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INSIDE THIS ISSUE

Human Capital..... 1

Post Probationary
Merit Increase.....3

FMLA Update.....3

UIC AP Complaint
Resolution Policies
and Procedures.....4

Front End Update...5

E-Verify.....5

Positive Time
Reporting.....6

HR on the MOVE...6

HR Network.....7

Special Programs
Update.....7

Human Capital: Key to Managing Through Tough Times

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Director, Organizational Effectiveness

As efforts are made to accomplish FY09 goals, it becomes apparent that achieving these goals will be more challenging than ever with budget cuts and hiring freezes. How does one manage through the “storm” with minimal scars? Perhaps the answer is “learning.” It seems the organizations that rise to the top, regardless of the economy, are those that are “Learning Organizations.” (For a description of “Learning Organizations,” view the video interview referenced below.) “Learning” has been cited by experts as the ONLY sustainable competitive advantage.

In most organizations, the only constant is CHANGE. Tough economic times, however, add a different dimension to the change paradigm. At UIC where there is constant change, one needs to quickly and efficiently adapt to accomplish goals and realize success.

“Learning” is a tool that UIC can use to re-align itself during the economic downturn. In a video interview (<http://video.hbsp.com/?plid=307107&showID=731171>), Harvard Business School professors **David Garvin** and **Amy Edmondson**, both experts on organizational change, discuss the importance of learning and key steps managers must take to make sure it happens. As we look forward to achieving success in tough times, at UIC, it will be necessary to become a “Learning Organization.” It is imperative that in this institution of higher education, the concept of learning is extended to the workforce. Reaching beyond the classroom to build and develop a strong and exceptional employee base is imperative. It is the talent that is resident across UIC that will continue to create a world-class university.

(Continued on page 2)



Human Capital *(continued from page 1)*

“Learning” opportunities may be presented to employees on a daily basis informally, as well as through formal career development plans. Speak with colleagues every day about accomplishments, approaches used to complete tasks, and plans or ideas to realize short, as well as long-term college/unit objectives. If you are in a management or supervisory role, coach, guide and mentor individuals on your “team.” Consider sending simple, hand written notes or emails requesting career interest information from those that report to you. Ask questions to determine if individuals are comfortable with their tasks, assignments, projects, or areas of responsibility. Confirm need for formal training to develop or enhance employee skills that may lead to more effective and efficient performance in the workplace.

Joining the effort to become a “Learning Organization” during challenging economic times will require a level of creativity. Often this will mean identifying “no cost” training opportunities. To move the “creative process” forward, listed below are websites that provide FREE online training. The courses offered range from basic math and computer training to marketing analysis and introduction to accounting.

www.qcflearnfree.org

www.sba.gov/services/training/onlinecourses/index.html





Post Probationary Merit Increases for Open Range Civil Service Employees

This article reiterates the current policy relative to merit increase eligibility for Open Range Civil Service employees once their probationary periods have ended.

The purpose of the Merit Increase Program is to establish and maintain an appropriate relationship between an employee's performance and pay. Merit Increases, in conjunction with any General Increases that may be granted, will enable unit heads to adjust employees' salaries within ranges. Merit Increases may be granted to eligible status employees whose salaries are below the range maximum.

To be eligible, an employee must be employed in a status Open Range position, and must have completed the probationary period for the class. Note that provisional, temporary, learner or trainee positions are not status appointments, therefore employees in these positions do not qualify for Merit Increases.

Generally, merit increases for eligible employees will be awarded at the beginning of the salary year, i.e., the date of Annual Range Adjustment and/or General Increase. Employee serving on a probationary period at that time may be granted a Merit Increase **within 30 calendar days following successful completion** of the probationary period. Source: University of Illinois, Policy and Rules: Rule 5.15 - Open Range Pay Plan/Merit Increases

Beginning February 1, 2009, pay increase requests for Open Range Civil Service employees who have completed their probationary periods must meet the above guidelines.

For questions related to this, please call Compensation at x5-4330.

FMLA Update

Effective January 16, 2009 there are a series of changes to the Family Medical Leave Act (FMLA) required by federal law. The University will be communicating the FMLA changes in the near future, as well as the required employee forms located in NESSIE. If you have any questions, please contact Jack McEnery at 6-3581 or jmcenery@uic.edu.

UIC Academic Professional Complaint Resolution Policies and Procedures

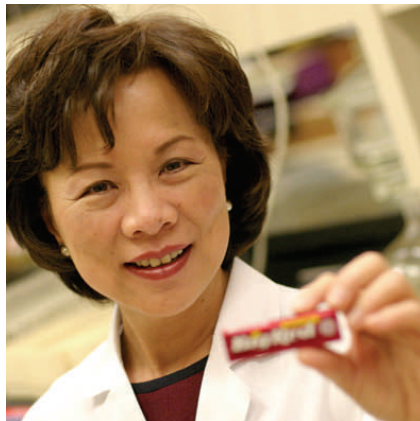
The University of Illinois at Chicago has two updated policies and procedures for Academic Professional employees to resolve work-related disputes. Since 1989, UIC has had one grievance procedure applicable to faculty, students and APs. Last year, UIC updated and separated a procedure applicable to faculty and students from one applicable to APs. The new policies are intended to simplify the process and reduce cycle time substantially.



1) UIC HR Policy Number 1101—UIC Academic Professional Complaint Resolution Procedure (Not for Complaints of Discrimination), effective November 18, 2008. http://www.uic.edu/depts/hr/relations/PolicyDocs/HRPP_1100/1101_111808.pdf

2) UIC HR Policy Number 1104--UIC Academic Professional Complaint Resolution Procedure for Complaints of Discrimination prepared to comply with the Guidelines on Procedures for Discrimination Approved by the Board of Trustees, which was approved by the President and became effective December 5, 2008. http://www.uic.edu/depts/hr/relations/PolicyDocs/HRPP%201100/1104_120508.pdf

If you have questions, please contact Associate Director of Labor and Employee Relations, Steve Holz at 312-355-3056.



HR Front End Update

This fall, intensive testing was conducted on the HR Front End with the assistance from the College/Unit and Central HR staff members. Many thanks to all who participated in this process.

Testing identified a number of modules and transactions that worked well, as well as a number of issues that need further development. As a result, the HR Front End Project Team and Campus HR offices are reviewing the time frame for implementation and training for campus employees. It is expected that an adjusted implementation date and training schedule will be communicated to the UIC campus in early to mid-February 2009. Please contact Jack McEnery at 6-3581 or jmcenery@uic.edu with any questions.

What is E-Verify?

E-Verify is a web-based employment eligibility verification program, developed by the federal government, specifically the Department of Homeland Security (DHS), to reduce unauthorized employment in the United States. Previously a voluntary program, its use was recently mandated for all employers with qualifying federal contracts issued or renewed after February 20, 2009. As a recipient of numerous qualifying federal contracts, it appears the University must comply with this federal mandate. The University established a project team late in 2008 to implement this program for each campus, and the Chicago campus has participated with this team.

Pending issues:

- Will all employees have to be E-Verified or only new hires and current employees on a federal contract?
- How will employees on a federal contract be identified?
- How users of the E-Verify system will be trained?
- A campus process will be communicated once overall University plan is finalized.

If you have any questions, please contact Jack McEnery or Julie Harris at UIC HR.



Positive Time Reporting

The *State Officials and Employees Ethics Act (SOEEA)* requires State employees to, “periodically submit time sheets documenting the total amount of time spent each day on official State business to the nearest quarter hour”. To comply with these requirements, a University-wide policy regarding the reporting of time spent on University business was approved by the President’s Policy Council, effective June 2008. This policy applies to academic professional and exempt civil service (not eligible for over-time) employees only.

The purpose of this policy is to assure that the University of Illinois is in appropriate institutional compliance with the *SOEEA* Act. Information to be submitted pursuant to this policy is to be used to document compliance with the *SOEEA* Act only, and will not be used for computation of employee’s pay, vacation/sick leave, or any activities associated with grants and contracts reporting. The Act also does not require employees to record their specific work activities every quarter hour during the day. It simply means that the total number of hours worked each day on University business, including evening and weekend hours, must be recorded to the nearest quarter hour. Finally, the Act’s requirement is separate from and in addition to other University reporting requirements and obligations.

This policy is now in effect and a Pilot Program was implemented for University Administration and the University of Illinois at Springfield campus in Fiscal Year 2008. Individual employee reporting will not begin at UIC until January, 2010. UICHR will communicate implementation plans and schedules and will work with each college and major administrative units in the implementation of the positive time reporting procedures. Following the initial implementation, ongoing compliance with this policy and the utilization of the standardized reporting tool will be monitored through regular audits.

Questions concerning the University Positive Reporting Policy can be directed to Russ Dickow, UICHR. Further details about the University policy can be found online at <https://nessie.uihr.uillinois.edu/pdf/policy/SOEEAReportingPolicy.pdf>.

HR on the MOVE...

UIC HR has multiple service locations on the West Campus. As of Monday, October 20th, three HR functional areas have office space in the Westside Research Office Building (WROB) located on the corner of Roosevelt and Wood.

New HR offices for Compensation, Employee and Labor Relations, as well as Organizational Effectiveness are located on the third floor of the WROB. If you have any questions, please contact Liz Budzik at 6-5691 or budzik@uic.edu.



HR Network



The practice of Human Resources Management, at UIC, takes place across the campus and includes multiple responsibilities that are addressed by people in colleges/units, as well as UIC HR offices. In an effort to build a collaborative HR community, UIC HR is taking a fresh look at an approach to support HR professionals. A HR Network is being developed. This is a network of UIC HR professionals that are grouped by HR focus.

- HR Policy/Decision Makers (Group One)
- HR Practitioners (Group Two)
- HR Transaction Processors (Group Three)

UIC HR has hosted several meetings with Group One (HR Policy/Decision Makers). Group One has helped to identify individuals who should be a part of Group Two (HR Practitioners). Invitations to the Group Two kick-off meeting have been sent. As a reminder, that meeting will take place on Thursday, January 29 from 2:30-4:30 in Chicago Room C of Student Center West. If you have questions about the HR Network, please contact Cassandra Staudacher at 5-5511 or cks@uic.edu.

Special Programs Update

Sustainability is the mantra. But, for each of us, it means different things. In Special Programs, it means sending out less printed materials and using more electronic communication.

Electronic invitations were utilized for the Employee Recognition Award Program, as well as the Campus Charitable Fund Drive. Unfortunately, we were unable to use our “Evites” due to the lack of sufficient personal emails in Banner; only 40% were in Banner.

Throughout this year as you work with employee records, new hires, job changes or have an employee retiring, please make every effort to collect a personal email address and enter it into Banner.

Please request the employee’s personal email address for retirement separations. The 2009 Retirement Luncheon invitation will be sent electronically; therefore this email address is *crucial* for notification. If you have any questions, please contact Dana Poncher at 3-2960.



The Goal: Use less paper—**Think GREEN**



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

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Labor & Employee Relations	x5-3055
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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.

Please send suggestions, requests to publish articles, and HR policy/procedure updates or reminders to Organizational Effectiveness at OE@uillinois.edu.

