



STATE UNIVERSITIES CIVIL SERVICE SYSTEM

07

ANNUAL REPORT

July 1, 2006 - June 30, 2007



“Commitment to Excellence”



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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.

Message from the Executive Director

On behalf of the State Universities Civil Service System, we respectfully submit our 56th Annual Report. This Report provides an overview of our business operations, an analysis and update of our many programs/initiatives, and a brief description of our FY 2008 agency action plan. Our business objectives remain consistent with our statutory directive, our mission, and our purpose. This Report again demonstrates the significant 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 to the State of Illinois public university system.

As a support agency in the public higher education community, we are committed to efficiency, effectiveness, 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.

Our operational philosophy is built on the principles of collaboration and teamwork. In this respect, we work closely with all of our constituency groups to create and promote an environment of open interaction, trust, and professionalism. This collaborative approach has enabled us to build a more comprehensive support network and allowed us to achieve a more profound overall commitment to mission and purpose. It has nurtured positive change and progress in our business operations.

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 continued commitment, dedication, and loyalty to our common mission, the education of our students, and to the many support systems that promote this goal. Many times these employees and support network goes unnoticed, but will always remain a primary component in our overall educational mission.

We are very proud of our role in the Illinois public higher education community and will always strive to achieve the highest level of excellence in all of our programs and service to our many constituency groups. This Report demonstrates our commitment to excellence in the delivery of all of our programs and to the high standard of accountability consistent with that commitment. We hope you find this Report very useful and enlightening.

Lewis T. (Tom) Morelock



Organizational Dynamics

Jurisdiction

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 Compiled 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

Jurisdiction (continued)

COMMITMENT TO EXCELLENCE

The State Universities Civil Service System 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 and the State public higher education community in support of the final delivery of the educational program to students.



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 over 25,000 civil service employees, which include approximately 20,800 status employees, 4,400 non-status employees throughout the state. To a lesser degree, the University System monitors and authorizes over 25,000 student employees and over 12,500 exempt administrative and faculty appointments. The University System administers a classification/examination program consisting of 1,192 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 (March 2007 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	25,249	20,836	4,413	25,275	9,414	3,375	12,789	63,313
University of Illinois	12,699	10,427	2,272	8,273	6,535	1,746	8,281	29,253
Urbana-Champaign	6,334	4,919	1,415	5,990	3,037	717	3,754	16,078
Chicago Campus	2,708	2,262	446	1,879	2,565	900	3,465	8,052
Chicago Health Center	2,540	2,325	215	86	621	44	665	3,291
DSCC	260	260	0	0	11	2	13	273
UICOM-Peoria	191	157	34	0	57	14	71	262
UICOM-Rockford	250	209	41	0	80	6	86	336
Springfield	416	295	121	318	164	63	227	961
Southern Illinois University	4,539	3,677	862	6,685	901	430	1,331	12,555
Carbondale	2,450	1,882	568	2,904	520	242	762	6,116
School of Medicine	994	882	112	0	136	118	254	1,248
Edwardsville	1,095	913	182	3,781	245	70	315	5,191
Other Universities	7,401	6,122	1,279	10,317	1,887	1,197	3,084	20,802
Chicago State	530	437	93	190	209	20	229	949
Eastern Illinois	1,140	977	163	2,064	236	90	326	3,530
Governors State	313	238	75	91	157	192	349	753
Illinois State	1,530	1,331	199	2,963	323	321	644	5,137
Northeastern Illinois	614	461	153	349	266	0	266	1,229
Northern Illinois	2,256	1,739	517	3,040	402	516	918	6,214
Western Illinois	1,018	939	79	1,620	294	58	352	2,990
Illinois Board of Higher Education	7	7	0	0	22	2	24	31
Illinois Community College Board	15	15	0	0	26	0	26	41
State Universities Civil Service System	14	14	0	0	1	0	1	15
State Universities Retirement System	113	113	0	0	9	0	9	122
Illinois Student Assistance Commission	461	461	0	0	33	0	33	494



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. Marc Strauss - Chair
Northern Illinois University

Mrs. Joanne E. Maitland - Vice Chair
Illinois State University

Mr. Devon C. Bruce
University of Illinois

Dr. Robert J. Cook
Western Illinois University

Ms. Kristi DeLaurentiis
Governors State University

Mr. David V. Dorris
University of Illinois

Mr. Walter W. Dudycz
Northeastern Illinois University

Mr. James D. Montgomery
University of Illinois

Mr. John Simmons
Southern Illinois University

Rev. Richard L. Tolliver
Chicago State University

Mr. Don Yost
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 1 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.*



University Civil Service Merit Board (continued)

During FY 2007, there were three regular meetings of the Merit Board. These meetings were held on August 23, 2006, November 15, 2006 and April 13, 2007. The August 23, 2006 meeting was held at Governors State University and the other two meetings were held at the University System office.

Following is a summary of some important agenda items from each of those meetings.

August 23, 2006 Meeting

The Merit Board was welcomed to Governors State University campus by President Fagan. President Fagan expressed his appreciation to the Merit Board for holding the meeting on the campus. He gave an overview of the many new programs being offered at the university and expressed his gratitude to the many civil service employees who are directly involved with the development and successful implementation of the many programs offered at Governors State University.

Robert J. Cook, representing Western Illinois, was welcomed and seated at this meeting. The Merit Board took action approving the FY 2008 budget recommendation to be submitted to the Illinois Board of Higher Education.

The Merit Board was updated on the status of proposed rule revisions to section 250.110, Separations and Demotions of the Administrative Rules. Discussion was held regarding Senate Bill 585 which amends the Open Meetings Act requiring the physical presence of a quorum of members at the location of the open meeting.

The Merit Board was informed of the annual ethics training for board members and University System staff. The Merit Board heard various reports, including those from Tom Morelock, Executive Director, regarding the agency activities, Administrative Advisory Committee meeting, and Human Resources Directors Advisory Committee meeting; Mary Follmer, Assistant Director, on various legal matters; and Alice Costa, State Universities Civil Service Advisory

Committee Chair.

November 15, 2006

One new Merit Board member, Arnold Park representing Northeastern Illinois University, was welcomed and seated. Mrs. Sodemann, representing the University of Illinois, advised the Merit Board that she would be leaving the University of Illinois Board of Trustees.

The Merit Board also reviewed, discussed and took action on one discharge case from the University of Illinois at Urbana-Champaign.

Mary Follmer updated the Merit Board on the revisions to section 250.110, Separations and Demotions of the Administrative Rules. These revisions were published in the Illinois Register on October 27, 2006 with an effective date of October 23, 2006. Also the Merit Board approved the proposed revisions to section 250.140, Delegation of Authority and Responsibilities to be circulated to the universities, agencies, and advisory committees for comment and publishing in the Illinois Register.

Mary Follmer also updated the change to the Open Meetings Act effective January 1, 2007 that required the physical presence of a quorum of members at the location of the open meeting. The University System staff will look into the possibility of installing video equipment.

The Merit Board also heard various reports, including those from Tom Morelock, Executive Director, on various agency activities; Mary Follmer on legal matters; and Alice Costa, Chair of the Universities Civil Service Advisory Committee. The Merit Board approved the meeting dates for calendar year 2007.

April 13, 2007 Meeting

James Montgomery, representing the University of Illinois, was welcomed and seated. The Merit Board conducted the reorganization activities, electing officers for 2007. Marc Strauss was elected Chair and Joanne Maitland was elected Vice Chair. The Executive Committee consists of David Dorris and John

University Civil Service Merit Board (continued)



Simmons, along with the Chair and Vice Chair. Teresa Rademacher was appointed Secretary for the Merit Board.

The Merit Board also reviewed, discussed and took action on two discharge cases, one from the University of Illinois at Urbana-Champaign and the other from the University of Illinois at Chicago. The Merit Board authorized the Executive Director to administer the FY 2008 budget and approved staff pay adjustments for FY 2008.

Mary Follmer informed the Merit Board that when section 250.110, Separations and Demotions of the Administrative Rules was approved by the Joint Committee on Administrative Rules (JCAR) they recommended that the University System office seek legislation to modify section 36 of the Act (110 ILCS 70/36o) to clarify that statutory discharge/demotion hearings may be conducted by a Hearing Officer or a Hearing Board. Consistent with JCAR's recommendation two identical bills were introduced, Senate Bill 110 and House Bill 470.

Mr. Morelock updated the Merit Board on the status of the proposed revisions to section 250.140, Delegation of Authority and Responsibilities, the 1st notice period ended April 23, 2007 and no comments were received during that period. The Merit Board also authorized the University System office to seek input and proposals from employers and various constituency group to initiate a process of review and develop procedures for exemption under 36e(3) and 36e(4) of the Act (110 ILCS 70/36e(3) and (4)).

The Merit Board also approved a new list of separate places of employment for the University of Illinois at Urbana-Champaign Cooperative Extension offices. They also authorized the University System office staff to investigate the purchase of Public Officials Errors and Omissions insurance for FY 2008.

The Merit Board also heard various reports, including those from Tom Morelock, Executive Director, regarding various agency activities, Administrative Advisory Committee Meeting, and Human Resources Directors Advisory Committee meeting; Mary Follmer on various legal matters; and Barney Bryson, Chair of the Universities Civil Service Advisory Committee.





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 five 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; Bob Curry, Information Technology Manager and Coordinator, Information Technology Division, and Kathleen Moreno, Human Resource Associate, Audit and Advisory Services 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



University System Office (continued)

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 1,192 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 24,927 examinations administered statewide at the various university/agency testing sites.

The Legal Services Division, along with the Audit and Advisory Services Division, 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

University System Office (continued)

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 the Office of the Comptroller and the Department of Central Management Services 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 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 improve the 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. Names and divisions of staff members of the University System office can be found on the next page, along with the University System organizational chart on page 13.



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

Audit and Advisory Services Division

Kathleen Moreno, Operations Manager
Roger Frick, Human Resource Officer
Paula Mitchell, Human Resource Assistant

Information Technology Division

Bob Curry, IT Manager and Coordinator
Shannon Ramirez, Information Technology Technical Associate

Legal Services Division

Mary Follmer, Assistant Director, Legal Services

Operations Division

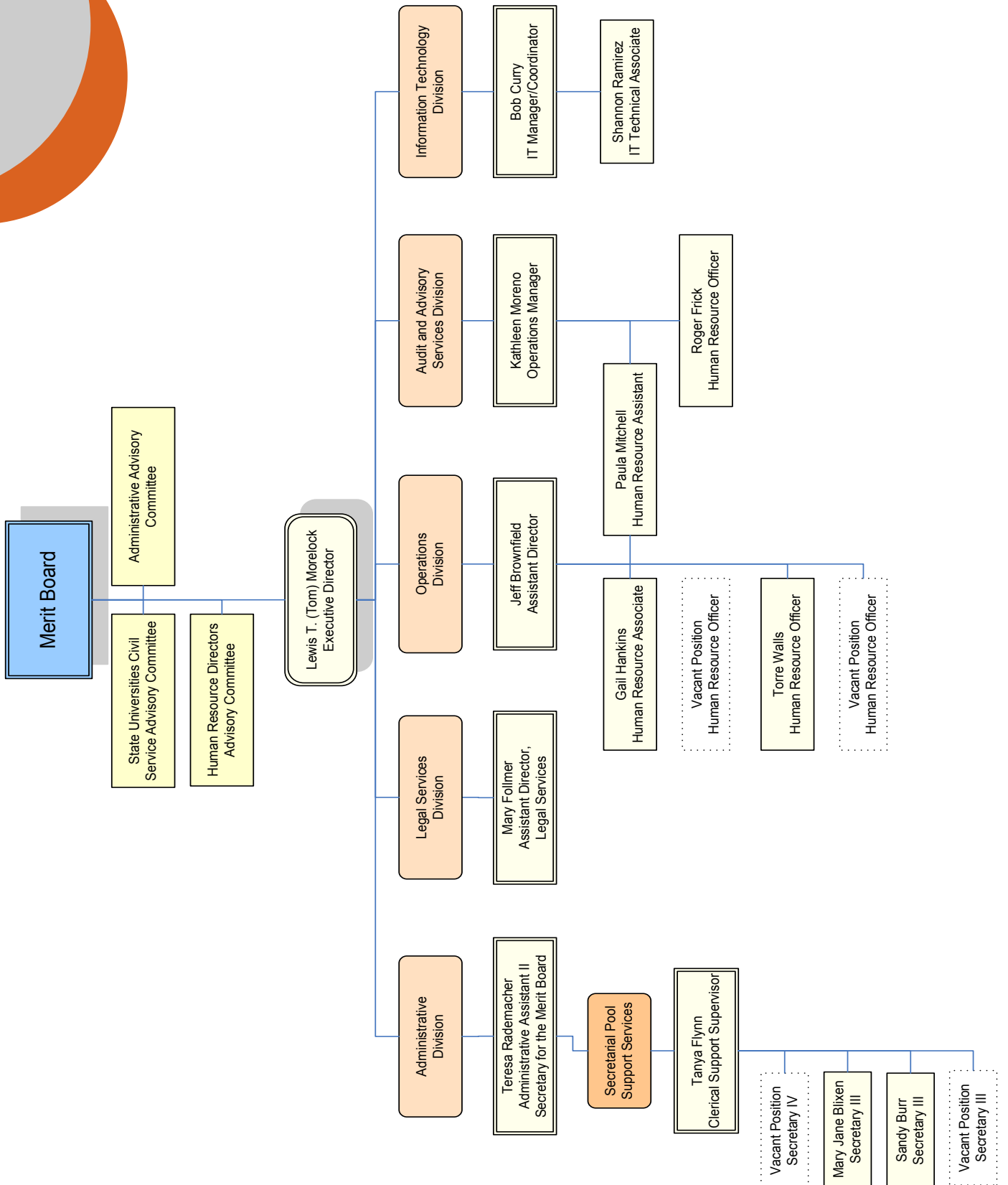
Jeff Brownfield, Assistant Director
Gail Hankins, Human Resource Associate
Torre Walls, Human Resource Officer

Graduate Assistants

Silke Holub
Jen Klafehn
Seth Spain



Organizational Chart





Organizational Dynamics

Fiscal Accountability and Yearly Budget Process

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 Management and 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. 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. Following is a brief historical recap of the agency budget and staffing levels.

Budget and Staffing History

	FY 2001	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007
Appropriation	\$1,372,600	\$1,441,200	\$1,392,900	\$1,253,600	\$1,253,600	\$1,253,600	\$1,271,200
Staffing Level							
Authorized Headcount	21	21	21	21	21	21	21
Actual	18	16	16	16	14	14	14

Organizational Dynamics

Advisory Committee — SUCSAC



The **State Universities Civil Service Advisory Committee** is mandated by section 36c of the Act (110 ILCS 70/36c). The Committee is chaired by Barney Bryson, University of Illinois at Urbana-Champaign, 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 2007 the committee met on July 13 and 14, 2006 at Western Illinois University; October 4 and 5, 2006 at Southern Illinois University School of Medicine; January 25 and 26, 2007 at the University of Illinois at Urbana-Champaign; and April 19 and 20, 2007 at the University of Illinois at Chicago.



Membership as of October 1, 2007 includes:

University of Illinois

Chicago Campus — *James Jones; Daniel Sarhage; and one vacant*

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

Springfield Campus — *Donna Johnson*

Urbana-Champaign Campus — *Barney Bryson, Chair; Gary Fry; Robert Schweighart; and Jeff Goldberg*

Southern Illinois University

Carbondale Campus — *Jay Brooks*

Edwardsville Campus — *Linda Wense*

School of Medicine at Springfield — *Cristina Milliken*

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, Vice Chair*

State Universities Retirement System — *Mike Sheppard*

Western Illinois University — *Sheila L. Kirby*

Organizational Dynamics

Advisory Committee — AAC



The **Administrative Advisory Committee**, created by the Merit Board and chaired by Marc Strauss, 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 August 1, 2006 and March 30, 2007.

Membership as of October 1, 2007 includes:

Marc Strauss
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)*

Doug Vinzant
*University of Illinois
Senior Associate Vice President for Planning and
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*

John Sinsheimer
*Illinois Student Assistance Commission
Chief Financial Officer/Managing Director, Financial
Products and Services*

Gebeyehu (Gebe) Ejigu
*Governors State University
Executive Vice President/Chief of Staff*

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

Organizational Dynamics

Advisory Committee — HRDAC



The **Human Resources 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 August 4, 2006, November 3, 2006, February 2, 2007, and May 11, 2007.

Following is a list of active participants on this committee:

Kevin Morris
Chicago State University

Charles L. Phillips
Joy Craft
Eastern Illinois University

Gail Bradshaw
Governors State University

Ira Schoenwald
Illinois State University

Marta E. Maso
Northeastern Illinois University

Steve Cunningham
Jodi Tyrrell
Northern Illinois University

Kathleen M. Blackwell
Southern Illinois University Carbondale

Wesley R. Weisenburn
Mark Owens
University of Illinois at Springfield

Pamela Bowman
Stewart Clausen
Western Illinois University

Kay Titchenal
Penny McCarty
Southern Illinois University School of Medicine

A. G. Monaco
Gason Reinoso
Southern Illinois University Edwardsville

David J. Stewart
Maureen Parks
University of Illinois General Office

John Loya
Mirta Mendez
University of Illinois at Chicago

Elyne Cole
Robbie Witt
Alicia Lowery
University of Illinois at Urbana-Champaign

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

Peggy J. Podlasek
Illinois Board of Higher Education

Ellen Andres
Illinois Community College Board

Vicki Baba
Illinois Student Assistance Commission

Terrin Krantz
State Universities Retirement System



FY 2007 Agency Activities

Operations Division

During FY 2007, 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

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.

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*
- ◆ *Management of Administrative Rules, procedural manuals to coincide with business practices*

The overall business objective as related to the administration of our classification structure and corresponding examination development is to provide a comprehensive classification plan management system that includes job analysis studies, class specification/examination review, and associated research and statistical analysis focusing 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 which is managed by the Audit and Advisory Services Division. Additionally, our business objectives include the development of 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

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. An overall review of critical occupational areas, as identified by employers in conjunction with University System staff, is undertaken as required. Currently, a review of all nursing and other medical classifications is underway in an attempt to meet the competitive needs of our employers.

Into these business processes, we have built an emphasis on consolidating similar classifications and classifications series in the same occupational areas. Currently, the University System supports 1,192 class titles across 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



Operations Division (continued)

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 and provide a comprehensive system-wide classification analysis. 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, duties, and responsibilities associated with the designated classification. 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 acceptable qualifications (MAQs) 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. Over the past year, the C-JASI system alone was used to collect information from 427 employees regarding job duties and responsibilities.

Following any major revision to a testing instrument, an item analysis process has been developed to further assist in test validation. All major revisions to examinations are pre-tested using current employees and reviewed by subject matter experts. Last year, the member institutions conducted 403 pretests in support of the classification/examination revision process. 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 demographics, 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.

Operations Division (continued)

New/Revised/Pending Classifications/Examinations

Accountant Series — Accountant I, Accountant II, Accountant III, Accountant IV/Assistant Chief Accountant, & Accountant V/Chief Accountant
Accountant-Statistician
Accounting Clerk/Technician Series — Accounting Clerk, Account Technician I, Account Technician II, & Account Technician III
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
Bursar Series — Bursar & Assistant Bursar
Carpenter Series — Carpenter, Carpenter Sub-Foreman, Carpenter Foreman, & Carpenter General Foreman
Child Development Series — Child Development Associate & Child Development Supervisor
Patient Unit Series — Patient Unit Clerk I, Patient Unit Clerk II, Patient Unit Manager, & Patient Support Services Coordinator
Clinic Nurse Series (Pending) — Clinic Nurse, Charge Nurse, & Nurse Administrator
Clinic Support Series — Clinic Support Receptionist, Clinic Support Assistant, & Clinic Support Supervisor
Communications Technician Series — Communications Technician I, Communications Technician II, & Communications Technician III
Dental Clinic Clerk Series — Dental Clinic Clerk I, Dental Clinic Clerk II & Dental Unit Coordinator
Elevator Mechanic Helper II
Elevator Mechanic Series — Elevator Mechanic Helper I, Elevator Mechanic, & Elevator Mechanic Foreman
Facilities Manager Series — Facilities Manager & Assistant Facilities Manager
Grants and Contracts Administrator Series — Grants and Contracts Administrator I &, Grants and Contracts

Administrator II
Grants and Contracts Development Specialist
Labor Relations Specialist Series — Labor Relations Specialist, Senior Labor Relations Specialist, & Labor Relations Manager
Licensed Practical Nursing Series (Pending) — Licensed Practical Nurse I & Licensed Practical Nurse II
Medical Assistant (Pending)
Medical Social Service Series (Pending) — 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
Nursing Consultant
Orthopedic Technician
Pharmacy Technician Specialist
Plumber Series (Pending) — Plumber, Plumber Sub-Foreman, Plumber Foreman, & Plumber General Foreman
Police Series (Pending) — Police Officer, Police Corporal, Police Sergeant, Police Lieutenant, Police Captain, & Police Major/Deputy Chief
Power Plant Series (Pending) — Power Plant Utility Operator, Power Plant Mechanic Helper, Power Plant Auxiliary Operator, Power Plant Mechanic I, Power Plant Operating Engineer, Power Plant Mechanic II, Power Plant Instrument Technician, Lead Power Plant Operating Engineer, & Principal Power Plant Mechanic
Professional Nursing Series (Pending) — Staff Nurse I, Staff Nurse II, Administrative Nurse I, Administrative Nurse II, & Administrative Nurse III
Secretary Series (Pending) — Secretary II/ Office Systems Assistant II, Secretary III/Office Systems Assistant III, Secretary IV/Office Systems Specialist I, Staff Secretary/Office Systems Specialist II, & Administrative Secretary/Office Systems Specialist III
Social Work Aide Series (Pending) — Social Work

Operations Division (continued)

Aide I, Social Work Aide II, & Social Work Aide III

Deleted Classifications

Assistant Director of Nursing, Associate Director of Nursing, & Director of Nursing

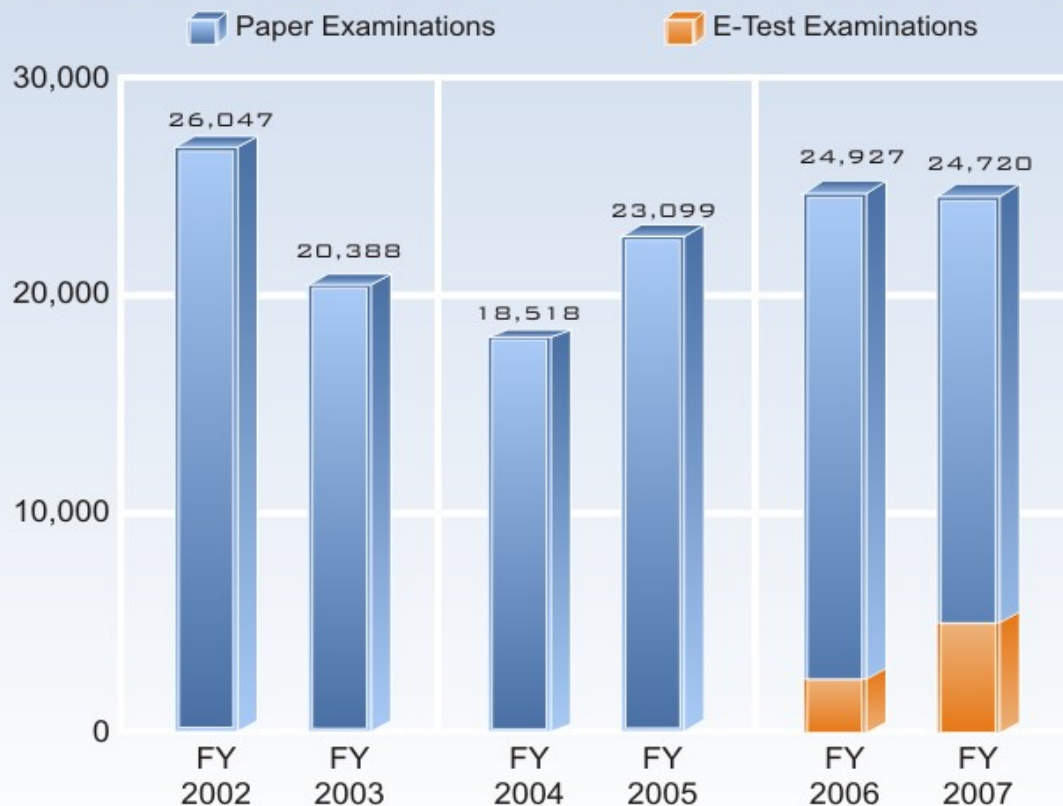
Examination Completion

This fiscal year, a total of 24,720 examinations were administered in 644 of the 1,192 approved classes. A total of 20,230 paper tests were given with an 86% pass rate. The average score for all applicants was 83.4 (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 to possibly eliminate, collapse and/or consolidate similar classifications.

A total of 4,490 electronic tests (E-Tests) were given with a 93% pass 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 Assessments, which is an application/resume rating format used only in instances when the applicant has met the minimum qualifying standards. In most instances, the ability to simply qualify for this rating process will establish a passing score.

Pre-Employment Examinations Completed





Operations Division (continued)

Pay Administration

In accordance with section 36d(3) of the Act (110 ILCS 70/36d(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 electronic 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 automatically 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 electronic 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 3,892 rate/range requests during FY 2007. Of this total, 3,714 requests were approved and 178 requests were declined. Based on the Spring Salary Survey 'snapshot' of employee data, the University System included:

- ◆ *7,774 or 38.5% Open Range employees (paid within designated ranges)*
- ◆ *11,721 or 57.8% Negotiated Rate employees (paid within contractual guidelines)*
- ◆ *712 or 3.5% Prevailing Rate employees (paid in accordance with designated local prevailing rates)*
- ◆ *66 or less than 1% Established Rate employees (paid in accordance with other guidelines)*

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.

Exemption Authorization

The Merit Board, through delegation to the Executive Director, has statutory authority to exempt designated positions from the Act and Administrative Rules. This unit has the responsibility to assess all requests for exemptions, specifically Principal Administrative Appointments, 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 audit review of

Operations Division (continued)

approved exempt positions. Over the past few years, employers have been given more flexibility in designating and exempting these positions within detailed guidelines.

Over the past several years, the University System Office has been closely following the number of exemptions, specifically those exempted from civil service coverage in accordance with section 36e(3) of the Act (110 ILCS 70/36e(3)), and referred to as Principal Administrative Appointments (PAA). As of March 31, 2007 the total number of PAAs was 9,414. The chart below indicates an increase in these specific exempted positions throughout the time periods studied, a

topic that is under constant scrutiny and analysis.

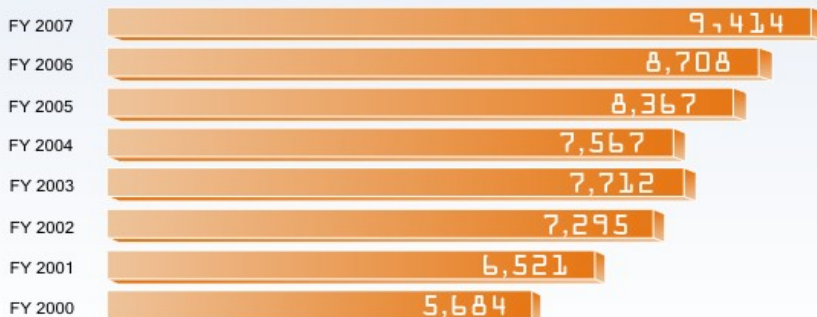
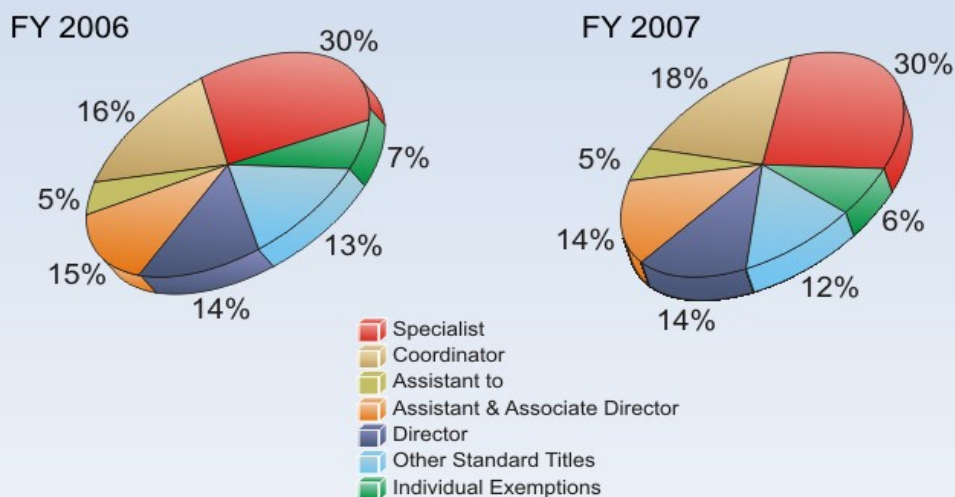
The University System began categorizing most PAA employees into 20 Standard Titles in 1999. At this same time, universities and agencies were also delegated the authority to 'exempt' employees/positions from civil service coverage through some procedural changes. Since the inception of this program, the University System office has witnessed a significant increase in PAA employees/positions, particularly in some selected titles, as illustrated in the chart below. The chart on the next page illustrates the general categorical designation of these exempt positions and also captures the growing number of these exempt positions.

University System Appointments



Operations Division (continued)

Principal Administrative Appointments Breakdown



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 2007, the unit approved 21 new Trainee Programs and 15 Learner Programs.

Extra Help Extensions

Extra help appointments are typically limited in nature to a 900 work hour timeframe over a twelve calendar



Operations Division (continued)

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 26 Extra Help Extension requests were approved, most of which involved highly technical medical positions. Two Extra Help Extension requests were denied.

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 are 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. During the Spring meeting of the Human Resource Directors' meeting a special presentation was provided by members of the Department of Human Services. The goal of this presentation was to further showcase this program and spur greater participation in the future.

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 2007, a total of 49 supported employees have been appointed, 27 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 2007, 17 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



Operations Division (continued)

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 50 question challenges and 182 rechecks/breakdowns were completed in FY 2007.

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 2007, the unit approved 31 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 six new assessors during FY 2007 of which three were minorities. During FY 2007, the University System office conducted 6 EOB's that comprised of 11 work days, and tested 44 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 2007 the unit completed 41 courtesy scored examinations and reviewed/approved 10 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

Operations Division (continued)

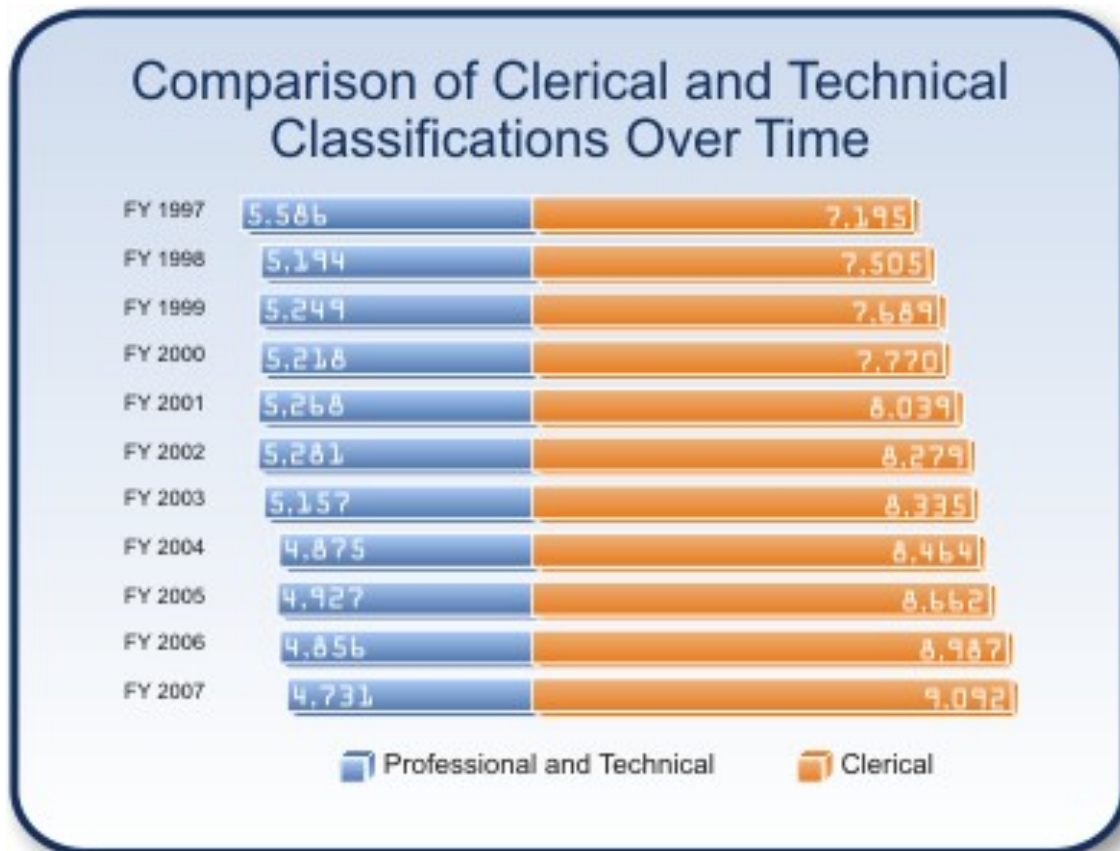
Administrative Appointments, Student Worker Appointments, and Academic/Research Appointments. Civil Service Status Appointments are typically traditional full-time employment positions. Civil Service Nonstatus Appointments include Temporary and Extra Help Appointments, as well as Learner, Trainee and 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 20,836 employees were in status civil service positions at universities and agencies as of March 31,

2007. A five year review of civil service employment reveals that there has been a decrease in civil service status employment of approximately 1,178 employees from June 2002 to March 2007. Of particular concern is the fact that administrative appointments, exempt from civil service jurisdiction, have increased by approximately 2,119 during that same timeframe. Academic/Research Appointments have remained fairly stable during this same timeframe. Please refer to the chart on page 23 to see this illustration.

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

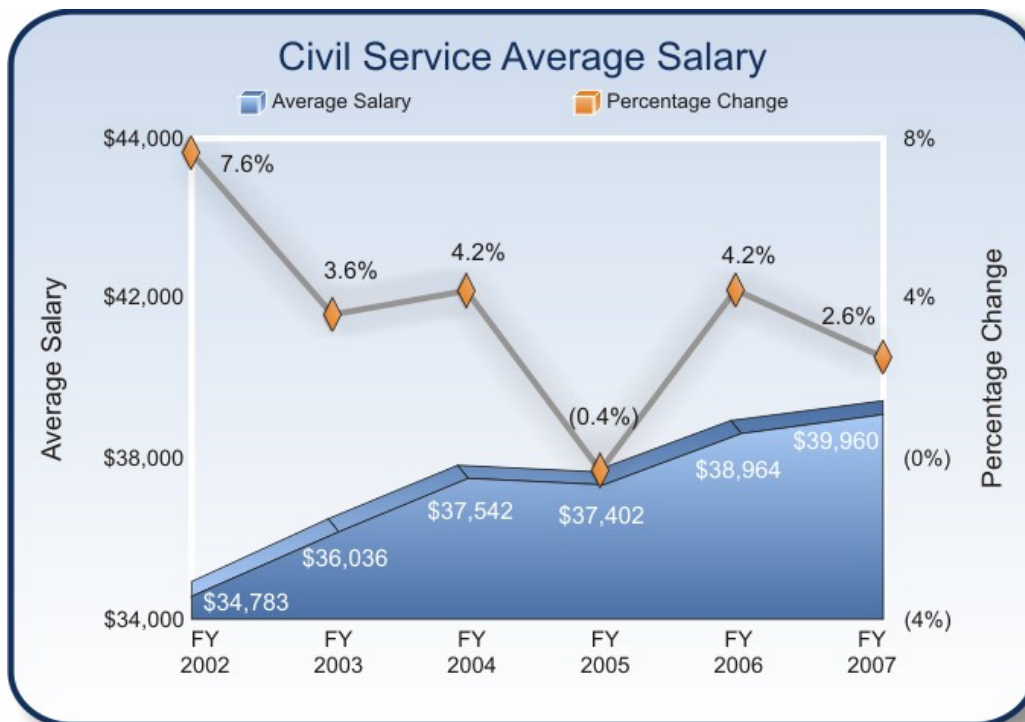


Operations Division (continued)

Civil Service Salaries

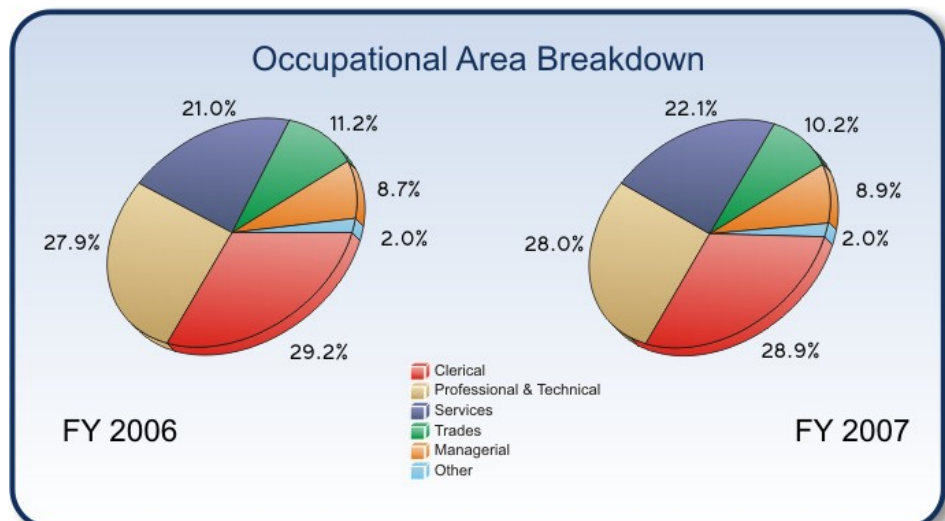
Civil service salary data is collected annually from public universities and higher education agencies. This data is sorted by classification with average salaries calculated for each classification. The average salary for civil service staff at Illinois higher

education institutions and agencies across all classifications rose by approximately 2.56% between fiscal years 2006 and 2007 to a statewide yearly average of approximately \$39,960. Likewise, the average civil service salary has increased by 14.89% since fiscal year 2002. Please note that the civil service salary is presented as an actual average annual salary. The chart below illustrates this trend.



Occupational Trends

There was a minor shift in the number of employees across the various occupational categories over the past couple of years. Over this timeframe, there seems to be some minor movement of positions from Clerical to the Services and Trades occupational areas. The chart illustrates this trend.



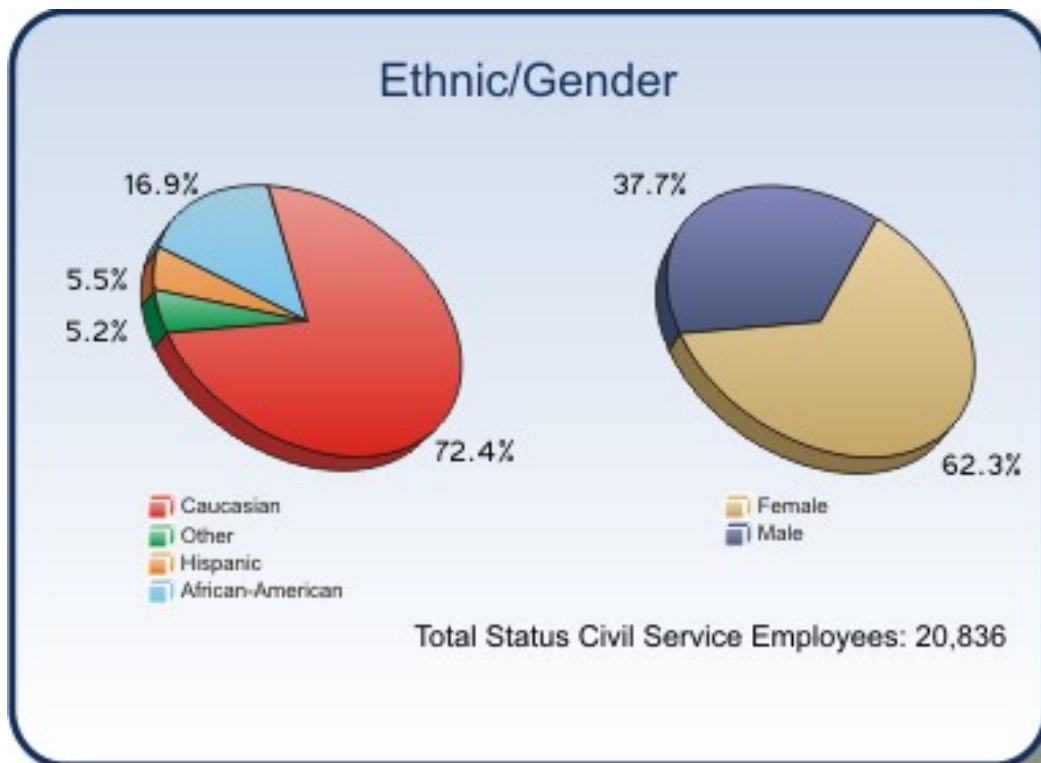
Operations Division (continued)

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 below represents the state-wide picture as of June 30, 2007.

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.





FY 2007 Agency Activities

Audit and Advisory Services Division

During FY 2007, the unit 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



Audit and Advisory Services Division (continued)

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 2007, 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 2008.

During the FY 2007 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 2007 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.*
- ◆ *Review and update of business procedures, as related to consideration of out-of-state applicants.*

Audit and Advisory Services Division (continued)

- ◆ 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.

Risk Assessment

A matrix of the findings, recommendations and institutional responses for the previous three fiscal years was created to identify the frequent material issues and their corresponding risk to the institutions. This matrix is being utilized to revise how the audit is to be conducted, areas for follow-up and identifying best practices.

Frequent Material Findings

These deficiencies occur at several of the institutions and it is the responsibility of the Audit and Advisory staff to assist the institutions in resolving the deficiencies and improving the programs.

The five frequent material findings are:

1. *Exempted positions that should be Civil Service;*
2. *Unauthorized Conversion of Civil Service Positions to PAA or other Non-statute Designation;*
3. *Lack of Timely Desk Audits;*
4. *Non-adherence to Extra Help Employee and Position Limitations; and*
5. *Use of Approved Rates/Ranges.*

1. Exempted Positions that should be Civil Service

On-site audits and interviews have frequently discovered exempt positions that are performing duties typical of civil service classification/positions. As such, it is recommended that the positions be returned to their civil service classification accordingly. It is the responsibility of the institutions to ensure adherence to the Civil

Service statute by periodically reviewing exempt positions to ensure that the exemption twenty standard titles is valid and if not, return the position to the proper civil service classification.

2. Unauthorized Conversion of Civil Service Positions to Principal Administrative Appointments or other Non-statute Designations

Audits have revealed the decrease of Civil Service positions and an increase of Principal Administrative Appointments. In addition to the PAA exemptions, universities have designated other appointments not defined within the state statute, for example, professional hourly or academic hourly. A request for System Office approval prior to conversion is recommended.

3. Lack of Timely Desk Audits

Civil service employees are entitled to request an audit of their position for possible promotion or increase in salary. Implementation guidelines for position audit requests state, "As a general standard, incumbents should normally be notified of classification decisions by the Employer within 30 days after receipt of the completed, properly authenticated, job description from the incumbent or department." On-site audits and interviews have found a large number of classification audit requests exceeding the processing timeframe standard. To alleviate any employee hardship, it is generally recommended that the Employer implement policies regarding retroactive application of the effective date.

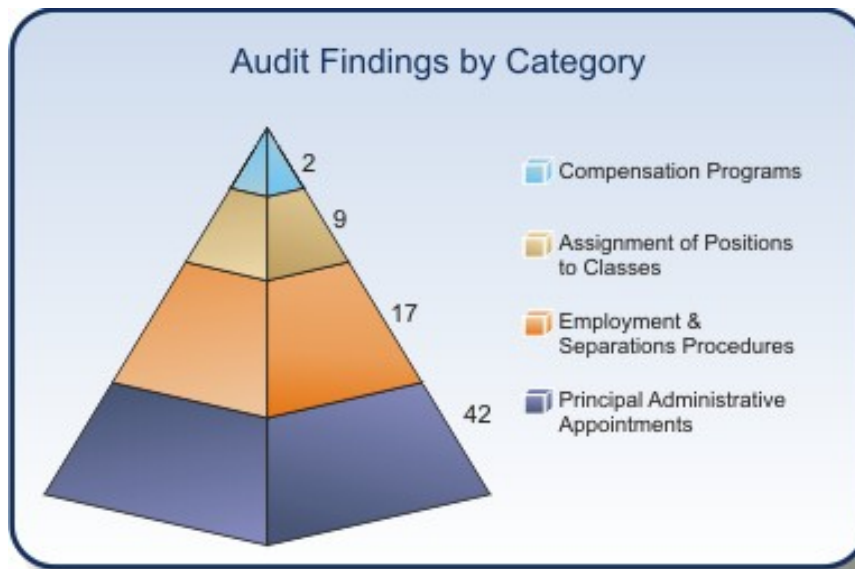
4. Non-adherence to Extra Help Employee and Position Limitations

Both the employee and position limitation are 900 hours before requiring either a 30 day break or six-month break, respectively. An extra help appointment may be made, by an employer to any position for work which the employer attests to be casual or emergent in nature. To reduce the regular occurrence of this issue, monitoring by the Employer is recommended.

Audit and Advisory Services Division (continued)

5. **Employees Paid Outside of Approved Ranges**

A Statewide Salary Data Processing System is the instrument by which pay rates and ranges are submitted and authorized. Exception reports, denoting employees paid outside of approved salary ranges, are sent to each Employer on a quarterly basis. Utilization of the Exception Reports to identify and correct errors is generally recommended.



Best Practices

To resolve the above noted deficiencies and to assist the Employers in improving their programs, the audit division communicates with the Employers any best practices, most efficient and effective way of accomplishing a task based on repeatable procedures that have proven themselves. Most often times, the best practices are from other Employers.

FY 2007 Audits Conducted

University of Illinois Urbana-Champaign

University of Illinois at Springfield

Southern Illinois University School of Medicine

University of Illinois College of Medicine at Rockford

Northern Illinois University

State Universities Civil Service System

Chicago State University

Eastern Illinois University





FY 2007 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 three of the four 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.

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 331 invoice-vouchers with the Comptroller's office in FY 2007. Each month the unit reconciles monthly reports from the Department of Central Management Services and 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 Fiscal Control and Internal Auditing Act annual internal control checklist was completed and a letter was sent to the Auditor General's office on April 19, 2007.

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. The unit also completed the required quarterly "Agency Report of State Property" reports to the Department of Central Management Services. As of June 30, 2007 the University System office's state property value was approximately \$222,700.

A Compliance Audit will be conducted by the Auditor General's office during FY 2008 for Fiscal Years 2006 and 2007. Records that will be reviewed include 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.

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

A major function of this unit is the management of the agency annual appropriation and budget expenditures. For FY 2007, the General Assembly approved a Line Item Appropriation of \$1,271,200 (Public Act 94-0798)

Administrative Division (continued)

from the General Revenue Fund. This was a \$17,600 (1.4%) increase over the previous year's appropriation.

Following is a line item breakdown of the FY 2007 budget:

<u>Line Item</u>	<u>Amount</u>
<i>Personal Services</i>	932,400
<i>Social Security</i>	11,500
<i>Contractual Services</i>	248,300
<i>Travel</i>	12,000
<i>Commodities</i>	9,000
<i>Printing</i>	4,000
<i>Equipment</i>	25,500
<i>Telecommunications</i>	25,700
<i>Operation of Auto Equipment</i>	<u>2,800</u>
Total	\$1,271,200



FY 2007 Agency Activities

Information Technology Division

The main focus of this unit is to initiate, develop, and bring to fruition developments that will quickly reduce paper and make the complete business processes across the entire agency more productive. Major changes, in both staffing and development, occurred in FY 2007 that allowed for these goals to be realized. Besides the following projects, the IT Division is also responsible for the support of all workstations, servers, the network infrastructure, and *The System News* newsletter.

Staffing

The most significant change in the IT division was the addition of an Information Technology Assistant Manager. This individual brought an incredible wealth of knowledge in development, server administration, and SQL database experience. Many of the following advancements would not have been possible without this additional staff support.

Website

When the website was overhauled in 2004, how the System Office communicated and interacted with constituency groups changed dramatically. More information was made available regarding salary range reports, class specification details, Merit Board information, along with several other additional communication features. A secure site was developed that allowed for faster transactions and improved communications between our office and the various campus/agency Human Resource offices. Overall electronic interactions through our website has increased dramatically over the past few years. This is illustrated in the chart.

In the winter of 2006, the University System office began a complete redesign and upgrade of the entire website, which includes E-Test. Two years of collecting feedback on the current site and advances in technology have necessitated this project. This unit undertook several training options and is already well into the development stages of this project. New features will include:

- ◆ *Searchable Salary Range Report*
- ◆ *Redesigned Universities/Agencies page with more detailed information, including specifics from the salary range report*
- ◆ *Legislative Bill Tracker containing important legal proposals specific to higher education, labor, and civil service*
- ◆ *Enhanced Test Preparation section*
- ◆ *Additions to E-Test*

File and Document Management

In FY 2007, the System Office purchased digital imaging software from Laserfiche, and the Administrative Division has since been scanning

Website Usage Comparison

Unique Visitors



Number of Visits



Pages Rendered



FY 2006 FY 2007

Information Technology Division (continued)

documents for storage. In FY 2007, the databases were upgraded from SQL Express to SQL server to allow for faster storage and retrieval.

Along with these advantages, the IT Division has been able to develop elaborate reports using SQL Reporting Services. These reports provide detailed salary comparisons, class specification usage, occupational line analysis, and other breakdowns, and will give the System Office greater abilities to analyze trends and develop the class plan. The Illinois Board of Higher Education is already using these features for some of their reporting needs.

To further our initiative to reduce paper usage, costs, and increase efficiency, the System Office began sending annual statistical information electronically instead of printing and mailing them.

E-Test

With the implementation of E-test, there has periodically been some major new additions and/or revisions. The major change to E-Test in FY 2007 included the development of the new typing program. iTest from Typing Master was purchased in FY 2007 and was implemented in October, 2006. The program replaces an out-dated typing program and gives the campus/agency Human Resource offices increased efficiency. The program will be fully integrated into E-Test and allows for immediate scoring and eliminates human grading.

A practice version of the typing program is also available on the public website under a new feature entitled Employment/Test Tips. The practice typing test enables anyone to take a practice version of the test, become comfortable with the interface, and be accustomed to what they will see when they take a real typing test.

This Employment/Test Tips section provides several different articles about test preparation, from "Why Take a Test?", to "General Test Taking Guidelines", up to "The Day of the Exam". Along with the practice

typing test, study guides are now available for certain classifications. The study guides provide sample categories and questions that will pertain to each classification.

Additional upgrades to E-Test:

- ◆ *Compatibility testing for Internet Explorer 7 started in FY 2007 and is still currently underway.*
- ◆ *Numerous classifications have been added for testing and pre-testing.*
- ◆ *Work Context Characteristics changes were developed and implemented for the Building Service Worker series.*

Video Conferencing

In the spring of FY 2007, the System Office made another commitment to efficiency by leasing video conference equipment through Central Management Services. The equipment gives the Office the ability to host an alternate site for Merit Board meetings to facilitate Merit Board members, conduct classification meetings, and carry out audit interviews.

Equipment Upgrades

The System Office made several purchases over FY 2007 to increase efficiency, boost productivity, and offer improved services to our constituencies:

- ◆ *Purchased 2 laptops and 3 desktops*
- ◆ *Purchased SQL Server to replace SQL Express for enhanced reporting services and better Laserfiche performance*
- ◆ *Purchased additional scanner to increase speed of digital imaging project*
- ◆ *Purchased Office 2007*
- ◆ *Leased video conference equipment*





FY 2007 Agency Activities

Legal Services Division

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. Following are some of the statute, rule, and procedures revisions for which the unit was responsible for developing over the last year:

- ◆ *Amended section 360 of the Act (110 ILCS 70/360) governing discharges and demotions to allow a hearing officer as well as a hearing board to preside over Merit Board hearings.*
- ◆ *Amended section 250.140 of the Code (80 Ill. Adm. Code §250.140) to add a provision that would specifically give the Merit Board authority to establish demonstration and pilot programs for research purposes.*
- ◆ *Proposal—Amended section 250.60 of the Code (80 Ill. Adm. Code §250.60) to allow an expanded certification program based on employer's determination that there is an underutilization of women or minorities.*
- ◆ *Proposal—Amended section 250.70(d) and (e) of the Code (80 Ill. Adm. Code §250.70(d) and (e)) that would combine existing trainee and learner programs to allow more flexibility for employers.*
- ◆ *Reviewed, revised, and updated several procedures including those related to veteran's preference, disqualification, position specialty factors, change-in-title, police testing, student appointments, class plan management, service and seniority accrual, open and continuous testing, and position audits.*
- ◆ *Reviewed, revised, and updated the Bylaws of the University Civil Service Merit Board to comply with legislative changes to the Open Meetings Act and Freedom of Information Act.*
- ◆ *Reviewed, revised, and updated several agency policies related to employment and compensation.*

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.

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.

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

Legal Services Division (continued)

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 2007, 51 Written Charges for Discharge forms were filed with the University System office and there were no Notice of Demotions forms filed with the University System office. Of the 51 Written Charges for Discharge forms filed, 14 employees requested a Merit Board hearing. Of the 14 requests for a hearing, the university withdrew one of the Written Charges for Discharge during the hearing; three employees either withdrew their request before or during the hearing process, two employees resigned before the hearing was held; two

employees resigned during the hearing; five employees were discharged by the Merit Board and one employee was reinstated 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.

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.

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.





FY 2008 Agency Action Plan

As in the past, our Action Plan for FY 2008 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 2008.

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 2007 and plan to continued this trend during FY 2008. We predict that by the end of FY 2008, up to 40% of testing will be done electronically, up from approximately 22% this fiscal year.

◆ 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 university/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 are in the process of reengineering our entire website for release this fiscal year. We will be expanding capabilities to include electronic forms, digital signaturing, and other electronic communication 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.



FY 2008 Agency Action Plan (continued)

◆ **Statute/Rule/Procedure Revision**

We have undertaken a massive project to systematically review and update our Rules and procedures, developing a legislative strategy for improvement and upgrade. The Merit Board, along with our many advisory groups, will be routinely consulted and actively involved in these developments and activities.

◆ **Staffing and Facilities**

The University System office will continue with 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 capitalize on the use of the 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

FY 2008 Agency Action Plan (continued)

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.

♦ **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. We completed the first in a series of surveys this past fiscal year and predict that we will further use this instrument to gain valuable information on our operations. Hopefully, the data collected can be utilized to assess our business operations and offer some guidance on future developments and initiatives.

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 an enormous savings potential in these programs and we are committed to aggressively pursuing these business changes.



State Jurisdictional Profile

Public University System

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

