

2010 BRINGING ADMINISTRATORS TOGETHER CONFERENCE

Academic Professional
Job Analysis at UIC

*Establishing the Career
Foundation for Academic
Professionals at UIC*

UIC UNIVERSITY OF ILLINOIS
AT CHICAGO

Succeeding in Challenging Times

Session Objectives

- Communicate:
 - The importance of conducting a job analysis for Academic Professionals at UIC
 - The job analysis project goals
 - The plan, process and methodology
 - Results and implications
 - Anticipated timeline and current status
- Answer questions and clarify misperceptions

Importance of the AP Job Analysis Project

- Surveys conducted regarding the work-lives of Academic Professionals consistently reveal that **Professional/career development and having a rational compensation program** are of primary concern and are the drivers of AP satisfaction at UIC.
- The timing is opportune given the current economic climate and other organizational realities. A sound understanding of the jobs AP's perform is critical to ensuring that UIC is able to attract, motivate and retain employees.
- Additionally, address civil service audit concerns

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 (WAW).
- 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.

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 | \$ 18,636 | to \$61,505 |
| RES SPEC IN HLTH SCI | 94 | \$ 26,645 | to \$119,579 |
| 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 | |
| Total | 191 | | |

1. Titling concerns

Need to be sure if these are the same or different jobs?

2. Possible equity concerns

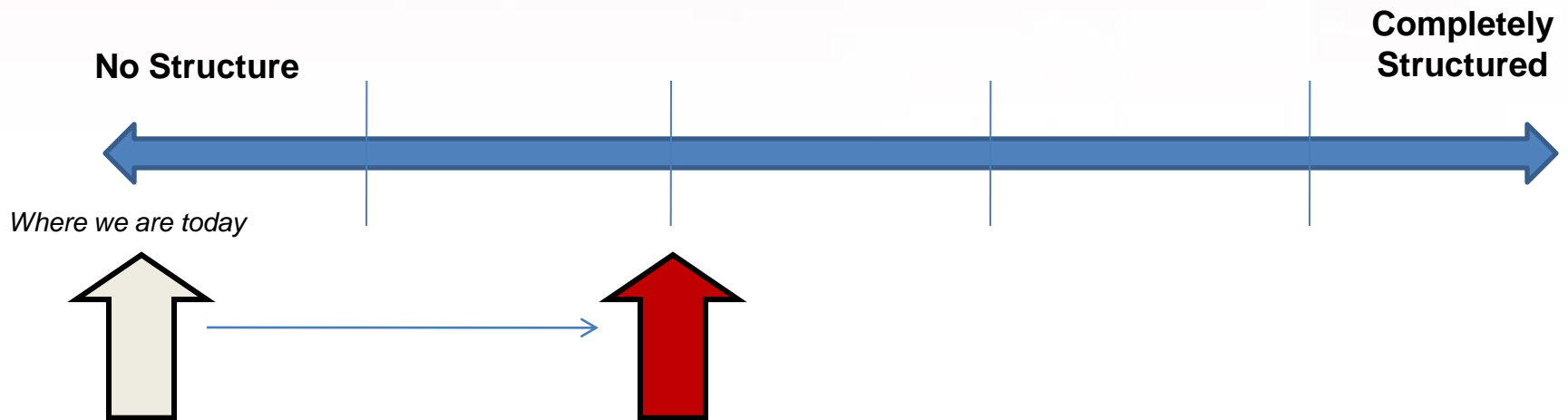
Need to understand why the differences in pay rates

3. Fair amount of overlap, need to sort out

Effect of the Current Career Development Model

- AP's tend to move around the organization rather than up through the ranks
- AP's 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

Incremental but Fundamental Change



The Project Goals

- Create a pathway to implement critical HR programs for AP's starting with compensation and professional development
- Define and document (through the creation of job descriptions) each Academic Professional job
- Protect UIC's current ability to create Academic Professional positions

The Goals DO NOT Include

- Providing the rationale for:
 - Implementing a furlough program
 - Identifying positions for elimination
 - Implementing budget cuts or eliminate pay increases
 - Consideration of reducing AP notice rights
- These are all separate processes
- UIC is not intending to categorically eliminate Academic Professional positions or replace AP jobs with Civil Service jobs

The Job Analysis Plan

- Analyze every AP position so as to understand the duties, responsibilities, knowledge, skills and abilities required to perform the job
- Help managers to create, reorganize or restructure work in ways that best meet the needs of the unit
- Document the duties, responsibilities, knowledge, skills and abilities required to perform each AP job via (position descriptions) in a consistent manner
- Create a job model that forms the basis for compensation and professional development

The Process

Data Collection (*Questionnaire, Interview*)

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

STEP 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

STEP 2

Job Documentation & Evaluation

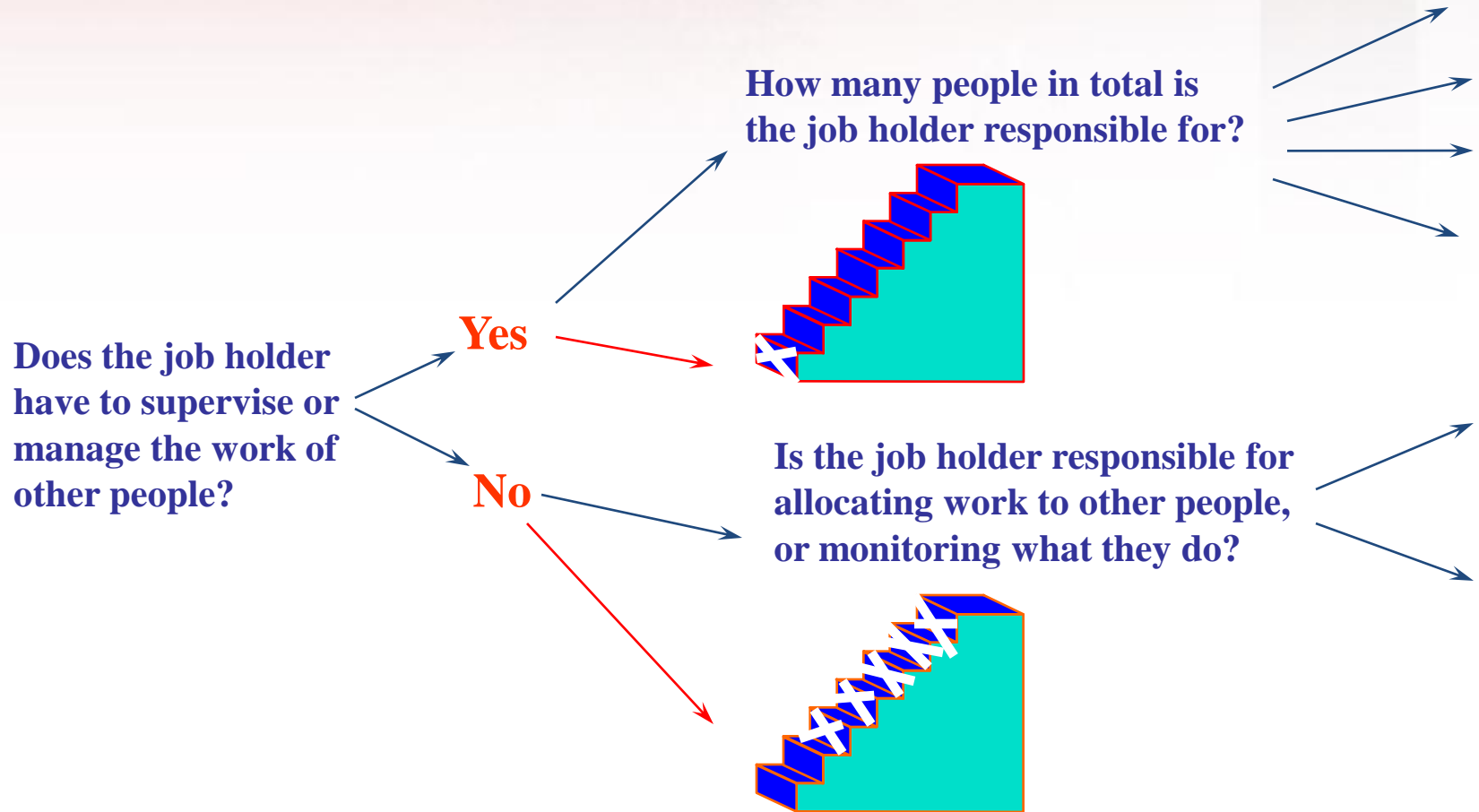
Create a job summary outlining essential duties, qualifications, etc. Using key indicators from the collection of job data, assess relative value of jobs in the organization, populate job model/hierarchy

STEP 3

The Methodology (Data Collection)

- Consistently analyze each AP jobs across the following 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
- Each factor is 2-dimensional (breadth and depth) and assessed across several levels
- 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

The Methodology (Data Collection)



The Methodology (Design/Classification)

- Review of Civil Service classifications to determine what jobs currently exist
- 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 restructure
- Creation of a final job description for the AP job based on the questionnaires and interviews of job holders in like positions

The Methodology (Documentation)

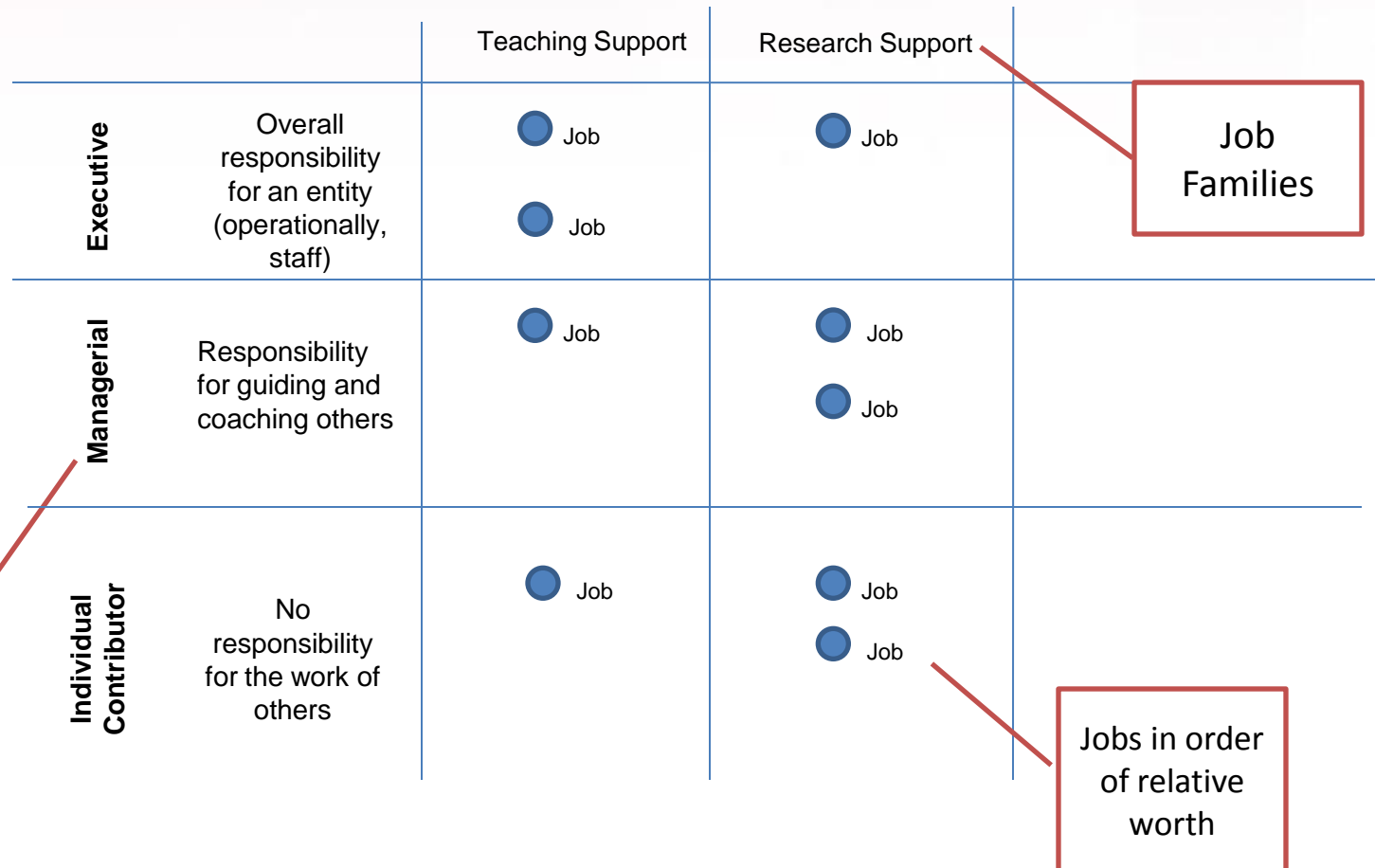
- Creation of a final job description for all AP jobs
- Adjustments to titles via Banner records

The Anticipated Results

- An organized and understandable approach to jobs (titling, compensation)
- Online Job Library that contains job final, consistent job descriptions for each AP job
- The job foundation to develop Career pathways and planning tools for employees
- Basis for creating other critical HR programs (e.g. training, selection processes, performance based 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



The New Job Model and Career Development

- **UIC Competency Model**

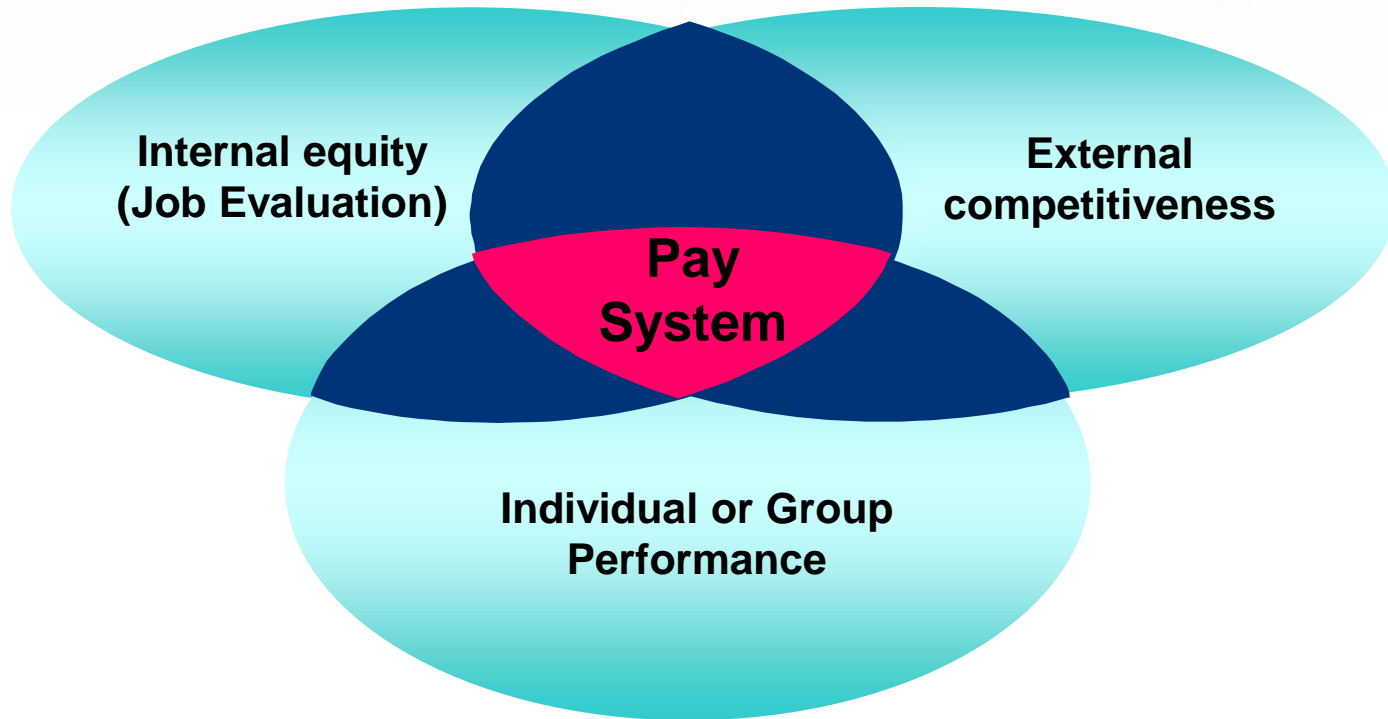
- **Professional Development Programs**
 - **Core Professional Development** Program designed to support Academic Professionals by providing development opportunities in three areas:
 - 1) Workplace Fundamentals;
 - 2) Technical Performance; and
 - 3) Organization Policies and Procedures

 - **Leadership Development** Program supports development opportunities for managers and executives.

- **Career Paths**
 - Technical
 - Management

The New Job Model and Compensation

Development of a comprehensive rewards model



Implications for UIC

- Culture and Process changes
 - Introduction of new concepts
 - Creating a common framework for jobs
 - Career and professional development based on designated role
 - Elimination of PAPE form (change in hiring process)
- Requires a willingness to change current approaches

Anticipated Timeline/Status

- Data collection (questionnaires and interviews) began in January/February 2010
- Approximately 200 interviews complete (in process of writing those job descriptions)
- Intent to analyze jobs in the following sequence:
 - Administrative Units and Disputed Exemptions
 - East Side Colleges
 - West Side Colleges and Medical Center
 - UA positions

Resources

Compensation

- Debbie Lewis, Senior
 - Russell Dickow, Data Manager
 - Marilyn McDole, Job Analyst
 - Marina Bozhko, Job Analyst
 - Sadonia Milsap, Job Analyst
 - Joe Fowler, Job Analyst
 - Anniese Lemond, Director
- UICHR website
 - Compensation

Organizational Effectiveness

- Karen Stahly-Hershberger
- Kim Morris Lee, Director

- “My Career” Website
(<http://www.uic.edu/depts/hr/mycareer/>)

Civil Service website:

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

Your Questions