

**UIC**  
UNIVERSITY OF ILLINOIS  
AT CHICAGO

**HUMAN  
RESOURCES**



## APAC Town Hall – Job Analysis Update

**UIC Human Resources**

**September 26, 2013**

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## Overview of Today's Session

- Background
- Leadership Support
- Job Analysis Project Goals.
- Criticality of the Process.
- Plan and Methodology.
- Timeline
- Conversions
- Next Steps
- For more information.



## Background

- The State Universities Civil Service System performed regular audits to assess compliance with their regulations, which state that all jobs are to be classified as Civil Service except for specific exemptions.
- The audit found that UIC had misclassified some jobs.
- To resolve audit findings, UIC must conduct job analysis and perform a systematic study of Academic Professional positions in the organization.



## Leadership Support

Chancellor Paula Allen-Meares lends her full commitment and support to the compliance and job analysis processes, including:

- Develop processes to ensure tighter position management protocols for Academic Professionals.
- Plan to immediately transition jobs that are incorrectly classified as Academic Professional to Civil Service upon expiration of appointment periods.
- All Academic Professional jobs will be evaluated and documented with appropriate job descriptions.



## Job Analysis Project Goals

- Systematically define and document (through the creation of job descriptions) each Academic Professional job so as to properly categorize jobs as Academic Professional or Civil Service.
- Achieve compliance with Civil Service exemption protocols.
- Create a pathway to implement critical HR initiatives starting with compensation and professional development.



## Job Analysis Defined

- Job analysis is the systematic study of jobs to identify their observable duties and responsibilities, as well as the knowledge, skills and abilities required to perform a particular task or group of tasks (World@Work).
- Job analysis is not new in concept. Has beginnings in manufacturing (time-motion studies, Fred Taylor/scientific management) in the early 1900's. Most familiar application, the Hay Point System developed in the 1950's and still used today in some organizations. Most organizations are updating... moving beyond the foundational work required for first time job analysis.
- Job evaluation is the internal ordering/ranking of positions.



# Criticality of Job Analysis @ UIC

## Effect of the Current Compensation Model

Title	Count	Range of Annualized Salary	
RES SPEC	15	\$ 29,891	to \$63,024
RES SPEC HLTH SCI	48	<b>\$ 18,636</b>	to \$61,505
RES SPEC IN HLTH SCI	94	\$ 26,645	to <b>\$119,579</b>
RES SPEC IN HLTH SYST RES	3	\$ 71,801	to \$90,396
RES SPEC IN PUB HLTH	26	\$ 30,992	to \$71,469
RES SPEC IN THE HLTH SCI	2	\$ 32,921	to \$39,700
RES SPEC, BEHAV SCI	2	\$ 27,450	to \$39,140
RES SPEC IN HTLH SCI	1	\$ 37,086	
RES SPEC ON HLTH SCI	1	\$ 40,518	
<b>Total</b>	<b>191</b>		

***Is this justifiable?***

**1. Titling concerns**  
Need to be sure if these are the same or different jobs?

**2. Possible equity concerns**  
Need to understand why the differences in pay rates

**3. Fair amount of overlap, need to sort out**



# Criticality of Job Analysis @ UIC

## Effect of the Current Career Development Model

- Employees tend to move around the organization rather than up through the ranks.
- Employees seek out opportunities – through their own volition and based on relationships developed over time - rather than following structured career paths.
- There is not a consistent way of measuring performance or identifying development opportunities.





## 3 Step Process

### **Data Collection** (*Questionnaire, Org Charts, Existing Job Descriptions*)

Collection of job information (duties, qualifications, experience requirements, etc) known as job analysis

### **Design & Classification** (*Consistency Checking*)

Using the job data collected, make decisions regarding most appropriate design of the work and determine the appropriate employee group, titling/re-titling

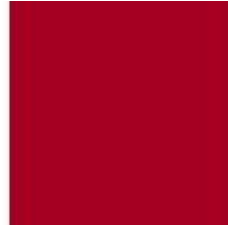
### **Job Documentation & Evaluation**

Create a job summary outlining essential duties, qualifications, etc. Using key indicators from the collection of job data, assess relative value of jobs in the organization (via a point factor method), populate job model/hierarchy



## Data Collection

- Position Interview Questionnaire (PIQ), a necessary first step to understand what is done in the job.
  - Online survey tool.
  - Provides demographic information about the job holder (e.g. title, work location, Manager/supervisor information).
  - Essential duties currently being performed.
  - Helps to communicate the importance of the project, each employee and manager receives an information packet prior to the interview.
- We review and analyze.
  - Essential function of the job, main job responsibilities, expertise, autonomy, thinking skills, communication and interpersonal skills, responsibility for resources, responsibility for staff, responsibility for relationships with others, working conditions and physical demands.
- PIQ is completed by the employee and reviewed by the supervisor.



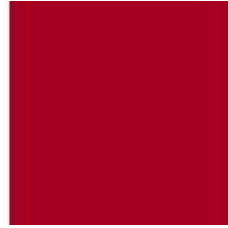
## Design/Classification

- Creation of draft/preliminary job description.
- Review of Civil Service classifications to determine if the information gathered during data collection represents work that currently exists within the Civil Service Class Plan.
- Notify managers of determination from job analysis.
- Creation of a final job description for the Academic Professional job based on the questionnaires and interviews of job holders in like positions.



# Documentation

- Job Description
  - A job description will be created for each Academic Professional position analyzed. This will establish the core (essential) functions, define the minimum skills, knowledge, abilities and experience requirements for each position. If a job is determined to be Academic Professional, the description will also document the Civil Service exemption criterion met.
  - Departments can write and create their own Civil Service job descriptions based on class specs in the Civil Service Compensation Plan.
  - Once positions have been established, Units will need Hiring Authorization to hire into the established Academic Professional position. Also, Civil Service positions will require a job requisition.
  - PAPEs will no longer be accepted to create new positions or hire into new or existing positions. Instead, job analysis will be conducted for new positions.

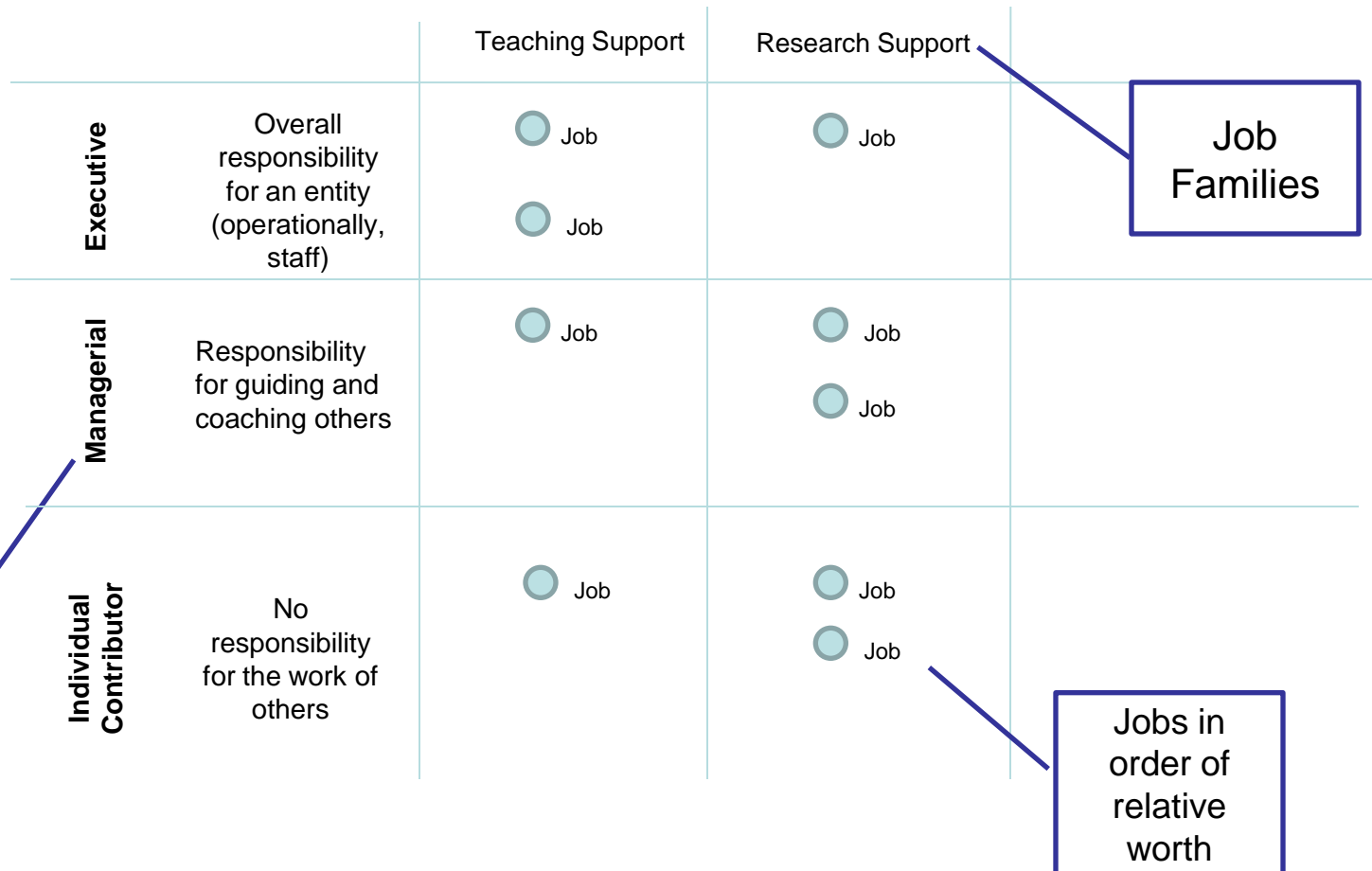


## Anticipated Outcomes

- Jobs are appropriately categorized as Academic Professional (PAA) or Civil Service.
- An organized and understandable approach to jobs (including titling, roles/responsibilities, compensation, etc.).
- Online Job Library that contains final, consistent job descriptions for each Academic Professional job. Elimination of PAPE forms at UIC.
- The job foundation necessary to develop career pathways, training programs, improve selection processes, create performance based programs, competency programs, etc.

# Example of A New Job Model

This job model places jobs in a hierarchy that defines/identifies the relationship between them and other jobs in the organization

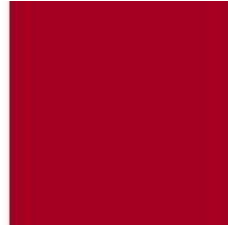




# Timeline

The timeline for the remaining Colleges / Administrative Units:

Colleges / Administrative Units	Entrance Date*
Library	September 2013
Vice Chancellor for Administrative Svcs	September 2013
Liberal Arts & Sciences	September 2013
Nursing	September 2013
Graduate College	September 2013
Social Work	September 2013
Office of Admissions & Records	September 2013
Campus Auxiliary Services	September 2013
Vice Chancellor for Research	September 2013
Facilities Management	October 2013
Urban Planning & Public Affairs	October 2013
Applied Health Sciences	October 2013
Education	October 2013
Public Health	October 2013
Engineering	January 2014
Vice Chancellor for Student Affairs	January 2014
Vice Chancellor for Development	January 2014
Business Administration	January 2014
Pharmacy	January 2014
Medical Center - Clinical	February 2014
Medicine	February 2014



## What are Conversions

- Conversion is a Civil Service process designed to correct the inappropriate exemptions of jobs with incumbents from coverage by Civil Service.
- The State Universities Civil Service System (SUCSS) performed a regular audit to assess compliance with the Statute and their regulations, which state that all jobs are to be classified as Civil Service except for specific exemptions.
- To resolve audit findings, UIC must convert the jobs identified in the audit and perform a systematic study of others in the organization.
- Jobs with incumbents are being converted as part of the result of the systematic review and analysis. Reclassifications of jobs without current incumbents (vacant positions) are not considered to be conversions and these positions must be filled through the Civil Service hiring process.





## Conversion Will NOT Impact

- Work assignments, responsibilities, relationships, tasks, or duties.
- Pay, since the amount of annual salary will not be reduced.
- Health benefits since benefits offered by CMS are the same for all eligible State employees.
- Retirement



## Conversion MAY Impact

- Weekly work schedule (37.5 hour vs. 40 hour schedule).
- Pay schedule will change from monthly to biweekly (every other Wednesday) when the conversion becomes effective.
- Overtime status under the Fair Labor Standards Act (FLSA).
- Representation by a union. This is a determination controlled by the Illinois Educational Labor Board and reflected in a labor agreement, which is a legally-enforceable contract.



## Conversion Will Impact

- Notice rights - Employees converted to Civil Service will no longer have notice rights, but will have specific rights regarding employment processes, including promotion, reduction in force, discipline and termination.
- Gaining of seniority rights within the Civil Service system for the time spent in the same position/job.
  - **Example 1:** Hired as an Academic Professional Project Coordinator twenty years ago, and will be converted to a clerical title in the near future I will have twenty years of seniority in the Civil Service classification.
  - **Example 2:** Hired into a Civil Service clerical position twenty years ago, promoted to an Academic Professional Project Coordinator title four years ago, promoted again into an Academic Professional Accountant title two years ago, and will be converted to a CS Accountant title in the near future I will have two years of seniority in that classification.



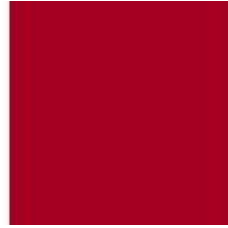
# Conversion Will Impact

- Paid Time Off
  - For Academic Professionals, sick leave is accrued at 25 days per year (12 accruable); while for Civil Service employees it is accrued at the rate of 0.0462 hours for each hour worked.
  - For Academic Professionals, vacation is accrued at 24 days per year (48 maximum accruable).
  - Depending on length of service, Civil Service employees receive between 12 and 25 days of **vacation** if FLSA non-exempt, and if FLSA exempt, between 25 and 28 days.
  - Civil Service employees must accrue leave before it can be used; no “up front” usage.
  - Impact of vacation change is highly dependent on years of service and FLSA status.
  - Accrued paid time off “banks” will be converted intact so that you lose no days of leave.



## Conversions

- In the event that a conversion is required, employees will have some choices to make.
  - Employees with notice rights may choose to work as an Academic Professional until the notice rights expire following issuance of a terminal appointment notice and then convert to Civil Service status, OR choose to waive notice rights and convert in the near future.
  - If the Civil Service job title is union-represented, the employee may join the union or choose to pay Fair Share.
- The conversion process has proven to be extremely complex (e.g., FLSA, Immigration, Labor Laws, Seniority, Work schedules, etc.). While all of the issues raised have workable solutions, many of the solutions require careful consideration of individual facts and circumstances. We are committed to working with each employee to identify the best resolution possible in each case.
- Conversion ***will not*** occur without advance notice to the employee – Individual Data Sheets, Group Meetings and Optional Individual Meetings.



## Conversion Myths

- Positions will be eliminated automatically and immediately as result of converting to Civil Service.
- Your value as a U of I employee has somehow been diminished.
- This process is a covert way of eliminating Academic Professional jobs.
- This process is being forced on the University as a way to reduce costs.
- Employee benefits will be lost or greatly reduced.
- Employees will quit if they become Civil Service.



## Next Steps

- Proceed with job analysis according to the timeline.
- Ensure jobs are classified correctly.
- Work collaboratively with each remaining College or Administrative Unit.

### TODAY:

- Reassure employees that the process is designed to achieve compliance with State law and that their rights will be respected.
- No positions have been or will be eliminated as a result of the job analysis project or subsequent conversions.



## For More Information

- State Universities Civil Service System:  
<http://www.sucss.state.il.us/default.asp>
- UICHR website:  
<http://www.hr.uic.edu/>
- This presentation will be made available on the HR website.
- Questions can be sent to [jobanalysis@uic.edu](mailto:jobanalysis@uic.edu).
- Ron Puskarits, Director of Compensation – [puskarit@uic.edu](mailto:puskarit@uic.edu)