

# Job Analysis @UIC

The Office of the Vice Chancellor for Student Affairs

The Office of Human Resources

Compensation

March 1<sup>st</sup> and 3<sup>rd</sup> , 2011

# Overview of Today's Session

- Leadership Support
- Job Analysis Project Goals
- Criticality of the Process
- Plan and Methodology
- Timeline
- Conversions – Truth versus Myth
- Next Steps for OVCSA
- For more information

# Leadership Support

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

- Intent to comply with the recommendations put forth in the DAR by SUCSS
- 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

# Leadership Support

Vice Chancellor Henley has participated in the early stages of the job analysis process and lends her full commitment and support to the compliance and job analysis processes by ensuring that:

- All jobs within the OVCSA are appropriately categorized
- Employees receive timely and accurate information about the process and implications
- The process will be administered fairly and consistently within the OVCSA

# What we are planning to do

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# 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 (World@Work).
- Job analysis, while new to UIC, 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 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.

# Why now?

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# 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>		

### **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

# Eligible Population

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# 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 Affrs	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
<b>Grand Total</b>	<b>307</b>	<b>165</b>	<b>250</b>	<b>2248</b>	<b>246</b>	<b>3216</b>
	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

# Plan and Methodology

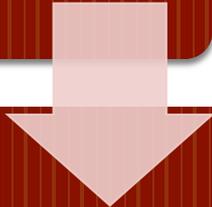
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# 3 Step Process

## **Data Collection** (*Questionnaire, Interview*)

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

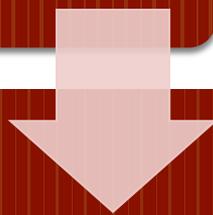
**1**



## **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

**2**



## **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

**3**



# Data Collection

- Pre-Interview Questionnaire, 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
- Face to Face Interview to drill down into how the job is done:
  - 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

# Data Collection



- Each factor is 2-dimensional (breadth and depth) and assessed across seven dimensions to account for various levels of responsibility; and are statistically valid and reliable for defining and evaluating work
- Software application with a question library of more than 1000 closed-ended questions. The responses provided eliminate inappropriate questions and leads you to the next question
- Participants include the job holder and Manager

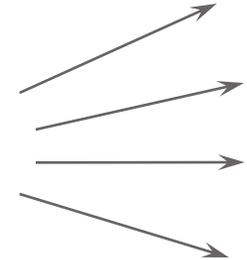
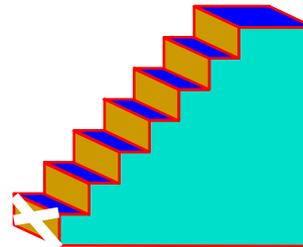


# Data Collection (the question process)

Does the job holder have to supervise or manage the work of other people?

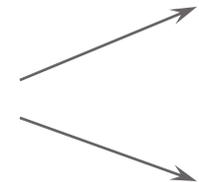
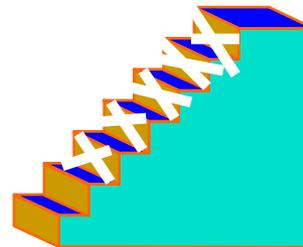
**Yes**

How many people in total is the job holder responsible for?



**No**

Is the job holder responsible for allocating work to other people, or monitoring what they do?



# Design/Classification:



- Creation of draft/preliminary job description
- Review of Civil Service classifications to determine if the information gathered during data collection (i.e. pre-interview 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 & Evaluation



- 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 exemption criterion met.
    - Once positions have been established, Units will need to complete an Employment Requisition 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.
  - A Job Description
    - A job description will be created at the end of the job analysis interview. This will summarize the work being performed by the incumbent.

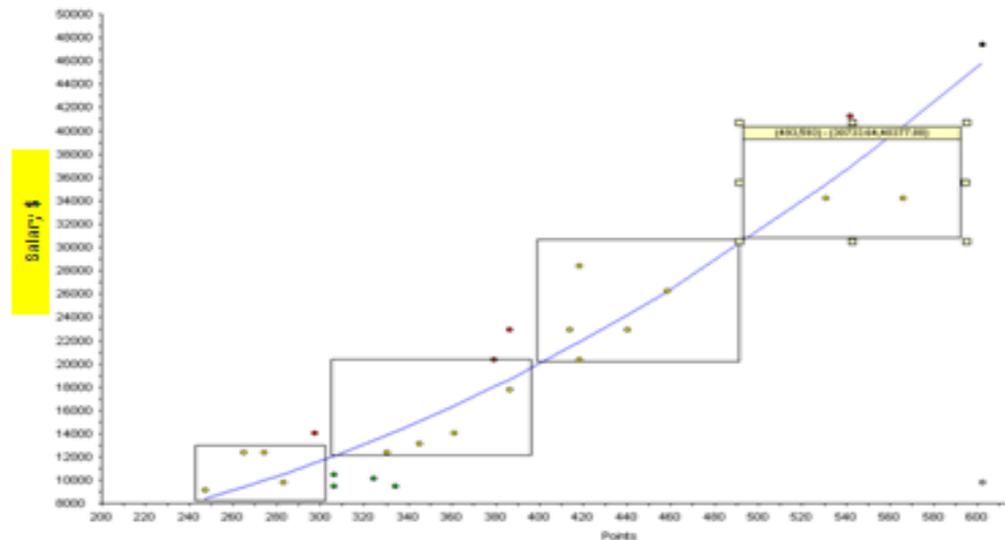
# Documentation & Evaluation



- Job Evaluation

- The new Academic Professional position/job model will be populated with the information provided from the job analysis review. The job model will reflect appropriate titles, appropriate role and pay bands.

## Grade and pay modelling

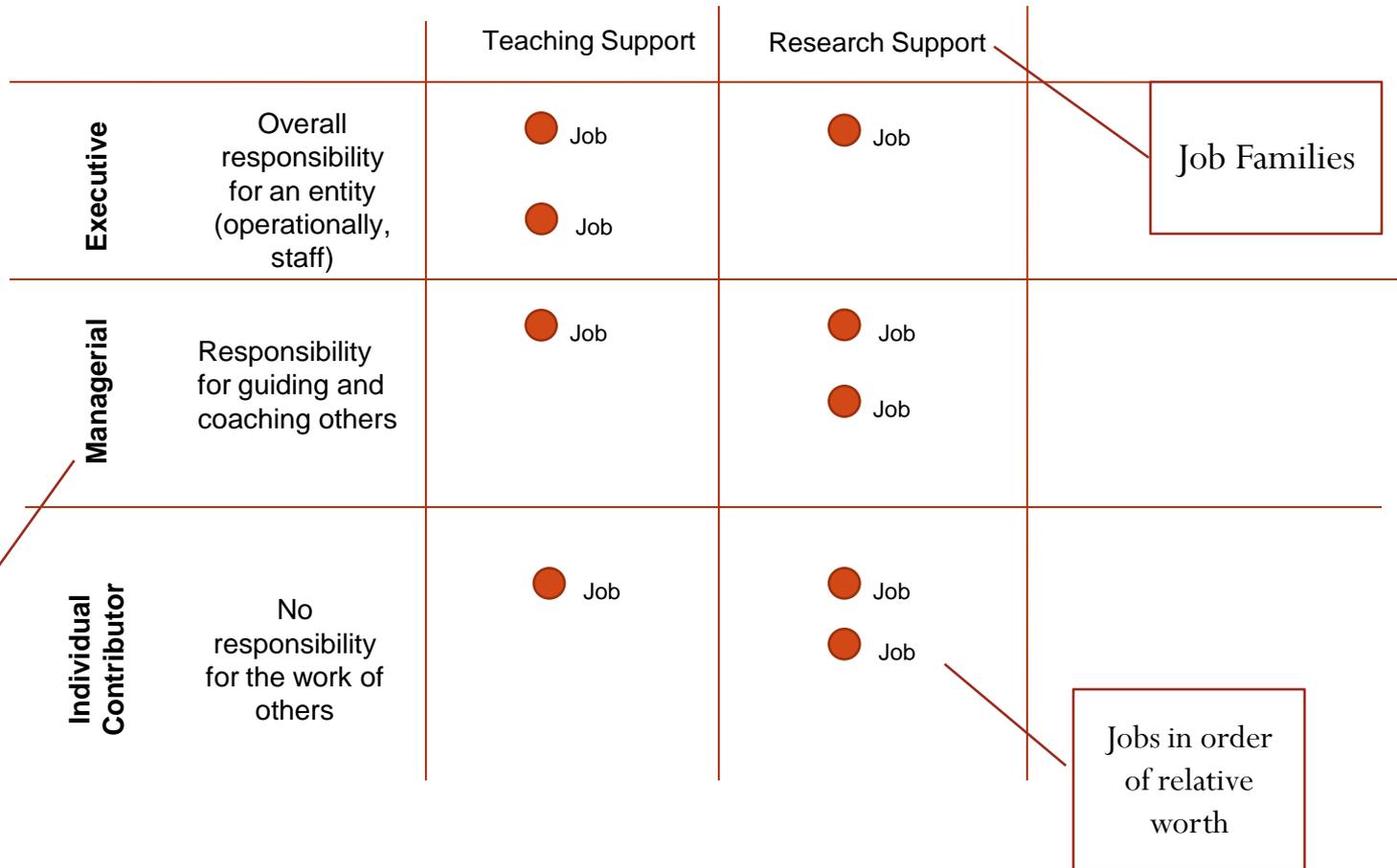


# The Anticipated Results

- 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, and competency programs, etc.

# Example of the New Job Model

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



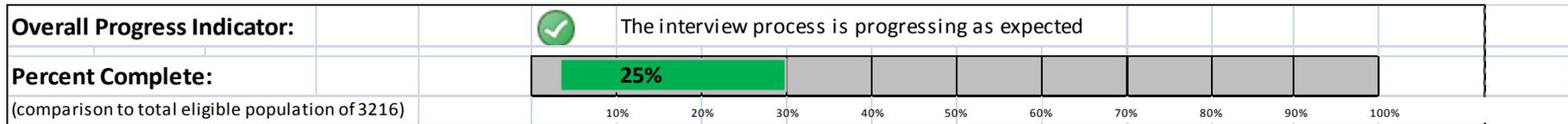
# Timeline

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# Tentative 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
  - UA positions
- Go live with job model and online job library, January 2012

# Status



- Conducted close to 600 interviews (in process of writing job descriptions)
  - Chancellor's Office
  - Provost's Office /ACCC/ Honors College
  - Athletics
  - Contested Exemptions from Audit
  - Medical Center
- Comments on the job analysis experience
  - the interview process has just concluded in the Medical Center
  - Many of the jobs reviewed (approximately 70%) will be converted

# Conversions – Truth versus Myth

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# What are Conversions?

- Conversion is a Civil Service process designed to correct the inappropriate exemptions of jobs from coverage by Civil Service
- The State University Civil Service System (SUCCS) performed a regular audit to assess compliance with their regulations, which state that all jobs are to be classified as Civil Service except for specific exemptions.
- To resolve audit findings, UIC must appropriately convert the jobs identified in the audit and perform a systematic study of others in the organization.
- Your jobs are being converted as part of the result of the systematic review and analysis. The Medical Center and a few other units have been reviewed, but all units and departments at UIC will be reviewed in the coming months.

# What is the real impact of a conversion?

- It will have no impact on your assignments, responsibilities, relationships, tasks, or duties.
- It may have an impact on your weekly schedule (37.5 hour vs. 40 hour schedule).
- It may have an impact on the FLSA status of your job; if your position is nonexempt following conversion, you will be eligible for overtime pay.
- It will have an impact on your notice rights.
- It will result in your gaining seniority rights within the Civil Service system. Specifics vary among individuals, but you may have the right to “bump” other employees in certain situations, while employees with greater seniority in a classification may have the right to “bump” you. As the Medical Center is a separate place of employment for Civil Service issues, any “bumping” will be limited to the Medical Center.

# What is the real impact of a conversion?

- Your job may be represented 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.
  - If you are in a represented job which is covered by an existing contract, you are not required to join a union, but you will be required to contribute a “Fair Share” payment for the work done by a union to represent your job if you do not join and pay dues.
  - If you are in a represented job which is not covered by an existing contract (SEIU “Professional” unit), there is no “Fair Share” or dues arrangement with the Union at this time.
- Conversion ***will not*** occur without advanced notice to the employee

# When does conversion occur?

- If you have notice rights, you may choose to work as an AP until your notice rights expire following issuance of a terminal appointment notice and then convert to Civil Service status, OR you may choose to waive your notice rights and convert in the near future.
- If you are a Visiting AP, you will be converted at the end of your appointment period.
- If you are an AP with a “less than 100%” appointment, you will be converted to an equivalent percentage Civil Service position in the near future.
- If you do not have notice rights or an appointment period (i.e., your current status is “Academic Hourly”), your position will be converted in the near future.

# Conversion Myths

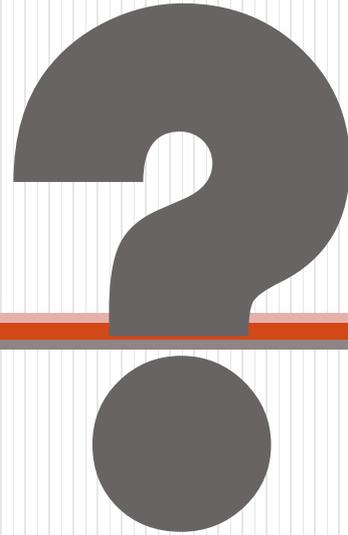
- Positions will be eliminated automatically and immediately as result of converting to Civil Service
- Your value as a U of I employee has somehow been diminished
- This process is a covert way of eliminating Academic Professional jobs
- This process is being forced on the University as a way to reduce costs
- Employee benefits will be lost or greatly reduced
- Employees will quit if they become Civil Service
- There are no professional jobs within Civil Service

# Next Steps for OVCSA

- Finalize eligible population
- Assignment of interviews
- Job analysis interviews tentatively planned to begin the week of March 14<sup>th</sup>

# 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](mailto:jobanalysis@uic.edu)



What questions do you have?