



*State Universities
Civil Service System*

53rd Annual Report

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Message from the Executive Director



After only my second full year as the Executive Director of the State Universities Civil Service System, I am proud to say that we are progressing quite rapidly in our transition to create a new identity and mission with a focus on efficiency, customer service, partnership, and a profound advocacy of the teaching and research missions of our many excellent state universities and affiliated agencies. In this report, we have provided an overview of the many program revisions and initiatives whose objectives are synonymous with this new identity and mission. That being said, we still feel like we have only just begun to release the potential in our business operations and service to our university system constituency.

At its creation, the University System was infused with some very innovative concepts including efficiency and economy in operation, equal access and opportunity, selection of qualified personnel, and equal pay for equal work. Through our Statute, Rules and Procedures, there has historically remained a focus on the decentralization of administration through the delegation of authority to Designated Employer Representatives, with an operational philosophy built on collaboration and teamwork. These guiding principles continue to be the catalyst for efficiency and effectiveness. We have become even more determined to better infuse these principles into our current business practices and operational objectives.

As our mission statement implies, we strive to be known as one of the preeminent civil service systems in the nation with a direct focus on the Illinois higher education community. In support of the teaching and research mission of the Illinois public universities and affiliated agencies, we remain committed to providing an environment and working relationship that promotes success through the fulfillment of institutional mission/objectives and the realization of individual potential. Through our ongoing advancements and continued commitment, we truly endeavor to build a quality of life within the university community that sets the standard for the nation.

I want to take this opportunity to extend our gratitude to the university community and to the broader statewide network of affiliated state agencies and legislative offices for their continued support and commitment to our efforts and service. We are honored by your partnership and allegiance.

Finally, I want to salute and extend our appreciation to the many employees within the Illinois higher education community for their superior commitment, dedication, and loyalty to our most valuable resource – the education of our students and the many support systems that nurture this growth. May we always remain excited about the future and profoundly committed to this honorable mission.

Tom Morelock



Mission

The State Universities Civil Service System strives to champion excellence in education and auxiliary programs by providing a comprehensive foundation of human resource practices and standards that facilitate the recruitment, retention, and development of a quality staff, in support of the teaching and research mission of each university and affiliated agency. We are committed to providing an environment of equal opportunity and access to all services and thereby establishing a foundation for each university/agency to fulfill their mission and each individual to reach their potential. We endeavor to build a quality of life that sets the standard for the nation.

Purpose

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

Jurisdiction

Our authority is provided through legislative Statute and the University System is empowered through the 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.* (West 2004) and the University System Administrative Rules (Administrative Rules) are presently codified in the Illinois Administrative Code (Administrative Code) at 80 Ill. Adm. Code 250 (2004). 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
*Robert Allerton House
Robert Allerton Park
Bondville Road Station—Monticello Road Station
County Agriculture and/or Home Economics Extension Office
Department of Agronomy, College of Agriculture
Dixon Springs Agricultural Center
Vermilion River Observatory
Northeastern Agronomy Research Center
Prairie Observatory—Oakland
Department of Horticulture, River Valley Sand Field Plot, Mason County
Department of Horticulture's St. Charles Horticulture Research Center*

Southern Illinois University at Carbondale

*Alton
Madison County
East St. Louis*

Southern Illinois University School of Medicine at Springfield

Southern Illinois University at Edwardsville

Chicago State University

Eastern Illinois University

Governors State University

Illinois State University

Northeastern Illinois University

Northern Illinois University

Lorado Taft Field Campus

College of Continuing Education, Glenn Ellyn

College of Continuing Education, Cook County

Rockford Project, CHANCE Program

St. Clair County

Kankakee County

Woodstock Conference Center

Hoffman Estates

Naperville Center

Western Illinois University

Quad-Cities Center for Continuing Education

Illinois Board of Higher Education

Illinois Community College Board

Illinois Student Assistance Commission

State Universities Retirement System

Section 36e of the Act (110 ILCS 70/36e (West 2004)) 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 delegated 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 over 26,000 civil service status positions (there are an additional 5,474 extra-help positions) throughout the state and, to a lesser degree, across over 17,000 student employment positions and over 8,000 administrative appointments. The University System administers a classification/examination program consisting of over 1,200 classes and corresponding examinations resulting in the testing of over 18,500 applicants or promotional candidates each year. 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 such actions as transfers, promotions, layoffs, and separations.

Employees Served Data: Fiscal Year 2004

Organizations Served	Civil Service Employees	Total Status Employees	Total Nonstatus Employees	Total Student Employees	36e(3) Employees	36e(4) Employees	Total Ex-emptions	Total Employees
System Total	26,032	21,523	6,315	17,282	8,309	3,488	11,797	56,917
University of Illinois	13,233	11,541	3,498	6,982	5,684	1,870	7,554	29,575
Urbana-Champaign	6,659	5,414	2,587	5,134	2,540	781	3,321	16,456
Chicago Campus	4,478	2,818	404	1,598	2,576	1,013	3,589	8,409
Chicago Health Center	943	2,307	255	24	225	11	236	2,822
DSCC	199	280	9	0	102	14	116	405
UICOM-Peoria	235	175	35	0	93	8	101	311
UICOM-Rockford	279	224	41	0	11	2	13	278
Springfield	440	323	167	226	137	41	178	894
Southern Illinois University	4,576	3,366	1,210	3,576	844	606	1,450	9,602
Carbondale	2,471	1,718	753	1,350	399	208	607	4,428
School of Medicine	891	755	136	0	116	121	237	1,128
Edwardsville	1,214	893	321	2,226	329	277	606	4,046
Other Universities	7,574	5,969	1,605	6,724	1,625	978	2,603	16,901
Chicago State	541	447	94	367	184	19	203	1,111
Eastern Illinois	1,225	958	267	444	204	52	256	1,925
Governors State	292	229	63	58	135	57	192	542
Illinois State	1,532	1,246	286	892	280	260	540	2,964
Northeastern Illinois	609	460	149	590	161	71	232	1,431
Northern Illinois	2,396	1,707	689	2,570	385	470	855	5,821
Western Illinois	979	922	57	1,803	276	49	325	3,107
Illinois Board of Higher Education	13	13	0	0	78	0	78	91
Illinois Community College Board	15	15	0	0	38	0	38	53
State Univ. Civil Service System	16	15	1	0	0	0	0	16
State Univ. Retirement System	112	112	0	0	6	0	6	118
Illinois Student Assistance Commission	493	492	1	0	34	34	68	561

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. During FY 2004 the Merit Board met on September 17, 2003, January 28, 2004, and May 19, 2004. These meetings were held at the University System office. The Executive Committee consists of Bruce Friefeld, Chair; Nancy Froelich; and Marjorie E. Sodemann. Members as of October 1, 2004 include:

Chair Bruce Friefeld
representing Governors State University

Vice Chair Nancy Froelich
representing Illinois State University

Ms. Carole Balzekas
representing Northeastern Illinois University

Dr. Frances G. Carroll
representing University of Illinois

Ms. Peggy Montes
representing Chicago State University

Mr. Dace E. Richardson
representing Western Illinois University

Mr. Niranjana S. Shah
representing University of Illinois

Mr. John Simmons
representing Southern Illinois University

Ms. Marjorie E. Sodemann
representing University of Illinois

Ms. Barbara Giorgi Vella
representing Northern Illinois University

Vacant
representing Eastern Illinois University



Peggy Montes, Bruce Friefeld,
Nancy Froelich, and Dennis Smith



Marjorie Sodemann and Tom Morelock

The Merit Board meets on a regular basis at the University System office to conduct activities necessary for the routine maintenance and business function of the agency. The powers and duties of the Merit Board are set forth in section 36d of the Act (110 ILCS 70/36d (West 2004)) as follows:

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

University System Office

The University System office provides support services to universities/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 Administrative Code and procedures.

Incorporated into the Act establishing the State Universities Civil service 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 delegated authority to designated employer representatives 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 institutions and agencies under the University System. Through this delegated authority, the institutions 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/agency and are not employees of the University System.

Personnel transactions are to be conducted within the framework of the Act and the Administrative Code, with all transactions subject to audit by the University System staff to insure continued compliance with University System policies and procedures. Additionally, such transactions and audit reviews may become the basis for appeal procedures and corrective action.

There are four divisions within the University System office and are directed by the following staff: Dennis N. Smith, Deputy Director, Audit and Advisory Services Division; Jeffrey G. Brownfield, Assistant Director, Operations Division; Mary Follmer, Assistant Legal Counsel, Legal Services Division, and Teresa Rademacher, Administrative Assistant, Administrative Division. Many of our business processes and procedures are products of a major collaborative system-wide effort. Within that collaborative context, these divisions are closely interrelated; each truly dependent upon the other, and our external constituency, to discharge its area of responsibility. With a current staff of only 14 people, each of the individual position responsibilities often overlap. We are quite proud of our important role within the higher education community and our ability to most efficiently fulfill our statutory function.

The Merit Board is charged with making and publishing Administrative Rules to carry out provisions of the Act establishing the merit program. These rules provide detailed procedures along a broad spectrum of human resource activities including examinations, eligible registers resulting from examinations, appointments (both status and non-status), probationary periods, reassignments and transfers, separations and demotions, and seniority. The University System

staff is involved in the development, implementation, and maintenance of rules and procedures, providing a review and appeal process for applicants, employees and employers, as well as hearing procedures in matters related to discharge and demotion.

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

The Audit and Advisory Services and Legal Services Divisions are responsible for the continual maintenance of our Act, Administrative Code, procedures, Board Bylaws, and employee policies to preserve consistency with current human resource philosophy/trends and to insure compliance with other federal/state statutes and regulatory guidelines. These units work closely together and have direct responsibility for our routine compliance audit process and conducts, on a biennial basis, a comprehensive on-site human resource compliance audit at each employment location to insure the consistent application of rules and procedures and to validate the delivery of a comprehensive human resource program. They manage the final discharge appeal process for the Merit Board in coordinating the hearing, communicating with the parties of record, certifying the final record and findings of fact, and all other procedural elements prior to review and decision by the Merit Board. They are also responsible for the routine data collection and analysis of staffing information provided by each university/agency, preparation of several standardized reports, and the final distribution to the appropriate university/agency contacts. They are the first line contact for all constituency issues, from either an employer or an employee, as it relates to the application, interpretation, or administration of our many rules, procedures, and policies. Likewise, they develop and monitor all of our external communications, including the preparation and distribution of our quarterly newsletter, communication of policy revisions, and any response to inquiries from employers, employees, and other external agencies or individuals. They also prepare and conduct training programs with respect to their primary activities. Various legislative activities are also a major part of their function, including the monitoring of our appropriation bills, review of all new legislation impacting our agency, and preparation of any statutory change to be submitted for legislation.

The Operations Division is responsible for the development, periodic revision, and routine administration of our comprehensive classification and corresponding examination system. We currently maintain a system of over 1,200 classifications and examination instruments, ranging across a series of occupational areas including skilled trades, professional, clerical, managerial, custodial, food service, medical, and security. This unit also manages an on-line electronic statewide salary data system that provides a state-of-art compensation administration program through the authorization of salary ranges for each university and agency employment location. This unit provides routine reports of statewide salary ranges, coordinates the routine review and revision of exam instruments and classification specifications, communicates to our constituency all proposed changes, implements all changes in the examination/classification program, responds to inquiries regarding the examination/classification program, and serves to some degree as the final appeal stage for issues regarding the examination/classification program. This unit also provides training to the university/agency human resource offices on various employment protocols and authorizes/monitors all employee trainee, learner and apprentice programs at each university/agency. This unit also monitors and provides routine reports on the demographics of

the applicant pools at each university/agency to assist in the development and evaluation of their specific diversity and affirmative action programs. This unit has a huge responsibility when looking at the volume of activity in their operational focus. Last fiscal year alone, there were approximately 20,000 examinations administered statewide at the various university/agency testing sites.

The Administrative Division is responsible for the general internal office human resource function, budget management, procurement services, information technology, internal customer service and clerical support, and general telecommunications/technology coordination. This unit monitors our budget, process purchases, process our payroll, provide reception and clerical support for the rest of the staff, and interface with CMS on other services such as employee benefits and telecommunication/technology services.

The University System is unique in that it empowers the individual university and agency employment locations, through a designated employer representative, to deliver our classification plan, examination instruments, and generally administer many of our rules and procedures. It is important in this type of organizational structure that we maintain a 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. A more detailed account of yearly divisional activities will follow.

System Office Employees

Lewis T. (Tom) Morelock
Executive Director

Administrative Division

Mary Jane Blixen, Secretary III
Sandy Burr, Secretary III
Bob Curry, IT Manager and Coordinator
Tanya Flynn, Supervisor, Clerical Support
Teresa Rademacher, Administrative Assistant II
Lucretia Williams, Secretary III

Audit and Advisory Services Division

Roger Frick, Human Resource Officer
Dennis Smith, Deputy Director

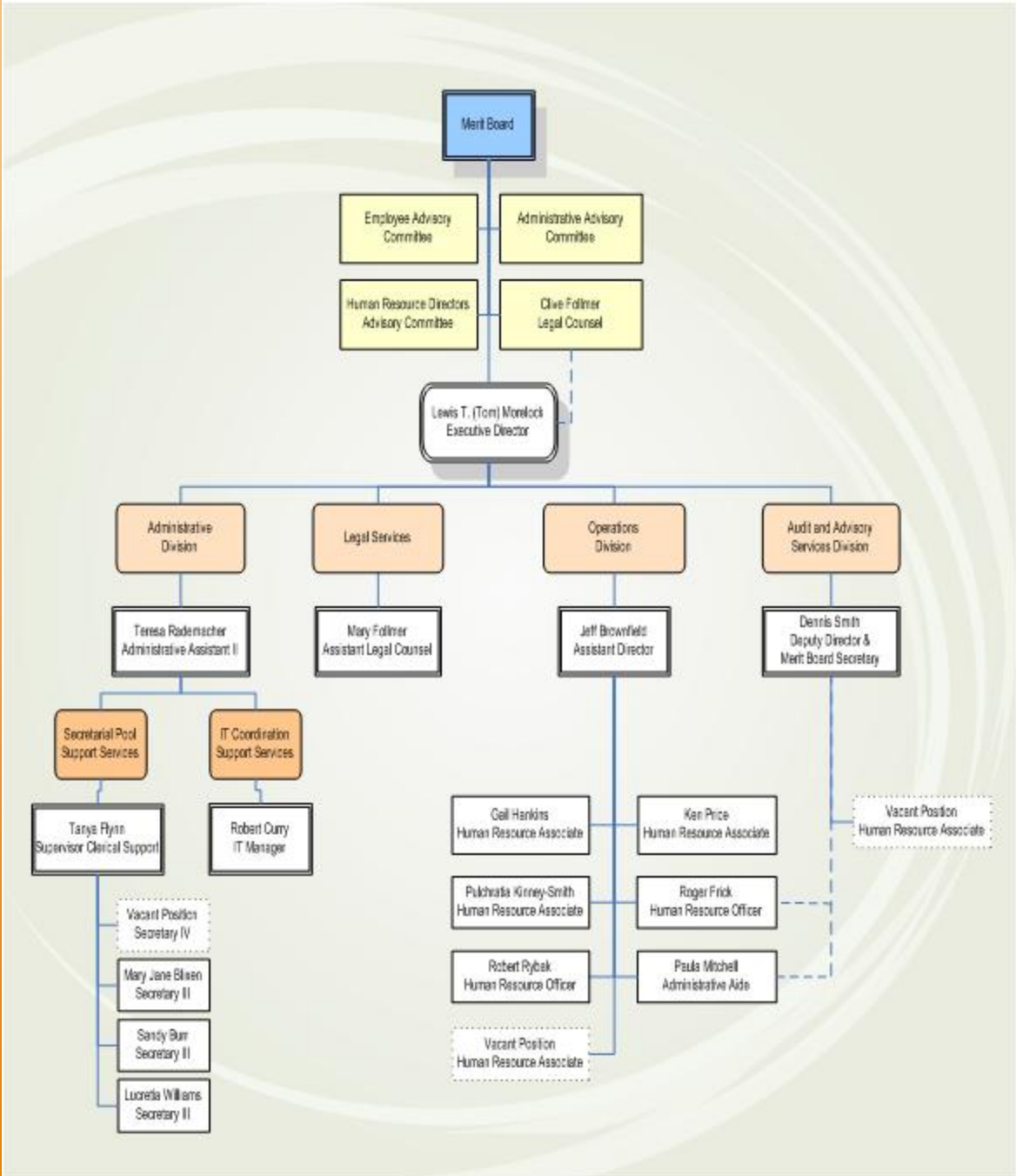
Legal Services Division

Mary Follmer, Assistant Legal Counsel

Operations Division

Jeffrey G. Brownfield, Assistant Director
Gail Hankins, Human Resource Associate
Pulchratia Kinney-Smith, Human Resource Associate
Paula Mitchell, Administrative Aide
Kenneth Price, Human Resource Associate
Robert Rybak, Human Resource Officer

State Universities Civil Service System 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 appropriation process for the Illinois public higher education community. As a member of the Illinois public higher education community, our final yearly budget and appropriation request is the culmination of a process of review and formal approval by the IBHE. This process begins in early September with a budget presentation and proposal to our Merit Board. Upon their approval, our budget and appropriation request is forwarded to the IBHE office for discussion and review. After a statewide review of the budget and appropriation proposals submitted by the entire Illinois public higher education community, the IBHE issues a recommended final budget and appropriation proposal for the entire Illinois public higher education community. Further presentations and discussion with the IBHE are then afforded as a means to provide additional clarification/input and possible revision of the recommended budget and appropriation proposal.

Ultimately, the IBHE adopts the final budget and appropriation proposal for the entire Illinois public higher education community. The University System's final line item appropriation request, as approved by the IBHE, is therefore a component of the final Illinois public higher education budget recommendation which is submitted to the Governor's office for state budget appropriation planning and subsequent legislative consideration.

Significant oversight and review of budget parameters are conducted by the Merit Board, IBHE, Governor's Budget Office, and various legislative committees before final yearly appropriations are approved and distributed. Additionally, the University System office is subject to a routine biennial compliance audit conducted by the State Auditor General's Office.

We are proud to report that the biennial compliance audit conducted by the State Auditor General's office was completed in early February 2004 and revealed the State Universities Civil Service System did not have any current year or prior year audit findings. We are quite proud of this accomplishment and our capability to create efficiencies through our operations, despite the current economic climate and fiscal difficulties. We remain committed to our statutory objective of efficiency and economy in operations through fiscal responsibility and innovative, creative business practices.

Advisory Committees



The **Administrative Advisory Committee**, created by the Merit Board and chaired by Bruce Friefeld, 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. Membership as of October 1, 2004

Bruce Friefeld, Merit Board Chair
Stephen Bragg, Illinois State University
Jeff Cooley, Eastern Illinois University
Steve Cunningham, Northern Illinois University
Nancy Hall-Walker, Chicago State University
A. G. Monaco, Southern Illinois University
Stephen K. Rugg, University of Illinois

Geoffrey Obrzut, Illinois Community College Board
Peggy Podlasek, Illinois Board of Higher Education
Jackie K. Thompson, Western Illinois University
Marcia Thompson, Illinois Student Assistance Commission
John T. Tuohy, Governors State University
Mark Wilcockson, Northeastern Illinois University

The **State Universities Civil Service Advisory Committee** is mandated by section 36c of the Act (110 ILCS 70/36c (West 2004)). The Committee is chaired by Alice Costa, Southern Illinois University School of Medicine at Springfield and meets at least 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.” Membership as of October 1, 2004 include:



University of Illinois

Chicago Campus — *Sharon Coleman, James Jones, and Daniel Sarhage*
 Division of Specialized Care for Children — *Teresa L. Long*
 Springfield Campus — *Kim Gonzalez-Beeson*
 Urbana-Champaign Campus — *Barney Bryson, Gary Fry, Robert Schweighart, and Tim Wood*

Southern Illinois University

Carbondale Campus — *Jay Brooks*
 Edwardsville Campus — *Linda Wense*
 School of Medicine at Springfield — *Alice F. Costa,*

Chair

Other Universities and Agencies

Chicago State University — *Virnita Williams*
 Eastern Illinois University — *Julie Benedict*
 Governors State University — *Catherine H. Swatek*
 Illinois State University — *David Turner*
 Northeastern Illinois University — *John M. Murray*
 Northern Illinois University — *Sara Clayton*
 State Universities Retirement System — *Mike Sheppard*
 Western Illinois University — *Sheila L. Kirby*

The **Human Resource Directors Advisory Committee** is composed of the human resource director or designated employer representative from each university/agency. This committee is very essential in our overall general review and updating of University System 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. Following is a list of active participants on this committee:

- | | |
|--|---|
| Janell Mason, <i>Chicago State University</i> | Patricia Gill, <i>U of I at Chicago</i> |
| Charles L. Phillips, <i>Eastern Illinois University</i> | Janet Rucks, <i>Division of Specialized Care for Children</i> |
| Gail Bradshaw, <i>Governors State University</i> | Dottie Knoedler, <i>U of I College of Medicine at Peoria</i> |
| Ira Schoenwald, <i>Illinois State University</i> | Jim Schmitt, <i>U of I College of Medicine at Rockford</i> |
| Julie Jensen, <i>Illinois State University</i> | Wesley R. Weisenburn, <i>U of I at Springfield</i> |
| Gary J. Hamburg, <i>Northeastern Illinois University</i> | Peggy J. Podlasek, <i>Illinois Board of Higher Education</i> |
| Steve Cunningham, <i>Northern Illinois University</i> | Sarah Aughenbaugh, <i>Illinois Community College Board</i> |
| Kim Hensley, <i>Northern Illinois University</i> | Joanne Tolbert, <i>Illinois Student Assistance Commission</i> |
| Jodi Tyrrell, <i>Northern Illinois University</i> | Terrin Krantz, <i>State Universities Retirement System</i> |
| Tammy Carlson, <i>Illinois State University</i> | |
| Pamela Bowman, <i>Western Illinois University</i> | |
| Kathleen M. Blackwell, <i>SIU at Carbondale</i> | |
| Kay Titchenal, <i>SIU School of Medicine</i> | |
| Darron Cannon, <i>SIU at Edwardsville</i> | |
| A. G. Monaco, <i>SIU at Edwardsville</i> | |
| John R. Loya, <i>U of I General Office</i> | |
| Denise Hendricks, <i>U of I at Urbana-Champaign</i> | |

Operations Division

During FY 2004, the University System office has continued to reorganize various groups of employees and their functions in order to facilitate efficiency in business operations and better meet the customer service objectives of the many constituencies served by the University System. During FY 2004 this directive resulted in the formulation of the Operations Division.

Primary business functions include:

- ◆ *Development and maintenance of the Classification Plan, including individual class specifications and corresponding examination instruments.*
- ◆ *Management of pay rates/ranges, and compensation variables as appropriate, as applied and implemented at each employment location.*
- ◆ *Overall management of the human resource transactions related to civil service employment at each employment location.*

The overall objective as related to the administration of our classification structure and subsequent examination development is to provide a comprehensive classification plan, which includes deletion of outdated titles, upgrade of widely used titles, elimination of redundancy and the limited expansion of position titles, with activities based on current employment trends and current occupational philosophies.

Our most innovative technology initiative involves the development and implementation of a web-based, on-line testing system for the entire University System. Another major objective is to focus on the development of additional programs that will further facilitate more diverse applicant pools of candidates for positions, both within the testing parameters and through additional programs that provide mentoring, training, and on-the-job learning. We have initiated a state-wide forum with many Diversity and Affirmative Action Officers from the various universities/agencies to collaboratively develop tools to more aggressively assist in achieving this objective.

Class Specification and Examination Creation/Revision/Validation

All requests to establish new classifications, as initiated by universities/agencies, are analyzed and addressed. In addition, the University System routinely initiates revisions to classifications or classification series. Existing classes that have undergone changes in duties, responsibilities, or authority, as a result of gradual change or technological advances, are also studied and analyzed for possible revision or expansion.

As part of our business processes, there is an emphasis on consolidating class specifications and collapsing similar classifications into one series. Currently, the University System supports 1,210 class titles that cover 16 broad occupational areas. Each title is described in detail in a formal, written class specification. Classes which provide employees promotional opportunities into higher-level classes 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, and more recently collapsing and consolidating, of class specifications is necessary to assure 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; meetings are conducted 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 free from bias, job related, and content valid.

Following any major revision to a testing instrument, an item analysis process has been developed to check for accuracy of the testing instrument and to ensure there is no ethnic or gender bias in the examination. All major revisions to civil service examinations are pre-tested using current employees and reviewed by subject matter experts. A second review of each examination is conducted to assure accuracy. Post examination procedures to measure test validity have been developed and include a review of completed examinations. Examinations and related materials are furnished to all universities and agencies served. 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. Much of the statistical data obtained is provided to university/agency human resource offices for their information and use. (This process will be enhanced by the web-based testing process.)

The ever-changing employment arena, coupled with the current economic climate, have stimulated and increased our activities in this important operational function. Efficiency, economy, and the elimination of redundancy have been the guiding principles in many instances. Overall, activities in this area have tremendously increased over the last year. Following are the activities undertaken this fiscal year in the administration of the classification plan in general.

New/Revised Classifications and Examinations

Ambulatory Care Series

- Ambulatory Care Aide I
- Ambulatory Care Aide II
- Ambulatory Care Assistant
- Ambulatory Care Manager
- Ambulatory Care Supervisor

Athletic Facilities Maintenance Series

- Athletic Facilities Attendant
- Athletic Facilities Supervisor

Automotive Garage Series

- Automotive Body Repairman
- Automotive Mechanic
- Automotive Mechanic Helper
- Garage Attendant
- Garage Foreman
- Garage Sub-Foreman

Building Service Foreman
Building Service Sub-Foreman

Bursar Series

Assistant Bursar
Bursar

Dental Hygienist
Dietitian, Nutrition Counselor

Electrician Series

Electrician
Electrician Sub-Foreman
Electrician Foreman
Electrician General Foreman

Equal Opportunity Officer Series

Equal Opportunity Officer I
Equal Opportunity Officer II
Equal Opportunity Officer III

Equipment Mechanic
Special Events Facilitator

Flight Line Attendant Series

Chief Flight Line Attendant
Flight Line Attendant I
Flight Line Attendant II

Glass Blower

Housing Administrator Series

Housing Administrator I
Housing Administrator II
Housing Administrator III
Housing Administrator IV

Human Resources Series

Human Resource Assistant
Human Resource Assistant Manager
Human Resource Manager
Human Resource Officer
Human Resource Representative

International Programs Specialist

Laboratory Animal Series

Laboratory Animal Caretaker
Laboratory Animal Caretaker Coordinator
Laboratory Animal Caretaker Technician
Laboratory Animal Caretaker Specialist
Laboratory Animal Caretaker Supervisor

Library Series

Archives Specialist
Book Mender
Library Attendant
Library Clerk I
Library Clerk II
Library Clerk III
Chief Library Clerk
Library Conservation/Preservation

Library Operations Assistant
Library Technical Assistant
Library Technical Assistant I
Library Technical Assistant II
Library Technical Assistant III/Specialist

Mental Health Counselor Series

Mental Health Counselor I
Mental Health Counselor II

Nutrition Assistant

Pharmacy Technician Series

Pharmacy Technician I
Pharmacy Technician II
Pharmacy Technician III

Photography Occupational Area

Digital Imaging Specialist I
Digital Imaging Specialist II
Assistant Manager of Photographic Laboratory
Manager of Photographic Laboratory
Ophthalmic Photographer I
Ophthalmic Photographer II
Ophthalmic Photographer III
Principal Ophthalmic Photographer
Photographer I
Photographer II
Photographer III
Photographic Technician I
Photographic Technician II
Photographic Technician III
Scientific Photographer I
Scientific Photographer II
Scientific Photographer III
Principal Scientific Photographer

Polysomnographer Series

Polysomnographer Technologist I
Polysomnographer Technologist II

Research Technologist Series

Research Technologist I
Research Technologist II
Research Technologist III

Sonographer Series

Cardiac Sonographer I
Cardiac Sonographer II
Cardiac Sonographer III
Medical Sonographer I
Medical Sonographer II
Medical Sonographer III

Surgical Services Supplies and Equipment Worker

Ticket Specialist Series

Ticket Specialist I (Athletics)

Ticket Specialist II (Athletics)
Ticket Specialist III (Athletics)
Ticket Specialist IV (Athletics)

Tumor Registrar Series

Tumor Registrar I
Tumor Registrar II

Food Service Series (Classifications are being converted into Management, Food Production and Sanitation.)

Food Service Administrator I
Food Service Administrator II
Food Service Administrator III
Food Service Administrator IV
Catering Advisor
Foods Laboratory Assistant
Snack Bar Attendant
Baker I
Baker II
Baker III
Baker IV
Executive Chef
Pastry Chef
Assistant Pastry Chef
Food Service Chef
Cook
First Cook
Grill Cook
Head Cook
Second Cook
Test Kitchen Cook
University Food Service Director
Cook's Helper
Kitchen Helper
Food Service Laborer
Kitchen Laborer
Kitchen Stores Laborer
Food Production Manager
Assistant Food Production Manager
Food Service Manager
Assistant Food Service Manager
Vending Services Manager I
Vending Services Manager II
Meat Cutter
Head Meat Cutter
Potwashing Machine Operator
Dish Porter
Catering Supervisor
Dining Room Supervisor
Dishroom Supervisor
Food Service Supervisor
Food Service Area Supervisor
Snack Bar Supervisor

- Food Service Worker I
- Food Service Worker II
- Food Service Worker III
- Food Service Worker IV

Due to the complexity of creating/revising the above listed classifications and examinations, some titles are pending final approval.

Additions to Pilot Program

Information Technology Manager/Administrative Coordinator

Information Technology Management Series

Director

Associate Director

Manager

Assistant Manager

Network Specialist Coordinator/University Network Coordinator

Administrative Coordinator for User Services

Information Technology Technical Associate

Applications Analyst

Applications Analyst Senior

Applications Programmer I

Applications Programmer II

Applications Programmer III

Network Engineer I

Network Engineer II

Network Engineer III

Network Engineer IV

Network Engineer V

Procedures and Systems Analyst I

Procedures and Systems Analyst II

Procedures and Systems Analyst III

Scientific Computer Programmer I

Scientific Computer Programmer II

Scientific Computer Programmer III

Systems Programmer I

Systems Programmer II

Systems Programmer III

Web Specialist I

Web Specialist II

Web Specialist III

Webmaster

Computer Programmer I

Computer Programmer II

Computer Programmer III

Computer Programmer IV

LAN Support Specialist I

LAN Support Specialist II

LAN Administrator

Systems Administrator I

Systems Administrator II

Systems Administrator III

Systems Administrator IV
Communications Network Specialist I
Communications Network Specialist II
Communications Network Specialist III
Network Specialist I
Network Specialist II

Information Technology Support Associate

Communications Services Specialist I
Communications Services Specialist II
Communications Services Specialist III
Computer Laboratory Coordinator
Computer Systems Operations Specialist I
Computer Systems Operations Specialist II
Computer Systems Operations Specialist III
Computer Systems and Operations Specialist IV
Data Processing Equipment Technician I
Data Processing Equipment Technician II
Data Processing Equipment Technician III
Data Processing Technician Supervisor
Microcomputer Support Specialist I
Microcomputer Support Specialist II
Microcomputer Support Specialist III
Operations Support Service Specialist I
Operations Support Service Specialist II
Operations Support Service Specialist III
Operations Support Service Specialist IV
Technical Support Specialist
Digital Computer Operator I
Digital Computer Operator II
Digital Computer Operator III
Digital Computer Supervisor

Deleted Classifications

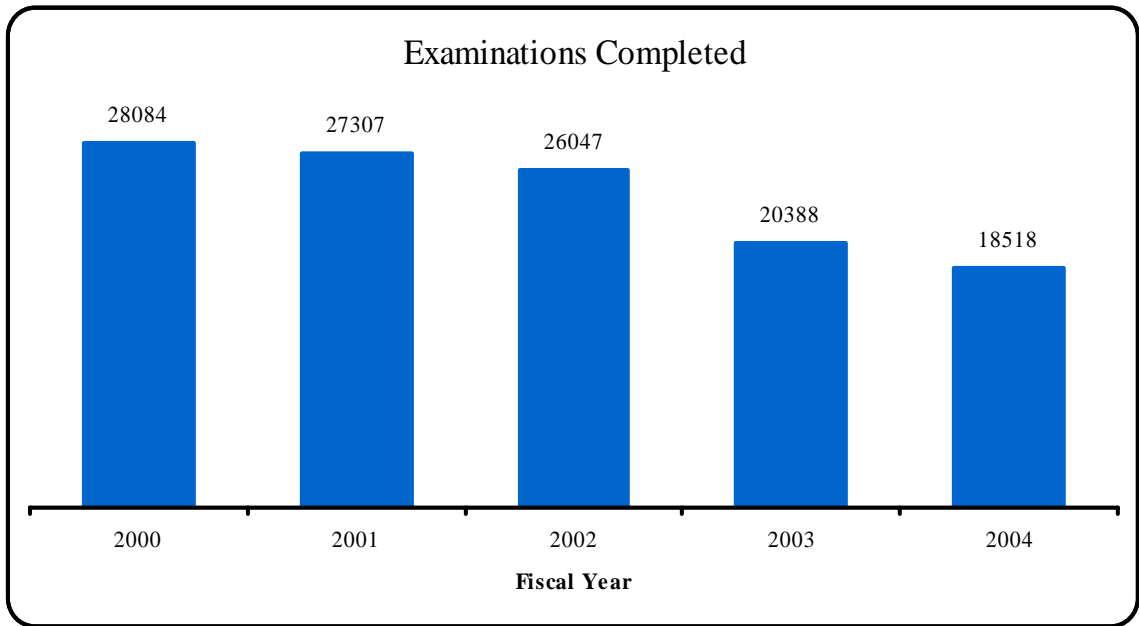
Building Service Worker I
Building Service Worker II
Building Service Worker III
Cylinder Press Room Foreman
Cylinder Pressman
Personnel/Human Resources Assistant I
Personnel/Human Resources Assistant II
Personnel/Human Resources Assistant III
Personnel/Human Resources Officer I
Personnel/Human Resources Officer II
Personnel/Human Resources Officer III
Personnel/Human Resources Officer IV
Personnel/Human Resources Officer V
Building Custodian
Supplemental Security Income Administrator I
Supplemental Security Income Administrator II
Supplemental Security Income Administrator III

Assistant to Director of Art Gallery
 Speech & Hearing Counselor
 Superintendent of Airport Operations
 Media Distribution Systems Supervisor
 Accelerator Technician I
 Accelerator Technician II
 Accelerator Technician III
 Orthotics/Prosthetics Technologist I
 Orthotics/Prosthetics Technologist II
 Orthotics/Prosthetics Technologist III
 Orthotics/Prosthetics Technologist IV
 Window Washer

Examination Completion

A total of 18,518 examinations were given in FY 2004, with an 85% passing rate. The average scores for all applicants was 85.4 (a score of 70 is required to pass civil service examinations). Examinations were administered in 639 of the 1,210 approved classes. The lack of use, i.e., failure to give examinations in such a large number of civil service classifications, provides additional encouragement to continue to delete and consolidate classifications, where feasible.

As indicated by the following chart, the number of examinations completed has decreased during the past two years. Naturally, difficult economic times have particularly impacted the number of open civil service positions which consequently impact the number of tests administered.



Pay Administration

Each university/agency is required to submit a rate or range of compensation for each classification along with justification. The University System allows significant latitude in the establishment of pay rates/ranges. Each university/agency is required to conduct salary surveys or develop other basis for establishing pay rates/ranges. Collective bargaining agreements and prevailing wage agreements certified by the Illinois Department of Labor for the local geographic

area provide justification for the establishment of salary rates/ranges for many “craft and trade” occupations.

Through secure website access, university/agency certified personnel can electronically submit changes, revisions, or deletions to the rates/ranges. The University System staff can then complete the authorization process, which notifies each university/agency of the change and immediately updates a standardized statewide salary range report. This process has brought a tremendous increase in efficiency and eliminated an enormous amount of mailings and paperwork. (The previous system required a minimum of three ‘send-and-receive’ mail transactions.) An additional feature of this system is the salary survey, which takes a raw data ‘snapshot’ of all university/agency employees across the state and calculates, by university/agency and classification, several employment characteristics including the lowest salary range, highest salary rate, average salary rate, average time in class, total number of employees in class, and relative work week. This feature alone has been very beneficial to many universities/agencies as a valuable tool for planning and human resource management. This system is constantly being reviewed for update and expansion.

The unit reviews, analyzes, and approves all pay rate and range requests annually; including those arrived at through collective bargaining processes. The University System reviewed a total of 2,011 rate/range requests during FY 2004. The unit approved 1,709 of those requested, with 302 being returned to the university/agency for further development. Based on our twice a year salary survey, the average number of employees statewide include, 10,333 (43%) Open Range employees, 12,797 (53.3%) Negotiated Rate employees, 801 (3.3%) Prevailing Rate employees and 99 (less than 1%) Established Rate employees.

Act and Administrative Code

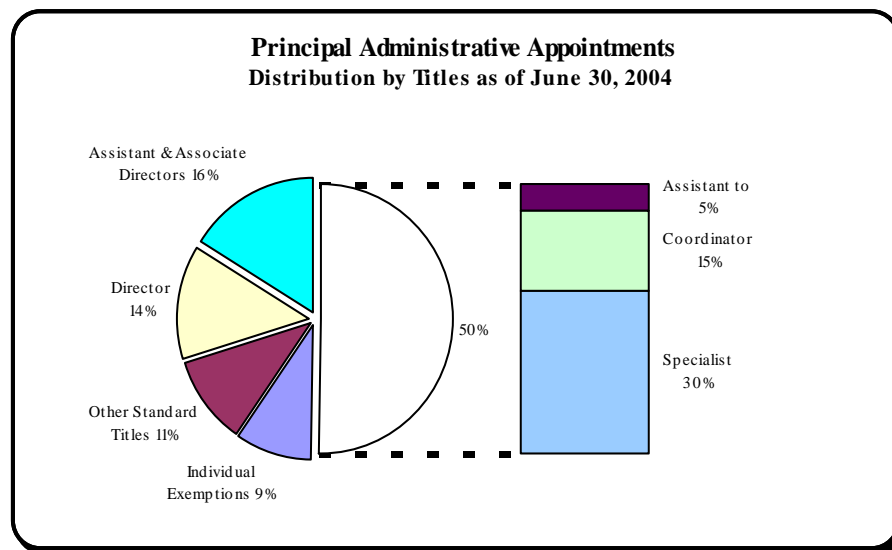
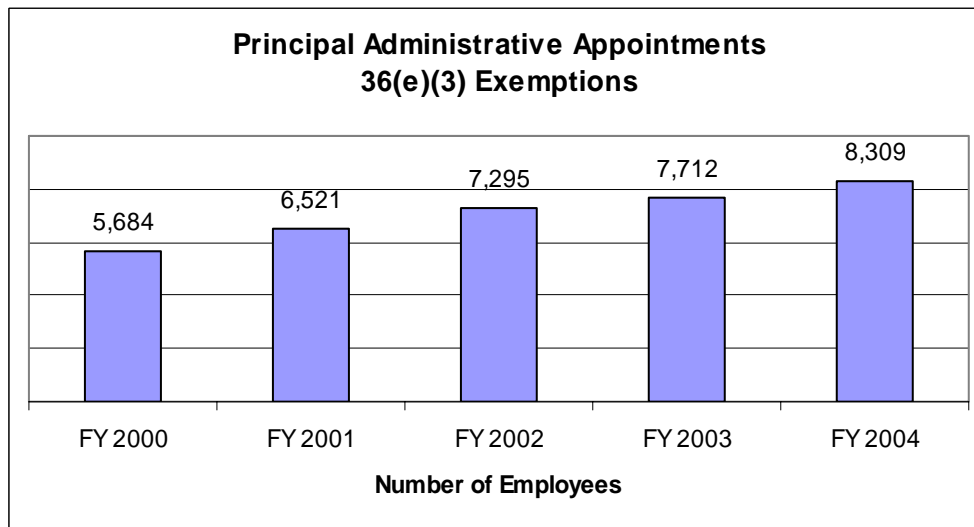
The staff in this unit regularly consult with university/agency human resource directors and other human resource staff to provide advice and guidance on matters of interpretation of the Act and Administrative Code, and the University System procedures. This unit has the ongoing responsibility to maintain and revise all policies directly related to their operational function. Policy revisions are developed and implemented through a system wide collaborative effort.

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 Administrative Rules. This unit is responsible for reviewing and analyzing all requests for PAA exemptions with respect to established protocols and procedures, and for recommending action (approval or disapproval) to the Executive Director. As requested, staff of the unit assist the Audit and Advisory Services Division in the on-site review of approved exempt positions as an on-going technical support function of the audit program. A total of 8,309 employees, exempted from civil service coverage in accordance with Section 36e(3) of the Act (110 ILCS 70/36e(3) (West 2004)), were reported during FY 2004. The following charts indicate an increase in PAA employees throughout the time periods studied, a topic that is under constant scrutiny and analysis. The increase in this employment category, in conjunction with a general decrease in civil service appointments, is of particular concern when considering the overall public higher education objective of reducing administrative costs.

The University System began categorizing most PAA employees into 20 Standard Titles in 1999. At this same time, universities/agencies were also delegated the authority to ‘exempt’ employees/positions from civil service coverage. Since the inception of this program, the University System

office has witnessed a significant increase in PAA employees/positions, particularly in some selected titles. The following charts provide graphical representation of these changes.



Training Programs

The Administrative Rules provide for the establishment of three types of training programs which require approval by the Executive Director. These programs include: Apprentice, Trainee, and Learner. Apprentice Programs are utilized for training employees in the established crafts and trades occupations such as Carpenter, Electrician, etc. Trainee Programs are designed to permit applicants, who lack minimum qualifications required for employment in a classification, the opportunity to receive education and/or work experience in order to become fully qualified for a position. Learner Programs provide employment opportunities into entry level classifications. Both Learner and Trainee Programs have been designed, and can be used, as an affirmative action tool to provide training for applicants in minority or culturally disadvantaged groups. During FY 2004, the unit approved 11 Trainee Programs and one Learner Program.

Supported Employee Program

Section 36s of the Act (110 ILCS 70/36s (West 2004)) required the University System to develop and implement a Supported Employment Program (SEP). SEP created a special hiring option for severely disabled individuals who are certified by a Illinois Department of Human Services (DHS) counselor as in need of supported employment. These job applicants may bypass the open competitive testing requirement and work in a trial capacity before being appointed into a permanent job. Once a position has been targeted for supported employment, employers work with DHS counselors in developing a training program to assist the supported employee in becoming proficient in the target job. Upon successful completion of the training program, the supported employee is appointed to a status position in the class and serves a probationary period. As of the end of FY 2004, a total of 41 supported employee placements had been made, 18 of which were still actively employed.

Position Classification Audit Appeal

The unit has responsibility for the management of all position classification appeals that are requested of the Executive Director. Employees who believe that their positions have been misclassified by the local (university/agency) human resource office are allowed to appeal the decision for review by the Executive Director. The appeal process includes reviewing and analyzing evidence of record, conducting on-site desk audits if deemed necessary, and making a recommendation to the Executive Director of the proper allocation of the position. During FY 2004, the unit reviewed and analyzed nine position classification appeals. The unit also responds to requests for position classification assistance by various universities/agencies served.

Examination Question Challenges, Rechecks and Scoring Breakdowns

The unit provides services to employees/applicants who are concerned that a specific question/answer is incorrect or that the score they obtained on an examination was in error. When an applicant believes there is an incorrect question/answer on an examination, a question challenge form is completed at the testing site and is forwarded, along with the applicant's examination, to the University System Office. Each challenged question is thoroughly researched, with an individual response being sent to each applicant. Applicants are also provided a scoring 'breakdown' on the examinations. An applicant may request a 'recheck' or 'breakdown' of the examination score to assure that it was properly graded at the local human resource office and to obtain information on the categories of questions (breakdown) that were answered incorrectly. With the assistance from the Administrative Division's secretarial support team, a total of 38 question challenges and 50 rechecks/breakdowns were completed.

Specialty Factors

A university/agency may request that a Specialty Factor be 'attached' to a specific position. For these positions, a specific and measurable skill or ability, above the standard requirements, is necessary for the successful fulfillment of the required business operation. The most common type of Specialty Factor requested and approved is for an applicant to have bilingual skills (Spanish most often) as part of a clerical or customer service position. During FY 2004, the unit approved 17 Specialty Factor requests.

Other Operational Responsibilities

This unit has other responsibilities including courtesy test grading, evaluating qualification waivers, and many other standard business procedures associated with employee movement across the classification system.

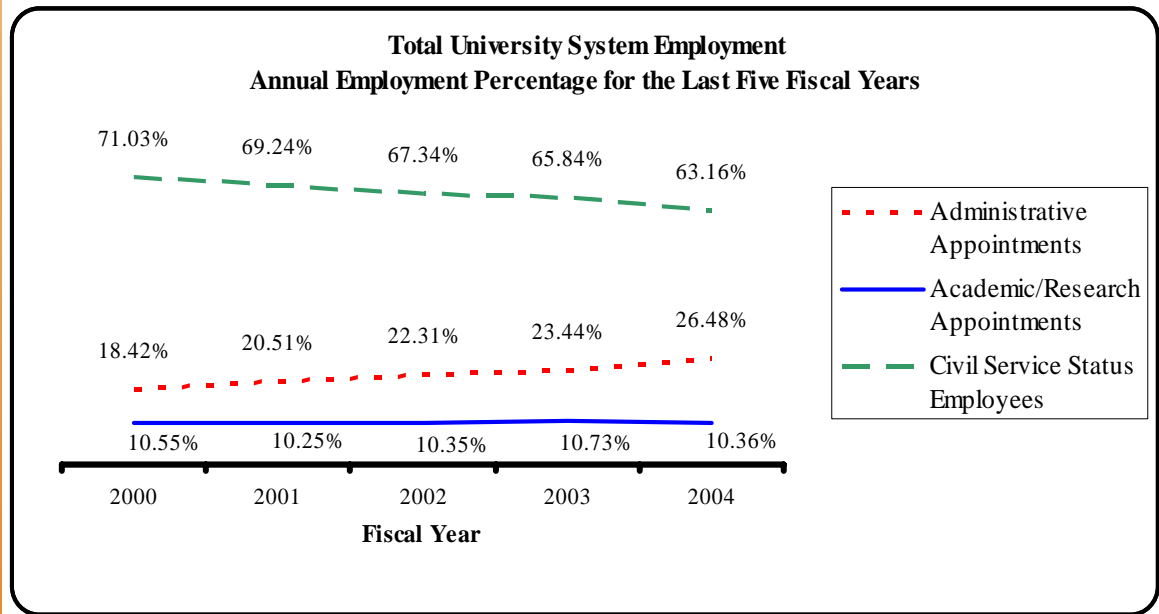
Upon request, staff also assist audit team members in reviewing university/agency classification programs. Unit staff review position classification audit findings proposed by the audit team to assist in making recommendation to each university/agency regarding specific classification of positions.

Employment Population Trends

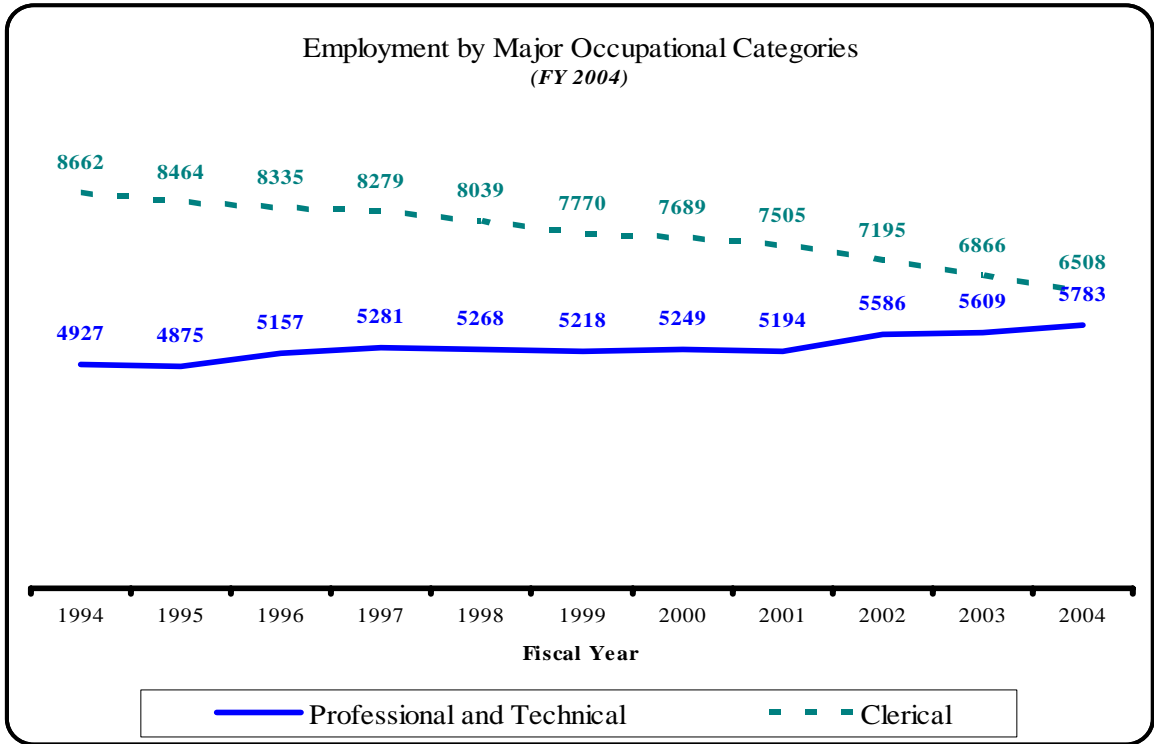
Several employment trends within the Illinois public higher education community including employment population types are monitored by the University System. Major employment categories include Civil Service Status, Nonstatus and Principal Administrative Appointments. Civil Service Status appointments are traditional employment positions. Civil Service Nonstatus appointments include temporary and extra help appointments as well as learners, trainees and apprentices. Principal Administrative Appointments include administrative positions, exempt from civil service system rules.

Occupational Trends

A total of 21,523 civil service status employees were employed by universities and agencies during FY 2004. A 10-year review of civil service employment reveals that there has been a total decrease of approximately 1,500 civil service status employees. Of particular concern is the fact that administrative positions, exempt from civil service rules, have been increasing over the last few years while civil service appointments have been decreasing and even faculty/research positions have remained relatively stable.



While the number of employees in professional/technical classifications, especially those related to IT classification, has increased, clerical occupations, representing the largest group of employees, have seen the sharpest decline in positions and employment

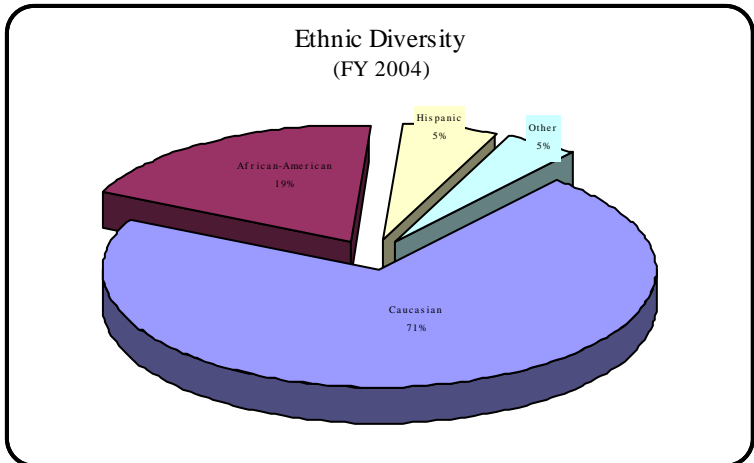


Ethnic and Gender Data

Of the 21,523 civil service status employees, approximately 64.7% were female and 35.3% were male. Over the past five years the ethnic distribution of status civil service employees throughout the University System has remained somewhat constant. During this timeframe, there has been a slight decrease in the Caucasian population and a slight increase in the Hispanic employee population.

Naturally, these numbers may vary tremendously between universities/agencies based on their geographic location. The chart merely represents the statewide distribution.

As a matter of information, the University System office provides programs to employing universities/agencies to assist in the recruitment, training, and retention of minority candidates into various civil service positions. These programs are utilized to support the various diversity programs designed by each university/agency. Learner, Trainee and supported employment programs allow for on-the-job training and result in placement of successful candidates to status civil service positions. Trainee programs allow for additional training and result in placement into a status position following the successful completion of the corresponding civil service examination. The



University System continues to develop additional programs to further facilitate the recruitment and retention of minority applicants to civil service positions throughout the system.

The University System, through the cooperation and collaboration of the many campus/agency Diversity Resource and Human Resource offices, is developing a new intern program specifically designed to facilitate the recruitment, retention, and employment of a culturally diverse workforce, particularly in the many available professional, semi-professional, and technical occupational classification series. This program is expected to be implemented in the following fiscal year and should provide a more direct capability to diversify employment through our entire classification plan.

Police Promotional Testing

The University System schedules and convenes the Police Officer promotional examination, i.e., Elongated Oral Boards (EOB). The examinations included in this process are: Corporal, Sergeant and Lieutenant. The EOB process requires a panel of three assessors to interview and observe as many as six candidates during a day-long testing period. Throughout the testing period, applicants are required to make oral and written presentations and work on group exercises. Assessors provide scores, based on previously developed criteria, for each applicant completing each task. To more accurately reflect the cultural and gender demographics of university police officers, and to assure that each EOB will consist of assessors with diverse ethnic and racial characteristics, the University System in conjunction with many of the universities, trained 11 new assessors during FY 2004, of which three were minority and female officers. During FY 2004, the University System conducted 10 EOB's.

New Initiatives and Goals

New initiatives and goals introduced during FY 2004 are detailed below and should be viewed as on-going projects that may or may not have definite completion dates.

Pilot Program

In an effort to create efficiency, flexibility, and best practices into the employment process, the University System developed a series of professional classifications that utilize a substantially different set of employment protocols. In September 2002, the Merit Board approved three original titles for the program (*Accounting Associate, Business/Administrative Associate and Human Resource Associate*). During FY 2004 the *IT Manager/Administrative Coordinator; IT Technical Associate; and IT Support Associate* were added to the Pilot Program. These professional and technical classifications were developed to address areas where market demand is high and immediate employment actions are desired. These class specifications, along with any additional titles that may be developed in the future, are provided with separate employment protocols, assigned unique class codes and individual pay rates/ranges. Currently, there are several employers utilizing the Pilot Program with 48 individuals employed in these classifications throughout the system. We expect significant expansion of this program during FY 2005.

Traditional employment in civil service occupations has required the completion of a written examination administered at the Human Resource office on a scheduled date and time. Employment in the new Pilot Program classifications does not include a written examination, but instead require human resource staff, in conjunction with the employing department, to score and rate an applicant's employment application and/or résumé. Specific credential rating guidelines

are supplied by the University System to assist in this process. This credential-rating instrument minimizes the variation in scores which expands the referral pool and allows more applicants an opportunity to receive an initial interview. This will facilitate a large applicant pool and employment register for each position.

The new credential-rating system gives applicants the opportunity to apply for a specific position on-line or through the mail. Qualification for employment and credential review is transparent to the applicant. An employment register is established and the top three scores from the register are referred for interviews. With only four to five score variations for each examination, the referral list of the top three scores will provide a large pool of applicants similar to that obtained in a search process for professional staff.

In addition to above listed employment protocols, selective certification permits university/agencies to attach specific job requirement criteria to these new positions. Based on the designated criteria, a review of the applications/resume is completed, which creates a separate employment register.

Diversity Initiatives

As mentioned earlier, the University System invited the members of the Human Resources Directors Advisory Committee to meet, in conjunction with, their respective Affirmative Action/Diversity Resource Officers to discuss diversity initiatives, review current civil service employment programs related to diversity (Learner, Trainee and Supported Employee Programs), and to offer input on the development of new ideas or programs that may further facilitate the varied university/agency diversity objectives. Based on models utilized in other state civil service systems, the System Office presented proposals to create a Management Intern Program and a Worker with Disabilities Program. These Programs are similar to the Learner and Trainee Programs, but more directly focused on those classifications requiring a higher degree of education and experience. The University System Office conducts orientations, workshops, and on-campus visits to promote these programs.

Computerized (Web-based) Testing Instruments

This web-based testing system will lead to a greater degree of testing availability, quicker turnaround on filling vacancies, more reliable grading mechanisms, expanded test analysis and statistical reports, reduced processing errors, and a significant reduction in staff time required to administer this process.

An initial prototype system has been developed and shared with employers. This process has allowed us to obtain feedback on format, content and system viability. Onsite demonstrations have been scheduled with selected employers to assess the delivery and the performance of the current web-based prototype. (See Administrative Division section for further information.)

Procedures Manuals

The University System Procedures Manuals (Classification, Employment & Separation, Examination, Pay Administration and Principal Administrative Appointments) are continually updated to ensure procedures accurately reflect the best human resource practices.

Audit and Advisory Services Division

During FY 2004, the Audit and Advisory Services Division continued to address and monitor compliance requirements, recommend enhancements to personnel programs that improve processes currently utilized by universities/agencies, analyze and maintain all policies/procedures manuals and documents, and manage the audit program. This unit is the first line of contact in directly addressing issues of our constituencies and the interpretation of our Act, Administrative Code, policies, and procedures.

This unit continues to review compliance by universities/agencies, but also focuses on building trust and credibility in interactions based on professionalism and a common operational understanding. This has been addressed through an extensive review and understanding of the university/agency's needs and objectives as they relate to the requirements contained in the Act, Rules, and procedures of the University System office. All audit recommendations take these factors into consideration. Our 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.

Compliance Component

The primary objective of the Audit and Advisory Services Division is to determine compliance with the Act, Administrative Code, and University System Procedures Manuals. A secondary audit objective is to provide a review and recommendation instrument for improving the human resource programs and administration pursuant to section 250.140(c) of the Administrative Code (80 Ill. Adm. Code §250.140(c) (2004)).

This unit's primary function is the Audit Program. Each university/agency covered by the University System is routinely audited by the University System staff approximately once every two years. A human resource operational audit conducted by the University System involves a comprehensive review of internal practices, including both document review and discussions with staff regarding a broad range of human resource-related practices. The audit activities are summarized as follows:

- ◆ Human resource staff provide information and documentation requested for analysis and review of its programs.
- ◆ Audit and Advisory Services staff arrive at preliminary recommendations based on review and analysis of submitted materials.
- ◆ Follow-up discussions occur on-site with management and staff responsible for human resource services.
- ◆ On-site discussions are held with key administrators to determine their perspectives on human resource effectiveness and university/agency needs related to the University System.
- ◆ Meetings are held with employee groups and representatives regarding their expectations, appraisals of human resource programs and any University System or local concerns.
- ◆ On-site record review occurs, including sampling employment records, reviewing

performance evaluations, inspecting separation documentations and reconstructing registers with sampling of applicants admitted to examinations.

- ◆ On-site interviews with designated employees and their respective supervisors are conducted to assist in the evaluation of the maintenance and administration of the University System rules and procedures.
- ◆ Additional procedure and process observations and analysis occurs as required.
- ◆ Evaluations are made by the unit's staff regarding numerous human resource functions with recommendations for any program modification.

The Audit Program and results of the program are designed to be used as a tool to assist any university/agency in complying with the governing Act and Administrative Code. Two comprehensive audit reports are distributed highlighting issues and providing recommendations for all subject matter reviewed. Following are some topic areas covered in a standard human resource operational audit.

- ◆ Assignment of Positions to Classes
This includes a review of selected job descriptions for currency and suitability of position classifications. Desk audits of selected positions are conducted on-site for appropriateness of position classifications. There is also an evaluation of the process and results of the employer's desk audits during the time span audited.
- ◆ Compensation Programs
This starts with an analysis of the employer's use of pay rates and pay ranges approved by the University System office. An overall evaluation is then conducted of the employer's compensation program and initiatives to meet requirements of pay equity within the employer's market area.
- ◆ Employment and Separation Procedures
This includes a review of the employer's use of processes and procedures in the employment cycle that encompasses pre-employment, probationary and status employment, and employment separation programs. There is also an assessment of the employer's monitoring and usage of non-status appointments.
- ◆ Principal Administrative Appointments
A review of the employment protocols and assigned responsibilities for Principal Administrative Appointments is conducted since these positions are specifically exempted from University System rules through a designated authorization and qualification review process. The employer's exemption forms and related job descriptions are reviewed and selected incumbent interviews are conducted for further determination of approved exemption. The audit process also looks into the employer's administration procedures related to these appointments and their approved exemption status.
- ◆ Human Resource Programs
There is a general review of the employer's human resource programs with respect to effectiveness, efficiency, and levels of communication to constituencies. There is also an assessment of the recognition and support for human resource programs within the employer's administration and employee groups. The impact of new technology on the recordkeeping and processing of information is an element for review in this area as well.

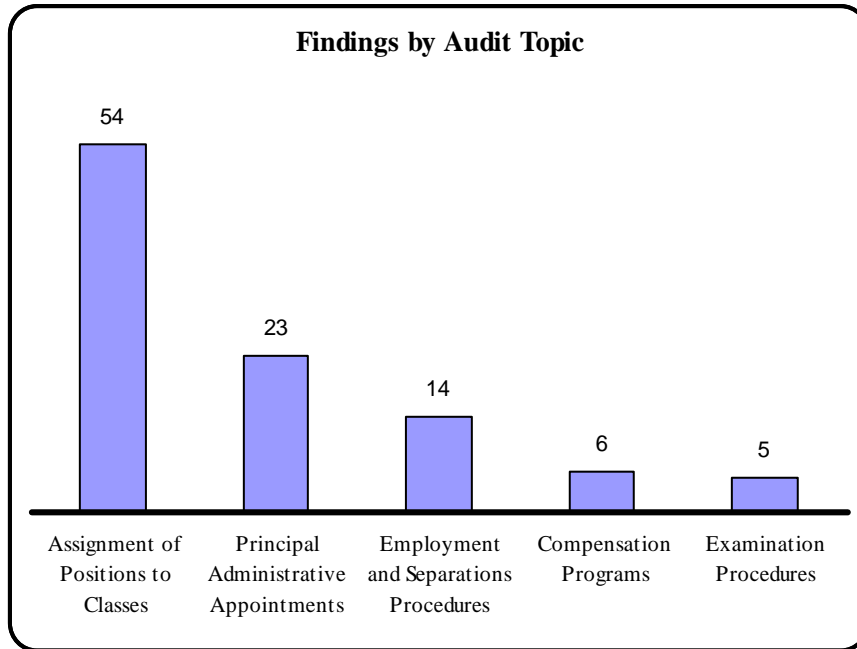
◆ Other Audit Subjects

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

During FY 2004, this unit reviewed and minimized the amount of material requested in the audit process. As of this date, the identified alternative means of gathering audit information has resulted in a 30% reduction in the material that is requested. Efforts are underway to expand this initiative further in FY 2005.

During the FY 2004 audit cycle, the audit team has continued the practice of maintaining close employer contact during the audit process. The unit focuses on meeting the needs of the organization, administrators and employees alike, through a process of identifying problems, proposing solution and providing assistance and guidance in reaching a resolution. Following are some general topics addressed with various universities/agencies through the FY 2004 audit activities.

- ◆ Management and maintenance of pay ranges.
- ◆ Classification of positions.
- ◆ Applications of the provisions contained in section 36q of the Act (110 ILCS 70/36q (West 2004)). This issue led to the subsequent development of procedures for such instances of change in position from Principal Administrative Appointment to civil service
- ◆ Reviewing and verifying the employment relationships with independent contractors.
- ◆ Completion of classification audit requests within the processing timeframe standard.
- ◆ Maintenance of review standards for position descriptions.
- ◆ Proper maintenance of authorization and position review for Principal Administrative Appointments.
- ◆ Documentation and communication of Contract Appointments.
- ◆ Review and update of business procedures, as related to consideration of out-of-state applicants.
- ◆ 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.
- ◆ Propose use of change-in-title procedures.
- ◆ Assignment of position control numbers.



*Operational Compliance Audits Completed for FY 2004
July 2003 through June 2004*

University / Agency	Western Illinois University	Governors State University	Illinois Student Assistance Commission	University of Illinois College of Medicine at Peoria	Illinois State University	State Universities Retirement System	State Universities Civil Service System	Southern Illinois University School of Medicine	University of Illinois College of Medicine at Rockford
Onsite Day(s)	4	3	3	2	5	2	1	3	2
Onsite Visit	July 2003	August 2003	September 2003	October 2003	November 2003	January 2004	February 2004	March 2004	June 2004
Last Audit	May 2001	July 2001	August 2001	October 2001	September 2001	December 2000		December 2001	March 2002
Samples									
Credentials	25	10	20	16	34	17	3	22	26
Registers	20	15	17	11	25	12	1	20	16
Pay Rates	914	234	556	165	1443	114	16	725	199
Pay Ranges	236	95	114	123	317	40	10	157	65
Descriptions	150	112	124	108	174	113	16	137	113
Interviews	24	17	14	10	28	10	2	18	12

Administrative Division

During FY 2004, the Administrative Division's secretarial support team continued to focus on customer service and provide internal office support to the other three divisions.

This unit is responsible for the general internal office human resource function for the University System employees. This involves the day-to-day activities associated with the processing of pay ranges, proper classification reviews processing of payrolls, and basis business process for the University System office.

This unit also handles the benefit components for the University System employees. Programs include: Deferred Compensation, Group Insurance, Retirement, Savings Bond, and Worker's Compensation Programs. This includes notifying the staff of all changes throughout the year and also during the annual benefit choice period.

A major function of this unit is the management of the agency annual Appropriation and budget expenditures. For FY 2004, the General Assembly approved a Line Item Appropriation of \$1,253,600 (Public Act 93-0090) which was a decrease from our FY 2003 Appropriation of \$139,300 or a 10% reduction. In FY 2004, \$25,100 was placed in reserve due to the State's economical situation. Through our commitment to efficient budget and operational management, we exceeded this directive.

The Office of Management and Budget approved one budget transfer in FY 2004, resulting in a total of \$25,000 being transferred to our Telecommunications Services Line Item to cover the cost of a new Norstar Telephone System. This new system has greatly enhanced our overall customer service and communications with our various constituencies. The system provides for voice mail, direct connect to appropriate staff for information regarding discharge/demotion process, classification and examination questions, and for the audit program.

This unit is the direct line of communication to the Comptroller's Office and Department of Central Management Services. The University System office is required to comply with the Statewide Accounting Management System (SAMS). Some of the key functions include, receipts, obligations, and voucher processing. This unit processed over 300 invoice-vouchers with the Comptroller's office in FY 2004. Each month the unit reconciles monthly reports from the Comptroller's to the agency's financial records. The University System is required to file a yearly Agency Workforce Report with the Comptroller's Office. On an annual basis this unit reconciles the state property with the Department of Central Management Services. The University System has equipment property valued at over \$187,000 and is required to file an Agency Report of State Property on a quarterly basis and, on a yearly basis, required to file an inventory certification to the Department of Central Management System.

During FY 2004, a Compliance Audit was conducted by the Auditor General's office for the fiscal years of 2002 and 2003. Two auditors from the Auditor General's office spent about two

weeks onsite and followed up with further inquiries by electronic communications. Records reviewed included the agency's financial records, contracts, payroll, time records, university policies, minutes, and a number of other items to verify proper compliance with the Auditor General Guidelines. As stated earlier, we are pleased to report that the University System office had no material findings.

This unit is responsible for all procurements for the University System. The University System utilizes state contracts for various items when a state contract is in place. The contracts are filed with the Comptroller's Office.

During FY 2004 over 6,500 incoming calls were directed to the appropriate staff for a timely response and/or resolution. The team performs various tasks for the other units, such as filling and mailing examination orders, statistical analysis for examinations, rechecks, documenting training/learner programs, monitoring supported employee programs, etc.

Information Technology

The Administrative Division is also responsible for all IT Support and technical processes related to our overall business functions. During FY 2004, an Information Technology Manager/Coordinator was hired to address the ever-increasing technology demands of the University System office. Many projects have been started and completed over the past year that have increased our efficiency in business operations, productivity, and customer service.

Computerized (Web-based) Testing Instruments

The University System office, in collaboration with member universities/agencies, continues to provide the technical expertise necessary to develop electronic examination instruments. Our goal of providing electronic testing requires gradual development and implementation, spanning several fiscal years, due to budget constraints and the amount of time involved with a project of this magnitude.

A web-based Electronic Testing (E-Test) prototype has been developed based on university/agency requirements, input and specifications. The web-based format allows for faster development of the application and examinations, a central database for ease of administration and report generation, and increased security of the examinations. The web-based format also reduces equipment costs for the universities/agencies and simplifies support options for both the University System office and the employer.

A secure section of our website provides the security access required for E-Test. A 128-bit SSL connection, the highest security available on the internet, will ensure that all E-Test transactions are encrypted and protected. Security at both the University System office and each university/agency location will protect the examinations from theft and assure the proper identity of the applicant completing the examination.

The first version of E-Test utilizes questions with a random answer order. This first step in creating a dynamic test instrument will ensure the future integrity of the examination. Examinations will be electronically graded upon completion of the test and scores can be provided before the applicant leaves the testing facility.

Because E-Test is built on a centralized database, the uploading or mailing of examination scores

and blue bubble sheets (current process of filling in blue circles on an answer sheet) has been eliminated. The University System office has access to real-time data, and this data can be queried on a regular basis to track statistics of all examinations, which will include a review of individual responses to assure that each question is fair and producing appropriate pass/fail rates. In addition, demographics of applicants will also be compared to the testing pass/fail rate to assure that each examination is free of ethnic or gender bias.

This system will lead to a greater degree of testing availability, quicker turnaround on filling vacancies, more reliable grading mechanisms, expanded test analysis, statistical reports, reduced processing errors, and a significant reduction in staff time required to administer this process.

An initial prototype system has been developed and shared with a test group of universities/agencies. This process has allowed us to obtain feedback on format, content and system viability. Onsite demonstrations have been scheduled with selected universities/agencies to assess the delivery and the performance of the current web-based prototype.

Future plans include designing the testing feature to integrate with each university/agency's employment register process, which will allow the university/agency an opportunity to keep a real-time update of applicants available for employment. A question database is currently being developed that will provide an extensive repository for generating dynamic tests.

This system will ultimately provide a cutting edge technical process for a major human resource function leading to enormous efficiencies and savings in fiscal and human capital while providing a significant upgrade in customer service to applicants and current employees. These savings will be most realized at the campus/agency level. We are very excited about this product and demonstrates our creativity and innovative approach to traditional business procedures.

Technology Upgrades

To promote a more efficient and productive organization, we have:

- ◆ upgraded some of our workstation PC's to laptops because of the increased demand for trainings and presentations;
- ◆ purchased a scanner and have begun digitally archiving documents to support our Disaster Recovery plan;
- ◆ purchased a color laser printer to eliminate the outsourcing of large printing tasks;
- ◆ upgraded both workstation and server software to take advantage of increased application efficiency and security;
- ◆ acquired an off-site storage facility for storage of digital backups; and
- ◆ purchased a high-speed scanner for the blue bubble sheets and made improvements to the underlying database.

Website Redesign

The University System office website, <http://www.sucss.state.il.us/>, had remained constant for the last several years. During FY 2004, the website was redesigned with the focus on increased functionality and content. We are now able to provide a more enriching, user-friendly experience at our website while improving and increasing the content.

We have modified the Class Specifications page to include a searchable index. Visitors to our website can now search on Class Title, Class Code, Work Area, and Promotional Line. The Class Specifications are listed in Adobe® PDF format and HTML format to satisfy the Web Content Accessibility Guidelines.

The Procedure Manuals and the Statute and Rules' pages have been changed from a static Adobe® PDF file to a searchable database. A visitor can now conduct a keyword search on any of the manuals or rules.

A Frequently Asked Question section has been created with an extensive database of common questions and answers that are asked of the System Office staff. This database is also keyword searchable.

A presentations page has been created, making available all of the Microsoft® PowerPoint presentations done by University System staff. These presentations can be downloaded and presented to various employee groups by University HR Personnel.

We have also created a secure section of our website that is accessible by University Human Resource Personnel only. Access to the secure website requires an ID and Password provided by the University System staff. The secure section will provide a valuable resource for University HR Personnel as it will contain many data submission and report generation options previously unavailable.

Data Submission

Currently, the University System office collects data from universities/agencies on regularly scheduled intervals. The data is mailed or emailed to the University System office, and then manually compiled by University System staff into a useable format. We have developed web-based forms that will allow for the submission of this data directly into a secure database, eliminating the paper and staff costs.

We have also developed two types of forms based on specific criteria. For forms that do not require a signature, a simple web-generated form can be completed and submitted for instant data submission. For forms that require a signature, we are working on the conversion of these forms to Adobe® PDF (Portable Document Format) documents.

The State's public-key infrastructure program, which uses digital certificates to authenticate users for electronic transactions, is standardized on Entrust® Technologies Inc.'s system. Entrust's digital certificates work directly with Adobe® Document Server technologies to provide digitally-signed, encrypted documents. Besides the savings from paper reduction, the technology and software is available at no cost to both the University System office and the university/agency.

Instead of the manual completion and submission of the forms, the university/agency will go to our website, complete and digitally sign the form, and submit it via email (a local copy can be saved as a record). When the email is received, the data will be exported from the form (if necessary), digitally-signed, and returned via email. The paper and mailing costs for the university/agency are reduced, the manual processing of the form at the University System office has been eliminated, and the transaction has been completed significantly faster.

Legal Services Division

This unit is responsible for identifying and monitoring state and federal statutes, court rulings, rules and regulations with which the University System must comply and recommending remedial action when appropriate. For example, in FY 2004, this unit was responsible for developing and updating the Merit Board Bylaws; developing policies and adopting training materials in compliance with the State Officials and Employee Ethics Act; developing a comprehensive nondiscrimination and anti-harassment policy in accordance with current case law; and developing and maintaining a state records management program and vital records protection plan through the services of the Secretary of State, Illinois State Archives Division and in compliance with the State Records Act.

In addition, this unit provides assistance with monitoring the progress of bills and evaluating the impact of pending legislation. This unit provides coordination and liaison with outside counsel and the Attorney General's Office in matters affecting the University System, including litigation. This unit also develops and provides educational presentations on various legal topics of interest, including the discharge/demotion process, to employee and employer groups.

Discharge and Demotion

This unit 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 2004, 49 Written Charges for Discharge were filed with the University System office and 13 hearings were requested from the employees. Ten hearings were conducted under the University System direction and control. Of the 10 hearings conducted, one employee resigned during the hearing, two employees were reinstated by the Merit Board and seven employees were discharged by the Merit Board. Three of the seven cases went to Administrative Review. There were no involuntary Notice of Demotions served on employees during FY 2004.

Recently, the Merit Board decisions in discharge/demotion cases have been placed on the University System secured website. This was done as part of the University System's continuing objective to provide clarity and guidance in this process. Employers and employees will be able to access these decisions and gain a better understanding of the hearing and Merit Board decision making process.

In FY 2005, this unit will continue to streamline the discharge/demotion process and explore possible process changes that will bring clarity and improve integrity, such as adopting a process of retaining a limited group of highly qualified hearing officers that would travel throughout the state and/or moving to a process where the Merit Board would act more in a review capacity rather than in its current initial decision making capacity.

Interpretation of the Act and Code

This unit provides support services to employers in most aspects of the personnel administration program. Although the employers have been delegated certain authority, this unit is available to

interpret the Act and the Administrative Code, policies, and procedures and provide the employer assistance in executing any of the University System processes.

In addition, this unit provides assistance in the internal development of policy, procedures, and strategy related to the interpretation and implementation of the Act and Code and is responsible for implementing the administrative rulemaking process. Following are some of the policies and procedures developed and/or revised during FY 2004.

Ethics Guidance for Agencies, Offices, Boards and Commissions under the Governor; procedures for Investigating and Reporting Misconduct and Incidents at State Facilities; Notice of State Employees Protections under the State Officials and Employees Ethics Act; Merit Board Policies Relating to Work Hours and Absences; and, Merit Board Pay and Administration Guidelines for the State Universities Civil Service System

These policies and procedures were implemented under the guidance of the Governor’s Office as part of the University Systems compliance requirements under the State Officials and Employees Ethics Act.

Nondiscrimination and Anti-Harassment policy; and, web based Sexual Harassment training for all University System Personnel

This Policy and training session provides a comprehensive understanding of the nature of harassment and discrimination, the governing laws, examples of policy violations, the University System grievance procedure, and information on external agency contacts.

Records Inventory and Recommended Records retention schedule for the State Records Commission

The University System staff conducted a thorough records inventory in preparation of the State Records Unit field representatives for purposes of developing a records retention schedule approved by the State records Commission. At this time, we have not yet received a proposed schedule from the State Records Unit.

Vital Records Disaster Plan

This plan has been updated and revised to reflect existing practices, particularly as it relates to electronic records.

This unit reviews and revises the University System procedures and guidelines to ensure compliance with the Act, Administrative Code, and other legal obligations. Following are some of the changes that were made to the various Procedures Manuals during FY 2004.

Examination Procedures Manual, Section 2.1 — Applicants to Original Entry or Promotional Examinations — Provides clarification eligibility for Promotion Examinations.

Examination Procedures Manual, Section 2.3 — Verification of Experience Requirements — Provides for the possibility for current status employees to be admitted to any examination, irrespective of their current residence.

Examination Procedures Manual, Section 3.1 — Veterans Preference Eligibility Criteria and Point Allocation — Provides clarification regarding a veterans eligibly to receive veterans preference points.

Classification Procedures Manual, Section 3 — Change-in-Title 3 — Provides for the reduction in the number of change-in-title policies from eight to three.

Employment and Separation Procedures Manual, Section 4.12 — Establishment of New Positions and Transfer of Employees to System Employer due to Administrative Acquisition of an External Operational Unit — Provides guidelines for the transition of an external operating unit to the jurisdiction of a University System employer.

Classification Procedures Manual, Section 2.2 and Principal Administrative Appointments Manual, Sections 1.2 and 1.5 — Provides update to reflect new division title

Examination Procedures Manual, Sections 9.1, 9.2, 9.3, 9.4, 9.5, and 9.6 — Administering Police Officer Examinations — Provides changes to the Police Series examining instruments.

This unit is also responsible for coordinating the development of the Civil Service Rules codified in Title 2, Part 5350 and Title 80, Part 250 to ensure compliance with the rulemaking process. Over the next fiscal year, this unit will assist in the continuing review of these Rules and implement any resulting proposed rule changes.

This unit is also involved in the production of the “System News” a Quarterly Newsletter. This Newsletter has been a successful resource tool for employees and employers in areas including University System Operations, the interpretation and implementation of the Civil Service Act and Code, changes in the law, and information on Higher Education Human Resource ‘best practices’.

FY 2005 Action Plan

Our action plan for FY 2005 will continue to concentrate on several new initiatives focusing on customer service, communications, business process upgrade, and an overall modernization of the University System in general. Even though these economic times make it difficult, we will continue to develop programs to assist employees and employers alike in their familiarity with our business processes and the administration of the many rules and procedures related to Civil Service employment. We will continue in our effort to positively redefine the organizational perception as a facilitator of the teaching and research mission of each university and affiliated agency through the efficient and effective employment of a quality professional and support staff. To that end, the following objectives are planned for FY 2005.

Internal Office Reorganization

We have reconstructed the organization internally to maximize productivity and efficiency. The internal functional units are outlined below with a brief description of their major business process responsibilities. It will and has already created an environment of timely communications, productivity improvement in basic employment processes, and an overall efficiency in operations.

Administration

- ◆ Budget Management
- ◆ Procurement
- ◆ Customer Service
- ◆ Secretarial Support
- ◆ Telecommunications
- ◆ Information Technology Coordination
- ◆ General Internal HR Function

Audit and Advisory Services

- ◆ Audit Compliance Program
- ◆ Training and Development
- ◆ Report Coordination/Data Analysis

Legal Services

- ◆ Policy Analysis/Review (Statutes, Rules, Procedures, Employee Policies)
- ◆ Discharge/Demotion Procedures Administration
- ◆ External Communications
- ◆ Legislative Liaison

Operations

- ◆ Development/Administration of Class Specifications
- ◆ Pay Range/Salary Administration
- ◆ Development/Administration of Tests/Examinations

Technology Upgrades

Depending on funding limitation in our Contractual Services line item, we will continue in our development of new programming initiatives related to testing and file maintenance. These programs are described in more detail below, but will once again supplement our operations and provide timely communications to our constituency in the form of on-line testing programs and real time information collection and tabulation. These program initiatives will ultimately lead to corresponding campus productivity improvements in their overall human resource functions. This plan objective is consistent with one of the broad goals outlined in the Illinois Board of Higher Education's 'The Illinois Commitment', namely to improve productivity, cost effectiveness, and accountability.

With a new customer service focus, a continual update of our website will be required and include a comprehensive incorporation of our business processes with an explanation of procedures and all standard forms used by our office. It is very important that we maintain this function if we are to meet the expectations of our constituency related to timely communications, information distribution, and efficiency in business operations.

One of our major technology initiatives, upon purchase of a scanning software package, is to convert our paper files to electronic documents. The capability of almost instantaneously transforming paper documents and information into an electronic format for access and distribution would tremendously increase our internal efficiency and provide a more timely response rate. Again, from a customer service perspective, this would be viewed favorably and enhance our overall operations from an efficiency and constituency relations standpoint. We have actually started this transition and hope to be significantly into this transition over the upcoming year.

Probably our most innovative technology initiative involves the development and implementation of our online testing system for the entire University System. This will involve the electronic conversion of our many examination instruments, secure web-based distribution of exams through defined university/agency human resource contact points, electronic testing of applicants, online scoring of examinations, electronic submission of applicant demographics, and database interfaces supporting real time statistical reporting capabilities on a number of topics of interest to universities/agencies and other state and legislative bodies. This initiative would possibly involve the expansion of the Statewide Salary Data Processing System to include access to a testing module as described above, since many of the security elements have already been built in that system. We are well into this project and hope by the end of this fiscal year we are able to implement an abbreviated version of this testing instrument for all university/agency employment locations.

We are attempting to coordinate a statewide consolidation of resources to assist in the final development and implementation of these plans. Collaboration with major universities has become a critical element in this long term plan. Ultimately, there will be significant campus gains in productivity, cost effectiveness, and accountability. We have already experienced some significant productivity and efficiency gains in just some minimal technology improvements in the testing operations at the University of Illinois and in the implementation of the Statewide Salary Data System. There is enormous savings potential in these programs and we are committed to aggressively pursuing these business changes.

Customer Service Initiatives

We plan to continue to re-engage and re-energize the Employee Advisory Committee, to establish that group as a valuable resource in providing input and recommendations on University System office function, business processes, and employee concerns. Throughout each fiscal year, we actively collaborate with that group to facilitate the discussion and review of University System operations. Through the technology upgrades and resulting expanded use of electronic media, significantly enhanced communication options will be utilized to provide more timely information on a wide array of topics relevant to employees of the University System. We have expanded the membership of this committee to obtain an even larger cross section of the overall employee constituency.

We will continue to maintain an active Administrative Advisory Committee, with membership of high level administrative personnel from each university/agency to provide additional input and recommendations on University System office functions, business processes, and employer concerns, particularly related to staffing and budget issues. We actively collaborate with this Committee and routinely schedule meetings throughout the fiscal year. This group tends to provide the political strength to move major initiatives to completion, particularly if there is a budget and/or staffing impact. Again, technology upgrades and enhanced communication capabilities will facilitate this interaction.

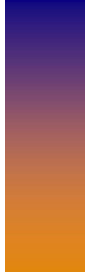
At the end of FY 2003, we reactivated the Human Resource Directors Advisory Committee. This Committee is composed of the Human Resource Director or Designated Employer Representative from each university/agency. It was disbanded some years ago, but will become very essential in our overall general review and updating of University System Rules and Procedures. Their collaboration will be essential in creating a System of Rules and Procedures consistent with the changing demands of the various, complex employment environments within the University System. Again, enhanced communication programs with real time information collection and distribution processes will become essential in this complex process. Additionally, specific legal review of suggested Rule and Procedure modifications may become a component in this process and may generate further financial obligations. We have already engaged this committee to look at several new procedures, rules, and training programs.

We have recently created a statewide committee to look at our rules governing non-status appointments. A large group of employee and employer representatives are reviewing these guidelines with respect to campus business operations and funding limitations. This committee will attempt to provide a comprehensive recommendation for possible rule or procedure change to meet the ever-changing business demand while preserving the integrity of the employment relationship.

We will continue with the production and electronic distribution of our Quarterly Newsletter and enable other electronic communication and information features at our website. We will continue to develop items of interest and feature significant items related to human resource operations and corresponding best business practices.

Classification/Examination Administration

Our overall objective as related to the administration of our classification structure and examination development will continue to focus on a reduction in the total number of classification options, through deletion and consolidation, and the implement of a program of routine class specification update and examination development by reviewing blocks of



classifications based on operational definitions. This objective also involves a couple of major technology initiatives which should drastically increase the effectiveness and efficiency of our office staff and positively impact the function of the many university/agency human resources operations.

Reporting and Statistical Analysis

We also plan to further develop the Statewide Salary Data Processing System to include a statewide salary survey of all administrative professional position, as currently approved for exemption by our office. We will be initiating discussions with Northern Illinois University to incorporate this process into our University System Office operations. This would possibly involve the purchase of this package and contracting their services for further development and maintenance of the system. The new reporting capability would enhance campus business decisions and provide additional financial information for other state and legislative bodies. Inclusion of faculty and direct academic support staff could also be achieved through a similar programming expansion. Likewise, further statistical evaluation procedures are being developed through an interface with the raw data obtained from each university/agency to establish a series of reports capturing valuable elements of the entire statewide public university faculty, administrative, and support staff. The System Office is working closely with selected universities to implement such a data collection process. Hopefully we will be able to further expand the usefulness and efficiency already gained in this electronic survey and compensation analysis package, while increasing the credibility of all other System reports.




Commitment to Excellence


Again, we have a very ambitious agenda, but our office is committed to providing a top quality service to the many employees, universities, and agencies within the Illinois public higher education community. As our mission states, the University System will strive to champion excellence in education and auxiliary programs by providing a comprehensive foundation of human resource practices and standards that facilitate the recruitment, retention, and development of a quality staff, in support of the teaching and research mission of each university and affiliated agency. We are committed to providing an environment of equal opportunity and access, thereby establishing a foundation for each university/agency to fulfill their mission and for each individual to reach their potential. We will constantly endeavor to build a quality of life within our community that sets the standard for the nation. The citizens of the State of Illinois, the State public higher education community, and especially our students deserve no less.



State Jurisdictional Profile

Public University Systems

University of Illinois 
 at Chicago
 College of Medicine at Rockford
 College of Medicine at Peoria
 at Urbana-Champaign
 at Springfield
 Division of Specialized Care for Children

Northeastern Illinois University 

Chicago State University 


Northern Illinois University 

Governors State University 


Western Illinois University 
 Quad-Cities Center for Continuing Education

Illinois State University 

Eastern Illinois University 


Southern Illinois University 
 at Edwardsville
 at Carbondale
 College of Medicine at Springfield

Agencies

Illinois Board of Higher Education 

Illinois Community College Board 

Illinois Student Assistance Commission 

State Universities Civil Service System 

State Universities Retirement System 