:** Paula Allen-Meares, Chancellor  
R. Michael Tanner, Provost and Vice Chancellor for Academic Affairs  
John DeNardo, CEO, Healthcare System  
John Loya, Vice Chancellor for Human Resources  
**Date:** 11/17/09  
**Re:** Civil Service Audit and Compliance Plan

This is to notify you of some potential changes in workforce classifications at UIC. The process of review and implementation will require the timely cooperation of many people across campus. We wanted to share with you the background and explain the process.

UIC is one of the many public universities in Illinois that falls under the auspices of the State Universities Civil Service System (SUCSS). SUCSS was established in 1952 by the General Assembly and part of the Civil Service legislation provides that all jobs within the state's public universities are presumed to be Civil Service unless they are specifically exempted.

Jobs that are exempted from Civil Service coverage fall under one of the following categories:

- Members of the Merit Board and Boards of Trustees
- Presidents of the State's Universities
- Chancellors and Vice Chancellors at each Campus
- Principal Administrative Appointments (i.e. jobs properly classified as "academic professionals")
- Faculty and Research Extender Positions
- Student workers

In addition to its faculty, UIC has many Civil Service employees who work in important jobs that span the entire campus. Likewise, many other employees serve the campus in Academic Professional (AP) positions. Every day, employees in all categories carry out their responsibilities with dedication and distinction.

To ensure compliance with the Civil Service legislation, SUCSS conducts audits of the state public universities' employment policies, practices and procedures every two years. In recent audits of randomly selected jobs at UIC (including job descriptions review and employee interviews), the SUCSS auditor determined that while many jobs were correctly classified as APs, twenty-four were not appropriately classified as AP and required conversion to Civil Service, and that others were questionable as AP positions.

In light of this finding, the campus is required to convert the twenty-four jobs identified by SUCSS as having been classified as Academic Professional in error to appropriate Civil Service classifications. These immediate conversions have now mostly occurred.

The campus has also committed to evaluating all Academic Professional positions, creating job descriptions for each, and establishing related position management processes. The position evaluation and job description development process will be a major undertaking with an imperative for completion as soon as practicable. As such, we look to all Academic Professionals and their supervisors for their full cooperation, support, and patience.

This is the first of a series of communications that will be issued regarding the audit and compliance plan to keep the entire campus informed. If there are questions about this compliance plan, contact Aniese Lemond, Director of Compensation, at 355.4330 or [alemond@uic.edu](mailto:alemond@uic.edu).



## FLSA — The “Overtime Law” and a Lot More

This issue is the first in a series of articles dedicated to helping UIC’s Managers and Employees better understand the federal law entitled the Fair Labor Standard Act.

The Fair Labor Standard Act (“FLSA” or “the Act”) governs minimum wage, hours worked, salary deductions, overtime, recordkeeping, and child labor requirements/restrictions. It was passed by the United States’ Congress in 1938, and has been amended several times with the most recent changes occurring in 2005. The FLSA covers enterprises with at least 2 employees and at least \$500,000 generated in business. The Act applies to hospitals, businesses providing medical or nursing care for residents, schools, preschools and government agencies regardless of dollar amount. As a general rule, almost every employee in the U.S. is covered by the FLSA which ends being more than 130 million workers.

The purpose of the FLSA is to articulate that there are differences between persons who are employed in exempt (not subject to overtime) and non-exempt (subject to overtime) roles; and these differences must be acknowledged and handled appropriately within organizations.

Exemption from the FLSA is determined by comparing an employee’s work functions and pay to the two sets of exemption criteria outlined in the Act. The first exemption criterion involves the employee’s pay that includes the basis and the amount. Exempt employees must be paid on a “salary basis” which means that the employee regularly receives a predetermined amount of compensation each pay period, regardless of any variation in the quality or quantity of their work. With limited exceptions, exempt employees must receive their full salary for any week in which they perform any work, without regard to the number of days or hours worked. Non-exempt employees, on the other hand, are paid by the hour for each hour worked.

The second exemption criterion requires an assessment of duties (not job titles as they -- alone-- are not sufficient indicators). Exempt employees must perform certain duties to be appropriately exempted from the Act. Each of these categories has a specific set of criteria that must be met.

*(Continued on page 5)*

## FLSA — The “Overtime Law” and a Lot More *(continued from page 4)*

Here are frequently asked questions regarding exemption from the FLSA.

**Q:** Are there any specific jobs that are considered exempt?

**A:** Yes, such as:

- *Executive:* management of the enterprise or recognized department/division; customarily and regularly directs the work of 2 or more; has authority to hire, fire, or has a weighty recommendation.
- *Administrative:* performs office or non-manual work directly related to the management or general business operations; exercises discretion and independent judgment in matters of significance.
- *Learned Professionals:* perform work requiring advanced knowledge in a field of science or learning customarily acquired by a prolonged course of specialized intellectual instruction.
- *Creative Professionals:* perform work requiring invention, imagination, originality, or talent in a recognized field of artistic or creative endeavor (performing artists).
- *Computer:* application of systems analysis techniques and procedures, including consulting with users to determine hardware, software or system function applications; design, development documentation, analysis, creation, testing or modification of:
  - \* computer systems based on user or design specifications
  - \* programs related to machine operations systems
  - \* combination of both, the performance of which requires same skill.This does not include Help Desk functions or trouble-shooters, instead it relates to higher level of analysis and design.
- *Outside Sales:* makes sales or obtains orders or contracts for services for the use of facilities for which a consideration will be paid by the customer.

**Q:** If an employee’s job duties meet the exemption criteria, can you still choose to classify him as non-exempt and pay him hourly with overtime?

**A:** Yes, you can classify an employee as hourly and pay the employee overtime even if his job duties could otherwise pass the exemption test.

For more questions about exemption from the FLSA, please contact Anniese Lemond, 312-355-4330.

The next article will focus on **Overtime**.

## HR Service Center aka Academic HR Records

The “HR Service Center” formerly known as “Academic Human Resources/Records” maintains the official files of UIC employees (academic professional and civil service) and appointees (graduate students). Information housed in the HR Service Center serves as a source for verifying eligibility for such benefits as leaves and tuition waivers. It is the final reviewer of appointment processing to Payroll and determines both accuracy of the appointment terms and eligibility for such benefits as retirement and insurance. The HR Service Center interacts with agencies such as the Board of Trustees, State Universities Retirement System, Unemployment Compensation, Workers' Compensation, and other institutions to confirm and coordinate work history. General academic professional HR policy questions and/or concerns should now be directed to the Director of Talent Acquisition & Management and academic professional notice rights questions and/or concerns should be directed to Labor & Employee Relations.

We have had some staffing changes, but please let us know how we can assist you. Contact Us:

	Name	Email	Phone
<b>Associate Director, HR Service Center</b>	Roseanda Police Hall	<a href="mailto:rpolice@uic.edu">rpolice@uic.edu</a>	6-0845
<b>Academic Professional Processing</b>	Odell Richmond Graciela Pena	<a href="mailto:odell@uic.edu">odell@uic.edu</a> <a href="mailto:graciep@uic.edu">graciep@uic.edu</a>	6-6356 6-7606
<b>Academic Professional Separation Processing</b>	Graciela Pena Odell Richmond	<a href="mailto:graciep@uic.edu">graciep@uic.edu</a> <a href="mailto:odell@uic.edu">odell@uic.edu</a>	6-7606 6-6356
<b>Civil Service Processing/ Separations</b>	Evelyn Cermeno Shelissa Rodriguez	<a href="mailto:ecermeno@uic.edu">ecermeno@uic.edu</a> <a href="mailto:Shelissa@uic.edu">Shelissa@uic.edu</a>	6-6298 6-8932
<b>Civil Service Leave Processing</b>	Shelissa Rodriguez Evelyn Cermeno	<a href="mailto:shelissa@uic.edu">shelissa@uic.edu</a> <a href="mailto:ecermeno@uic.edu">ecermeno@uic.edu</a>	6-8932 6-6298
<b>Medical Center Leave Processing</b>	Ashley Sefcik Elaine Olszewski	<a href="mailto:asefc1@uic.edu">asefc1@uic.edu</a> <a href="mailto:elaineo@uic.edu">elaineo@uic.edu</a>	6-3750 6-5021
<b>Graduate Assistant Processing</b>	Melinda Rodriguez Graciela Pena	<a href="mailto:mrodri24@uic.edu">mrodri24@uic.edu</a> <a href="mailto:graciep@uic.edu">graciep@uic.edu</a>	6-6358 6-7606
<b>Resident Processing</b>	Graciela Pena Odell Richmond	<a href="mailto:graciep@uic.edu">graciep@uic.edu</a> <a href="mailto:odell@uic.edu">odell@uic.edu</a>	6-7606 6-6356
<b>Tuition Waiver Processing</b>	MaryAnn Teal Debra Clark	<a href="mailto:teal@uic.edu">teal@uic.edu</a> <a href="mailto:debracl@uic.edu">debracl@uic.edu</a>	6-6355 6-0737
<b>Unemployment/SURS Processing</b>	Debra Clark Roseanda Police Hall	<a href="mailto:debracl@uic.edu">debracl@uic.edu</a> <a href="mailto:rpolice@uic.edu">rpolice@uic.edu</a>	6-0737 6-0845
<b>Employment Verification</b>	Current Employees Former Employees	Nessie/Personal Info Fax Request	Employee Verification 6-1803

## HR Service Center *(continued from page 6)*

Criminal Background & Sanction Check Processing is now part of the HR Service Center. Please refer to the January 2010 issue of HR eNews for more information.

NESSIE Employment Verification System link: [https://nessie.uihr.uillinois.edu/cf/info/index.cfm?Item\\_id=1076&rlink=1974](https://nessie.uihr.uillinois.edu/cf/info/index.cfm?Item_id=1076&rlink=1974).

**Please Note:** Employment Verifications, Tuition Waivers, and Employment/SURS Processing for Faculty should be directed to Faculty Affairs HR, [fahr@uic.edu](mailto:fahr@uic.edu), (312) 355-2412.

## E-Verify Update

E-Verify is an employment authorization process managed by the Social Security Administration and the Department of Homeland Security. As a recipient of certain federal funds we are required to comply with the E-Verify regulations. The goal of E-Verify is to both reduce the number of individuals who are reporting incorrect Social Security Numbers as well as prevent an unauthorized individual from working in the United States. E-Verify is accomplished through a web based system developed by the US government and utilizes the data provided on an employee's I9. E-Verify regulations became effective for the University as of September 8, 2009. We will begin the process of E-Verification once the University receives its first qualifying federal contract.

The University established a project team late in 2008 to both examine and prepare for E-Verify at the University. As a result, representatives from all three campuses and University Administration have met regularly to learn about E-Verify and prepare for its implementation. University Legal Counsel has advised the project team on the regulations and how best to prepare for implementation.

UIC Campus representatives from the project team have met with campus administration to outline issues and prepare for implementation. The E-Verify regulations require that certain aspects of E-Verify compliance be accomplished identically for the entire University. A core issue is whether to E-Verify all employees or only those who are paid through certain federal funds. The University's Administration will be concluding on this issue in the next few weeks as all the issues and impact on the University are considered.

As E-Verify is dependent upon an accurate and timely I9, there has been a review of current procedures and how to best comply with E-Verify regulations. We expect to bring about certain changes on the I9 process as the University decides on E-Verify implementation. Should you have any questions, please feel free to contact Jack McEnery (ext. 6-3581) [jmcenery@uic.edu](mailto:jmcenery@uic.edu), Arwa Naji (ext. 6-3130) [arwa@uic.edu](mailto:arwa@uic.edu) or Angela Yudt (ext. 5-2412) [ayudt@uic.edu](mailto:ayudt@uic.edu).



## UIC HR Advisory Memos

In November 2009, UIC HR published its first “UIC HR Advisory Memo”. This advisory memo focused on telecommuting in the event of a crisis on campus. UIC HR will use advisory memos in the future as a way to communicate advice to the campus when necessary. On occasion, the campus community seeks HR’s advice on issues that are not necessarily covered by a specific campus or university policy. UIC HR Advisory Memos will be distributed to appropriate groups (i.e., DDDH, UIC HR Advisory Council, UIC HR Practice Group, etc) as necessary.



## New/Revised Employment Postings

This message is of interest to all units and departments and requires timely action. Please prominently display the employment posters referenced below within your unit.

The University of Illinois is required to display two new/revised federal employment posters – (1) the new American Recovery and Reinvestment Act (ARRA) Whistleblower Rights poster, and (2) the revised Equal Employment Opportunity is the Law poster, both of which are described below. *Please note that a previous version of the EEO poster should already be on display, but must now be replaced with the November 2009 version.*

Printable versions of these required posters can be found on the University Human Resources website at <https://hr.uillinois.edu/PolicyCompliance/Legislation/Posters.cfm>. Please post these notices in a conspicuous place where employees can readily observe them. Please also take this opportunity to confirm that the other posters found on this web page are prominently displayed.

### **New American Recovery and Reinvestment Act (ARRA) Whistleblower Rights Poster**

As a recipient of Federal funds under the American Recovery and Reinvestment Act of 2009 (ARRA), the University is required to display the ARRA Whistleblower Rights Poster. This notice states that an employee who makes specified disclosures relating to possible fraud, waste and/or abuse of Recovery Act funds may not be discharged, demoted, or otherwise discriminated against.

### **Revised Equal Opportunity is the Law Poster**

The U.S. Equal Employment Opportunity Commission (EEOC) has revised its “Equal Employment Opportunity is the Law” poster to include information about the Genetic Information Nondiscrimination Act of 2008 (GINA). The GINA prohibits employers from discriminating against individual employees or job candidates on the basis of genetic conditions or predisposition to certain diseases.

Questions regarding employment postings should be directed to University Human Resources at [uihr@uillinois.edu](mailto:uihr@uillinois.edu).

# Employee Recognition Service Ceremony



The Employee Recognition Ceremony was held at the UIC Forum on Wednesday, November 4, 2009. The program, hosted by Chancellor Paula Allen-Mearns was followed by a reception honoring the Award of Merit winners, service recipients with 25, 30, 35, 40, 45 and 55 years of service, and several other campus awards. Over 950 UIC employees and their guests attended the event.



# UIC Campus Charitable Fund Drive

## The What is SECA?

Since 1983, the State and University Employees Combined Appeal (SECA) has generated funds to help those in need in our communities, nation and around the world. The fund drive provides an opportunity for State and University employees to contribute to the community at large.

## What is the benefit of a Payroll Deduction?

The SECA fund drive provides a singular, ethical, secure manner in which individuals can donate to the charitable cause of their choice.

- Payroll deduction allows you to make a meaningful gift over time through small contributions each pay period
- You manage your own philanthropy – you know when your deductions start and that you can stop them at any time
- Minimizes costs, maximizes the contribution
- Takes little effort
- Proven to increase individual gifts to a charity and the overall campaign four to five times over a given period

## Your donations to the UIC Campus Charitable Fund Drive (SECA):

- The feeling of **hunger** will be numbed – food shelters will be stocked with food;
- An exhilarating smile and a sense of accomplishment will be on the face of a **special needs athlete**;
- **Research** will continue to cure **terminal illnesses**;
- An **underprivileged child** will learn life skills and receive mentoring for a successful future;
- A lonely **senior citizen** will receive a ride to a doctor's appointment;
- You will **breathe easier** knowing funds are used for research to purify the air, land and water around us;

And thousands of other causes- **that reach your heart** – continue to bring real help to our world!

PLEASE GIVE –

Pledge forms: [http://www.uic.edu/depts/hr/Special\\_Programs/ccfd.shtml](http://www.uic.edu/depts/hr/Special_Programs/ccfd.shtml)





## Special Programs Update

**Campus Charitable Fund Drive is October 1 through December 1, 2009:** For program details, please visit [http://www.uic.edu/depts/hr/Special\\_Programs/departments.shtml](http://www.uic.edu/depts/hr/Special_Programs/departments.shtml).

We need your help promoting the fund drive. Consider a simple email to your staff with an attached pledge form for convenience.

### Did You Know...

- \$42 per month will pay for all the siding for one Habitat for Humanity home.
- \$21 per month will pay the moving costs to place a homeless family into permanent housing.
- \$8 per month will send one youth to a weekend leadership training retreat.
- \$4 per month will buy a box of Braille paper for a person who is blind.

### Pledging is as easy as 1, 2, 3...

1. Print the pledge form found online at [http://www.uic.edu/depts/hr/Special\\_Programs/departments.shtml](http://www.uic.edu/depts/hr/Special_Programs/departments.shtml)
2. Fill out the form and sign it
3. Fax (6-6807) or mail (m/c 897) the completed form by December 1<sup>st</sup>

**2009 Employee Recognition Month—November 2009:** Departments should host a service recognition ceremony during the Employee Recognition Month to acknowledge their service award recipients. Please review the Service Award Policy and/or contact Dana Poncher at [dponcher@uic.edu](mailto:dponcher@uic.edu) to address questions or concerns regarding service eligibility.

**Service Award Policy:** The Service Award policy has been updated. The policy can be viewed online at [http://www.uic.edu/depts/hr/relations/policies\\_procedures.shtml](http://www.uic.edu/depts/hr/relations/policies_procedures.shtml).

**Retirement Recognition Luncheon is on Wednesday, December 2, 2009:** Invitations have been sent to employees that retired during August 16, 2008 through August 15, 2009. Departments will be notified if one of their retirees will be attending the lunch in order to determine the department representative to attend the luncheon to acknowledge the retiree(s).

**Save the Date—Retirement Planning Conference is on April 24, 2010:** Details will follow in future HR eNews editions. To access materials from the May 2009 Retirement Planning Conference, please visit [http://www.uic.edu/depts/hr/Special\\_Programs/retirement\\_conf.shtml](http://www.uic.edu/depts/hr/Special_Programs/retirement_conf.shtml).

If you should have questions, please contact Dana Poncher at ext. 3-2960 or [dponcher@uillinois.edu](mailto:dponcher@uillinois.edu).

**Employee Recognition Month - November 2009 - *Celebrating Employees at UIC***



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Office of the Vice Chancellor	x5-5230
Business Services	x6-9306
Compensation	x5-4330
HRIS / Shared Services	x6-4849
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.

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

