The Civil Service Audit and Beyond:
Job Analysis and Conversions @ UIC

April 27, 2011
11:00 - 12:15pm

UIC UNIVERSITY OF ILLINOIS
AT CHICAGO

Empowering Performance & Achievement through Teamwork

Workshop Presenter

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Please …

- Turn off cell phones.
- Avoid side conversations.
- Ask questions at any time.
- Sign the attendance roster.
- Complete the evaluation at the end of the workshop.

Workshop Objectives

- Review the status of the Civil Service audits and results

- Provide an update of the campus wide job analysis process

- Discuss implications of job analysis process (e.g. AP job model, conversions)

Topics

- Civil Service Audit /Background
- UIC's Leadership Support & Commitment
- Job Analysis Project Goals
- Criticality of the Process
- Job Analysis Plan and Methodology
- Job Analysis Update/Status and Timeline
- Conversions: the Impact, Truth versus Myth

Audit Background

- 2007: Biennial audit, results received in 2008
  - Material findings:
    - Improper position exemption (AP and Academic Hourly)
    - Inadequate position management

- 2009: Supplemental audit, results received in 2009
  - Material Findings:
    - Improper position exemption (AP and Academic Hourly)

Audit Background

- 2010: Biennial audit
  - Material Findings:
    - Business processes regarding exemption
    - Inappropriate exemptions to AP
    - Inappropriate exemption to Academic Hourly
    - Salary range exceptions
    - Temporary Upgrade timeframes
    - Extra help position limitations
    - Position control system
    - Position Audits (from last audit)
    - Position audits (regularly scheduled)

Leadership Support & Commitment

Chancellor, Paula Allen-Meares lends her full commitment and support to the compliance , job analysis and conversion processes. Specifically communicated that,

- Intent to comply with the recommendations put forth by SUCSS
- Develop processes to ensure tighter position management protocols for AP's
- Immediately transition jobs that are incorrectly classified as Academic Professional to Civil Service upon expiration of appointment periods
- Analyze all AP jobs and document with appropriate job descriptions

WHAT WE ARE PLANNING TO DO

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 <u>systematic</u> 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)

- 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.

- <u>Most organizations are updating</u>… moving beyond the foundational work required for first time job analysis.

- Job evaluation is the internal ordering/ranking of positions.

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WHY NOW?

Impact of Audit Results

- Increased attention to this topic around the state:
  - Illinois Senate passed legislation to strip public universities of their discretion in classifying non-teaching employees as either academic professional or civil service (SB 1150)

  - Merit Board, SUCSS increased oversight and reporting requirements

  - Organized labor/impact on collective bargaining

- UIC employee groups and the potential impact on other U of I campuses

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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	$63,024
RES SPEC HLTH SCI	48	**$ 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

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

Initial Population 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 Population 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

JA/JE PLAN AND METHODOLOGY

3 Step Process

Data Collection *(Questionnaire, Interview)*
Collection of job information (duties, responsibilities, 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 (exemption), titling/re-titling, FLSA categorization, etc.

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
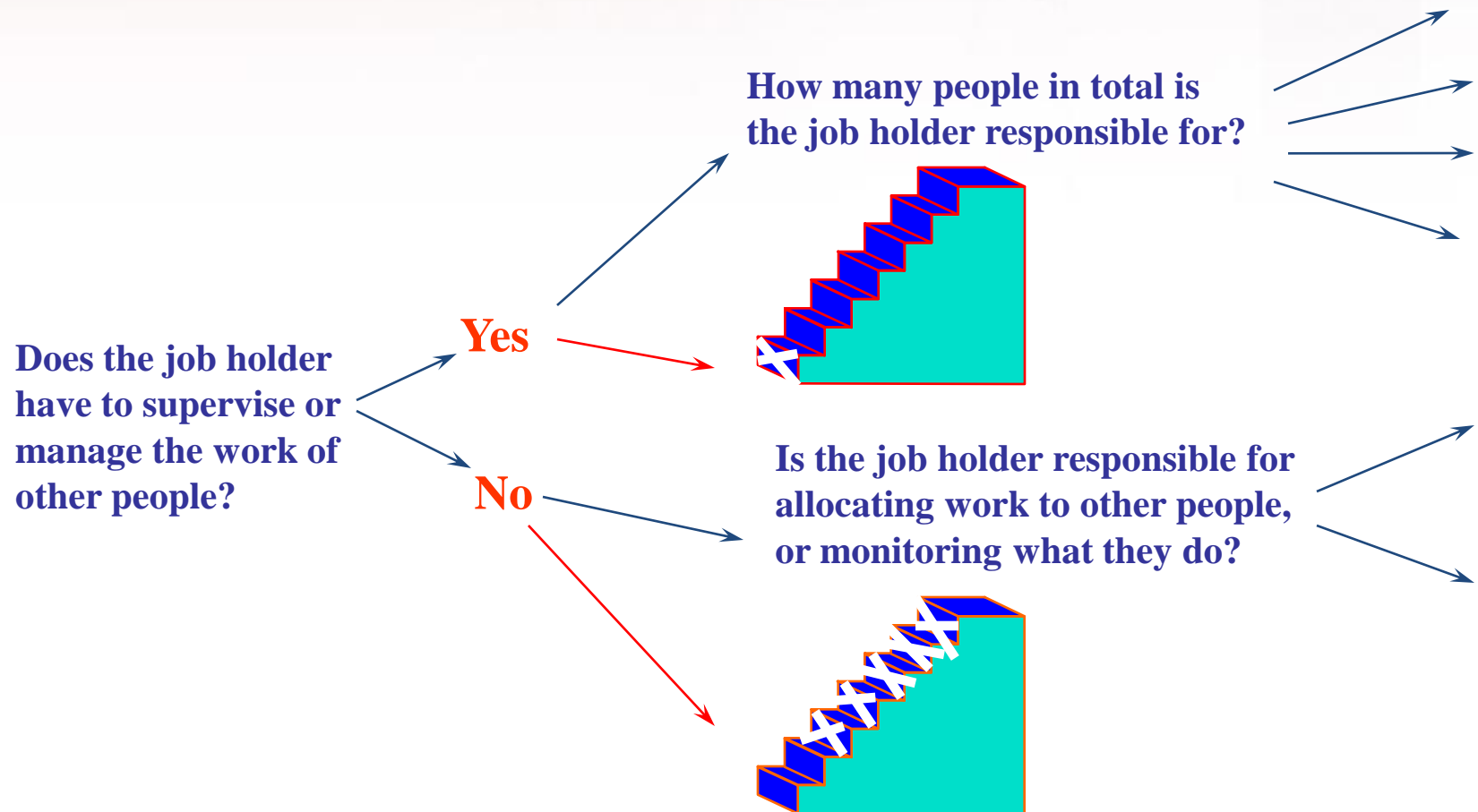
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Data Collection

- Pre-Interview Questionnaire, a necessary first step to understand <u>what</u> 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 <u>how</u> the job is done:
    - Participants include the job holder <u>*and*</u> Manager
    - 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

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Data Collection

- Each factor is 2-dimensional (breath 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

- Factors are built into a software application with a question library of more than 1000 closed-ended questions. The responses provided serve to eliminate inappropriate questions and leads you to the next question

Data Collection (the question process)

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

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

Yes

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, rethink how the work is performed within the unit.

- Conversions process (if necessary) begins shortly thereafter.

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.

    » Addendums, where necessary are allowable but require HR review and approval.
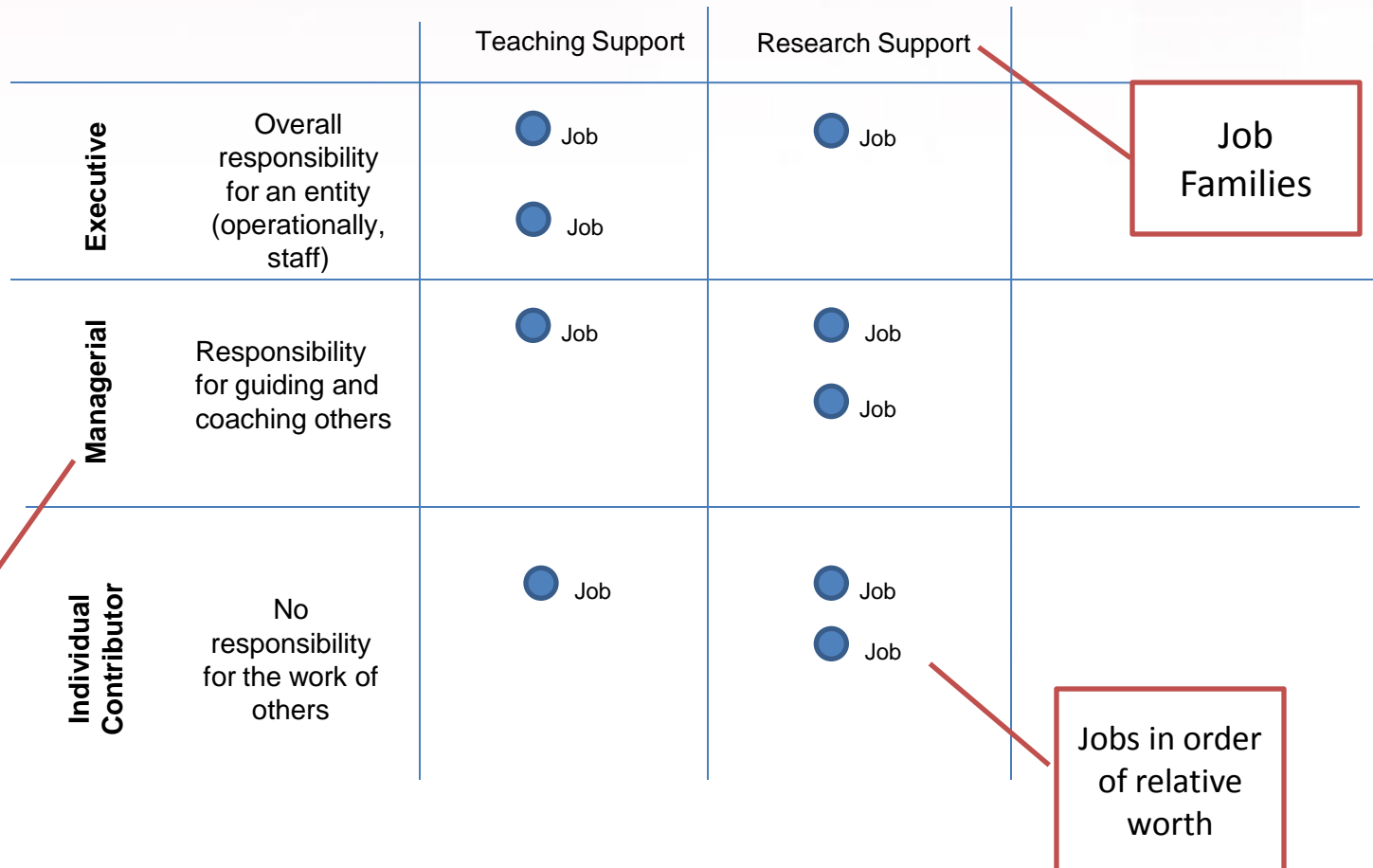
Documentation & Evaluation

- 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

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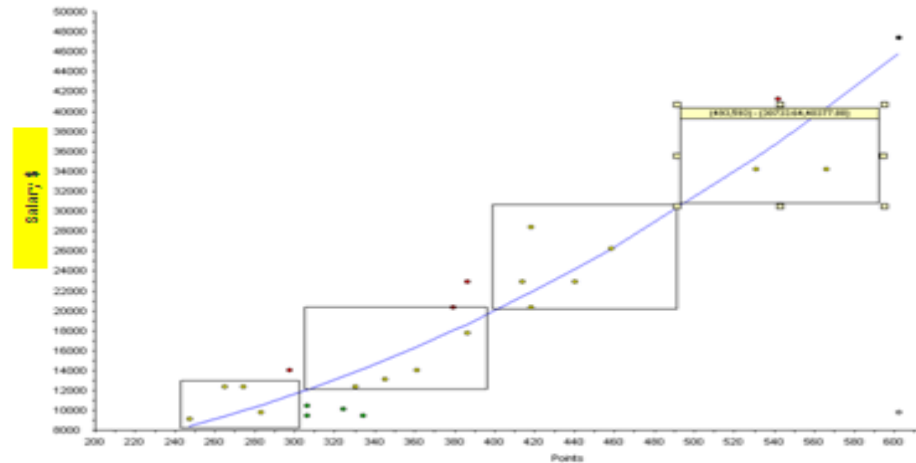
Example of the New Job Model

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

		Teaching Support	Research Support	
Executive	Overall responsibility for an entity (operationally, staff)	● Job ● Job	● Job	Job Families
Managerial	Responsibility for guiding and coaching others	● Job	● Job ● Job	
Individual Contributor	No responsibility for the work of others	● Job	● Job ● Job	

Role Bands

Jobs in order of relative worth

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The Anticipated Results

- Jobs are appropriately categorized as Academic Professional 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 Academic Professional jobs. Elimination of PAPE forms at UIC.

- The job foundation necessary to develop a rational pay model, career pathways, training programs, improve selection processes, create performance based reward programs, and competency programs, etc.

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JOB ANALYSIS PROGRESS & TIMELINE

Job Analysis Progress Update

- Conducted close to 800 interviews (25%)

	Step 1	Step 2	Step 3	Step 4
	Collect Data	Design	Job Doc/Eval	Conversion
Chancellor's office	🟩	🟩		
Provost's Office	🟩	🟩		
ACCC	🟩	🟩		
Honors College	🟩			
Athletics , Dept Of	🟩	🟩		
Medical Center	🟩	🟩	🟨	🟨
Contested Exemptions	🟩	🟩	🟩	🟩
VC - Student Affairs	🟩	🟩		
Central Human Resources	🟩	🟩		

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Tentative Timeline

- 2011

*Based on revised staffing Model (4 additional FTEs)

Timeframe	College	Admin Unit
March		VC Student Affairs
June	Library	VC Research Public Affairs OBFS
July		Facilities Management Admissions/Record
August	Applied Health Dentistry	External Affairs VC Administrative Services
September	Arts & Architecture Business LAS	VC Development
October	Social Work	Exec Office, VP Academic Affairs
November	Education Pharmacy	AITS VP Tech/Ec Development

Tentative Timeline

- 2012

*Based on revised staffing
Model (4 additional FTEs)

Timeframe	College	Admin Unit
January	Nursing	Alumni Assoc; University Audits; UA Admin; Capital Programs
February	Graduate College School of Public Health CUPPA COM – Office of Dean	
March	Engineering	
April	COM – Basic Sciences Continuing Studies	
May	COM - CS	

In the Meantime…

- ## New Hire Process for AP's
  - Commitment to the Merit Board to report <u>ALL</u> new Academic Professional new hires to the Civil Service Office monthly

  - If there is a need to hire (including visiting positions), submit request for a job analysis review to Compensation
    - OAE will only accept job documentation approved by HR Compensation
    - Compensation will create a job description for you (AP or CS) to use during the appropriate hiring process
    - CS undertaking an aggressive review of jobs within its class plan

In the Meantime...

- Existing searches
  - Cannot hire into AP positions when the position matches a CS class

- PAPEs. <u>DO NOT</u> submit PAPEs for updating.
  - DART being decommissioned; new processes in place to review/approve jobs

- Not granting exemptions for Academic Hourly positions

- Revisions to Hire Touch (Applicant Tracking)
  - An additional approval required (after submission) for job description review and approval

- Visa/Immigration Issues need to be considered carefully
  - Material job changes may impact an employee's ability to retain a visa

CONVERSIONS:
TRUTH VERSUS MYTH

What are Conversions?

- Conversion is a Civil Service process designed to correct the inappropriate exemptions of jobs from coverage by Civil Service

- To resolve audit findings, UIC must appropriately convert the jobs identified in the audit and perform a systematic study of others in the organization.

- 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. Approximately 260 conversions planned in the Medical Center so far.

Who is Affected?

- All employees in positions which were identified as mis-classified as Academic Professional

- Why were positions mis-classifed in the first place?

  – Initial rationale for AP status

  – Range of reasons across the organization (e.g. degree attainment, CS criteria, etc.)

Impact of Conversion

- It will have no impact on work assignments, responsibilities, relationships, tasks, or duties.

- It may have an impact on weekly schedules (37.5 hour vs. 40 hour schedule).

- It may have an impact on the FLSA status of a position

- It will have an impact on notice rights. That is , employees will eventually will not have notice rights, but will have specific rights regarding employment processes, including:
  - Promotion;
  - Reduction in force;
  - Discipline; and Termination.

- Will result in the gaining of seniority rights within the Civil Service system for the time you have been in the same position/job.

Impact of Conversion

– Bumping:
Specifics vary among individuals, but employees 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.

Determining classification tenure (not overall University tenure):

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.

Impact of Conversion

– Pay (the amount of your <u>annual</u> salary) will not be reduced.

– Health benefits will not be reduced.

– Retirement benefits are not impacted

– Your pay schedule will change from monthly to biweekly (every other Wednesday) when the conversion becomes effective.

– Jobs 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 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 <u>*at this time*</u>.

Impact of Conversion

- The leave accrual for APs is:
  - Sick Leave: 25 days per year (12 accruable);
  - Vacation: 24 days per year (48 maximum accruable).

- The leave accrual formula for Civil Service employees is:
  - Sick leave: at the rate of 0.0462 hours for each hour worked;
  - Vacation: maximum accrual = 2 years' total; must be accrued prior to use.
    - Nonexempt: between 12 and 25 days, depending on years of service;
    - Exempt: between 25 and 28 days.

- The impact of the difference is:
  - Sick: 25/12.8 earned per year.
  - Civil Service employees must accrue leave before it can be used; no "up front" usage.
  - Impact of vacation change is highly dependant on years of service and FLSA status.
  - Your leave "banks" will be converted intact so that you lose no days of leave.

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When does conversion occur?

– 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, <u>OR</u> choose to waive notice rights and convert in the near future.

– Visiting AP will be converted at the end of the appointment period.

– AP's with a "less than 100%" appointment will be converted to an equivalent percentage Civil Service position in the near future.

– If there are no notice rights or an appointment periods (i.e., your current status is "Academic Hourly") to consider the position will be converted in the near future.

Myths

Your value as a U of I employee has somehow been diminished

Positions will be eliminated automatically and immediately as result of converting to Civil Service

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 and retirement will be lost or greatly reduced

Employees will quit if they become Civil Service

More Information

– State Universities Civil Service System:
  http://www.sucss.state.il.us/default.asp

- Websites:

  - BAT Conference website

  - UICHR website: http://www.uic.edu/depts/hr/

- Questions can be sent to: jobanalysis@uic.edu

What questions do you have