State Universities Civil Service System

CUPA-HR 2006
"Best Practice Award"

55th Annual Report
July 1, 2005 - June 30, 2006

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SUCSS
Commitment to Excellence

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Message from the Executive Director

On behalf of the State Universities Civil Service System, I proudly and respectfully submit our 55th Annual Report. As in the past, this Report is intended to provide an overview of the status of our many programs and initiatives. Our business objectives have remained consistent with our primary mission and purpose. This Report serves to demonstrate the extraordinary progress we have made in our effort to incorporate many 'best practice' human resource concepts into our operational procedures and to modernize the overall delivery of human resource services.

Our operational procedures continue to focus on efficiency, customer service, partnership, and a profound advocacy of the teaching and research missions of our many excellent state universities and affiliated agencies. As our mission statement indicates, we strive to champion excellence in education and auxiliary programs by providing a comprehensive foundation of human resource practices and standards that facilitate the recruitment, retention, and development of a quality staff, in support of the teaching and research mission of each university and affiliated agency. We are committed to providing an environment of equal opportunity and access to all services and thereby establishing a foundation for each university/agency to fulfill their mission and each individual to reach their potential. We endeavor to build a quality of life that sets the standard for the nation.

Likewise through our business modernization efforts, we strive to remodel and build a personnel management system within the university community that sets the standard for the nation. Our operational philosophy is built on the principles of collaboration and teamwork, leading to a deeper fundamental knowledge base, a more comprehensive support network, and a more profound overall commitment to mission and purpose. These efforts have been noticed and recognized by many. Just this past Spring, our agency was presented with a 'Best Practice' award from the College and University Professionals Association of Human Resources, Midwest Region, for the development and implementation of our new electronic pre-employment testing system, called E-Test. Likewise, our many university/agency employers and employee groups have positively responded to our operational initiatives and encouraged our efforts.

Once again this year, I want to take this opportunity to extend our gratitude to the university community and to the broader statewide network of affiliated state agencies and legislative offices for their continued support and commitment to our efforts and service. We are honored by your partnership and allegiance. Finally, I want to also salute and extend our appreciation to the many employees within the Illinois higher education community for their superior commitment, dedication, and loyalty to our common mission, the education of our students, and to the many support systems that promote this goal.

The future still remains an exciting prospect for the Illinois higher education community and our joint mission serves to keep that excitement alive and growing. We hope that we will continue to serve as a catalyst to fuel this optimism and excitement.

Lewis T. (Tom) Morelock

Mission Statement

The State Universities Civil Service System strives to champion excellence in education and auxiliary programs by providing a comprehensive foundation of human resource practices and standards that facilitate the recruitment, retention, and development of a quality staff, in support of the teaching and research mission of each university and affiliated agency. We are committed to providing an environment of equal opportunity and access to all services and thereby establishing a foundation for each university/agency to fulfill their mission and each individual to reach their potential. We endeavor to build a quality of life that sets the standard for the nation.

Purpose

To carry out its statutory obligation to establish a sound program of personnel administration at state supported institutions of higher education and at certain allied agencies, the State Universities Civil Service System, hereinafter referred to as the University System, provides the essential function of administering, developing, and maintaining the basic rules and procedures related to the employment of professional (non-academic), technical, and support staff at each major Illinois public higher education university and affiliated agency. Among its many responsibilities, the University System provides direct guidance and support services to universities/agencies in such areas as employment, examinations, classification plan management, salary administration, compliance audit reviews, disciplinary procedures, and other business operations related to the management of support staff personnel.

Our authority is provided through legislative Statute and the State Universities Civil Service System (University System) is empowered through the University Civil Service Merit Board to develop, maintain, and administer a comprehensive and efficient program of human resource administration for the higher education community, specifically related to the employment and employment relationship with their auxiliary and support staff positions.   In accomplishing this task, the University System has developed a comprehensive set of Administrative Rules and procedures which effectively facilitate the administration of many aspects of the employment relationship.

The University System was created as a separate entity of the State of Illinois by the 67th General Assembly and became operative on January 1, 1952. The State Universities Civil Service Act (Act) is presently codified in the Illinois Complied Statutes at 110 ILCS 70/36b *et seq.* and the University System Administrative Rules (Administrative Rules) are presently codified in the Illinois Administrative Code (Administrative Code) at 80 Ill. Adm. Code 250. Headquartered at 1717 Philo Road, Suite 24, Urbana, Illinois, the University System serves the following public universities and agencies with respect to the employment relationship with their professional (non-academic), technical, and support staff:

University of Illinois at Chicago
Morton Arboretum
Drug and Horticultural Experiment Station
College of Medicine at Rockford
College of Medicine at Peoria
Hospital and Clinics
Division of Specialized Care for Children (Springfield)
Division of Specialized Care for Children (Chicago)

University of Illinois at Springfield

University of Illinois at Urbana-Champaign
Robert Allerton House
Robert Allerton Park
Bondville Road Station—Monticello Road Station
County Agriculture and/or Home Economics Extension Office
Department of Agronomy, College of Agriculture
Dixon Springs Agricultural Center
Vermilion River Observatory
Northeastern Agronomy Research Center
Prairie Observatory—Oakland
Department of Horticulture, River Valley Sand Field Plot, Mason County
Department of Horticulture's St. Charles Horticulture Research Center

Southern Illinois University Carbondale

Southern Illinois University School of Medicine Springfield

Southern Illinois University Edwardsville
Alton
Madison County
East St. Louis

Chicago State University

Eastern Illinois University

Governors State University

Illinois State University

Northeastern Illinois University

Northern Illinois University
Lorado Taft Field Campus
College of Continuing Education, Glenn Ellyn
College of Continuing Education, Cook County
Rockford Project, CHANCE Program
St. Clair County
Kankakee County
Woodstock Conference Center
Hoffman Estates
Naperville Center

Western Illinois University
Quad-Cities Center for Continuing Education

Illinois Board of Higher Education

Illinois Community College Board

Illinois Student Assistance Commission

State Universities Retirement System

State Universities Civil Service System

Section 36e of the Act (110 ILCS 70/36e) provides that all employees of the constituent institutions and agencies shall be covered except the following persons:

♦ *the members and officers of the Merit Board and the boards of trustees, and the commissioners of the institutions and agencies covered;*
♦ *the presidents and vice-presidents of each educational institution;*
♦ *other principal administrative employees of each institution and agency who meet specific Merit Board criteria;*
♦ *the teaching, research and extension faculties of each institution and agency; and*
♦ *students employed under rules prescribed by the Merit Board without examination or certification.*

Direct oversight authority spans across approximately 26,000 civil service employees, which include approximately 20,400 status employees, 5,500 non-status employees throughout the state. To a lesser degree, the University system monitors and authorizes over 18,000 student employees and over 12,000 exempt administrative and faculty appointments. The University System administers a classification/examination program consisting of 1,194 classes and corresponding examinations resulting in the testing of approximately 25,000 applicants or promotional candidates each year. The University System also has oversight authority over the thousands of other basic employment transactions performed through the many human resource offices throughout the system, including transfers, promotions, layoffs, and separations.

Organizational Dynamics
Employee Served Data
(June 2006 Data)

Organizations Served	Civil Service Employees	Total Status Employees	Total Nonstatus Employees	Total Student Employees	36e(3) Employees	36e(4) Employees	Total Exemptions	Total Employees
System Total	25,946	20,412	5,534	18,133	8,708	3,382	12,090	56,169
University of Illinois	12,959	10,312	2,647	7,737	6,068	1,707	7,775	28,471
Urbana-Champaign	6,356	4,788	1,568	5,508	2,855	713	3,568	15,432
Chicago Campus	2,807	2,299	508	1,877	2,299	879	3,178	7,862
Chicago Health Center	2,636	2,312	324	115	598	41	639	3,390
DSCC	260	260	0	0	12	2	14	274
UICOM-Peoria	188	157	31	0	75	9	84	272
UICOM-Rockford	262	210	52	0	78	7	85	347
Springfield	450	286	164	237	151	56	207	894
Southern Illinois University	4,691	3,486	1,205	3,404	792	392	1,184	9,279
Carbondale	2,600	1,757	843	1,227	426	222	648	4,475
School of Medicine	978	838	140	0	130	105	235	1,213
Edwardsville	1,113	891	222	2,177	236	65	301	3,591
Other Universities	7,674	5,995	1,679	6,990	1,754	1,283	3,037	17,701
Chicago State	540	431	109	141	179	16	195	876
Eastern Illinois	1,292	977	315	545	216	73	289	2,126
Governors State	314	234	80	64	142	171	313	691
Illinois State	1,499	1,219	280	1,391	275	311	586	3,476
Northeastern Illinois	597	455	142	291	245	149	394	1,282
Northern Illinois	2,426	1,746	680	2,736	404	507	911	6,073
Western Illinois	1,006	933	73	1,822	293	56	349	3,177
Illinois Board of Higher Education	6	6	0	0	26	0	26	32
Illinois Community College Board	15	15	0	0	35	0	35	50
State Universities Civil Service System	13	13	0	2	1	0	1	16
State Universities Retirement System	112	111	1	0	8	0	8	120
Illinois Student Assistance Commission	476	474	2	0	24	0	24	500

Organizational Dynamics
University Civil Service Merit Board

The governing body of the University System is the University Civil Service Merit Board, hereinafter referred to as the Merit Board. The Merit Board is composed of eleven (11) members representing the public universities of the State of Illinois. Members of the Merit Board are elected by their respective university governing boards. The Merit Board members are as follows:

Mr. Bruce Friefeld - Chair
Governors State University

Mrs. Marjorie E. Sodemann - Vice Chair *University of Illinois*	**Ms. Peggy Montes** *Chicago State University*
Mr. Devon C. Bruce *University of Illinois*	**Mr. Arnold Park** *Northeastern Illinois University*
Mr. Robert J. Cook *Western Illinois University*	**Mr. John Simmons** *Southern Illinois University*
Mr. David V. Dorris *University of Illinois*	**Mr. Marc Strauss** *Northern Illinois University*
Ms. Joanne E. Maitland *Illinois State University*	**Dr. Robert D. Webb** *Eastern Illinois University*

The Merit Board meets on a regular basis at the University System office to conduct activities necessary to direct, manage, and maintain business operations of the agency. The powers and duties of the Merit Board are set forth in section 36d of the Act (110 ILCS 70/36d) as follows:

- *To approve a classification plan and delegate to its Executive Director the duty of assigning positions to appropriate classes.*
- *To prescribe the duties of each class of positions.*
- *To prescribe the range of compensation for each class or to fix a single rate of compensation for employees in a particular class.*
- *To approve ranges and rates for the payment of wages paid generally in the community for work of a similar character.*
- *To recommend standards of hours of work, holidays, sick leave, overtime compensation and vacation.*
- *To prescribe standards of examinations for each class, the examinations to be related to the duties of such class.*
- *To authorize the continuous recruitment and to delegate to the Executive Director and staff the power and duty to conduct open and continuous competitive examinations for all classifications.*
- *To cause to be established from the results of examinations registers for each class of positions.*
- *To provide by its rules for promotions in the classified service.*
- *To provide by its rules for employment of physically handicapped persons.*
- *To make and publish rules, to carry out the purpose of the University System, and for examination, appointment, transfer and removals to include layoffs.*
- *To appoint an Executive Director and such assistants and other clerical and technical help as may be necessary to efficiently administer the Act.*
- *To submit to the Governor on or before November l of each year prior to the regular session of the General Assembly a report of the University System's business and an estimate of the amount of appropriation from state funds required for the purpose of administering the University System.*
- *To review transcripts of hearings and findings of fact as made by hearing boards and enter decisions and orders in discharge and demotion proceedings.*

During FY 2006, there were four regular Merit Board meetings and one Special Meeting of the Merit Board held. These meetings were held on August 17, 2005, November 16, 2005, December 20, 2005, February 15, 2006, and May 24, 2006. All of the above meetings were held at the University System office, except for the August 17, 2005 meeting, which was held at the University of Illinois at Chicago. Following is a summary of some important agenda items from each of those meetings.

August 17, 2005 Meeting

The Merit Board was welcomed to the University of Illinois at Chicago campus by President White. President White expressed his appreciation to the Merit Board and the many civil service employees across the state and commented on the important necessity of the Civil Service System to remain flexible in order to meet the many different organizational needs of the university community. Two new Merit Board members were welcomed and seated—Marc Strauss, representing Northern Illinois University and David V. Dorris, representing the University of Illinois. The Merit Board took action approving the FY 2007 budget recommendation to be submitted to the Illinois Board of Higher Education. The Merit Board was presented with several revisions to section 250.110, Separations and Demotions of the Administrative Rules. The Merit Board approved the proposed rule revisions for circulation to the universities and agencies.

President White
addressing the Merit Board

The Merit Board reviewed and approved a change in information processing under the Freedom of Information Act Policy. The Merit Board heard various reports, including those from Tom Morelock, Executive Director; Mary Follmer regarding legal matters; and Sharon Coleman, State Universities Civil Service Advisory Committee Vice Chair.

November 16, 2005

Two new Merit Board members were welcomed and seated—William L. Epperly, representing Western Illinois University and Dr. Robert D. Webb, representing Eastern Illinois University. An update on the status of the proposed rule revision to section 250.110, Separation and Demotions of the Administrative Code and the progress of the FY 2007 budget process was presented and considered.

The Merit Board approved a change to the Bylaws of the University Civil Service Merit Board regarding the Open Meetings Act requiring the posting of meeting notices/agendas and approved minutes on the agency

website. The Merit Board also approved a revision to the Merit Board Policy Relating to Employee Benefits to comply with the Military Leave Act and the Act.

The Merit Board also heard various reports, including those from Tom Morelock, Executive Director; Bruce Friefeld, Chair of the Administrative Advisory Committee; Mary Follmer regarding legal matters; and Alice Costa, Chair of the Universities Civil Service Advisory Committee. The Merit Board approved the meeting dates for calendar year 2006.

December 20, 2005

The Merit Board called a Special Meeting of the Board to consider a litigation matter related to a discharge case, Board of Trustees of Eastern Illinois University, Plaintiff, v. University Civil Service Merit Board of the University Civil Service System of Illinois, Bruce Friefeld, Chair, and Cindy S. Pearcy, Defendants. The Merit Board voted not to appeal the circuit court's decision in the Cindy S. Pearcy case.

February 15, 2006

The Merit Board conducted the reorganization activities, electing officers for 2006. Mr. Friefeld was reelected Chair and Marjorie Sodemann was reelected Vice Chair. The Executive Committee consists of John Simmons and David Dorris, along with the Chair and Vice Chair. Dennis Smith was appointed Secretary for the Merit Board until his retirement on April 30, 2006 and Teresa Rademacher was appointed to replace Mr. Smith for the remainder of calendar year 2006.

The Merit Board also reviewed, discussed and took action on one discharge case from the University of Illinois at Chicago. Mary Follmer updated the Merit Board on the proposed revisions to section 250.110, Separations and Demotions of the Administrative Rules. The proposed rulemaking was published in the Illinois Register on January 6, 2006. The Merit Board also approved the increase in the daily fee for Hearing Officers.

Mr. Morelock updated the Merit Board on the status of the FY 2007 budget. The Illinois Board of Higher Education on February 7, 2006 approved the FY 2007 budget at $1,272,100 or a $17,600 increase, specifically designated for staff salary increases.

The Merit Board also heard various reports, including those from Tom Morelock, Executive Director; Mary Follmer regarding legal matters; and Alice Costa, Chair of the State Universities Civil Service Advisory Committee. The Merit Board recognized and expressed their gratitude to Dennis Smith for his many years of service with the University System.

May 24, 2006

The Merit Board reviewed, discussed and took action on one discharge case from the University of Illinois at Chicago. The Board was updated on the FY 2007 budget process. The Merit Board approved a 3% salary increase for all staff members and authorized the Executive Director to administer the budget for FY 2007.

Mary Follmer updated the Merit Board on the proposed revisions to section 250.110, Separations and Demotions of the Administrative Rules. The 1st Notice Period ended on February 21, 2006. The only comments received during the 1st Notice Period were from Illinois State University (ISU). Some of the suggestions from ISU were incorporated into the proposed rulemaking. The Merit Board approved the revised proposed recommendations and directed the staff to file the changes with the Joint Committee on Administrative Rules for the 2nd Notice Period.

Mary Follmer discussed SB 585 which amends the Open Meeting Act. SB 585 redefined a "meeting" to include gatherings, whether in person or by telephone call, video or

audio conference, electronic means (such as e-mail) or other means. Other new provisions include the requirement of the physical presence of a quorum of members at the location of the open meeting. The Merit Board will be kept informed on the status of this bill at a later meeting.

Also the Merit Board asked the Executive Director to investigate and purchase Error and Omission Insurance for the Merit Board members and staff for FY 2007. The Merit Board also heard various reports, including those from Tom Morelock, Executive Director; Mary Follmer regarding legal matters; and Alice Costa, Chair of the State Universities Civil Service Advisory Committee.

Marc Strauss; Peggy Montes; Dennis Smith, Secretary for the Merit Board;
Tom Morelock, Executive Director; Bruce Friefeld, Chair; Mary Follmer,
Assistant Legal Counsel; Frances G. Carroll, and David Dorris

*Note: A complete copy of Merit Board agendas, minutes, and meeting dates
can be found at http://www.sucss.state.il.us/mb.asp .*

Organizational Dynamics
University System Office

The University System office provides support services to universities and agencies in most aspects of the personnel administration program and encourages the concept of participative management by involving a variety of levels of the employer's staff, as well as employee representatives, in decisions affecting the implementation of the Act, the Administrative Code and the procedures.

Incorporated into the Act establishing the University System were many innovative principles that remain viable operating guidelines even today, including efficiency and economy of operation, equal opportunity for all applicants, selection of highly qualified personnel, equal pay for equal work, and career opportunities comparable to those in business and industry. Additionally, the Act further delegated authority to Designated Employer Representatives to conduct examinations, designate and refer applicants for positions, and otherwise administer human resource programs consistent with the meaning, interpretations, and intent contained therein.

Therefore, certain functions required by the Act have been defined and delegated to the university and agencies under the University System. Through this delegated authority, the universities and agencies are responsible for the recruitment, examination, and appointment to various employment positions, as well as the assignment of specific duties to be performed by each employee. The employer is also responsible for all employee relations, including disciplinary actions. Individuals employed into positions under the guidelines of the University System are employed directly by the university or agency and are not employees of the University System.

Personnel transactions are to be conducted within the framework of the Act and the Administrative Code, with all transactions subject to audit by the University System staff to insure continued compliance with University System policies and procedures. Additionally, such transactions and audit reviews may become the basis for appeal procedures and corrective action.

There are four divisions within the University System office and are directed by the following staff: Jeffrey G. Brownfield, Assistant Director, Operations Division; Mary Follmer, Assistant Director, Legal Services, Legal Services Division; Teresa Rademacher, Administrative Assistant, Administrative Division; and Bob Curry, Information Technology Manager and Coordinator, Information and Technology Division. Many of our business processes and procedures are products of a major collaborative system-wide effort. Within that collaborative context, these divisions are closely interrelated; each truly dependent upon the other, and our external constituency, to discharge its area of responsibility. With a current staff of only 14 people, each of the individual position responsibilities often overlap. We are quite proud of our important role within the higher education community and our ability to most efficiently fulfill our statutory function.

The Merit Board is charged with making and publishing Administrative Rules to carry out provisions of the Act establishing the merit program. These rules provide detailed procedures along a broad spectrum of human resource activities including examinations, eligible registers resulting from examinations, appointments (both status and nonstatus), probationary periods, reassignments and transfers, separations and demotions, and seniority. The University System staff is involved in the development, implementation, and maintenance of rules and procedures, providing a review and appeal process for applicants, employees and employers, as well as hearing procedures in matters related to discharge and demotion.

The Executive Director and the University System staff are responsible for coordinating and implementing all Statutes, Rules, and Procedures associated with the merit program which includes preparing all examinations, conducting ongoing validation studies, continuous monitoring and reporting of wage and salary programs of the institutions served, conducting a continuous and ongoing audit program of both records and operational procedures at each institution, and developing and maintaining a responsible classification and human resource program. The staff is also responsible for the technical functions essential to the effective administration of a merit program, including the development and presentation of training and workshop sessions for the Designated Employer Representatives, university/agency human resource staff, and members of the various State

Universities Civil Service Advisory Committees.

The Operations Division is responsible for the development, periodic revision, and routine administration of our comprehensive classification and corresponding examination system. We currently maintain a system of over 1,200 classifications and examination instruments, ranging across a series of occupational areas including skilled trades, professional, clerical, managerial, custodial, food service, medical, and security. This unit also manages an on-line electronic statewide salary data system that provides a state-of-the-art compensation administration program through the authorization of salary ranges for each university and agency employment location. This unit provides routine reports of statewide salary ranges, coordinates the routine review and revision of exam instruments and classification specifications, communicates to our constituency all proposed changes, implements all changes in the examination/classification program, responds to inquiries regarding the examination/classification program, and serves to some degree as the final appeal stage for issues regarding the examination/classification program. This unit also provides training to the university/agency human resource offices on various employment protocols and authorizes/monitors all employee trainee, learner and apprentice programs at each university/agency. This unit also monitors and provides routine reports on the demographics of the applicant pools at each university/agency to assist in the development and evaluation of their specific diversity and affirmative action programs. This unit has a huge responsibility when looking at the volume of activity in their operational focus. Last fiscal year alone, there were approximately 25,000 examinations administered statewide at the various university/agency testing sites.

The Legal Services Division, along with Audit and Advisory unit, are responsible for the continual maintenance of our Act, Administrative Code, procedures, Merit Board Bylaws, and employee policies to preserve consistency with current human resource philosophy/trends and to insure compliance with other federal and state statutes and regulatory guidelines. These units work closely together and have direct responsibility for our routine compliance audit process and conducts, on a biennial basis, a comprehensive on-site human resource compliance audit at each employment location to insure the consistent application of rules and procedures and to validate the delivery of a comprehensive human resource program. The Legal Services Division manages the final discharge appeal process for the Merit Board in coordinating the hearing, communicating with the parties of record, certifying the final record and findings of fact, and all other procedural elements prior to review and decision by the Merit Board. They are also responsible for the routine data collection and analysis of staffing information provided by each university/agency, preparation of several standardized reports, and the final distribution to the appropriate university/agency contacts. They are the first line contact for all constituency issues, from either an employer or an employee, as it relates to the application, interpretation, or administration of our many rules, procedures, and policies. Likewise, they develop and monitor all of our external communications, including the preparation and distribution of our quarterly newsletter, communication of policy revisions, and any response to inquiries from employers, employees, and other external agencies or individuals. They also prepare and conduct training programs with respect to their primary activities. Various legislative activities are also a major part of their function, including the monitoring of our appropriation bills, review of all new legislation impacting our agency, and preparation of any statutory change to be submitted for legislation.

The Administrative Division is responsible for the general internal office human resource function, budget management, procurement services, information technology, internal customer service and clerical support. This unit monitors our budget, processes purchases, processes agency payroll, provides reception and clerical support for the rest of the staff, and interfaces with CMS on other services. This Division works closely with the Legal Services Division on the discharge/demotion process and the Operations Division for clerical support.

The Information Technology Division is a small unit and has the huge task of supporting all of technical and communication activities, specifically related to computer services, telecommunications, network maintenance, software and systems development, desktop support, and various equipment maintenance procedures. They work closely with the Administrative Division to periodically access and develop strategies for system upgrades and purchases. They coordinate and manage the electronic interface with our many employment locations and constituency groups through website developments and complex secure access systems. This unit provides the electronic backbone to our business operations, thereby enabling our office to quickly to progress to mpore efficient and effective business processes directly related to our mission.

The University System is unique in that it empowers the individual university and agency employment locations, through a Designated Employer Representative, to deliver our classification plan, examination instruments, and generally administer many of our rules and procedures. It is important in this type of organizational structure that we maintain a close contact with both the employers and employees in the administration of these rules and procedures. We have done so through various committees, special focus groups, and other collaborative relationships with individual universities, affiliated agencies, other state agencies, and employee groups. This collaborative business approach has proven to be very economically efficient and customer service oriented. A more detailed account of yearly divisional activities will follow.

University System Office Employees

Lewis T. (Tom) Morelock
Executive Director

Administrative Division
Teresa Rademacher, Administrative Assistant II & Secretary for the Merit Board
Tanya Flynn, Clerical Support Supervisor
Mary Jane Blixen, Secretary III
Sandy Burr, Secretary III

Information Technology Division
Bob Curry, IT Manager and Coordinator

Legal Services Division
Mary Follmer, Assistant Director, Legal Services

Operations Division
Jeff Brownfield, Assistant Director
Roger Frick, Human Resource Officer
Gail Hankins, Human Resource Associate
Pulchratia Kinney-Smith, Human Resource Associate
Paula Mitchell, Administrative Aide
Cindy Neitzel, Human Resource Officer
Robert Rybak, Human Resource Officer
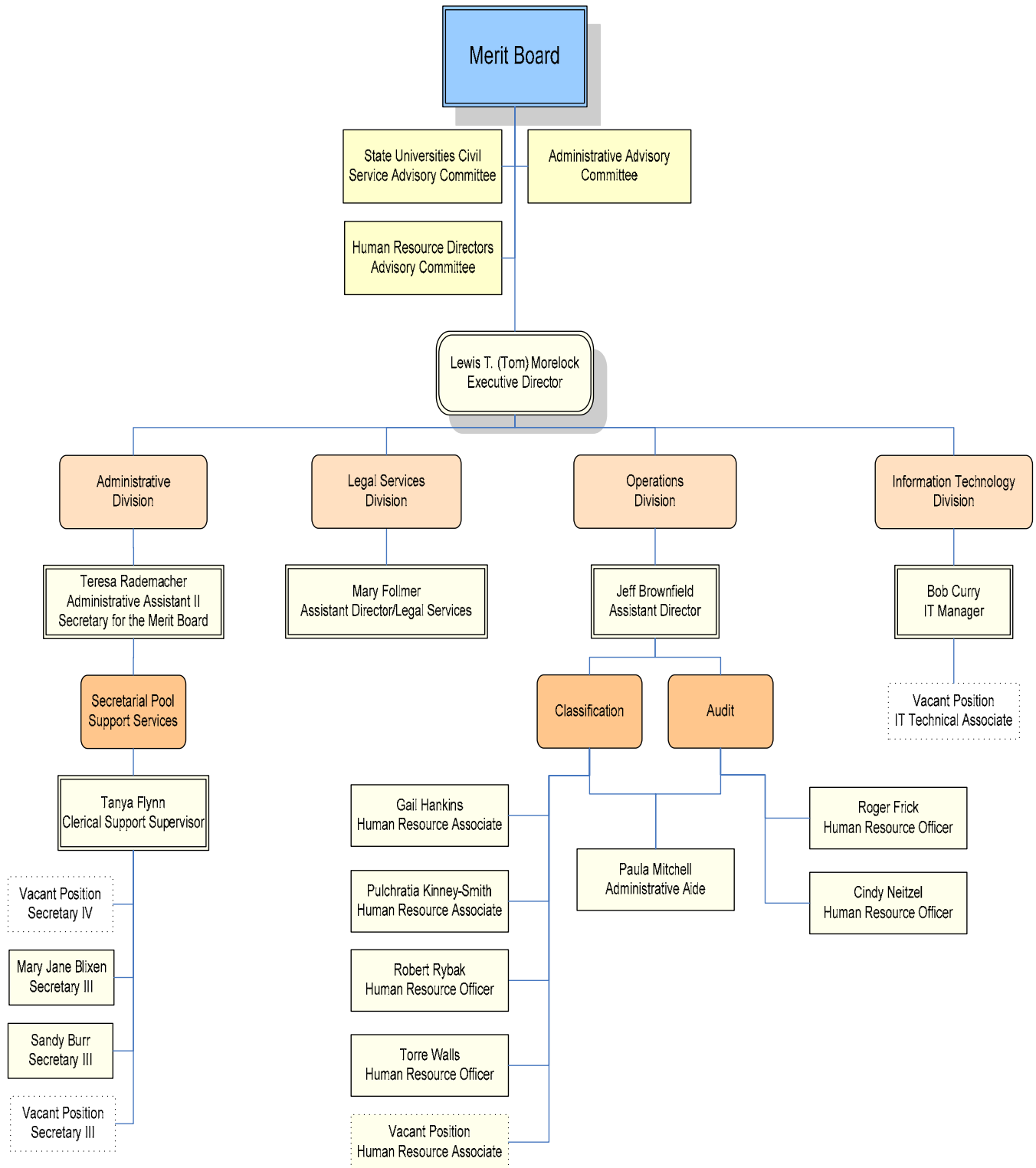Torre Walls, Human Resource Officer

Graduate Assistants
Krista Burrus
Jen Klafehn
Seth Spain

Organizational Dynamics
Organizational Chart

Merit Board

State Universities Civil Service Advisory Committee

Administrative Advisory Committee

Human Resource Directors Advisory Committee

Lewis T. (Tom) Morelock
Executive Director

Administrative Division

Legal Services Division

Operations Division

Information Technology Division

Teresa Rademacher
Administrative Assistant II
Secretary for the Merit Board

Mary Follmer
Assistant Director/Legal Services

Jeff Brownfield
Assistant Director

Bob Curry
IT Manager

Secretarial Pool
Support Services

Classification

Audit

Vacant Position
IT Technical Associate

Tanya Flynn
Clerical Support Supervisor

Gail Hankins
Human Resource Associate

Roger Frick
Human Resource Officer

Vacant Position
Secretary IV

Pulchratia Kinney-Smith
Human Resource Associate

Paula Mitchell
Administrative Aide

Cindy Neitzel
Human Resource Officer

Mary Jane Blixen
Secretary III

Robert Rybak
Human Resource Officer

Sandy Burr
Secretary III

Torre Walls
Human Resource Officer

Vacant Position
Secretary III

Vacant Position
Human Resource Associate

The University System is a participant and component in the Illinois Board of Higher Education's (IBHE) yearly budget review and recommendation process for the Illinois public higher education community. As a member of the Illinois public higher education community, our final yearly budget recommendation is the culmination of a process of review and formal approval by the IBHE. This process begins in early August with a budget presentation and proposal to our Merit Board. Upon approval by the Merit Board, our budget proposal is forwarded to the IBHE office for discussion and review. After a statewide review of the budget proposals submitted by the entire Illinois public higher education community, the IBHE issues a final budget recommendation and appropriation proposal for the entire Illinois public higher education community. Further presentations and discussion with the IBHE are then afforded as a means to provide additional clarification/input and possible revision of the recommended budget and appropriation proposal.

Ultimately, the IBHE adopts the final budget and appropriation proposal for the entire Illinois public higher education community. The University System's final line item appropriation request, as approved by the IBHE, is therefore a component of the final Illinois public higher education budget recommendation which is submitted to the Governor's office for state budget appropriation planning and subsequent legislative consideration. Significant oversight and review of budget parameters are conducted by the Merit Board, IBHE, Governor's Budget office, and various legislative committees before final yearly appropriations are approved and distributed.

Additionally, the University System office is subject to a routine biennial compliance audit conducted by the State Auditor General's office. We are proud to report that the latest biennial compliance audit conducted by the State Auditor General's office was completed in early February 2006 and revealed that the State Universities Civil Service System did not have any audit findings for the audit period of July 1, 2003—June 30, 2005. The next biennial audit is scheduled for October 2007 to cover the audit period of July 1, 2005—June 30, 2007.

Despite a significant appropriation decrease and recent flat budget appropriations over the last few years, we are quite proud of our accomplishments and our capability to continue in our modernization efforts in developing and incorporating many new 'best practice' initiatives. Many of our new initiatives have significantly generated financial and resource savings at the campus level and have significantly improved customer relations. We remain committed to our statutory objective of efficiency and economy in operations through fiscal responsibility and innovative, creative business practices.

Organizational Dynamics
Advisory Committees

The **State Universities Civil Service Advisory Committee** is mandated by section 36c of the Act (110 ILCS 70/36c). The Committee is chaired by Alice Costa, Southern Illinois University School of Medicine Springfield, and meets at least quarterly at campuses throughout the state, welcoming civil service employees at the particular campus to attend. Members of the committee are elected by civil service employees at each of the universities and agencies served. Committee members represent their constituents by functioning in an advisory capacity to the Merit Board on "all matters pertaining to the University System."

During FY 06 the committee met on July 13 & 14, 2005 at Chicago State University; October 5 & 6, 2005 at Eastern Illinois University; January 19 & 20, 2006 at the University of Illinois at Urbana-Champaign, and April 20 & 21, 2006 at Northeastern Illinois University. Membership as of October 1, 2006 includes:

University of Illinois

Chicago Campus — *Sharon Coleman, James Jones, and Daniel Sarhage*

Division of Specialized Care for Children — *Teresa L. Long*

Springfield Campus — *Kim Gonzalez-Beeson*

Urbana-Champaign Campus — *Barney Bryson, Gary Fry, Robert Schweighart, and one vacant position*

Southern Illinois University

Carbondale Campus — *Jay Brooks*

Edwardsville Campus — *Linda Wense*

School of Medicine at Springfield — *Alice F. Costa, Chair*

Other Universities and Agencies

Chicago State University — *Virnita A. Martin*

Eastern Illinois University — *Julie Benedict*

Governors State University —- *Debra Boyd*

Illinois State University — *David Turner*

Northeastern Illinois University — *Judy Brewer*

Northern Illinois University — *Sara Clayton*

State Universities Retirement System — *Mike Sheppard*

Western Illinois University — *Sheila L. Kirby*

The **Administrative Advisory Committee**, created by the Merit Board and chaired by Bruce Friefeld, meets on call of its Chair, the Executive Director, or any member of the committee. The committee is composed of top administrative personnel representing each of the governing boards served by the Merit Board, the Merit Board Legal Counsel, and the administrative staff of the University System and considers matters of major policy. The committee met on September 28, 2005. Membership as of October 1, 2006 includes:

Bruce Friefeld, *Chair, Merit Board*

Stephen Bragg, *Illinois State University, Vice President for Finance and Planning*

Jeff Cooley, *Eastern Illinois University, Vice President for Business Affairs*

Steve Cunningham, *Northern Illinois University, Associate Vice President/Enterprise Planning and Human Resources*

Nancy Hall-Walker, *Chicago State University, General Counsel and Vice President for Labor and Legal Affairs*

A. G. Monaco, *Southern Illinois University, Director of University Personnel Services (SIUE)*

Stephen K. Rugg, *University of Illinois, Vice President for Administration*

Geoffrey Obrzut, *Illinois Community College Board, President and Chief Executive Officer*

Peggy Podlasek, *Illinois Board of Higher Education, Fiscal Officer/Human Resources Officer*

Jackie K. Thompson, *Western Illinois University, Vice President for Administrative Services*

Theresa Morgan, *Illinois Student Assistance Commission, Chief Financial Officer*

John T. Tuohy, *Governors State University, Vice President/Administration and Planning*

Mark Wilcockson, *Northeastern Illinois University, Vice President for Finance and Administration*

The **Human Resource Directors Advisory Committee** is composed of the human resource director, designated employer representative, or other human resource professional from each university/agency. This committee plays a very significant role in our overall general review and updating of University System rules and procedures. Their collaboration is essential in creating a system of rules and procedures consistent with the changing demands of the various complex employment environments within the University System.

The committee met on January 27, 2006 and June 23, 2006 at the University System office. Following is a list of active participants on this committee:

Janelle Mason, *Chicago State University*

Charles L. Phillips, *Eastern Illinois University*

Gail Bradshaw, *Governors State University*

Ira Schoenwald, *Illinois State University*

Julie Jenson, *Illinois State University*

Lois Woodall, *Northeastern Illinois University*

Steve Cunningham, *Northern Illinois University*

Jodi Tyrrell, *Northern Illinois University*

Pamela Bowman, *Western Illinois University*

Stewart Clausen, *Western Illinois University*

Kathleen M. Blackwell, *SIU Carbondale*

Kay Titchenal, *SIU School of Medicine*

A. G. Monaco, *SIU Edwardsville*

John R. Loya, *U of I General Office*

Elyne Cole, *University of Illinois at Urbana-Champaign*

Patricia Gill, *U of I at Chicago*

Susan Whewell, *Division of Specialized Care for Children*

Debra J. Bigger, *U of I College of Medicine at Peoria*

Jack Croffoot, *U of I College of Medicine at Rockford*

Wesley R. Weisenburn, *U of I at Springfield*

Peggy J. Podlasek, *Illinois Board of Higher Education*

Ellen Andres, *Illinois Community College Board*

Joanne Tolbert, *Illinois Student Assistance Commission*

Terrin Krantz, *State Universities Retirement System*

During FY 2006, the University System has continued to evaluate and modify its business processes to better meet the operational needs of the employers served by the University System. The primary business functions of this unit include:

♦ *Development and maintenance of the Classification Plan, including individual class specifications and corresponding examination instruments*
♦ *Management of pay rates/ranges, and corresponding compensation variables, as applied and implemented at each employment location*
♦ *Overall management of the human resource transactions related to civil service positions at each employment location*
♦ *Administrative control of employment testing environment, as performed at each employment location*
♦ *Verify compliance with administrative authority at each employment location*
♦ *Maintenance of procedural manuals to coincide with business practices*

The overall business objective as related to the administration of our classification structure and subsequent examination development is to provide a comprehensive classification plan management system, which includes job analysis studies, class specification/examination review, and associated research and statistical analysis with activities based on current employment trends and current occupational philosophies. A secondary component is to insure that all administrative rules and procedures are effectively managed through the many human resource locations throughout the system. This is accomplished through a periodic human resource management audit program at each employment location.

Additionally, our focus is to develop new electronic methods of administering these programs, particularly as it relates to the testing environment. We are constantly attempting to convert these basic business processes to electronic methods of administration, data collection, communications, and analysis. More details on this objective and related activities are provided later in this report. Following is a brief recap of the activities of this division over the past fiscal year.

Classification Plan Management

Class Specification and Examination Creation/Revision/Validation
All requests to establish new classifications, as initiated by universities or agencies, are analyzed and addressed. In addition, the University System staff routinely reviews and initiates revisions to classifications or classification series, particularly when it has been determined that some duplication or redundancy exists. Existing classes that have undergone changes in duties, responsibilities, or authority, as a result of gradual operational changes or technological advances, are also studied and analyzed for possible revision or expansion.

Into these business processes, we have built an emphasis on consolidating class specifications and collapsing similar classifications into one series. Currently, the University System supports 1,194 class titles that cover 16 broad occupational areas. Each title is described in detail in a formal, written class specification. Classes which provide employees career advancement opportunities are grouped into promotional lines and described in series specifications. These documents are under periodic review and revision to maintain the most contemporary identification of duties, responsibilities, minimum requirements, knowledge, skills, and abilities. Updating, and more recently collapsing and consolidating, of class specifications is necessary to assure that the most relevant and accurate information is used as a basis for test construction, position classification, and recruitment. In the development of new and revised class specifications, constituent universities/agencies and employees have an opportunity to provide input into the content of the class specifications. With assistance from the IT Division,

this unit has also created a new database for posting the progress of new or revised classifications, which can be viewed at our website under the following address: http://www.sucss.state.il.us/cpm.asp.

To assure that class specifications and examinations are job-related and accurately measure elements necessary for the performance of required duties, position descriptions are requested and reviewed, job analysis surveys are conducted with subject matter experts, meetings are held with subject matter experts, and examinations are extensively pre-tested using current university/agency incumbents. This methodology results in class specifications and examinations that are job related, content valid, and free from bias.

In this respect, the University System office has developed a computerized job analysis survey instrument (C-JASI) to effectively and efficiently collect job information. This electronic survey instrument has been designed to facilitate the collection of information from subject matter experts (i.e. incumbents and their supervisors) on the tasks that employees perform on the job. The survey instrument also collects information on the knowledge, skills, and abilities required to perform the identified job tasks. Additionally, information is collected on the minimum qualifications (MQs) required to undertake the job and other personal characteristics relevant in performing the duties of the position. This data collection is a fundamental element in the University System office classification plan management process and is essential in the maintenance of both class specifications and examination instruments. This electronic data collection process has significantly streamlined this business function, creating a much more efficient, effective, and timely process.

Following any major revision to a testing instrument, an item analysis process has been developed to further assist in the test validation process. All major revisions to examinations are pre-tested using current employees and reviewed by subject matter experts. A second review of each examination is conducted to assure accuracy. Post examination procedures to measure test validity have been developed and include a review of completed examinations.

Examinations and related materials are furnished to all universities and agencies served. Administered examinations are returned to the University System office and statistically analyzed to identify adverse impact issues, to assist in further validation studies, to monitor pass rates and mean scores and to assist in revising other examinations. Additionally, the University System office has started to further analyze examination scores in order to determine such characteristics as item difficulty and item discrimination. This information will allow the University System office to construct parallel forms of the same test in order to increase test security. Statistical information, particularly related to ethnic and gender test components, are compiled and provided to university/agency human resource offices for their information and use. This process has been streamlined and significantly enhanced by the new web-based testing process just released this fiscal year.

Following is a list of classifications reviewed over this fiscal year:

Admissions and Records Series
    Admissions and Records Officer I
    Admissions and Records Officer II
    Admissions and Records Officer III
Ambulatory Care Series
    Ambulatory Care Aide I
    Ambulatory Care Aide II
    Ambulatory Care Assistant
    Ambulatory Care Supervisor
    Ambulatory Care Manager
Building Custodial Service Series
    Building Service Worker
    Building Service Sub-Foreman
    Building Service Foreman

    Building Service Supervisor
Carpenter Series
    Carpenter
    Carpenter Sub-Foreman
    Carpenter Foreman
    Carpenter General Foreman
Chief Utility Plant Operating Engineer
Clerk Occupational Area
    Accounting Clerk
    Administrative Clerk
    Bookstore Clerk I
    Bookstore Clerk II
    Chief Clerk
    Clerical Assistant

Clerk
Dental Clinic Clerk I
Dental Clinic Clerk II
Distribution Clerk
Inventory Clerk
Library Clerk
Operations Clerk
Patient Unit Clerk I
Patient Unit Clerk II
Payroll Clerk
Shipping/Receiving Clerk
Staff Clerk
Statistical Clerk
Administrative Clerk

Clinic Nurse Series
Clinic Nurse
Charge Nurse
Nurse Administrator

Clinic Support Series
Clinic Support Receptionist
Clinic Support Assistant
Clinic Support Supervisor

Dental Hygienist

Electrician Series
Electrician
Electrician Sub-Foreman
Electrician Foreman
Electrician General Foreman

Electromyographic Technician

Events Administrator Series
Events Administrator
Senior Events Administrator

Food Service – Food Preparation Series
Food Preparation I
Food Preparation II
Food Preparation III
Food Preparation IV

Food Service Sanitation Series
Food Service Sanitation Laborer
Food Service Stores-Laborer

Labor Relations Specialist Series
Labor Relations Specialist I
Labor Relations Specialist II
Labor Relations Specialist III

Library Series
Library Clerk
Library Assistant
Library Specialist
Senior Library Specialist
Library Operations Associate

Licensed Practical Nursing Series
Licensed Practical Nurse I
Licensed Practical Nurse II

Locksmith Series
Locksmith

Locksmith Sub-Foreman
Locksmith Foreman

Mechanic (Machinery)
Grounds Equipment Mechanic
Farm Mechanic

Medical Assistant

Medical Social Service Series
Medical Social Assistant
Medical Case Worker
Medical Social Consultant
Assistant Supervisor of Medical Social Service
Supervisor of Medical Social Service

Medical Technologist Series
Medical Technologist I
Medical Technologist II
Medical Technologist III

Mental Health Counselor Series
Mental Health Counselor I
Mental Health Counselor II

Nursing Consultant

Photography Occupational Area
Photographic Technician I
Photographic Technician II
Photographic Technician III
Photographer I
Photographer II
Photographer III
Ophthalmic Photographer I
Ophthalmic Photographer II
Ophthalmic Photographer III
Principal Ophthalmic Photographer
Scientific Photographer I
Scientific Photographer II
Scientific Photographer III
Principal Scientific Photographer
Assistant Manager of Photographic Laboratory
Manager of Photographic Laboratory

Plumber Series
Plumber
Plumber Sub-Foreman
Plumber Foreman
Plumber General Foreman

Polysomnographer Series
Polysomnographer Technician I
Polysomnographer Technician II

Professional Nursing Series
Staff Nurse I
Staff Nurse II
Administrative Nurse I
Administrative Nurse II
Administrative Nurse III
Assistant Director of Nursing
Associate Director of Nursing
Director of Nursing

Secretary Series
  Secretary II
  Secretary III
  Secretary IV
  Staff Secretary
  Administrative Secretary

Surgical Services Supplies and Equipment Worker
Ticket Specialist Series
  Ticket Sales Assistant
  Ticket Sales Specialist
  Ticket Sales Supervisor

Deleted Classifications

Archives Specialist
Book Mender
Chief Library Clerk
Dish Porter
Events Administrator
Events Administrator (Concessions)
Events Administrator (Crowd Control)
Events Administrator (Ticket Control)
Food Service Laborer
Kitchen Laborer
Kitchen Stores-Laborer
Library Attendant
Library Clerk I
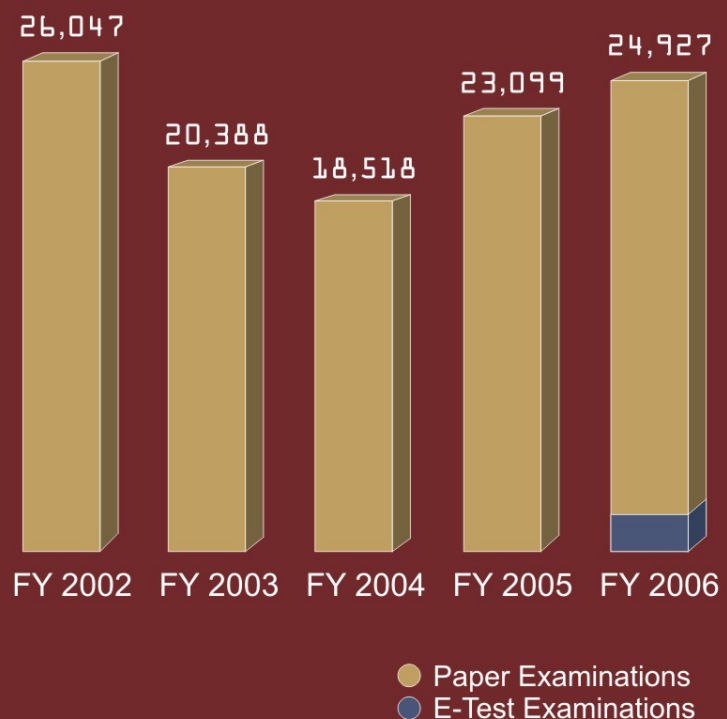*Library Clerk II*
Library Clerk III

Library Conservation Preservation Assistant
Library Operations Assistant
Library Technical Assistant
Library Technical Assistant I
Library Technical Assistant II
Library Technical Assistant III/Library Technical Specialist
Nursing Consultant I
Nursing Consultant II
Nursing Consultant III
Nursing Consultant IV
Pot-washing Machine Operator
Ticket Control Supervisor
Ticket Specialist I (Athletics)
Ticket Specialist II (Athletics)
Ticket Specialist III (Athletics

Examination Completion

A total of 24,927 examinations were administered in 638 of the 1,194 approved classes. A total of 23,386 paper tests were given in FY 2006 with an 84% passing rate. The average score for all applicants was 84.4 (a score of 70 is typically required to pass civil service examinations). The lack of activity in such a large number of civil service examinations provides additional encouragement and incentive to continue to evaluate the classification plan for redundancies and possibly eliminate, collapse and/or consolidate classifications.

A total of 1,541 electronic tests (E-Tests) were given in FY 2006 with a 99.9% passing rate. The average score for all applicants was 85.2. Please note that the extremely high pass rate at this time for E-Test is due to the fact that the majority of these examinations are Credential

Annual Examinations Completed

FY	Total
FY 2002	26,047
FY 2003	20,388
FY 2004	18,518
FY 2005	23,099
FY 2006	24,927

● Paper Examinations
● E-Test Examinations

Assessments, a resume rating format. In most instances, the ability to simply qualify for this resume rating process will establish a passing score.

Pay Administration
In according with section 36d(3) of the Act (110 ILCS 70/36e(3)), each employer under our jurisdiction must establish rates and ranges of compensation for each classification in use at their respective university or agency. The University System office allows significant latitude in the establishment of salary rates/ranges, requiring minimum validation of the requested rate or range. Each university/agency is obligated to conduct salary surveys or provide other rational/validation for salary rates/ranges not covered by union contracts. Illinois Department of Labor prevailing wage certifications and collective bargaining agreements for the local area provide the authentication necessary for the establishment of salary rates/ranges for the various 'craft and trade' occupations.

Through the Statewide Salary Data Processing System, authorized university/agency personnel electronically submit changes, revisions, or deletions to the salary rates/ranges via a secure website access point. The University System staff completes the authorization process, which notifies each university/agency of the change and immediately updates a standardized state-wide Salary Range Report. The Salary Range Report is updated monthly on our website, thereby providing valuable information to the numerous visitors to our website. An additional feature of this system is the salary survey, which takes a raw data 'snapshot' of all university/agency employees across the state and calculates, by university/agency and classification, several employment characteristics including the lowest salary rate, highest salary rate, average salary rate, average time in class, total number of employees in class, and relative work week. This feature is a valuable tool used by many universities/agencies for planning and compensation management. This system is constantly being reviewed for update and expansion.

The unit evaluates all requested pay rate and range requests annually, including those determined through various collective bargaining processes. The University System staff reviewed a total of 5,115 rate/range requests during FY 2006. Of this total, 4,943 requests were approved and 172 requests were declined. Based on the Spring Salary Survey 'snapshot' of employee data, the University System included, 8,400 (42.7%) Open Range employees, 10,497 (53.3%) Negotiated Rate employees, 715 (3.6%) Prevailing Rate employees and 76 (less than 1%) Established Rate employees.

Policy Development
Consultative services regarding the interpretation of the Act and Administrative Code, and University System procedures are frequently provided to university/agency human resource staff and employees. All regulations, rules, and policies directly related to the business processes associated with the activities conducted by this division are routinely reviewed and updated through a system-wide collaborative effort.
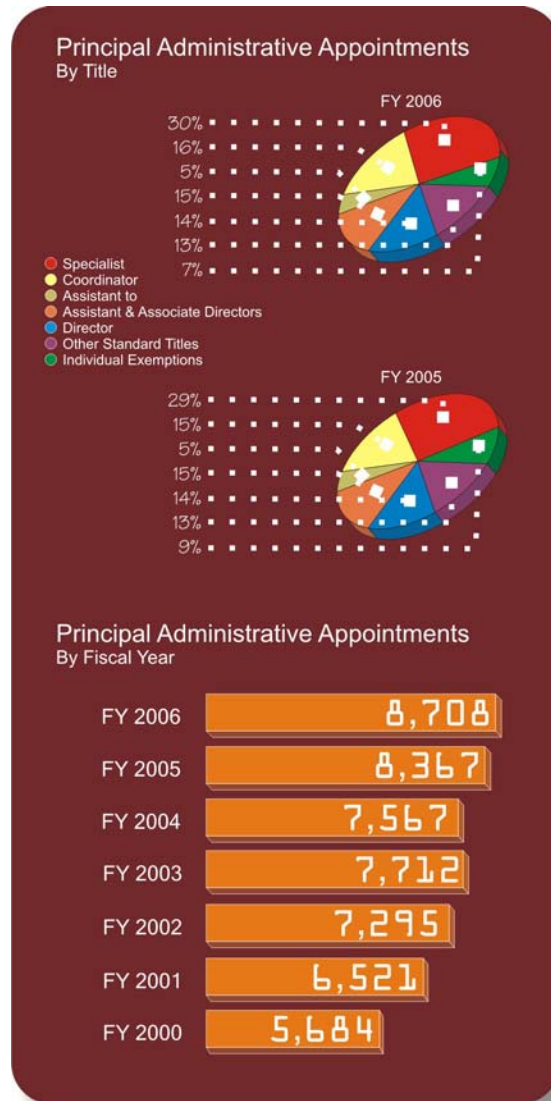
Principal Administrative Appointments
The Merit Board, through delegation to the Executive Director, has statutory authority to designate Principal Administrative Appointment (PAA) positions which are to be exempted from the Act and Administrative Rules. This unit has the responsibility to assess all requests for PAA exemptions with respect to established protocols and procedures, and for recommending action (approval or disapproval) to the Executive Director. As requested, staff in this unit assist the Audit and Advisory Services unit in the on-site review of approved exempt positions as part of the continuous collaboration with the Audit and Advisory unit. Over the past few years, employers were given more flexibility in designating and exempting these positions within detailed guidelines.

As of June 30, 2006 the total number of employees exempted from civil service coverage in accordance with section 36e(3) of the Act (110 ILCS 70/36e(3)) was 8,708. The chart on the next page indicates an increase in exempt PAA employees throughout the time periods studied, a topic that is under constant scrutiny and analysis. The University System began categorizing most PAA employees into 20 Standard Titles in 1999. At this same

time, universities and agencies were also delegated the authority to 'exempt' employees/positions from civil service coverage through some procedural changes. Since the inception of this program, the University System office has witnessed a significant increase in PAA employees/positions, particularly in some selected titles. The following chart illustrates the general categorical designation of these exempt positions and captures the growing number of these exempt positions.

Principal Administrative Appointments
By Title

FY 2006

30%	
16%	
5%	
15%	
14%	
13%	
7%	

- Specialist
- Coordinator
- Assistant to
- Assistant & Associate Directors
- Director
- Other Standard Titles
- Individual Exemptions

FY 2005

29%	
15%	
5%	
15%	
14%	
13%	
9%	

Principal Administrative Appointments
By Fiscal Year

Fiscal Year	Count
FY 2006	8,708
FY 2005	8,367
FY 2004	7,567
FY 2003	7,712
FY 2002	7,295
FY 2001	6,521
FY 2000	5,684

Training Programs

The administrative rules afford the creation of three types of in-service/on-the-job training programs which require approval by the Executive Director. These programs include: Apprentice, Trainee, and Learner Appointments. Apprentice Appointments are utilized for training employees in the established crafts and trades occupations such as Carpenter, Electrician, etc. Trainee Appointments are aimed at allowing applicants, who lack the minimum qualifications required for employment in a specific classification, an opportunity to work and, at the same time, obtain additional education and/or work experience in order to qualify for the examination associated with the position. Learner Appointments grant employment opportunities into entry level classifications. Both Learner and Trainee Appointments have been designed, and can be used, as an affirmative action tool to provide training for applicants from minority or culturally diverse groups. During FY 2006, the unit approved 22 new Trainee Programs and 8 Learner Programs.

Extra Help Extensions

Extra help appointments are typically limited in nature to a 900 work hour timeframe over a twelve calendar month period. Based on joint input and collaboration from human resource staff and employee representatives, an Extra-Help Extension was added to the procedures manual. For narrowly defined circumstances, employers can request that an employee be allowed to remain in an Extra Help position past the standard 900-work hour limitation. Justification for an Extra Help extension may include:

♦   *Continuing disability leave, pregnancy leave, military leave, or other approved leave of absence where the employer expects the return of the employee holding the original appointment. The extension may not exceed the period of the approved leave.*
♦   *Intermittent need of highly skilled technical or professional positions/employees that have been trained by the employer. Consideration will be given to recruitment difficulty based on verifiable job market demand components. Examples of positions that may fall within this guideline are medical personnel, information technology staff, and law enforcement personnel.*
♦   *A project that requires completion within a short timeframe, such as one year or less, and there is no additional funding available.*

A total of 12 Extra Help Extension requests were approved, most of which involved highly technical medical positions.

Supported Employee Program

The University System is mandated by section 36s of the Act (110 ILCS 70/36s) to establish and execute a Supported Employment Program (SEP). This program is designed to encourage the employment of individuals who severely disabled and in need of supported employment, as certified by the Illinois Department of Human Services (IDHS). These applicants work in a trial capacity before being appointed into a permanent position and are not required to participate in the open competitive testing process. Once a position has been designated for supported employment, employers work with IDHS counselors to develop an appropriate training program to assist the supported employee in becoming proficient at the targeted position. Upon successful completion of the training program, the supported employee is appointed to a status position in the classification and serves a probationary period. As of the end of FY 2006, a total of 46 supported employees have been appointed, 23 of which were still actively employed.

Classification Audit Appeals

Employees who believe that their positions have been misclassified by the local (university/agency) human resource office are allowed to appeal the classification designation and request a review by the Executive Director. This unit is charged with the administration of all position classification appeals that are requested of the Executive Director of the University System office. The appeal process includes a comprehensive evaluation of all supporting documentation submitted by all parties, conducting on-site desk audits as necessary, and ultimately proposing an appropriate classification designation for the position. During FY 2006, 19 position classification appeals were reviewed and analyzed. Several other requests for position classification assistance by various universities/agencies served are also addressed by the staff in this unit.

Examination Question Challenges, Rechecks, and Scoring Breakdowns

With the assistance of the Administrative Division and support staff, the unit provides services to employees/ applicants who are concerned that a specific question/answer is incorrect or that the score they obtained on an examination was in error. When an applicant believes there is an incorrect question/answer on an examination, a question challenge form is completed at the testing site and is forwarded, along with the applicant's examination, to the University System office. Each challenged question is thoroughly researched, with an individual response being sent to each applicant and the employer

Applicants are also provided a scoring 'breakdown' on examinations. An applicant may request a 'recheck' or 'breakdown' of examination score to assure that it was properly graded at the local human resource office and to obtain information on the categories of questions (breakdown) that were answered incorrectly. With the assistance from the Administrative Division's secretarial support team, a total of 43 question challenges and 110 rechecks/breakdowns were completed in FY2006.

Specialty Factors

A university/agency may request that a Specialty Factor be 'attached' to a specific position. In these instances, the employer has determined that a specific and measurable skill or ability, above the standard requirements, is necessary for the successful fulfillment of the responsibilities associated with the position. The most common type of Specialty Factor requested and approved is for an applicant to have bilingual skills (Spanish most often) as part of a clerical or customer service position. During FY 2006, the unit approved 25 Specialty Factor requests.

Police Promotional Testing

The University System office schedules and convenes the Police Officer promotional examinations, i.e., Elongated Oral Boards (EOB). The examinations included in this process are: Corporal, Sergeant and Lieutenant. The EOB process requires a panel of three assessors to interview and observe as many as six applicants during a day-long testing period. Throughout the testing period, applicants are required to make oral and written presentations and work on group exercises. Assessors provide scores, based on previously developed criteria, for each applicant completing each task. To more accurately reflect the cultural and gender demographics of university police officers, and to assure that each EOB will consist of assessors with diverse ethnic and racial characteristics, the University System office in conjunction with many of the universities, trained seven new assessors during FY 2006 of which two were minorities. During FY 2006, the University System office conducted 10 EOB's that comprised of 11 work days, and tested 48 applicants.

During FY 2006 the University System office also implemented additional Ethical Guidelines for testing assessors. The guidelines were a supplement to the standards provided for any University System employee who has access to testing instruments.

Other Operational Responsibilities

This unit has other responsibilities including courtesy scoring examinations and assessing compensatory qualifications waiver. In FY 2006 the unit completed 36 courtesy scored examinations and reviewed/approved six compensatory qualifications.
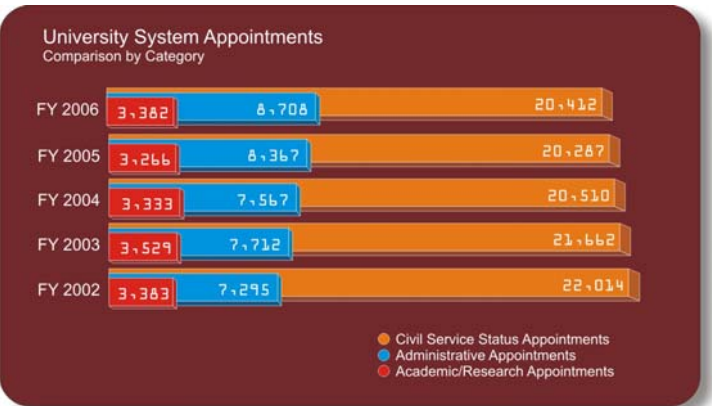
Upon request, staff also assists audit team members in reviewing university/agency classification programs. Unit staff reviews position classification audit findings proposed by the audit team to assist in making recommendation to each university/agency regarding specific classification of positions.
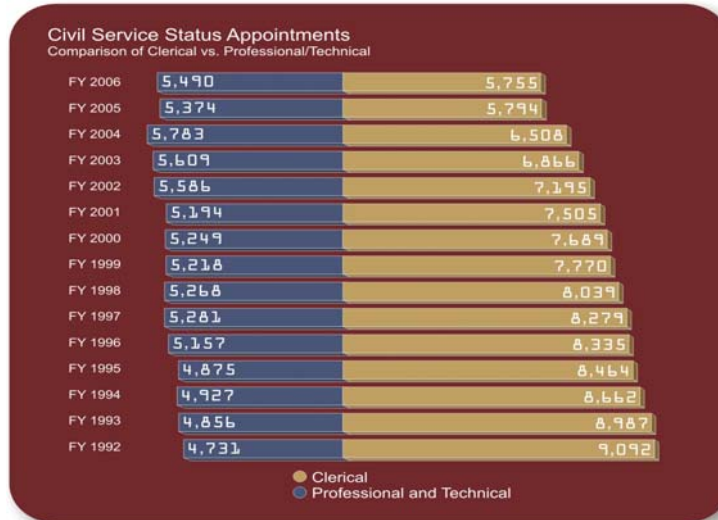
Employment Population Trends

Several employment data elements within the Illinois public higher education community, including employment population types, are monitored by the University System office. Major employment categories include Civil Service Status Appointments, Civil Service Nonstatus Appointments, Principal Administrative Appointments, Student Worker Appointments, and Academic/Research Appointments. Civil Service Status Appointments are typically traditional full-time employment positions. Civil Service Nonstatus Appointments include Temporary and Extra Help Appointments, as well as Learner, Trainee and Apprentice Appointments. Principal Administrative Appointments include administrative positions and are exempt from civil service system jurisdiction. Academic/Research Appointments are teaching and research faculty positions, which are also exempt from civil service system jurisdiction.

A total of 20,412 employees were in status civil service positions at universities and agencies as of June 30, 2006. A five year review of civil service employment reveals that there has been a decrease in civil service status employment of approximately 1,597 employees. Of particular concern is the fact that administrative appointments, exempt from civil service jurisdiction, have increased by approximately 2,325 employees over the same time period. Academic/ Research Appointments have remained fairly stable during this same timeframe.

University System Appointments
Comparison by Category

FY 2006	3,382	8,708	20,412
FY 2005	3,266	8,367	20,287
FY 2004	3,333	7,567	20,510
FY 2003	3,529	7,712	21,662
FY 2002	3,383	7,295	22,014

● Civil Service Status Appointments
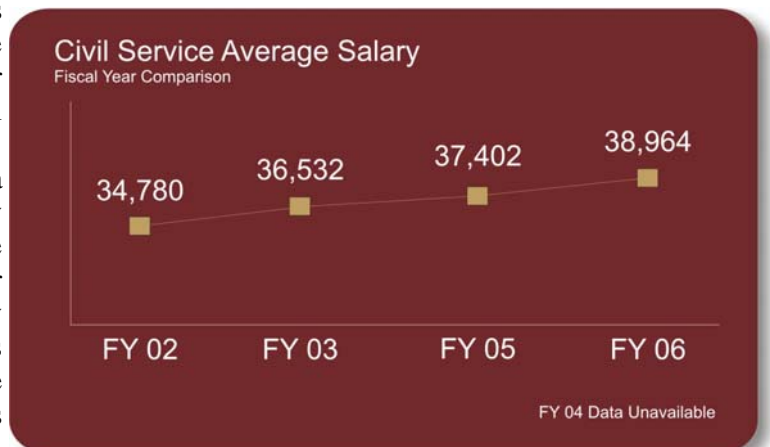● Administrative Appointments
● Academic/Research Appointments

While the numbers of employees in professional/technical classifications, especially those related to Information Technology classifications, have increased, clerical occupations, representing the largest group of employees, have seen the sharpest decline in positions and employment. The following chart illustrates this comparison and trend.

Civil Service Status Appointments
Comparison of Clerical vs. Professional/Technical

	Clerical	Professional and Technical
FY 2006	5,490	5,755
FY 2005	5,374	5,794
FY 2004	5,783	6,508
FY 2003	5,609	6,866
FY 2002	5,586	7,195
FY 2001	5,194	7,505
FY 2000	5,249	7,689
FY 1999	5,218	7,770
FY 1998	5,268	8,039
FY 1997	5,281	8,279
FY 1996	5,157	8,335
FY 1995	4,875	8,464
FY 1994	4,927	8,662
FY 1993	4,856	8,987
FY 1992	4,731	9,092

● Clerical
● Professional and Technical

Civil Service Salaries
Civil service salary data is collected annually from public universities and higher education agencies. This data is sorted by classification with average salaries calculated for each classification. The average salary for civil service staff at Illinois higher education institutions and agencies across all classifications rose by approximately 4.18% between fiscal years 2005 and 2006 to a statewide yearly average of approximately $38,964. Likewise, the average civil service salary increased by 12.02% since fiscal year 2002. Please note that the civil service salary average is not adjusted by the mix of positions and instead is presented as an actual average annual salary. The following chart illustrates this trend.

Civil Service Average Salary
Fiscal Year Comparison

FY 02	FY 03	FY 05	FY 06
34,780	36,532	37,402	38,964

FY 04 Data Unavailable

Occupational Trends

There was a minor shift in the number of employees across the various occupational categories over the past couple of years. Over the past couple of years, there seems to be some minor movement of positions from clerical to the service and trade occupational areas. The following chart illustrates this trend.
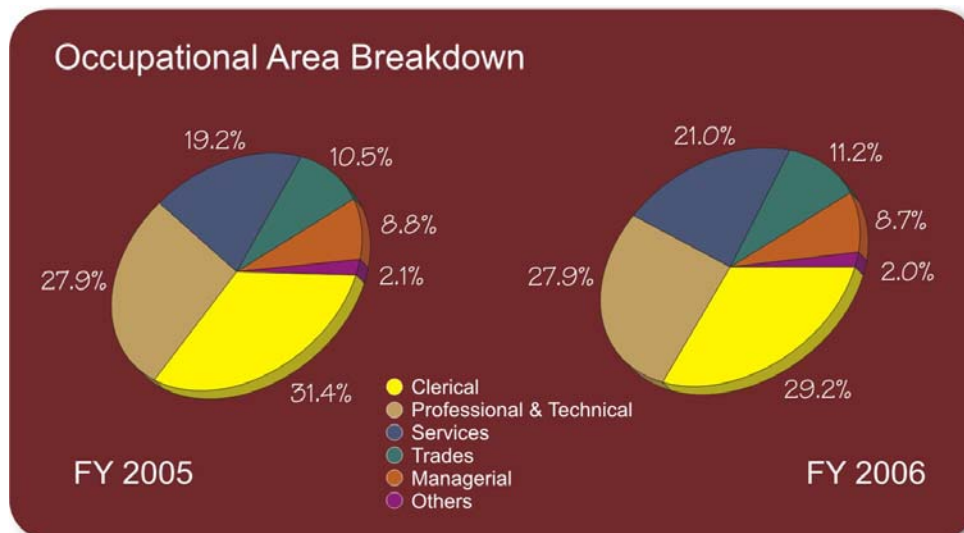
Ethnic and Gender Data

Over the past five years, the ethnic distribution of civil service status employees throughout the University System has remained fairly constant. Naturally, these numbers may vary tremendously between universities/ agencies based on their geographic location. The chart represents the state-wide picture as of June 30, 2006.

As a matter of information, the University System office provides programs to employing universities/agencies to assist in the recruitment, training, and retention of minority candidates into various civil service positions. These programs are utilized to support the various diversity programs designed by each university/agency. Learner and Supported Employment Programs allow for on-the-job training and result in placement of successful candidates to civil service status positions. Trainee Appointments allow for additional training and typically result in placement into a civil service status position following the successful completion of the corresponding civil service examination. The University System office continues to develop additional programs to further facilitate the recruitment and retention of minority applicants to civil service positions throughout the University System. The University System Office has most recently worked to expand Trainee Appointments to allow for specific opportunities for minority employees/ applicants in professional/technical positions. The proposed Intern Program will be circulated for review and final comment to each University/ Agency.
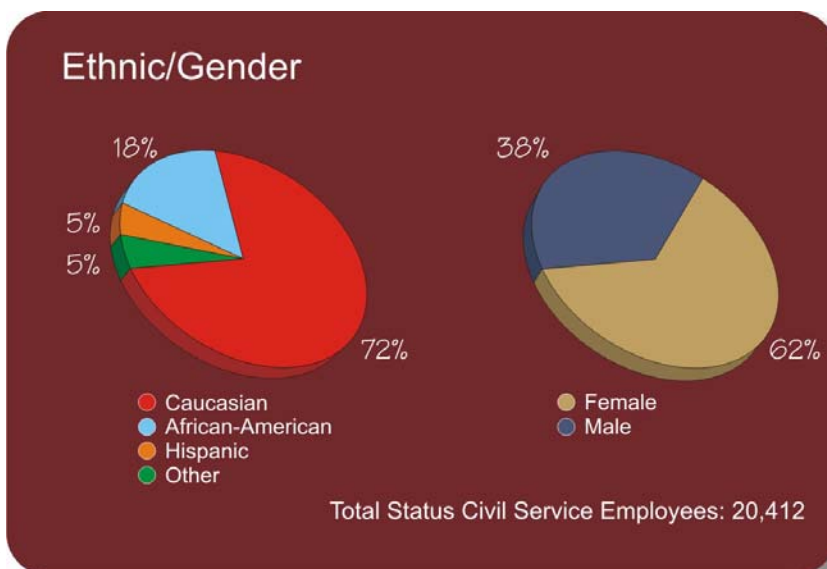
Audit and Advisory Services

During FY 2006, the Audit and Advisory Services staff continued to address and monitor compliance requirements, recommend personnel program enhancements, and facilitate operational changes to improve personnel management and human resource programs currently utilized by universities/agencies. This unit conducts routine human resource management audits at each employment location on a biennial basis, specifically analyzing and evaluating all components in the delivery of the human resource program .

This unit not only reviews compliance by universities/agencies, but also functions in a consultative capacity, focusing on building trust and credibility in our professional interactions and a common operational understanding. This is realized through an extensive review of the employer's operational needs and objectives as they relate to the requirements under the Act, Administrative Code, and procedures of the University System office. All audit recommendations take these factors into consideration. Our audit process is consultative in nature and attempts to achieve consensus on all issues and recommendations. At this time, the audit schedule and time-frames still function on a two year cycle in its review of system employers.

Compliance Component
The primary purpose of the Audit Program is to determine compliance with the Act, Code and Merit Board Procedures Manuals. A secondary audit objective is to provide a review and recommendation instrument for improving the human resource programs and related administration activities pursuant to section 250.140(c) of the Administrative Code (80 Ill. Adm. Code §250.140(c)).

This unit's primary function is the Audit Program. Each university and agency covered by the University System is routinely audited by the Audit and Advisory Services staff approximately once every two years. A human resource operational audit involves an on-site comprehensive review of internal practices, incorporating direct observations, document review, and discussions with staff regarding a broad range of human resource-related practices. The audit activities are summarized as follows.

♦ *Human resource staff provides information and documentation requested for analysis and review of its programs.*
♦ *Audit and Advisory Services staff determines initial recommendations based on review and analysis of submitted materials.*
♦ *Follow-up discussions occur on-site with management and staff responsible for human resource services.*
♦ *On-site discussions are held with key administrators to determine their perspectives on human resource effectiveness and employer needs related to the University System.*
♦ *Meetings are held with employee groups and representatives regarding their expectations, appraisals of human resource programs, and any University System or local concerns.*
♦ *On-site record reviews occur, including sampling employment records, reviewing performance evaluations, inspecting separation documentation and reconstructing registers with sampling of applicants admitted to examinations.*
♦ *On-site interviews with designated employees and their respective supervisors are conducted to assist in the evaluation of the maintenance and administration of the University System rules and procedures.*
♦ *Evaluations, observations, and analysis of general human resource procedures are made by the Audit and Advisory Services staff as may be required for program modification.*

The Audit Program and its outcomes are designed to be used as a tool to assist any university/agency in complying with the governing Act and Administrative Code. Two comprehensive audit reports are distributed highlighting issues and providing recommendations for all subject matter reviewed. Following are some topic areas covered in a standard human resource operational audit.

Assignment of Positions to Classes

This includes an analysis of selected job descriptions for timely updates, proper administration, correct assignment of position classifications, and communication to employees. Additional desk audits of selected positions are conducted on-site for appropriateness of position classifications. There is also an evaluation of the employer's desk audit process and conclusions reached during the time span audited.

Compensation Programs

An analysis of the employer's use of salary rates and salary ranges, as approved by the University System staff is conducted. An overall evaluation is then conducted of the employer's compensation program and initiatives to meet requirements of pay equity within the employer's market area.

Employment and Separation Procedures

This involves a review of the employer's business processes and procedures related to the employment cycle, including pre-employment activities, probationary and status employment, and employment separation programs. There is also an assessment of the employer's utilization and monitoring of non-status appointments.

Principal Administrative Appointments

A review of the employment protocols and assigned responsibilities for Principal Administrative Appointments is conducted since these positions are specifically exempted from University System rules through a designated position analysis and authorization process. The employer's exemption forms and related job descriptions are reviewed and selected incumbent interviews are conducted for further determination of proper exemption authorization and approval. The audit process also looks into the employer's administration procedures and employment protocols related to these appointments and their approved exemption status.

Human Resource Programs

There is a general review of the employer's human resource programs with respect to effectiveness, efficiency and levels of communication to constituencies. There is also an assessment of the recognition and support for human resource programs within the employer's administration and employee groups. The impact of new technology on the recordkeeping and processing of information is also an element for review in this area.

Other Audit Activities

Follow-up items from previous audits as well as other matters deemed necessary and appropriate may also be reviewed and submitted as additional audit subjects.

During FY 2006, this unit received most audit information through the electronic process. As of this date, this method of gathering audit information has resulted in a reduction in staff time and costs associated with the delivery and review of information. Efforts are underway to expand this initiative further in FY 2007.

During the FY 2006 audit cycle, the audit team has continued the practice of maintaining close employer contact throughout the audit process. The unit focuses on meeting the needs of the organization, administrators and employees alike; identifying problems and proposing solutions; and providing assistance and guidance in reaching resolution. Following are some general topics addressed with various employers through the FY 2006 audit activities.

♦ *Management and maintenance of pay ranges.*
♦ *Classification of positions.*
♦ *Reviewing and verifying the employment relationship with independent contractors.*
♦ *Completion of classification audit requests within the processing timeframe standard.*
♦ *Maintenance of review standards for position descriptions.*
♦ *Proper maintenance of authorization and position reviews for Principal Administrative Appointments.*
♦ *Documentation and communication of Contract Appointments.*

♦ *Review and update of business procedures, as related to consideration of out-of-state applicants.*
♦ *Review and update of business procedures, as related to position register and referral process.*
♦ *Open and continuous testing procedures.*
♦ *Proper updating and maintenance of examination instruments.*
♦ *Proper use of change-in-title procedures.*
♦ *Assignment of position control numbers.*

FY 2006 Audits Completed

Illinois Board of Higher Education
Topics of Specific Audit Recommendations:
    Exemption Authorization—Principal Administrative Appointments
Commendations:
    Maintenance of Compensation Plan
    Compensation Market Survey

Illinois Community College Board
Topics of Specific Audit Recommendations:
    Pay Rate/Range Management
    Exemption Authorization—Principal Administrative Appointments
    Position Descriptions—Principal Administrative Appointments
Commendations:
    Compensation Market Survey

Division of Specialized Care for Children
Topics of Specific Audit Recommendations:
    Classification Determination
    Applicant Referral Process
Commendations:
    Position Description Maintenance
    Position Audit Program
    Compensation Market Survey
    Examination Program

Southern Illinois University Carbondale
Topics of Specific Audit Recommendations:
    Classification Determination
    Position Description Maintenance
    Position Audit Program
    Examination Program
    Extra Help Appointments
    Temporary Upgrade Assignment
    Exemption Authorization—Principal Administrative Appointments
    Conversion of Civil Service Positions to Exempt Appointments
    Position Descriptions—Principal Administrative Appointments
Commendations:
    Maintenance of Compensation Plan
    Prompt Resolution of Audit Findings

<u>Western Illinois University</u>

<u>Topics of Specific Audit Recommendations:</u>

Classification Determination

Position Description Maintenance

Position Audit Program

Compensation—Market Survey

Extra Help Appointments

Exemption Authorization—Principal Administrative Appointments

Conversion of Civil Service Positions to Exempt Appointments

Position Descriptions—Principal Administrative Appointments

<u>Commendations:</u>

Examination Program

Prompt Resolution of Audit Findings

<u>Southern Illinois University Edwardsville</u>

<u>Topics of Specific Audit Recommendations:</u>

Classification Determination

Applicant Referral Process

Pay Rate/Range Management

Register Maintenance

Extra Help Appointments

Contract Appointments

Temporary Upgrade Assignments

Exemption Authorization—Principal Administrative Appointments

Conversion of Civil Service Positions to Exempt Appointments

Position Descriptions—Principal Administrative Appointments

<u>Commendations:</u>

Effective Use of Pilot Program

<u>Governor State University</u>

<u>Topics of Specific Audit Recommendations:</u>

Maintenance of Classification Plan

Classification Determination

Position Audit Program

Pay Rate/Range Management

Examination Program

Extra Help Appointments

Contract Appointments

Exemption Authorization—Principal Administrative Appointments

<u>Commendations:</u>

Personnel Record Maintenance

Effective Use of Pilot Program

<u>Illinois Student Assistance Commission</u>

<u>Topics of Specific Audit Recommendations:</u>

Classification Determination

Position Description Maintenance

Position Audit Program

Pay Rate/Range Management

Maintenance of Compensation Plan

Conversion of Civil Service Positions to Exempt Appointments

Position Descriptions—Principal Administrative Appointments
Commendations:
Examination Program
Personnel Record Maintenance
Prompt Resolution of Audit Findings

University of Illinois College of Medicine at Peoria
Topics of Specific Audit Recommendations:
Position Audit Program
Extra Help Appointments
Position Descriptions—Principal Administrative Appointments
Conversion of Civil Service Positions to Exempt Appointments
Commendations:
Examination Program
Personnel Record Maintenance

Illinois State University
Topics of Specific Audit Recommendations:
Position Description Maintenance
Position Audit Program
Extra Help Appointments
Probationary Performance Evaluations
Position Descriptions—Principal Administrative Appointments
Exemption Authorizations—Position Administrative Appointments
Commendations:
Effective Use of Pilot Program

State Universities Retirement System
Topics of Specific Audit Recommendations:
Position Audit Program
Probationary Performance Evaluations
Commendations:
Compensation Management
Examination Program
Personnel Record
Maintenance

FY2006 Audit Findings
By Category

Category	Findings
Assignment of Positions to Classes	36
Principal Administrative Appointments	33
Employment & Separation Procedures	18
Compensation Programs	6
Examination Procedures	3

Total Findings: 96

Operational Compliance Audits Completed for Fiscal Year 2006
Sample Information Reviewed

University/Agency	Illinois Board of Higher Education	Illinois Community College Board	Division of Specialized Care for Children	Southern Illinois University at Carbondale	Western Illinois University	Southern Illinois University at Edwardsville	Governors State University	Illinois Student Assistance Commission	University of Illinois College of Medicine at Peoria	Illinois State University	State Universities Retirement System
Number of Days Onsite	1	1	2	4	4	3	3	3	2	5	2
Onsite Operational Audit	July 2005	July 2005	August 2005	September 2005	October 2005	November 2005	January 2006	February 2006	March 2006	April 2006	May 2006
Last Operational Audit	December 2002	December 2002	March 2003	May 2003	July 2003	April 2003	August 2003	September 2003	October 2003	November 2003	November 2004

Sample Type	Total	Employer Samples										
Credentials	293	2	5	26	41	37	32	36	43	20	34	17
Registers	241	2	5	21	19	30	19	21	30	20	59	15
Salary Verification	6345	7	16	287	1857	912	889	236	492	161	1380	108
Pay Rates and Ranges	1467	4	10	64	347	236	206	94	108	55	312	31
Civil Service Descriptions	1229	7	14	115	200	150	122	100	127	108	178	108
Civil Service Interviews	98	0	0	6	16	16	10	11	9	6	17	7
Exempt Appointment Descriptions	696	25	48	14	100	125	105	75	31	67	100	6
Exempt Appointment Interviews	104	0	0	4	17	17	12	12	10	7	22	3
Examination Inventory	204	0	3	14	22	25	24	20	30	18	31	17

New Initiatives and Goals

New initiatives and goals introduced or further pursued during FY 2006 are detailed below and should be viewed as on-going projects that may or may not have definite completion dates.

Diversity Programs
As highlighted above, the University System office, along with members of the Human Resource Directors Advisory Committee and their respective Affirmative Action/Diversity Resource Officers, are finalizing a proposal to create a new program that would further facilitate more diverse applicant pools of candidates for positions, both within the testing parameters and through additional programs that provide mentoring, training, and on-the-job learning. The proposed Intern Program would enable employers to promote cultural awareness and to provide more direct opportunities for qualified candidates, including women, members of racial and ethnic groups to compete for mid-level to upper-level management positions.

Computerized (Web-based) Testing Instruments
Our most innovative technology initiative involved the development and implementation of a web-based, on-line testing system for the entire University System. This testing system has lead to a greater degree of testing availability, quicker turnaround on filling vacancies, more reliable grading mechanisms, expanded test analysis and statistical reports, reduced processing errors, and a significant reduction in staff time required to administer this process. From a customer service perspective, features continue to be added to enhance communications and applicant processing, including the capability to inform applicants of their test score immediately after the test is completed. Statistical breakdown of examinations administered through E-Test are listed above. For detailed information on this program, please see the, Information Technology Section.

Computerized Job Analysis Survey Instrument (C-JASI)
The system was designed to solicit information from subject matter experts (usually employees) and supervisors regarding the skills and other characteristics that are used in a designated occupation or occupational area. For detailed information on this program, please see the, Information Technology Section.

Pilot Program
In an effort to create efficiency, flexibility, and best practices into the employment process, the University System developed a series of professional classifications that utilize a substantially different set of employment protocols. In September 2002, the Merit Board approved three original titles for the program (*Accounting Associate, Business/Administrative Associate* and *Human Resource Associate).* During FY 2004 the *Information Technology Manager/Administrative Coordinator; Technical Associate; and Support Associate* were added to the Pilot Program. These professional and managerial positions were developed to address areas where market demand is high and immediate employment actions are desired. These class specifications, along with any additional titles that may be developed in the future, are provided with separate employment protocols, assigned unique class codes and individual salary rates/ranges. Currently, there are several universities and agencies utilizing the Pilot Program with 155 employees in these classifications throughout the University System. We expect continued expansion of this program during FY 2007.

Traditional employment in a civil service occupation has required the completion of a written examination administered at the human resource office on a scheduled date and time. Employment in Pilot Program classifications does not include a written examination, but instead requires human resource staff, in conjunction with the employing department, to score and rate an applicant's employment application and/or résumé. Specific credential rating guidelines are supplied by the University System office to assist in this process. This credential-rating instrument minimizes the variation in scores which expands the referral pool and allows more applicants an opportunity to receive an initial interview. This will facilitate a large, diverse applicant pool and employment register for each position.

The credential-rating system gives applicants the opportunity to apply for a specific position on-line or through the mail. Qualification for employment and credential review are transparent to the applicant. An employment register is established and the top three scores from the register are referred for interviews. With only four to five score variations for each examination, the referral list of the top three scores will provide a large pool of applicants similar to that obtained in a search process for other professional staff.

In addition to above listed employment protocols, selective certification allows universities and agencies to attach specific job requirement criteria to these positions. Based on the designated criteria, a review of the applications/résumé is completed, which creates a separate employment register.

Police Testing
This initiative is planned to evaluate the effectiveness of examinations used in state universities' police departments. The project is a broad predictive validity study. The goal is to determine how well our tests predict future job performance. Job performance is made of multiple components and fluctuates over time. This project is designed to assess the validity of the test for each of those components, as well as its validity over time. It will require collection of ability/knowledge scores, personality data, and physical fitness scores for applicants. Police departments will have to provide performance ratings quarterly for applicants selected with the new system for a minimum of two years. The goals of this project are to expand our understanding of performance for police personnel within the system and to use that knowledge to construct high-utility examination instruments.

Procedures Manuals
The University System Procedures Manuals (Classification, Employment and Separation, Examination, Pay Administration and Principal Administrative Appointments) are continually updated to ensure procedures accurately reflect and incorporate some of the 'best practice' human resource concepts.

Classification/Examination Administration
There is a continued commitment to provide a comprehensive classification plan, which includes consolidation of outdated titles and expansion of position titles based on current employment trends. As stated earlier, our most innovative technology initiative involves the continued development of an on-line testing system for the entire University System. Another major objective is to focus on the development of additional programs that will further facilitate more diverse applicant pools of candidates for positions, both within the testing parameters and through additional programs that provide mentoring, training, and on-the-job learning.

Reporting and Statistical Analysis
Another program initiative we are planning for FY 2007 is further development and expansion of the reporting capabilities of the Statewide Salary Data Processing System. We are looking to expand the system and receive a monthly 'snapshot' of university/agency data. This data will potentially replace the extensive monthly, quarterly and biennial audit reports that we receive from each university/agency. The System Office is working closely with others to create and implement this complex interface and reporting system.

Statistical Analysis
Continual update of statistical analysis to review examination results is an on-going goal. Currently there are two primary analytical techniques used to review examination results. These are Classical Reliability/Test Theory (CTT) and modern Item Response Theory (IRT). CTT holds that individuals' observed scores to test items are made up of a 'true' part and an 'error' part, neither of which are directly observable. We must infer these from information based on sample item statistics. This information is used to calculate a test's reliability. The reliability of a test is an index of how well the observed scores relate to the unobserved 'true' scores. In order to do this, we compute two main item statistics: item difficulty (percent of test-takers getting the item right) and the Corrected Item-Total Correlation (CITC, or how well the item relates to the rest of the test). Additionally, we compute Cronbach's Alpha, an index of reliability that tells us how inter-related, or homogeneous, the items are. These statistics can be used to make more reliable, better-performing tests.

A second method, IRT, generates a mathematical function that relates the individual's probability of a providing a correct answer to an item to that individual's ability and some characteristics of the item itself. These item characteristics are another index of item difficulty (how much you need to know to get the item right), item discrimination (how well the item differentiates between high-ability and low-ability test takers), and a pseudo-guessing parameter (how likely a very low-ability test-taker is to get the item right). These characteristics can be used to tell us how informative an item is. The items' information can be used to build shorter, more reliable tests. IRT can also be used as a sophisticated test to ensure unbiased exams.

Compliance

We plan to continue to grow our audit program to become more consultative in nature providing a comprehensive resource to campus and agency human resource offices. We plan to make the audit process less operationally distracting through electronic business processes and review procedures.

FY 2006 Agency Activities
Administrative Division

This unit is responsible for the general internal office human resource function for the University System employees, fiscal responsibilities for the University System office and provides secretarial support to the other three divisions within the University System office. This involves the day-to-day activities associated with the processing of salary ranges, proper classification reviews, processing of semi-monthly payrolls, and basic business processes for the University System office.

The secretarial support team continued to focus on customer service to provide the best possible service. The team performs various support tasks for the various office operations, such as filling and mailing examination orders, statistical analysis for examinations, rechecks, documenting training/learner programs, monitoring supported employee programs, etc.

This unit also handles the benefit components for the University System employees. Programs include: Deferred Compensation, Group Insurance, Retirement, Savings Bond, and Worker's Compensation Programs. This includes notifying the staff of all changes throughout the year and also during the annual benefit choice period.

A major function of this unit is the management of the agency annual appropriation and budget expenditures. For FY 2006, the General Assembly approved a Line Item Appropriation of $1,253,600 (Public Act 94-0015) for the General Revenue Fund. This was the same budget amount approved for FY 2005. Below is a breakdown of the FY 2006 budget after transfers by Line Item:

Line Item	*Amount*
Personal Services	*915,000*
Social Security	*11,000*
Contractual Services	*239,600*
Travel	*12,000*
Commodities	*9,000*
Printing	*4,000*
Equipment	*34,500*
Telecommunications	*25,700*
Operation of Auto Equipment	*2,800*
Total	***$1,253,600***

The Office of Management and Budget approved two budget transfers in FY 2006, resulting in a total of $9,300 being transferred from the Contractual Services Line Item to the Equipment Line Item ($8,500) and Operation of Auto Equipment Line Item ($800). The Equipment Line Item transfer provided funding for the purchase of an additional server and scanner for the Laserfiche Software system, that provides for the conversion to an electronic file maintenance business operation.

This unit is also the direct line of communication to the Comptroller's office and Department of Central Management Services. The University System office is required to comply with the Statewide Accounting Management System (SAMS). Some of the key functions include: receipts, obligations, and voucher processing. This unit processed 371 invoice-vouchers with the Comptroller's office in FY 2006. Each month the unit reconciles monthly reports from the Comptroller's office to the agency's financial records. Reports include: Agency Contact Report; Appropriation Transfer Report; Detail Object Expenditure by Quarter; Monthly Appropriation Ledger; Monthly Revenue Status; and Obligation Activity Report. This unit also filed the necessary TA-2 form required by the Legislative Audit Commission. and the yearly Agency Workforce Report. The annual FCIAA internal control checklist was completed and a letter was sent to the Auditor

General's office.

The University System office is required to conduct an annual physical inventory of all property with a certification date of January 31 and submit a certification to the Department of Central Management Services (DCMS). The unit also completed the required quarterly "Agency Report of State Property" reports to DCMS. As of June 30, 2006 the University System office's state property value was approximately $209,200.

During FY 2006, a Compliance Audit was conducted by the Auditor General's office for the 2004 and 2005 fiscal years. Records reviewed included the agency's financial records, contracts, payroll, time records, university policies, minutes, and a number of other items to verify proper compliance with the Auditor General's Guidelines. As stated earlier, we are pleased to report that the University System office had no material findings in this audit.

This unit is also responsible for all procurements for the University System office. The University System utilizes state contracts for various items when a state contract is in place. The contracts are filed with the Comptroller's Office. The University System had two contracts during FY 2006.

This unit is responsible for the coordination and distribution of several reports, including the quarterly newsletter and annual report for the University System office.

Overall, a major operational objective is to move quickly to paperless and more efficient business processes across the entire agency. Significant progress has been realized and recognized in this respect. During FY 2006, the primary focus of the Information Technology Division was able to implement and develop enhancements to E-Test, and develop and implement new programs that will further the classification development process. Besides the following projects, the IT Division is also responsible for the support of all workstations, servers, the network infrastructure, *The System News* Newsletter, and digital signature development within the University System office.

E-Test

On October 1, 2005, E-Test became a reality to the University System office as it was implemented with a variety of knowledge tests and credential assessments available for testing. E-Test provides a more robust testing instrument with improved test security and flexibility, focusing on creating more qualified and diverse applicant pools while significantly reducing staff/office expenses and saving a huge amount of resources at the campus level as well.

Many improvements were developed that will significantly enhance the flexibility of E-Test, as well as provide greater security measures to ensure the integrity of the pre-employment testing environment.

♦ Random test generation for knowledge tests was developed that will redefine how civil service tests are administered. Tests are dynamically created using a randomly generated set of questions from a larger question pool database. This feature alone will create better and more qualified applicant pools and dramatically improve the security and reliability of the testing process. Beginning with the Electrician series, all E-Tests now use the random test generation feature.
♦ A new typing program from TypingMaster called iTest was purchased that will replace the current, out-dated typing program. iTest will allow for immediate scoring and applicant feedback, and can be completely integrated into E-Test. This typing program will be implemented in FY 2007.
♦ Several custom register letters were developed based on requests from various Universities.

Because of its feature-rich interface and measurable benefits, the College and University Professional Association for Human Resources (CUPA-HR) awarded the University System office with its "2006 Midwest Region Best Practices Award". Executive Director Morelock, and IT Manger, Bob Curry, attended the Midwest CUPA-HR conference held in Dearborn, Michigan on April 23-26, 2006 and were presented with a plaque to recognized this accomplishment.

Laserfiche

In June 2006, the University System office purchased document management software from Laserfiche® to digitally archive all paper and electronic documents. Document management is the conversion of paper documents into electronic images that can be retrieved effortlessly in seconds. The Document Imaging initiative was started to meet our disaster recovery requirements we well as reduce the large amount of paper that is achieved in the office. However, other countless benefits will also be realized from its implementation. Laserfiche, a provider of premier document management software solutions, has recently been honored with a "5-Star VAR" award by the editors of *GovernmentVAR* magazine. The prestigious designation recognizes the 25 best government-focused technology partner programs in the nation.

TKB Associates, a top-ten reseller of Laserfiche based in Westmont, Illinois, spent two days at the University System office installing client software, configuring the server, and training staff. This system will significantly facilitate the transition to a paperless system of communications and business processes.

The implementation of document management software required the University System Office to purchase a new server, new scanners, and make significant internal business-process changes.

C-JASI
In order to keep pace with the ever evolving demands of today's workplace, the University System office developed new processes and procedures to collect essential data related to each job classification. Through collaboration with the University of Illinois' Institute of Labor and Industrial Relations and Department of Psychology, we developed and implemented a new Computerized Job Analysis Survey Instrument (C-JASI).

This electronic survey instrument has been designed to facilitate the collection of information from subject matter experts (i.e. incumbents and their supervisors) on the tasks that employees perform on the job. The survey instrument will also collect information on the knowledge, skills, and abilities required to perform the identified job tasks. This data collection and analysis component is a fundamental element in our classification plan management process and is essential in the maintenance of both class specifications and exam instruments.

Through this electronic process, we hope to increase the statistical integrity of the data collected from the subject matter experts, while significantly reducing the many costs associated with paper document processing and the amount of staff time, at both the University System office and campus/agency level, required to initiate these classification reviews and examination revisions. This will tremendously improve our efficiency and more fully delineate each classification series that we maintain.

C-JASI is a web-based survey that should take approximately 10 minutes to complete. The University System office contacts Civil Service employees at various times by classification to complete the survey. When a group of employees in a classification is targeted to complete the survey, an email is sent with detailed instructions and a website link. Information is electronically collected from these incumbent and their supervisors about various aspects of their position and responsibilities, It is then automatically tabulated and analyzed providing essential statistical evidence in the development of specifications and examinations.

Website
The University System office made several major and minor changes to the website over the last fiscal year to develop a more user-friendly interface and provide even more information to the benefit of employees and employers. The main design was changed to provide a more user-friendly environment, and to also reflect our partnership with the Illinois universities and agencies within the University System. The Class Specifications page was significantly improved upon, adding promotional lines and test components. Test applicants can now browse our website and see exactly what knowledge categories comprise an E-Test. Applicant's can also see which exam components they will be required to complete when taking a paper-based examination.

Employment Opportunities (Website)
In our effort to continuously enhance and improve the University System office website, an "Employment Opportunities" section of our site was developed to allow universities/agencies an additional opportunity to post their various civil service job announcements. This service is offered at no charge to all universities/agencies in the Civil Service System. Hopefully, this website connection can assist in the various campus/agency recruitment efforts for these positions.

The "Employment Opportunities" section is available on the public site and is searchable by keyword and/or by university/agency. Anyone accessing our website will be able to view all positions posted and consequently submit applications in accordance with campus/agency procedures. Designated human resource personnel and each university and agency will be able to add, delete, and edit postings through the secure section of our website. Access to the administration features will be limited to those determined by the Designated Employer Representative or Human Resource Director at each employment location.

Equipment Upgrades

The University System office made several purchases over FY 2006 to increase efficiency, boost productivity, and offer improved services to our constituencies.

♦ Purchased new server, scanner, and Laserfiche software to implement document imaging initiative.
♦ Purchased new server, robotic tape library and upgraded network and e-mail software.
♦ Updated backup software and anti-virus software.
♦ Purchased new laptop.
♦ Purchased SPSS, BILOG, and LISREL statistical software for use in the analysis of test results and C-JASI data.
♦ Purchased new TV and DVD/VCR for Police Officer testing.

This unit provides a comprehensive legal resource for all agency operations and constituency relations. They maintain a primary role in Merit Board activities and communications and serve as the main contact point in external political and system affairs. A primary responsibility is identifying and monitoring state and federal statutes, court rulings, rules and regulations with which the University System office must comply and recommend remedial action when appropriate. For example, in FY 2006, this unit was responsible for updating the University System's Discrimination and Harassment Policy, creating a new policy related to the State Officials and Employees Ethics Act, review and revision of the Bylaws for the University Civil Service Merit Board, and the promulgation of several University System proposed rules and procedures.

This unit serves as a liaison with the Office of the Illinois Attorney General, who represents the Merit Board and the University System office in most judicial proceedings, and provides assistance and support as needed. This unit also provides legal assistance to the University System office and to the Merit Board, researches and analyzes legal issues, reports to the Executive Director and Merit Board on cases pending in the court system, drafts correspondence, and assists in drafting Merit Board Orders. In addition, this unit provides assistance in investigating formal allegations of the Act and Administrative Code violations and provides assistances in drafting Review Decisions.

In addition, this unit provides assistance with monitoring the progress of bills and evaluating the impact of pending legislation. Furthermore, this unit is responsible for drafting proposed regulations, legislation and amendments in accordance with the policy objectives established by the Merit Board, universities and agencies advisory committees, employee groups, and individual civil service employees. For example, during FY 2006, this unit published proposed rule revisions to the discharge and demotion process for the 1st and 2nd Notice Periods and was subsequently issued a Certificate of No Objection by the Joint Committee on Administrative Rules.

This unit is also responsible for coordinating the development of the civil service rules codified in Title 2, Part 5350 and Title 80, Part 250 to ensure compliance with the rulemaking process. Over the next fiscal year, this unit will continue to assist in the continuing review of these rules and the implementation of any resulting proposed rule changes. As part of this ongoing review, this unit has filed a regulatory agenda wherein proposed rule revisions will be circulated to employers and employee groups for input and suggestions.

This unit also develops and provides educational presentations on various legal topics of interest, including the discharge/demotion process, to employee and employer groups. Several training and orientation sessions on this subject were offered this past fiscal year.

Ethics Officer
A member of this unit serves as the Ethics Officer for the University System office, acting as liaison with the Office of the Executive Inspector General as required by the State Officials and Employees Ethics Act. The Ethics Officer prepares ethics guidance for the University System staff and investigates complaints in compliance with the Procedures for Investigating and Reporting Misconduct and Incidents at State Facilities as adopted from Administrative Order Number 6 (2003) issued by Governor Rod Blagojevich on December 11, 2003. In addition, the Ethics Officer reviews ethics disclosure forms submitted annually by the University System staff.

Freedom of Information Officer
This unit is responsible for reviewing and responding to requests for information under the Freedom of Information Act.

Equal Employment Opportunity Officer
A member of this unit serves as one of the two University System Equal Employment Opportunity Officers. This unit is responsible for researching and analyzing current Civil Rights Laws and court opinions and drafting guidance and conducting training in compliance with these laws and opinions. This unit is also responsible for investigating University System staff employment complaints in compliance with developed procedures and recommending remedial action.

Discharge and Demotion
This unit is responsible for managing the discharge/demotion process, including the pre-hearing, hearing, and post-hearing phases, to ensure compliance with the Administrative Code and applicable procedures and guidelines. In FY 2006, 55 Written Charges for Discharge forms were filed with the University System office and 11 hearings were requested by employees involved in these matters. Six hearing were conducted under the University System direction and control. Of the six hearings conducted, three employees resigned during hearing process, one employee/employer agreed to a settlement, and two employees were discharged by the Merit Board.

Interpretation of the Act and Code
This unit provides support services to employers in most aspects of the personnel administration program. Although the employers have been delegated certain authority, this unit is available to interpret the Act and the Administrative Code, policies, and procedures and provide the university/agency assistance in executing any of the University System office processes. In most instances, this unit is the first point of contact for complaints, appeals, and any other concern expressed by individuals or employers.

This unit provides assistance in the internal development of policy, procedures, and strategy related to the interpretation and implementation of the Act and Administrative Code and is responsible for implementing the administrative rulemaking process. For instance, some of the policies and procedures developed and/or revised during FY 2006 include the Ethical Guidelines for Police Assessors, which provide detailed instructions to assessors concerning confidentiality and security issues regarding the police examination process.

This unit also provides counsel to the Merit Board on matters of parliamentary procedures and the conduct of meetings. Continuous monitoring of their Bylaws with respect to operating procedures and statutory regulations, including the Open Meetings Act and Robert's Rules of Order, is performed to insure legal compliance and consistent application. This role is also extended to all committees, meetings and any other public activity authorized under direction of the Merit Board. Several revisions to the Merit Board Bylaws and various committee activities were proposed and adopted this past year.

Newsletter
This unit is also involved in the production of the "*System News*" a quarterly newsletter. This newsletter has been a successful resource tool for employees and employers in areas including University System operations, the interpretation and implementation of the Act and Administrative Code, changes in the law, and information on Higher Education Human Resource 'best practices'. It also provides a regular update on various civil service committee activities and classification plan changes. This is typically distributed and available through our website.

Parliamentarian
This unit is responsible for providing guidance and counsel to the Merit Board and various advisory committees regarding the conduct of meetings and actions associated with agenda items, meeting process, proper communications and activities with respect to the Open Meetings Act, communication and distribution of minutes, and various appeal procedures afforded through Merit Board and University System Rules.

<u>Diversity Initiative</u>

Over the last year, in an effort to expand recruitment efforts to diversify the University System staff, the University System becoming members of the Latino Partnership of Champaign County. The purpose of the partnership is to support and improve services to the Latino population in Champaign County. This group meets monthly and is comprised of various community and/or public service agencies. We have also built close alliances with various other local organizations, including the Champaign Urban League, La Casa Cultural Latina, and the University of Illinois Hispanic Studies Department.

One of the projects that the Latino Partnership Group is developing, which is of particular interest to the University System, is a Translator Referral Service. This service is designed to provide qualified interpreting and translation services to Limited English Proficient individuals. Upon implementation, this service could be used to assist with the University System communication and presentation of classification and examination materials to various non-English/English as a Second Language members within our constituency groups and throughout the state. The University System will continue to participate in this group's activities, in an attempt to increase the University System presence in the Latino community.

The University System has also made contact with the Illinois Employment and Training Center to assist us with reaching the various population groups represented in the Champaign-Urbana communities. The University System future plans include having this agency represented at the IDES monthly mini-job fairs, as well as providing the IDES with position announcements, when the University System has a need to fill vacancies.

FY 2007 Agency Action Plan

As in the past, our Action Plan for FY 2007 is very ambitious and will continue to concentrate on efficiency, customer service, communications, business process upgrade, and an overall modernization of the University System. We remain committed to develop programs to assist employees and employers alike in their familiarity with our business processes and the administration of the many rules and procedures related to Civil Service employment. We will continue in our effort to positively redefine our culture and organizational perception as a facilitator of the teaching and research mission of each university and affiliated agency through the efficient and effective administration of a quality human resource program.   Consistent with this objective, the following initiatives are planned for FY 2007.

♦ ***Classification Plan Revision***
This is a long term, ongoing project designed to eliminate redundancy and duplication in classification designations, upgrade associated employment protocols, and develop new testing/resume review processes. The University System office has partnered with the University of Illinois Labor and Industrial Relations Institute and Department of Psychology to provide long term professional support for this ongoing project and insure consistency with current 'best practice' human resource concepts. With this additional professional resource, we hope to even more aggressively pursue this objective and realize significant progress across this fiscal year.

♦ ***Electronic Applicant Testing***
The E-Test System went on-line October 2005. This electronic web-based testing system is available for use at all university/agency employment locations, streamlining testing operations and creating a customer friendly testing interface. Initially, there were approximately 40+ classification exams and/or credential assessments included at this first release date. We have continued to add a significant number of examinations during FY 2006 and plan to continued this trend during FY 2007.

♦ ***Computerized Job Analysis Survey Instrument***
This electronic survey instrument has been designed to facilitate the collection of information from subject matter experts (i.e. incumbents and their supervisors) on the tasks that employees perform on the job. This survey instrument will also collect information on the knowledge, skills, and abilities required to perform the identified job tasks. This data collection and analysis component is a fundamental element in our classification plan management process and is essential in the maintenance of both class specifications and exam instruments.

Through this electronic process, we hope to increase the statistical integrity of the data collected from the subject matter experts, while significantly reducing the many costs associated with paper document processing and the amount of staff time, at both the University System office and campus/agency level, currently required in the classification plan management process. This system was implemented August 2005 and will increase our overall operational efficiency and significantly reduce the overall resources and time required to complete these basic classification management activities.

♦ ***Employee Raw Data Interface/Report Generator***
We are in the early stages of developing a project plan to coordinate the routine submission of raw data from an interface with each campus/agency human resource information system which will be utilized in creating standardized system wide reports. This is intended to significantly reduce the amount of local IT support and report processing time in the delivery of standardized reports. This initiative will have the capacity to quickly develop many basic staffing, compensation, and other personnel reports from real time raw data information. Also included in this project will be a salary range authorization component and basic statewide salary survey instrument, similar to that being used in the current electronic Statewide

Salary Data Processing System.

♦ **Website Update**
Even though there has been some major advances in creating a more user friendly website and developing a secure access point for the many university/agency human resource operations, we will be expanding these capabilities to include electronic forms, digital signaturing, and other electronic communication options. An updated version of our website will be released before the end of this calendar year and will include many of these options. You can already see how these advances have significantly increased our overall website activity this fiscal year. We expect many of these new electronic interactive website features to even more drastically increase website activity over the next fiscal year. Consequently, additional IT resources may be required and will be seriously considered.

♦ **Statute/Rule/Procedure Revision**
We will continue to review and suggest changes to our Rules and procedures, potentially developing a legislative strategy for improvement and upgrade. We are reviewing and routinely updating our procedures manual. Another important step in this complex and ongoing project is the delivery of a proposed Rule revision regarding the discharge/demotion process. The Merit Board will be routinely updated and actively involved in these developments and activities.

♦ **Staffing and Facilities**
The University System office has initiated an evaluation of our staffing and facility requirements. We currently have five vacancies and will be assessing operational priorities to determine which positions to possibly fill within the current budget limitations. Our operations are rapidly advancing to more of an electronic interface and staffing components will continue to be evaluated considering this factor. We will aggressively pursue filling vacancies based on operational requirements within budget limitations. We also have initiated a review of space as related to staffing levels and financial obligations. Logistics are important, particularly as it relates to the agency operational objectives and corresponding inter-agency and inner-agency business activities.

♦ **Records Retention/Conversion**
Consistent with our updated Records Retention Policy, we plan to further utilize a new document scanning system to create electronic files of many of our standard forms and historical business documents. The capability of almost instantaneously transforming paper documents and information into an electronic format for access and distribution would tremendously increase our internal efficiency and provide a more timely response rate. Again, from a customer service perspective, this would be viewed favorably and enhance our overall operations from an efficiency and constituency relations standpoint. We have actually started this transition and hope to be even more significantly into this transition over the upcoming year.

♦ **Constituency Collaborations**
Significantly enhanced communication options have been utilized to provide more timely information on a wide array of topics relevant to employers and employees in the University System. We have expanded the membership of our advisory committees to obtain an even larger cross section of the overall employee constituency.

We will continue to maintain an active Administrative Advisory Committee, with membership of high level administrative personnel from each university/agency to provide additional input and recommendations on University System office functions, business processes, and employer concerns, particularly related to staffing and budget issues. We actively collaborate with this Committee and routinely schedule meetings throughout the fiscal year. This group tends to provide the political strength to move major initiatives to completion, particularly if there is a budget and/or staffing impact. Again, technology upgrades and enhanced communication capabilities have facilitated this interaction.

At the end of FY 2003, we reactivated the Human Resource Directors Advisory Committee. This Committee is composed of the Human Resource Director or Designated Employer Representative from each university/agency. This group is very essential in our overall general review and updating of University System Rules and Procedures. Their collaboration is an important contact point in creating a System of Rules and Procedures consistent with the changing demands of the various, complex employment environments within the University System. Again, enhanced communication programs with real time information collection and distribution processes are utilized in this interactive communication process. Additionally, specific legal review of suggested Rule and Procedure modifications sometimes becomes a component in this process and may generate further financial obligations. We have already engaged this committee to look at several new procedures, rules, and training programs.

We will continue with the production and electronic distribution of our Quarterly Newsletter and further develop other electronic communication and information features at our website. We will continue to develop items of interest and feature significant items related to human resource operations and corresponding best business practices.

♦   *__Constituency Survey__*
   The University System office has been authorized to develop a constituency survey instrument to collect information from our many contact points on their perceptions of our business operations, agency programs, communications, staff and agency relationships, and other general customer service activities. Hopefully, the data collected can be utilized to assess our business operations and offer some guidance on future developments and initiatives. The initial distribution and tabulation of results will take place in FY2007.

♦   *__Laserfiche__*
   With the purchase of the Laserfiche Software a major project for the Administrative Division will be the scanning and organizing of many files within the University System office. This project will significantly facilitate the transition to a paperless system of communications and business processes. This project will also secure and organize our many paper files to adhere to our State Records Retention Policy.

In several instances, we have coordinated a statewide consolidation of resources to assist in the final development and implementation of these plans. Collaboration with major universities has become a critical element in our strategic plan. Through these initiatives, there will be significant university gains in productivity, cost effectiveness, and accountability. We have already experienced some significant productivity, and efficiency gains in just some technology improvements in communications and website developments. There is enormous savings potential in these programs and we are committed to aggressively pursing these business changes.

Commitment to Excellence

Again, we have a very ambitious agenda, but our office is committed to providing a top quality service to the many employees, universities, and agencies within the Illinois public higher education community. As our mission states, the University System will strive to champion excellence in education and auxiliary programs by providing a comprehensive foundation of human resource practices and standards that facilitate the recruitment, retention, and development of a quality staff, in support of the teaching and research mission of each university and affiliated agency. We are committed to providing an environment of equal opportunity and access, thereby establishing a foundation for each university/agency to fulfill their mission and for each individual to reach their potential. We will constantly endeavor to build a quality of life within our community that sets the standard for the nation. We remain enthusiastically committed to fulfill our obligations to the citizens of the State of Illinois, the State public higher education community, and especially our students, in the final delivery of the educational program.

State Jurisdictional Profile

Public University Systems

University of Illinois
   at Chicago
   at Springfield
   at Urbana-Champaign
   College of Medicine at Rockford
   College of Medicine at Peoria
   Division of Specialized Care for Children

Northeastern Illinois University

Chicago State University

Northern Illinois University

Governors State University

Western Illinois University
   Quad-Cities Center for Continuing Education

Illinois State University

Eastern Illinois University

Southern Illinois University
   Edwardsville
   Carbondale
   School of Medicine at Springfield

Agencies

Illinois Board of Higher Education

Illinois Community College Board

Illinois Student Assistance Commission

State Universities Civil Service System

State Universities Retirement System