

State Universities Civil Service System

July 1, 2015 - June 30, 2016



65th
FY16



**Annual
Report**

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MESSAGE FROM THE EXECUTIVE DIRECTOR

On behalf of the State Universities Civil Service System, I respectfully submit our 65th Annual Report. This Report provides an overview of our business operations, our many programs and initiatives, and a brief description of our FY 16 agency action plan. Our business objectives remain consistent with our statutory directive, our mission, and our purpose. This Report again demonstrates our commitment to the concepts that allow us 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, our agency will 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.

As an agency, our primary goal is to design personnel programs that are truly transformative by nature for Civil Service employment through the utilization of sound and efficient processes. It is our obligation to develop policies and practices which allow each of our employers to not only compete in the market for employees, but to also accomplish this while maintaining the fundamental principles and rights established by our statute for employees and applicants.

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. 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.



Jeff Brownfield
Executive Director



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.

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

JURISDICTION continued . . .

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

Glen Ellyn

Cook County

Rockford

Western Illinois University

Quad-Cities Campus

Illinois Board of Higher Education

Illinois Community College Board

Illinois Student Assistance Commission

State Universities Retirement System

State Universities Civil Service System

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 22,900 civil service employees, which includes over 18,400 status employees and over 4,400 nonstatus employees throughout the state. To a lesser degree, the University System monitors and authorizes over 19,600 student employees and over 10,600 exempt administrative and faculty appointments. The University System administers a classification and examination program consisting of 1,046 classes/exams resulting in the pre-employment testing of approximately 21,800 applicants or promotional candidates for FY 16. 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.



Section 36e of the Act (110 ILCS 70/36e) provides that all employees of the constituent institutions and

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

Daniel P. Caulkins
Eastern Illinois University

Rev. Marshall E. Hatch, Sr.
Chicago State University

Lyneir R. Cole
Western Illinois University

Donna Manering
Southern Illinois University

Rocky Donahue
Illinois State University

Robert T. Marshall, Jr.
Northern Illinois University

Marvin Garcia
Northeastern Illinois University

Brian D. Mitchell
Governors State University

Karen Hasara – Vice Chair
University of Illinois

Jill Smart
University of Illinois

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).

During FY 16, the Merit Board met four times – August 19, 2015, November 18, 2015, January 27, 2016, and May 11, 2016. 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. Also, in FY 16, a Special Meeting was held on September 17, 2015.

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>.

EMPLOYEE SERVED DATA (June 2016)

Organizations Served	Civil Service Employees	Total Status Employees	Total Nonstatus Employees	36e(2) Employees	36e(3) Employees	36e(4) Employees	36e(5) Student Employees	Total Exemptions	Total Employees
System Total	22,887	18,467	4,420	197	6,280	4,134	19,654	30,265	53,152
University of Illinois	11,846	9,629	2,217	61	4,016	2,315	8,504	14,896	26,742
Urbana-Champaign	5,189	3,918	1,271	29	2,446	1,642	5,738	9,855	15,044
Chicago	3,330	2,870	460	24	1,280	576	2,428	4,308	7,638
Chicago Hospital	2,317	2,050	267	2	140	11	24	177	2,494
DSCC	214	207	7	0	5	1	0	6	220
UICOM-Peoria	201	170	31	0	8	10	0	18	219
UICOM-Rockford	151	115	36	0	18	4	6	28	179
Springfield	444	299	145	6	119	71	308	504	948
Southern Illinois University	4,247	3,316	931	17	695	580	2,976	4,268	8,515
Carbondale	1,940	1,384	556	2	279	259	1,382	1,922	3,862
Edwardsville	1,147	880	267	14	267	202	1,594	2,077	3,224
School of Medicine	1,160	1,052	108	1	149	119	0	269	1,429
Other Universities	6,472	5,207	1,265	118	1,453	1,239	8,174	10,984	17,456
Chicago State	246	246	0	15	81	47	89	232	478
Eastern Illinois	464	459	5	10	137	79	252	478	942
Governors State	309	248	61	20	139	70	411	640	949
Illinois State	1,791	1,442	349	16	317	377	2,631	3,341	5,132
Northeastern Illinois	695	559	136	13	248	38	659	958	1,653
Northern Illinois	2,217	1,528	689	39	314	499	2,631	3,483	5,700
Western Illinois	750	725	25	5	217	129	1,501	1,852	2,602
Illinois Board of Higher Education	7	7	0	1	29	0	0	30	37
Illinois Community College Board	27	27	0	0	26	0	0	26	53
Illinois Student Assistance Commission	168	161	7	0	28	0	0	28	196
State Universities Civil Service System	12	12	0	0	1	0	0	1	13
State Universities Retirement System	108	108	0	0	32	0	0	32	140

UNIVERSITY SYSTEM OFFICE

The University System office provides oversight and 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.

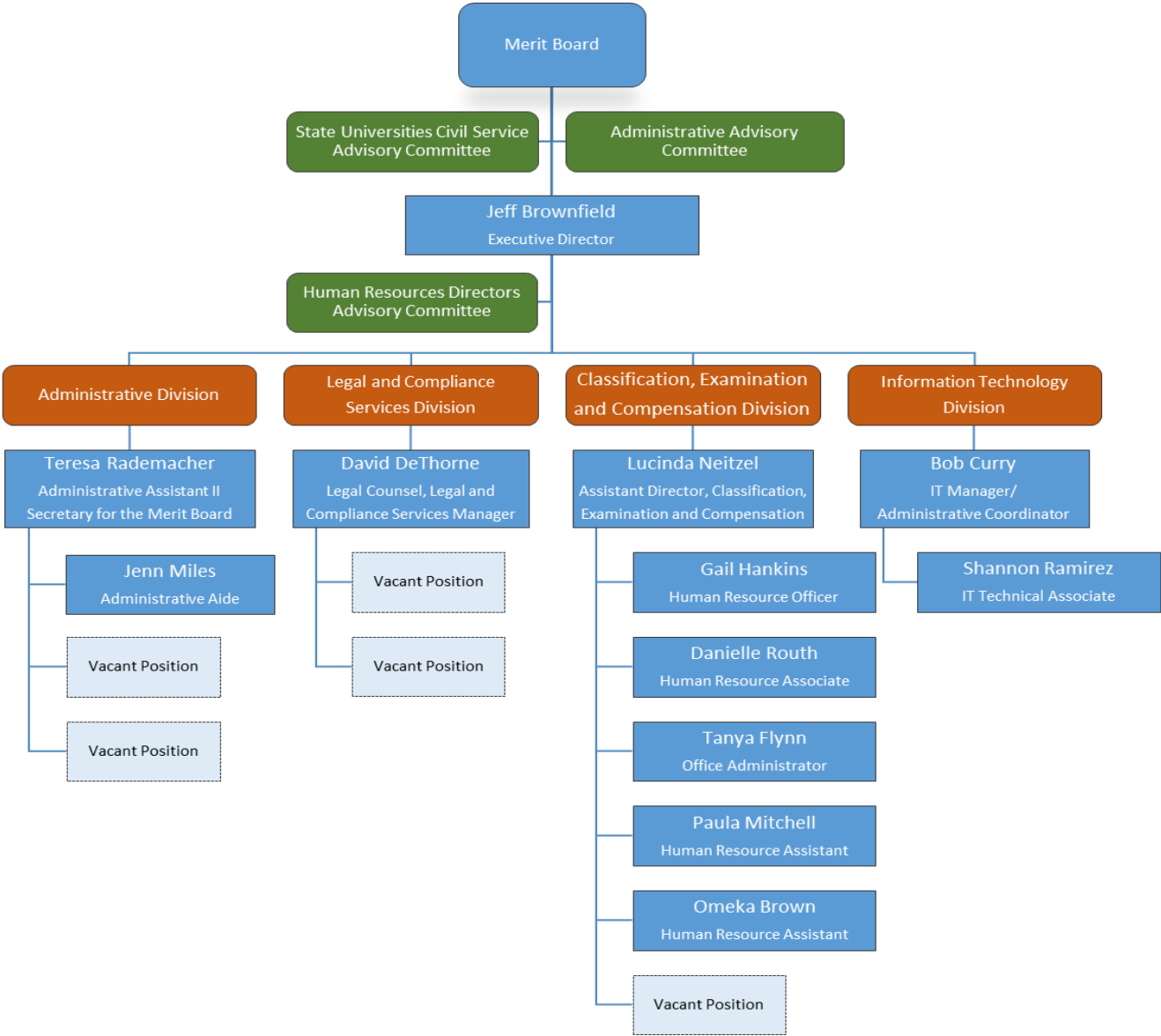
Incorporated into the Act (110 ILCS 70/36) establishing the University System were many innovative principles that remain viable operating guidelines even today, including efficiency and economy of operation, equal opportunity for all applicants, selection of highly qualified personnel, equal pay for 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 6 & 7 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.

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.



ORGANIZATIONAL CHART



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 or lump sum appropriation request, as approved by the IBHE, is therefore a component of the

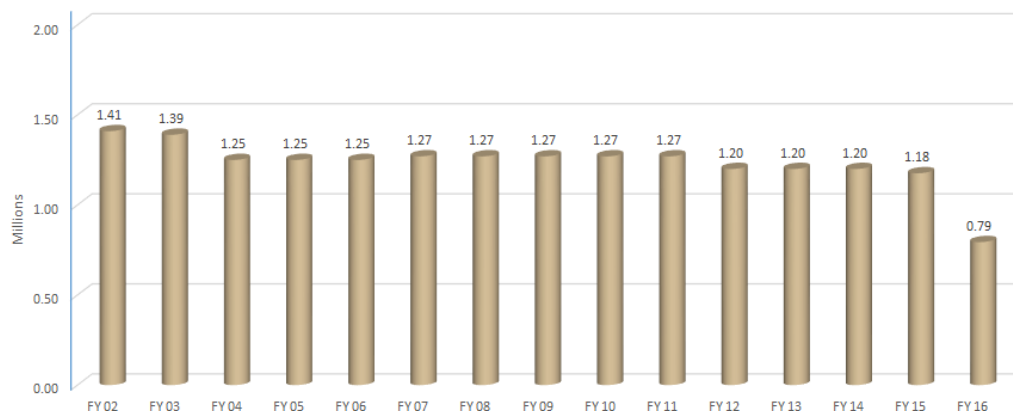
final Illinois public higher education budget recommendation which is submitted to the Governor's office for state budget appropriation planning and subsequent legislative consideration. Significant oversight and review of budget parameters are conducted by the Merit Board, IBHE, Governor's Office for Management and Budget, and various legislative committees before final yearly appropriations are approved and distributed.

Despite significantly decreased or flat budget appropriations over the last few years, the agency is 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.

Due to the budget impasse in FY 16, the agency was unable to process payment for any vendor doing

business with the agency until the stopgap budget was approved in late June. Currently all FY 16 vendors have been paid or are in the process of receiving payment. Salaries for employees of the University System were paid by a court order.

Budget History



FY 16 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 Specifications

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

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

FY 16 AGENCY ACTIVITIES continued . . .

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 content validity and other 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 is compiled.

New and Revised Classifications in FY 16

Following is a list of classifications that have been added to the Classification Plan and active classifications that have been revised during FY 16:

- ◆ Accountant Series — Accountant I, II, III, Assistant Chief Accountant (No Change), and Chief Accountant (No Change)
- ◆ Athletic Facilities Maintenance Series — Athletic Facilities Attendant and Athletic Facilities Supervisor
- ◆ Campus Transportation Operator Series — Campus Transportation Operator and Head Transportation Operator
- ◆ Culinary Worker Series — Culinary Worker I, II, III, IV, and V (Classes collapsed into this series include Food Service Worker I, II, III, and IV, Cook's Helper, Cook, Head Cook, First Cook, Second Cook, Grill Cook, Kitchen Helper, Test Kitchen Cook, Baker I, II, III, and IV)
- ◆ Dietitian Nutritionist
- ◆ Food Court/Snack Bar Series — Food Court/Snack Bar Attendant and Food Court/Snack Bar Supervisor
- ◆ Human Resource Assistant
- ◆ Human Resource Representative
- ◆ Operating Engineer Series — Assistant Operating

Engineer, Operating Engineer, Operative Crane Engineer, and Operating Engineer Foreman

- ◆ Police Officer
- ◆ Police Corporal
- ◆ Program/Student Advisor
- ◆ Reimbursement Coding Specialist Series — Reimbursement Coding Representative, Reimbursement Coding Specialist, and Reimbursement Coding Coordinator
- ◆ Security Officer Series — Security Officer and Security Sergeant

Classifications Reviewed in FY 16

Following is a list of classifications reviewed during FY 16:

- ◆ Accounting Associate
- ◆ Carpenter Series — Carpenter, Carpenter Sub-Foreman, Carpenter Foreman, and Carpenter General Foreman
- ◆ Clerk Series — Clerical Assistant, Clerk, Chief Clerk, Staff Clerk, and Administrative Clerk
- ◆ Dental Assistant Series — Dental Assistant I, II, III, and IV
- ◆ Electrician Series — Electrician, Electrician Sub-Foreman, Electrician Foreman, and Electrician General Foreman
- ◆ Food Service Administrator Series — Food Service Administrator I, II, III, and IV
- ◆ Food Service Chef
- ◆ Grant and Contracts Administrator Series — Grants and Contracts Administrator I and II
- ◆ Grants and Contracts Specialist
- ◆ Intramural and Recreation Coordinator
- ◆ Office Support Series — Office Support Assistant, Office Support Associate, Office Support Specialist, Office Manager, and Office Administrator
- ◆ Painter Series —



FY 16 AGENCY ACTIVITIES continued . . .

- ♦ *Painter, Painter Sub-Foreman, and Painter Foreman*
- ♦ Printing Estimator
- ♦ Procurement Officer Series (Purchasing Officer Series) – *Purchasing Officer I, II, III, and IV*
- ♦ Public Information Series – *Public Information Specialist and Coordinator of Public Information*
- ♦ Security Guard Series – *Security Guard and Security Guard Supervisor*

Classifications Consolidated in FY 16

Following is a list of class specifications that were consolidated during FY 16:

- ♦ Baker I, II, III, and IV
- ♦ Cook's Helper
- ♦ Cook
- ♦ First Cook
- ♦ Food Service Worker I, II, III, and IV
- ♦ Grill Cook
- ♦ Head Cook
- ♦ Kitchen Helper
- ♦ Reimbursement Coding Specialist I, II, and III
- ♦ Second Cook
- ♦ Snack Bar Attendant
- ♦ Snack Bar Supervisor
- ♦ Test Kitchen Cook

Classifications Deleted in FY 16

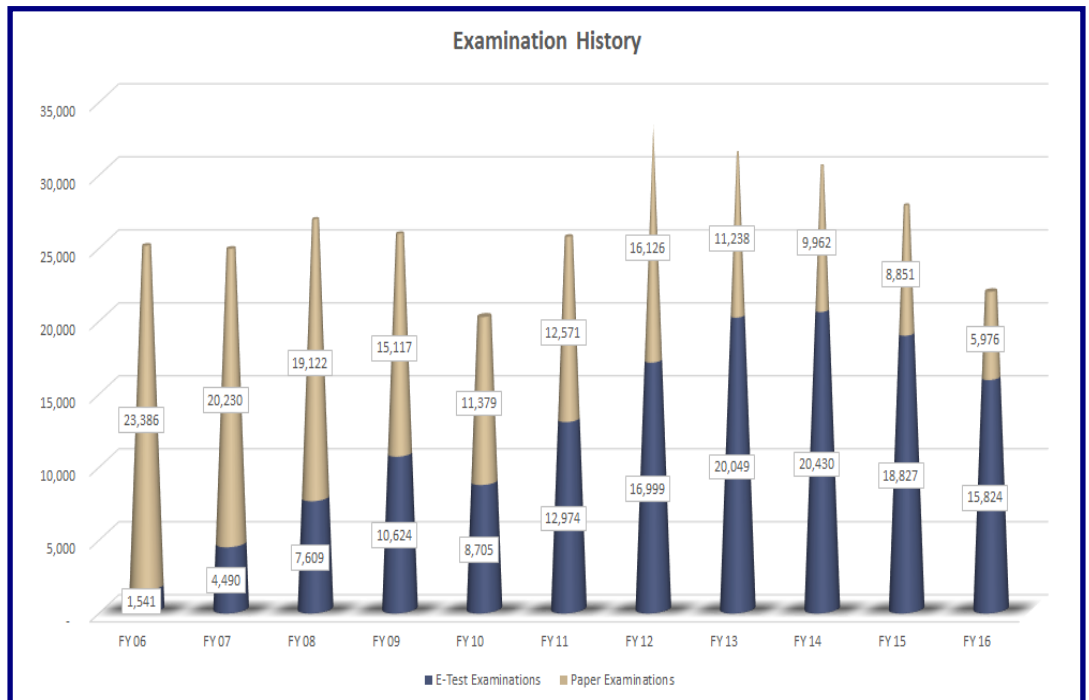
Following is a list of class specifications that were deleted from the Classification Plan during FY 16:

- ♦ Procedures and Systems Analyst Series – *Procedures and Systems Analyst I, II, and III*
- ♦ Painter Chageman

Examinations Completed

A total of 21,800 pre-employment examinations were administered in 564 of the 1,046 approved classes. See chart below. In comparison to the previous six years, there were significantly more examinations administered in FY 12, FY 13, and FY 14 than ever before. A total of 5,976 paper tests were given in FY 16 with an 88.5% passing rate. The average score for all applicants was 84.73. The lack of activity in such a large number of civil service examinations provides additional encouragement and incentive to continue to evaluate the classification plan for redundancies and to possibly eliminate, collapse, and/or consolidate classifications.

A total of 5,976 electronic tests (E-Tests) were given in FY 16 with an 88.38% passing rate. The average score for all applicants was 83. Please note that the Credentials Assessment examinations, in most instances, provide a passing score if the applicant simply qualifies for the position. In addition, 1,385 electronic typing examinations were administered. The electronic typing test was eliminated December 15, 2015.



FY 16 AGENCY ACTIVITIES continued . . .

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. Collective bargaining agreements for the local area provide the authentication necessary for the establishment of salary rates/ranges for the various craft and trade occupations.

Salary Range System

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, and real time updates for each classification's specific pay ranges are reported on our public website.

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 16, 32 new Intern Programs were approved.

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.

A total of 44 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.

Supported Employee Program

The University System is mandated by section 36s of the Act (110 ILCS 70/36s) to establish and execute a Supported Employee Program. This program is designed to encourage the employment of individuals who are severely disabled and in need of supported employment, as certified by the Illinois Department of Human Services (IDHS). These applicants work in a trial capacity before being appointed into a permanent position and are not required to participate in the open competitive testing process. Once a position has been designated for supported employment, employers work with IDHS counselors to develop an appropriate training program to assist the supported employee in

FY 16 AGENCY ACTIVITIES continued . . .

becoming proficient at the targeted position.

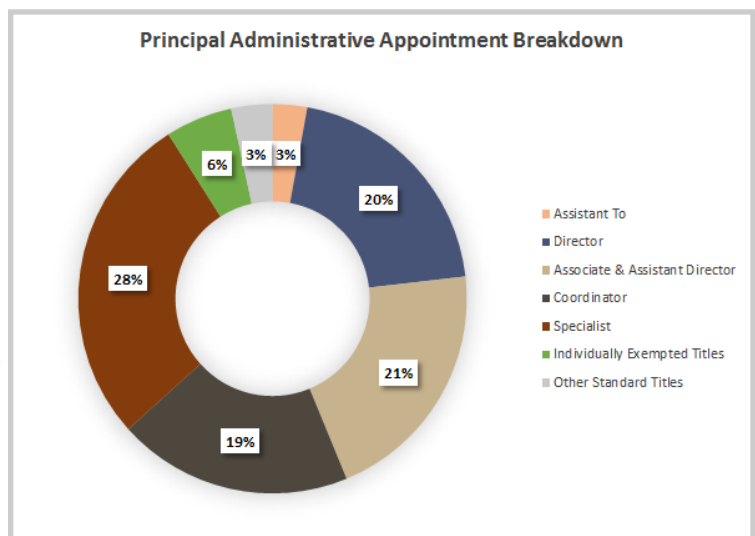
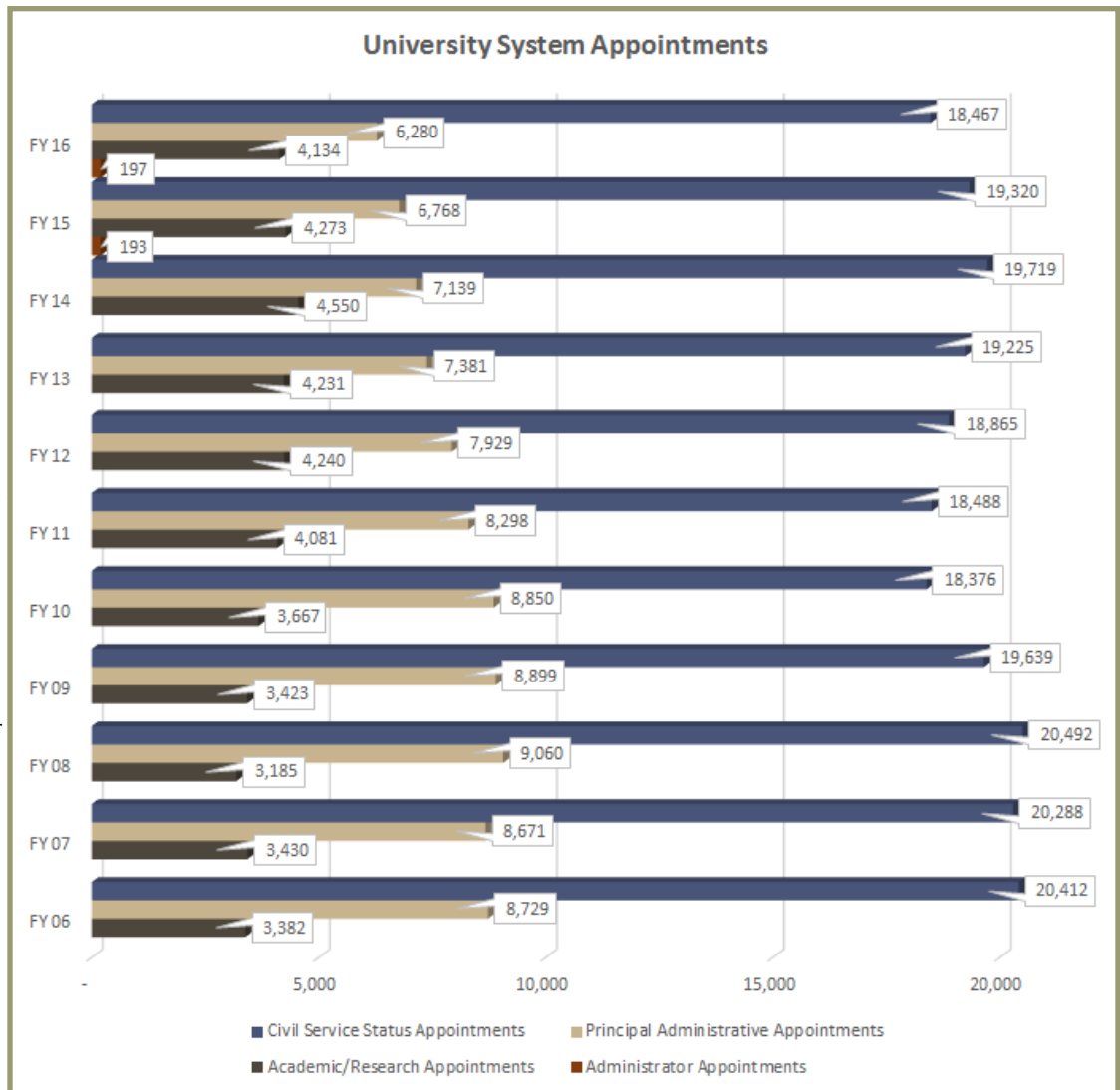
Upon successful completion of the Supported Employee Program, the supported employee is appointed to a status position in the classification and serves a probationary period. As of the end of FY 16, a total of 66 supported employees have been appointed since the program's inception, 27 of which were still actively employed.

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 charts illustrate the University System PAAs and the general categorical designation of these exempt positions.



FY 16 AGENCY ACTIVITIES continued . . .

Employment Population Trends

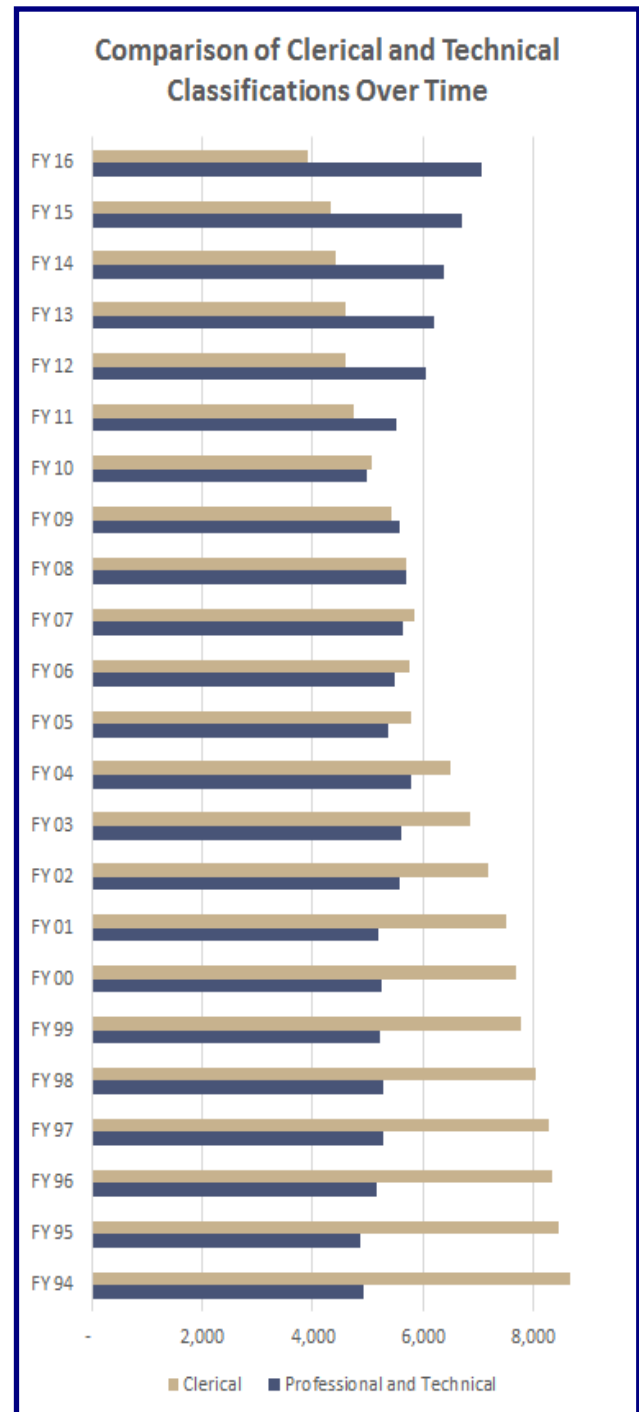
Several employment data elements within the Illinois public higher education community, including employment population types, are monitored by the University System office. Major employment categories include Civil Service Status Appointments, Civil Service Nonstatus Appointments, Principal Administrative 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 18,467 employees were in status civil service positions at universities/agencies as of June 30, 2016. 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.

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

Civil Service 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



1.72% between fiscal years FY 15 and FY 16 to a statewide yearly average of approximately \$48,047. 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.

FY 16 AGENCY ACTIVITIES continued . . .

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 16, four position classification appeals were reviewed and analyzed. Several other requests for position classification assistance by various universities/agencies served were also addressed by the University System staff.

Specialty Factors

A university/agency may request that a Specialty Factor be 'attached' to a specific position. In these instances, the employer has determined that a specific and measurable skill or ability, above the standard requirements, is necessary for the successful fulfillment of the responsibilities associated with the position. The most common type of Specialty Factor requested and approved is for an applicant to have bilingual skills (Spanish most often) as part of a clerical or customer service position. In the most recent fiscal year, a series of these requests were approved that allowed for special education/experience, and/or licensure and certification to medical related positions at the University of Illinois—Hospital and Clinics. These positions requiring the Specialty Factor had been designated through the audit process to meet civil service criteria. During FY 16, the unit reviewed and approved 119 Specialty Factor requests.

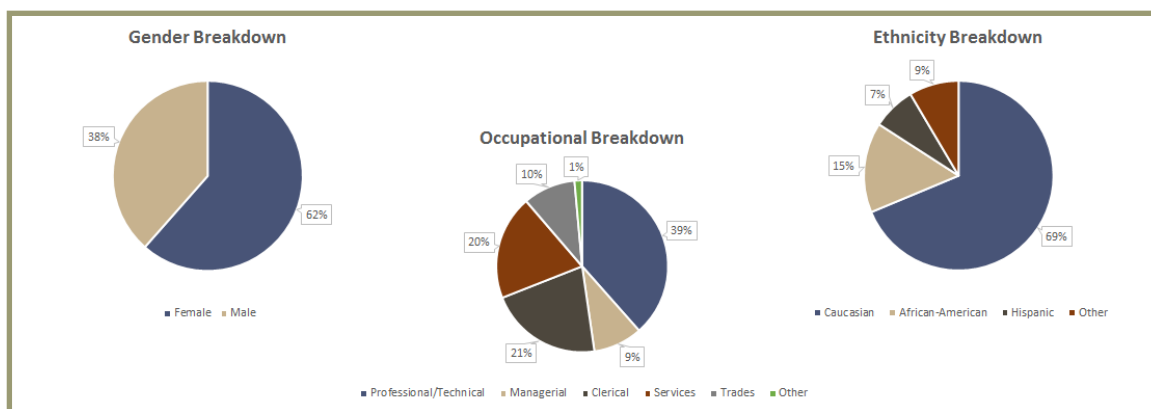
Police Promotional Testing

The University System office schedules and convenes the Police Officer promotional examinations, i.e., Elongated Oral Boards (EOBs) and Structured Oral Interview (SOIs). The examinations included in this process are Corporal and Sergeant. The EOB and SOI process requires a panel of four assessors to interview and observe as many as 10 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 16, the University System office conducted two EOBs and three SOIs that comprised of 9 work days and tested 65 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 below represents the statewide picture as of June 30, 2016.

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



FY 16 AGENCY ACTIVITIES continued . . .

programs are utilized to support the various diversity programs designed 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.

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 16 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.

The Auditor General's Compliance Audit

The routine biennial compliance audit for FY 15 and FY 16 was conducted by the State Auditor General's office. A final report was issued with no findings.

Governance, Risk, and Compliance Audit Program

The primary purpose of the Governance, Risk, and Compliance 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 timeframes still function on a two-year cycle in its review of University System employers.

A human resource operational audit involves an on-site comprehensive review of internal practices, incorporating direct observations, document review, and discussions with staff regarding a broad range of human resource related practices.

Audits Conducted During FY 16 by the University System Office

The following audits were conducted during FY 16:

- University of Illinois Springfield (UIS)
- Northeastern Illinois University (NEIU)
- Division of Specialized Care for Children (DSCC)
- Illinois Board of Higher Education (IBHE)
- Illinois Community College Board (ICCB)

Governance, Risk, and Compliance Audit Activities

During the FY 16 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.



FY 16 AGENCY ACTIVITIES continued . . .

Following are some general topics addressed with various employers through the FY 16 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 timeframe 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.*

Rules and Procedures

In FY 16, The University System 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.

Statute Changes in FY 16

On February 24, 2015, Representative Ammons submitted proposed legislation to amend sections 36h and 36j of State Universities Civil Service Act. The legislation amended the sections to allow the three highest scores on the appropriate register to be referred

for a vacancy instead of the three persons standing highest on the appropriate register. The legislation arrived in the senate on April 15, 2015 and was sponsored by Senators Bennett and Noland. It passed both houses on May 19, 2015 and was signed by the Governor on July 20, 2015 as Public Act 99-0072 and became effective January 1, 2016.

Adopted Rules in FY 16

On February 13, 2015 a Notice of Proposed Amendment was published in the Illinois Register to amend Section 250.50 of the Code (80 Ill. Adm. Code §250.50). The primary change for this rule was to allow for an expanded pool of candidates for professional, semi-professional, and managerial occupational areas to allow out-of-state residents to be equally eligible to compete for a job. This rulemaking was adopted with an effective date of December 1, 2015.

On September 25, 2015 a Notice of Proposed Amendment was published in the Illinois Register to amend Section 250.60 of the Code (80 Ill. Adm. Code §250.60). The primary change for this rule was to allow for the three highest scores on the appropriate register to be referred for a vacancy instead of the three persons standing highest on the appropriate register. This was based on Public Act 99-0072. This rulemaking was adopted with an effective date of January 26, 2016.

An Emergency Rule was put into effect on March 1, 2016 for 150 days to allow universities and agencies to have furlough programs. The sections affected were 250.110 and 250.120 of the Code (80 Ill. Adm. Code §250.110 and §250.120).

On January 8, 2016 a Notice of Proposed Amendment was published in the Illinois Register to amend Sections 250.30 and 250.50 of the Code (80 Ill. Adm. Code §250.30 and §250.50). The primary change to these rules was to add additional language pertaining to

FY 16 AGENCY ACTIVITIES continued . . .

examinations. This rulemaking was adopted with an effective date of was adopted and effective August 4, 2016.

New Procedures Developed in FY 16

Several procedure changes were developed and approved by the Merit Board in FY 16 as follows:

- ◆ *Employment and Separation Procedures Manual – Section 1.2, Section 1.4, Section 1.5 and Example 1.5c.*
- ◆ *Examination Procedures Manual – Section 2.3 and form.*
- ◆ *Pay Administration Procedures Manual–Section 1.1, Example 1.1a., Example 1.1b, Example 1.1c, Example 1.1d, Example 1.1e, Section 2.1, Section 2.2, Section 2.3, Section 3.1, and Section 3.2.*
- ◆ *Classification Procedures Manual–Section 4.5.*

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 16, 53 Written Charges for Discharge forms were filed with the University System office. Eleven hearings were requested by employees involved in these matters. Of the 11 hearing requests by employees, two of the Written Charges were withdrawn by the University before/after the hearing, one employee withdrew their request before the hearing was held; one settlement agreement during the hearing process; two resigned prior to the hearing; two employees were reinstated with a 60-day suspension by the Merit Board; and three employees were discharged by the Merit Board.

Ethics Officer

The Legal Counsel position 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 May 10 through June 8, 2016 training time period. Merit Board members were provided the Ethics Training for Appointees to State of Illinois Board members on April 26, 2016, as well as new board members and new employees. All employees and Merit Board members have completed the training for calendar year 2016.

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 16, 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.

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 16 the committee met four times – July 16 and 17, 2015 at the University of Illinois at Chicago; October 14 and 15, 2015 at Illinois State University; January 14 and 15, 2016 at the Illinois State University; and April 15, 2016 at State Universities Civil Service System Office.

More information is available on line at www.sucss.illinois.gov

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 November 4, 2015 and May 4, 2016 at the University System office.

More information is available on line at www.sucss.illinois.gov

HUMAN RESOURCE DIRECTORS ADVISORY COMMITTEE

The **Human Resource Directors Advisory Committee** is comprised of the human resource director, designated employer representative, or other human resource professional from each university/agency. This committee plays a very significant role in our overall general review and updating of University System Administrative Rules and procedures. Their collaboration is essential in creating a system of rules and procedures consistent with the changing demands of the various complex employment environments within the University System. The committee met on July 31, 2015, October 30, 2015, January 22, 2016, and April 29, 2016.

More information is available on line at www.sucss.illinois.gov

FY 17 AGENCY ACTION PLAN

Our Action Plan for FY 17 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 17.

*Classification Plan Revisions

This is a long term, ongoing project designed to eliminate redundancy in classification designations, upgrade associated employment protocols, and develop new pre-employment testing/credentials review processes. Due to recent year fiscal restraints the University System office was not able to partner 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. It is the goal of the agency to reestablish a relationship in FY 17. 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 and is now 11 years old. 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 451 classification exams in our electronic system at this stage, and continue to add new examinations each fiscal year. We plan to continue this trend during FY 2017. We would like to have an additional 50 exams in the E-Test system by the end of FY 2017.

*Act/Code/Procedure Revision

We continue 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. The following is a list of recommended changes that would enhance the abilities of our public universities to maintain excellence in their hiring and employment practices while preserving the civil service protections for civil service employees:

- ◆ Residency—Amend requirement that only residents can take exams for positions
- ◆ Uniform exam for law enforcement—Amend requirement that all exams for same position are identical.



FY 17 AGENCY ACTION PLAN continued . . .

- ◆ *Furloughs*—Add language permitting furloughs
- ◆ *Discharge*—Allow realistic time frame for completion.
- ◆ *Clarify* that the Merit Board may delegate unspecified powers to the Executive Director.
- ◆ *Pilot Programs*—Allow Pilot Programs to enable universities and agencies to try new concepts to improve the system.
- ◆ *Update language*—Update language to current terminology

***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 various inquiries. From a customer service perspective, this would be viewed favorably and will enhance our overall operations from an efficiency and constituency relations standpoint as well. 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. 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.

