



59th ANNUAL REPORT



FY 2010

State Universities
Civil Service System

July 1, 2009 - June 30, 2010



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MESSAGE FROM THE EXECUTIVE DIRECTOR

On behalf of the State Universities Civil Service System, we respectfully submit our 59th 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 2011 agency action plan. Our business objectives remain consistent with our statutory directive, our mission, and our purpose. This Report again demonstrates our commitment and 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 growth and respect in our constituency relationships. It has led to real positive change and efficiencies in many of 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 go unnoticed, but will always remain a primary component in the delivery of the overall educational program at our excellent public universities.

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



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.



JURISDICTION

The authority of the State Universities Civil Service System (University System) is provided through legislative Statute and 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 are presently codified in the Illinois Administrative Code (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

Institute for Natural Sciences and Sustainability

Robert Allerton House

Robert Allerton Park

Bondville Road Station—Monticello Road Station

County Agriculture and/or Home Economics

Extension Office

Department of Agronomy, College of Agriculture

Dixon Springs Agricultural Center

Vermilion River Observatory

Northeastern Agronomy Research Center

Prairie Observatory—Oakland

Department of Horticulture, River Valley Sand Field

Plot, Mason County

Department of Horticulture's St. Charles Horticulture

Research Center

Southern Illinois University Carbondale

Southern Illinois University School of Medicine Springfield

Southern Illinois University Edwardsville

Alton

Madison County

East St. Louis

Chicago State University

Eastern Illinois University

Governors State University

Illinois State University

Northeastern Illinois University

Northern Illinois University

Lorado Taft Field Campus

College of Continuing Education, Glenn Ellyn

College of Continuing Education, Cook County

Rockford Project, CHANCE Program

St. Clair County

Kankakee County

Woodstock Conference Center

Jurisdiction (continued)

*Hoffman Estates
Naperville Center*

Western Illinois University
Quad-Cities

Illinois Board of Higher Education

Illinois Community College Board

Illinois Student Assistance Commission

State Universities Retirement System

State Universities Civil Service System

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

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

Direct oversight authority spans across approximately 23,700 civil service employees, which includes approximately 18,300 status employees, over 5,300 nonstatus employees throughout the

state. To a lesser degree, the University System monitors and authorizes over 19,500 student employees and over 12,500 exempt administrative and faculty appointments. The University System administers a classification/examination program consisting of 1,156 classes and corresponding examinations resulting in the testing of approximately 20,000 applicants or promotional candidates for FY 2010. 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.

EMPLOYEE SERVED DATA *(June 2010 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	23,756	18,376	5,380	19,525	8,850	3,667	12,517	55,798
University of Illinois	10,922	8,529	2,393	7,570	5,916	1,497	7,413	25,905
Urbana-Champaign	5,870	4,252	1,618	5,420	2,958	759	3,717	15,007
Chicago	2,377	1,964	413	1,856	2,265	645	2,910	7,143
Chicago Hospital	1,663	1,490	173	42	455	28	483	2,188
DSCC	222	222	0	0	11	2	13	235
UICOM-Peoria	174	148	26	0	24	11	35	209
UICOM-Rockford	210	172	38	0	35	1	36	246
Springfield	406	281	125	252	168	51	219	877
Southern Illinois University	4,905	3,534	1,371	5,621	878	773	1,651	12,177
Carbondale	2,643	1,698	945	2,640	431	233	664	5,947
School of Medicine	1,075	946	129	0	134	184	318	1,393
Edwardsville	1,187	890	297	2,981	313	356	669	4,837
Other Universities	7,452	5,836	1,616	6,332	1,941	1,397	3,338	17,122
Chicago State	455	379	76	138	245	31	276	869
Eastern Illinois	979	878	101	434	227	76	303	1,716
Governors State	309	240	69	82	184	225	409	800
Illinois State	1,534	1,258	276	1,182	356	348	704	3,420
Northeastern Illinois	784	471	313	428	179	112	291	1,503
Northern Illinois	2,406	1,689	717	2,419	425	540	965	5,790
Western Illinois	985	921	64	1,649	325	65	390	3,024
Illinois Board of Higher Education	7	7	0	0	23	0	23	30
Illinois Community College Board	13	13	0	0	36	0	36	49
State Universities Civil Service System	12	12	0	2	1	0	1	15
State Universities Retirement System	107	107	0	0	11	0	11	118
Illinois Student Assistance Commission	338	338	0	0	44	0	44	382

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 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:

Mrs. Joanne E. Maitland—Chair
Illinois State University

Dr. Grace G. Dawson
Northeastern Illinois University

Ms. Kristi DeLaurentiis
Governors State University

Mr. Donald W. “Bill” Griffin
Western Illinois University

Ms. Karen Hasara
University of Illinois

Mr. James D. Montgomery—Vice Chair
University of Illinois

Mr. Lawrence Oliver II
University of Illinois

Mr. John Simmons
Southern Illinois University

Rev. Richard L. Tolliver
Chicago State University

Ms. Barbara Vella
Northern Illinois University

Dr. Robert D. Webb
Eastern Illinois University

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

- ♦ *To approve a classification plan and delegate to its Executive Director the duty of assigning positions to appropriate classes.*
- ♦ *To prescribe the duties of each class of positions.*
- ♦ *To prescribe the range of compensation for each class or to fix a single rate of compensation for employees in a particular class.*
- ♦ *To approve ranges and rates for the payment of wages paid generally in the community for work of a similar character.*
- ♦ *To recommend standards of hours of work, holidays, sick leave, overtime compensation and vacation.*
- ♦ *To prescribe standards of examinations for each class, the examinations to be related to the duties of such class.*
- ♦ *To authorize the continuous recruitment and to delegate to the Executive Director and staff the power and duty to conduct open and continuous competitive examinations for all classifications.*
- ♦ *To cause to be established from the results of examinations registers for each class of positions.*
- ♦ *To provide by its rules for promotions in the classified service.*
- ♦ *To provide by its rules for employment of physically handicapped persons.*
- ♦ *To make and publish rules, to carry out the purpose of the University System, and for examination, appointment, transfer and removals to include layoffs.*
- ♦ *To appoint an Executive Director and such assistants and other clerical and technical help as may be necessary to efficiently administer the Act.*

University Civil Service Merit Board (continued)

- ♦ *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.*



During FY 2010, the Merit Board met five times — four regular meetings which were held on August 19, 2009, November 18, 2009, January 20, 2010 and May 19, 2010 and

a special meeting which was held on March 18, 2010. All meetings were held at the University System office in Urbana and simultaneously by video conference at various locations throughout the state.

August 19, 2009 Meeting Summary

Edward McMillan, representing the University of Illinois, was welcomed to the Merit Board by Vice Chair Maitland. The Merit Board took action approving the minutes from the May 20, 2009 meeting. An Executive Session was also held to discuss personnel issues and review the closed minutes from a previous meeting. The Merit Board also reviewed, discussed, and took action on one discharge case, discharging the employee from Illinois State University. The Merit Board reviewed, discussed, and upheld an Executive Director's Review Decision.

Also, the Merit Board approved the FY 2011 budget recommendation as submitted by University System

staff. This recommendation was presented to the Illinois Board of Higher Education in October 2009. The Merit Board discussed and approved the initiation of the rulemaking process to revise the Code (80 Ill. Adm. Code §250) by adding furlough leave language which would allow employers to implement such programs for their university or agency.

Also, the Merit Board was informed that several rule revisions that had been approved by the Merit Board in a previous meeting were effective July 22, 2009. Rule revisions were approved for the following sections of the Code: 250.5, 250.60, 250.70, 250.90, 250.110, and 250.120.

The Merit Board heard various reports, including those from Tom Morelock, Executive Director, regarding other agency business activities; Maureen Parks regarding the Human Resources Directors Advisory Committee; Barney Bryson, Chair of the State Universities Civil Service Advisory Committee, on committee activities; and Mary Follmer, Assistant Director, on various legal matters.

November 18, 2009 Meeting

Two new members were welcomed to the Merit Board by Vice Chair Maitland, Karen Hasara and Lawrence Oliver II, both representing the University of Illinois. The Merit Board approved the minutes from the August 19, 2009 meeting and the Closed Session minutes from the May 20, 2009 meeting.

The Merit Board discussed and took action revising the Freedom of Information Act Policy. Some of the changes included: the appointment of a Public Access Counselor to review denials of public records by public bodies; a reduction in the number of days an agency has to respond to a record request to five business days; a change in cost of copying fees requiring the first 50 pages to be free and after 50 pages the cost cannot exceed 15 cents per page; and the elimination of the final review by the agency

University Civil Service Merit Board (continued)

head and placing this review under the Public Access Counselor. A request under this law may now be allowed by email, fax, or written communication.

The Merit Board also reviewed, discussed, and took action approving revisions to Section 2 of the Employment and Separation Procedures Manual. A lengthy discussion was held regarding the furlough language proposed by the University System staff. Mr. Morelock further informed the Merit Board that the Police Sergeant examination had been compromised at a university and that the Inspector General's office was investigating the matter.

The Merit Board also heard various reports, including those from Tom Morelock, Executive Director, regarding the agency business activities; Maureen Parks regarding the Human Resources Directors Advisory Committee; Barney Bryson, State Universities Civil Service Advisory Committee Chair, on committee activities; and Mary Follmer, Assistant Director, on various legal matters.

January 20, 2010 Meeting

The Merit Board conducted reorganization activities, electing officers for 2010. Joanne Maitland was elected Chair and James Montgomery was elected Vice Chair. The Executive Committee consists of Kristi DeLaurentiis and John Simmons, along with the Chair and Vice Chair. Teresa Rademacher was reappointed Secretary for the Merit Board.

Three persons requested to speak to the Merit Board regarding the proposed furlough rule changes to the Code, Maureen Parks, Assistant Vice President for University Human Resources, University of Illinois; Jeff Bigelow, Regional Director, AFSCME; and Barney Bryson, Chair, Employee Advisory Committee.

The Merit Board approved the minutes from the November 18, 2009 meeting and the Closed Session minutes from the August 19, 2009 meeting. The

Merit Board also approved the destruction of the recording of the Closed Session from the May 21, 2008 meeting.

Mr. Morelock updated the Merit Board on the status of the proposed furlough rule language changes. The First Notice Period began on December 4, 2009. On December 9, 2009, SEIU, Local 73, filed an Objection to the proposed administrative rules and requested a public hearing be held. A public hearing was held on January 5, 2010. Several comments were received from various groups on the proposed language. The Merit Board discussed and took action revising the proposed furlough rule language and approved the submission of the proposal to JCAR for the Second Notice Period.

The Merit Board also heard various reports, including those from Tom Morelock, Executive Director, regarding the agency business activities; Maureen Parks regarding the Human Resources Directors Advisory Committee; Barney Bryson, State Universities Civil Service Advisory Committee Chair, on committee activities; and Mary Follmer, Assistant Director, on various legal matters.

March 18, 2010 Special Meeting

A Special Meeting of the Merit Board was called to discuss the proposed furlough rule language changes to sections 250.110 and 250.120 of the Code. The Merit Board took action approving several revisions to the proposed furlough rules and those changes were submitted to the Joint Committee on Administrative Rules (JCAR) with a JCAR hearing scheduled for April 13, 2010.

May 19, 2010 Meeting

The Merit Board took action approving the minutes from the January 20, 2010 meeting, Closed Minutes from January 20, 2010, and the Special Meeting from May 18, 2010.

The Merit Board authorized the Executive Director

University Civil Service Merit Board (continued)

to administer the FY 2011 budget and to investigate, research and purchase public errors and omissions insurance coverage for FY 2011.

Discussion was held regarding the proposed furlough rules. At the April 13, 2010 committee hearing before JCAR, JCAR still had an Objection to the proposed rules. The Merit Board was informed that JCAR wanted to give the agency another opportunity to make the necessary changes. After further discussion, the Merit Board agreed to formally withdraw the proposed furlough rules.

The Merit Board had been presented with the Annual Ethics Training material for calendar year 2010. The Merit Board also heard various reports, including those from Tom Morelock, Executive Director, regarding various agency business activities; Maureen Parks regarding the Human Resources Directors Advisory Committee meeting; Mary Follmer on various legal matters; and Barney Bryson, Chair of the Universities Civil Service Advisory Committee, on recent committee activities.



COMMITMENT TO EXCELLENCE

The State Universities Civil Service System, hereinafter referred to as the University 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.

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, the 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 the Merit Board. Upon approval by the Merit Board, the 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. It is important to note that our current overall budget level of \$1,276,200 is approximately at the FY 1998 level.

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

Budget and Staffing History

	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
Appropriation	\$1,253,600	\$1,253,600	\$1,253,600	\$1,271,200	\$1,273,220	\$1,273,220	\$1,276,200	\$1,276,200
Authorized Headcount	21	21	21	21	21	21	21	21
Headcount as of 6/30	16	14	14	14	13	14	13	15

Fiscal Accountability and Yearly Budget Process (continued)

responsibility and innovative, creative business practices. Following is a brief historical recap of the agency budget and staffing levels.

The budget for FY 2010 was captured in Public Act 96-0042 (Senate Bill 1216). In past years a line item budget had been approved which included Personal Services, Social Security, Contractual Services, Travel, Commodities, Printing, Equipment, Telecommunications, and Operation of Auto Equipment. For FY 2010 the budget consisted of Personal Services, Social Security, and the remaining dollars into a Lump Sum Line Item. The combining of the majority of the line items into the lump sum allowed more flexibility for the agency in the allocation of the funds. Following is a line item breakdown of the FY 2010 budget:

<u>Line Item</u>	<u>Amount</u>
Personal Services.....	\$932,400
Social Security	\$13,500
Lump Sum	\$327,300
Lump Sum Other	\$3,000
Total	\$1,273,200

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.



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 Code and the many formal business 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 delegates the authority to a Designated Employer Representative (DER) at each university/agency 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 universities 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 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 were directed by the following staff during FY 2010: Teresa Rademacher, Administrative Assistant, Administrative Division; Lucinda Neitzel, Human Resource Manager, Audit and Advisory Services Division; Bob Curry, Information Technology Manager and Coordinator, Information Technology Division; Mary C. Follmer, Assistant Director, Legal Services, Legal Services Division; and Jeffrey G. Brownfield, Human Resource Manager, Operations Division. Many of the 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 with our external constituency, to discharge its area of responsibility. With a current staff of only 12 personnel, 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 Administrative 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

University System Office (continued)

for applicants, employees and employers, as well as hearing procedures in matters related to discharge and demotion.

The Executive Director and the University System staff are responsible for coordinating and implementing all Statutes, Administrative 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 DERs, university and 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 1,156 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 division provides routine reports of state-wide salary ranges, coordinates the routine review and revision of exam instruments and class specifications, communicates to our constituency all proposed changes, implements all changes in the examination and

classification program, responds to inquiries regarding the examination and classification program, and serves to some degree as the final appeal stage for issues regarding the examination and classification program. This division also provides training to the university/agency human resource offices on various employment protocols and authorizes/monitors all employee trainee and apprentice programs at each university/agency. This division 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 division has a large responsibility when looking at the volume of activity in their operational focus. In FY 2010, there were 20,084 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, 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 divisions 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, along with the Administrative 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,

University System Office (continued)

preparation and final distribution of several standardized reports 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 Administrative Rules, procedures, and policies. Likewise, they develop and monitor all of our external communications, including the preparation and distribution of our newsletter, communication of policy revisions, and any response to inquiries from employers, employees, and other external agencies or individuals. They also prepare and conduct training programs with respect to their primary activities. Various legislative activities are also a major part of their function, including the monitoring of our appropriation bills, review of all new legislation impacting our agency, and preparation of any statutory change to be submitted for legislation.

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

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 assess 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 division 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 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. 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 16.

University System Office (continued)

University System Office Employees

Lewis T. (Tom) Morelock
Executive Director

Administrative Division

Teresa Rademacher, Administrative Assistant II & Secretary for the Merit Board
Mary Jane Blixen, Office Administrator
Sandy Burr, Office Support Associate

Audit and Advisory Services Division

Lucinda Neitzel, Audit & Advisory Services Manager
Paula Mitchell, Human Resource Assistant

Information Technology Division

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

Legal Services Division

Vacant, Assistant Director, Legal Services

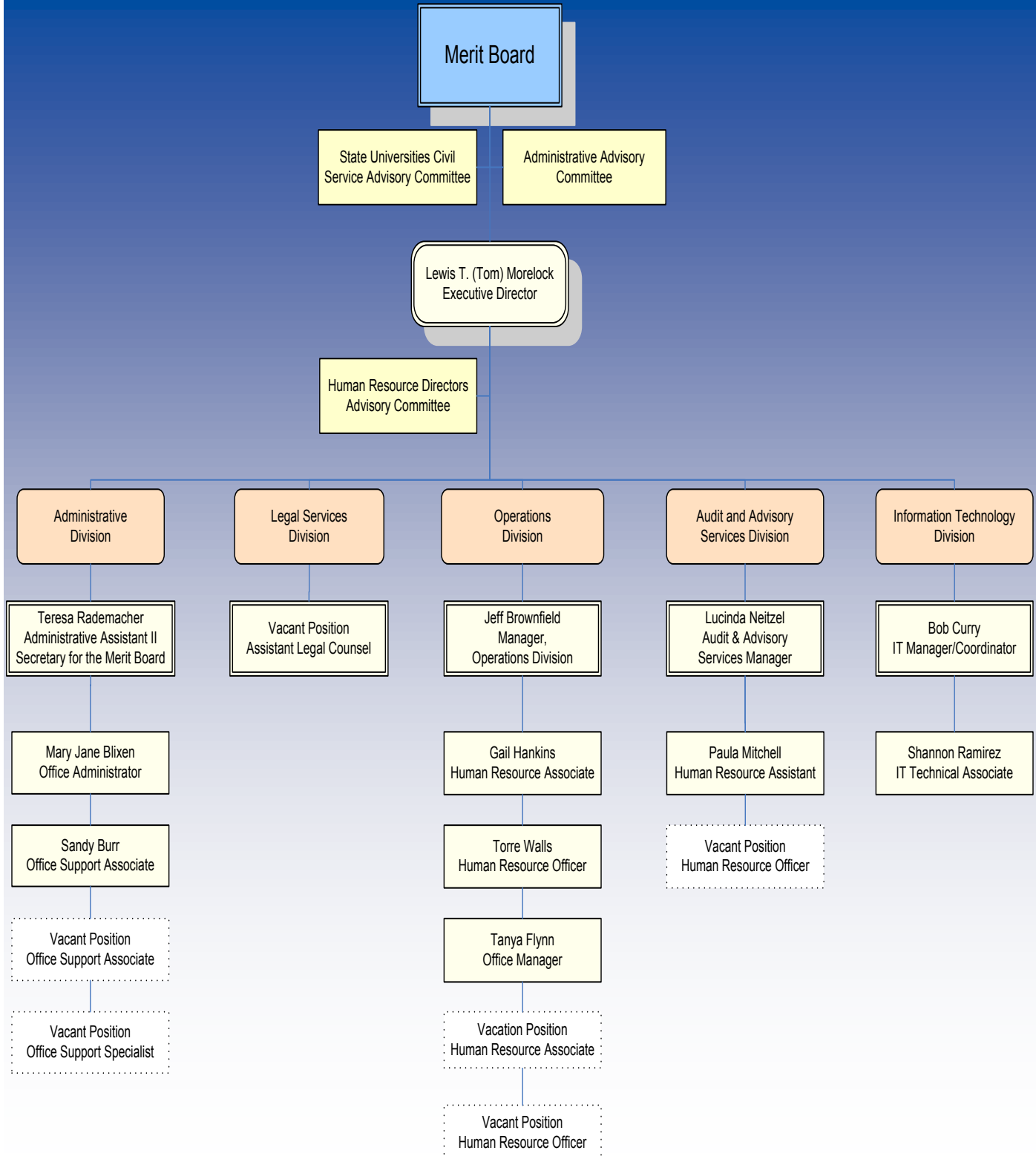
Operations Division

Jeff Brownfield, Human Resource Manager
Tanya Flynn, Office Manager
Gail Hankins, Human Resource Associate
Torre Walls, Human Resource Officer

Graduate Assistants

Emily Grijalava
Michelle Jin
Kisha Jones

ORGANIZATIONAL CHART



FY 2010 AGENCY ACTIVITIES

Business Processes

The University System has continued to update and modify its business processes to better meet the operational needs of the employers served by the University System. Some of the primary business functions include:

- *provide a comprehensive legal resource for all agency operations and constituency relations;*
- *insure that the administrative rules and procedures are effectively managed through the many human resource locations throughout the University System;*
- *conduct a periodic human resource management audit program at each employment location;*
- *development and maintenance of the Classification Plan, including individual class specifications and corresponding examination instruments;*
- *management of pay rates/ranges, and corresponding compensation variables, as applied and implemented at each employment location;*
- *overall management of the human resource transactions related to civil service positions at each employment location;*
- *administrative control of employment testing environment, as performed at each employment location;*
- *verify compliance with administrative authority at each employment location;*
- *continue to review the Act, the Code and policies and procedures for the University System for additions, revisions, and deletions;*
- *continue to address and monitor compliance requirements, recommend personnel program enhancements, and facilitate structural changes to improve personnel management and human resource programs currently utilized by universities/agencies;*
- *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 Code (80 Ill. Adm. Code §250.140(c)).*

Classification Plan Management

The overall business objective as related to the administration of the classification structure and subsequent examination development is to provide a comprehensive classification plan management system, which includes job analysis studies, class specification and examination review, and associated research and statistical analysis with activities based on current employment trends and current occupational philosophies.

Class Specification and Examination Creation/Revision/Validation

Currently, the University System supports 1,156 class titles that cover 16 broad occupational areas. Each title is described in detail in a formal, written class specification.

All requests to establish new classifications, as initiated by universities/agencies are analyzed. 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 within the classification structure. We have created an emphasis on consolidating class specifications and collapsing similar classifications into one series. Existing classes that have undergone changes in duties, responsibilities, or authority, as a result of gradual operational changes or

FY 2010 Agency Activities (continued)

technological advances, are also studied and analyzed for possible revision or expansion. This also includes review of critical occupational areas as identified by employers in conjunction with University System staff.

Class Specifications

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 of class specifications are 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.

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.

C-JASI

In this respect, the University System office has developed a computerized job analysis survey instrument (C-JASI) to effectively and efficiently collect job information. This electronic survey instrument has been designed to facilitate the collection of information from subject matter

experts (i.e. incumbents and their supervisors) on the tasks that employees perform on the job. The survey instrument also collects information on the knowledge, skills, and abilities required to perform the identified job tasks. Additionally, information is collected on the minimum 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 366 employees regarding job duties and responsibilities.

Pre-Testing

Following any major revision to a testing instrument, an item analysis process has been developed to further assist in the test validation process. All major revisions to examinations are pre-tested using current employees and reviewed by subject matter experts. Last year, the member institutions conducted 449 pre-tests in support of the classification and 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

Examinations and related materials are furnished to all universities and agencies served by the University System. 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

FY 2010 Agency Activities (continued)

office has started to further analyze examination scores in order to determine such characteristics as item difficulty and item discrimination. This information will allow the University System office to construct parallel forms of the same test in order to increase test security. Statistical information, particularly related to ethnic and gender test components, are compiled and provided to university/agency human resource offices for their information and use.

Classifications Reviewed in FY 2010

Following is a list of classifications reviewed over FY 2010:

- Aesthetician
- Agricultural Gardener Series - *Agricultural Gardener and Agricultural Gardener Foreman*
- Agricultural Research Technician Series - *Assistant Agricultural Research Technician, Associate Agricultural Research Technician, and Senior Agricultural Research Technician*
- Cement Finisher Series - *Cement Finisher and Cement Finisher Foreman*
- Construction Laborer Series - *Construction Laborer, Construction Laborer Sub-Foreman, and Construction Laborer Foreman*
- Construction Project Coordinator Series - *Construction Project Coordinator I and Construction Project Coordinator II*
- Construction Superintendant
- Dental Assistant Series - *Dental Assistant I, Dental Assistant II, Dental Assistant III, and Dental Assistant IV*
- Dental Clinic Clerk Series - *Dental Clinic Clerk I, Dental Clinic Clerk II, and Dental Unit Coordinator*
- Dental X-ray Technician Series - *Dental X-ray Technician I, Dental X-ray Technician II, and Dental X-ray Technician III*
- Dairy & Food Plant Attendant
- Deputy Director
- Elevator Mechanic Series - *Elevator Mechanic*

and Elevator Mechanic Foreman

- Estimator
- Farm Mechanic
- Guest Room Supervisor
- Horticulturist
- Ironworker Series - *Ironworker and Ironworker Foreman*
- Media Technical Services Manager
- Member Service Representative Series - *Member Service Representative I, Member Service Representative II, Member Service Representative III, and Member Service Representative IV*
- Meteorological Aide
- Museum Instructor/Educator
- Park Attendant Series - *Park Attendant and Park Supervisor*
- Photographer Series - *Photographer and Senior Photographer*
- Plasterer
- Police Sergeant
- Prosthodontic Technician Series - *Prosthodontic Technician and Prosthodontic Technician Supervisor*
- Radiation Therapist Series - *Radiation Therapist I, Radiation Therapist II, and Radiation Therapist III*
- Supervisor of Clinical Pathology Laboratory
- Supervisor of Residential Custodial Operations
- Teaching Consultant
- Technical Editor

Class Specifications and Examinations Deleted in FY 2010

Following is a list of class specifications and examinations that were deleted from the Classification Plan during FY 2010:

- Architectural Mechanical Engineer
- Assistant to Curator of Herbarium
- Catering Advisor
- Composing Room Foreman
- Compositor
- Dental X-ray Technician IV

FY 2010 Agency Activities (continued)

- Elevator Mechanic Helper I
- Elevator Mechanic Helper II
- Elevator Mechanic Operator
- Head of Media Production Services
- Landscape Gardener
- Pipefitter Welder

Classifications Consolidated in FY 2010

Following is a list of Class Specifications that were consolidated during FY 2010:

- Farm Foreman
- Farm Laborer
- Farm Manager
- Farmer
- Field Worker
- Fixed Prosthodontic Technician I, II, and III
- Head of Media Technical Services
- Herder
- Herder Foreman
- Lead Elevator Mechanic
- Meteorological Aide I and II
- Museum Educator
- Museum Educator Coordinator
- Museum Instructor
- Park Foreman
- Park Sub-Foreman
- Photographer I, II, and III
- Poultry Worker
- Poultry Worker Foreman
- Removable Prosthodontic Technician I, II, and III
- Supervising Farm Foreman

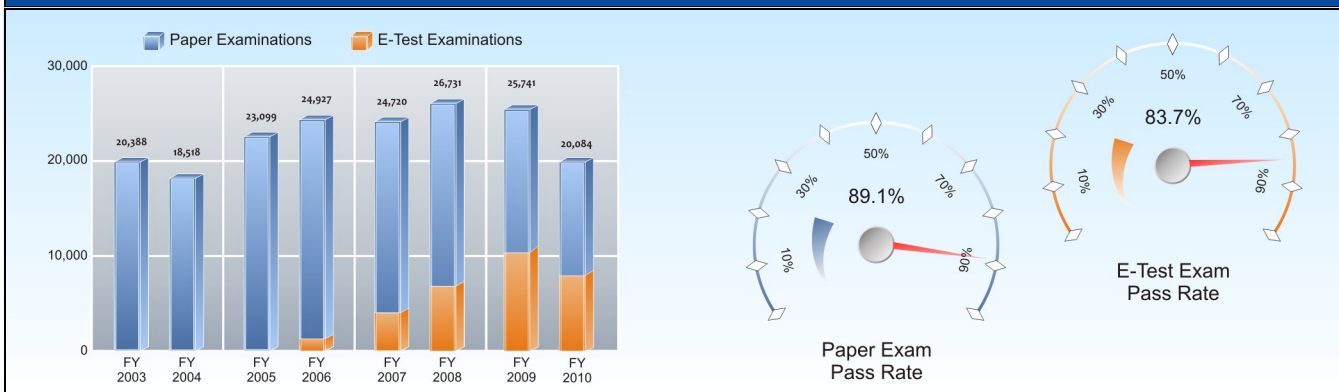
Examinations Completed

A total of 20,084 examinations were administered in 519 of the 1,156 approved classes. A total of 11,379 paper tests were given in FY 2010 with an 89% passing rate. The average score for all applicants was 85% (a score of 70 is typically required to pass a civil service examination). 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 classifications.

A total of 8,705 electronic tests (E-Tests) were given in FY 2010 with an 83.7% passing rate. The average score for all applicants was 81. Please note that the Credentials Assessment examinations, in most instances, provide a passing score if the applicant qualifies for the position where testing is conducted. In addition, 3,162 electronic typing examinations were administered. *See chart below.*

Pay Administration

Pre-Employment Examinations Completed



FY 2010 Agency Activities (continued)

In accordance with section 36d(3) of the Act (110 ILCS 70/36e(3)), each employer under the jurisdiction of the University System must establish rates and ranges of compensation for each classification in use at their respective university/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.

Salary Range System

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

Pay Rate/Ranges

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 3,560 rate/range requests during FY 2010. Of this total, 3,438 requests were approved and 122 requests were declined. Based on the Spring Salary Survey 'snapshot' of employee data, the University System included, 7,850 (42.1%) Open Range employees, 10,793 (55.6%) Negotiated Rate employees, 716 (6.2%) Prevailing Rate employees and 49 (less than 1%) Established Rate employees.

Training Programs

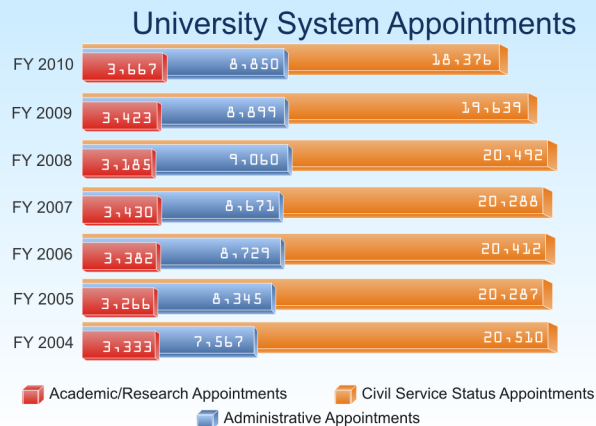
The administrative rules afford the creation of two types of in-service/on-the-job training programs which require approval by the Executive Director. These programs include: Apprentice and Trainee Appointments. Apprentice Appointments are utilized for training employees in the established crafts and 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. 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 2010, 15 new Trainee Programs were approved.

Principal Administrative Appointments

The Merit Board, through delegation to the Executive Director, has statutory authority to designate Principal Administrative Appointment (PAA) positions which are to be exempted from the Act and the Code. Over the past few years, employers were given more flexibility in designating and exempting these positions within detailed guidelines.

FY 2010 Agency Activities (continued)

University System Appointments



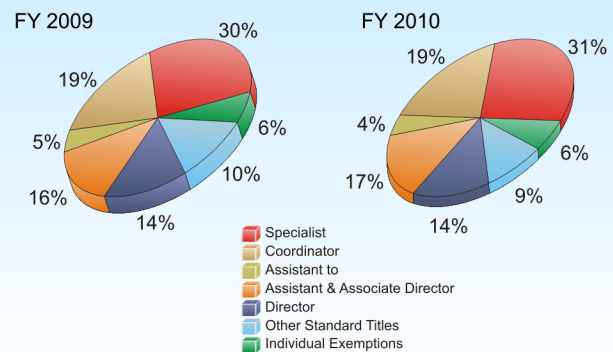
The University System began categorizing most PAA employees into 20 Standard Titles in 1999. At this same time, universities/agencies were also delegated the authority to 'exempt' employees/positions from civil service coverage through some procedural changes. Since the inception of this program, the University System office has witnessed a significant increase in PAA employees/positions, particularly in some selected titles.

The chart above illustrates the general categorical designation of these exempt positions and captures the growing number of these exempt positions.

Supported Employee Program

The University System is mandated by section 36s of the Act (110 ILCS 70/36s) to establish and execute a Supported Employment Program (SEP). This program is designed to encourage the employment of individuals who 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

PAA Breakdown



work with IDHS counselors to develop an appropriate training program to assist the supported employee in becoming proficient at the targeted position.

Upon successful completion of the training program, the supported employee is appointed to a status position in the classification and serves a probationary period. As of the end of FY 2010, a total of 56 supported employees have been appointed, 29 of which were still actively employed.

Extra Help Extensions

Extra Help Appointments are typically limited in nature to a 900 work hour timeframe over a 12 calendar month period. Based on joint input and collaboration from human resource staff and employee representatives, an Extra Help Extension was added to the procedures manual. For narrowly defined circumstances, employers can request that an employee be allowed to remain in an Extra Help position past the standard 900 work hour limitation. Justification for an Extra Help Extension may include:

- *Continuing disability leave, pregnancy leave, military leave, or other approved leave of absence where the employer expects the return of the employee holding the original*

FY 2010 Agency Activities (continued)

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

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. 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 2010, 16 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.

Examination Question Challenges, Rechecks, and Scoring Breakdowns

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. A total of 50 question challenges and 91 rechecks/breakdowns were completed in FY 2010.

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 2010, the unit approved 45 Specialty Factor requests.

Employment Population Trends

Several employment data elements within the Illinois public higher education community, including employment population types, are monitored by the University System office. Major employment categories include Civil Service Status Appointments, Civil Service Nonstatus Appointments, Principal Administrative Appointments, Student 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 Trainee and Apprentice Appointments.

FY 2010 Agency Activities (continued)

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 18,376 employees were in status civil service positions at universities/agencies as of June 30, 2010. A five year review of civil service employment reveals that there has been a decrease in civil service status employment of approximately 2,132 (June 04 – June 10). Of particular concern is the fact that administrative appointments, exempt from civil service jurisdiction, have increased by approximately 1,283 (June 04 – June 10). Academic/Research Appointments have remained fairly stable during this same timeframe. *See Chart on page 22.*

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

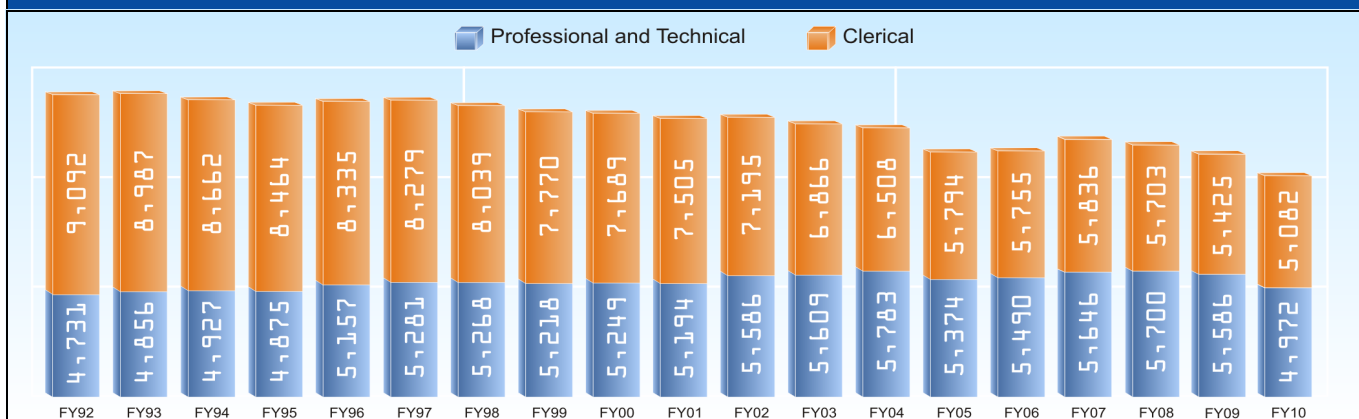
Police Promotional Testing

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 backgrounds, the University System office, in conjunction with many of the universities, trained two new assessors during FY 2010. During FY 2010, the University System office conducted seven EOBs that comprised of 13 workdays, and tested 67 applicants.

Civil Service Salaries

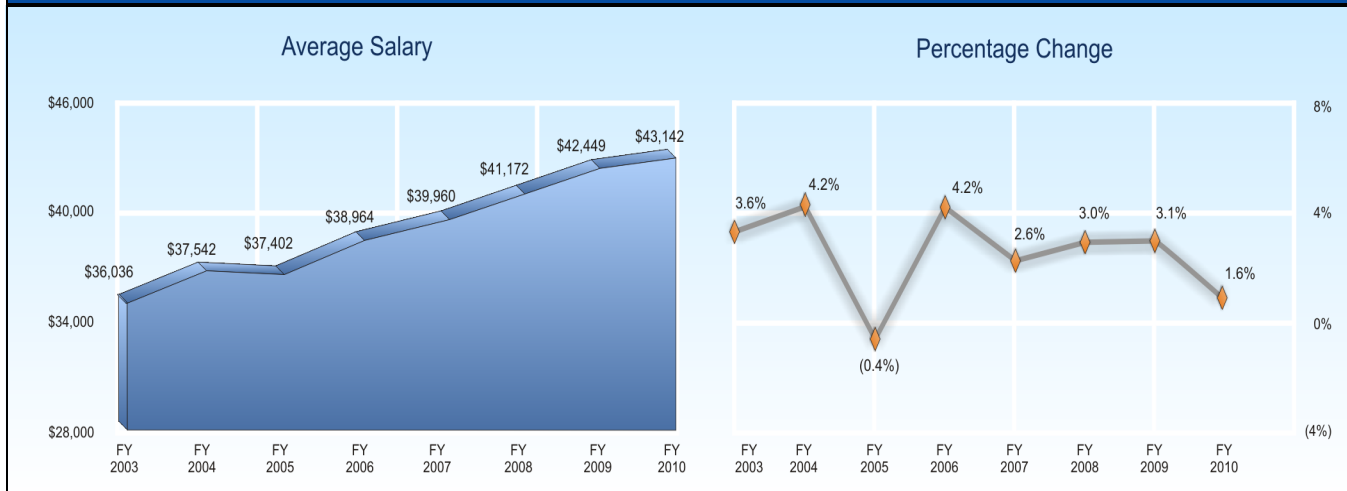
Civil service salary data is collected annually from public universities and higher education agencies. This data is sorted by classification with average salaries calculated for each classification. The

Comparison of Clerical and Technical classification Over Time



FY 2010 Agency Activities (continued)

Civil Service Average Salary



average salary for civil service staff at Illinois higher education institutions and agencies across all classifications rose by approximately 1.6% between fiscal years 2009 and 2010 to a statewide yearly average of approximately \$43,142. Likewise, the average civil service salary increased by 19.72% since fiscal year 2003. Please note that the civil service salary average is not adjusted by the mix of positions and instead is presented as an actual average annual salary. The chart above illustrates this trend.

Occupational Trends

There was a minor shift in the number of employees across the various occupational categories over the

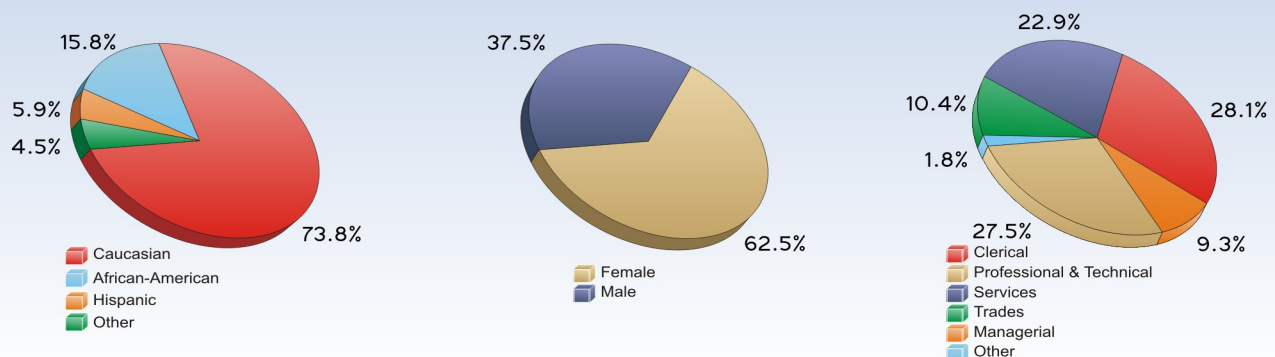
past couple of years. During this timeframe, there seems to be some minor movement of positions from clerical to the service and trade occupational areas.

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 statewide picture as of June 30, 2010.

As a matter of information, the University System

Ethnic/Gender/Occupational



FY 2010 Agency Activities (continued)

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. Trainee 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 expanded Trainee Appointments to allow for specific opportunities for minority employees/applicants in professional/technical positions.

Courtesy Scoring of Examinations

During FY 2010, University System staff scored 45 examinations for various universities/agencies and 34 compensatory qualifications waivers were reviewed/approved. One request for a compensatory qualification waiver was denied.

Diversity Programs

The University System office has programs that assist in the recruitment and placement of candidates from diverse backgrounds. A rule revision was approved on July 22, 2009 to combine the previous Learner/Trainee programs into one unified program that will highlight the efficiencies in both programs, see section 250.70(d) of the Code (80 Ill. Adm. Code §250.70(d)). This single program will assist each employer with additional opportunities to recruit diverse applicants.

Audit Program

The primary purpose of the Audit Program is to determine compliance with the State Universities Civil Service Act (Act) (110 ILCS 70/36b *et seq.* and the Code (80 Ill. Adm. Code §250) and the Merit Board Procedure Manuals.

The Audit Program not only reviews compliance by universities/agencies, but also functions in a consultative capacity focusing on building trust and credibility in our professional interactions based on 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, the Code, and procedures of the University System office. The 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 University System employers.

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.

Audit Activities

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*

FY 2010 Agency Activities (continued)

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.*

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 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.

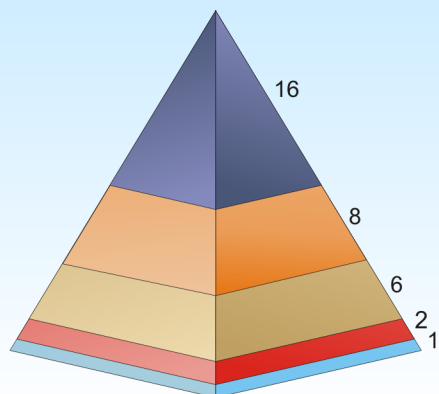
Examination Program

The Auditor conducts a review of pre-employment testing operations. This includes test administration, admission procedures of applicants to examinations, license and certification verifications, scheduling, and security.

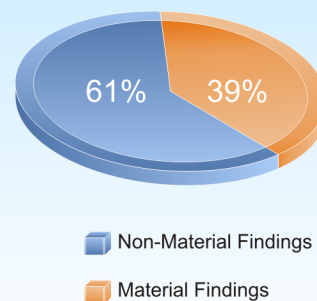
Employment and Separation Procedures

This involves a review of the employer's business processes and procedures related to the

Audit Findings by Category



- Principal Administrative Appointments Procedures
- Classification Procedures
- Employment & Separations Procedures
- Examination Procedures
- Pay Administration Procedures



Total Findings: 33

FY 2010 Agency Activities (continued)

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 nonstatus 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 administrative 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 Subjects

Other 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 the FY 2010 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 2010 audit activities.

- *Management and maintenance of pay ranges.*
- *Classification of positions.*
- *Reviewing and verifying the employment relationships with independent contractors.*
- *Completion of classification audit requests within the processing time frame standard.*
- *Proper maintenance of authorization and position reviews for Principal Administrative Appointments.*
- *Maintenance of review standards for position descriptions.*
- *Documentation and communication of Contract Appointments.*
- *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.*
- *Assignment of position control numbers.*
- *Utilization of Pilot Program Classes.*
- *Review of Extra Help appointments and monitoring practices.*
- *Supported Employee Program practices.*

FY 2010 Agency Activities (continued)

FY 2010 Audits Conducted

The following audits were conducted during FY 2010.

- *University of Illinois at Springfield (UIS)*
- *Northeastern Illinois University (NEIU)*
- *Illinois Community College Board (ICCB)*
- *Illinois Board of Higher Education (IBHE)*
- *Division of Specialized Care for Children (DSCC)*
- *Southern Illinois University Carbondale (SIUC)*
- *Western Illinois University (WIU)*
- *Southern Illinois University Edwardsville (SIUE)*
- *University of Illinois at Chicago (UIC) – Civil Service Portion Only*
- *University of Illinois College of Medicine Peoria (UICOMP)*

The Auditor General's Compliance Audit

During FY 2010, the routine biennial compliance audit was conducted by the State Auditor General's office for Fiscal Years 2008 and 2009. The audit was held during February/March 2010. A copy of the final report can be found at www.auditor.illinois.gov. The final report for our agency was released on May 13, 2010 with no findings for this audit and no repeated findings from the last audit. Records reviewed included the agency's financial records, contracts, payrolls, time records, university policies, minutes, and a number of other items to verify proper compliance with the Auditor General's guidelines.

Vouchers

FY 2010 ended on June 30, 2010 with 323 invoices processed to various vendors. Some of which

included payments to State contracts. The lapse period ended August 15, 2010 with an additional 39 vouchers processed during the lapse period. In accordance with Public Act 96-0958 the lapse period for FY 2010 will be extended until December 31, 2010 to allow the agency to process late payment interest penalties to vendors who were not paid within the required 60 day time frame.

Other Reports

Each month the agency 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.

As required, the agency filed the TA-2 form required by the Legislative Audit Commission for July 2009 and January 2010. The Agency Workforce Report was filed for FY 2009 in accordance with 5 ILCS 410 of the State Employment Records Act and a copy of the report was also mailed to the Office of the Governor.

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 20, 2010.

The University System office is required to conduct an annual physical inventory of all property with a certification date of January 31 as required by the Department of Central Management Services. Also, the agency completed the required quarterly "Agency Report of State Property" to the Department of Central Management Services. As of June 30, 2010 the University System office's state property value was approximately \$226,300.

Legal Services

FY 2010 Agency Activities (continued)

Legal Counsel provided legal assistance to the University System office and to the Merit Board, researched and analyzed legal issues, reported to the Executive Director and the Merit Board on cases pending in the court system, drafted correspondence, and drafted Merit Board Orders.

In addition, Legal Counsel provided assistance with monitoring the progress of legislative bills and evaluated the impact of pending legislation. Furthermore, Legal Counsel is responsible for drafting proposed regulations, legislation and amendments in accordance with the policy objectives established by the Merit Board, universities/agencies advisory committees, employee groups, and individual civil service employees.

Rules and Procedures

Coordinated and developed the civil service rules as codified in Title 2, Part 5350 and Title 80, Part 250 to ensure compliance with the rulemaking process. Over the next fiscal year, the University System will continue to assist in the continuing review of the Administrative Rules and the implementation of any resulting proposed rule changes and corresponding procedural changes.

New Rules Developed in FY 2010

Sections 250.5, 250.60, 250.70, 250.90, 250.110, and 250.120 of the Code (80 Ill. Adm. Code §250.5, §250.60, §250.70, §250.90, §250.110, and §250.120), were revised and effective July 22, 2009. Section 250.60, Eligible Registers, of the Code was revised to reduce the time it takes to refer, interview, and employ applicants to open positions. It was also revised to provide some additional flexibility in locally managing applicant registers and pools. Section 250.70, Nonstatus Appointments, of the Code was revised to combine the previous trainee and learner appointments into one category, Trainee Appointments. Section 250.110, Separations and Demotions, of the Code was revised to address

two topics: 1) to create a termination and reemployment option in instances where disability benefits have been terminated and the employee is still not able to return to work, and 2) created an alternative Merit Board option of reinstatement with a 60-day suspension in discharge cases. Sections 250.5, Definitions, 250.90, Probationary Period, and 250.120, Seniority, of the Code were amended for simply reference or naming changes.

During FY 2010, the University System office was granted approval by the Merit Board to work closely with the various employee groups/employer groups to develop new language regarding furlough leaves. Sections 250.110, Separations and Demotions, and section 250.120, Seniority, of the Code (80 Ill. Adm. Code §250.110 and §250.120) were attempted to be revised. The proposed rule revisions attempted to capture the specifics of the employment relationship should a furlough program be adopted by any employer cover under the University System. Furloughs would have been considered an approved leave of absence without any impact on benefits. After several attempts to revise these sections of the Code, an Objection to the proposed rules was issued by the Joint Committee on Administrative Rules and the Merit Board withdrew the proposed rule revisions at the May 19, 2010 meeting of the board.

New Procedures Developed in FY 2010

Section 2 of the Employment and Separation Procedures Manual were revised to incorporate the rule change approved July 22, 2009 combining the Learner and Trainee Appointments.

Discharge and Demotion

Legal Counsel is responsible for managing the discharge/demotion process, including the pre-hearing, hearing, and post-hearing phases, to ensure compliance with the Code and applicable procedures and guidelines. In FY 2010, 70 Written Charges for Discharge forms were filed with the University System office and 16 hearings were requested by

FY 2010 Agency Activities (continued)

employees involved in these matters. Of the 16 hearings, one employee was discharged; two employees resigned before the hearing was conducted; one employee resigned after the hearing was conducted at the university; one employee agreed to a settlement before the hearing was held; four employees agreed to a settlement during the hearing; one employee agreed to a settlement after the hearing was held; three employees withdrew their request before the hearing was held; and three of the written charges were withdrawn by the employer either before or during the hearing proceedings.

There were no Notice of Demotions forms filed in FY 2010 by any university/agency.

Ethics Officer

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

Ethics training was held on-line for staff members during the May 19 through June 17, 2010 time period. Merit Board members were provided the Ethics Training for Appointees to State of Illinois Board members on March 9, 2010. All employees and Merit Board members have completed the training for calendar year 2010.

Freedom of Information Officer

Legal Counsel serves as the person responsible for reviewing and responding to requests for

information under the Freedom of Information Act. During FY 2010, the University System Office had six requests for information under the Freedom of Information Act.

Equal Employment Opportunity Officer

Legal counsel serves as University System Equal Employment Opportunity Officers. This involves the researching and analyzing of current Civil Rights Laws and court opinions and drafting guidance and conducting training in compliance with these laws and opinions. This person also is responsible for investigating University System staff employment complaints in compliance with developed procedures and recommending remedial action.

Parliamentarian

Legal Counsel 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.

ADVISORY COMMITTEE — State Universities Civil Service System

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 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 2010 the committee met four times — July 16 and 17, 2009 at Chicago State University; October 21 and 22, 2009 at Southern Illinois University Edwardsville; January 14 and 15, 2010 at the University of Illinois at Urbana-Champaign; and April 29 and 30, 2010 at Southern Illinois University Carbondale.

Membership as of October 1, 2010 includes:

University of Illinois

Chicago Campus — *James Jones; Darlene Kendell; and David P. Ryan*

Division of Specialized Care for Children — *Kim E. Kirchner*

Springfield Campus — *Vacant*

Urbana-Champaign Campus — *Barney Bryson, Chair; Janet M. Davis; Gary Fry; and Debra Hilligoss*

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 — *Vacant*

Eastern Illinois University — *Julie Benedict, Secretary*

Governors State University — *Maureen Bendoraitis*

Illinois State University — *David Turner*

Northeastern Illinois University — *Paul Kruszynski*

Northern Illinois University — *Sara Clayton, Vice Chair*

State Universities Retirement System — *Susan Courson*

Western Illinois University — *Vacant*

ADVISORY COMMITTEE — Administrative Advisory Committee

The **Administrative Advisory Committee**, created by the Merit Board and chaired by the Merit Board Chair, Joanne Maitland, 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 October 16, 2009 at the University System office.

Membership as of October 1, 2010 includes:

Joanne E. Maitland, *Committee Chair*
Merit Board Chair

Steve Cunningham
Associate Vice President for Administration and Human Resources, Northern Illinois University

Gebeyehu (Gebe) Ejigu
Executive Vice President/Administration and Planning, Governors State University

Dan Layzell
Vice President for Finance and Planning, Illinois State University

Glenn Meeks
Vice President for Finance, Administration & Budget, Chicago State University

Walter Knorr
Vice President/Chief Financial Officer, University of Illinois

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

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

Shoba Nandhan
Interim CFO, Illinois Student Assistance Commission

Duane Stucky
*Senior Vice President for Financial and Administrative Services
and Board Treasurer, Southern Illinois University*

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

William Weber
Vice President for Business Affairs, Eastern Illinois University

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

ADVISORY COMMITTEE — Human Resources Directors Advisory Committee

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 Administrative 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 July 31, 2009, November 6, 2009, and May 7, 2010. Following is a list of active participants on this committee:

Renee D. Mitchell

Chicago State University

Charles L. Phillips

Eastern Illinois University

Gail M. Bradshaw

Pulchratia Kinney-Smith
Governors State University

Khris Clevenger

Illinois State University

Marta E. Maso

Northeastern Illinois University

Steve Cunningham

Jodi Tyrrell

Northern Illinois University

Jennifer Watson

Southern Illinois University Carbondale

Robert E. Lael

Mark Owens

University of Illinois at Springfield

Pamela Bowman

Stuart Clausen

Western Illinois University

Kay Titchenal

Penny McCarty

Southern Illinois University School of Medicine

Sherrie Senkfor

Southern Illinois University Edwardsville

Maureen Parks

Jamie Painter

University of Illinois General Administration

John Loya

Mirta Mendez

University of Illinois at Chicago

Elyne Cole

Robbie Witt

Alicia Lowery

University of Illinois at Urbana-Champaign

Susan Veach

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 2011 AGENCY ACTION PLAN

As in the past, our Action Plan for FY 2011 is very ambitious and will continue to concentrate on efficiency, customer service, communications, business process upgrades, and an overall modernization of the University System. We remain committed to developing 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 2011.

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. Specific initiatives in this regard follow.

♦ **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 2008, FY 2009, and FY 2010 and plan to continue this trend during FY 2011. We predict that by the end of FY 2011 up to 60% of testing will be done electronically, up from approximately 43% 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, 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

FY 2011 Agency Action Plan (continued)

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.

◆ **Act/Code/Procedure Revision**

We have undertaken a massive project to systematically review and update our Administrative Rules and procedures, developing a legislative strategy for improvement and upgrade. As you can see, we have taken some significant actions in this regard already, but plan to be even more aggressive in our efforts in this respect. 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 six 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.

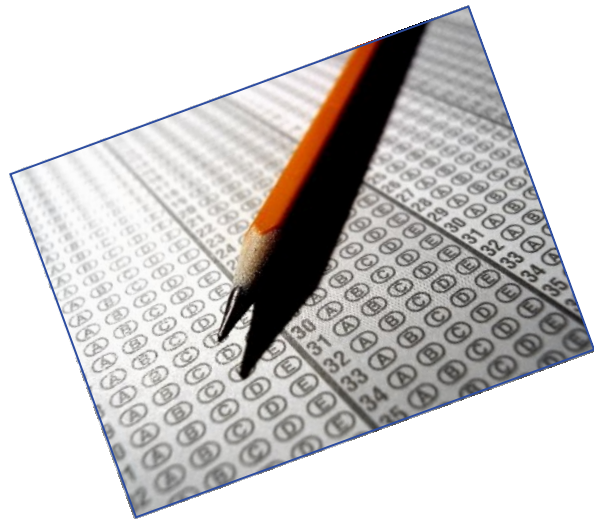
◆ **Constituency Collaborations**

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. In this respect, 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.

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

FY 2011 Agency Action Plan (continued)

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.



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