

UIC *Human Resources*

Meeting Customer Staffing Needs: Using Critical Thinking Processes in the Delivery of the Personnel Plan



Goal

Provide highly qualified candidates that meet the needs of the colleges and administrative units we support using Civil Service guidelines as a resource

Objectives

Understanding Customer Needs

UIC Ownership

Civil Service Requirements

Applying Critical Thinking to Create Solutions

Collaborating to Deliver High Quality Service

Understanding Customer Needs

Meeting Customer Staffing Needs: Using
Critical Thinking Processes in the Delivery of
the Personnel Plan

Understanding Customer Needs

Applying Customer Service Skills

Leading the conversation to understand customer needs

- Use open-ended questions to discover information about customer needs
- Use close-ended questions to confirm understanding and to seek agreement
- Seek agreement on facts and objectives

Understanding Customer Needs

Delivering Customer Service

Leading the conversation from discovery to decision

1. Understand and clarify customer's needs
2. Identify potential solutions
3. Make recommendations to your customer
4. Design a course of action

UIC Ownership

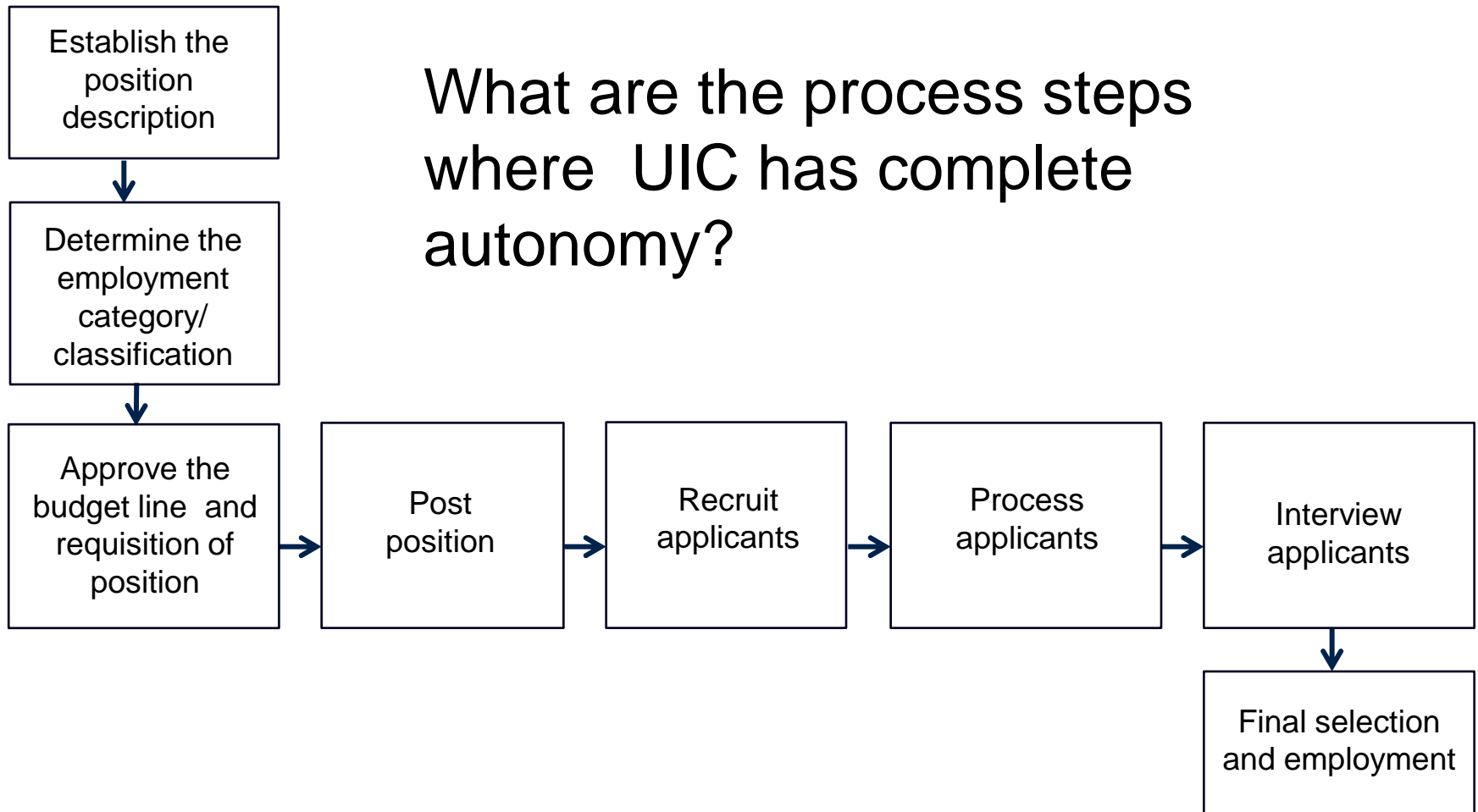
Meeting Customer Staffing Needs: Using
Critical Thinking Processes in the Delivery of
the Personnel Plan

UIC Ownership

**UIC has ownership and
decision making power
in many areas of the
hiring process**

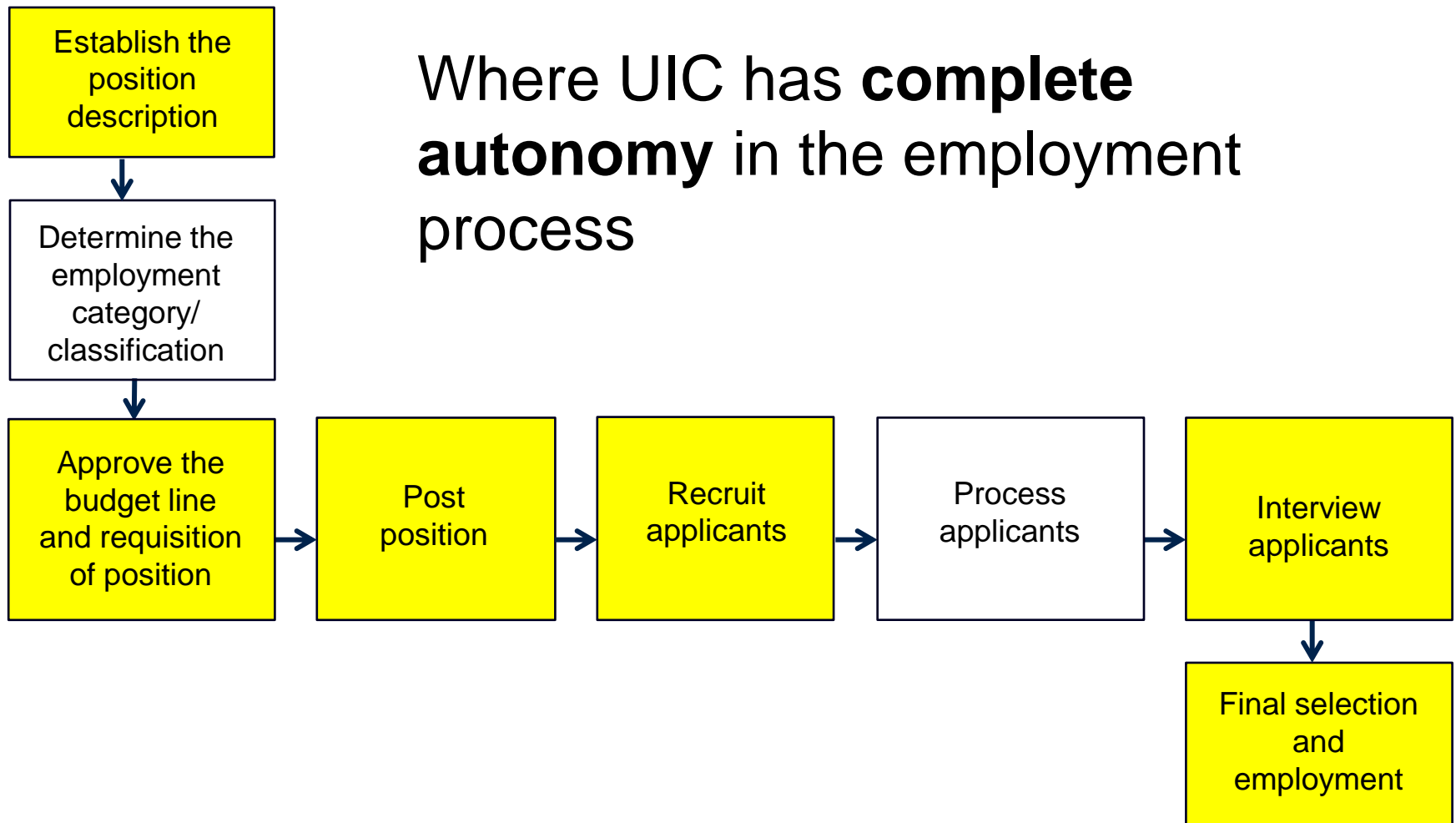
UIC Ownership

What are the process steps where UIC has complete autonomy?



UIC Ownership

Where UIC has **complete autonomy** in the employment process



UIC Ownership

Position Description

- Confirm job descriptions and position components
- Select the job class/title based on the description
- Determine compensation and benefits

UIC Ownership

Advertising and Recruitment

- Posting, recruitment, and advertising
 - Target internal/external applicants
 - Prioritize testing according to hiring goals
 - Off-site and mass electronic testing

UIC Ownership

Candidate Selection

- Interview processes
- Final applicant selection and employment

UIC Ownership

Case Study—Applying Customer Service Skills

Richard from Human Resources has checked the register for Joseph, a hiring manager in Facilities, to fill an elevator mechanic position, but is unable to identify a candidate that qualifies for the position.

What additional steps can he take to locate a qualified candidate?

Civil Service Requirements

Meeting Customer Staffing Needs: Using
Critical Thinking Processes in the Delivery of
the Personnel Plan

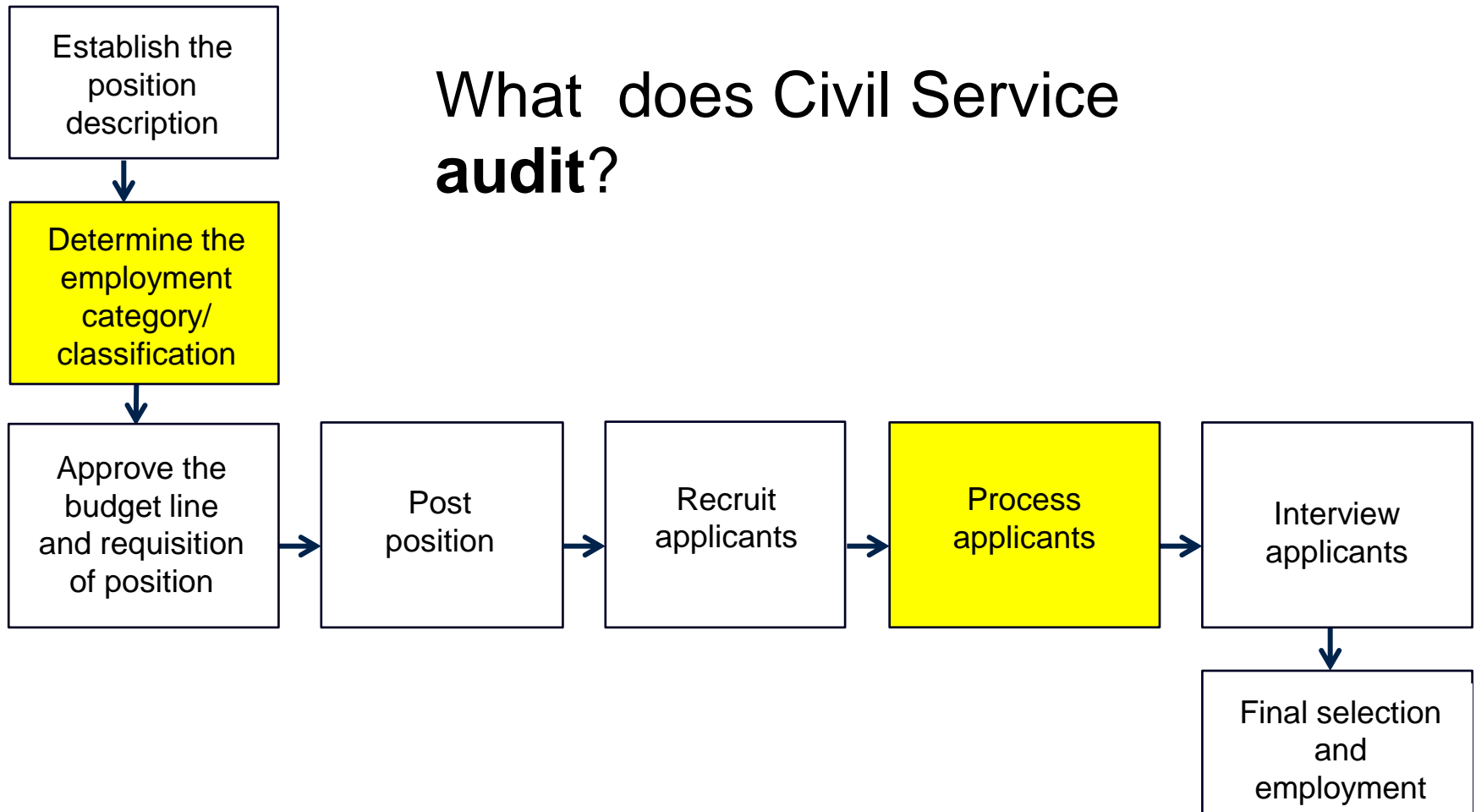
Civil Service Requirements

Civil Service Goals

- Provide a comprehensive foundation of **human resource standards and management tools**
- Promote quality, consistency, effectiveness, in delivery processes
- Ensure that the employment process is **fair, legal, and ethical**
- Provide flexibility through local policy/options in the overall delivery of the personnel plan

Civil Service Requirements

What does Civil Service audit?



Civil Service Requirements

Class Specifications

- Classification structure
- Classifications/titles

Civil Service Requirements

Applicant processing

- Pre-employment testing
- Register maintenance and applicant pool administration
- Applicant referral

Applying Critical Thinking to Create Solutions

Meeting Customer Staffing Needs: Using
Critical Thinking Processes in the Delivery of
the Personnel Plan

Applying Critical Thinking to Create Solutions

Critical Thinking: a Three Step Approach

The Watson-Glaser model:

- Recognize Assumptions
- Evaluate Arguments
- Draw Conclusions



Applying Critical Thinking to Create Solutions

Using Critical Thinking to Find a Solution

Sally from the Family Medicine Center needs to hire a nurse. Every time Sally goes to hire a nurse, she is faced with the same three names from the register. Those three names are all people Sally has interviewed before and rejected. They just simply do not have the skill sets needed for this family practice center.

What can be done to help Sally find capable talent and provide her with a fresh, new, highly qualified applicant pool?

Collaborating to Deliver High Quality Service

Meeting Customer Staffing Needs: Using
Critical Thinking Processes in the Delivery of
the Personnel Plan

Collaborating to Deliver High Quality Service

Considering Options in Collaboration

- Defining Flexibilities
 - Identify the right candidates
 - Support diversity goals
 - Simplify job categories

Collaborating to Deliver High Quality Service

How are Flexibilities Defined?

- Created in partnership with Civil Service
 - Addresses business needs
 - Planned, proactive, and documented

Collaborating to Deliver High Quality Service

Flexible Options Example: **Establishment of Custom Classes**

- Referred to as Custom Classes or **Pilot Program**
 - **Specialty factors** can be **established by campus** for specific classifications
 - **Working titles** can be used to distinguish positions within the classification
 - Class Specification is **Special Group**
 - Pilot is completed June 2012

Collaborating to Deliver High Quality Service

Applying Critical Thinking Skills to Understand Customer requirements

Jill believes she has found a fully qualified candidate to fill an instructional design position. The candidate has a graduate degree in training and development. The degree exceeds the minimum qualification indicated by the specialty factor, but the candidate lacks a certificate in instructional design that is listed as required for the position.

What can Jill do to decide if this candidate is qualified candidate for consideration?

Collaborating to Deliver High Quality Service

Flexible Options Example: **Establishing Intern or Training Registers to Meet Diversity Goals**

- **UIUC:** Laborer Electrician Intern Program
- **NIU:** Police Officer Trainee Program

Required **documented process** including:

- Training schedule
- Trainee or interns that successfully completes program may become status employees and begin probationary period

Collaborating to Deliver High Quality Service

Flexible Options Example: **Establishing Broad-banded Class Structures**

- **Broad-banded class structures** with flexible employment protocols
 - Minimize pre-employment **processing time**
 - Minimize **test score ranges**
 - **Assign specialty factors** within broad-banded class structures to ensure 'best fit' applicants become candidates

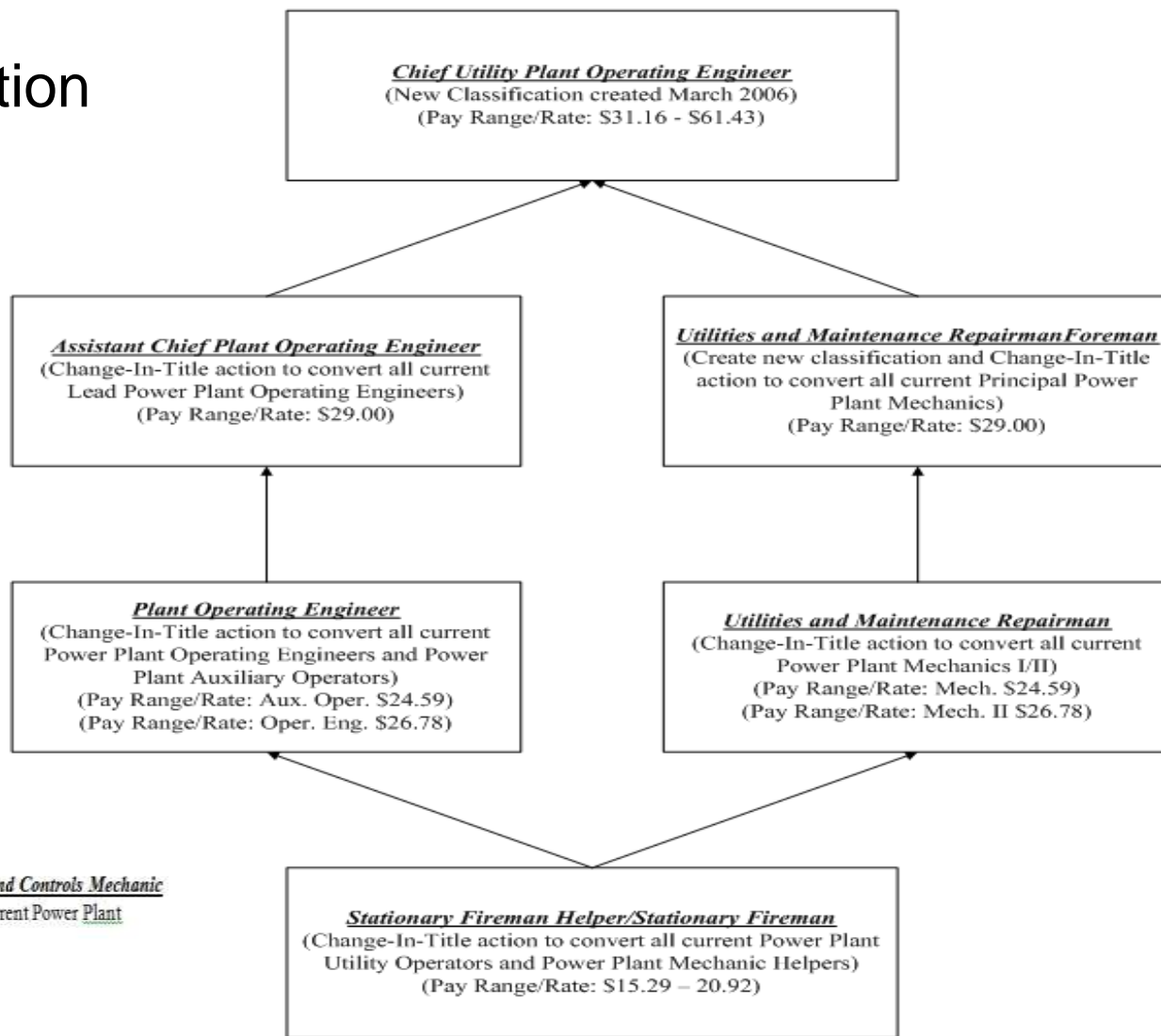
Collaborating to Deliver High Quality Service

Flexible Options Example: State Civil Service System Partners with UIUC to Remove Redundancy from Classifications

- Civil service, UIUC, and the bargaining unit representing employees collaborated to update position classifications for staff working in the power plant

Collaborating to Deliver High Quality Service

Classification Diagram



Stand Alone/Special Class

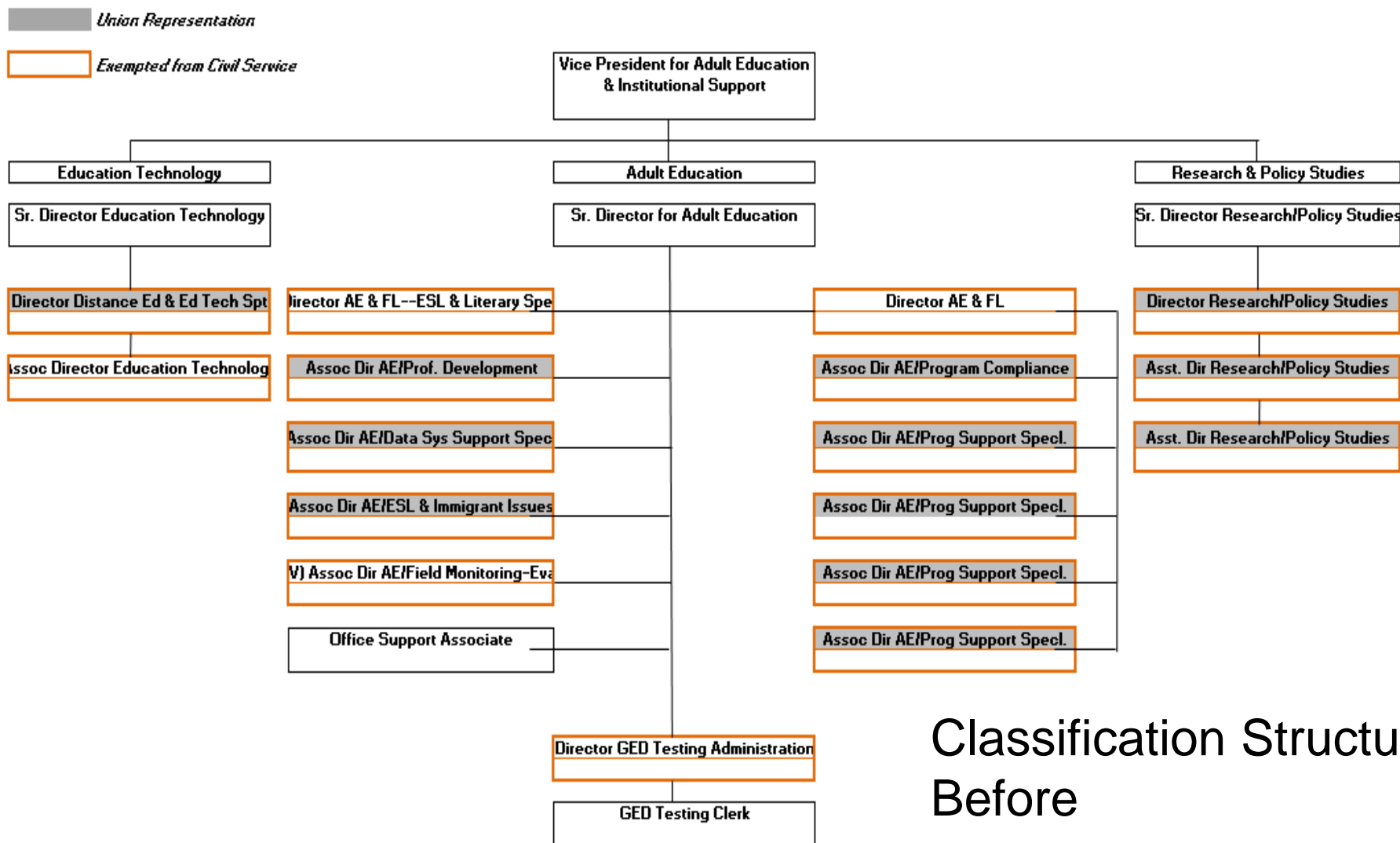
Electrical and Electronic Instruments and Controls Mechanic
(Change-In-Title action to convert all current Power Plant
Instrument Technicians)

Collaborating to Deliver High Quality Service

Flexible Options Example: State Civil Service System Partners with ICCB to Simplify Classifications

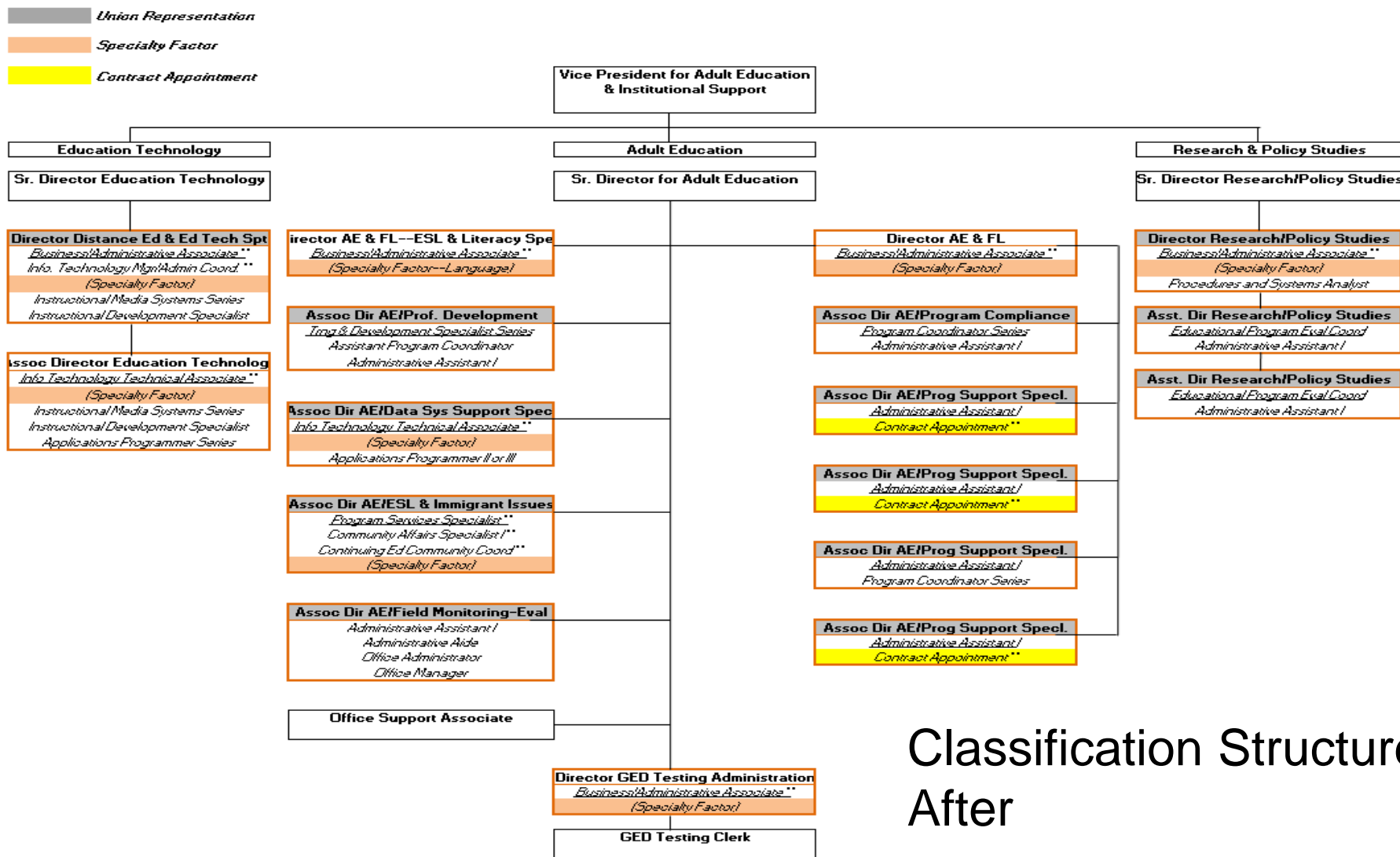
- Civil Service, ICCB, and union partner to focus on employment classifications
- Classification/operational analysis
- Several AP transitions and audit issues addressed

Collaborating to Deliver High Quality Service



Classification Structure:
Before

Collaborating to Deliver High Quality Service



Classification Structure:
After

Collaborating to Deliver High Quality Service

Additional Flexible Options

- Off-site **testing options** and protocols to facilitate recruitment activities
- **Refresh applicant** pools
- Assess **out-of-state applicants**
- Assess “separate place of employment” designation
- Create **promotional registers**
- Campus location transfer, score transfer, and recruitment policies
- Project exploring a new “Rule of Three”

Activity and Discussion

True/False Pre-Work Answer Key

- FALSE** Civil Service regulations completely direct and guide the applicant and employment process for civil service positions
- FALSE** Civil Service vacancies must be advertised and posted
- TRUE** Positions that are considered exempt from Civil Service regulations are categorized in the following employment groups; students, teaching and research faculty, principal administrators, and presidents/vice presidents
- TRUE** In some instances, university employers are allowed to technically void employment registers
- TRUE** After two years, applicants may be removed from employment registers

Activity and Discussion

True/False Pre-Work Answer Key

- FALSE** Out-of-state applicants for civil service positions are always at the bottom of the employment register
- FALSE** Civil service regulations prohibit off-site pre-employment testing options for applicants, therefore limiting applicant recruitment options
- FALSE** In all instances, only the top three individuals may be referred for interview from an employment register to a vacant civil service position
- FALSE** University employers must always wait for the pre-employment testing process to be initiated and completed before applicants can be referred to any vacant civil service position

Activity and Discussion

True/False Pre-Work Answer Key

- TRUE** University employers can establish promotional lines across civil service classifications in common occupational areas in order to stimulate career opportunity and growth
- TRUE** University employers are always allowed to establish job duties and responsibilities for positions based on operational needs and requirements
- TRUE** University employers can freely engage other campus departmental staff in establishing special civil service position qualifications and participating in the delivery of the pre-employment testing protocols

Activity and Discussion

True/False Pre-Work Answer Key

- TRUE** Through the selection and utilization of civil service classifications, UIC Human Resources can assist hiring units to effectively manage departmental staffing to meet defined operational goals
- TRUE** All employees in the State Universities Civil Service System are considered to be civil service employees unless specifically exempted in accordance with regulatory guidelines
- TRUE** Student appointments are defined as exempt from Civil Service regulatory guidelines

Activity and Discussion

Multiple Choice Answer Key

Choose those components of the civil service employment process in which UIC has complete autonomy

- ✓ Establishing a position
- ✓ Creating job categories
- ✓ Identifying job duties and assignment
- ✓ Recruiting candidates

UIC can manage pre-employment testing by _____.

- ✓ Prioritizing testing activities bases on resources
- ✓ Prioritizing testing activities bases on operational needs
- Designating specialty factors for a position
- Scheduling a bi-annual test day for specified classifications

Activity and Discussion

Multiple Choice Answer Key

What process(es) are used to maintain civil service employment registers?

- Establishing a schedule to purge duplicate names
- ✓ Establishing specific applicant pools by classification
- Keeping a hard copy of the most recent register on file
- ✓ Establishing policies regarding the permissive removal of candidates from registers

Activity and Discussion

Multiple Choice Answer Key

UIC manages applicant processing by _____.

Browsing the register to find candidates that qualify despite their scores

- ✓ Utilizing classifications based on operational needs
- ✓ Establishing policies related to pre-employment testing priorities
- ✓ Using assigned specialty factors to narrow and align applicant pools to specific positions

Civil service governs how applicants are processed through ____ .

- ✓ Applicant pool administration
- ✓ Through specialty factor designation and guidelines

Position description guidelines

Candidate recruitment requirements

Activity and Discussion

Multiple Choice Answer Key

The rule of three requires _____.

- The first three candidates interviewed must be Illinois residents
- ✓ The top three candidates, and tied scores, are referred for the vacancy and interviewed
- Candidates have three days to respond to an invitation to interview
- Three signatures before a candidate can be invited to interview

Activity and Discussion

Multiple Choice Answer Key

When can a specialty factor be attached to a position?

- ✓ It is shown to be directly reflected in the duties and responsibilities defined in the official position description
- ✓ It can reasonably be included as a minimum requirement to completely perform the duties and responsibilities of the position
- ✓ It is necessary to assure the referral of candidates that are adequately qualified to completely perform the duties and responsibilities of the position

It is a knowledge, skill, ability or work characteristic that is a common qualification for the position

Civil Service

What is the Mission?

- Provide a comprehensive foundation for **human resource standards**
- Promote **quality, consistency, effectiveness, in delivery processes**
- Provide **management tools** to state institutions of higher education
- Provide **flexibility through local policy/options** in the overall delivery of the personnel plan

Contact Information

UIC Human Resources

Contact: Joanne Neris

Email: joannes@illinois.edu

Phone: 312-996-6608

State University Civil Service System

Contact: Tom Morelock

Email: TomM@sucss.state.il.us