



eNews

UIC Human Resources

January 2012

Published by

UIC
Human Resources
Organizational
Effectiveness

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Diverse and Inclusive UIC

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Knowing that “diversity” is a strategic imperative, there is laser focus on addressing issues related to the meaning of diversity and identifying actions needed to move UIC closer to its goal of becoming recognized globally as a diverse, inclusive university. University of Illinois’ Board of Trustee Chairman Kennedy and President Hogan have addressed the importance of including “diversity” in the university’s strategic plan. At UIC, the Diversity Strategic Thinking and Planning Committee (DSTPC) noted that “the implementation of the Diversity Strategic Plan is important, it will bolster UIC’s position as a truly diverse university, accessible to all, and insure that the excellence of our research and educational programs and our service to the community is enriched and strengthened by the diversity of the people engaged at UIC.” Each college and administrative unit at UIC has submitted a diversity plan. These plans represent a step in the process to get campus-wide buy-in and commitment to the end goal --- - a Diverse and Inclusive UIC.

At the beginning of many organizational diversity initiatives, training programs are delivered and communications from senior executives about the benefits of a diverse work environment are distributed widely. While we all may agree it is necessary to deliver training and for senior management to show meaningful support, these actions alone will not result in culture change needed to create and sustain a work environment that is holistically diverse.

How can UIC drive lasting cultural change in work styles and organizational behavior? What is needed to create a workplace with employees whose actions reflect inclusiveness and celebration of differences – an environment where ‘diversity’ is an inherent part of day-to-day work?

It is documented that diversity programs and structured training have inconsistent organizational impact. Often employees attending training courses and workshops return to their work settings exhibiting little or no behavior change. The same attitudes, myopic thinking, and intolerance for differences remain.

John Fielden, Director of Commonwealth Higher Education Management Service, acknowledges staff development as a fundamental element of institutional quality. It should be noted that this development includes raising awareness about the business value of diversity and inclusiveness, as well as creating a work environment where there is commitment to leveraging diverse employee talents

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to achieve micro and macro organizational goals. Staff development must be part of an integrated approach encompassing all types of training necessary to enhance UIC's operational effectiveness and efficiency. According to Fielden, **employee development is the cornerstone that positions a university to excel** at its core competency – knowledge creation and capacity building.

It is problematic to interpret staff development as simply training course delivery. Relying on instructor-led training as the primary remedy for complex, deeply personal and interpersonal diversity challenges will make it almost impossible to realize meaningful culture change. According to David Casey, Vice President of Workforce Strategies and Chief Diversity Officer at CVS Caremark, "Training can certainly enhance skills, but learning and development changes mindsets." He believes training tends to be episodic; learning and development tends to be more systemic.

Many diversity experts argue that the most effective use of training can be to provide employees varied and blended opportunities to build core skills and competencies required to navigate challenges. Presenting singular tactics to handle every diversity concern may lead organizations into a spiral of frustration. A "bag of tools" to pull from can better position one to communicate effectively or negotiate conflict, for example, to address differences in the workplace in a meaningful way.

Troy Coleman, a psychologist, consultant, and leadership coach, argues that organizations can benefit from a more rigorous approach to addressing diversity and inclusiveness challenges. According to Dr. Coleman, "we've got to work towards making sure that individual and organizational accountability are stressed so that people understand their roles and responsibilities, not only for doing their job but also for contributing to an environment where everybody else can feel comfortable to do their job as well."

Regardless of the approach, training is not the sole answer to organizational diversity concerns at UIC. It's unreasonable for the university to expect employees to master complex concepts of diversity after one class or to see significant campus-wide change after one training event. For the systemic change it seems UIC is expecting in this area, more than a one-hour course or annual day-long event is needed. Instead, it seems, the implementation of a more process focused, mechanistic approach with built-in reinforcement, follow-up, and accountability may be the necessary catalyst.

Intellectual, cognitive approaches to shaping people's behavior, like training events, have their use, but an effective diversity and inclusion program incorporates a broader array of tools, techniques, and experiences to influence lasting change that becomes part of an organization's DNA.

At UIC, consideration should be given to integrating diversity efforts into the university's broader approach to talent management, starting with how employees are screened and on-boarded to how performance is measured and rewarded and how managers are held accountable.

People care most about what affects them personally. As UIC moves forward to become a more diverse, inclusive university, diversity leaders may need to consider a blend of cognitive, experiential, and behavioral tools to increase the probability of getting all employees to feel that diversity at UIC is about them — it will have an impact on their success in the workplace.

Campus Program on Criminal Background Checks

Jack McEnery

Director Human Resources Shared Services

This is a reminder and update of the Campus Program on Criminal Background Checks as well as Sanctions Checks. The positions required to have these checks are identified per UIC HR policies 317 and 318. These policies cover security sensitive positions as well as positions in the Medical Center and those positions having contact with patients at UIC. Individuals being hired for positions involving patient contact, or employed by the UIC Medical Center, must have Criminal Background and Sanctions Checks completed and cleared prior to beginning employment.

To have a Criminal Background Check and/or Sanctions Check completed on a candidate, the candidate must complete and process the form attached at this link http://www.uic.edu/depts/hr/quicklinks/hrforms/Criminal_Background_Check_Form_Fillable.pdf. It is also located on the UIC HR website under Quick Links - Forms. Please follow the steps identified on the form. We are examining the possibility of completing the form through an online process. We will update you should we conclude that an online approach is feasible and meets all requirements.

The cost to a Department for these checks are:

1. Sanctions Only - \$20
2. Criminal Background Check (CBC) only (State of Illinois) - \$50
3. Sanctions and CBC - \$65

At times a Criminal Background Check returns to us showing a criminal conviction for the candidate. While conditions of certain criminal convictions do not preclude an individual from employment, we may require further checks on the candidate to guarantee identity and resolve issues. Starting February 1, 2012, we will conduct all such further checks in-house through a fingerprint scan conducted in the Human Resources Building. Previously candidates were required to go to a third party for this scan, however, coordination and delay issues have become a problem. Departments will be charged \$30 for a candidate should this be necessary. As of this date, this situation typically occurs only 25-30 times per year for the entire campus.

If there are any questions, please feel free to contact Jack McEnery at ext. 6-3581 or jmcenery@uic.edu

New Training Courses

Laurie Schellenberger

Human Capital Development Coordinator

Two new training courses will be offered to UIC employees in February. One course focuses on the Core Competency, communication and the other on a Human Resources business process.

Results Oriented Communication for Managers is a new half-day instructor-led course that provides tools and techniques to encourage communication that will position individuals to achieve results in the workplace. During the session, building credibility, delivering clear and concise guidance to teams and focusing on the end goal before crafting messages will be explored.

Human Resources experts in Recruitment and Staffing as well as Compensation provided content for the new **Civil Service Hiring Process** training. The course provides an overview of the Civil Service System, as well as requisition and classification processes for Civil Service employees. This is the first in a series of courses that will focus on Civil Service hiring and staffing concerns such as: hiring extra help, writing job descriptions, and job reclassifications.

Register for the February, March, or April sessions of 'Results Oriented Communication for Managers' at <https://hrnet.uihr.uillinois.edu/dart-cf/sessions/index.cfm?act=ListClasses>.

Session dates for the Civil Service Hiring Process course will be posted on the MyCareer website at <http://www.uic.edu/depts/hr/mycareer/index.html> in late February 2012.



Employee Professional Development

Organizational Effectiveness provides Training and Professional Development to support employees in the UIC work environment. See the table below to view courses offered in **February — March 2012**.

Detailed course descriptions and registration information are available on the [MyCareer](http://www.uic.edu/depts/hr/mycareer/) website at <http://www.uic.edu/depts/hr/mycareer/>.

These training sessions are scheduled in the Westside Research Office Building (WROB) room 361. The WROB is located at 1747 W. Roosevelt Rd.

<u>Course</u>	<u>Date</u>	<u>Time</u>
Presentation Fundamentals: Speaking Skills	Wednesday, February 1	1:00 p.m.—4:00 p.m.
Customer Service Fundamentals	Tuesday, February 7	1:00 p.m.—4:00 p.m.
Results Oriented Communication for Managers	Tuesday, February 14	1:00 p.m. – 4:00 p.m.
UIC Leaves of Absence—Webinar	Wednesday, February 15	2:00 p.m.—3:00 p.m.
Leadership Essentials (2 day workshop)	February 21-22	8:30 a.m.—5:00 p.m.
Business Writing Fundamentals	Wednesday, February 29	9:30 a.m.—12:30 p.m.
Customer Service Fundamentals	Tuesday, March 6	1:00 p.m.—4:00 p.m.
Presentation Fundamentals: Speaking Skills	Monday, March 12	1:30 p.m.—4:30 p.m.
UIC Leaves of Absence – instructor led	Wednesday, March 14	9:30 a.m.—12:30 p.m.
Leadership Essentials (2 day workshop)	March 20-21	8:30 a.m.—5:00 p.m.
Results Oriented Communication for Managers	Tuesday, March 27	1:00 p.m. – 4:00 p.m.
Business Writing Fundamentals	Friday, March 30	9:30 a.m.—12:30 p.m.



Special Programs Update

Dana Poncher
Coordinator, Special Programs

February 28, 2012: Retirement Recognition Luncheon Program and Ceremony

The ceremony will recognize employees who retired *between August 16, 2010 and August 15, 2011*.

The invitation only recognition luncheon sent over 365 retirees invitations based on each units approved retiree lists. Units will be notified which retirees will be attending in order to match an appropriate department representative to attend the luncheon to acknowledge and show our appreciation to our faculty and staff for their service to the university. The retiree reception begins at 11:00 a.m. followed by the luncheon and program, which begin at noon and ends at approximately 1:15 p.m.

The recognition program will only recognize employees who are retiring for the first time from a current/active service classification such as academic professionals (including visiting and post doctoral research associates), status civil service and faculty. Employees not eligible for recognition are employees who have previously retired and were subsequently rehired (retiring "again"/TR), retired in a previous academic year and were unable to attend. If an employee is unable to attend the luncheon their Retirement Certificate will be sent to them via US mail*.

Important details regarding recognition eligibility and our retirement recognition policy are posted online at: http://www.uic.edu/depts/hr/Special_Programs/retiree_luncheon.shtml.

UIC 2011 Campus Charitable Fund Drive ended December 16, 2011.

The program results will be posted at the end of the month. A special thank you to all the men and women from the unit of Vice Chancellor for Administrative Services for their extraordinary efforts at fundraising this year. For program details, please visit http://www.uic.edu/depts/hr/Special_Programs/departments.shtml.

The 2011 Employee Recognition Program acknowledged over 2100 service anniversaries from over 200 departments. Also recognized were the 2011 Award of Merit recipients, CAPE recipients, Alumni Association: WOW, INSPIRE and Luminary recipients and more. The expanded employee service recognition policy, approved for 2011 Employee Recognition Month, honoring eligible staff beginning with 5 years of eligible service was well received and should also serve to ensure a more accurate review of our employee records.

UIC Service Recognition Award Policy is online for your information, please review the expanded policy: http://www.uic.edu/depts/hr/relations/policies_procedures.shtml.

Save the date: Retirement Planning Conference – April 14, 2012.

To access materials from previous Retirement Planning Conferences: http://www.uic.edu/depts/hr/Special_Programs/retirement_conf.shtml.

Employee Recognition - Celebrating Employees at UIC

* Employees are responsible for the accuracy of the information in their NESSIE record, including their home address and phone number. Failure to update NESSIE may cause an employee certificate and/or their electronic invitation to be undeliverable.



UIC Human Resources

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

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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.

