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High Performing Employees Helping UIC Achieve Defined Goals: Managers Lead the Way

Kim Morris Lee, Ph.D.

Director, Organizational Effectiveness

May through June is the designated timeframe to complete annual Employee Performance Evaluations at UIC. While targeting these months on an annual basis focuses managers and supervisors on a specific time to STOP and think about employee job related performance, it also promotes a culture of ‘form completion’ rather than employee development. The Performance Evaluation or Review is a small component of a process designed to guide employees in their day-to-day job efforts.

Employees need more than the feedback provided in the Annual Review to help UIC achieve “big picture” goals, become high performers and UIC’s leaders of tomorrow. Let’s be clear, discussions throughout the year about task completion, assignments, or progress towards goal achievement is a necessary component of employee performance management. How often do you find yourself assessing an individual that reports to you in your head, but instead of telling the individual what you think, you come up with an excuse to back off? You might think, eventually, somebody will let this person know about the performance improvement need. Consider this story about four people named Everybody, Somebody, Anybody, and Nobody.

There was an important job to be done and Everybody was asked to do it.

Everybody was sure Somebody would do it.

Anybody could have done it, but Nobody did it.

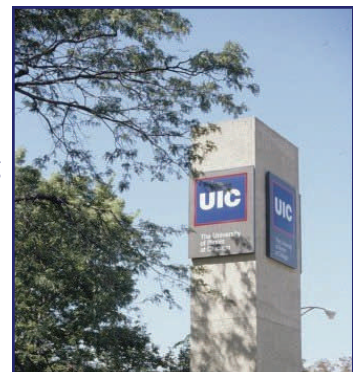
Somebody got angry about that because it was Everybody’s job.

Everybody thought Anybody could do it, but Nobody realized that Everybody wouldn’t do it.

It ended that Everybody blamed Somebody when Nobody did what Anybody could have done.

- Unknown

The next time you think you’re helping an employee by not sharing job performance information that you think may not be received well, think again, you’ll do much more good for the employee and UIC by offering advice for improvement. *(Continued on Page 2)*



High Performing Employees Helping UIC Achieve Defined Goals *(Continued from page 1)*

As a leader at UIC, you can support a culture of accountability for Employee Performance Management by being accountable for coaching and guiding individuals on your team. As you make a commitment to engage in behavior that supports the concept of developing high performing employees at UIC, keep in mind the need to:

1. Establish Expectations

Without expectations, managers and employees both end up frustrated and disappointed. It's important to clearly describe what "good" performance looks like, and what it does not look like.

2. Gain Commitment

Without commitment, you may get compliance – or even resistance. Don't assume you have someone's commitment just because you've discussed it with them. Watch out for phrases like "I'll try", or "I'll do my best." Ask for and listen to people's concerns. Help them overcome their obstacles, explain the benefits, and help them figure out what they need to achieve the goal. Ask: "Do I have your commitment?" And, "What needs to happen in order for you to commit to this?"

3. Inspect what you Expect

Following-up with employees shows you care, and you're there to help remove obstacles. Remember, **if employees think you do not care, they do not care what you think**. Inspecting employee's work provides an opportunity to give praise for progress towards a goal. If done consistently, it also helps to modify employee's behavior. In time, employees may learn how to provide progress reports proactively.

We have all kinds of competing priorities. Even with good intentions, it's easy for things to slip. Inspection and follow-up make sure the really important things don't "fall through the cracks."

4. Provide Feedback and Consequences

Feedback on a consistent basis provides guidance and opportunity to "course correct." If confirmed expectations are not being met, the employee needs to hear this from you, as well as how to get back on track. If expectations are being met or exceeded, this needs to be shared with the employee as well. If performance is below expectations consistently, you need to discuss consequences with the employee. Without consequences, there is no accountability.

Remembering the four points above and incorporating them in your day-to-day management style will help to build a culture of Employee Performance Management and committed High Performing Employees poised to help UIC achieve its goals.

Hire Touch Update

Ken Scott
Manager, HRIS

On Monday, June 7th, UIC will complete a year-long project on the HireTouch system. This applicant tracking system will replace some of the current system functionality in DART. HireTouch will enable users involved in the hiring process to view applications, resumes, curriculum vita, and references and streamline the search process by giving units the ability to share information with search committee members. The system will be implemented for all searches which involve academic professionals, faculty, graduate assistants (excluding RA's and TA's), and civil service.



System training will occur for each college or unit's designated search coordinator or unit's designated administrative user the first week of June. We currently have four training sessions planned over a two-day period for your schedule flexibility. Training will occur on Wednesday, June 2nd and Thursday, June 3rd. It is the expectation, that the users who attend training will then share the information with all potential users such as: Unit administrative users, approvers, hiring managers, 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.



Academic Vacation and Sick Leave (AVSL) Reporting

Roseanda Police Hall
Associate Director, HR Service Center

Angela Yudt
Director, Faculty Affairs HR

As a reminder, University policy requires that AVSL be reported twice a year, in May and in September. Units should be collecting AVSL usage from employees in preparation for the first 2010 reporting period. This is particularly important for those leave-eligible employees who may be leaving campus May 15, 2010.

Mass communications will NOT be sent to affected employees. Therefore, if you have not already begun to collect the information, you may wish to share the information below with your affected academic employees.

The two AVSL reporting periods will be: August 16, 2009 through May 15, 2010, and May 16, 2010 through August 15, 2010. Because the University must report its liability to the State in June, it is critical this report be done for both 9/12 and 12/12 month employees.

AVSL usage information should be entered into Banner beginning May 16, 2010 and no later than June 7, 2010 for the first reporting period.

Overview training sessions will be available in May. To register, go to <https://hrnet.uihr.uillinois.edu/dart-cf/sessions/index.cfm>. Resource materials are available in DART at https://hrnet.uihr.uillinois.edu/dart-cf/index.cfm?Item_id=2714.

Remember that your employees should report any leave taken in hours, keeping in mind that one full-time day equals eight hours. For example, if your full-time employee used 10 vacation days and 2 sick days, you would report 80 hours of vacation leave used and 16 hours of sick leave used. As a reminder, Academic employees who are not eligible for overtime should be reporting absences in half- and full-day increments only (except when leave is taken under the Family and Medical Leave Act). Absences in increments less than half- or full-days should not be charged against vacation or sick leave balances. Part-time and alternative schedule employees report absences as appropriate based on their schedule. Generally speaking, the employee reports either half-day or a full-day based on their scheduled hours for the day.

Please note: When an employee separates from the University, departments are requested to use the same process in order to bring leave balances current for payout purposes.

If you have any questions, please contact your campus Human Resources office.

Human Resources, Faculty Affairs, (312)355-2412 or fahr@uic.edu
Human Resources, HR Service Center (312) 413-3490 or HRSC@uillinois.edu



Summer 2010 Graduate Appointments

Roseanda Police Hall
Associate Director, HR Service Center

The following is information for processing summer 2010 graduate appointments:

- Use 5/16/10-8/15/10 dates **only**, no exceptions
 - Job cannot begin before 5/16 and must end by 8/15
 - Positions can have start and end dates in between the above two dates
- Use SM suffix on jobs
- Use position class codes CDSAA, CDSHA or CDSGA
- HR Front End transactions for Graduate reappointment **only** are applied at the College level
 - Other HR Front End transaction types such as New Hire, Add Job, etc. will be applied in Campus HR
- Graduate Assistants with GRAD ASST or GRAD TCH ASST titles and a total FTE between .25 and .67 are covered by GEO
 - Letter of Offer/Notice of Appointment is required
 - Template is found on the UIC HR website under HR Forms:
<http://www.uic.edu/depts/hr/quicklinks/hrforms/LOA.htm>
- Hiring Approval form is not required if the graduate assistant was employed in the Spring 2010 semester
 - Required for newly hired graduate assistants
- Verify that the graduate assistant's visa expiration date is current for the appointment period before initiating the HR Front End transaction
- Complete the Exception to Summer Limit form if
 - 1) The graduate assistant worked at least 50% during the proceeding fall and spring semesters **and**
 - 2) The summer earnings will exceed 2/9th at the 67% rate
 - Keep on file within the unit
 - Can be attached to the HR Front End transaction
 - Form found at:
http://www.uic.edu/depts/hr/quicklinks/hrforms/summer_appointment_exception.pdf
- Submit HR Front End separation transactions for those graduate assistants who have graduated

Graduate Assistant Processing Links:

- [Information for Graduate Assistantships and Graduate Hourly](#)
- [HR Front End Transaction – Graduate Reappointment](#)
- [Graduate Minima](#)

If you have any questions regarding graduate appointments contact Melinda Rodriguez at mrodri24@uic.edu.

Developing Job Descriptions for Academic Professionals at UIC

Anniese Lemond
Director, Compensation

Campus Human Resources has begun creating job descriptions for Academic Professional positions at UIC. This communication is to keep you informed of this important activity.

Through the process of job analysis, we are systematically studying the work performed by Academic Professional employees to identify the duties and responsibilities, as well as the knowledge, skills and abilities required to perform a particular task or group of tasks. This information provides the necessary data for creating job descriptions as well as sets the foundation for establishing compensation programs, career development, promotional and training opportunities for Academic Professional job holders.



Many AP's have already taken part in the job analysis activities and therefore may have a good understanding of the process. For those who have not yet participated, here are answers to the most frequently asked questions regarding the purpose, process and expected outcomes.

1) Why is UIC conducting job analysis for Academic Professional (AP) jobs?

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. Some jobs were deemed inappropriately classified as Academic Professional because there are substantially similar classifications within the Civil Service Class Plan. However, 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.

2) Why is it important to review and analyze my Academic Professional job?

There are more than 3000 Academic Professional job holders on Campus. While jobs may be similar, each job holder has a perspective that is valued. Input from as many job holders as possible is critical in helping to ensure that the resulting job, compensation, training and development models that are created represent the true environment and nature of work at UIC.

3) What is the process for going about this job analysis?

Overall there are three process components:

- a. **Data collection** (i.e. the gathering of job information, duties, skills, educational levels, etc. from the job holders and Managers).
- b. **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.)
- c. **Documentation of job content** (i.e. the creation of job descriptions and an online job library).

For the Academic Professional, participation is two-pronged consisting of a short pre-interview questionnaire (designed to gain summary job duty information and employee demographic data) followed by an in-person interview when necessary (designed to drill down into specific job duties) with the job holder and supervisor.

4) How will important aspects of this process be communicated?

We are planning regular communications via several mediums (e.g. Official email announcements, town hall meetings, brown bag lunches etc.) to keep employees informed of this important activity. However, if at any time you have questions, please contact Anniese Lemond at alemond@uic.edu. (Continued on Page 7)

Developing Job Descriptions for Academic Professionals at UIC *(Continued from page 6)*

5) Which jobs will be reviewed as part of the job analysis process?

The focus will be 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.

6) Should we begin creating new job descriptions in anticipation of the job analysis interview?

No. One of the outputs from the face-to-face interview with the job holder is a written job summary that will be used as the basis for the job description for that job. In collaboration with Managers, Job Analysts in HR will create the final job descriptions.

7) Is the job summary document provided at the end of the face-to-face interview in fact a final job description?

The interview responses help to create the interview summary, which again will be one tool considered when the final job description is drafted. A draft of the job description will be written by a member of the UICHR Compensation Department, using such tools as the job analysis interview summary, the pre-interview questionnaire, and comments from employees in the similar position. Once drafted the manager of that position will have an opportunity to review the job description before it is finalized.

8) Will Academic Professional positions be converted to Civil Service after the job analysis is complete?

Some changes in classification may occur as a result of the job analysis studies. During UIC's most recent audit by the State Universities Civil Service System (SUCSS), the auditor indicated that some jobs should be classified as Civil Service rather than AP after conducting a cursory review of the only job documentation (i.e. Principal Administrative Position Exemption – PAPE - forms) available. ***A key goal of the job analysis process is to ensure that jobs are well defined and documented to support current classification as AP.***

9) What happens if the job analysis results show that my job matches one that is part of the Civil Service Class Plan?

If the results of a job analysis show that the 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 review those jobs, the structure of the unit and assist in making necessary modifications to ensure that the business needs of the unit are met and that jobs are well designed and documented appropriately. ***Academic Professional employees will not be transitioned to Civil Service classifications without the review and consultation portions of the process being completed.***

10) Is this interview related to Positive Time Reporting, the Furlough policy or hiring freeze (potential layoffs)?

No, these are all separate processes with different requirements.

The job analysis and job description development processes will be major undertakings 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. If there are questions about the job analysis and job description process contact Anniese Lemond, Director of Compensation, alemond@uic.edu.



Special Programs Update

Dana Poncher
Coordinator, Special Programs

2010 Award of Merit

Nominations are now being taken for 2010 Awards of Merit. The prestigious UIC Award of Merit, a university-wide honor, recognizes outstanding UIC Academic Professionals and Support Staff who exhibit service, commitment, and dedication. 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 by July 19, 2010. To obtain a nomination form or to learn more about eligibility for the 2010 Award of Merit, visit the [Special Programs webpage](#).

Service Recognition

Service Recognition lists will be distributed by May 14, 2010. Please review and confirm Service Year Dates with employees and submit questions or additions to [Dana Poncher](#) by June 8, 2010 for inclusion in this year's program. For eligibility questions, refer to the [Service Recognition Award policy](#).

Retirement Luncheon and Ceremony

Retiree Recognition lists will be distributed to your college/unit HR representative by June 7, 2010. The retirees honored include only those retiring for the first time between August 16, 2009 and August 15, 2010. Review the Retiree Recognition list, confirm retire/rehire employees are not included, and add additional employees that plan to retire by August 15, 2010 to the spreadsheet. Return the signed Retire Recognition list to [Dana Poncher](#) by June 21, 2010.

As employees retire, please request a personal email address and add to the spreadsheet. The additional email address will be used for the retirement luncheon invitation. The retirement luncheon is held on December 1, 2010.

Retirement Planning Conference Update

The Retirement Planning Conference held on April 24, 2010 was a success! Over 300 participants attended the conference. Conference materials including sessions led by representatives from UIC Benefits, SURS, retirement plan advisors, retirement counselors are available on the [Special Programs webpage](#).

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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<http://www.uic.edu/depts/hr/index.shtml>

Office of the Vice Chancellor	x5-5230
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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.

