



eNews

UIC Human Resources

November
2010

Published by

**UIC
Human Resources
Organizational
Effectiveness**

INSIDE THIS ISSUE

Success with Knowledge and People1

Introducing Maureen Parks.....2

How to Create an Engaging Environment.....4

HireTouch System News.....5

Civil Service Update.....7

Withholding Tax on Tuition Waivers.8

Certified Research Administrator Exam.....10

Special Program Update.....11

Leadership Essentials update12

Success with Knowledge and People

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

Knowledge creation is a primary product at UIC. But, if knowledge is created and not applied, the job is half-done. The most admired universities seem to be adept at creating new knowledge, disseminating it widely throughout the organization and quickly ensuring application through technology and accountability structures consistently.

Many talented and accomplished professionals can be found in every UIC college and administrative unit. These individuals are poised to design and deliver programs, as well as create more effective and efficient ways to execute UIC’s strategy from the classroom to the boardroom. Given this, one might ask: How can we support the UIC talent base, continue to develop employees’ baseline skills, and create a “learning culture” that goes beyond the classroom? What can we do to foster employee commitment to creating and applying knowledge for UIC’s long-term success?

As noted by Ikujiro Nonaka (2007), in a knowledge-based industry, up to 70 percent of organizational value is based on the skills, experience and performance of employees. Unfortunately, for UIC and many other institutions of higher education, there is little focus on systematic, structured efforts to guide knowledge creators. And, little visibility into how well this large asset is managed. As a result, there may be an inability to leverage and apply knowledge, in the right place at the right time, for continued organizational success.

It is people that make the difference in organizations that are succeeding and identified as “great places to work.” While structure and process are important, it is people who ultimately drive organizational growth and lead future success. Are we focused on achieving UIC’s long-term success through its people? Are we missing opportunities to apply knowledge that can lead to more effective and efficient operations?

Success with Knowledge and People

continued from Page 1

Do we know where knowledge is created across colleges and units that can be applied to gain economies of scale and **support professional development**?

Knowing the diversity of thought and expression at most institutions of higher education, it's likely that the knowledge and skill needed to execute UIC's strategy successfully is resident in the organization, but unrealized. Is it possible that in our employee base there is a wealth of untapped potential? Yes, skills and knowledge unutilized which if nurtured and tapped could be instrumental to the future growth and success of UIC.

Frans Johansson, author of *The Medici Effect: Breakthrough Insights at the Intersection of Ideas, Concepts and Cultures*, notes that the best ideas and innovation come from collaboration between people with diverse experiences, skills, expertise, perspectives, backgrounds and cultures. As efforts are made in Organizational Effectiveness to confirm professional development needs and leverage expertise campus-wide to address employee career advancement concerns, it is clear that collaboration is critical to define and implement meaningful programs. At UIC, we have the ability and skills needed to create and apply knowledge required to attract the best talent and design **Professional Development Programs** which will encourage employees to **stay at this university**. Below are actions we can all consider taking to leverage knowledge and help the university achieve its goals with high performing employees.

1. **Share** ideas with colleagues in different colleges/units to gather diverse perspectives and generate multiple, viable solutions to address administrative concerns.
2. **Create** cross functional action teams (only one representative from a college/unit and not more than 6 team members) to address operational concerns. Provide teams with specific dates to identify solutions, take action, and communicate results.
3. **Change** with cross-campus collaborative support . Involve individuals from multiple colleges/units in actions that produce results through people.

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<http://www.uic.edu/depts/hr/mycareer/>

Introducing Maureen Parks

Maureen Parks

Assistant Vice President of University Human Resources

Hello!

Let me introduce myself. My name is Maureen Parks and I am the Assistant Vice President of University Human Resources. I have been at the University of Illinois for 10 years and in my current position for 2 ½ years. As many of you already know, I have recently been asked by Chancellor Allen-Meares and President Hogan to provide oversight and leadership to the UIC HR Department on an interim basis. So, it is with pleasure that I write this article to introduce myself!

Since I have been at the University for 10 years, all of them in University HR, I have had the opportunity to work with and meet many people on the UIC Campus, so it is somewhat familiar to me. But, for those of you who do not know me or know of me, I wanted to tell you a little about myself and my thoughts on HR at UIC.

First, my career in HR spans more than 22 years, both in the private sector and in higher education. My undergraduate degree is from the University of Missouri and my master's is from the University of Illinois. I earned my Senior Certification in HR (SPHR) from the national Human Resources Certification Institute. My experience is across all of the functional areas of human resources: employment/recruitment, policy, benefits, employee relations/labor, organizational effectiveness, training/development, and compliance.

My role in University HR is to provide leadership and direction for University-wide HR functions on such things as: policy and compliance, voluntary benefits, human resource information management systems, state and federal reporting, EEO and diversity initiatives and to coordinate initiatives with the Campus HR offices. I also serve as the Designated Employer Representative (DER) to the State Universities Civil Service System for the University of Illinois, and the Human Resource Director's spokesperson to the State Universities Civil Service System. I am also the official University of Illinois liaison to the State University Retirement System and serve as the Vice Chair of the Illinois Higher Education Consortium on Human Capital.



Introducing Maureen Parks

continued from Page 3

I believe that in order to provide value to the institution, HR must understand both the internal and external environments of the organization. Truly effective HR departments can no longer just be an administrative gate-keeper. HR must align its activities and processes in a manner to be most useful to the organization in order to be successful. Truly becoming a partner in the organization requires a thorough understanding of the university's goals, as well as those of the units and departments within the organization. When individuals within the HR unit understand how their personal and collective contributions fit into the bigger picture it is then that HR can most effectively serve the organization. This is where I believe HR at UIC wants to be....an effective partner with the Campus. My overall goal is to help the HR Team get to that place, which in turn will help all of you.

In this way, I am looking forward to meeting and working with the UIC campus community. In the month that I have been in this interim role, I have been impressed by the hard work and dedication that is obvious on this Campus. Although we face many challenges, I know that we can do good things together.

Sincerely,

Maureen M. Parks, MBA, SPHR

How to Create a More Engaging Environment

Caryn Bills

Director, Office for Access and Equity

The Office for Access and Equity's Dispute Resolution Services continues to have great success with its internal consulting service, ***How to Create a More Engaging Environment***. This service is available to all UIC units/departments that seek to improve their organizations and work environments through teambuilding and development of a culture of engagement. The program is a highly interactive four-hour training that teaches participants to understand the costs of conflict; recognize the barriers to resolving conflict in the unit; identify the dominant conflict resolution styles of the participants while understanding the pros and cons of each conflict resolution style; and to generate solutions to the barriers perceived in the unit.

These sessions are facilitated by ***Caryn Bills, Director of the Office of Access and Equity*** and ***Rebecca Gordon, Director of the Women's Leadership and Resource Center*** who provide a seasoned perspective on UIC and change management.

- **For more information about "How to Create a More Engaging Environment," please contact Caryn Bills at 312-996-8670.**

HireTouch System News

Ken Scott, Manager, HRIS

The HireTouch applicant tracking system is a new system that allows users a way to review and select potential candidates for job openings here at UIC. In June, we went live with this new system which replaced most of the functionality found in the DART system. HireTouch replaced functionality such as job postings, resume and application review, civil service requisitions, and civil service reclassifications. On September 1st, this functionality was turned off in DART (except for the Medical Center) and users started using HireTouch in full force. We currently have over 450 users with system access. Since this roll-out, our help desk has received calls on some common issues, such as:

System security

Your Unit Security Contact (USC) must request the appropriate access according to your department's needs. System security is assigned based on your system profile and organization access. There are four profiles available for department users:

1. Dept-General User – Any user that will review and approve a form, complete online forms, or review applicant documents such as a resume, CV, and application. Appropriate organization security is required for this profile.
2. Dept-Search Coordinator – The person ultimately responsible for the unit's academic search process. Additional approval by Office of Access and Equity is required. Appropriate organization security is required for this profile.
3. Dept-Search Committee – Given to any user that is part of a search committee, who will only review applicant information while part of the search. Access is limited to just the search to which they are assigned. Organization security is not required for this profile.
4. Dept-Civil Service Review – Given to a manager who needs to review applicants in a civil service hire. UIC HR Employment will provide the manager the required applicant identification so they can review the applicant's resume and application. Organization security is not required for this profile.

Please note: Your USC should request access through the Security Application. Some USC's requesting access through another online form may be requesting an incorrect profile. Only the Dept-Civil Service Review profile is displayed on the online form, which would greatly limit their access. If the USC cannot find the appropriate profile, they can email AITS security at aazsecu@uillinois.edu and request the appropriate profile.

Approvals

Some users are having difficulty selecting the appropriate approver for system forms. You must have the appropriate users log into the HireTouch system prior to selecting them as an approver. This will import their security and make them available in the Approvers drop-down list so you can select them as an approver. If the approver still does not appear, you must verify that they have the correct system profile and organization security for HireTouch.

Civil Service Requisition

Users should select the Civil Service Employee Requisition template when selecting a job workflow. This will include all the necessary forms needed in the requisition process (Recommendation and Authorization for Hiring Approval form and the Employee Requisition). Users should not complete the standalone Recommendation and Authorization for Hiring Approval form. This form is already included in the workflow as the first step in the process. Users must also select ***HR-Compensation** as the third approver and leave the fourth approver blank.

Continued on Page 6

HireTouch System News

Continued from Page 5

Completing forms

Some jobs may appear to disappear or cannot be approved when the users attempt to approve forms on a job. This occurs when users do not properly identify the organization code and name on the job settings screen (which is the second screen you see after clicking start workflow). Users must enter the chart of account code **and** organization code in a seven digit format without any hyphens or spaces. This allows the users to correctly select the organization name which ultimately assigns security to the job you are creating. To help alleviate some of these issues, we will be adding additional field validation on certain forms in the job process.

Copy/Paste a Job Posting

On the Position Notice form, users can copy job information they may have for an advertisement or job description directly into the online form. If users are doing a copy/paste from Word, they must click the Word button on the field in which they are pasting the information on the Position Notice form. This has been known to create some display issues if it is not done properly. To find out more information on this please go to the Frequently Asked Questions page: <http://www.uic.edu/depts/hr/quicklinks/HiretouchFAQ.shtml>

Continued Support

We are now in the support phase of this project and will continue to make more resources available to users. We currently offer job aids, help desk support, desktop assistance, and webinar support.

We offer webinars twice a month to help users become more familiar with the system. During these webinars, the HRIS team provides demonstrations on how users should properly use the HireTouch system. Each session usually lasts about an hour and allows the user to participate right from their desk. Each webinar covers multiple topics that users should find valuable. At the end of each webinar we open the floor for questions, to which our team gives immediate feedback or follows-up with users on more challenging issues.

Through webinars and help desk tickets, we will continue to gather feedback from users. Some of the feedback will lead to system enhancements. Some enhancements we are currently working on include:

- Reference functionality – Allows hiring units to request a recommendation letter from an applicant's reference
 - Standard correspondences – Users will be able to send standard letters to applicants to keep them up to date on their status, such as rejection letters
 - Recorded webinars – In case you miss a webinar (we are still experimenting with this one)
- Additional online content – More jobs aids and HireTouch content

Our help desk is always available to answer any technical questions regarding HireTouch or any of the systems used for Human Resources purposes. The help desk can be reached at 312-413-4848 or uichrhelp-desk@uillinois.edu. The hours of the help desk are 9:00AM-4:00PM.

You can find online resources for HireTouch at:

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

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

Civil Service Audit Update

**Anniese Lemond,
Director, Compensation**

The State Universities Civil Service System (SUCSS) recently concluded the regularly scheduled 2010 biennial audit of UIC. The audit focused primarily on Civil Service Employment practices (conducted in May 2010) and Exemptions practices (conducted in October 2010).

Though a final audit report has not yet been received, we anticipate findings in three key areas given UIC's recent audit history:

- Exemptions of positions from Civil Service
- Position Control
- Position descriptions

While UIC has made progress in each of these areas, the audit focused on a historical time period (i.e. from 2007 to 2009) and much of the progress that has been made may not be reflected in the final audit report. For your information, here is an update of activities in each of these areas.

Exemption of Positions from Civil Service. A significant audit finding relates to the exemption of positions from Civil Service (that substantially existed within the Civil Service class plan) thereby creating Academic Professional positions. To address this finding in recent audits, UIC has undertaken a massive effort to conduct job analyses of all Academic Professional positions to ensure that they are defined and documented well. One outcome of this effort will be the creation of job descriptions (to replace PAPE forms) that will serve as official job documents. As a result of the job analysis, it is highly likely that some positions will require a change from Academic Professional to Civil Service. College/Unit managers will be notified if employees in their areas require such a change. Managers also have the opportunity to self-select positions for transition prior to the job analysis if the current AP position matches an already existing Civil Service class. For more information on how to accomplish this, contact the UICHR Compensation office.

Position Control. UICHR is addressing this issue in two ways. For the short term, a database (to be locally managed) is under development. This database will enable the tracking and reporting of position lifecycles (irrespective of the incumbents occupying them), the method required by Civil Service. UICHR is also working in collaboration with the HR offices at the other campuses (as well as the Budget and Planning Offices) to develop a comprehensive position control system for all employee groups within the University.

Position Description Updates. The Civil Service System requires the documentation of all positions with position descriptions and that they are updated at least every three years. To date, the PAPE form serves this purpose – but not well – for the Academic Professional population. For Civil Service positions, these descriptions are fairly common but we need to ensure that they are reviewed and updated regularly.

The UIC work environment is changing rapidly and significantly. Ensuring the best possible outcomes for UIC is a collective effort and will require the commitment of leadership and the support of each faculty and staff member. Internal issues that we are dealing with are much more visible to the outside community than at any other time. While we have made tremendous progress, we have much more work to accomplish within a short time period. In the weeks to come, more information will be shared regarding the audit and how you can contribute to a positive outcome for UIC.

In the meantime, please continue to update position description logs (for both Civil Service and Academic Professional employees) and forward them to the UICHR Compensation office.

- Submit unanswered questions to jobanalysis@uic.edu.
- Additional References:
 - UICHR Website: <http://www.uic.edu/depts/hr/>
 - SUCSS Website: <http://www.sucss.state.il.us/>

Withholding Tax on Tuition Waivers for Graduate Assistants and Employees

Marilyn LaBlais, Assistant Director of Labor-Relations and Compliance

Taxation of Tuition Waivers - Job Duties Matter

The IRS considers everything taxable, unless specifically exempted by law. Therefore, GAs will owe tax on tuition waivers that TAs and RAs will not, due to differences in IRS tax rules.

- **IRC 117** – applies only to RAs, TAs, and undergrads. This excludes tuition waivers (any amount) from taxation.
- **IRC 127** – excludes up to \$5,250/yr from taxation for GAs and all other employees receiving tuition waivers for graduate studies.
- **IRC 132(d) – Working condition fringe benefit** - excludes tuition waivers (any amount) from taxation for GAs and all other employees receiving tuition waivers **if** the education meets certain criteria. However, the IRS has increasingly challenged the exclusion of graduate tuition under IRC 132(d).

TA and RA Job Duties Exempt from Taxation on Waivers under the exemption provided in IRC 117

- **TA:** Teaching activities may include, but are not limited to, the following: providing or coordinating classroom instruction, including lab or discussion sessions; tutoring students; grading tests and assignments; developing instructional materials; providing artistic instruction; accompanying/coaching musical or vocal performances; and proctoring exams.
- **RA:** Research activities may include, but are not limited to, the following examples of applying and mastering research concepts, practices, or methods of scholarship: conducting experiments; organizing or analyzing data; presenting findings; collaborating with others in preparing publications; and conducting institutional research for an academic or administrative unit.
- **GAs with dual /split appointments:** If half of the total appointment is RA or TA, the entire waiver is excluded from taxation under IRC 117.

GA primary duties are Administrative, therefore their Tuition Waivers fall under the exemption provided in IRC 127

- **GA:** Graduate assistant duties include, but are not limited to, duties primarily in support of administrative functions, such as: clerical support (copying course materials, general office work/clerical/receptionist, correspondence, and supervising reading room); technical/support services; webmaster/assisting faculty with web pages, network administration/end user support, equipment management, monitoring instructional and service labs (computer, video, etc.); translation; routine support for publications (record keeping, writing copy for university or department newsletters or non-research publications, correspondence, etc.); advising/providing curricular and academic advice to students, providing support to advisors); and outreach duties (recruiting students, publicizing programs and activities to campus and public constituencies, and working with/assisting with event management).
- **GA Tax Exemption under IRC 127 is Limited to \$5,250 annually**

IRC 127 exclusion applies to all employees receiving tuition waivers, including those grads holding assistantships other than TA or RA. IRC127 is set to expire 12/31/2010 unless extended by Congress. If Congress does not extend the exemption before the expiration date, the entire waiver will be considered as imputed income and subject to withholding and taxation beginning 1/1/2011.

Under the current exemption, changes in appointment status, title, waiver amount (in-state or out-of-state), and stipend amount may change for individual GAs throughout the year, and the total value of the waiver can easily exceed the currently allowed \$5,250/yr exclusion under IRC 127. Anything above \$5,250 is taxable and subject to withholding unless it is excluded as an employee working fringe benefit under IRC 132(d). Recent IRS challenges to use of this deduction have found most graduate courses are deemed taxable because a graduate degree provides the individual with a qualification for a new trade or business, not allowable under this exclusion.

Continued on page 9

Withholding Tax on Tuition Waivers for Graduate Assistants and Employees

Continued from Page 8

IRC 132(d) Tax Exemption Criteria for Employee Working Fringe Benefit

- Education is to maintain or improve skills in present job.
- Education is not required to meet minimum requirements of current job.
- Education or program of study will not **qualify** individual for a new trade or business.

Qualification for new trade or business is not always clear and is subject to IRS review. For example, a Masters Degree or PhD will generally **qualify** the individual to teach in the area of study, whether the individual intends to teach or not. The test is not based on intention, but qualification for a new trade or business

The Employee may claim an IRS refund, however the Employer has a duty to withhold taxes on a quarterly basis

In determining whether the excess of \$5,250 allowed under IRC 127 is tax exempt under IRC 132(d), the tuition must meet the deductibility requirements under IRC 162. (IRS memo 10/1/10). IRC 162 restricts deductions to education that maintains or improves skills in the present job, but is not required to meet minimum requirements of the current job. Clear examples of these deductions include continuing education courses and specialty certifications. Deductions for graduate education are made on a case by case basis by the IRS. Many grads and employees would argue they qualify for tax exclusion under IRC 132(d), if so, they may deduct the amount of the waiver from which tax was withheld when filing their annual tax return.

However, under 26 USC 6662, the University has a duty to withhold imputed income on a quarterly basis at a rate of 25% (federal tax), 3% (IL tax), and, where applicable, FICA 6.2% (Social Security tax) and 1.45% (Medicare tax). Failure to withhold appropriate federal tax carries a penalty on the employer of 20%, plus interest, even if the employee eventually pays on filing the annual return. Due to the lack of clarity, labor intensive individual review required, and the risk of liability to the University for failure to withhold taxes, requests for 132(d) exemption from withholding will generally be rejected.

What is the Process and What Is the Effect on Paychecks?

A declaration of tax exempt status must be filled out by grads whose job title indicates a GA appointment and returned to payroll each semester, indicating whether they have a dual appointment and are therefore exempt under IRC 117. If no dual appointment, IRC 127 applies and the exemption is limited to \$5,250. The taxable amount of tuition waiver is calculated by payroll each semester and withheld in pay cycles in April & May (Spring), July & August (Summer), and October & November (Fall), on the amount over the exemption.

Generally, the \$5,250 exemption is exhausted in the first half of the year, so that the tax burden of withholding will fall heavier at the end of the year. GAs with small stipends and large waivers can end up with \$0 paychecks at the end of the year, due to tax withholding.

Employees with graduate waivers will also see smaller paychecks at the end of the year.

Conclusion

The decision whether exclusion of graduate tuition waivers above \$5,250/yr under 132(d) is up to the IRS, and is made on a case by case basis. The grad student, or other employee, may claim a deduction and receive a refund, if allowed by the IRS, when filing their personal income tax. However, the burden of proof shifts to the University when it determines the excess of \$5,250 tuition waiver allowed under IRC 127 is excluded under IRC 132(d) and fails to withhold taxes, subjecting the University to fines, penalties and interest. Finally, in the event that IRC 127 is not extended, on January 1, 2011 the entire waiver will be subject to withholding tax for GAs and employees in graduate studies.

- For further information, visit the OBFS website: <http://www.obfs.uillinois.edu/cms/one.aspx?portalId=909965&pageId=913974>

Certified Research Administrator Exam

Albert Schorsch, Associate Dean, CUPPA

Many individuals have worked to advance professional training and recognition of UIC research administrative staff through the national certification offered by the Research Administrators Certification Council (RACC). Again this year, a review session for individuals preparing for the **nationally administered, May 2011, Certified Research Administrator exam** is scheduled on the UIC campus.

The CRA exam review session is scheduled Friday, February 11, 2011, 8AM to 5PM. The review session is tentatively scheduled in Rm. 110 CUPPA Hall, 412 S. Peoria. Register for this session at <http://www.cra-cert.org/sched.html>.

Applicants for the CRA examination are responsible for arranging either personal or department payment for the review session and exam fees. The cost is \$195 for the review session and \$340 for the certification exam.

The certification process provides research professionals with a rigorous overview of the legal and technical aspects of research administration, as well as professional recognition. The exam covers all aspects of research regulation. Passing the exam is an achievement to be recognized!

Should you be interested in learning more about this certification, visit the CRA website at <http://www.cra-cert.org/whatiscert.html>.





Special Programs Update

Dana Poncher
Coordinator, Special Programs

Campus Charitable Fund Drive October 1-December 1, 2010.

We need your help promoting the fund drive. Send a simple email to your staff with an attached pledge form and copy specialprograms@uic.edu now through November 19th for a chance to win an iPod! Email Marilyn Sommer at msommer@uic.edu to request a Charitable Fund Drive email template. Each time you send information promoting the ease and convenience of the pledge drive, your name will be entered to win an iPod. Drawing will be Friday, November 19, 2010.

Pledging is as easy!

1. Print the pledge form found on line at the link below.
2. Fill out the form and sign it
3. Fax (6-6807) or mail (m/c 897) the completed form by December 1st

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.

Visit http://www.uic.edu/depts/hr/Special_Programs/departments.shtml for more information about the Campus Charitable Fund Drive.



Mark Your Calendars! Special Program Dates

December 1, 2010

Retirement Luncheon

April 2011
(Exact date TBD)

Retirement Planning Conference

Leadership Essentials Workshop

Laurie Schellenberger

Human Capital Development Coordinator

Leadership Essentials is back on schedule! The first session for this academic year was October 27th and 28th. Managers and supervisors from multiple colleges and departments including Campus Housing, Jane Adams College of Social Work, College of Education, and College of Applied Health Sciences participated in the two day session. Each participant completed a Myers Briggs (MBTI) type assessment, which was used as a foundation for discussions about communication and team management skills. Subject Matter Experts on day two shared information about Human Resources' policies and procedures and talked with participants about application of policies and procedures at UIC.

Individuals attending the first session reported receiving information that will be used on a day-to-day basis. Many of the participants stated the information provided during the two day session is "invaluable."

The next Leadership Essentials session (November 30 - December 1) is full and the January class is filling quickly. The 2010-2011 schedule and registration information below.

- | | |
|---------------------------------|---|
| • November 2010 (CLOSED) | Tuesday, 30 th - Wednesday, December 1 st |
| • January 2011 | Wednesday, 19 th - Thursday, 20 th |
| • February 2011 | Wednesday, 23 rd - Thursday, 24 th |
| • March 2011 | Wednesday, 30 th - Thursday, 31 st |
| • April 2011 | Wednesday, 20 th - Thursday 21 st |
| • May 2011 | Wednesday 18 th - Thursday 19 th |

VISIT the MyCareer web site at www.MyCareer.UIC.edu to view more detailed information about this training.

UIC Human Resources
University of Illinois at Chicago



Leadership Essentials





UIC *Human Resources*

Human Resources Building
715 S. Wood Street
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<http://www.uic.edu/depts/hr/index.shtml>

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 OE@uillinois.edu.

Business Services	x6-9306
Compensation	x5-4330
HRIS / Shared Services	x6-4849
Labor & Employee Relations	x5-3055
Organizational Effectiveness	x5-5504
Recruitment/Staffing	x6-4852

