

# State Universities Civil Service System



**ANNUAL REPORT**

**67th**

**FY 18**

**July 1, 2017—June 30, 2018**

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## MESSAGE FROM THE EXECUTIVE DIRECTOR



On behalf of the State Universities Civil Service System, I respectfully submit our 67th Annual Report. This Report provides an overview of our business operations, our many programs and initiatives, and a brief description of our FY 2019 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, that results in providing for continued upgrade in the efficiency of our business processes.

This collaborative approach has enabled us to build and develop programs, classifications and examination updates, and allowed us to continue to provide greater efficiencies to meet the needs of the human resource programs throughout higher education.

As an agency, our primary goal is to design personnel programs assuring that higher education employers can attract the best applicants including utilizing 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.

The continued uncertainty with the budgets for the higher education community make the challenges to administer effective programs more difficult. However, I do want to take this opportunity to extend our gratitude to the Illinois public 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.

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 22,200 civil service employees, which includes almost 18,000 status employees and over 4,200 non-status employees throughout the state. To a lesser degree, the University System monitors and authorizes over 18,000 student employees and over 10,300 exempt administrative and faculty appointments. The University System administers a classification and examination program consisting of 1,028 classes/exams resulting in the pre-employment testing of approximately 23,500 applicants or promotional candidates for FY 2018. 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.

## JURISDICTION continued . . .

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 University 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:

<b>University of Illinois at Chicago</b> <i>Morton Arboretum</i> <i>Drug and Horticultural Experiment Station</i> <i>College of Medicine at Rockford</i> <i>College of Medicine at Peoria</i> <i>Hospital and Clinics</i> <i>Division of Specialized Care for Children (Springfield)</i> <i>Division of Specialized Care for Children (Chicago)</i>	<b>Southern Illinois University Edwardsville</b> <i>Alton</i> <i>Madison County</i> <i>East St. Louis</i>
<b>University of Illinois at Springfield</b>	<b>Chicago State University</b>
<b>University of Illinois at Urbana-Champaign</b> <i>Institute for Natural Sciences and Sustainability</i> <i>Robert Allerton House</i> <i>Robert Allerton Park</i> <i>Bonneville Road Station—Monticello Road Station</i> <i>County Agriculture and/or</i> <i>Home Economics Extension Office</i> <i>Department of Agronomy, College of Agriculture</i> <i>Dixon Springs Agricultural Center</i> <i>Vermilion River Observatory</i> <i>Northeastern Agronomy Research Center</i> <i>Prairie Observatory—Oakland</i> <i>Department of Horticulture, River Valley Sand Field Plot,</i> <i>Mason County</i> <i>Department of Horticulture's St. Charles Horticulture</i> <i>Research Center</i>	<b>Eastern Illinois University</b>
	<b>Governors State University</b>
	<b>Illinois State University</b>
	<b>Northeastern Illinois University</b>
	<b>Northern Illinois University</b> <i>Glen Ellyn</i> <i>Cook County</i> <i>Rockford</i>
	<b>Western Illinois University</b> <i>Quad-Cities Campus</i>
<b>Southern Illinois University Carbondale</b>	<b>Illinois Board of Higher Education</b>
<b>Southern Illinois University School of Medicine</b> <b>Springfield</b>	<b>Illinois Community College Board</b>
	<b>Illinois Student Assistance Commission</b>
	<b>State Universities Retirement System</b>
	<b>State Universities Civil Service System</b>



THE LAW



## 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:

***Lyneir R. Cole—Chair***  
*Western Illinois University*

***Carney Barr***  
*Governors State University*

***Thomas C. Britton***  
*Southern Illinois University*

***Kambium Buckner***  
*Chicago State University*

***John Butler***  
*Northern Illinois University*

***Daniel P. Caulkins***  
*Eastern Illinois University*

***Rocky Donahue***  
*Illinois State University*

***Sherry Eagle***  
*Northeastern Illinois University*

***Stuart King***  
*University of Illinois*

***James D. Montgomery***  
*University of Illinois*

***Jill Smart — Vice Chair***  
*University of Illinois*

The Merit Board meets on a regular basis 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 2018, the Merit Board met three times – September 19, 2017, December 5, 2017, February 1, 2018 and June 27, 2018. All meetings were held at the University System office in Urbana and simultaneously by video conference at the 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 [www.sucss.illinois.gov/mb](http://www.sucss.illinois.gov/mb).

## ADVISORY COMMITTEES

### 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 Jill Odom, University of Illinois at Urbana-Champaign, and meets quarterly at campuses throughout the state, welcoming civil service employees at the particular campus to attend. Members of the committee are elected by civil service employees at each of the universities and agencies served. Committee members represent their constituents by functioning in an advisory capacity to the Merit Board on “all matters pertaining to the University System.”

During FY 2018 the committee met four times – July 13 and 14, 2017 at Southern Illinois University Carbondale; October 18 and 19, 2017 at Northern Illinois University; January 25 and 26, 2018 at the University System; and April 18 and 19, 2018 at Illinois State University.

### ADMINISTRATIVE ADVISORY COMMITTEE

The **Administrative Advisory Committee**, created by the Merit Board and chaired by the Merit Board Chair, Lyneir Cole, 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.

More information is available online at [www.sucss.illinois.gov](http://www.sucss.illinois.gov).

### HUMAN RESOURCE DIRECTORS ADVISORY COMMITTEE

The **Human Resource Directors Advisory Committee** is comprised of the human resource directors, designated employer representatives, or other human resource personnel 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. During FY 2018, the committee met on July 28, 2017, October 27, 2017, and April 27, 2018.

More information is available on line at [www.sucss.illinois.gov](http://www.sucss.illinois.gov).

## 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 5 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 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.

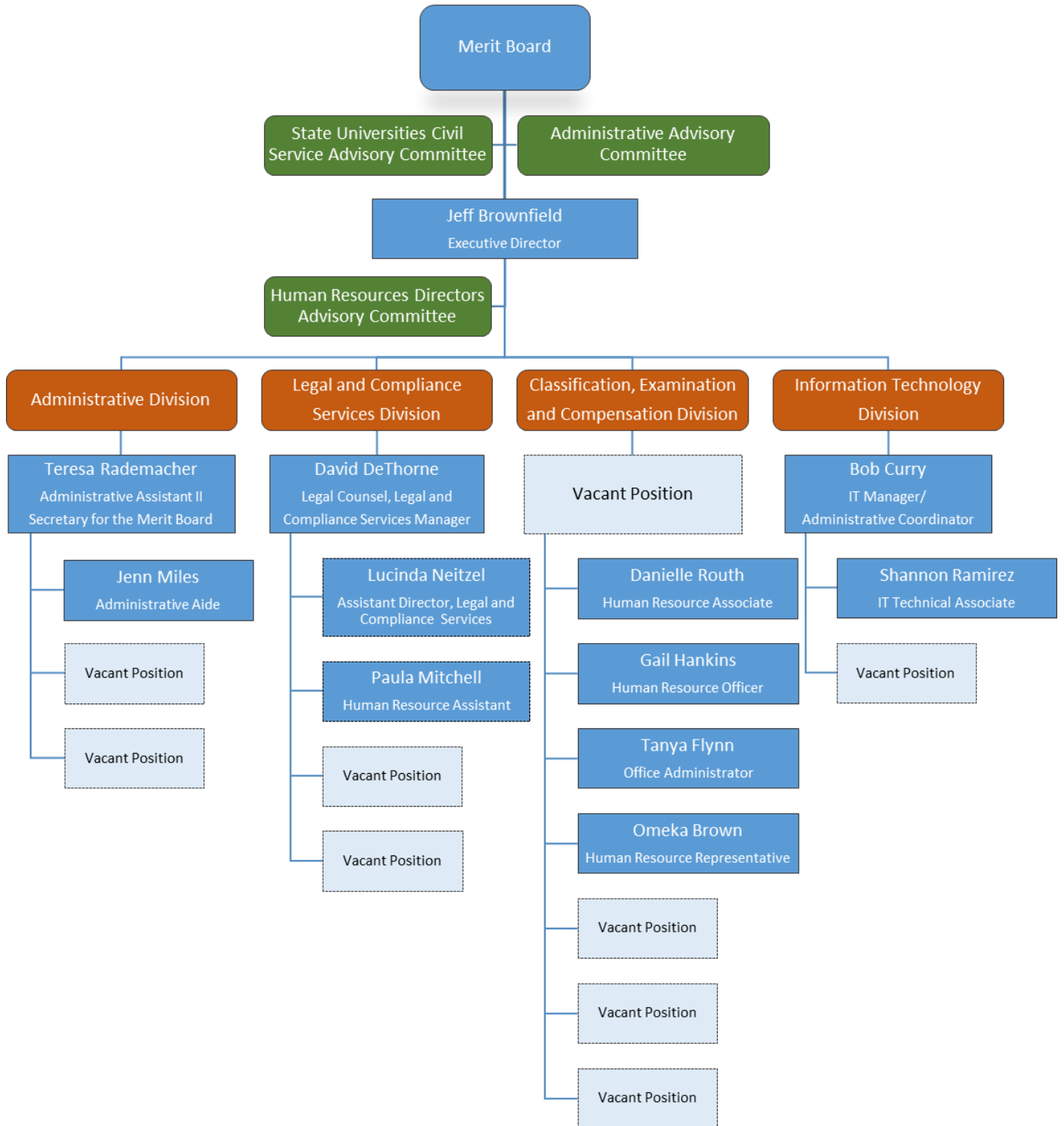




## EMPLOYEE SERVED DATA (June 2018)

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
<b>System Total</b>	<b>22,209</b>	<b>17,990</b>	<b>4,219</b>	<b>168</b>	<b>6,229</b>	<b>4,089</b>	<b>18,001</b>	<b>28,487</b>	<b>50,696</b>
<b>University of Illinois</b>	<b>11,691</b>	<b>9,497</b>	<b>2,194</b>	<b>54</b>	<b>4,038</b>	<b>2,352</b>	<b>8,408</b>	<b>14,852</b>	<b>26,543</b>
Urbana-Champaign	5,052	3,758	1,294	22	2,471	1,660	5,716	9,869	14,921
Chicago	3,283	2,854	429	22	1,262	598	2,393	4,275	7,558
Chicago Hospital	2,381	2,130	251	1	147	10	13	171	2,552
DSCC	217	213	4	0	8	1	0	9	226
UICOM-Peoria	197	168	29	0	8	7	0	15	212
UICOM-Rockford	134	106	28	0	17	6	5	28	162
Springfield	427	268	159	9	125	70	281	485	912
<b>Southern Illinois University</b>	<b>4,225</b>	<b>3,339</b>	<b>886</b>	<b>18</b>	<b>735</b>	<b>577</b>	<b>2,340</b>	<b>3,670</b>	<b>7,895</b>
Carbondale	1,729	1,178	551	5	237	204	935	1,381	3,110
Edwardsville	1,370	1,125	245	12	346	247	1,405	2,010	3,380
School of Medicine	1,126	1,036	90	1	152	126	0	279	1,405
<b>Other Universities</b>	<b>5,957</b>	<b>4,826</b>	<b>1,131</b>	<b>95</b>	<b>1,356</b>	<b>1,160</b>	<b>7,253</b>	<b>9,864</b>	<b>15,821</b>
Chicago State	252	224	28	8	107	29	196	340	592
Eastern Illinois	476	464	12	8	103	80	235	426	902
Governors State	227	162	65	17	151	44	300	512	739
Illinois State	1,806	1,444	362	15	320	386	2,545	3,266	5,072
Northeastern Illinois	569	479	90	12	214	39	628	893	1,462
Northern Illinois	1,906	1,397	509	30	257	464	2,002	2,753	4,659
Western Illinois	721	656	65	5	204	118	1,347	1,674	2,395
<b>Illinois Board of Higher Education</b>	<b>8</b>	<b>8</b>	<b>0</b>	<b>1</b>	<b>24</b>	<b>0</b>	<b>0</b>	<b>25</b>	<b>33</b>
<b>Illinois Community College Board</b>	<b>34</b>	<b>34</b>	<b>0</b>	<b>0</b>	<b>11</b>	<b>0</b>	<b>0</b>	<b>11</b>	<b>45</b>
<b>Illinois Student Assistance Commission</b>	<b>171</b>	<b>163</b>	<b>8</b>	<b>0</b>	<b>30</b>	<b>0</b>	<b>0</b>	<b>30</b>	<b>201</b>
<b>State Universities Civil Service System</b>	<b>11</b>	<b>11</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>12</b>
<b>State Universities Retirement System</b>	<b>112</b>	<b>112</b>	<b>0</b>	<b>0</b>	<b>34</b>	<b>0</b>	<b>0</b>	<b>34</b>	<b>146</b>

# ORGANIZATIONAL CHART



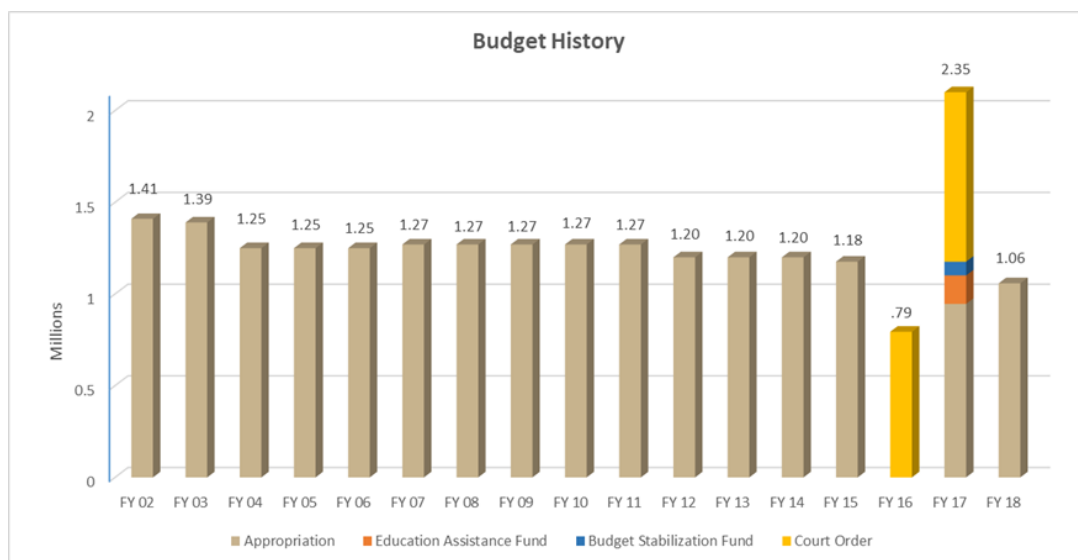
## FISCAL ACCOUNTABILITY AND YEARLY BUDGET PROCESS

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 significant decreases, the budget impasse, 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 initiatives. Many of our 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.



## FY 18 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.

## FY 18 AGENCY ACTIVITIES continued . . .

***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 as needed 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.

***New and Revised Classifications in FY 2018***

Following is a list of classifications that have been added to the Classification Plan and active classifications that have been revised during FY 2018:

- ◆ Athletic Communication Director Series – Assistant Athletic Communication Director & Athletic Communication Director
- ◆ Dental Assistant I
- ◆ Electrician Series (*Code Book Only*)
- ◆ Grounds Worker
- ◆ Healthcare Technician
- ◆ Manager of Sports Facilities
- ◆ Media Writer/Producer/Announcer Series – Media Writer/Producer/Announcer I & Media Writer/Producer/Announcer II
- ◆ Printing Production Series – Printing Production Assistant, Printing Estimator & Printing Production Coordinator

***Classifications Reviewed in FY 2018***

Following is a list of classifications reviewed during FY 2018:

- ◆ Cardiac Sonographer Series – *Cardiac Sonographer Technologist, Cardiac Sonographer Specialist, & Cardiac Sonographer Manager*
- ◆ Clerk Series – *Clerical Assistant, Clerk, Chief Clerk, Staff Clerk, & Administrative Clerk*
- ◆ Community Worker
- ◆ Evidence Custodian
- ◆ Food Service Administrator Series – *Food Service Administrator I, Food Service Administrator II, Food Service Administrator III, & Food Service Administrator IV*
- ◆ Food Service Management Series – *Food Service Supervisor, Assistant Food Production Manager, Food Production Manager, Assistant Food Service Manager, & Food Service Manager*
- ◆ Food Service Area Supervisor
- ◆ Interpreters for the Deaf and Hard of Hearing Series – *Interpreter for the Deaf and Hard of Hearing & Senior Interpreter for the Deaf and Hard of Hearing*
- ◆ Medical Radiographer Services – *Medical Radiographer Technologist I, Medical Radiographer Technologist II, Medical Radiographer Specialist, and Medical Radiographer Manager*
- ◆ Office Support Series – *Office Support Assistant, Office Support Associate, Office Support Specialist, Office Manager, & Office Administrator*
- ◆ Vascular Sonographer Series – *Vascular Sonographer Technologist, Vascular Sonographer Specialist, & Vascular Sonographer Manager*
- ◆ Work Program Participant

***Classifications Consolidated in FY 2018***

Following is a list of classifications that were consolidated during FY 2018:

- ◆ Assistant Sports Information Director
- ◆ Radio/Television Producer/Announcer I & Radio/Television Producer/Announcer II
- ◆ Sports Information Director

***Classifications Deleted in FY 2018***

Following is a list of classifications that were deleted from the Classification Plan during FY 18:

- ◆ Printing Estimator





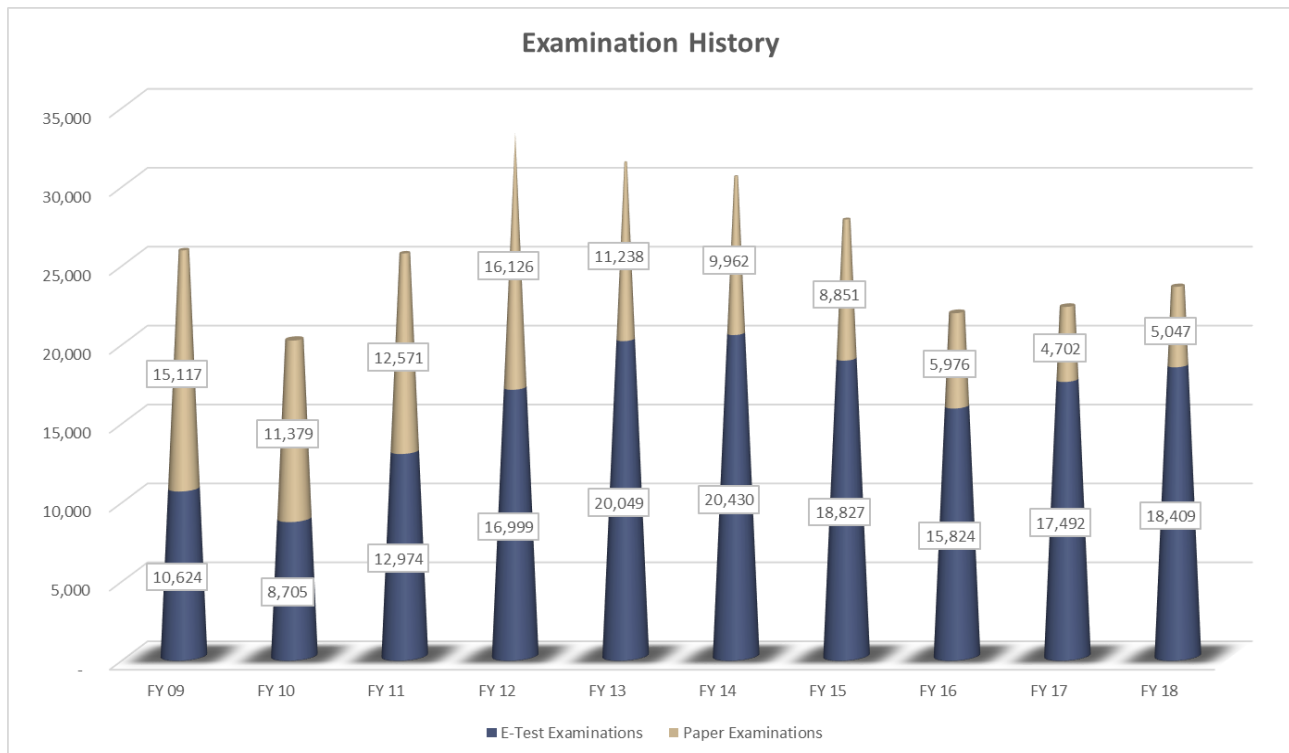
***Examinations***

Examinations and related materials are furnished at no cost to all universities and agencies served by the University System. The University System assists in monitoring pass rates and mean scores to assist in revising other examinations in addition to analyzing examination scores in order to determine content validity and other such characteristics like item difficulty. 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.

***Examinations Completed***

A total of 23,456 pre-employment examinations were administered in 594 of the 1,028 approved classes. See chart below. The lack of activity in a large number of civil service examinations provides additional incentive to continue to evaluate the classification plan for redundancies and to possibly eliminate, collapse, and/or consolidate classifications.

A total of 5,047 paper tests were given in FY 2018 with an 87.5% passing rate. The average score for all applicants was 83.2. A total of 18,409 electronic tests (E-Tests) were given in FY 2018 with a 90.08% 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.



## FY 18 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 which allows for regional location differences. 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. 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 obtain additional education. 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 2018, 27 new Intern Programs were approved. By rule, there are limits on these employees, often allowing for one employee per classification.

**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 designated by the Illinois Department of Human Services (IDHS) community rehabilitation program. These applicants work in a

## FY 18 AGENCY ACTIVITIES continued . . .

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

Upon successful completion of the 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 2018, a total of 68 supported employees have been appointed since the program's inception. Two new positions were added in FY 2018 and currently 29 employees are still actively employed.

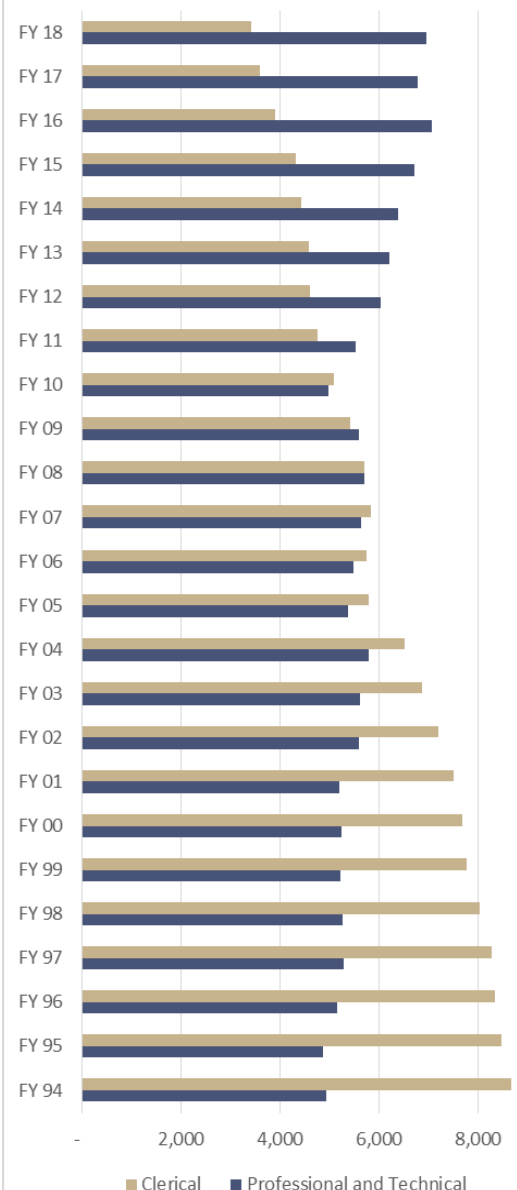
### ***Employment Population Trends***

The University System office monitors several employment data elements within the Illinois public higher education community, including employment population types. 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, 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 17,990 employees were in status civil service positions at universities/agencies as of June 30, 2018. 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.

The following to the right illustrates this comparison and trend.

**Comparison of  
Clerical and Technical  
Classifications Over Time**



## FY 18 AGENCY ACTIVITIES continued . . .

***Civil Service Salaries***

Civil service salary data is collected annually from public universities and higher education agencies. This data is sorted by classification with average salaries calculated for each classification. The average salary for civil service staff at Illinois higher education institutions and agencies across all classifications rose by approximately 2.36% between fiscal years FY 2017 and FY 2018 to a statewide yearly average of approximately \$50,499. 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.

***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 2018, two position classification appeals were reviewed and analyzed. The University System staff also addressed several other requests for position classification assistance by various universities/agencies.

***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. These positions requiring the Specialty Factor **have** been designated through the audit process to meet civil service criteria. During FY 2018, the unit reviewed and approved 151 Specialty Factor requests.

***Police Promotional Testing***

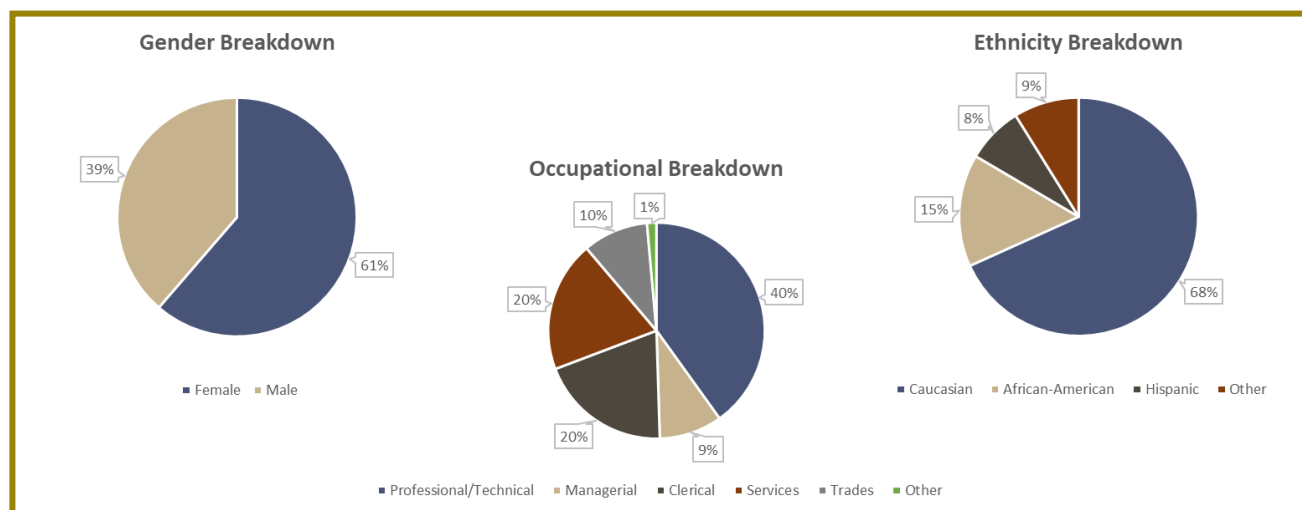
The University System office schedules and convenes the Police Sergeant (promotional) examinations, i.e., Structured Oral Board. The Structured Oral Board requires a panel of four assessors to interview and observe as many as 10 applicants during a day-long testing period. Throughout the testing period, applicants are required to make oral and written presentations. Assessors provide scores, based on previously developed criteria, for each applicant completing each task. During FY 2018, the University System office conducted three Structured Oral Boards that comprised of 8 work days and tested 38 applicants.

## FY 18 AGENCY ACTIVITIES continued . . .

***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, 2018.

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 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.

## FY 18 AGENCY ACTIVITIES continued . . .

***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.

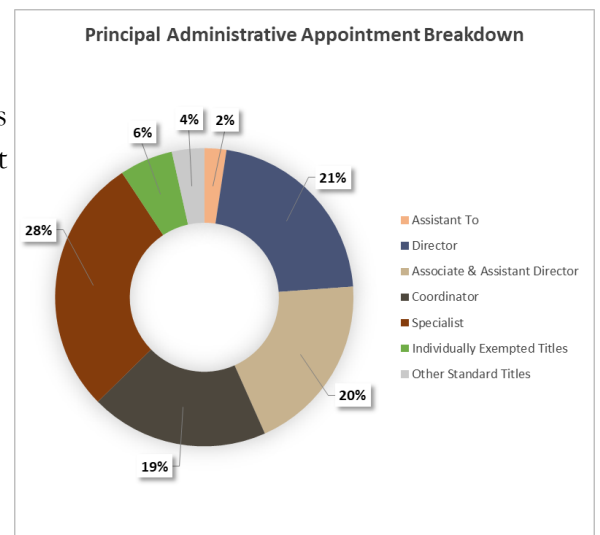
The Merit Board, through delegation to the Executive Director, has statutory authority to designate Principal Administrative Appointment (PAA) positions which are to be exempted from the Act and the Code. Over the past year, the University System staff in concert with the Merit Board developed a response to an OEIG complaint regarding the civil service position exemption process.

To resolve the concerns expressed during the investigation, the entire Exemptions Procedure Manual was revised. These revisions and changes affect all state university employers. We conducted periodic meetings with interested parties, including a series of meetings between Merit Board Chair Cole and university and higher education human resources leadership, each followed by a meeting between Chair Cole and the statutorily-created Employee Advisory Committee. These meetings culminated in a joint meeting with Chair Cole, university and human resource staff, and the Employee Advisory Committee. University System staff participated in each step and provided technical expertise in crafting a revision of our Exemption Procedures Manual.

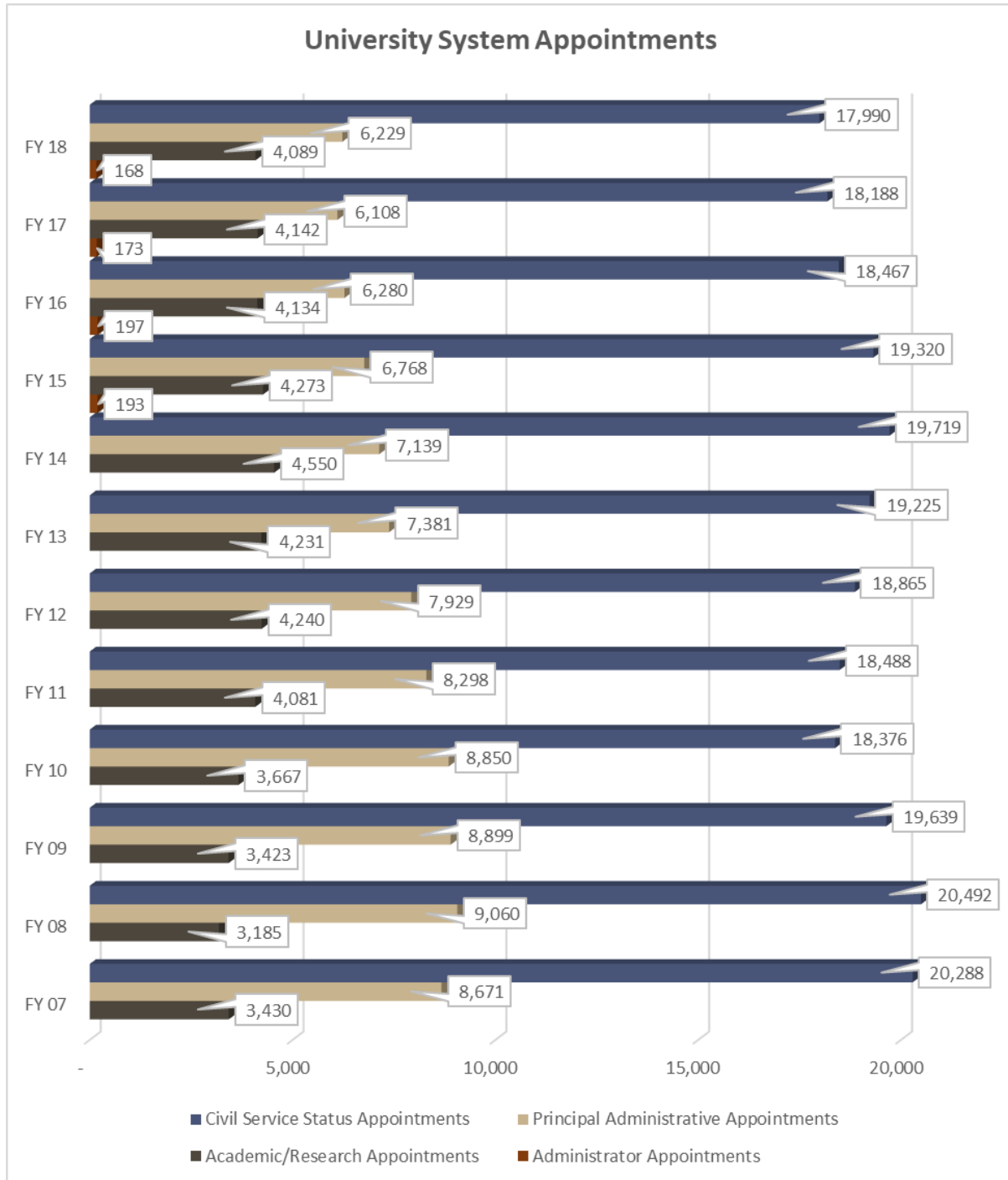
The collaborative process better enabled the Merit Board and University System staff to express its views as to the application of “principal administrative employees” while hearing from the users about potential problems in the implementation of the revised standards. The benefits are twofold: first, many simple and practical problems that typically follow the rollout of a procedure without input from users are avoided before they occur; second, this process produces a ‘buy-in’ that a top-down approach all too often lacks.

The new procedures were effective as of October 1, 2018.

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







## FY 18 AGENCY ACTIVITIES continued . . .

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

The routine biennial compliance audit for FY 2016 and FY 2017 was conducted by the State Auditor General's office in October 2017. The agency had no material findings.

***Governance, Risk, and Compliance Audit***

The primary purpose of the Governance, Risk, and Compliance Audit Program is to determine and establish compliance with the Act (110 ILCS 70/36b *et seq.* and the Code (80 Ill. Adm. Code §250) and the 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.

***Governance, Risk, and Compliance Audit Activities***

During the FY 2018 audit cycle, the Legal and Compliance Services Division continued its efforts to streamline processes while fully implementing the new audit program and charter approved by the Merit Board during the previous fiscal year. This new Governance, Risk, and Compliance Audit program has received positive feedback from human resource constituents and has provided the direction and leadership support needed to maintain accountability standards.

Due to budget constraints the previous three fiscal years the audit program has been limited in scope and frequency. However, the Legal and Compliance Services Division continued to provide advisory and consultative services to constituent employers, particularly related to Civil Service classification designation, employment protocols, layoffs, and exemptions. Our collaborative approach to resolving issues and providing valuable customer service through education and training, process improvement, and reducing risk through "on-the-spot" correction continues to foster and enhance positive employer relationships.

## FY 18 AGENCY ACTIVITIES continued . . .

Following are some general topics addressed during the standard audit process with various employers through the FY 2018 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*

**Audits Conducted During FY 2018 by the University System Office**

Due to the state budget impasse during FY 2016 and FY 2017, on-site compliance visits were significantly curtailed. However, during FY 2018, the following on-site audits were conducted:

- ◆ *Southern Illinois University Edwardsville (SIUE)*
- ◆ *University of Illinois at Chicago (UIC)*
- ◆ *University of Illinois College of Medicine at Peoria (UI-COMP)*
- ◆ *Governors State University (GSU)*
- ◆ *Illinois Student Assistance Commission (ISAC)*
- ◆ *Illinois State University (ISU)*
- ◆ *Southern Illinois University School of Medicine (SIU-MED)*
- ◆ *State Universities Retirement System (SURS)*
- ◆ *University of Illinois College of Medicine at Rockford (UI-COMR)*



## FY 18 AGENCY ACTIVITIES continued . . .

***Rules and Procedures***

In FY 2018, 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.

***Proposed/Adopted Rules in FY 2018***

On September 9, 2016 a “Notice of Proposed Amendment” was published in the Illinois Register regarding Section 250.110 of the Code that would add a subsection regarding job abandonment for when an employee failed to report to work after a certain amount of time; add a subsection that further would have defined a layoff; added a subsection to explain the procedures of when an employee or employer failed to appear during a scheduled discharge or demotion hearing; would add additional options for the Merit Board in the decision making of discharge or demotion hearings; and several technical changes. After several communications some of these subsections were deleted and a “Notice of Adopted Amendment” was published on September 15, 2017 with an effective date of August 30, 2017 without the subsection regarding job abandonment and the definition of a layoff.

On December 26, 2017 a “Notice of Proposed Amendments” was published in the Illinois Register to add Section 250.119 of the Code. This proposed rulemaking is in regards to adding language for a furlough program. Currently this proposed rulemaking is in the 2nd Notice Period and the University System is scheduled to appear before the Joint Committee on Administrative Rules on November 13, 2018.

***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 2018, a total of 58 Written Charges for Discharge forms were filed with the University System office. Sixteen hearings were requested by employees involved in these matters. Of the 16 hearing requests by employees, five employees withdrew their request before the hearing was held; one employee reached a settlement agreement prior to the hearing process; one employee reached a settlement agreement after the hearing was held; one employee reached a settlement agreement during the hearing; two employees resigned prior to the hearing; three universities withdrew charges prior to the hearing process; one employee was discharged; one employee was re-instated with a 60-day suspension, and one employee was reinstated with 120-day suspension.

## FY 18 AGENCY ACTIVITIES continued . . .

***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). 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 8 through June 6, 2018 training time period. Merit Board members were provided the Ethics Training for Appointees to State of Illinois Board members on April 10, 2018, as well as new board members and new employees. All employees and Merit Board members have completed the training for calendar year 2018.

***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 2018, the University System office had five 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.

Our Action Plan for FY 2019 will continue to concentrate on customer service, communications, business process upgrades, efficiency, and an overall modernization of the University System. As a facilitator of the teaching and research mission of each university and affiliated agency, we will continue in our effort to positively redefine our culture and organizational perception through the efficient and effective administration of a quality human resource program. Consistent with this objective, the following initiatives are planned for FY 2019.

***\*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 has been unable to continue a partnership 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. It is the goal of the agency to reestablish this relationship in FY 2020 depending on financial issues. 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 is an electronic web-based testing system, available for use at all university/agency employment locations, streamlining testing operations and creating a customer friendly testing interface. There were approximately 40+ classification exams and/or credential assessments included at the initial release date. Currently in its 13th year, we now have 475 classification exams in our electronic system, and continue to add new examinations each fiscal year. Despite the recent budget issues that resulted in a reduction of staff, the University System would like to continue this trend and add/upgrade an additional 30 exams in the E-Test system by the end of FY 2019.*

***\*Act/Code/Procedure Revisions***

*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 have been included in HB 3185. HB 3185 was signed on July 20, 2018, became public act 100-0615 and will be effective January 1, 2019. The bill includes the following updates and changes:*

- ♦ Exam Uniformity for Law Enforcement – amend requirement that all exams for same position are identical;
- ♦ Discharge Rules – allow realistic timeframe for completion;



- ◆ Clarify Merit Board delegation of unspecified powers to the Executive Director;
- ◆ Pilot Programs – allow Pilot Programs to enable universities and agencies to try new concepts to improve the system; and
- ◆ updated language to current terminology.

In addition, the University System plans to introduce new or updated language to the following areas:

- ◆ Furloughs;
- ◆ Discharge/Demotions; and
- ◆ Layoff definition.

***\*Constituency Collaborations***

We hope to reestablish 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.

***\*Other Projects***

The University System is continually looking to enhance the agency and some of the other projects the agency is considering is:

- ◆ The development of a new public website;
- ◆ The development of a question challenge tracker;
- ◆ An Intern/Apprentice Appointment tracking system; and

We continue to coordinate 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.