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Leading, Communicating and Staying Focused on the Big Picture

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

While leadership styles may vary, a consistent message delivered about achieving results as a leader is ----Stay focused on the Big Picture. As taught by Steven Covey, the basic concept is to "begin with the end in mind." Doing this requires discipline in the best of times, and an enormous amount of fortitude, commitment and tenacity during challenging times.

It is human nature to seek protection in a storm. In the workplace, challenges that may make us feel like we are in the midst of a storm often make us consider employee competencies required to function during turbulence. Who has the talent to help us address the situation and implement a workable solution? What skills are needed to move us forward now and in the future? Essentially, the questions are about competence and competencies.

Competency in any organization is reflected by our ability to perform activities to the standards required by the role, using an appropriate mix of knowledge, skills and personal attributes. Throughout our career, to continue adding value in our place of employment, and remain competent, it is necessary to increase not only our knowledge, but also our understanding of how the knowledge can, or should be applied in the work environment for the good of the organization.

If you were to review rigorously constructed competency models across public and private organizations, "communication" is the competency which will be seen consistently. One point that most leaders in higher education and private corporations agree on is this: the most successful organizations are those with decision makers who understand the "big picture" and know how to deliver messages across all levels of the organization that are related to achieving the "end goal." *(Continued on page 2)*



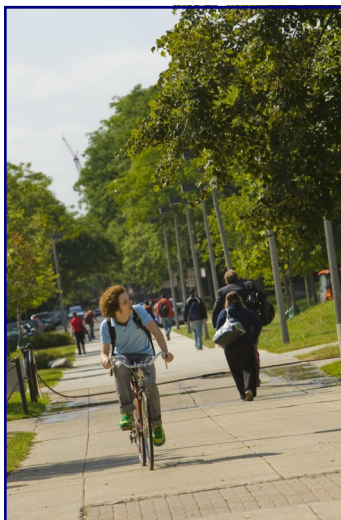
Leading, Communicating and Staying Focused on the Big Picture *(continued from page 1)*

As leaders across UIC Colleges and Administrative Units work to address concerns that will move the university forward and through our current challenges, it is clear that communication will remain central. In a recent white paper by Waggener Edstrom, a public relations company, key points about communicating during the financial crisis include:



- 1) **Stay focused on the long term.** This crisis will pass; and the global economy will continue on.
- 2) **Communicate more than ever with employees.** Constant and open dialogue between organization leaders and employees is essential during times of uncertainty.
- 3) **Use every communication channel.** It is important to move beyond (but not exclude) traditional media communications. The use of online and social communication tools open up new avenues for organizations to build communications bridges beyond mainstream press.
- 4) **Reflect authenticity.** Not just today, but every day.

In the near future, UIC HR will deliver training focused on communicating with employees during our current financial crisis. Details about this opportunity will be shared before the end of March. If you are interested in reviewing a book on the topic before this training is delivered, pick up *Crucial Conversations: Tools for Talking when the Stakes are High* by Kerry Patterson.



E-Verify Update

Jack McEnery
Director, HR Shared Services

In the November 2009 issue of HR eNews, an update was provided on E-Verify, and the steps the University is taking to comply. 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. The University was evaluating alternatives of E-Verifying all employees, or only those paid through certain federal contracts. In December 2009, we became aware of another option available to us: it is allowable to start with verifying fewer employees, and then at a later date of our choosing switch to the entire workforce option. **The University has decided to only E-Verify current employees and new hires paid from qualifying federal contracts at this time.** This decision was based on two issues:

1. Given the financial constraints facing the University a broad approach was not commensurate with available resources.
2. Given that the 180-day window for an entire workforce option was inching closer to including the summer break when many people (9 month faculty, student employees, and others) would be off campus and unavailable to be E-Verified, much consideration was given to this new option.

On February 23, the University executed its first federal contract that contains the E-Verify clause. This contract was for the Urbana Campus and does not include Chicago or Springfield. In the short-term, we will be working with Grants and Contracts regarding a process which will identify new and/or renewed federal contracts containing the E-Verify clause for Chicago.

We had considered changing the processing of I9s to coincide with a more centralized approach for completing E-Verify. (Student Employment will continue to centrally do I9s for Student employees). Given that the numbers of employees initially subject to E-Verify will be small, for time being I9s will continue to be completed through the respective college/unit. We will provide another update as information becomes available. Meanwhile please feel free to direct your questions to Jack McEnery (ext. 6-3581) jmcenery@uic.edu, Arwa Naji (ext, 6-3130) arwa@uic.edu or Amira Ghadeer (ext. 5-2412) amira@uic.edu.



UIC's Job Analysis Initiative

Anniese Lemond
Director, Compensation

In January of this year, UICHR began conducting Campus-wide job analyses for all Academic Professional jobs at UIC. This communication, like those that have come before and those that will follow, serve to keep you informed about this important activity.

The Goals of the Job Analysis Process at UIC:

While new to UIC, the concept of job analysis (*i.e. the systematic study of work in an organization to identify the observable duties and responsibilities, as well as the knowledge, skills and abilities required to perform a particular task or group of tasks*) is not new. Thousands of organizations of all sizes, types and various geographies have implemented some form of job analysis. In fact, many well-established organizations are “returning to the basics” of job definition to ensure the appropriate degree of objectivity and consistency exists when documenting the level and nature of work performed.

Initially, the need to conduct the analysis at UIC resulted from the most recent findings contained in the audit report from the State Universities Civil Service System. The auditor found that some jobs were inappropriately classified as Academic Professional because there were substantially similar classifications within the Civil Service Class Plan. However, while there could potentially be changes in classifications for some AP employees as a result of this process, the reasons for conducting such an extensive job analysis go well beyond audit compliance. In the short term, we will be able to support many of the current AP classifications with well defined and documented jobs. In the longer term, the information gained from these analyses creates the foundation for establishing compensation programs, career development, promotional and training opportunities for Academic Professional job holders.

As with other issues currently facing UIC, this is the new reality. As communicated by our Chancellor, “the job analysis 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”.

The Process and Expected Outcomes:

Following are the three major components to consider in the job analysis process:

1. **Data collection** (i.e. the gathering of job information, duties, skills, educational levels, etc. from the job holders and Managers).
2. **Job design/redesign and/or restructure** (e.g. the review and assessment of job content, consolidation of substantially like jobs, enlargement or enrichment of job duties, determination of classification, job level, etc.)
3. **Documentation of job content** (i.e. the creation of job descriptions and job library)

(Continued on page 5)

UIC's Job Analysis Initiative *(continued from page 4)*

Data collection occurs first and in two steps. Each eligible job holder will receive a short pre-interview questionnaire (PIQ) that is designed to gain summary job duty information. The PIQ will be followed by a face-to-face interview with each job holder (accompanied by the employee's manager) designed to drill down into specific job duties as well as how the job is performed.

Once job data is collected there will be a review period. During this time, an assessment of the job (e.g. job duties, what skills and competencies are needed to perform the work, appropriateness of current classification, etc.) will be made. As UIC Managers, you have an obligation to ensure that business processes are supported with the right type and level of jobs to ensure that organizational, unit, and department goals are accomplished. Therefore, if a job is preliminarily determined to be misclassified as Academic Professional, analysts trained in the discipline of job analysis, design and evaluation within UICHR will work in consultation with the UIC Managers to ensure that jobs are appropriately designed to meet business needs and are documented appropriately. ***Academic Professional employees will not be transitioned to Civil Service classifications without the review and consultation portions of the process being completed.***

At the conclusion of the data collection and review phases for each section (i.e. Administrative Unit, College) the jobs analyzed will be documented via preliminary job descriptions. These job descriptions are considered preliminary because while they will contain the "core" responsibilities they only represent the jobs for that particular College or Administrative Unit. As more colleges and units are completed, the job descriptions will be enriched as necessary and finalized.

The Timeframe:

It will take several months to complete the job analyses for each eligible Academic Professional job; however, they will be sequenced as follows:

- UIC Administrative Units and other jobs contested by the Civil Service during the recent audit
- East Side Colleges
- West Side Colleges and the Medical Center, and finally
- University Administration that are located on the Chicago Campus

As we concentrate on the respective units, we will especially focus on jobs with titles of Executive Director, Director, Associate Director, Assistant Director, Coordinator, Assistant To and Specialist. If an employee in one of the above titles has a faculty appointment (in addition to the Academic Professional one) that employee will not participate in this job analysis process.

The Human Resources contacts in the Colleges and Administrative Units, each Academic Professional employee and his/her supervisors will receive specific information regarding the timing of the pre-interview questionnaire and the interview well in advance of implementation for the section.

If there are questions about the job analysis and job description process contact Anniese Lemond, Director of Compensation, alemond@uic.edu or visit the [UICHR website](#) where you find more detailed information (for example, FAQ's).

New Applicant Tracking System

Ken Scott
Manager, HRIS

Coming in May, UIC will complete a year-long project on the Hire-Touch system. This applicant tracking system will replace some of the current system functionality in DART. HireTouch will enable hiring managers to view applications, resumes, curriculum vita, and references and streamline the search process by giving units the ability to share information with search team members. The system will be implemented for all searches which involve academic professionals, faculty, graduate assistants (excluding RA's or TA's), and civil service.



System training will occur for each college or unit's designated search coordinator or search coordinator-designee at the end of March. We currently have four training sessions planned over a two-day period for your schedule flexibility. It is the expectation, that search coordinators (or the search coordinator-designee) will then share the information with all potential users such as: hiring managers, approvers, and search committee members.

HireTouch will automate some of the search steps and eliminate some of the manual steps involved with searches, such as emailing documents to decision makers, search committee members and applicants. Users will have one system that will allow them to route forms for approvals such as the Office for Access and Equity (OAE), view correspondence sent to applicants, submit job postings automatically following OAE approval, and a document repository for all required applicant documents. As part of the application process, applicants will submit their EEO information without leaving the HireTouch system.

If you have any questions, please contact the UICHR HRIS group at UICHRHRIS@uillinois.edu.



Non-Employee Union Representatives' Visits to UIC Facilities

Stephen Katz

Visiting Associate Director, Labor and Employee Relations

Recently, the campus has experienced a number of situations where business agents for unions that represent UIC employee bargaining units have visited campus work locations and engaged in communications with employees who may or may not be in their respective bargaining units.

UIC's collective bargaining agreements and University Civil Service "Policy and Rules", while allowing such visits for the investigation of contract compliance and the adjustment of grievances, require that union representatives who are not University employees must follow procedures designed to provide advance notice to work units of such visits so University operations are not negatively impacted and employees' work is not unduly interrupted.

Non-employee union representatives are required to contact the UIC Labor & Employee Relations Department as far in advance of a planned visit as possible. At that time, the union representative is to provide the date, time and location of the planned visit and the name of the union representative involved. Labor & Employee Relations will then contact the work unit to provide notice of the planned visit and ascertain whether there are any concerns in the work unit that operations or employee work would be unduly impacted as a result of the visit at the time desired. If so, re-scheduling of the visit can be arranged at a more convenient time.

If a union representative arrives without the work unit having heard in advance from Labor & Employee Relations as noted above, the work unit supervisor/manager should contact Labor & Employee Relations for advice before permitting operations to be interrupted or employees pulled away from their work stations. Absent an affirmative response from Labor & Employee Relations that the union representative is permissible there, the work unit should cordially ask the union representative to contact Labor & Employee Relations in order to reschedule his/her visit because he/she failed to follow the required advance approval procedure.

Union representatives have been advised of this policy. Questions regarding this policy may be directed to Stephen Katz, Visiting Associate Director, Labor and Employee Relations at 312-355-5901.



Special Programs Update

Dana Poncher
Coordinator, Special Programs

UIC Retirement Planning Conference—Mark your Calendars—Saturday April 24, 2010:

UIC Human Resources, University Human Resources and the UIC Benefits Services are offering a FREE Retirement Planning Conference on April 24, 2010. Space is limited. The conference includes a series of presentations for University employees. Information will be provided by the following:

- Central Management Services (CMS)
- Fidelity Investments
- Laurence Kline, Hoogendoorn & Talbot LLP
- Social Security Administration
- State Universities Annuitants Association Chicago Chapter (SUAA)
- State Universities Retirement System (SURS)
- TIAA-CREF
- UIC Benefits Services
- UIC Retiree Panel

Registration is required to attend the event and is available in NESSIE. For additional information about the Retirement Planning Conference, visit the [Retirement Planning Conference](#) website or [NESSIE](#) to view descriptions of the seminars, the event schedule and online registration.

Retirement and Investment Plans—Information about the University's retirement and investment plans are provided on NESSIE or contact the UIC Benefits Services at 6-6471.

Upcoming Events—More details to come in future issues of HR eNews

Employee Recognition Month—November 2010—Celebrating Employees at UIC: The Employee Recognition Award Program will be held on November 3, 2010 at the UIC Forum. Additional information and exciting updates about the campus wide recognition event will be featured in the May HR eNews.

The Campus Charitable Fund Drive 2010 will run October 5th through December 6th: The 2009 UIC Campus Charitable Fund Drive resulted in approximately \$158,000 in pledges. This summer we will meet with the designated department representatives to discuss the pledge drive, contests and ideas for promoting participation at UIC this summer. In preparation, please designate a representative for each department or unit and send the designated representative contact information to dponcher@uic.edu or via fax at 6-6807 by April 28th.

The 2010 Retirement Luncheon will be held on Wednesday, December 1, 2010: The luncheon recognizes employees who retire between August 16, 2009 and August 15, 2010. Please capture the retiree's home email address in the exit interview for the Retirement Luncheon invitation.

If you should have questions, contact Dana Poncher at ext. 3-2960 or dponcher@uic.edu.

Employee Recognition Month - November 2010 - Celebrating Employees at UIC



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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.

