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STATE UNIVERSITIES CIVIL SERVICE SYSTEM

60th Annual Report

FY 2011

July 1, 2010 - June 30, 2011

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MESSAGE FROM THE EXECUTIVE DIRECTOR

On behalf of the State Universities Civil Service System, we respectfully submit our 60th 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 2012 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 J. (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
Hoffman Estates
Naperville Center

Western Illinois University *Quad-Cities*

Illinois Board of Higher Education

Illinois Community College Board

Illinois Student Assistance Commission

*Jurisdiction (continued)***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 24,200 civil service employees, which includes approximately 18,500 status employees, over 5,600 nonstatus employees throughout the state. To a lesser degree, the University System monitors and authorizes over 19,500 student employees and over 12,300 exempt administrative and faculty appointments. The University System administers a classification/examination program consisting of 1,136 classes and corresponding examinations resulting in the testing of approximately 25,600 applicants or promotional candidates for FY 2011.

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.

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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.

EMPLOYEE SERVED DATA (June 2011 Data)

Organizations Served	Civil Service Employees	Total Status Employees	Total Non-status Employees	Total Student Employees	36e(3) Employees	36e(4) Employees	Total Exemptions	Total Employees
System Total	24,179	18,488	5,691	19,512	8,298	4,081	12,379	56,070
University of Illinois	11,356	8,799	2,557	7,971	5,420	1,951	7,371	26,698
Urbana-Champaign	5,636	4,027	1,609	5,642	2,563	1,244	3,807	15,085
Chicago	2,444	1,916	528	1,987	2,262	617	2,879	7,310
Chicago Hospital	2,257	2,037	220	42	370	25	395	2,694
DSCC	215	215	0	0	9	2	11	226
UICOM-Peoria	176	148	28	0	20	12	32	208
UICOM-Rockford	215	165	50	4	31	3	34	253
Springfield	413	291	122	296	165	48	213	922
Southern Illinois University	4,830	3,466	1,364	5,160	834	727	1,561	11,551
Carbondale	2,536	1,615	921	1,228	373	224	597	4,361
School of Medicine	1,100	956	144	0	169	150	319	1,419
Edwardsville	1,194	895	299	3,932	292	353	645	5,771
Other Universities	7,564	5,801	1,763	6,379	1,929	1,403	3,332	17,275
Chicago State	471	379	92	142	219	94	313	926
Eastern Illinois	955	852	103	424	224	84	308	1,687
Governors State	246	220	26	4	188	196	384	634
Illinois State	1,702	1,272	430	1,163	369	330	699	3,564
Northeastern Illinois	701	520	181	435	187	109	296	1,432
Northern Illinois	2,517	1,664	853	2,561	441	548	989	6,067
Western Illinois	972	894	78	1,650	301	42	343	2,965
Illinois Board of Higher Education	7	7	0	0	24	0	24	31
Illinois Community College Board	11	11	0	0	36	0	36	47
State Universities Civil Service System	12	12	0	2	1	0	1	15
State Universities Retirement System	108	108	0	0	11	0	11	119
Illinois Student Assistance Commission	291	284	7	0	43	0	43	334

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 current Merit Board members are as follows:

Mrs. Joanne E. Maitland—Chair
Illinois State University

Mr. Bruce Friefeld
Governors State University

Mr. Marvin Garcia
Northeastern Illinois University

Ms. Karen Hasara
University of Illinois

Ms. Betsy Hill
Chicago State University

Judge Patricia Brown Holmes
University of Illinois

Dr. Donna Manering
Southern Illinois University

Mr. Robert T. Marshall, Jr.
Northern Illinois University

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

Mr. Steven L. Nelson
Western Illinois University

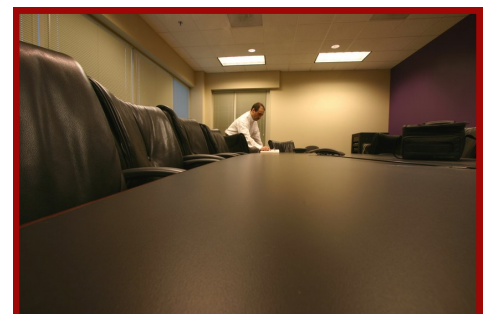
Dr. Robert D. Webb
Eastern Illinois University

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.
- ♦ 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 Civil Service Merit Board (continued)

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 2011, the Merit Board met four times — August 18, 2010, November 17, 2010, February 16, 2011 and May 18, 2011. All meetings were held at the University System office in Urbana and simultaneously by video conference at various locations throughout the state.

August 18, 2010 Meeting Summary

The Merit Board took action approving the minutes from the May 19, 2010 meeting. The Merit Board also reviewed, discussed, and took action on one discharge case, discharging the employee from the University of Illinois at Urbana-Champaign. The Merit Board was also updated on the status of the Michael Rettig Administrative Review Case before the Circuit Court of DeKalb County.

Also, the Merit Board approved the FY 2012 budget recommendation as submitted by University System staff. This recommendation was presented to the Illinois Board of Higher Education in October 2010. The Merit Board was updated on the status of the Public Officials Errors and Omissions Insurance Policy for the Merit Board and the University System staff.

Executive Director Morelock updated the Merit Board on the Illinois Senate Committee Hearing that was held in Chicago on August 11, 2010. This hearing was held to discuss "Civil Service employee classifications, exemptions and protocols at the University of Illinois at Chicago." At that committee hearing they had asked Executive Director Morelock to provide recommendations on updating regulatory components to more aggressively address compliance issues within the University System jurisdiction.

The Merit Board heard various reports, including

those from Executive Director Tom Morelock regarding other agency business activities; Maureen Parks regarding the Human Resource Directors Advisory Committee; Barney Bryson, Chair of the State Universities Civil Service Advisory Committee, on committee activities; and Mary Follmer, Assistant Director, Legal Services, on various legal matters.

November 17, 2010 Meeting

The Merit Board had been informed of the death of Mary Follmer, former Legal Counsel for the University Civil Service Merit Board. Ms. Follmer passed away on September 13, 2010 following a brief serious medical problem. A moment of silence was held in her honor.

The Merit Board approved the minutes from the August 18, 2010 meeting and approved to destroy the recordings of the Closed Session of the February 18, 2009 meeting.

The Merit Board reviewed, discussed, and took action on three discharge cases. All three employees were discharged from their university — University of Illinois at Chicago, Eastern Illinois University, and Northern Illinois University. The Merit Board discussed and took action allowing the current Exemption Procedure Manual to transition into Administrative Rules and to submit the proposed rules for the First Notice Period in the Illinois Register.

The Merit Board was updated on the audit issues regarding the abuse of Principal Administrative Appointments (Academic Professional positions) at the University of Illinois at Chicago. The Merit Board recommended and approved a motion that the University System office, in collaboration with the University of Illinois at Chicago, develop a process to review exempted positions at the university and the approval process of these positions for the University of Illinois at Chicago.

The Merit Board also discussed and took action regarding the Pilot Program. The Pilot Program was initially approved in September 2002 by the Merit Board for a five year period and later approved for an additional three years. A motion was made that

University Civil Service Merit Board (continued)

the Classification Procedure Manual revisions be approved to move the current Pilot Program classes into the current Civil Service Classification Plan structure.

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

The 2011 schedule of meetings dates were approved in accordance with the Merit Board Bylaws for the following dates: February 16, 2011, May 18, 2011, August 17, 2011, and November 16, 2011.

February 16, 2011 Meeting

Two new members were welcomed to the Merit Board, William L. "Bill" Epperly, representing Western Illinois University; and Betsy Hill, representing Chicago State University. Bryan Perrero, was also introduced as the new Legal Counsel for the University System and the Merit Board.

The Merit Board conducted reorganization activities, electing officers for 2011. Joanne Maitland was reelected Chair and James Montgomery was reelected Vice Chair. Elected to serve on the Executive Committee, along with the Chair and Vice Chair, were Kristi DeLaurentiis and John Simmons. Teresa Rademacher was reappointed Secretary for the Merit Board.

The Merit Board approved the minutes from the November 17, 2010 meeting and to also destroy the audio recordings of the Closed Session from the May 20, 2009 meeting.

The Merit Board also reviewed, discussed, and took action on two discharge cases. One employee was reinstated with a 60-day suspension from the University of Illinois at Urbana-Champaign and the other employee was discharged from the University of Illinois at Chicago.

Executive Director informed the Merit Board of proposed legislation regarding the State Universities Civil Service Act. The proposed legislation was submitted due to the major problems regarding Principal Administrative Appointments at the University of Illinois at Chicago from the last biennial audit conducted by the University System staff. The language that was drafted into the proposed legislation was the elimination of the reference to the structure of the Merit Board and the University System office, and more directly addressing the audit issues regarding the University of Illinois at Chicago. This proposed legislation did not receive the necessary votes to make it to the Senate floor and was technically held by the Senate Higher Education Committee in January.

The Merit Board was updated on the Exemption Procedures Manual and discussed the Principal Administrative Appointments audit issues at the University of Illinois at Chicago. The Merit Board was also presented with final copies of audit reports for the following places of employment: Southern Illinois University Edwardsville, Governors State University, Illinois Student Assistance Commission, and the State Universities Retirement System.

The Merit Board also heard various reports, including those from Executive Director Tom Morelock regarding the agency business activities and the report of the Administrative Advisory Committee meeting which was held February 9, 2011. Maureen Parks presented a report regarding the Human Resource Directors Advisory Committee meetings and Barney Bryson, State Universities Civil Service Advisory Committee Chair, on committee activities. Bryan Perrero, Assistant Director, Legal Services, updated the Merit Board on various legal matters.

May 18, 2011 Meeting

Three new members were welcomed to the Merit Board by Chair Maitland, Patricia Brown Holmes, representing the University of Illinois; Bruce Friefeld, representing Governors State University; and Donna Manering, representing Southern Illinois University.

University Civil Service Merit Board (continued)

An Executive Session was held to discuss a quasi-adjudicative matter in accordance with section 5 ILCS 120/2(c)(4) of the Open Meetings Act.

Five persons requested to speak before the Merit Board:

- ◆ Anthony J. Fitzgerald, Sr., retired employee, to address the Merit Board regarding discharge proceedings of civil service employees at the University of Illinois at Urbana-Champaign campus, was approved to present public comments.
- ◆ Gary Fry, employee of the University of Illinois at Urbana-Champaign, regarding fair and consistent discipline, was approved to present public comments.
- ◆ Elyne Cole, Associate Provost for Human Resources and Shig Yasunaga, Associate University Counsel, University of Illinois at Urbana-Champaign, regarding the Baker Discharge Case, No. UIUC-10-8, were denied to present public comments for a lack of a motion by the Merit Board.
- ◆ Rick Atterberry, employee and Chair of the Council of Academic Professionals, University of Illinois at Urbana-Champaign, regarding exemption authority of the University of Illinois and conversion of Academic Professional positions to Civil Service positions, was approved to present public comments.
- ◆ Phil Martini, Vice President, SEIU Local 73, regarding exemption procedures for Principal Administrative Appointments, was approved to present public comments.

The Merit Board took action approving the minutes from the February 16, 2011 and the destruction of the recordings from the Closed Session on August 19, 2009.

The Merit Board also reviewed, discussed, and took action on three discharge cases, discharging two employees, one from Illinois State University and one from Northern Illinois University, and

reinstated one employee from the University of Illinois at Urbana-Champaign. The Merit Board also denied "The Board of Trustees of the University of Illinois at Urbana-Champaign's Motion for Reconsideration" in the Jonathan D. Baker Discharge Case.

The Merit Board authorized the Executive Director to administer the FY 2012 budget and to investigate, research and purchase public errors and omissions insurance coverage for FY 2012 for board members and staff.

Executive Director Morelock updated the Merit Board on SB 1150. SB 1150 would have amended the State Universities Civil Service Act. Section 36d, 36e, 36g, 36h, 36j and 36o and a new 36t would have been changed or added. Many of the changes were technical changes to various sections, except for section 36e which would have dealt with the exemption of positions from civil service guidelines. SB 1150 passed the Senate, but did not make it out of the House Committee for a vote and was not acted on during the Spring 2011 Legislative Session.

The Merit Board was updated on the Exemption Procedures Manual changes and the proposed rule revisions to section 250.30 of the Code. The Merit Board was also updated on the audit issues at the University of Illinois at Chicago regarding converting exempt positions to civil service. The Merit Board was also presented with final copies of audit reports for Southern Illinois University School of Medicine, University of Illinois College of Medicine at Rockford, and Illinois State University.

The Merit Board had been presented and completed the Annual Ethics Training material for calendar year 2011. The Merit Board also heard various reports, including those from Tom Morelock, Executive Director, regarding various agency business activities; Maureen Parks regarding the Human Resource Directors Advisory Committee meeting; Barney Bryson, Chair of the Universities Civil Service Advisory Committee, on recent committee activities; and Bryan Perrero, Assistant Director, Legal Services, on various legal matters.

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 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 discussions with IBHE are then afforded as a means to provide additional clarification/input and possible revisions of the recommended budget and appropriation proposal.

Ultimately, 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.

Despite a significant appropriation decrease and recent flat budget appropriations over the last few years, we are quite

proud of our accomplishments and our capability to continue in our modernization efforts in developing and incorporating many new 'best practice' initiatives. Many of our new initiatives have significantly generated financial and resource savings at the campus level and have significantly improved customer relations. We remain committed to our statutory objective of efficiency and economy in operations through fiscal responsibility and innovative, creative business practices. On the next page is a brief historical recap of the agency budget and staffing levels.

The budget for FY 2011 was captured in Public Act 96-0956 (House Bill 859). 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, Lump Sum Other, and the remaining dollars into a Lump Sum Line Item. For FY 2011 the budget consisted of two Lump Sum Line Items which allowed for more flexibility in the allocation of funds. Following is a line item breakdown of the FY 2011 budget:

<u>Line Item</u>	<u>Amount</u>
Lump Sum.....	\$1,273,200
Lump Sum Other	\$3,000
Total	\$1,276,200



Fiscal Accountability and Yearly Budget Process (continued)

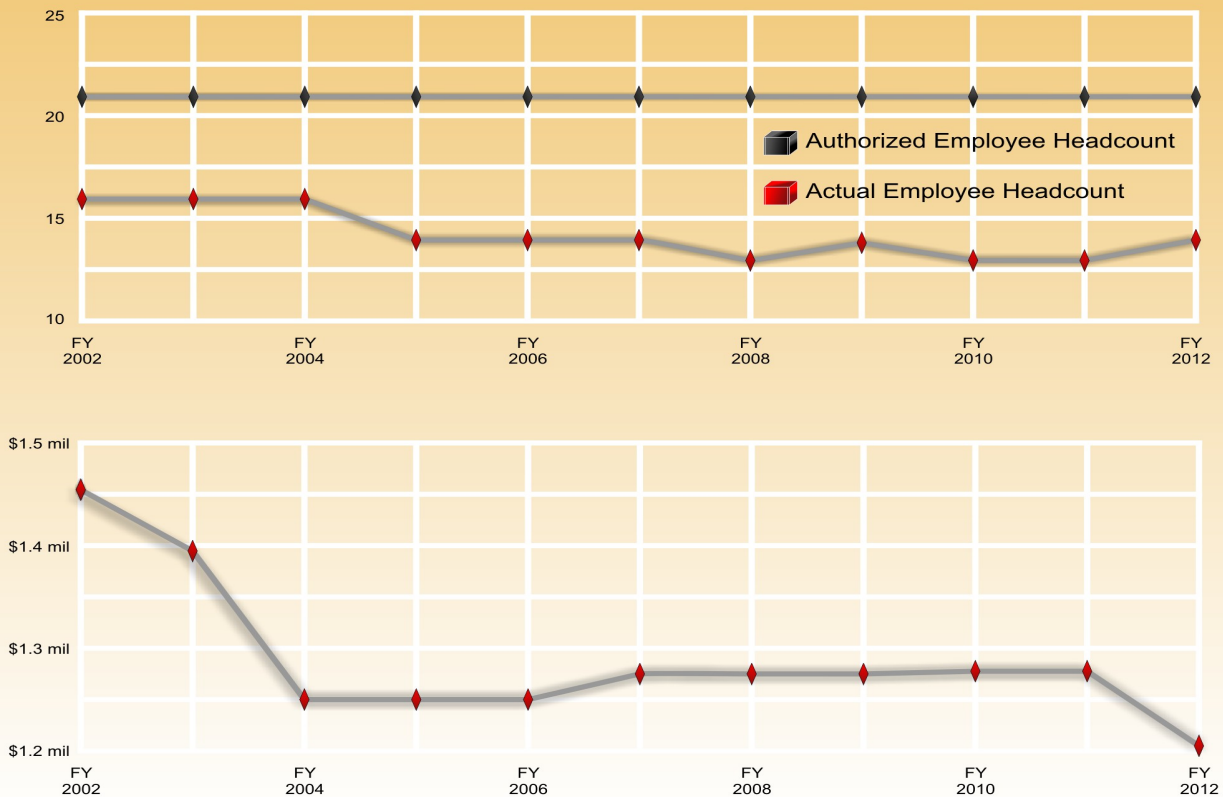
It is especially important to note that over the last ten years, our agency budget and staffing levels have been reduced tremendously. The chart and graphs below briefly capture this historical perspective. In FY 2012 alone, we have experienced an approximate 6% budget reduction. Despite this economic trend, we have been able to develop and incorporate some newly remodeled electronic business processes that have provided a significant financial savings to the many campus and agency employment and human resource units.

We have approached a point where it is becoming more and more difficult to fiscally maintain such a robust, efficient personnel management system. Therefore in the FY 2013 budget review and appropriation process, we are hoping to be recognized for our significant system-wide fiscal contribution with a minor budget supplement in order to maintain the current levels of efficiency and savings. We respectfully ask for your support in this endeavor.

Staffing and Budget History

Appropriation		Authorized Headcount	Actual Headcount
FY 2002	\$1,411,200	21	16
FY 2003	\$1,392,900	21	16
FY 2004	\$1,253,600	21	16
FY 2005	\$1,253,600	21	14
FY 2006	\$1,253,600	21	14
FY 2007	\$1,271,200	21	14
FY 2008	\$1,273,220	21	13
FY 2009	\$1,273,220	21	14
FY 2010	\$1,276,200	21	13
FY 2011	\$1,276,200	21	13
FY 2012	\$1,205,000	21	14 (Projected)

Staffing and Budget History



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, the procedure manuals, and the many formal business procedures.

Incorporated into the Act (110 ILCS 70/0) 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 office to insure continued compliance with University System policies and procedures. Additionally, such transactions and audit reviews may become the basis for appeal procedures and

corrective action.

There are five divisions within the University System office and are currently directed by the following staff: 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; Abby K. Daniels, Legal Counsel Manager, 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 13 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 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

University System Office (continued)

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 1,136 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 2011, there were 25,545 examinations administered statewide at the various university/agency testing sites.

The Legal Services Division, along with the Administrative and 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, 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 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.

University System Office (continued)

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 discharge/demotion matters.

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

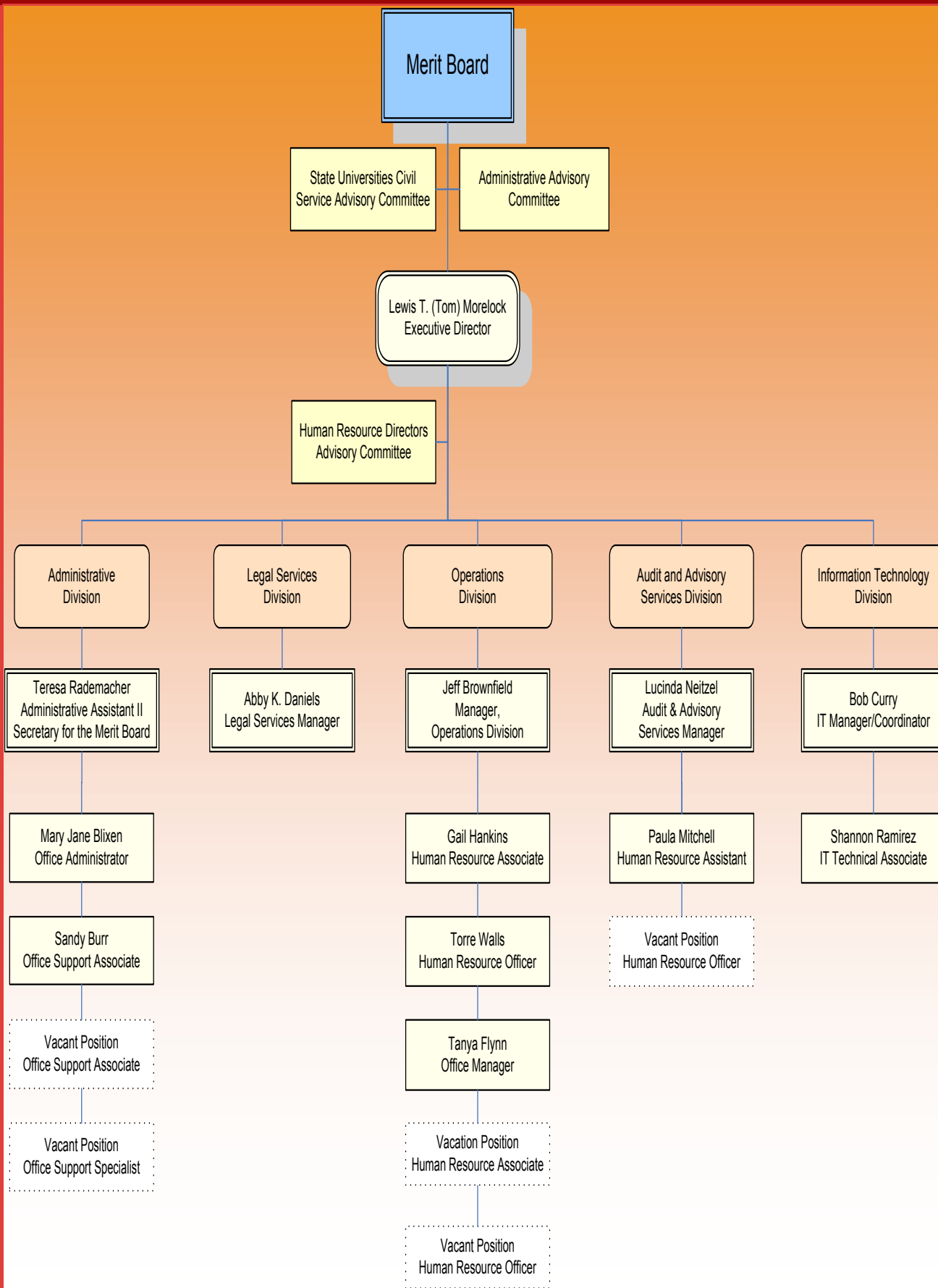
The University System is unique in that it empowers the individual university and agency employment locations, through a Designated Employer Representative, to deliver our classification plan, examination instruments, and generally administer many of our rules and procedures. It is important in this 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 page 33, as well as the University System organizational chart on the next page.

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.

ORGANIZATIONAL CHART



FY 2011 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 1,136 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 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

FY 2011 Agency Activities (continued)

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

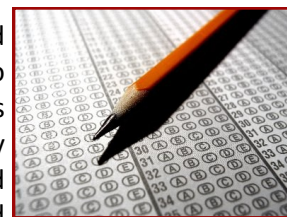
the past year, the C-JASI system alone was used to collect information from 29 employees regarding job duties and responsibilities.

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 310 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 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 2011

Following is a list of classifications reviewed over FY 2011:

- ◆ Accountant Series — *Accountant I, II, III, Accountant-Statistician, and Assistant Chief Accountant*
- ◆ Accreditation and Regulatory Specialist

FY 2011 Agency Activities (continued)

- ◆ Anesthesia Assistant Series — *Anesthesia Assistant, Anesthesia Technician, and Anesthesia Supervisor*
 - ◆ Assistant Director of Clinical Support Operations
 - ◆ Biomedical Engineer Series — *Biomedical Engineer I and II*
 - ◆ Biomedical Engineer Technician Series — *Biomedical Engineering Technician I, II, and III*
 - ◆ Cardiac Technologist Series — *Cardiac Technologist I, II, and III*
 - ◆ Central Sterile Supply Technician
 - ◆ Clinical Actor
 - ◆ Clinical Exercise Physiologist
 - ◆ Crops Testing Series — *Crops Testing Specialist and Crops Testing Technician*
 - ◆ Customer Service Series — *Customer Service Assistant, Customer Service Representative, and Customer Service Specialist*
 - ◆ Electrical and Electronic Instruments and Controls Mechanic Series — *Electrical and Electronic Instruments Controls Mechanic and Electrical and Electronic Instruments Controls Mechanic Foreman*
 - ◆ Engineer Series — *Engineer and Senior Engineer*
 - ◆ Extension Program Coordinator
 - ◆ Fitness and Aquatics Aide
 - ◆ Grounds Sub-Foreman/Foreman Series — *Grounds Sub-Foreman and Grounds Foreman*
 - ◆ Grounds Worker
 - ◆ Hemodialysis Technologist Series — *Hemodialysis Technician, Hemodialysis Technologist, Assistant Chief Hemodialysis Technologist, and Chief Hemodialysis Technologist*
 - ◆ Infection Prevention Series — *Infection Prevention and Control Professional and Infection Prevention and Control Coordinator*
 - ◆ Instructional Development Specialist
 - ◆ Intramural and Recreation Coordinator
 - ◆ Instructional Media Systems Series — *Instructional Media Systems Technician, Assistant Chief Instructional Media Systems Engineer, and Chief Instructional Media Systems Engineer*
 - ◆ Laboratory Mechanic Series — *Assistant Laboratory Mechanic, Laboratory Mechanic, Senior Laboratory Mechanic, and Instrument Maker*
 - ◆ Medical Insurance Specialist Series — *Medical Insurance Specialist I, II, III, IV, and Medical Insurance Manager*
 - ◆ Multimedia Instructional Technology Communication Series
 - ◆ Multimedia Technical Support Series
 - ◆ Occupational Therapy Assistant
 - ◆ Occupational Therapist Series — *Occupational Therapist I, II, and III*
 - ◆ Patient Care Evaluation Specialist Series — *Patient Care Evaluation Specialist I and II*
 - ◆ Patient Support Services Coordinator
 - ◆ Patient Unit Series — *Patient Unit Clerk I and II, Patient Unit Clerk Manager, and Patient Support Services Coordinator*
 - ◆ Physical Therapist Series — *Physical Therapist I, II, III, and IV*
 - ◆ Physical Therapy Aide
 - ◆ Physical Therapy Assistant
 - ◆ Pipefitter Series — *Pipefitter, Pipefitter Sub-Foreman, and Pipefitter Foreman*
 - ◆ Police Telecommunicator Supervisor
 - ◆ Program Coordinator Series — *Program Assistant and Program Coordinator*
 - ◆ Publications Series — *Publications Editor and Publications Manager*
 - ◆ Radiation Oncology Physicist
 - ◆ Reimbursement Coding Specialist Series — *Reimbursement Coding Specialist I, II, and III*
 - ◆ Supervisor of Building Craftsmen
 - ◆ Tree Surgery Series — *Assistant Tree Surgeon and Tree Surgeon*
- Class Specifications and Examinations Deleted in FY 2011**
- Following is a list of class specifications and examinations that were deleted from the Classification Plan during FY 2011:
- ◆ Guest Room Supervisor
 - ◆ Laboratory Operating Engineer
 - ◆ Scientific Analyst
- Classifications Consolidated in FY 2011**
- Following is a list of Class Specifications that were consolidated during FY 2011:
- ◆ Accountant IV and V
 - ◆ Agronomist

FY 2011 Agency Activities (continued)

- ◆ Anesthesia Assistant I, II, and III
- ◆ Civil Engineer I, II, and III
- ◆ Customer Service Representative I, II, and III
- ◆ Electrical Engineer I, II, and III
- ◆ Hemodialysis Technologist I, II, III, and IV
- ◆ Infection Control Practitioner & Infection Control Coordinator
- ◆ Instructional Development Specialist I and II
- ◆ Mechanical Engineer I, II, and III

Classifications Discontinued in FY 2011

Following is a list of Class Specifications that were discontinued during FY 2011:

- ◆ Program Administrative Assistant

Examinations Completed

A total of 25,545 examinations were administered in 588 of the 1,136 approved classes. *See chart below.* A total of 12,571 paper tests were given in FY 2011 with an 89.1% passing rate. The average score for all applicants was 75.2% (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 12,974 electronic tests (E-Tests) were given in FY 2011 with an 83.7% passing rate. The

average score for all applicants was 78.8%. Please note that the Credentials Assessment examinations, in most instances, provide a passing score if the applicant simply qualifies for the position. In addition, 3,542 electronic typing examinations were administered.

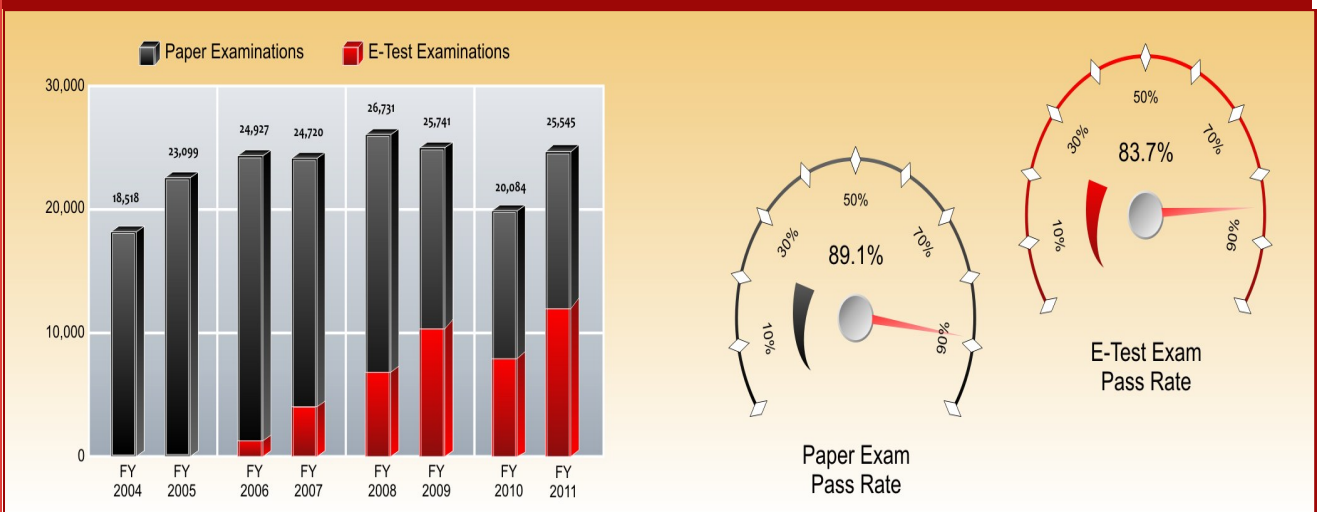
Pay Administration

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

Examinations Completed



FY 2011 Agency Activities (continued)

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 1,773 rate/range requests during FY 2011. Of this total, 1,662 requests were approved and 111 requests were declined. Based on the Spring Salary Survey 'snapshot' of employee data, the University System included, 7,490 (39.6%) Open Range employees, 10,643 (56.3%) Negotiated Rate

employees, 712 (3.8%) Prevailing Rate employees and 60 (less than 1%) Established Rate employees.

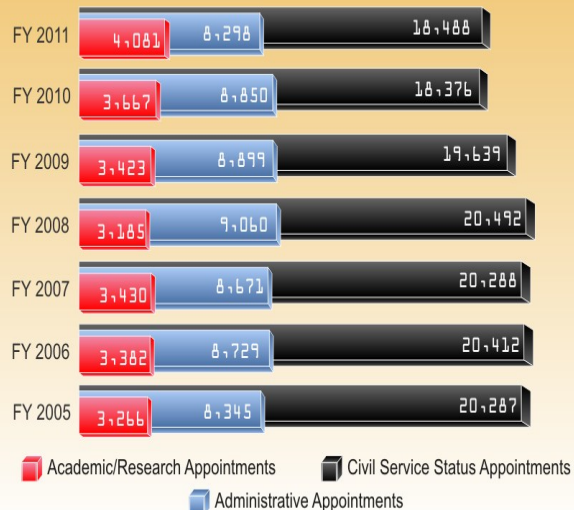
Training Programs

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 diversity initiative tool to provide training for applicants from minority or culturally diverse groups. During FY 2011, 48 new Trainee Programs were approved.

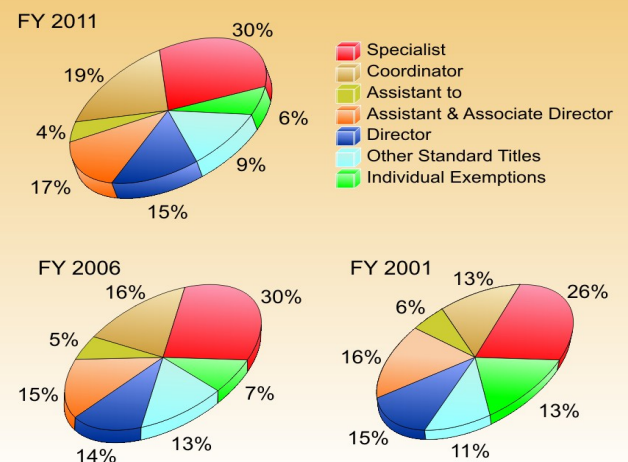
Principal Administrative Appointments

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

University System Appointments



PAA Breakdown



FY 2011 Agency Activities (continued)

and exempting these positions within detailed guidelines.

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 on the previous page 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. This program is designed to encourage the employment of individuals who are severely disabled and in need of supported employment, as certified by the Illinois Department of Human Services (IDHS). These applicants work in a trial capacity before being appointed into a permanent position and are not required to participate in the open competitive testing process. Once a position has been designated for supported employment, employers work with IDHS counselors to develop an appropriate training program to assist the supported employee in becoming proficient at the targeted position.

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 2011, a total of 56 supported employees have been appointed, 28 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 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 51 Extra Help Extension requests were approved, most of which involved highly technical medical positions or for short duration to allow completion of designated project or to complete the hiring process for a status position. One Extra Help Extension request was withdrawn by an employer.

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 2011, nine position classification appeals were reviewed and analyzed. Several other requests for position classification

FY 2011 Agency Activities (continued)

assistance by various universities/agencies served were also addressed by the University System 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 43 question challenges and 76 rechecks/breakdowns were completed in FY 2011.

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. In the most recent fiscal year, a series of these requests were approved that allowed for special education/experience, and/or licensure and

certification to medical related positions at the University of Illinois—Hospital and Clinics. These positions requiring the Specialty Factor had been designated through the audit process to meet civil service criteria. During FY 2011, the unit approved 35 Specialty Factor requests.

Employment Population Trends

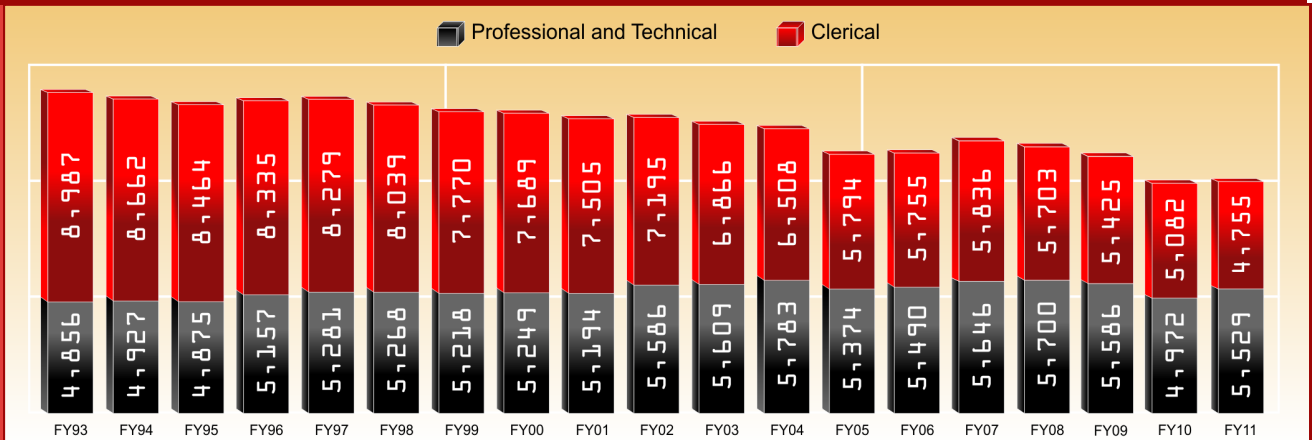
Several employment data elements within the Illinois public higher education community, including employment population types, are monitored by the University System office. Major employment categories include Civil Service Status Appointments, Civil Service Non-status Appointments, Principal Administrative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

A total of 18,488 employees were in status civil service positions at universities/agencies as of June 30, 2011. A historical review of civil service employment reveals that over the last several years there has been a decrease in civil service status employment. Of particular concern is the fact that principal administrative appointments, exempt from civil service jurisdiction, have generally increased over the same timeframes. Academic/Research Appointments have somewhat increased during this same timeframe. *See Chart on page 20.*

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 on the next page illustrates this comparison and trend.

FY 2011 Agency Activities (continued)

Comparison of Clerical and Technical Classifications Over Time

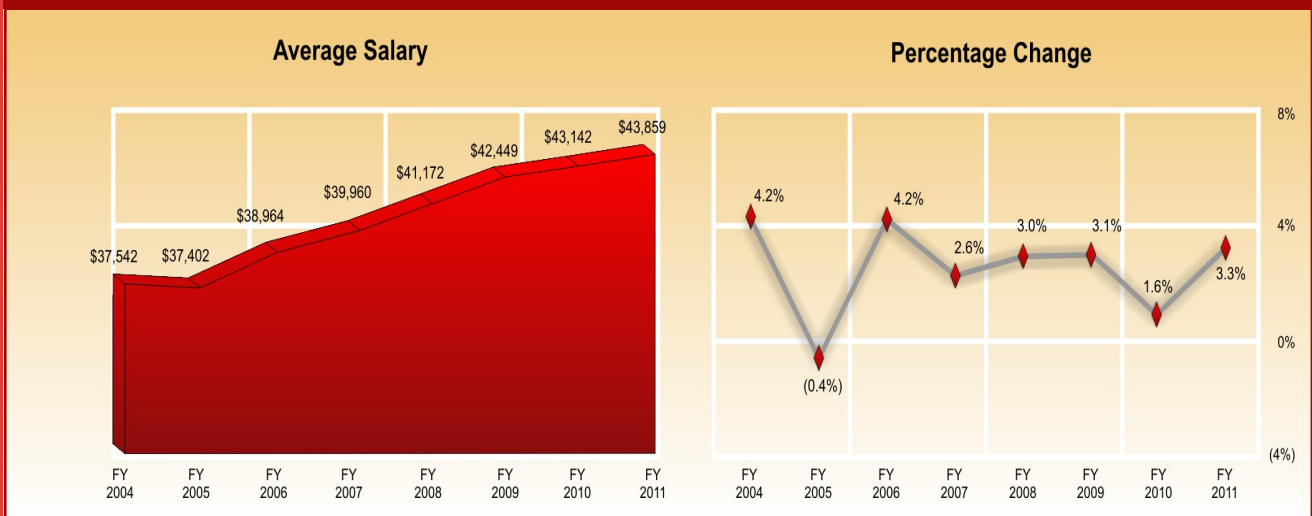
**Civil Service Salaries**

Civil service salary data is collected annually from public universities and higher education agencies. This data is sorted by classification with average salaries calculated for each classification. The average salary for civil service staff at Illinois higher education institutions and agencies across all classifications rose by approximately 3.3% between fiscal years 2010 and 2011 to a statewide yearly average of approximately \$43,859. Likewise, the average civil service salary increased by 14.4% since fiscal year 2004. 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 below illustrates this 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

Civil Service Average Salary



FY 2011 Agency Activities (continued)

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 2011. During FY 2011, the University System office conducted seven EOBs that comprised of 19 workdays, and tested 66 applicants.

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, 2011.

As a matter of information, the University System office provides programs to employing universities/agencies to assist in the recruitment, training, and retention of minority candidates into various civil service positions. These programs are utilized to support the various diversity programs designed by each university/agency. 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 2011, University System staff scored 25 examinations for various universities/agencies and 19 compensatory qualifications waivers were reviewed/approved.

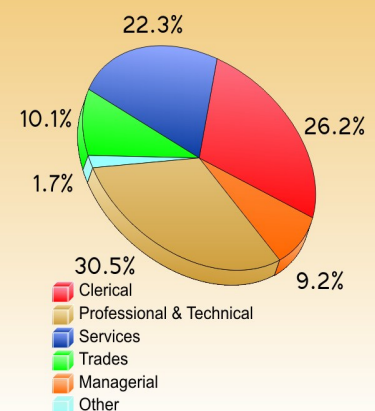
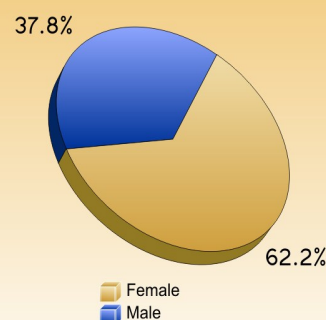
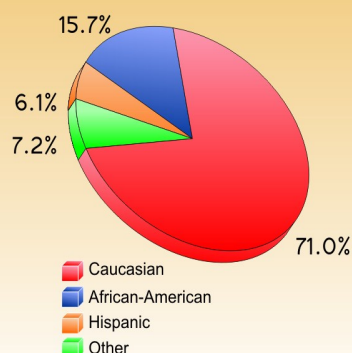
Diversity Programs

The University System office has programs that assist in the recruitment and placement of candidates from diverse backgrounds. The Trainee Program as described on page 20 assists each employer with additional opportunities to recruit diverse applicants.

Audit Program

The primary purpose of the Audit Program is to determine and establish compliance with the State Universities Civil Service Act (Act) (110 ILCS 70/36b

Ethnic/Gender/Occupational



FY 2011 Agency Activities (continued)

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 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 — Audit Program

This includes an analysis of selected job descriptions for timely updates, proper administration, and correct assignment of position classifications. 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 corresponding determinations.

Compensation Programs — Audit Program

An analysis of the employer's use of pay rates and pay 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 — Audit Program

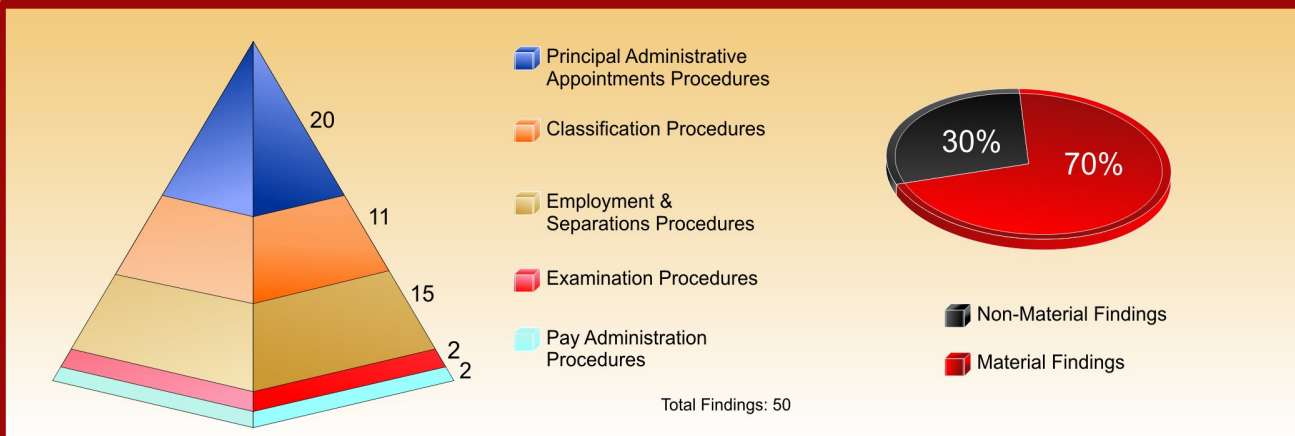
The Auditor conducts a review of pre-employment testing operations. This includes test administration, admission procedures of applicants to examinations, license and certification verifications, scheduling, security, and register management.

Administration of Employment and Separation Procedures — Audit Program

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

FY 2011 Agency Activities (continued)

Audit Findings by Category



employment cycle, including pre-employment activities, probationary and status employment, and employment separation programs. There is also an assessment of the employer's utilization and monitoring of non-status appointments.

Administration and Employment Protocols of Positions Exempt from Civil Service Guidelines — Audit Program

The Auditor completes a review of the employer's employment protocols and assigned responsibilities for Principal Administrative Appointments. This review is conducted to assure compliance with recognized exemption authorization procedures. The employer's exemption forms and related position descriptions are reviewed and selected incumbent interviews are conducted for validation of approved exemptions. The audit process also includes a review of the employer's administrative procedures related to these appointments and the approved exemption status.

General Review of the Human Resource Program — Audit Program

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 interaction of human resource programs within the employer's faculty, administrative and support staff employee groups. The impact of new technology on the recordkeeping and processing of information is also

an element for review in this area.

Other Follow-up Items from Previous Audits—Audit Program

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.

Audit Program

During the FY 2011 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 2011 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.*

FY 2011 Agency Activities (continued)

- 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.
- Eastern Illinois University (EIU)
- Northern Illinois University (NIU)
- State Universities Civil Service System (SUCSS)
- University of Illinois at Urbana-Champaign (UIUC)

Audits Conducted during FY 2011 by the University System office

The following audits were conducted during FY 2011:

- Governors State University (GSU)
- Illinois Student Assistance Commission (ISAC)
- Illinois State University (ISU)
- University of Illinois at Chicago (UIC)
- Southern Illinois University School of Medicine (SIU-SOM)
- State Universities Retirement System (SURS)
- University of Illinois College of Medicine at Rockford (UI-COMR)
- Chicago State Universities (CSU)

The Auditor General's Compliance Audit

The routine biennial compliance audit for FY 2010 and FY 2011 was conducted during June 2011 by the State Auditor General's office. Upon release of the final report, it can be found at www.auditor.illinois.gov. Records reviewed included the Act, Code, 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 2011 ended on June 30, 2011 with 281 invoices processed to various vendors. Some of which included payments to State contracts. The lapse period ended on August 15, 2011 with an additional 22 vouchers processed during the lapse period. The lapse period has again been extended until December 31, 2011 to allow the agency to process late payment interest penalties to vendors who were not paid within the required 60 day timeframe. The agency expects to pay over \$1,000 in interest charges for FY 2011.

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 2010 and January 2011. The Agency Workforce Report was filed for FY 2010 in accordance with 5

FY 2011 Agency Activities (continued)

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 25, 2011.

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, 2011 the University System office's state property value was approximately \$239,885.

Legal Services

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 2011

During FY 2011 the agency did not amend any sections of the Code (80 Ill. Adm. Code §250). The Agency continued to work with the various employee groups and human resource groups to review and develop possible rules revisions in FY 2012.

New Procedures Developed in FY 2011

The Merit Board approved the revisions to Section 4 of the Classification Procedures Manual to incorporate changes that deal with specialized positions.

Discharge and Demotion

Legal Counsel is responsible for managing the discharge/demotion process, including the pre-hearing, hearing, and post-hearing phases, to insure compliance with the Code and applicable procedures and guidelines. In FY 2011, 69 Written Charges for Discharge forms were

filed with the University System office and one Notice of Demotion form was filed with the University System office. Eighteen hearings were requested by employees involved in these matters. Of the 18 hearing requests by employees, seven employees were discharged; two employees were reinstated with a 60-day suspension; one employee was reinstated; two of the charges were withdrawn by universities before the hearings were held; one employee withdrew their request before the hearing was held; one employee withdrew their request after the hearing was held; there were two settlement agreements with employees during the hearing process; one employee resigned before the hearing was held; and one employee resigned during the hearing process. Two of the employees that were discharged appealed utilizing the Administrative Review process.

Ethics Officer

The Legal Counsel, Abby Daniels, serves as the Ethics Officer for the University System office, acting as liaison with the Office of the Executive



FY 2011 Agency Activities (continued)

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 all staff members during the May 16 through June 14, 2011 training time period. Merit Board members were provided the Ethics Training for Appointees to State of Illinois Board members on April 21, 2011, as well as new board members completed the required training within the 30 day time period. All employees and Merit Board members have completed the training for calendar year 2011.

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 2011, the University System Office had eight 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 Advisory Committee

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 2011 the committee met four times — July 22 and 23, 2010 at the University of Illinois at Springfield; October 20 and 21, 2010 at Governors State University; January 27 and 28, 2011 at Eastern Illinois University; and April 14 and 15, 2011 at the University of Illinois at Urbana-Champaign.

Membership as of October 1, 2011 includes:

University of Illinois

Chicago Campus — *James Jones; Darlene Kendell; and David Ryan*
 Division of Specialized Care for Children — *Kim E. Kirchner*
 Springfield Campus — *Denise Rothenbach*
 Urbana-Champaign Campus — *Barney Bryson, Chair; Janet M. Davis; Gary Fry; and Debra Hilligoss*

Southern Illinois University

Carbondale Campus — *Vicki A. Nelson*
 Edwardsville Campus — *Linda Wense*
 School of Medicine at Springfield — *Cristina Milliken*

Other Universities and Agencies

Chicago State University — *LaTania C. Milner*
 Eastern Illinois University — *Julie Benedict, Secretary*
 Governors State University — *Maureen Bendoraitis*
 Illinois State University — *Richard Marr*
 Northeastern Illinois University — *Paul Kruszynski*
 Northern Illinois University — *Sara Clayton, Vice Chair*
 State Universities Retirement System — *Susan Courson*
 Western Illinois University — *Peter Skrypkun*

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 15, 2010 and February 9, 2011 at the University System office.

Membership as of October 1, 2011 includes:

Joanne E. Maitland, *Committee Chair*

Merit Board Chair

Steve Cunningham

Vice President for Human Resources and Compliance, 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*

Alan Phillips

Deputy Director, 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*

Julie DeWees

Interim 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 Resource Directors Advisory Committee

The **Human Resource Directors Advisory Committee** is composed of the human resource director, designated employer representative, or other human resource professional from each university/agency. This committee plays a very significant role in our overall general review and updating of University System 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 30, 2010, February 4, 2011 and April 29, 2011. Following is a list of active participants on this committee:

Renee D. Mitchell
Chicago State University

Linda C. Holloway
Sandy Bowman
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
Rhonda Wybourn
Celeste Latham
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

Penny McCarty
Southern Illinois University School of Medicine

Sherrie Senkfor
Andrew Lenhardt
Southern Illinois University Edwardsville

Maureen Parks

Jamie Painter
Eric Smith
University of Illinois General Administration

Mirta Mendez
University of Illinois at Chicago

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

Wes Weisenburn
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

University System Office — Staff

Lewis T. (Tom) Morelock
Executive Director

Administrative Division

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

Audit and Advisory Services Division

Lucinda Neitzel, Audit and 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

Abby K. Daniels, Legal Services Manager

Operations Division

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

Graduate Assistants

Emily Grijalva
Michelle Jin

FY 2012 Agency Action Plan

As in the past, our Action Plan for FY 2012 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 2012.

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, FY 2010, and FY 2011 and plan to continue this trend during FY 2012. We predict that by the end of FY 2012 up to 60%

of testing will be done electronically, up from approximately 53% 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 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,

FY 2012 Agency Action Plan (continued)

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 document scanning system we have utilizing for the last several years 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 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.

