

September
2010

Published by

UIC
Human Resources
Organizational
Effectiveness

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High Performing Employees Needed for High Organizational Effectiveness

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

In any organization, success is driven by employee performance. Attracting, retaining and developing the right talent to support UIC's mission is critical to realize the goals outlined in the university's strategic plan. It is through people that tasks are completed, research projects are managed, programs are initiated and students are educated. Skilled, engaged staff placed in the "right" roles across UIC will move our university forward.

What can we do to create a culture at UIC where employees are excited about "doing their part" to help the university achieve defined objectives? Many of the most successful organizations, both public and private, have responded to this question by providing opportunities for employees to continue developing professional skills. Programs are designed and functional areas are created to support the Employee Performance Management concept. The overarching idea is to confirm talent to address current job responsibilities and build an internal pipeline of employees with deep skills and technical knowledge base capable of leading the organization in the future.

This university, like any institution of higher education, has the internal capability to build a strong and meaningful Employee Performance Management Program that includes a rich learning and development component. Implementing such a program that is focused on enhancing or developing job related skills and abilities successfully, however, will require cross-functional, cross-campus commitment. Across UIC, individuals in management roles and those who are not should work collaboratively to build, implement and monitor employee learning and development programs.

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High Performing Employees Needed for High Organizational Effectiveness *(continued from page 1)*

Often, new and innovative approaches to creating and delivering opportunities for employee professional development do not present a challenge. In many organizations, the challenge occurs after employees participate in a development opportunity. It is for this reason that cross-campus collaboration and accountability are critical to the success of professional development efforts at UIC.

In an article titled, *A Formula to Make Learning and Development Stick* by Zenger, Folkman and Sherwin, four points are outlined to address concerns related to **employees using knowledge and skills acquired during training when they return to the “job.”** The points presented by Zenger, Folkman and Sherwin are listed below.

1. **Self-motivation** of the employee
2. **Accountability** on the part of one or more people in the organization to insure the new behaviors are implemented
3. **Visibility** of new behaviors and skills (acquired during training) used by employees (when they return to the “job” after training) and recognition that they are value add
4. **Follow-up** tools, assessments and job situations requiring employees to use new skills/knowledge to keep them “top-of-mind”



As we begin this new Academic Year, it may be helpful to reconsider our methods to “get the job done.” Is the usual and customary approach helping us to check off tasks on a “to do list,” or achieve strategic results in an efficient and effective manner? Is there a collaborative sense of accountability to create a culture where employees are given the tools to be high performers on the job and encouraged to **build a career at UIC**? How might we begin to work together to create an Employee Professional Development culture that is everyone’s responsibility?

Employee Professional Development is a powerful business tool with a twofold goal to improve employee performance **and** organizational results. Staff development and management of “on-the-job” performance should be the responsibility of “managers” and “individual contributors.” And, it should not be viewed as a singular event, but rather, an ongoing process --- part of the fabric of UIC; the way we work each day.

UIC's "Employment of Relatives (Nepotism)" Policy

Dan Harper

Visiting Associate Director, Labor and Employee Relations

Based on several issues which have been identified by the University Ethics Office, it is timely to review the requirements of UIC's "Employment of Relatives (Nepotism)" policy, [UIC HR #313](#), which was revised in September, 2008. Particularly in these economic times, the University has a responsibility to ensure that employment opportunities are advertised and filled transparently and competitively.

In general, the policy mandates that no individual "shall initiate or participate in institutional decisions involving a direct benefit" (including hiring, promotion, salary, etc.) to a member of the individual's immediate family. For purposes of the policy, "immediate family" extends beyond the easily-recognized relationships to include "grandchildren, aunts, uncles, nieces, nephews, and their spouses" as well as domestic partners. All employees should be aware that a plain reading of the policy would indicate that it would be a violation to introduce a relative to a hiring manager as the initial step of the employment process. Thus, a relative interested in employment should apply for a job independently, free of any real or perceived "sponsorship" by a current employee.



Nevertheless, the policy does recognize that an organization as large as UIC will employ relatives. When a department/unit decides to extend an offer of employment to a relative of a current employee of UIC, the approval process can be straightforward so long as the current employee did not initiate or participate in the hiring process or decision and works in a different department/unit. These facts can be noted on a Management Plan signed by both relatives and by the appropriate levels of management.

Of course, as a result of a new hire, a transfer, or changed personal relationships, relatives may be employed in the same department/unit. In those cases, the department/unit has extra responsibilities. When relatives are employed within the same unit, approval must be obtained by the appropriate campus executive: faculty cases by the Provost's office; APs, graduate students with hourly positions or assistantships, Civil Service, and extra help cases by the Vice Chancellor for Human Resources; and undergraduate students with

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UIC's "Employment of Relatives (Nepotism)" Policy

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appointments by the Head of Student Employment. If a case involves multiple areas, the offices should review the case jointly. Please be aware that sufficient advance planning must occur to obtain the required approvals before the new employee paperwork can be processed.

In any case where a potential conflict with the policy exists, the unit must develop procedures to ensure that all relatives will be bypassed when decisions about their own relatives are made, and these procedures themselves must be approved through all administrative levels of the unit and the appropriate executives as identified in the prior paragraph. Even if relatives are currently not in supervisory/reporting relationships within the same department, the department should have approved management plans on file in case the relationships change due to reorganizations, transfers, or promotions. The approved files must be maintained in personnel files available for audit purposes.

Violations may be reported to the University Ethics Officer.

Specific questions may be directed to Dan Harper in Labor & Employee Relations, at 312.413.4788.

National Labor Relations Board Chair Among Keynote Speakers at Conference

News Bureau, University of Illinois

Wilma B. Liebman, chair of the National Labor Relations Board, will be one of four keynote speakers at the 39th Center for Human Resource Management roundtable Sept. 30-Oct. 1 at the Crowne Plaza Chicago Metro Hotel, Chicago.

The conference, "Labor Relations in the 21st Century," will showcase four leaders representing organized labor, academia, government and corporations, each of whom will present their view on labor relations, says Jean Drasgow, assistant director of the [Center for Human Resource Management](#) at the University of Illinois.

The other keynote speakers are Thomas A. Kochan, co-director of the Sloan Institute for Work and Employment Research at MIT; Jeffrey C. McGuiness, president and CEO of the HR Policy Association; and Richard L. Trumka, president of the AFL-CIO.

Topics to be discussed include labor management relations, labor and employment law, unions as organizations, non-union operations, and the future of the American dream.

More information is available on the [Web](#) or by calling 217-333-0981.

Online Employment Verification System

University Human Resources

Are you applying for a mortgage, looking to rent a new apartment, or purchasing a new vehicle? If your lender or housing manager needs to confirm your University of Illinois employment, then they must do so by using the University of Illinois online Employment Verification System (EVS).



By using the online Employment Verification System (EVS), vendors such as banks, mortgage lenders, rental agencies, and government-approved housing management firms can access your employment verification information almost immediately, which means they can process your loan application or housing request much faster!

Follow these simple steps:

1. Access NESSIE at <http://nessie.uihr.uillinois.edu/>.
2. Click on the "Personal Info" tab or link.
3. Scroll down to click on the "Employment Verification System (EVS)" link.
4. Click "Continue."
5. Login with your NetID and password or your Enterprise ID and password. (With questions or concerns about the NetID and password, contact ACCC at 312-413-0003. For help regarding the Enterprise password, contact the AITS Service Desk at 312-996-4806.)
6. Enter your 4 digit NESSIE PIN (if you need to create one or have forgotten your PIN, click on the "Your PIN" link and follow the instructions), then click "Continue."
7. Select "Establish a Vendor Access Number (VAN)" and click "Continue."
8. Review the two employment verification options by clicking on the links provided.
9. Review and/or print the VAN Requirements and Instructions for Vendor by clicking on the links provided.
10. Enter any 4 digit number to be used as the Vendor Access Number; re-enter that VAN number for confirmation.
11. Select either "Employment Verification Only" or "Employment and Earnings Verification" from the drop-down menu.
12. Click "Continue" to proceed to the "VAN Created" confirmation page. You will also receive an email confirmation.

Remember, you will need to provide the vendor with the Employment Verification System (TIGER) web address (<https://hrnet.uihr.uillinois.edu/tiger>) and the VAN you created, so that the vendor can access your information immediately. Please inform the vendor they have only one opportunity to access your information with the VAN provided. They should view and print the information before exiting the system.

All current University employees must use the online EVS for employment verification requests. Using the online system eliminates the longer processing time associated with paper or phone requests, resulting in better service to you.

Please contact your campus HR office if you have questions.

UIC Diversity Strategic Thinking & Planning Update

Norma Ramos and Charu Thakral

The Diversity Strategic Thinking & Planning (DSTP) process is an important initiative on campus and significant work and planning has been led by the DSTP Committee.

Last spring, the DSTP Committee released a draft campus thinking document entitled "Through the Lens of Diversity" and held several town hall meetings on diversity. The committee received considerable feedback and support from students, faculty and staff from all corners of the campus during this process. This fall a refined and final version of the document will be published. It will articulate the aspirations for diversity on campus, the challenges and opportunities UIC faces, and will assist as an important instrument in shaping diversity strategic planning.

Over the summer, the DSTP Committee embarked on the second phase of the DSTP process: Diversity Strategic Planning. Through this planning process, the committee will define diversity priorities for UIC and develop a Diversity Strategic Plan. In the plan, the committee will outline important actions and recommendations to position diversity as fundamental in all university policies and activities. The plan will also present campus with an opportunity to emphasize the value of current partnerships and to be more creative in building additional collaborations on campus and in our surrounding communities. In addition to the campus planning process, this fall parallel planning processes have been initiated in the Colleges and Vice Chancellor units. The college and unit plans will be directed by their own thinking processes and the goals articulated in the campus Diversity Strategic Plan.

The plan's anticipated release in January 2011 will insure that the excellence of our research and educational programs and our service to the community is enriched by the diversity of the people engaged at UIC.

For more information on diversity, or updates on the DSTP process, please visit the DSTP web site: www.uic.edu/depts/oa/diversity_planning.



University of Illinois Nondiscrimination Statement Update

Caryn Bills

Director, Office for Access and Equity

Title II of the Genetic Information Nondiscrimination Act of 2008 (GINA) became effective November 21, 2009, and

added genetic information discrimination to the list of employment discrimination prohibitions under federal law.

GINA protects applicants and employees from discrimination based on genetic information in hiring, promotion, discharge, pay, fringe benefits, job training, classification, referral, and other aspects of employment. GINA also restricts employers' acquisition of genetic information and strictly limits disclosure of genetic information. Genetic information includes information about genetic tests of applicants, employees, or their family members; the manifestation of diseases or disorders in family members (*i.e.*, family medical history); and requests for or receipt of genetic services by applicants, employees, or their family members.



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Below is a copy of the revised University of Illinois NonDiscrimination Statement:

UNIVERSITY OF ILLINOIS NONDISCRIMINATION STATEMENT

The commitment of the University of Illinois to the most fundamental principles of academic freedom, equality of opportunity, and human dignity requires that decisions involving students and employees be based on individual merit and be free from invidious discrimination in all its forms.

The University of Illinois will not engage in discrimination or harassment against any person because of race, color, religion, sex, national origin, ancestry, age, order of protection status, genetic information, marital status, disability, sexual orientation including gender identity, unfavorable discharge from the military or status as a protected veteran and will comply with all federal and state nondiscrimination, equal opportunity and affirmative action laws, orders and regulations. This nondiscrimination policy applies to admissions, employment, access to and treatment in the University programs and activities.

University complaint and grievance procedures provide employees and students with the means for the resolution of complaints that allege a violation of this Statement. Members of the public should direct their inquiries or complaints to the appropriate equal opportunity office.

Policy Council
Revised June 24, 2010

Please contact the Office for Access and Equity at 312-996-8670 if you have questions related to this policy.



Special Programs Update

Dana Poncher

Coordinator, Special Programs

The 2010 Award of Merit recipients have been selected!

The Chancellor has notified Awards of Merit recipients and their nominators. Recipients will be announced at the Employee Recognition Award Program on November 3, 2010.

The 2010 Employee Recognition Award Program ceremony will be held November 3, 2010. This year's program will honor recipients of the Awards of Merit, the Chancellor's Academic Professional Excellence (CAPE) awards, the WOW, I.N.S.P.I.R.E. and Luminary award recipients and UIC employees with 25, 30, 35, 40, 45 and 50 years of service.

Employee Recognition Month—November 2010

The month of November is Employee Recognition Month. We encourage each department to host their own employee recognition ceremony during November. To obtain a list of which employees in your department are being honored, you may refer to the [service recognition list](#).

To view the service recognition policy about who is eligible to receive a service award please refer to [HR Policy 701](#). For general information about employee recognition awards and events, please refer to the [Employee Recognition](#) website.

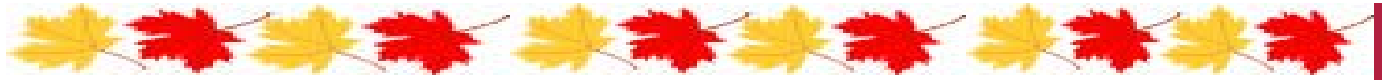
Service awards and certificates will be available for pick up on Thursday, November 4, 2010 from 7:30 a.m. – 2:30 p.m. If your department will be hosting their recognition prior to November 4, 2010 please contact msommer@uic.edu or 6-3504, to make alternate pick up arrangements.

Retirement Luncheon

This year's retirement luncheon will be held December 1, 2010. Employees that retired between August 16, 2009-August 15, 2010 have been mailed an invitation to be honored at the luncheon. Departments will be notified once retirees respond to the recognition ceremony. Any questions should be directed to Marilyn at msommer@uic.edu or 6-3504 or Dana Poncher at dponcher@uic.edu.

Retirement Planning Conference

The next Retirement Planning Conference will be held in April 2011! Details will follow in future HR eNews editions. Previous [conference materials](#) are available for your review.



Special Programs Update *(continued from Page 8)*

Campus Charitable Fund Drive

The 2010 Campus Charitable Fund Drive will run October 1, 2010 through December 1, 2010. The Kickoff Breakfast and Charity Fair will be held October 1, 2010 from 9am to 11am at Student Center East, Illinois Rooms. This breakfast is an invitation only event for identified department representatives.

Prior to the kickoff, a special luncheon will be held for department representatives on September 22, 2010. The luncheon will provide an opportunity to discuss participation incentives and contests and receive input on how to make the campaign successful.

This year we will initiate a new program to help foster the campaign. We will make ourselves available at one of your unit/department meetings to present program specifics, how to participate, and we can even showcase a participating charity. It is not time consuming—we can do the presentation in 3-5 minutes. If you are interested or would like more details, please contact Marilyn Sommer at msommer@uic.edu or 6-3504. The 2010 Campus Charitable Fund Drive pledge forms, additional program information and participating SECA charity information is available on the [CCFD section](#) of the HR website.

Mark Your Calendars! Special Program Dates Summary

September 22, 2010	Department Rep Luncheon—Campus Charitable Fund Drive
October 1, 2010	Kickoff Breakfast and Charity Fair—Campus Charitable Fund Drive 9:00-11:00 am , Illinois Room, Student Center East
October 1— December 1, 2010	Campus Charitable Fund Drive
November 3, 2010	Employee Recognition Award Program The UIC Forum, 11:00 am
November 4, 2010	Certificate and Service Award Pickup Human Resources Bldg, 2nd floor 7:30 am-2:30 pm
December 1, 2010	Retirement Luncheon



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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 OE@uillinois.edu.

