



# 63<sup>rd</sup> annual report



## State Universities Civil Service System

FY14

July 1, 2013 - June 30, 2014



## TABLE OF CONTENTS

|                                                                                                                    |    |
|--------------------------------------------------------------------------------------------------------------------|----|
| Message from the Executive Director.....                                                                           | 5  |
| Mission Statement.....                                                                                             | 6  |
| Purpose.....                                                                                                       | 6  |
| Jurisdiction.....                                                                                                  | 7  |
| Employee Served Data.....                                                                                          | 9  |
| University Civil Service Merit Board.....                                                                          | 10 |
| Fiscal Accountability and Yearly Budget Process.....                                                               | 12 |
| University System Office.....                                                                                      | 14 |
| Organizational Chart.....                                                                                          | 17 |
| FY 2014 Agency Activities.....                                                                                     | 18 |
| <i>Business Processes; Classification Plan Management; Class Specification and Examination Creation/</i>           |    |
| <i>Revision/Validation; and Class Specifications .....</i>                                                         | 18 |
| <i>C-JASI; Pre-Testing; and Examinations .....</i>                                                                 | 19 |
| <i>New and Revised Classifications in FY 2014 and Classifications Reviewed in FY 2014 .....</i>                    | 20 |
| <i>Classifications Consolidated in FY 2014 and Examinations Completed .....</i>                                    | 21 |
| <i>Pay Administration; Salary Range System; and Pay Rates/Ranges.....</i>                                          | 22 |
| <i>Intern Programs; Principal Administrative Appointments; and Supported Employee Program .....</i>                | 23 |
| <i>Extra Help Extensions; Classification Audit Appeals; Examination Question Challenges, Rechecks, and Scoring</i> |    |
| <i>Breakdowns; and Specialty Factors .....</i>                                                                     | 24 |
| <i>Employment Population Trends .....</i>                                                                          | 25 |
| <i>Civil Service Salaries; Police Promotional Testing; and Occupational/ Ethnicity/ Gender Data .....</i>          | 26 |
| <i>Courtesy Scoring of Examinations; Diversity Programs; and Audit Program .....</i>                               | 27 |
| <i>Audit Activities.....</i>                                                                                       | 28 |
| <i>Audits Conducted during FY 2014 by the University System office.....</i>                                        | 29 |
| <i>The Auditor General's Compliance Audit; Vouchers; Other Reports; and Legal Services .....</i>                   | 30 |
| <i>Rules and Procedures; New Procedures developed in FY 2014; Proposed Rules in FY 2015; Discharge and</i>         |    |
| <i>Demotion; Ethics Officer; and Freedom of Information Officer.....</i>                                           | 31 |
| <i>Equal Employment Opportunity Officer and Parliamentarian .....</i>                                              | 32 |
| Advisory Committees                                                                                                |    |
| <i>State Universities Civil Service Advisory Committee.....</i>                                                    | 33 |
| <i>Administrative Advisory Committee.....</i>                                                                      | 34 |
| <i>Human Resource Directors Advisory Committee .....</i>                                                           | 35 |
| University System Employees.....                                                                                   | 36 |
| FY 2015 Agency Action Plan.....                                                                                    | 37 |
| Agency Activities/Goals/Public Accountability Report.....                                                          | 39 |



## Message from the Executive Director



On behalf of the State Universities Civil Service System, we respectfully submit our 63rd Annual Report. This Report provides an overview of our business operations, our many programs and initiatives, and a brief description of our FY 2015 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.

Our operational philosophy is built on the principles of collaboration and teamwork. In this respect, we work closely with all of our university employers, affiliated agencies, and various employee 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 allows us to achieve a more profound overall commitment to our mission and purpose. It has nurtured growth and respect in our constituency relationships. It has led to real positive changes and efficiencies in many of our business operations.

I want to take this opportunity to extend our gratitude to the Illinois higher education 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, support, and commitment.

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



## Purpose

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



## Jurisdiction

The authority of the State Universities Civil Service System hereinafter referred to as the “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*

*Bonneville 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*  
*St. Clair County*  
*Kankakee County*  
*Woodstock Conference Center*  
*Hoffman Estates*  
*Naperville Center*

### **Western Illinois University**

*Quad-Cities Campus*

## Jurisdiction continued . . .

**Illinois Board of Higher Education**

**Illinois Community College Board**

**Illinois Student Assistance Commission**

**State Universities Retirement System**

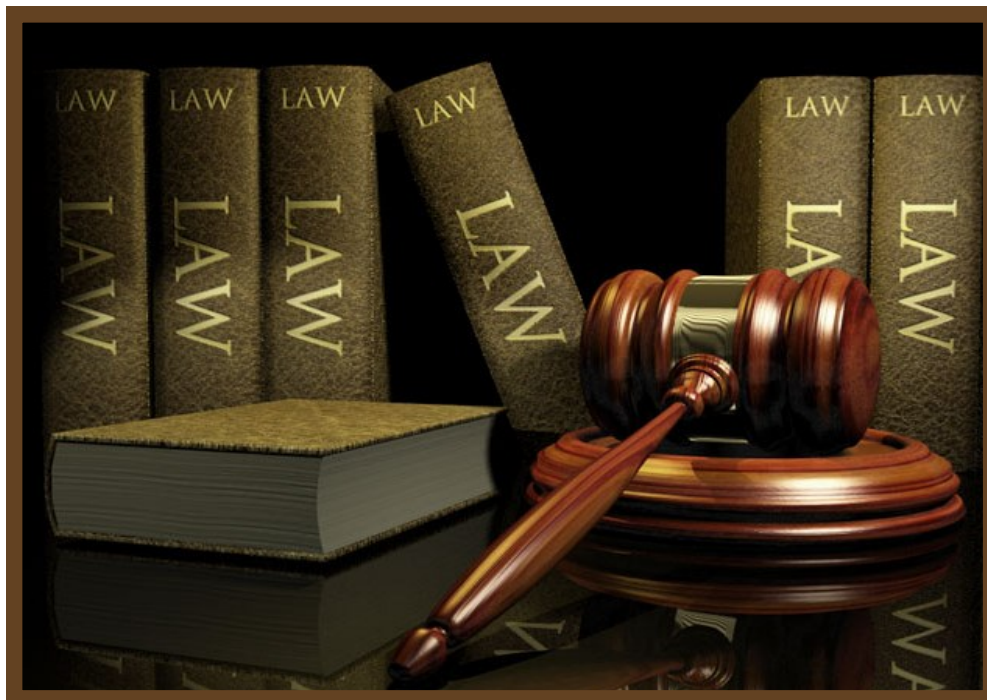
**State Universities Civil Service System**

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

- *the members and officers of the Merit Board and the boards of trustees, and the commissioners of the institutions and agencies covered;*
- *the presidents and vice-presidents of each educational institution;*
- *other principal administrative employees of each institution and agency who meet specific Merit Board criteria;*
- *the teaching, research and extension faculties of each institution and agency; and*

- *students employed under rules prescribed by the Merit Board without examination or certification.*

Direct oversight authority spans across approximately 24,100 civil service employees, which includes over 19,000 status employees and over 5,000 nonstatus employees throughout the state. To a lesser degree, the University System monitors and authorizes over 18,300 student employees and over 11,400 exempt administrative and faculty appointments. The University System administers a classification and examination program consisting of 1,089 classes/exams resulting in the pre-employment testing of approximately 30,400 applicants or promotional candidates for FY 2014. The University System also has oversight authority over the thousands of other basic employment transactions performed through the many human resource offices throughout the system, including transfers, promotions, layoffs, and separations.





## Employee Served Data (March 2014)

| Organizations Served                           | Civil Service Employees | Total Status Employees | Total Nonstatus Employees | 36e(3) Employees | 36e(4) Employees | 36e(5) Student Employees | Total Exemptions | Total Employees |
|------------------------------------------------|-------------------------|------------------------|---------------------------|------------------|------------------|--------------------------|------------------|-----------------|
| <b>System Total</b>                            | <b>24,065</b>           | <b>19,719</b>          | <b>4,346</b>              | <b>7,139</b>     | <b>4,550</b>     | <b>23,627</b>            | <b>35,316</b>    | <b>59,381</b>   |
| <b>University of Illinois</b>                  | <b>12,065</b>           | <b>9,631</b>           | <b>2,434</b>              | <b>4,617</b>     | <b>2,425</b>     | <b>9,621</b>             | <b>16,663</b>    | <b>28,728</b>   |
| Urbana-Champaign                               | 5,572                   | 4,264                  | 1,308                     | 2,613            | 1,683            | 6,810                    | 11,106           | 16,678          |
| Chicago                                        | 3,128                   | 2,544                  | 584                       | 1,668            | 625              | 2,436                    | 4,729            | 7,857           |
| Chicago Hospital                               | 2,306                   | 2,013                  | 293                       | 158              | 15               | 16                       | 189              | 2,495           |
| DSCC                                           | 188                     | 180                    | 8                         | 9                | 1                | 0                        | 10               | 198             |
| UICOM-Peoria                                   | 210                     | 171                    | 39                        | 19               | 9                | 0                        | 28               | 238             |
| UICOM-Rockford                                 | 183                     | 155                    | 28                        | 22               | 3                | 2                        | 27               | 210             |
| Springfield                                    | 478                     | 304                    | 174                       | 128              | 89               | 357                      | 574              | 1,052           |
| <b>Southern Illinois University</b>            | <b>4,387</b>            | <b>3,780</b>           | <b>607</b>                | <b>673</b>       | <b>753</b>       | <b>4,018</b>             | <b>5,444</b>     | <b>9,831</b>    |
| Carbondale                                     | 1,982                   | 1,574                  | 408                       | 386              | 309              | 2,582                    | 3,277            | 5,259           |
| Edwardsville                                   | 1,237                   | 1,147                  | 90                        | 151              | 303              | 1,433                    | 1,887            | 3,124           |
| School of Medicine                             | 1,168                   | 1,059                  | 109                       | 136              | 141              | 3                        | 280              | 1,448           |
| <b>Other Universities</b>                      | <b>7,234</b>            | <b>5,938</b>           | <b>1,296</b>              | <b>1,768</b>     | <b>1,363</b>     | <b>9,982</b>             | <b>13,113</b>    | <b>20,347</b>   |
| Chicago State                                  | 506                     | 390                    | 116                       | 156              | 168              | 171                      | 495              | 1,001           |
| Eastern Illinois                               | 835                     | 773                    | 62                        | 228              | 86               | 1,312                    | 1,626            | 2,461           |
| Governors State                                | 352                     | 263                    | 89                        | 128              | 72               | 282                      | 482              | 834             |
| Illinois State                                 | 1,707                   | 1,446                  | 261                       | 334              | 360              | 2,937                    | 3,631            | 5,338           |
| Northeastern Illinois                          | 673                     | 556                    | 117                       | 263              | 39               | 678                      | 980              | 1,653           |
| Northern Illinois                              | 2,256                   | 1,650                  | 606                       | 406              | 545              | 3,076                    | 4,027            | 6,283           |
| Western Illinois                               | 905                     | 860                    | 45                        | 253              | 93               | 1,526                    | 1,872            | 2,777           |
| <b>Illinois Board of Higher Education</b>      | <b>9</b>                | <b>9</b>               | <b>0</b>                  | <b>29</b>        | <b>0</b>         | <b>0</b>                 | <b>29</b>        | <b>38</b>       |
| <b>Illinois Community College Board</b>        | <b>30</b>               | <b>30</b>              | <b>0</b>                  | <b>9</b>         | <b>9</b>         | <b>0</b>                 | <b>18</b>        | <b>48</b>       |
| <b>Illinois Student Assistance Commission</b>  | <b>217</b>              | <b>208</b>             | <b>9</b>                  | <b>30</b>        | <b>0</b>         | <b>6</b>                 | <b>36</b>        | <b>253</b>      |
| <b>State Universities Civil Service System</b> | <b>12</b>               | <b>12</b>              | <b>0</b>                  | <b>1</b>         | <b>0</b>         | <b>0</b>                 | <b>1</b>         | <b>13</b>       |
| <b>State Universities Retirement System</b>    | <b>111</b>              | <b>111</b>             | <b>0</b>                  | <b>12</b>        | <b>0</b>         | <b>0</b>                 | <b>12</b>        | <b>123</b>      |

## 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:

***James D. Montgomery — Chair***

*University of Illinois*

***Lyneir R. Cole***

*Western Illinois University*

***Michael Curtin***

*Chicago State University*

***Marvin Garcia***

*Northeastern Illinois University*

***Karen Hasara***

*University of Illinois*

***Patricia Brown Holmes***

*University of Illinois*

***Betty Kinser***

*Illinois State University*

***Donna Manering***

*Southern Illinois University*

***Robert T. Marshall, Jr.***

*Northern Illinois University*

***Brian D. Mitchell***

*Governors State University*

***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:

## University Civil Service Merit Board continued . . .

- ◆ *To approve a classification plan and delegate to its Executive Director the duty of assigning positions to appropriate classes.*
- ◆ *To prescribe the duties of each class of positions.*
- ◆ *To prescribe the range of compensation for each class or to fix a single rate of compensation for employees in a particular class.*
- ◆ *To approve ranges and rates for the payment of wages paid generally in the community for work of a similar character.*
- ◆ *To recommend standards of hours of work, holidays, sick leave, overtime compensation and vacation.*
- ◆ *To prescribe standards of examinations for each class, the examinations to be related to the duties of such class.*
- ◆ *To authorize the continuous recruitment and to delegate to the Executive Director and staff the power and duty to conduct open and continuous competitive examinations for all classifications.*
- ◆ *To cause to be established from the results of examinations registers for each class of positions.*
- ◆ *To provide by its rules for promotions in the classified service.*
- ◆ *To provide by its rules for employment of physically handicapped persons.*
- ◆ *To make and publish rules, to carry out the purpose of the University System, and for examination, appointment, transfer and removals to include layoffs.*
- ◆ *To appoint an Executive Director and such assistants and other clerical and technical help as may be necessary to efficiently administer the Act.*
- ◆ *To submit to the Governor on or before November 1 of each year prior to the regular session of the General Assembly a report of the University System's business and an estimate of the amount of appropriation from state funds required for the purpose of administering the University System.*
- ◆ *To review transcripts of hearings and findings of fact as made by hearing boards and enter decisions and orders in discharge and demotion proceedings.*

During FY 2014, the Merit Board met five times — September 10, 2013, November 13, 2013, February 11, 2014, March 11, 2014, and May 21, 2014. All meetings were held at the University System office in Urbana and simultaneously by video conference at Southern Illinois University Carbondale and University of Illinois at Chicago.

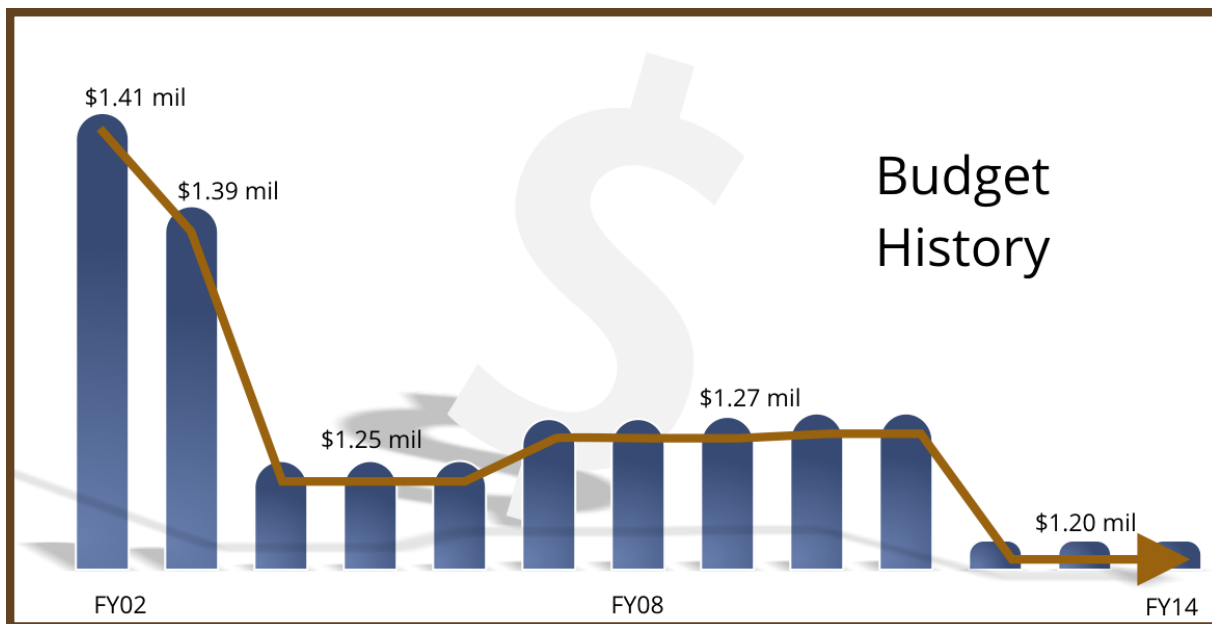
All Merit Board meetings are open to the public and conducted in accordance with the Open Meetings Act. Formal business activities and actions are captured as required and publically provided at the University System website. Organized statewide advisory committees are consulted on a regular basis and provided various opportunities for interaction with the Merit Board on numerous topics. For a complete detailed account of all Merit Board activities, you can access the formal meeting minutes and a schedule of their yearly meeting dates at the following website address: <http://www.sucss.illinois.gov/mb>.

## 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 significantly decreased or 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 university and agency level and have significantly improved customer relations. We remain committed to our statutory objective of efficiency and economy in operations through fiscal responsibility and innovative, creative business practices. Following is a brief historical recap of the agency's budget and staffing levels.



## Fiscal Accountability and Yearly Budget Process continued . . .

### Staffing and Budget History

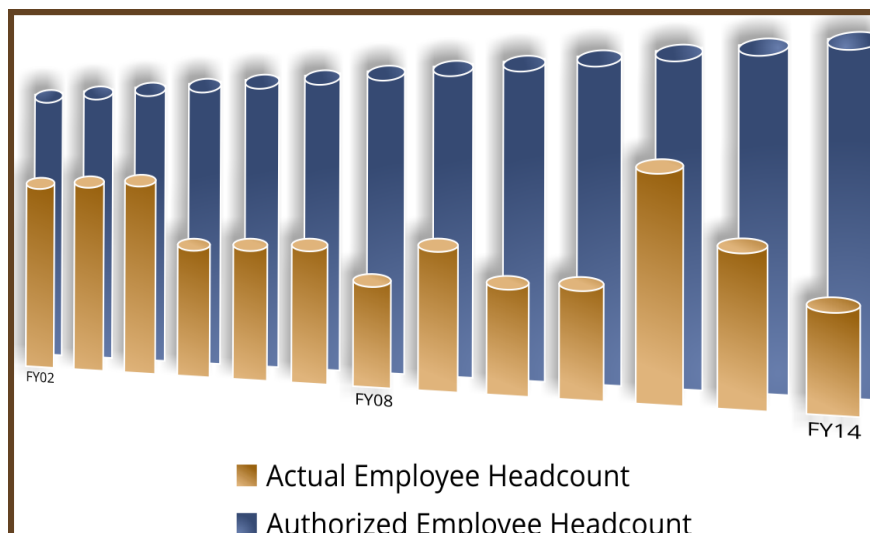
| FY      | Appropriation | Authorized Headcount | Actual Headcount |
|---------|---------------|----------------------|------------------|
| FY 2002 | \$1,411,200   | 21                   | 16               |
| FY 2003 | \$1,392,900   | 21                   | 16               |
| FY 2004 | \$1,253,600   | 16                   | 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                   | 16               |
| FY 2013 | \$1,205,000   | 21                   | 14               |
| FY 2014 | \$1,205,000   | 21                   | 12               |
| FY 2015 | \$1,202,500   | 21                   | 15 (projected)   |

The budget for FY 2014 was captured in Public Act 98-003 (House Bill 0208). Following is a line item breakdown of the FY 2014 budget:

| <u>Line Item</u>                 | <u>Amount</u>      |
|----------------------------------|--------------------|
| Personal Services .....          | \$932,400          |
| Social Security.....             | \$13,100           |
| Contractual Services .....       | \$200,000          |
| Travel.....                      | \$9,000            |
| Commodities .....                | \$6,000            |
| Printing .....                   | \$3,500            |
| Equipment.....                   | \$13,000           |
| Telecommunications.....          | \$25,000           |
| Operation of Auto Equipment..... | \$3,000            |
| <b>Total.....</b>                | <b>\$1,205,000</b> |

It is especially important to note that over the last eleven years, our agency budget and staffing levels have been reduced tremendously. The chart and graphs briefly capture this historical perspective. 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 university/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 2016 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.



## 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 (see pages 7 and 8 for a list of the universities and agencies). 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 four divisions within the University System office and are currently directed by the following staff: Teresa Rademacher, Administrative Assistant, and Financial Officer, Administrative Division; Lucinda Neitzel, Assistant Director, Operations and Audit Division; Bob Curry, Information Technology Manager and Coordinator, Information Technology Division; and Mari Martinelli, Legal Counsel Manager, Legal Services 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 14 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



**University System Office continued . . .**

matters related to discharge and demotion.

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

The Operations & Audit Division is responsible for the development, periodic revision, and routine administration of our comprehensive classification and corresponding examination system. Currently 1,089 classifications and examination instruments are maintained, ranging across a series of occupational areas including skilled trades, professional, clerical, managerial, custodial, food service, medical, and security. This division 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 2014, there were 30,392 examinations administered statewide at the various university/agency testing sites.

This division works closely with the Legal Services Division and has 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 division is 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 also prepare and conduct intern programs with respect to their primary activities.

The Legal Services Division, along with the Administrative 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 manage the final discharge and demotion appeal process for the Merit Board in coordinating the hearing, communicating with the

## University System Office continued . . .

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.

The Legal Services Division is 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. Various legislative activities are also a major part of their function, including the monitoring of our appropriation bills, review of all new legislation impacting our agency, and preparation of any statutory change to be submitted for legislation.

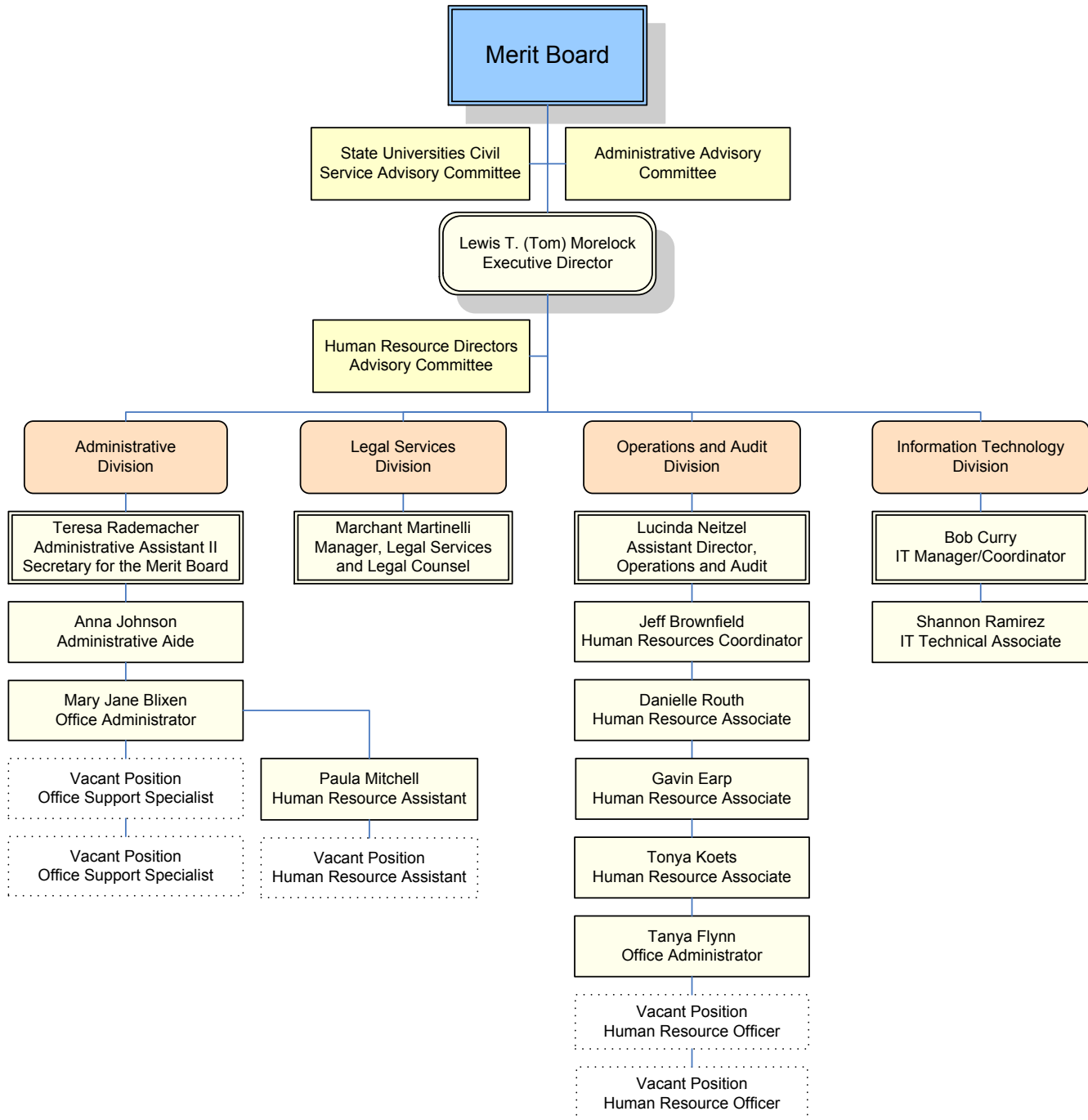
The Administrative Division is responsible for the general internal office human resource function, budget management, procurement services, information technology, internal customer service and clerical support. This division monitors our budget, processes purchases and the agency payroll, provides 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.

The Information Technology Division is a small division 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 (DER), 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. Divisions and staff members of the University System office can be found on page 36, as well as the University System organizational chart on the next page.

# Organizational Chart



## FY 2014 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;*
- ◆ *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 1,089 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 class title is described in detail in a formal,

## FY 2014 Agency Activities Continued . . .

written class specification. Classes which provide employees career advancement opportunities are grouped into promotional lines and described in series specifications. These documents are under periodic review and revision to maintain the most contemporary identification of duties, responsibilities, minimum requirements, knowledge, skills, and abilities. Updating of class specifications are necessary to assure that the most relevant and accurate information is used as a basis for test construction, position classification, and recruitment. In the development of new and revised class specifications, constituent universities/agencies and employees have an opportunity to provide input into the content of the class specifications.

To assure that class specifications and examinations are job-related and accurately measure elements necessary for the performance of required duties, position descriptions are requested and reviewed, job analysis surveys are conducted and 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**

With regard to classification plan management and pre-employment examinations, the University System office developed a computerized job analysis survey instrument (C-JASI) several years ago 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 was used to collect information from 43 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 109 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.

## FY 2014 Agency Activities continued . . .

### **New and Revised Classifications in FY 2014**

Following is a list of classifications that have been added to the Classification Plan and active classifications that have been revised during FY 2014:

- ◆ Agricultural Research Technician Series — *Assistant Agricultural Research Technician and Associate Agricultural Research Technician*
- ◆ Curator of Art Series — *Curator of Art I, II, and III*
- ◆ Dental X-Ray Coordinator
- ◆ Disability Transportation Specialist Series — *Disability Transportation Specialist and Head Disability Transportation Specialist*
- ◆ Emergency Management Coordinator
- ◆ Electroencephalographic Technician Series — *Electroencephalographic Technician, Electroencephalographic Specialist, and Electroencephalographic Supervisor*
- ◆ Housing Maintenance Series — *Housing Maintenance Inspector and Housing Maintenance Supervisor*
- ◆ Instrument Technician
- ◆ Intra-Operative Monitoring Series — *Intra-Operative Monitoring Specialist, Advanced Intra-Operative Monitoring Specialist, and Intra-Operative Monitoring Coordinator*
- ◆ Certified Medical Assistant
- ◆ Musical Instrument Technician
- ◆ Orthopedic Technician Series — *Orthopedic Technician and Orthopedic Technologist*
- ◆ Police Lieutenant
- ◆ Police Telecommunicator Series (Probationary Change Only) — *Police Telecommunicator/Public Safety Telecommunicator, and Police Telecommunicator Supervisor*
- ◆ Power Plant Mechanic Series — *Power Plant Mechanic and Power Plant Mechanic Supervisor*
- ◆ Program/Student Advisor
- ◆ Publicity-Promotion Specialist
- ◆ Quality Clinical Practice Data Analyst Series — *Clinical Practice Data Analyst, Clinical Practice Data Analyst Specialist, and Clinical Practice Data Analyst Coordinator*
- ◆ Quality Specialist Series — *Quality Specialist, Senior*

*Quality Specialist, and Organizational Quality Coordinator*

- ◆ Steam and Power Plant Series — *Steam and Power Plant I, II, III, IV, and V*
- ◆ Storekeeping Series — *Storekeeper I, II, III, and Stores Supervisor*

### **Classifications Reviewed in FY 2014**

Following is a list of classifications reviewed during FY 2014:

- ◆ Anatomy Curator Series — *Anatomy Curator and Anatomy Curator Supervisor*
- ◆ Animal Imaging Technologist Series — *Animal Imaging Technologist I, II, III, IV, and V*
- ◆ Food Series — *Food Service Worker I, II, III, IV, and V, Cook's Helper, Cook, Head Cook, First Cook, Second Cook, Grill Cook, Food Service Sanitation Laborer, Kitchen Helper, Snack Bar Attendant, Snack Bar Supervisor, Test Kitchen Cook, and Baker I, II, III, and IV*
- ◆ Machinist Welder Series — *Machinist Welder and Senior Machinist Welder*
- ◆ Magnetic Resonance Imaging (MRI) Series — *Magnetic Resonance Imaging Technologist, Magnetic Resonance Imaging Specialist, and Magnetic Resonance Imaging Coordinator*
- ◆ Mammography Series — *Mammography Technologist, Mammography Specialist, and Mammography Coordinator*
- ◆ Medical Radiographer Series — *Medical Radiographer Technician, Medical Radiographer Technologist, Medical Radiographer Specialist, and Medical Radiographer Coordinator*
- ◆ Nuclear Medicine Series — *Nuclear Medicine Technologist, Nuclear Medicine Specialist, and Nuclear Medicine Coordinator*
- ◆ Parking Services Series — *Parking Services Agent I, II, and III*
- ◆ Purchasing Officer Series — *Purchasing Officer I, II, III, and IV*
- ◆ Reimbursement Coding Specialist Series — *Reimbursement Coding Specialist I, II, and III*



## FY 2014 Agency Activities continued . . .

- ◆ Respiratory Care Therapist Series — *Respiratory Care Therapist I, II, and III*
- ◆ Research Support Associate
- ◆ Sonography/Ultrasound Series — Sonography/Ultrasound Technologist, Sonography/Ultrasound Specialist, and Sonography/Ultrasound Coordinator (Combined Cardiac Sonographer I, II, and III and Medical Sonographer I, II, and III)
- ◆ Study Abroad Series — *Study Abroad Advisor and Study Abroad Assistant Director*
- ◆ Veterinary Technician Series — *Veterinary Technician General I, II, and III*
- ◆ Lead Plant Operating Engineer
- ◆ Lead Power Plant Operating Engineer
- ◆ Lead Plant Stationary Engineer
- ◆ Musical Instrument Technician I, II, and III
- ◆ Plant Operating Engineer
- ◆ Power Plant Auxiliary Operator
- ◆ Power Plant Instrument Technician
- ◆ Power Plant Mechanic I and II
- ◆ Power Plant Mechanic Helper
- ◆ Power Plant Operating Engineer
- ◆ Power Plant Utility Operator
- ◆ Principal Power Plant Mechanic
- ◆ Stationary Engineer
- ◆ Stationary Fireman
- ◆ Stationary Fireman Helper
- ◆ Utility Laborer
- ◆ Utilities and Maintenance Repairman

### Classifications Consolidated in FY 2014

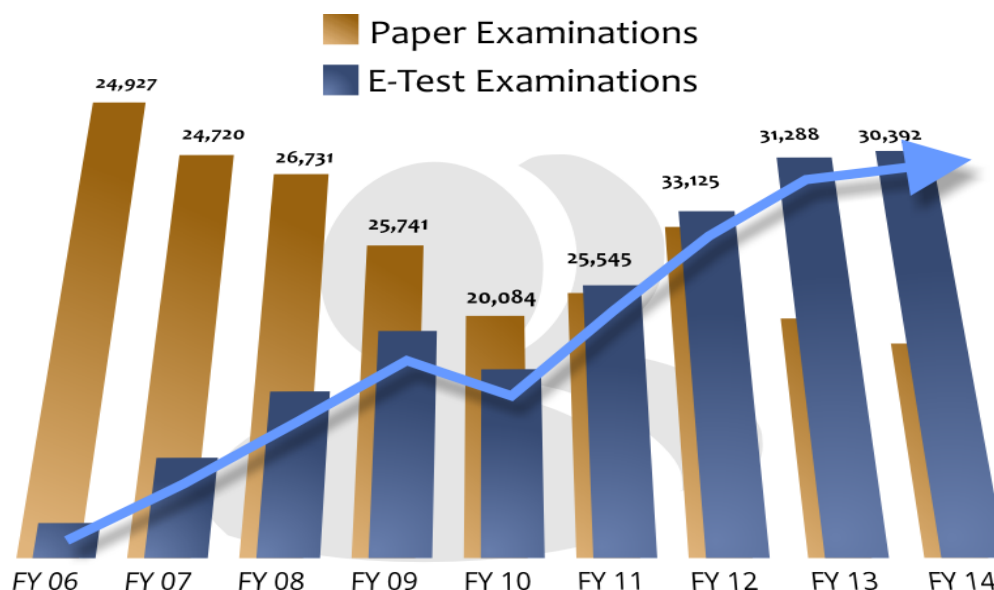
Following is a list of class specifications that were consolidated during FY 2014:

- ◆ Advertising Assistant and Advertising Supervisor
- ◆ Assistant Chief Plant Operating Engineer
- ◆ Assistant Stores Supervisor
- ◆ Boiler Room Fireman
- ◆ Chief Plant Operating Engineer
- ◆ Chief Utility Plant Operating Engineer
- ◆ Dental X-Ray Technician III
- ◆ Electroencephalographic Technician I and II

### Examinations Completed

A total of 30,392 pre-employment examinations were administered in 683 of the 1,089 approved classes. *See chart below.* In comparison to the previous six years, there were significantly more examinations administered in FY 2012 and FY 2013 than ever before. A total of 9,962 paper tests were given in FY

2014 with an 88.5% passing rate. The average score for all applicants was 85.14% (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



## FY 2014 Agency Activities continued . . .

classification plan for redundancies and to possibly eliminate, collapse, and/or consolidate classifications.

A total of 20,430 electronic tests (E-Tests) were given in FY 2014 with an 86.22% passing rate. The average score for all applicants was 81%. Please note that the Credentials Assessment examinations, in most instances, provide a passing score if the applicant simply qualifies for the position. In addition, 4,939 electronic typing examinations were administered.

### **Pay Administration**

In accordance with section 36d(3) of the Act (110 ILCS 70/36d(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 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**

The Salary Data System allows universities and agencies to electronically submit changes, revisions, or deletions to the salary rates/ranges via a secure website access point. The University System staff completes the authorization process, which notifies each university/agency of the change and immediately updates a standardized statewide Salary Range Report. The Salary Range Report (which encompasses all salary ranges) is updated monthly while there are now real time updates for each individual classification specific pay range as reported on our public website. The monthly reports as well as the real time updates

provide valuable information to the visitors at 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 2,929 rate/range requests during FY 2014. Of this total, 2,782 requests were approved, 35 requests were denied, and 112 ranges were deleted. Based on the Spring Salary Survey 'snapshot' of employee data, the University System included, 8,109 (40.3%) Open Range employees, 11,273 (56.0%) Negotiated Rate employees, 688 (3.4%) Prevailing Rate employees and 46 (less than 1/2%) Established Rate employees.



FY 2014 Agency Activities continued . . .

**Intern 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 Intern Appointments. Apprentice Appointments are utilized for training employees in the established crafts and trades occupations such as Carpenter, Electrician, etc. Intern Appointments are aimed at allowing applicants, who may lack the qualifications or job skills required for employment in a specific classification, an opportunity to work and, at the same time, obtain additional education and/or work experience. Intern Appointments have been designed, and can be used, as a diversity initiative tool to provide non-competitive appointments for various positions to meet specific diversity objectives. During FY 2014, 41 new Intern 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 several years, employers were given more flexibility in designating and exempting these positions within detailed guidelines.

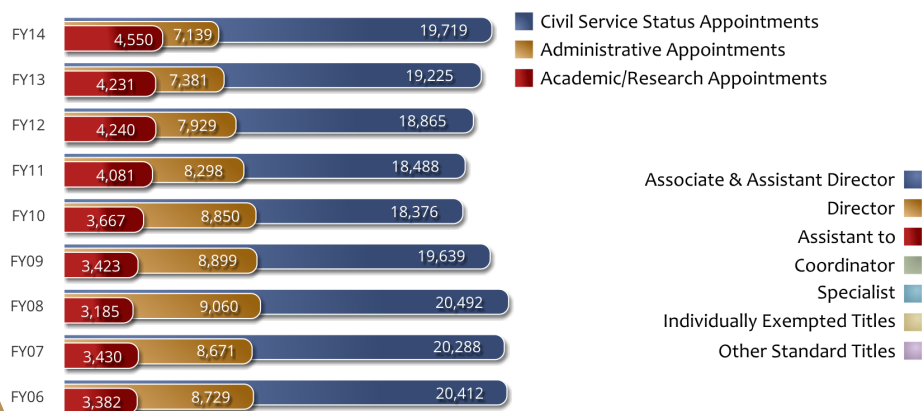
The University System began categorizing most PAA employees into 20 Standard Titles in 1999. At this same time, universities/agencies were also delegated the authority to 'exempt' employees/positions from civil service coverage through some procedural changes. Since the inception of this program, the University System office has witnessed a significant increase in PAA employees/positions, particularly in some selected titles. Just recently, this trend has shifted and, due to some significant audit reviews, these numbers have been decreasing slightly.

The chart below illustrates the University System PAAs and the general categorical designation of these exempt positions.

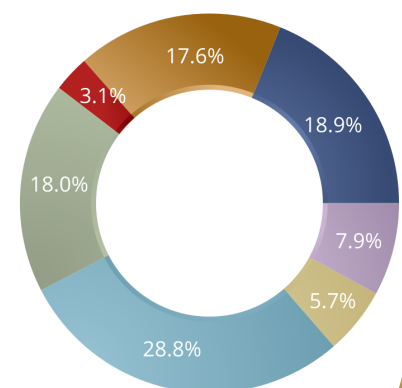
**Supported Employee Program**

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

University System Appointments (FY14 Principal Administrative Appointment Breakdown)



Associate & Assistant Director  
 Director  
 Assistant to  
 Coordinator  
 Specialist  
 Individually Exempted Titles  
 Other Standard Titles



## FY 2014 Agency Activities continued . . .

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 supported employee program, the supported employee is appointed to a status position in the classification and serves a probationary period. As of the end of FY 2014, a total of 63 supported employees have been appointed since the program's inception, 31 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 76 Extra Help Extension requests were

approved, most of which involved highly technical medical positions. Many of these were for short durations to allow completion of designated projects or to complete the hiring process for a specified vacant status position.

### 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 2014, one position classification appeal was reviewed and analyzed. Several other requests for position classification 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 52 question challenges and 52 rechecks/breakdowns were completed in FY 2014.

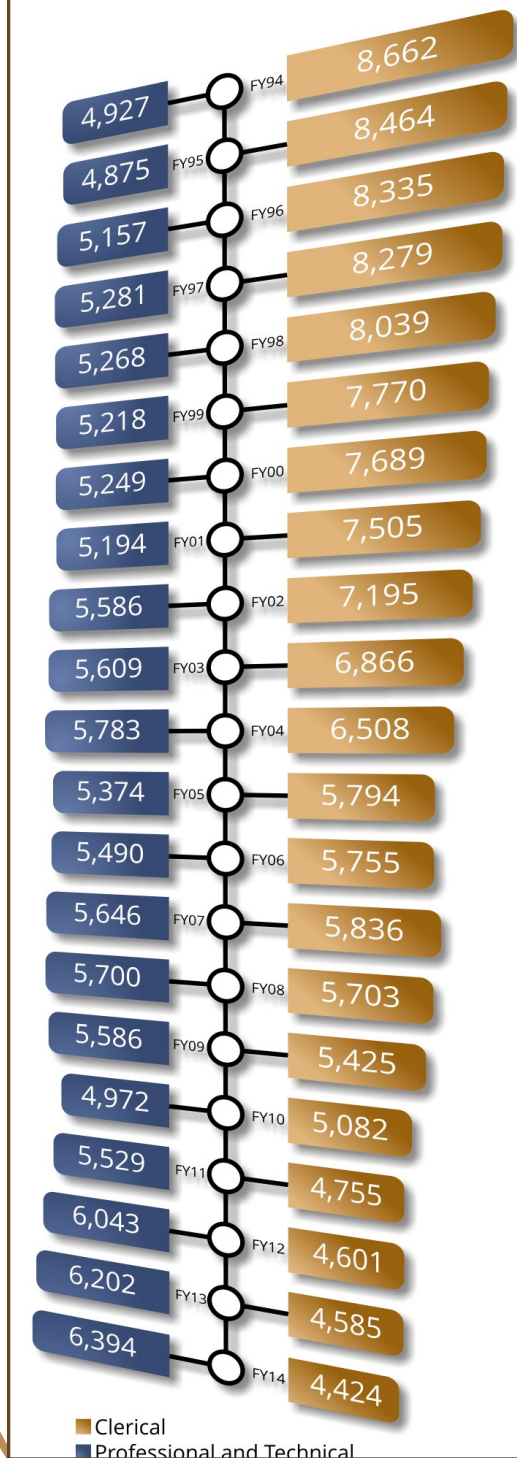
### Specialty Factors

A university/agency may request that a Specialty



## FY 2014 Agency Activities continued . . .

Comparison of Clerical and Technical Classifications Over Time



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 2014, the unit reviewed and approved 99 Specialty Factor requests.

### Employment Population Trends

Several employment data elements within the Illinois public higher education community, including employment population types, are monitored by the University System office. Major employment categories include Civil Service Status Appointments, Civil Service Nonstatus Appointments, Principal Administrative Appointments, Student Appointments, and Academic/Research Appointments. Civil Service Status Appointments are typically traditional full-time employment positions. Civil Service Nonstatus Appointments include Temporary, Provisional, Student, and Extra Help Appointments, as well as Intern and Apprentice Appointments. Principal Administrative Appointments include administrative positions that 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 19,719 employees were in status civil service positions at universities/agencies as of March 31, 2014. A historical review of civil service employment trends reveal that over the last several years there has been an overall decrease in civil service status employment. Of particular concern is the fact that principal administrative appointments, positions exempt from civil service jurisdiction, have generally increased over the same timeframes, though the past couple of years have seen a slight decrease. Academic/Research Appointments have somewhat increased during this same timeframe though the past couple of years have seen a slight decrease. See Chart

## FY 2014 Agency Activities continued . . .

on page 23.

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 page 25 illustrates this comparison and trend.

### 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 1.15% between fiscal years 2013 and 2014 to a statewide yearly average of approximately \$46,332. Likewise, the average civil service salary increased by 22% over the last eleven years. Please note that the civil service salary average is not adjusted by the mix of positions and instead is presented as an

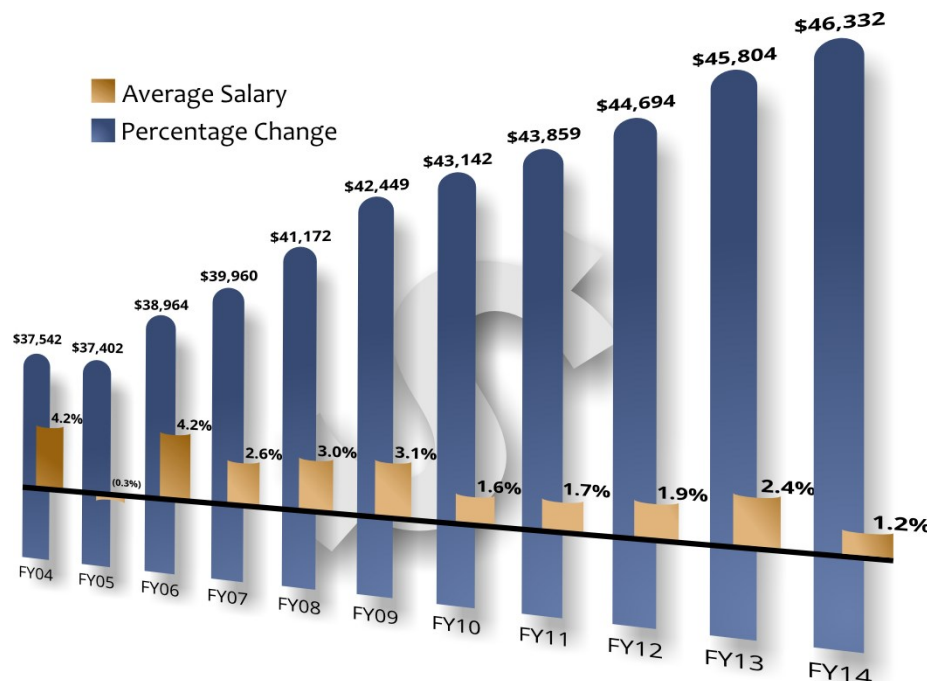
actual average annual salary. The chart below illustrates this trend.

### Police Promotional Testing

The University System office schedules and convenes the Police Officer promotional examinations, i.e., Elongated Oral Boards (EOBs). 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. During FY 2014, the University System office conducted three EOBs that comprised of three work days and tested 14 applicants.

### Occupational/Ethnicity/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



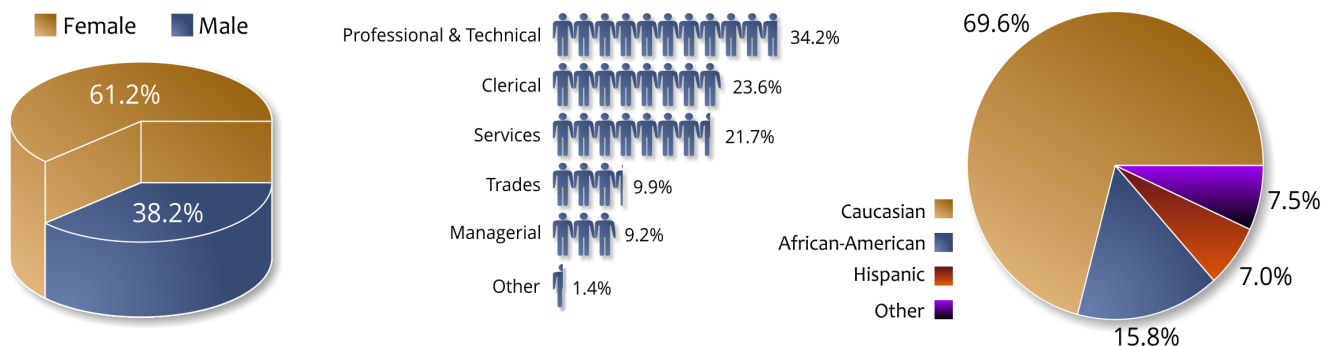
numbers may vary tremendously between universities/agencies based on their geographic location. The chart on the next page represents the statewide picture as of June 30, 2014.

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 positions. These programs are utilized to support the various diversity programs designed



## FY 2014 Agency Activities continued . . .

### Gender/Occupational/Ethnicity Breakdown



by each university/agency. Intern and Supported Employment Programs allow for on-the-job training and result in the non-competitive placement of successful candidates to civil service status positions. 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 the use of Intern Appointments in professional/technical positions to facilitate diversity objectives in this respect.

#### **Courtesy Scoring of Examinations**

During FY 2014, University System staff scored 21 examinations for various universities/agencies and reviewed/approved 63 compensatory qualifications waivers.

#### **Diversity Programs**

The University System office has programs that assist in the recruitment and placement of candidates from diverse backgrounds. The Intern Program as described on page 23 assists each employer with additional opportunities to recruit diverse applicants. Many other operational adjustments have been implemented to create more flexible employment protocols, minimize pre-employment variables, and increase overall the final

applicant referral pools for status positions. All of these initiatives serve to facilitate specific university/agency diversity objectives.

#### **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 *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,

## FY 2014 Agency Activities continued . . .

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.*

The following categories more clearly define these activities:

- Assignment of Positions to Classes — *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 — *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 — *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 — *This involves a review of the employer's business processes and procedures related to the employment cycle, including pre-employment activities, probationary and status employment, and employment separation programs. There is also an assessment of the employer's utilization and monitoring of non-status appointments.*
- Administration and Employment Protocols of Positions Exempt from Civil Service Guidelines — *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 — *There is a general review of the employer's human resource programs with respect to effectiveness, efficiency and levels of*

## FY 2014 Agency Activities continued . . .

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

During the FY 2014 audit cycle, the audit team has continued the practice of maintaining positive employer relationships 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 2014 audit activities.

- Management and maintenance of pay ranges.
- Classification of positions.
- Reviewing and verifying the employment relationships with independent contractors.
- Completion of classification audit requests within the

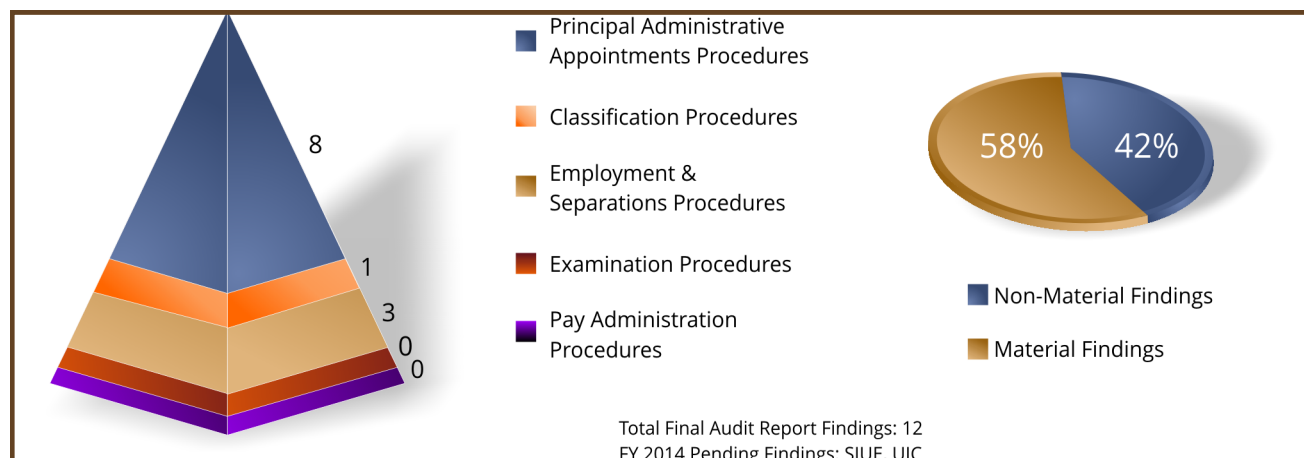
processing time frame standard.

- Proper maintenance of authorization and position reviews for Principal Administrative Appointments.
- Maintenance of review standards for position descriptions.
- Documentation and communication of Contract Appointments.
- Review and update of business procedures, as related to position register and referral process.
- Open and continuous testing procedures.
- Proper updating and maintenance of examination instruments.
- Assignment of position control numbers.
- Utilization of Custom Classes.
- Review of Extra Help appointments/ monitoring practices.
- Supported Employee Program practices.

### Audits Conducted during FY 2014 by the University System office

The following audits were conducted during FY 2014:

- University of Illinois at Springfield (UIS)



## FY 2014 Agency Activities continued . . .

- *Northeastern Illinois University (NEIU)*
- *Illinois Board of Higher Education (IBHE)*
- *Illinois Community College Board (ICCB)*
- *Division of Specialized Care for Children (DSCC)*
- *Southern Illinois University Carbondale (SIUC)*
- *Western Illinois University (WTU)*
- *Southern Illinois University Edwardsville (SIUE)*
- *University of Illinois College of Medicine Peoria (UICOM-P)*
- *University of Illinois at Chicago (UIC)*

### **The Auditor General's Compliance Audit**

The routine biennial compliance audit for FY 2014 will be conducted following the completion of FY 2015. The audit be conducted by the State Auditor General's office.

### **Vouchers**

FY 2014 ended on June 30, 2014 with 251 invoices processed to various vendors, some of which included payments to State contracts. The lapse period ended on August 31, 2014 with an additional 23 vouchers processed during the lapse period.

### **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 2013 and January 2014. The Agency Workforce Report was filed

for FY 2014 in accordance with 5 ILCS 410 of the State Employment Records Act and a copy of the report was also mailed to the Office of the Governor.

The Fiscal Control and Internal Auditing Act annual internal control checklist was completed and a letter was sent to the Auditor General's office on April 21, 2014.

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, 2014 the University System office's state property value was approximately \$264,000.



### **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.

## FY 2014 Agency Activities continued . . .

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 Procedures developed in FY 2014**

Procedure changes developed in FY 2014 follow:

- ♦ Classification Plan Management Procedures Manual, Section 4.3
- ♦ Employment and Separation Procedures Manual, Section 1.4

### **Proposed Rules in FY 2015**

**Section 250.50, Examinations, of the Code (80 Ill. Adm. Code §250.50).** The proposed rulemaking will amend this rule by changing the Illinois residency requirement for certain classifications.

### **Discharge and Demotion**

Legal Counsel is responsible for managing the discharge/demotion process, including the pre-hearing, hearing, and post-hearing phases, to ensure compliance with the Code and applicable procedures and guidelines. In FY 2014, 55 Written Charges for Discharge forms were filed with the University System office. Eight hearings were requested by employees involved in these matters. Of the 8 hearing requests by employees, two employees withdrew their request before the hearing was held; one university withdrew

the Written Charges for Discharge; two settlement agreements were approved before/during the hearing process; and three employees resigned before/after the hearing process.

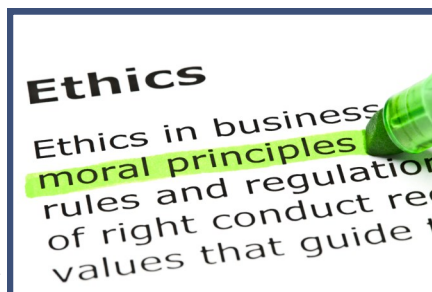
### **Ethics Officer**

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

Ethics training was held on-line for all staff members during the May 14 through June 11, 2014 training time period. Merit Board members were provided the Ethics Training for Appointees to State of Illinois Board members on April 29, 2014, as well as new board members and new employees completed the required training within the 30 day time period. All employees and Merit Board members have completed the training for calendar year 2014.

### **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





## FY 2014 Agency Activities continued . . .

2014, the University System office had four requests for information under the Freedom of Information Act.

### **Equal Employment Opportunity Officer**

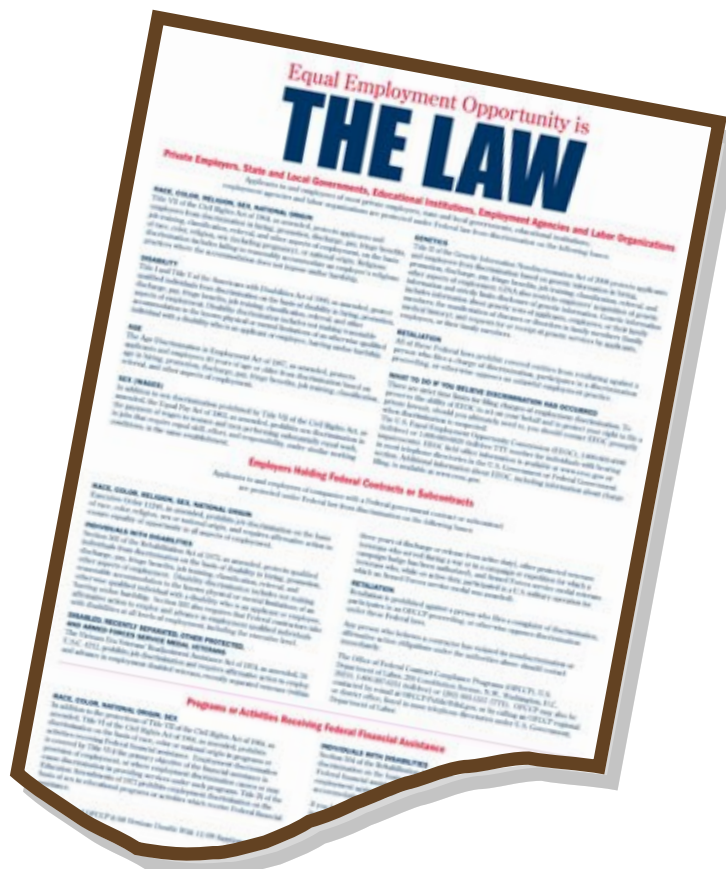
Legal Counsel serves as the University System's Equal Employment Opportunity Officer. This involves the researching and analyzing of current Civil Rights Laws and court opinions and drafting guidance and conducting training in compliance with these laws and opinions. This person also is responsible for 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.

In addition, Legal Counsel provides assistance with monitoring the progress of legislative bills and evaluates 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.





## **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 Andy Small, Northern Illinois University, 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 2014 the committee met four times — July 18 and 19, 2013 at Southern Illinois University School of Medicine; October 16 and 17, 2013 at Chicago State University; January 16 and 17, 2014 at the University of Illinois at Urbana-Champaign; and April 10 and 11, 2014 at State Universities Civil Service System Office.

Membership as of October 1, 2014 includes:

### **University of Illinois**

Chicago Campus — *Michael DiIacova, Darlene Kendall, and Mark Murphy*

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

Springfield Campus — *Denise Rothenbach*

Urbana-Champaign Campus — *Michael Aper, Gary Fry, and two vacancies*

### **Southern Illinois University**

Carbondale Campus — *Anthony Travelstead*

Edwardsville Campus — *Michael Pulley*

School of Medicine at Springfield — *Cristina Milliken*

### **Other Universities and Agencies**

Chicago State University — *LaTania C. Milner*

Eastern Illinois University — *Julie Benedict*

Governors State University — *Ann Jaso*

Illinois State University — *Richard Marr*

Northeastern Illinois University — *Jack D. Chavez, Sr.*

Northern Illinois University — *Andy Small, Chair*

State Universities Retirement System — *Larry Curtis*

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, James Montgomery, 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 February 4, 2014; and May 7, 2014 at the University System office.

Membership as of October 1, 2014 includes:

**James D. Montgomery**, *Committee Chair*  
*Merit Board Chair*

**Greg Alt**  
*Interim Vice President for Finance and Planning*  
*Illinois State University*

**Karen Hunter Anderson**  
*Executive Director*  
*Illinois Community College Board*

**Julie DeWees**  
*Vice President for Administrative Services,*  
*Western Illinois University*

**Karen Kissel**  
*Vice President for Administration and Finance*  
*Governors State University*

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

**Paul McCann**  
*Interim Vice President for Business Affairs,*  
*Eastern Illinois University*

**F. William Nicklas**  
*Vice President for Operations and Community Relations*  
*Northern Illinois University*

**Alan Phillips**  
*Deputy Director,*  
*Illinois Board of Higher Education*

**Michael Pierick**  
*Vice President for Finance and Administration*  
*Northeastern Illinois University*

**Larry Pinkelton**  
*Interim Vice President for Administration and Finance*  
*Chicago State University*

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

**Eric Zarnikow**  
*Executive Director*  
*Illinois Student Assistance Commission*

## **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 August 2, 2013, January 31, 2014, April 25, 2014, and June 26, 2014. Following is a list of active participants on this committee:

**Renee D. Mitchell**

*Chicago State University*

**Richard Enyard**

*Eastern Illinois University*

**Joyce Coleman**

*Governors State University*

**Tammy Carlson**

*Illinois State University*

**Marta E. Maso**

*Northeastern Illinois University*

**Celeste Latham**

*Northern Illinois University*

**Jennifer Watson**

*Southern Illinois University Carbondale*

**Laura Alexander**

*University of Illinois at Springfield*

**Pamela Bowman**

*Western Illinois University*

**George Perich**

*Southern Illinois University School of Medicine*

**Sherrie Senkfor**

*Southern Illinois University Edwardsville*

**Maureen Parks**

*University of Illinois Administration*

**Robert A. Crouch**

*University of Illinois at Chicago*

**Elyne Cole**

*University of Illinois at Urbana-Champaign*

**Wes Weisenburn**

*Division of Specialized Care for Children*

**Lynne Keeton**

*U of I College of Medicine at Peoria*

**Jack Croffoot**

*U of I College of Medicine at Rockford*

**Karen Helland**

*Illinois Board of Higher Education*

**Ellen Andres**

*Illinois Community College Board*

**Vicki Baba**

*Illinois Student Assistance Commission*

**Brenda Dunn**

*State Universities Retirement System*

## University System Office Staff

**Lewis T. (Tom) Morelock**  
**Executive Director**

### **Administrative Division**

Teresa Rademacher, Administrative Assistant and Secretary for the Merit Board  
Anna Johnson, Administrative Aide  
Mary Jane Blixen, Office Administrator  
Paula Mitchell, Human Resource Assistant

### **Audit and Advisory Services Division**

Lucinda Neitzel, Assistant Director Operations and Audit  
Jeff Brownfield, Human Resource Coordinator  
Danielle Routh, Human Resource Associate  
Gavin Earp, Human Resource Associate  
Tonya Koets, Human Resource Associate  
Tanya Flynn, Office Administrator

### **Information Technology Division**

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

### **Legal Services Division**

Mari Martinelli, Legal Counsel

### **Graduate Assistant**

Rachel Amrhein

## FY 2015 Agency Action Plan

Our Action Plan for FY 2015 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 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 2015.

### **\*Classification Plan Revisions**

*This is a long term, ongoing project designed to eliminate redundancy and duplication in classification designations, upgrade associated employment protocols, and develop new pre-employment testing/credentials review processes. The University System office has partnered with the University of Illinois College of Labor and Industrial Relations and Department of Psychology to provide long term professional support for this ongoing project and insure consistency with current 'best practice' human resource concepts. Our overall goal is to reduce the number of classifications and move to establish a routine classification revision process based on national occupational standards/trends and employer operational needs.*

### **\*Electronic Applicant Testing**

*The E-Test System went on-line in 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 now have almost 400 classification exams in our electronic system at this stage, and continue to add a significant number of new examinations each fiscal year. We plan to continue this trend during FY 2014. We predict that, by the end of FY 2015, up to 70% of testing will be done*

*electronically, up from approximately 67% this fiscal year.*

### **\*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. Over the last few years, we have taken some significant actions in this regard. Our plan is 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 will continually review our space requirements 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 intra-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 been 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 to*

**FY 2015 Agency Action Plan continued. .**

*various inquiries. From a customer service perspective, this would be viewed favorably and enhance our overall operations from an efficiency and constituency relations standpoint. We are in the midst of this transition and hope to be even more significantly along with this project over the upcoming year.*

**\*Constituency Collaborations**

*Significantly enhanced communication options have been utilized to provide more timely information on a wide array of topics important 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 hope to 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, and their various employee groups, has become a critical element in our strategic plan. Through these initiatives, there will be significant system-wide gains in productivity, cost effectiveness, and accountability. We have already experienced some significant financial gains primarily through our technology improvements in communications and website developments. There is an enormous savings potential in these programs and we are committed to aggressively pursuing these operational goals and action plans.

The next page includes a spreadsheet outlining some of our basic outcome and output indicators that capture some of our agency activities over the past few years along with an estimate of our projected business activity for FY 2015.



## AGENCY ACTIVITIES/GOALS

### PUBLIC ACCOUNTABILITY REPORT

|                                                                | Fiscal Year<br>2012 Actual | Fiscal Year<br>2013 Actual | Fiscal Year 2014<br>Target/Projected | Fiscal Year<br>2014 Actual | Fiscal Year 2015<br>Target/Projected |
|----------------------------------------------------------------|----------------------------|----------------------------|--------------------------------------|----------------------------|--------------------------------------|
| <b><i>Output Indicators</i></b>                                |                            |                            |                                      |                            |                                      |
| Discharge/Demotion Appeals Filed                               | 58                         | 59                         | 65                                   | 55                         | 60                                   |
| Position Audit Appeals                                         | 12                         | 5                          | 5                                    | 1                          | 5                                    |
| Job Analysis Conducted (C-JASI)                                | 207                        | 210                        | 200                                  | 43                         | 200                                  |
| Examinations Administered                                      | 33,125                     | 31,288                     | 30,000                               | 30,392                     | 33,000                               |
| Salary Data System Transactions                                | 2,651                      | 3,375                      | 2,750                                | 2,929                      | 3,000                                |
| Customer Relations Website Interactions                        | 314,556                    | 319,762                    | 350,000                              | 661,328                    | 600,000                              |
| Personnel Transactions Audited                                 | 90,324                     | 130,046                    | 100,000                              | 122,769                    | 130,000                              |
| Classifications/Examinations New, Reviewed/Revised, or Deleted | 91                         | 161                        | 125                                  | 138                        | 140                                  |
| Other Personnel Transactions                                   | 480                        | 446                        | 450                                  | 363                        | 400                                  |
| Police Testing/Applicants Processed                            | 57                         | 38                         | 50                                   | 14                         | 60                                   |
| <b><i>Outcome Indicators</i></b>                               |                            |                            |                                      |                            |                                      |
| Appeals-Hearings Administered                                  | 10                         | 17                         | 17                                   | 8                          | 12                                   |
| Examination Pass Percentage                                    | 83.7%                      | 86.0%                      | 88.0%                                | 86.3%                      | 88.0%                                |
| Total Classification Managed                                   | 1,086                      | 1,074                      | 1,070                                | 1,089                      | 1,085                                |
| Compliance Audits Conducted                                    | 10                         | 11                         | 10                                   | 10                         | 11                                   |
| Employees Served                                               | 55,212                     | 55,008                     | 55,000                               | 53,889                     | 54,000                               |
| Elongated Oral Boards Conducted                                | 7                          | 7                          | 10                                   | 3                          | 7                                    |
| <b><i>Efficiency/Cost-Effectiveness</i></b>                    |                            |                            |                                      |                            |                                      |
| Percentage of Web-Based Examinations                           | 51%                        | 64%                        | 65%                                  | 67%                        | 70%                                  |