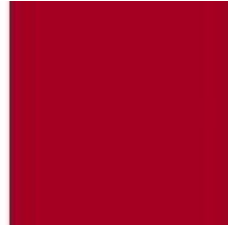


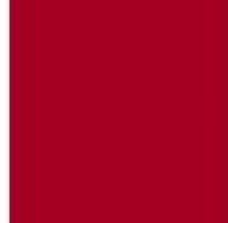
Job Analysis @ UIC





Overview of Today's Session

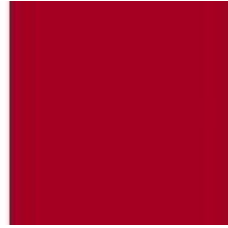
- Leadership Support
- Job Analysis Project Goals
- Criticality of the Process
- Plan and Methodology
- Timeline
- Conversions
- For more information



Leadership Support

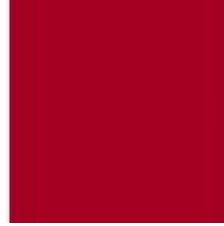
The Chancellor has committed to the following compliance activities and processes as a result of previous State Universities Civil Service System (SUCSS) audits.

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



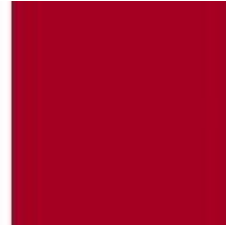
Job Analysis Project Goals

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



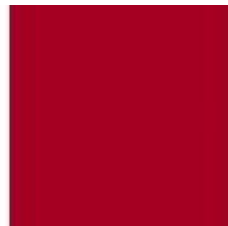
Job Analysis Defined

- 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.
- This process is not new for most organizations and they are updating and moving beyond the foundational work. For UIC this is the first time we have systematically conducted a job analysis project.



Criticality of Job Analysis @ UIC

- APAC survey - More than 57% of respondents were “very or extremely concerned” that employees with comparable credentials, responsibilities and workloads have varying titles and levels of compensation across campus.
- Internal and external equity concerns with employees with same or similar titles
- Opportunities for personal growth and career progression are consistently identified in research as drivers of employee engagement and retention.



Eligible Population - Initial Data

- Approximate number of Academic Professionals 4775
(E-Class = "B", 36e3 and 36e4)
- **No analysis planned (unless requested) 1,445**
Sample titles
Vice Chancellors, Associate Dean, Associate Chancellor, (n=82)
and any employee with an appointment split between Faculty & AP (n=1,363)
- **Analysis Planned for a Later Time (Primarily Clinical) 114**
Sample titles
Clinical/Staff Pharmacist, Clinical Social Worker, Physician Assistant, Coaches/Trainers, Vet, Surgical Assistants
- **Immediate Analysis Planned 3,216 ("pure" AP's)**
Sample titles
Executive Director, Director, Coordinators, Specialists, Assistant To, Other Titles



Initial Data (Immediate Analysis Group)

Posn Org Detl Admin Desc	Exec/Director	Associate Director	Asst Director	Coord, Asst To, Speclst	All Other	Grand Total
Chancellor	2	2	2	29	16	51
Healthcare System, UIC	53	18	34	338	89	532
Provost & VC Acad Affairs	20	17	34	158	4	233
Provost & VC Acad Affrs - Acad	90	42	61	726	58	977
Provost & VC Acad Affrs - COM	54	14	19	660	32	779
VC for External Affairs	5	12	1	9	3	30
VC for Human Resources at UIC	6	4	2	17	1	30
VC for Research	13	8	15	66	5	107
Vice Chanc Administrative Svcs	6	11	17	20	9	63
Vice Chancellor for Development	22	4	1	11	2	40
Vice Chancellor for Student Affrs	20	20	39	97	14	190
UA - President	1			6		7
UA - VP Academic Affairs	1			5		6
UA - VP Chief Financial Officer	11	12	24	93	11	151
UA - VP Technology & Economic Dev	2	1		11	2	16
UA - Utilities Administration	1		1	2		4
Grand Total	307	165	250	2248	246	3216
	10%	5%	8%	70%	8%	100%

Note

-The above job groupings are based on a review of titles in Banner

- 3216 is exaggerated (by no more than 255) based on Banner's coding rules for split funding for the same position

- Counts based on employee's "paid from" account, not work location



3 Step Process

Data Collection (*Questionnaire, Interview*)

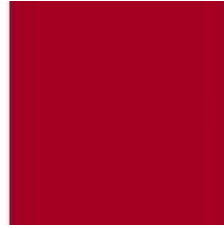
Collection of job information (duties, qualifications, experience requirements, etc) known as job analysis

Job Documentation & Classification (*Consistency Checking*)

Using the job data collected, create a draft job summary outlining essential duties, qualifications, etc. and make recommendation regarding most appropriate classification

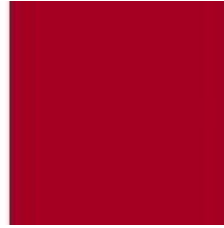
Final Job Description and Classification

Approve final Academic Professional/Civil Service classification and create final job descriptions



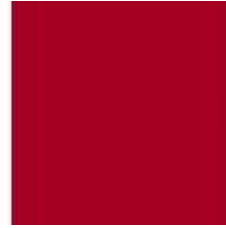
Data Collection

- Pre-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



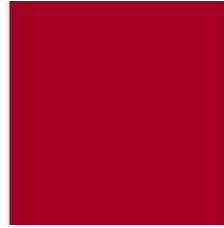
Data Collection

- Face to Face Interview
 - To review PIQ to ensure understanding of the essential duties of the position
 - Software application process to drill down into how the job is done

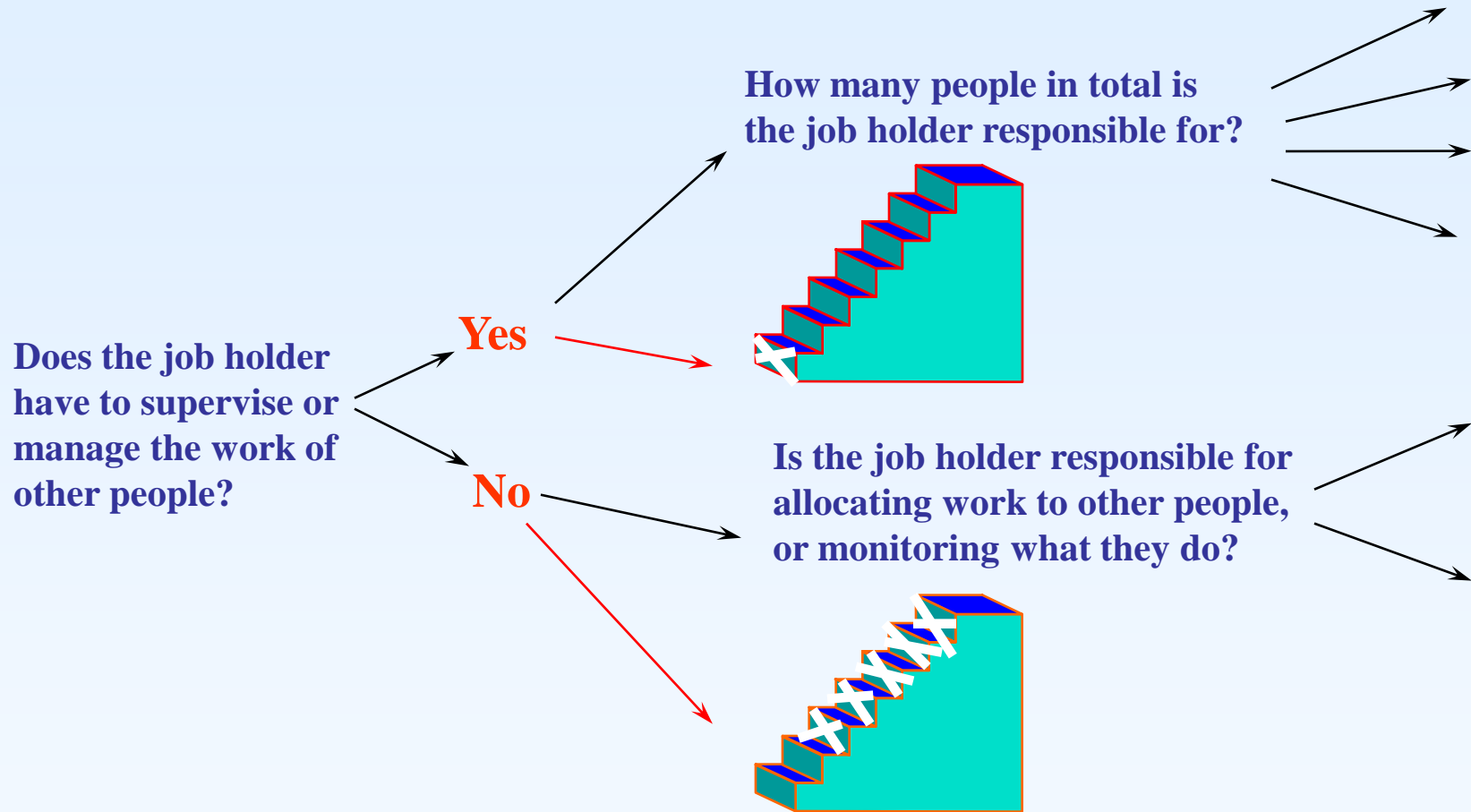


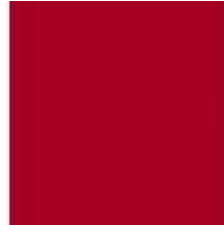
Data Collection – Software Application

- Application has a question library of more than 1000 close-ended questions covering 10 factors (Expertise, autonomy, thinking skills, planning & development, communication & interpersonal skills, responsibility for resources, responsibility for staff, responsibility for relationships with others, working conditions and physical demands).
- The responses function as a “decision tree” to eliminate inappropriate questions and leads you to the next question.
- Participants include the job holder *and* Manager
- Identical jobs can be “pooled” for efficiency.



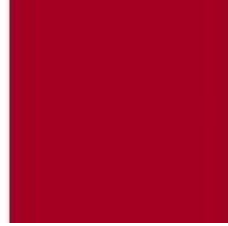
Data Collection (the question process)





Design/Classification

- Creation of draft/preliminary job description
- Review of Civil Service classifications to determine if the information gathered during data collection (i.e. PIQ and interview) represents work that currently exists within the Civil Service Class Plan
- Notify managers if the analyzed AP job matches an existing Civil Service job. Manager can either accept that the job is Civil Service or takes steps to rethink how the work is performed (however, the job will be CS until that review is completed) --- there will be a limited timeframe for this
- Creation of a final job description for the AP job based on the questionnaires and interviews of job holders in like positions

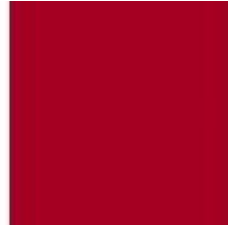


Documentation

A Position Description

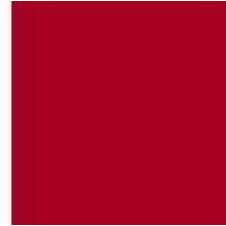
- » A position description (i.e. a collection of like jobs) will be created for each AP position. This will establish the core (essential) functions, define the minimum skills, knowledge, abilities and experience requirements for each position. It will also document the CS exemption criterion met.
- » Once positions have been established, Units will need to complete a type of Employment Requisition (e.g. RAHA) for authority to hire into the established position.

PAPes will no longer be accepted to create new positions or hire into new or existing positions.



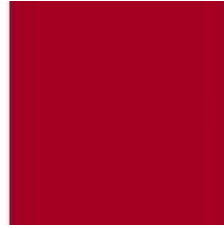
Anticipated Outcomes

- 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.



Overall Timeline

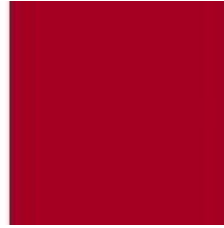
- Data collection (questionnaires and interviews) began in January/February 2010
- Intent to analyze jobs in the following sequence over the remaining and next calendar years
 - Administrative Units and Disputed Exemptions
 - Medical Center
 - East Side Colleges
 - West Side Colleges



What are Conversions

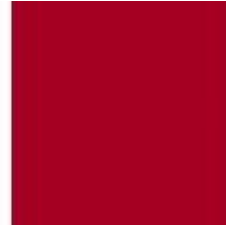
Conversion means your job has been reviewed, deemed to be inappropriately classified as Academic Professional and will be classified as Civil Service going forward

The conversion process allows us to bypass normal Civil Service procedures typically used in the hiring process – most notably, testing



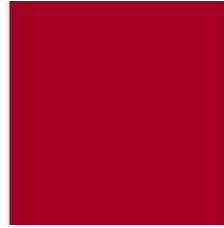
Conversion Will NOT Impact

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



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. If a position is represented by a union, employees are not required to join the union, but will be required to contribute a “**Fair Share**” payment for the work done by a union to represent that job if the employee does not join and pay dues. If your job will be covered by the new SEIU “Professional” unit, there is no “Fair Share” or dues arrangement with the Union at this time.

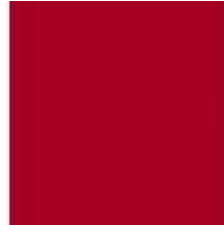


Conversion Will Impact

- Eventually, employees will not 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.
- Ability to bump or be bumped from positions. Specifics vary among individuals. To determine the amount of classification tenure (not overall University tenure) that is considered in the position elimination/bumping process, consider the following examples

Example 1 Hired as an AP 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 AP Project Coordinator title four years ago, promoted again into an AP 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.



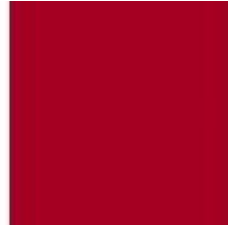
Conversion Will Impact

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



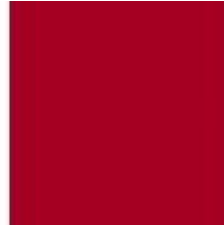
Conversions

- 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 AP 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.
 - Where notice rights are not considered (e.g. Visiting) employees will be converted at the end of the appointment or contract periods.
- The conversions process has proven to be extremely complex (e.g. FLSA, Immigration, Seniority, Work hours, etc.).
- Conversion **will not** occur without advanced notice to the employee – including group meetings, optional individual meetings, and individual data sheets.



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.



For More Information

State Universities Civil Service System

<http://www.sucss.state.il.us/default.asp>

UICHR website <http://www.uic.edu/depts/hr/>

- This presentation will be made available on the HR website

Questions can be sent to jobanalysis@uic.edu