Professional Employment Redesign Training for HR Professionals

August 2018

Illinois Human Resources
Agenda

• Introduction
• Overview
• Exemption Criteria
• Staff Vacancy – new workflow
• Job description
• Specialty factors
• Hiring process
• State Universities Civil Service System (SUCSS)
  – All public Illinois universities are part of SUCSS
  – Merit Board oversees SUCSS and is composed of Board of Trustees members from the universities
  – All University of Illinois positions are governed by the State Universities Civil Service Act
  – Required by law to be classified as Civil Service (CS) unless exempted by criteria set forth in the procedures manual
History of Exemptions

- University Civil Service Merit Board delegated exemption authority to State Universities in 1998
  - Origin of standard titles (Specialist, Coordinator, etc.)
  - Before 1998, Academic Professional (AP) positions exempted by SUCSS

- Audit citations about exemptions

<table>
<thead>
<tr>
<th>Audit</th>
<th>PAA Positions Reviewed in Audit</th>
<th>PAA Positions Cited</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>230</td>
<td>102*</td>
</tr>
<tr>
<td>2013</td>
<td>320</td>
<td>289</td>
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<tr>
<td>2011</td>
<td>200</td>
<td>122</td>
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<tr>
<td>2009</td>
<td>150</td>
<td>101</td>
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</tbody>
</table>

- Office of the Executive Inspector General (OEIG) investigation about exemptions

*Cited, but omitted from final report pending exemption process revisions
Merit Board and SUCSS have finalized changes to their Exemption Procedures Manual

- Effective October 1, 2018
- Revised criteria for exemption
- Triennial review of currently exempted Academic Professional (AP) positions
- SUCSS authority to require reclassifications
Exemption Criteria
Exemption Terminology

• 36e(3) – Principal Administrative Appointments
  – “Standard titles” like Specialist, Coordinator, Assistant Director are how we’ve been exempting APs 1998 to now
  – “Senior management/senior administrative functions” is a new term for positions still exempted as administrators
  – “Named exemptions” are specific groups in the new procedure manual (e.g., advancement and Executive Directors)

• 36e(4) – Research and teaching positions
Position Classification
Effective Oct. 1, 2018

All positions are designated Civil Service unless exempted under 36e.
## What Exemptions Are Preserved?

<table>
<thead>
<tr>
<th>Category</th>
<th>Exemption</th>
<th>Preservation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chancellor and Provost (including Vice, Assistant and Associate)</td>
<td>All faculty, as defined by the institution</td>
<td>Academic Advising</td>
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<td></td>
<td>• Tenure and non-tenure system</td>
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</tr>
<tr>
<td>Executive Director</td>
<td>Deans, with primary administrative responsibility for faculty</td>
<td>Student academic recruitment positions</td>
</tr>
<tr>
<td></td>
<td>• Assistant and Associate</td>
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<tr>
<td>Executive Policy Advisors for</td>
<td>Research</td>
<td>Residence Hall Directors</td>
</tr>
<tr>
<td>• Chancellor (&amp; modified)</td>
<td>• Positions primarily engaged in research activities</td>
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<tr>
<td>• Provost (&amp; modified)</td>
<td></td>
<td></td>
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<tr>
<td>• Executive Director</td>
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<tr>
<td>Directors</td>
<td>Teaching-related positions, including:</td>
<td>Professional licensed/certified to practice (and practicing) within</td>
</tr>
<tr>
<td>• Associate and Assistant Directors may be more challenging to exempt</td>
<td>• Tutoring</td>
<td>respective field (such as physician, attorney, engineer, architect,</td>
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<tr>
<td></td>
<td>• Mentoring</td>
<td>mental health counselors)</td>
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<td></td>
<td>• Instruction for both credit or non-credit offerings (adult education,</td>
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<td>continuing education, ESL)</td>
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<td></td>
<td>Non-traditional instruction: athletic coaching (teaching the sport)</td>
<td>Fundraising, advancement or development positions (primary duties)</td>
</tr>
</tbody>
</table>
Exemption Criteria

• Much bigger difference between 36e(3) and 36e(4) than in the past
  – 36e(4) explicitly includes groups which were ambiguous in the past (e.g., student recruitment)
  – Hybrid administrative/teaching or administrative/research positions classified by the majority of duties

• Academic Hourly positions must meet the same exemption criteria

• Renewed emphasis that CS positions do have significant independence and authority

• Senior management is a very high threshold
ANY QUESTIONS?
Staff Vacancy Workflow
• New process is employment-group neutral
• Illinois Human Resources (IHR) classifies the job
• Positions are CS by statute unless they meet exemption criteria
• Positions that match CS classification specification must be CS
• One HireTouch workflow per position
Staff Vacancy
HireTouch Workflow

- Proposed job title / working title
- Position number & details
  - Combination of PAPE and Civil Service Employee Requisition (ER)
  - Facilitate IHR position creation/maintenance
  - Saves unit effort submitting ER as a separate form
- Function and duties/responsibilities
- Proposed minimum qualifications
AP Position Control

• IHR will create and maintain AP positions as we do with CS positions
  – Need for data integrity
  – Dovetails with triennial review of current AP positions

• IHR will continue to determine position class and exemption coding

• Units retain flexibility to change labor distribution and budget profile
Process Changes

• One HireTouch workflow per position

• Multiple hires in one CS search
  – New workflow and job description for each position
  – One workflow is actually posted

• Multi-level searches
  – One workflow per level
  – All must be in the same CS classification
  – One workflow is actually posted
IHR Steps

• Classify position and assign Job Category
• Establish minimum qualifications (AP) or specialty factors (CS)
• Add HireTouch forms and workflow configuration for assigned employee group
• If CS, process ER form internally within IHR
  – ER pulls data from job description form
  – Unit only submits another form for job posting content in overtime-exempt classifications
<table>
<thead>
<tr>
<th>Category</th>
<th>E-Groups</th>
<th>FLSA Overtime Eligible</th>
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<tbody>
<tr>
<td>Faculty</td>
<td>A*, P*</td>
<td>No</td>
</tr>
<tr>
<td>Administrative</td>
<td>AP &amp; CS</td>
<td>No</td>
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<tr>
<td>Administrative Support</td>
<td>CS</td>
<td>Yes</td>
</tr>
<tr>
<td>Crafts &amp; Trades</td>
<td>CS</td>
<td>Yes</td>
</tr>
<tr>
<td>Education &amp; Student Services</td>
<td>AP &amp; CS</td>
<td>Mixed</td>
</tr>
<tr>
<td>Research</td>
<td>AP &amp; CS</td>
<td>Mixed</td>
</tr>
<tr>
<td>Service Operations</td>
<td>CS</td>
<td>Yes</td>
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<tr>
<td>Technical</td>
<td>AP &amp; CS</td>
<td>Mixed</td>
</tr>
<tr>
<td>Off-campus</td>
<td>AP &amp; CS</td>
<td>Mixed</td>
</tr>
</tbody>
</table>

* “A” e-classes are faculty in Banner. “P” e-classes are postdoctoral positions.
## TEST WORKFLOW Human Resource Specialist - Department XYZ

### Job Prospects

**Job Forms |** Form Packages | Comments

**Package added successfully**

**Show Job Forms**

*Please do not recertify any form after fully approved - contact the appropriate office if you need to make an update to the form.*

<table>
<thead>
<tr>
<th>Form Name</th>
<th>ODEA File Number</th>
<th>Recertify</th>
<th>Recertified By</th>
<th>Recertified On</th>
<th>Action</th>
<th>Approval</th>
<th>Document History</th>
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<td>Job Description</td>
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<td>IHR Background Check Request (Job)</td>
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<td>Civil Service Employee Requisition</td>
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<td>Start</td>
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</table>
• AP position creation/maintenance by IHR
• One workflow per hire (even from the same search/interviews) or per level of multi-level search
• Once the job description is approved by IHR, the process continues in the existing workflow
ANY QUESTIONS?
Break
Job Descriptions
• Higher threshold for exemption

• Prepare hiring managers that there will be fewer AP vacancies under new criteria

• Want to help you avoid job description rewrites
- Posted title
- Reviewed/approved by IHR
- Use expected in custom or other overtime-exempt classifications
- Can be the classification title
- Avoid specifically conflicting with other classification titles (e.g., Program Coordinator)
- Avoid specifically conflicting with exempted titles (e.g., Director)
Writing Job Duties

• Brief (1-2 sentence) function summary (a.k.a., “elevator speech”)
• List duties in order of importance, with percentages
• Group related duties together
• Describe the “what” rather than “how”
We advise both “be specific” and that some things are too specific. What we mean is:

• Good specifics clearly identify the position’s responsibility

• Bad specifics list procedural details or focus on aspects that don’t clarify the level of responsibility
Good specifics example:

- “Acts as final review/approver of all hiring plans for the College of XYZ”

Bad specifics example:

- “Participates in review of hiring plans including undergraduate students, graduate students, extra help, academic hourly, civil service, academic professional, and faculty positions by circulating Excel spreadsheets and ensuring that units meet internal deadline to allow College processing prior to campus review.”
Percentages

• Percentages are required
• Classification decision is based on the majority of the responsibilities
• Estimate percentages based on a “typical” year
• Examples:
  • 5% = annual two-week rush period, little time the rest of the year
  • 5% = a couple hours per week, year-round
• New process is employment-group neutral
• Job descriptions require percentages
• Units should use working titles, including in Banner/HRFE
• Positions are CS by statute unless they meet exemption criteria. Positions that match CS class specs must be CS.
Any Questions?
Specialty Factors
What Is a Specialty Factor?

• Specialty factors are additional, required minimum qualifications, not preferred qualifications
  – Candidates lacking the required qualifications are not eligible to be considered
  – Avoid unduly narrow qualifications or things typically learned in on-the-job training

• Layered on top of class spec minimum qualifications
  – Can be more specific or more than classification specification minimum
  – Can never reduce the classification minimum qualifications
Who Approves Specialty Factors?

- Unit requests required qualifications on job description
- IHR reviews the specific wording of any requirements in consultation with the unit.
- IHR approves the need for specialty factors in all cases. IHR requests SUCSS approval if needed.
Three Types of Specialty Factors

- IHR has the authority to assign specialty factors for custom classifications.

- Certain other classification specifications have built-in flexibility. Example: Equipment Specialist I classification specification:

  MINIMUM ACCEPTABLE QUALIFICATIONS REQUIRED FOR ENTRY INTO:

  Level I: Equipment Specialist I 4511(3288)

  CREDENTIALS TO BE VERIFIED BY PLACEMENT OFFICER

  1. three years of technical, trade, or craft experience, education, and/or training related to one or more areas of equipment specialization

- IHR can request that SUCSS approve a specialty factor for any other classification based on justification the unit has provided.
What Can Specialty Factors Require?

• Focus on required education, experience, and applicable certifications
  – Avoid unnecessarily narrow requirements such as specific processes and systems typically learned on the job

• Avoid “knowledge/skills/abilities” requirements
  – No consistent/objective way to assess knowledge/ability from a resume
  – “Experience including” and “demonstrated experience with” are alternatives
Takeaways

• There are options to customize CS positions, but with awareness of rules and classification specification

• Avoids one-size-fits-all approach of CS classifications, distinguishing positions within a classification from each other

• Specialty factors are minimum qualifications that must be more specific or more than the classification specification
ANY QUESTIONS?
Civil Service Hiring Process
Key Concepts

• New process for custom and overtime-exempt CS classifications
  – Started with mandated exemption changes
  – Opportunity to improve existing processes
• New collaborative candidate review for custom classifications
• Units perform CS onboarding
“Credential assessment” – Type of civil service exam rating applicant on education and experience

“Register” – List of candidates passing exam (70 or above)

“Rule of three” – After scoring, candidates with the top three scores on the register are those entitled to interview

“Banded scores” – Custom classification exams with only four possible scores to maximize referrals

“Referral” – The list of candidates entitled to interview
CS Hiring Process Transition

Traditional Classifications
(Orange & Yellow Lines)

CS Overtime Non-Exempt
• Process continues as-is

CS Overtime-Exempt
• Posting flexibility
• Streamlined application

Custom Classifications
(Blue Line)

Custom Classifications
• Posting flexibility
• Streamlined application
• Collaborative candidate review
Classification Types

Which classifications are overtime-exempt and non-exempt?
- Classifications listed at IHR Civil Service Salary Plan
  [http://humanresources.illinois.edu/employees/current-employees/civil-service/Permanent/salaryplan.html](http://humanresources.illinois.edu/employees/current-employees/civil-service/Permanent/salaryplan.html)

Which classifications are custom?
- Accounting Associate
- Business/Admin. Associate
- Grants & Contracts Associate
- HR Associate
- IT Manager/Admin. Coordinator
- IT Support Associate
- IT Technical Associate
- More requested from SUCSS
• 30 days between postings
• Each classification’s register is used campus-wide
• Posting reflects classification specification
• Current application still needed
• Pre-approval form automated in most cases
• Unique exams, many still in-person
• IHR reviews credentials, administers exams
Postings initiated by unit for each vacancy/search

• Individualized to unit and position

• Reviewed/approved by IHR
  – Minimum qualifications (including specialty factor)
  – Affirmative Action/Equal Employment Opportunity statement

• Two-week standard duration
Streamlined application

- Mirrors AP applicant profile
- Greater emphasis on resume
- Pre-approval form automated in most cases
- Automatic exam request upon application completion
- Applicants visible to unit in the HireTouch workflow
Custom Class Candidate Review

- Custom credential assessments (banded scoring) lend themselves to this process

- Collaborative review, unit and IHR Talent Acquisition Partners (TAPs)
  - Meets IHR’s responsibility to enforce Statute & Rules
  - Offers greater unit input similar to search process
Each referred candidate is entitled to an interview

Alternatives to in-person, first-round interviews (e.g., email or phone)

Consistent interview questions – Upload the questions to HireTouch workflow

Reasons for non-selection for each candidate

Salary approval prior to contingent offer
• Units will onboard new hires beginning Oct. 2018

• IHR available to assist with large-group onboarding upon request

• Pre-employment assessments
  – Occur between background check and start date
  – Specified classifications require strength, drug, or medical tests
  – Listed online at http://humanresources.illinois.edu/job-seekers/how-to-apply/civil-service-employees/Job-titles-requiring-medical-evaluation.html
Takeaways

- CS custom and overtime-exempt
  - Unit creates posting
  - Shift to resume instead of detailed application
  - Applicant must apply directly to each position
  - Units will see all applicants

- Collaborative candidate review for custom classification vacancies
Important Dates

New exemption criteria apply to all job descriptions received effective October 1, 2018
9/14 – Submission deadline for guaranteed PAPE processing under current criteria
9/21 – Last PAPE approval under current criteria
9/22 – New criteria apply to all job description reviews
9/26 – Last new posting with PAPE

Oct. 2018 – Units start CS onboarding
2019
  – SUCSS Audit
  – Triennial review of all AP positions begins
Need more information? Visit the Professional Employment Redesign (PER) website at http://go.Illinois.edu/ihr-per

Questions? Email us at ihr@illinois.edu
Resources

- Current Exemption Procedure Manual
  https://www.succs.illinois.gov/ProcMan/manuals.aspx?osm=c40

- New Exemption Procedure Manual effective 10-1-2018
  https://www.succs.illinois.gov/documents/pm/exemption/newmanual.pdf

- Class specifications

- Salary Plan
  http://humanresources.illinois.edu/employees/current-employees/civil-service/Permanent/salaryplan.html

- Pre-employment assessments
  http://humanresources.illinois.edu/job-seekers/how-to-apply/civil-service-employees/Job-titles-requiring-medical-evaluation.html
Thank You

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