

# State Universities Civil Service System



## 54th Annual Report

*July 1, 2004 — June 30, 2005*

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## Message from the Executive Director



Once again this year, I am proud to report 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. As in the past, this report is intended to provide an overview of the many program revisions and initiatives whose objectives are synonymous with this new identity and mission. This report serves to demonstrate the extraordinary progress we have made in our transition effort.

We have always known and believed that, at its creation, our forefathers infused this System 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 have continued to be the catalyst for efficiency and effectiveness. We have become even more determined to further infuse these principles into our current business practices and operational objectives, many of which we believe can provide a ‘best practice’ model for other similar public employers and agencies.

As our mission statement implies, we strive to be known as one of the pre-eminent civil service systems in the nation with a direct focus on the Illinois higher education community. In support of the teaching and research missions of the many 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 an overall better quality of life and a personnel management system 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.

The future remains an exciting prospect for the educational community and our joint mission will serve to keep that excitement alive and growing. On behalf of the State Universities Civil Service System, I proudly and respectfully submit our 54<sup>th</sup> Annual Report.

*Lewis J. (Tom) Morelock*

## Mission Statement

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



## Purpose

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



# Organizational Dynamics *Jurisdiction*

Our authority is provided through legislative Statute and the University System is empowered through the University Civil Service Merit Board to develop, maintain, and administer a comprehensive and efficient program of human resource administration for the higher education community, specifically related to the employment and employment relationship with their auxiliary and support staff positions. In accomplishing this task, the University System has developed a comprehensive set of Administrative Rules and procedures which effectively facilitate the administration of many aspects of the employment relationship.

The University System was created as a separate entity of the State of Illinois by the 67th General Assembly and became operative on January 1, 1952. The State Universities Civil Service Act (Act) is presently codified in the Illinois Compiled Statutes at 110 ILCS 70/36b *et seq.* (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 Carbondale**

### **Southern Illinois University School of Medicine Springfield**

### **Southern Illinois University Edwardsville**

*Alton*  
*Madison County*  
*East St. Louis*

### **Chicago State University**

### **Eastern Illinois University**

### **Governors State University**

Jurisdiction (continued)

**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**

**State Universities Civil Service 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 specific Merit Board criteria;*
- ◆ *the teaching, research and extension faculties of each institution and agency; and*
- ◆ *students employed under rules prescribed by the Merit Board without examination or certification.*

Direct oversight authority spans across approximately 26,000 civil service employees, which include approximately 20,300 status employees, 5,700 nonstatus employees throughout the state and, to a lesser degree, across almost 20,000 student employees and over 11,500 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 23,000 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 transfers, promotions, layoffs, and separations.

# Organizational Dynamics

## Employee Served Data

(June 2005 Data)

Organizations Served	Civil Service Employees	Total Status Employees	Total Nonstatus Employees	Total Student Employees	36e(3) Employees	36e(4) Employees	Total Exemptions	Total Employees
<b>System Total</b>	<b>25,989</b>	<b>20,287</b>	<b>5,702</b>	<b>19,801</b>	<b>8,367</b>	<b>3,266</b>	<b>11,633</b>	<b>57,423</b>
<b>University of Illinois</b>	<b>13,086</b>	<b>10,307</b>	<b>2,779</b>	<b>7,547</b>	<b>5,763</b>	<b>1,765</b>	<b>7,528</b>	<b>28,161</b>
Urbana-Champaign	6,640	4,810	1,830	5,502	2,732	742	3,474	15,616
Chicago Campus	2,786	2,366	420	1,685	2,188	909	3,097	7,568
Chicago Health Center	2,524	2,217	307	103	525	47	572	3,199
DSCC	271	271	0	0	13	2	15	286
UICOM-Peoria	186	160	26	0	79	14	93	279
UICOM-Rockford	258	211	47	0	84	9	93	351
Springfield	421	272	149	257	142	42	184	862
<b>Southern Illinois University</b>	<b>4,609</b>	<b>3,409</b>	<b>1,200</b>	<b>5,462</b>	<b>860</b>	<b>486</b>	<b>1,346</b>	<b>11,417</b>
Carbondale	2,482	1,751	731	2,331	420	207	627	5,440
School of Medicine	944	782	162	0	124	104	228	1,172
Edwardsville	1,183	876	307	3,131	316	175	491	4,805
<b>Other Universities</b>	<b>7,665</b>	<b>5,943</b>	<b>1,722</b>	<b>6,789</b>	<b>1,619</b>	<b>1,015</b>	<b>2,634</b>	<b>17,088</b>
Chicago State	618	438	180	153	184	19	203	974
Eastern Illinois	1,263	969	294	475	210	61	271	2,009
Governors State	317	225	92	51	132	60	192	560
Illinois State	1,441	1,178	263	869	270	272	542	2,852
Northeastern Illinois	665	488	177	590	164	69	233	1,488
Northern Illinois	2,356	1,715	641	2,843	390	480	870	6,069
Western Illinois	1,005	930	75	1,808	269	54	323	3,136
<b>Illinois Board of Higher Education</b>	<b>7</b>	<b>7</b>	<b>0</b>	<b>0</b>	<b>25</b>	<b>0</b>	<b>25</b>	<b>32</b>
<b>Illinois Community College Board</b>	<b>15</b>	<b>15</b>	<b>0</b>	<b>0</b>	<b>37</b>	<b>0</b>	<b>37</b>	<b>52</b>
<b>State Univ. Civil Service System</b>	<b>13</b>	<b>13</b>	<b>0</b>	<b>3</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>17</b>
<b>State Univ. Retirement System</b>	<b>111</b>	<b>111</b>	<b>0</b>	<b>0</b>	<b>7</b>	<b>0</b>	<b>7</b>	<b>118</b>
<b>Illinois Student Assistance Commission</b>	<b>483</b>	<b>482</b>	<b>1</b>	<b>0</b>	<b>55</b>	<b>0</b>	<b>55</b>	<b>538</b>



# Organizational Dynamics

## 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 eleven (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 2005, the Merit Board conducted three meetings on September 15, 2004, January 26, 2005, and May 18, 2005. These meetings were held at the University System office. Mr. Friefeld was reelected Chair of the Merit Board at the January 26, 2005 Merit Board meeting. The Executive Committee consists of Bruce Friefeld (Chair), Nancy Froelich, John Simmons and Marjorie E. Sodemann. The Merit Board members are as follows:

**Bruce Friefeld - Chair**  
*Governors State University*

**Marjorie E. Sodemann - Vice Chair**  
*University of Illinois*

**Ms. Carole Balzekas**  
*Northeastern Illinois University*

**Dr. Frances G. Carroll**  
*University of Illinois*

**Mr. David V. Dorris**  
*University of Illinois*

**Ms. Nancy Froelich**  
*Illinois State University*

**Ms. Peggy Montes**  
*Chicago State University*

**Mr. William L. Epperly**  
*Western Illinois University*

**Mr. John Simmons**  
*Southern Illinois University*

**Mr. Marc Strauss**  
*Northern Illinois University*

**Dr. Robert D. Webb**  
*Eastern Illinois University*

The Merit Board meets on a regular basis at the University System office to conduct activities necessary to direct, manage, and maintain business operations of the agency. The powers and duties of the Merit Board are set forth in section 36d of the Act (110 ILCS 70/36d (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.*

University Civil Service Merit Board (continued)

- ◆ *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.*



Marc Strauss; Peggy Montes; Dennis Smith, Secretary for the Merit Board; Tom Morelock, Executive Director; Bruce Friefeld, Chair; Mary Follmer, Assistant Legal Counsel; Frances G. Carroll, and David Dorris



Tom Morelock, Executive Director and Bruce Friefeld, Chair



Bruce Friefeld, Chair; Joe White, President of the University of Illinois; Tom Morelock, Executive Director; and John Loya, University of Illinois



Merit Board Meeting

# Organizational Dynamics

## University System Office

The University System office provides support services to universities and agencies in most aspects of the personnel administration program and encourages the concept of participative management by involving a variety of levels of the employer's staff, as well as employee representatives, in decisions affecting the implementation of the Act, the Administrative Code and the procedures.

Incorporated into the Act establishing the State Universities Civil Service System (University System) were many innovative principles that remain viable operating guidelines even today, including efficiency and economy of operation, equal opportunity for all applicants, selection of highly qualified personnel, equal pay for equal work, and career opportunities comparable to those in business and industry. Additionally, the Act further 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 or 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 nonstatus), probationary periods, reassignments and transfers, separations and demotions, and seniority. The University System staff is involved in the development, implementation, and maintenance of rules and procedures, providing a review and appeal process for applicants, employees and employers, as well as hearing procedures in matters related to discharge and demotion.

The Executive Director and the University System staff are responsible for coordinating and implementing all Statutes, 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

## University System Office (continued)

institutions served, conducting a continuous and ongoing audit program of both records and operational procedures at each institution, and developing and maintaining a responsible classification and human resource program. The staff is also responsible for the technical functions essential to the effective administration of a merit program, including the development and presentation of training and workshop sessions for the 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, Merit Board Bylaws, and employee policies to preserve consistency with current human resource philosophy/trends and to insure compliance with other federal and state statutes and regulatory guidelines. These 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-the-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 18,000 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, processes purchases, processes our payroll, provides reception and clerical support for the rest of the staff, and interfaces with CMS on other services such as employee benefits and telecommunication/technology services. This division works closely with the Legal Services Division on the discharge/demotion process.

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**

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

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

Dennis Smith, Deputy Director  
Roger Frick, Human Resource Officer

### **Legal Services Division**

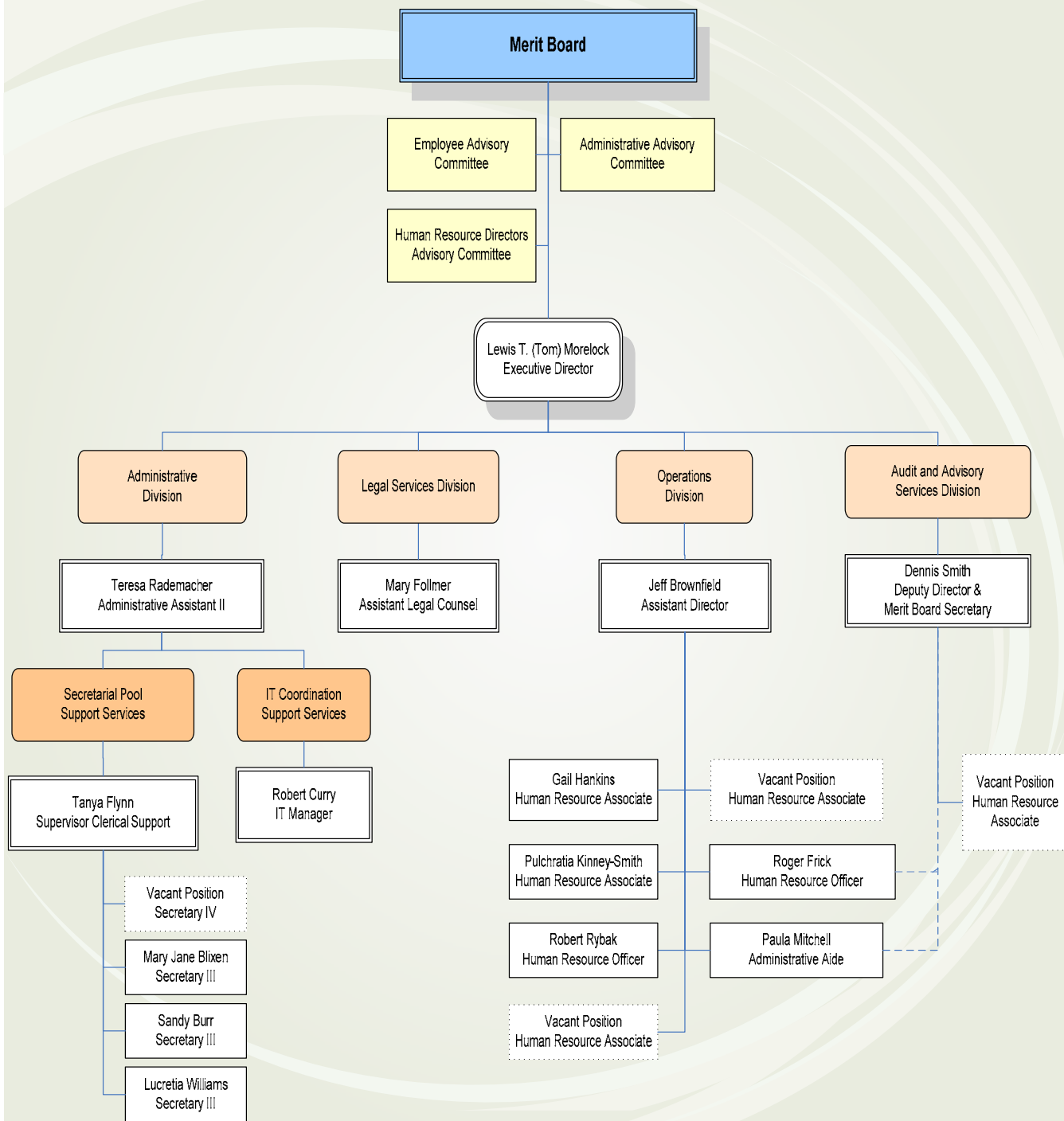
Mary Follmer, Assistant Legal Counsel

### **Operations Division**

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

# Organizational Dynamics

## Organizational Chart



# **Organizational Dynamics**

## ***Fiscal Accountability***

### ***And Yearly Budget Process***

The University System is a participant and component in the Illinois Board of Higher Education's (IBHE) yearly budget review and recommendation process for the Illinois public higher education community. As a member of the Illinois public higher education community, our final yearly budget recommendation 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 approval by the Merit Board, our budget proposal is forwarded to the IBHE office for discussion and review. After a statewide review of the budget proposals submitted by the entire Illinois public higher education community, the IBHE issues a final budget recommendation and appropriation proposal for the entire Illinois public higher education community. Further presentations and 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 latest biennial compliance audit conducted by the State Auditor General's office was completed in early February 2004 and revealed that the State Universities Civil Service System did not have any audit findings for the audit period of July 1, 2001—June 30, 2003. The next biennial audit is scheduled for October 2005 to cover the audit period of July 1, 2003—June 30, 2005.

Despite a significant appropriation decrease and recent flat budget appropriations over the last few years, we are quite proud of our accomplishments and our capability to continue to create operational efficiencies. Many of our new initiatives have significantly generated financial and resource savings at the campus level and have significantly improved customer relations. We remain committed to our statutory objective of efficiency and economy in operations through fiscal responsibility and innovative, creative business practices.



# Organizational Dynamics Advisory Committees

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 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, 2005 includes:

## 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 A. Martin*

Eastern Illinois University — *Julie Benedict*

Governors State University — *Debra Boyd*

Illinois State University — *David Turner*

Northeastern Illinois University — *Judy Brewer*

Northern Illinois University — *Sara Clayton*

State Universities Retirement System — *Mike Sheppard*

Western Illinois University — *Sheila L. Kirby*





## Advisory Committees (continued)

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, 2005 includes:

Bruce Friefeld, *Chair, Merit Board*  
Stephen Bragg, *Illinois State University,*  
*Vice President for Finance and Planning*  
Jeff Cooley, *Eastern Illinois University,*  
*Vice President for Business Affairs*  
Steve Cunningham, *Northern Illinois University,*  
*Associate Vice President for Administration*  
*and Human Resource Services*  
Nancy Hall-Walker, *Chicago State University,*  
*Vice President and General Counsel for*  
*Labor and Legal Affairs*  
A. G. Monaco, *Southern Illinois University,*  
*Director of University Personnel Services (SIUE)*

Stephen K. Rugg, *University of Illinois,*  
*Vice President for Business and Finance*  
Geoffrey Obrzut, *Illinois Community College Board,*  
*President and Chief Executive Officer*  
Peggy Podlasek, *Illinois Board of Higher Education,*  
*Assistant Director*  
Jackie K. Thompson, *Western Illinois University,*  
*Vice President for Administrative Services*  
Marcia Thompson, *Illinois Student Assistance Commission,*  
*Chief Fiscal Officer*  
John T. Tuohy, *Governors State University,*  
*Vice President/Administration and Planning*  
Mark Wilcockson, *Northeastern Illinois University,*  
*Vice President for Finance and Administration*

The **Human Resource Directors Advisory Committee** is composed of the human resource director, designated employer representative, or other human resource professional from each university/agency. This committee plays a very significant role in our overall general review and updating of University System 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:

Janelle Mason, *Chicago State University*  
Charles L. Phillips, *Eastern Illinois University*  
Gail Bradshaw, *Governors State University*  
Ira Schoenwald, *Illinois State University*  
Julie Jenson, *Illinois State University*  
Tammy Carlson, *Illinois State University*  
Patricia R. Michel, *Northeastern Illinois University*  
Steve Cunningham, *Northern Illinois University*  
Kim Hensley, *Northern Illinois University*  
Jodi Tyrrell, *Northern Illinois University*  
Pamela Bowman, *Western Illinois University*  
Kathleen M. Blackwell, *SIU Carbondale*  
Kay Titchenal, *SIU School of Medicine*

A. G. Monaco, *SIU Edwardsville*  
John R. Loya, *U of I General Office*  
Denise Hendricks, *U of I at Urbana-Champaign*  
Patricia Gill, *U of I at Chicago*  
Susan Whewell, *Division of Specialized Care for Children*  
Debra J. Bigger, *U of I College of Medicine at Peoria*  
Jack Croffoot, *U of I College of Medicine at Rockford*  
Wesley R. Weisenburn, *U of I at Springfield*  
Peggy J. Podlasek, *Illinois Board of Higher Education*  
Ellen Andres, *Illinois Community College Board*  
Joanne Tolbert, *Illinois Student Assistance Commission*  
Terrin Krantz, *State Universities Retirement System*

## FY 2005 Agency Activities Operations Division

During FY 2005, the University System has continued to evaluate and modify its business processes to better meet the operational needs of the employers served by the University System. The primary business function of this unit includes:

- ◆ *Development and maintenance of the Classification Plan, including individual class specifications and corresponding examination instruments*
- ◆ *Management of pay rates/ranges, and corresponding compensation variables, as applied and implemented at each employment location*
- ◆ *Overall management of the human resource transactions related to civil service positions at each employment location*
- ◆ *Administrative control of employment testing environment, as performed at each employment location*
- ◆ *Maintenance of procedural manuals to coincide with business practices*

The overall business 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, revision of widely used titles, elimination of redundancy and limited expansion of position titles, with activities based on current employment trends and current occupational philosophies.

Additionally, the focus has been to look to new electronic methods of administering these programs, particularly as it relates to the testing environment. We are constantly converting these basic business processes to electronic methods of administration, data collection, communications, and analysis. More details on this objective and related activities are provided later in this report. Following is a brief recap of the operational activities over the past fiscal year.

### **Class Specification and Examination Creation/Revision/Validation**

All requests to establish new classifications, as initiated by universities or agencies, are analyzed and addressed. In addition, the University System staff routinely reviews and initiates revisions to classifications or classification series, particularly when it has been determined that some duplication or redundancy exists. Existing classes that have undergone changes in duties, responsibilities, or authority, as a result of gradual operational changes or technological advances, are also studied and analyzed for possible revision or expansion.

Into these business processes, we have built an emphasis on consolidating class specifications and collapsing similar classifications into one series. Currently, the University System supports 1,209 class titles that cover 16 broad occupational areas. Each title is described in detail in a formal, written class specification. Classes which provide employees career advancement opportunities are grouped into promotional lines and described in 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 that the most relevant and accurate information is used as a basis for test construction, position classification, and recruitment. In the development of new and revised class specifications, constituent universities/agencies and employees have an opportunity to provide input into the content of the class specifications. This unit has also created a new database for posting the progress of new or revised classifications, which can be viewed at our website under Classification Status Notices.

To assure that class specifications and examinations are job-related and accurately measure elements necessary

## Operations Division (continued)

for the performance of required duties, position descriptions are requested and reviewed, surveys are conducted with subject matter experts, meetings are held with subject matter experts, and examinations are extensively pre-tested using current university/agency incumbents. This methodology results in class specifications and examinations that are job related, content valid, and free from bias.

In this respect, the University System office has developed a computerized job analysis survey instrument (C-JASI) to effectively and efficiently collect job information. This electronic survey instrument has been designed to facilitate the collection of information from subject matter experts (i.e. incumbents and their supervisors) on the tasks that employees perform on the job. The survey instrument will also collect information on the knowledge, skills, and abilities required to perform the identified job tasks. Additionally, information will be collected on minimum qualifications (MQs) required to undertake the job and other personal characteristics relevant in performing the duties of the position. This data collection is a fundamental element in the University System office classification plan management process and is essential in the maintenance of both class specifications and examination instruments. This electronic data collection process has significantly streamlined this business process, creating a much more efficient, effective, and timely process.

Following any major revision to a testing instrument, an item analysis process has been developed to further assist in the test validation process. All major revisions to examinations are pre-tested using current employees and reviewed by subject matter experts. 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. Additionally, the University System office has started to further analyze examination scores in order to determine such characteristics as item difficulty and item discrimination. This information will allow the University System office to construct parallel forms of the same test in order to increase test security. Statistical information, particularly related to ethnic and gender test components, are compiled and provided to university/agency human resource offices for their information and use. This process will be streamlined and significantly enhanced by the new web-based testing process to be released this fiscal year.

### **New/Revised Classifications and Examinations**

#### *Accelerator Technician*

#### *Admissions and Records Series*

Admissions and Records Officer I  
Admissions and Records Officer II  
Admissions and Records Officer III

#### *Ambulatory Care Series*

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

#### *Automotive Garage Technician Series*

Automotive Technician Assistant  
Automotive Technician  
Automotive Body Repair Technician  
Garage Sub-Foreman  
Garage Foreman

#### *Bone Density Technician*

#### *Cardiac Sonographer Series*

Cardiac Sonographer I  
Cardiac Sonographer II  
Cardiac Sonographer III

#### *Carpenter Series*

Carpenter  
Carpenter Sub-Foreman  
Carpenter Foreman  
Carpenter General Foreman

#### *Dental Hygienist*

#### *Development Officer*

#### *Dietitian Nutritionist*

#### *Electromyographic Technician*

#### *Equal Opportunity Series*

Equal Opportunity Assistant  
Equal Opportunity Officer

#### *Equipment Mechanic*

Operations Division (continued)

*Events Administrator*

*Flight Line Attendant Series*

Flight Line Attendant  
Chief Flight Line Attendant

*Food Service Sanitation Series*

Food Service Sanitation Laborer  
Food Service Stores-Laborer

*Housing Administrator Series*

Housing Representative  
Housing Officer  
Housing Administrator

*Laboratory Animal Care Series*

Laboratory Animal Caretaker  
Laboratory Animal Care Technician  
Laboratory Animal Care Specialist  
Laboratory Animal Care Supervisor

*Laboratory Animal Care Coordinator*

*Library Series*

Library Clerk  
Library Assistant  
Library Specialist  
Senior Library Specialist  
Library Operations Associate

*Locksmith Series*

Locksmith  
Locksmith Sub-Foreman  
Locksmith Foreman

*Medical Social Service Series*

Medical Social Assistant  
Medical Case Worker  
Medical Social Consultant  
Assistant Supervisor of Medical Social Service  
Supervisor of Medical Social Service

*Medical Sonographer Series*

Medical Sonographer I  
Medical Sonographer II  
Medical Sonographer III

*Mental Health Counselor Series*

Mental Health Counselor I  
Mental Health Counselor II

*Nutrition Assistant*

*Photography Occupational Area*

Photographic Technician I  
Photographic Technician II  
Photographic Technician III  
Photographer I  
Photographer II  
Photographer III  
Ophthalmic Photographer I  
Ophthalmic Photographer II  
Ophthalmic Photographer III  
Principal Ophthalmic Photographer  
Scientific Photographer I

Scientific Photographer II

Scientific Photographer III

Principal Scientific Photographer

Assistant Manager of Photographic Laboratory

Manager of Photographic Laboratory

*Plumber Series*

Plumber

Plumber Sub-Foreman

Plumber Foreman

Plumber General Foreman

*Polysomnographer Series*

Polysomnographer Technician I

Polysomnographer Technician II

*Printers Occupational Area*

Assistant Superintendent of Print Shop

Superintendent of Print Shop

Bindery Worker

Bindery Worker II

Bindery Worker Foreman

Compositor

Composing Room Foreman

Copy Center Operator I

Copy Center Operator II

Copy Center Operator III

Copy Center Operator IV

Duplicating Machine Operator I

Duplicating Machine Operator II

Duplicating Machine Operator III

Assistant Duplicating Service Supervisor

Duplicating Service Supervisor

Duplicating Services Manager

Offset Press Technician

Offset Printing Supervisor I

Offset Printing Supervisor II

Pre-Press Technician I

Pre-Press Technician II

Pre-Press Technician III

Press Technician I

Press Technician II

Press Technician III

Printing Production Assistant

Printing Estimator

Printing Production Coordinator

Typesetter I

Typesetter II

Typesetter III

*Research Technologist Series*

Research Technologist I

Research Technologist II

Research Technologist Manager

*Speech and Hearing Consultant*

*Surgical Services Supplies and Equipment Worker*

*Ticket Specialist Series*

Ticket Sales Assistant

Operations Division (continued)

Ticket Sales Specialist  
Ticket Sales Supervisor

*Tumor Registrar Series*  
Tumor Registrar I  
Tumor Registrar II

*Veterinarian Technician Series*  
Veterinary Technician  
Veterinary Technician (Anesthesiology) I  
Veterinary Technician (Anesthesiology) II  
Veterinary Technician (Anesthesiology) III  
Veterinary Technician (Diagnostic Pathology) I  
Veterinary Technician (Diagnostic Pathology) II  
Veterinary Technician (Medicine) I  
Veterinary Technician (Medicine) II  
Veterinary Technician (Medicine) III  
Veterinary Technician (Ophthalmology) I  
Veterinary Technician (Ophthalmology) II  
Veterinary Technician (Pharmacy) I  
Veterinary Technician (Pharmacy) II  
Veterinary Technician (Surgery) I  
Veterinary Technician (Surgery) II

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

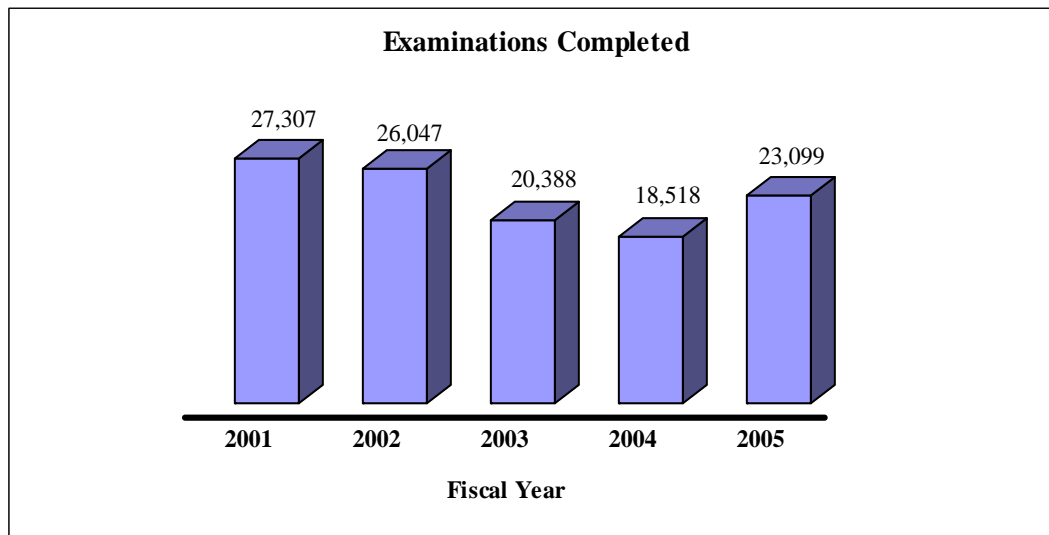
**Deleted Classifications**

*Dietitian  
Nutrition Counselor  
Assistant Director of Development  
Housing Administrator I  
Housing Administrator II  
Housing Administrator III  
Housing Administrator IV  
Equal Opportunity Officer I  
Equal Opportunity Officer II  
Equal Opportunity Officer III  
Garage Attendant  
Automotive Mechanic  
Automotive Body Repairman  
Automotive Mechanic Helper*

**Examination Completion**

A total of 23,099 examinations were given in FY 2005 with an 85% passing rate. The average score for all applicants was 84.7 (a score of 70 is required to pass civil service examinations). Examinations were administered in 655 of the 1,209 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 evaluate the class plan and possibly eliminate, collapse and/or consolidate classifications.

As indicated by the following chart, the number of examinations completed has increased during this fiscal year. This is the first increase we have seen over the past few years, indicating a possible increase in vacancies and position openings.



**Pay Administration**

Each university and agency is required to submit a rate or range of compensation for each classification along with justification. The University System office allows significant latitude in the establishment of salary rates/ranges. Each university/agency is required to conduct salary surveys or develop other basis for establishing salary rates/ranges. Collective bargaining agreements and prevailing wage agreements certified by the Illinois Department of Labor for the local area are appropriate 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 salary 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 state-wide salary range report. This process has brought a tremendous increase in efficiency and has 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 staff reviewed a total of 3,769 rate/range requests during FY 2005. The unit approved 3,512 of those requested, with 257 being returned to the university/agency for further development. Based on the Spring Salary Survey 'snapshot' of employee data, the University System included, 9,108 (44.8%) Open Range employees, 10,451 (51.42%) Negotiated Rate employees, 689 (3.4%) Prevailing Rate employees and 75 (less than 1%) Established Rate employees. Overall compensation data indicates that the average salary of status civil service employees across the University System increased by approximately 8.1 percent since FY 2003 and approximately 12.9 percent since FY 2001, as compiled through the Statewide Salary Data System.

**Act and Administrative Code**

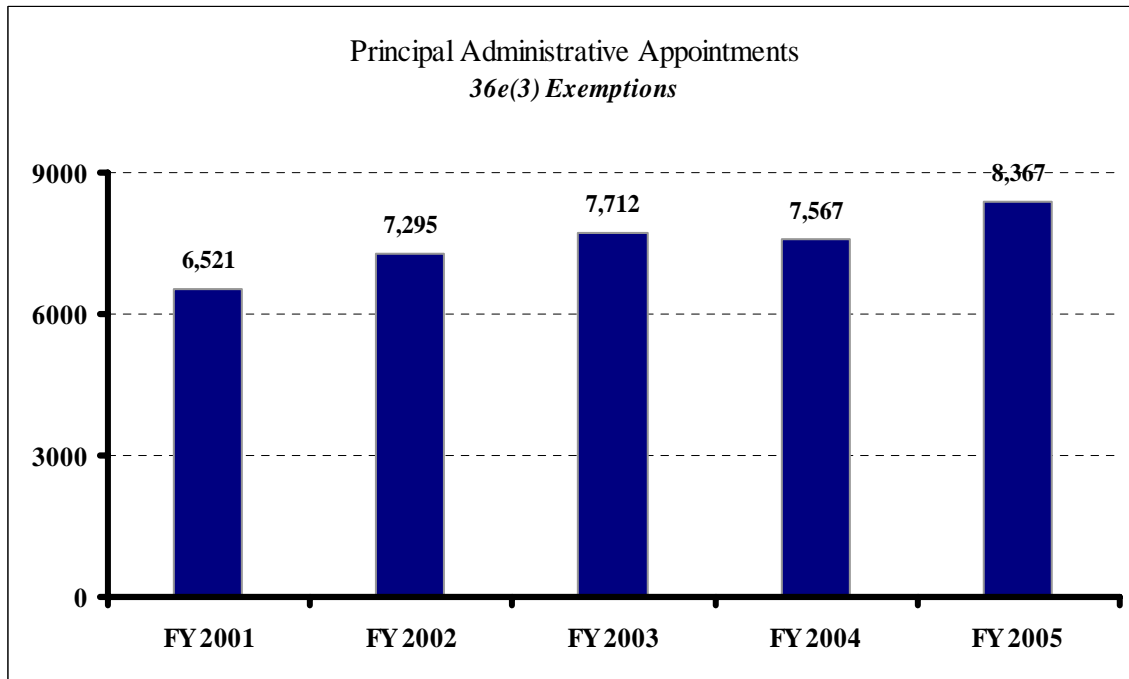
The staff in this unit regularly consults with university/agency human resource directors and other human resource staff to provide advice and guidance on matters of interpretation of the Act and Administrative Code, and the University System procedures. This unit has the ongoing responsibility to maintain 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**

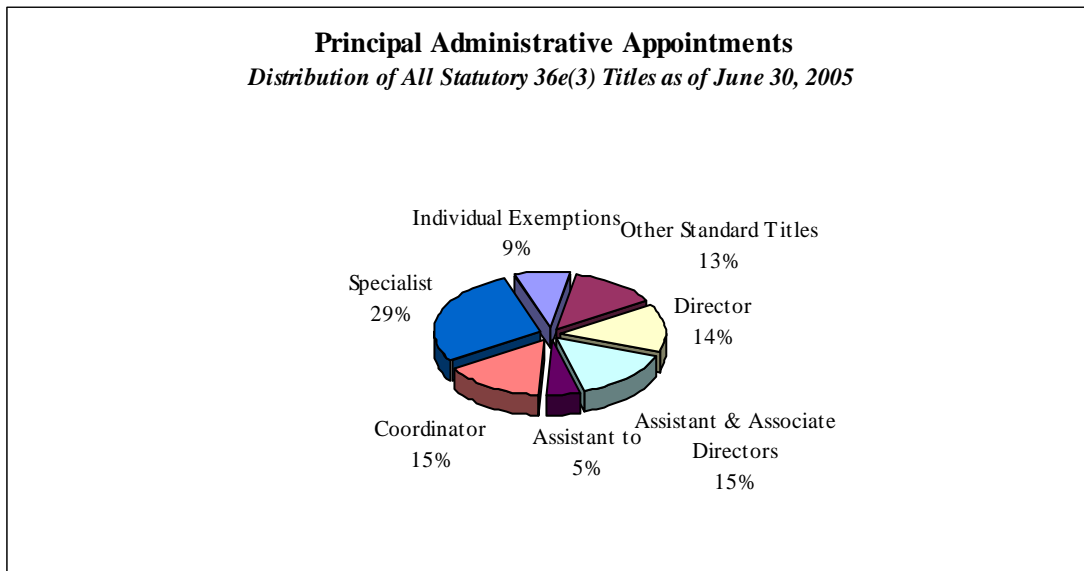
The Merit Board, through delegation to the Executive Director, has statutory authority to designate Principal Administrative Appointment (PAA) positions which are to be exempted from the Act and Administrative Rules. This unit is responsible for reviewing and analyzing all requests for PAA exemptions with respect to established protocols and procedures, and for recommending action (approval or disapproval) to the Executive Director. As requested, staff in this unit assists 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. Over the past few years, employers were given more flexibility in designating and exempting these positions within detailed guidelines.

As of June 30, 2005 the total number of employees exempted from civil service coverage in accordance with Section 36e(3) of the Act (110 ILCS 70/36e(3) (West 2004)) was 8,367. The following chart indicates an increase in PAA employees throughout the time periods studied, a topic that is under constant scrutiny and analysis.

Operations Division (continued)



The University System began categorizing most PAA employees into 20 Standard Titles in 1999. At this same time, universities and agencies were also delegated the authority to ‘exempt’ employees/positions from civil service coverage through procedural changes. Since the inception of this program, the University System office has witnessed a significant increase in PAA employees/positions, particularly in some selected titles. The following chart illustrates the general categorical designation of these exempt positions.



**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 Appointments. Apprentice Appointments are utilized for training employees in the established crafts and trades occupations

## Operations Division (continued)

such as Carpenter, Electrician, etc. Trainee Appointments are designed to permit applicants, who lack the minimum qualifications required for employment in a specific classification, an opportunity to gain additional education and/or work experience in order to qualify for the position. Learner Appointments provide employment opportunities into entry level classifications. Both Learner and Trainee Appointments have been designed, and can be used, as an affirmative action tool to provide training for applicants from minority or culturally diverse groups. During FY 2005, the unit approved 10 Trainee Programs and 14 Learner Programs.

### **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 (IDHS) 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 IDHS 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 2005, a total of 43 supported employee placements had been made, 20 of which were still actively employed.

### **Classification Audit Appeals**

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 and request a review by the Executive Director. The appeal process includes reviewing and analyzing evidence of record, conducting on-site desk audits if deemed necessary, and recommending proper allocation of the position to the Executive Director. During FY 2005, the unit reviewed and analyzed three 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 49 question challenges and 100 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 2005, the unit approved five Specialty Factor requests.

### **Other Operational Responsibilities**

This unit has other responsibilities including courtesy test grading, evaluating qualification waivers, and many



## Operations Division (continued)

other standard business procedures associated with employee movement across the classification system.

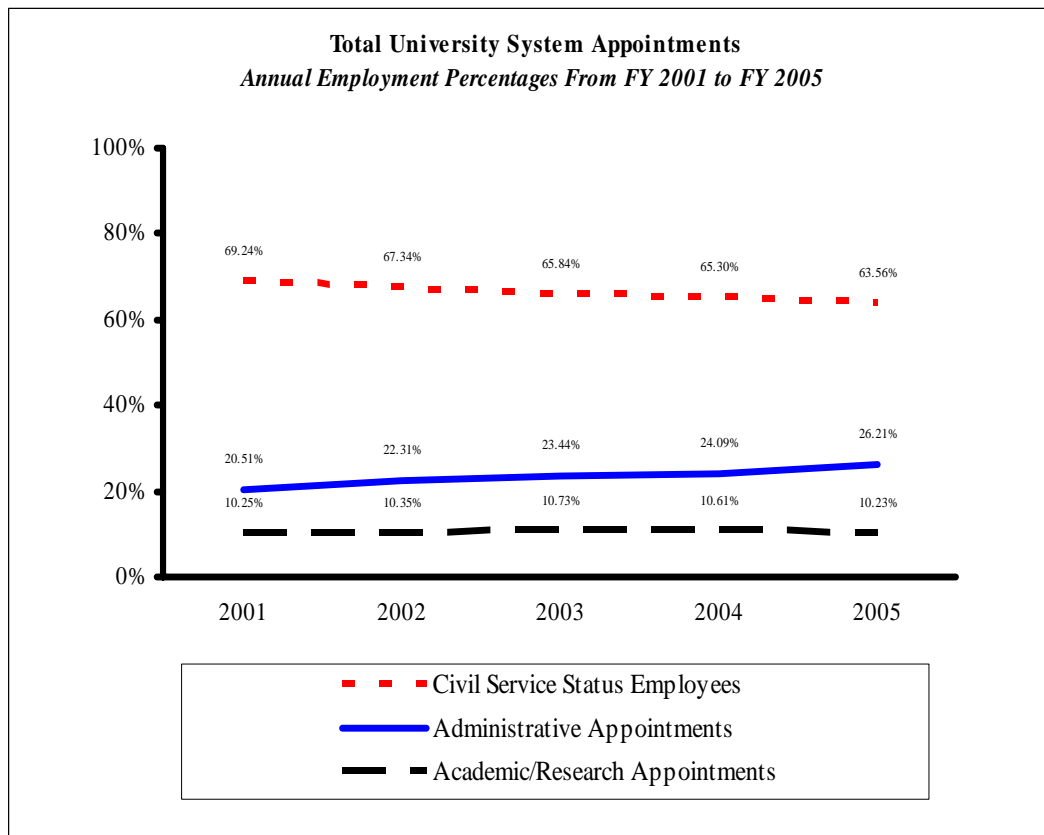
Upon request, staff also assists audit team members in reviewing university/agency classification programs. Unit staff reviews position classification audit findings proposed by the audit team to assist in making recommendation to each university/agency regarding specific classification of positions.

### Employment Population Trends

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

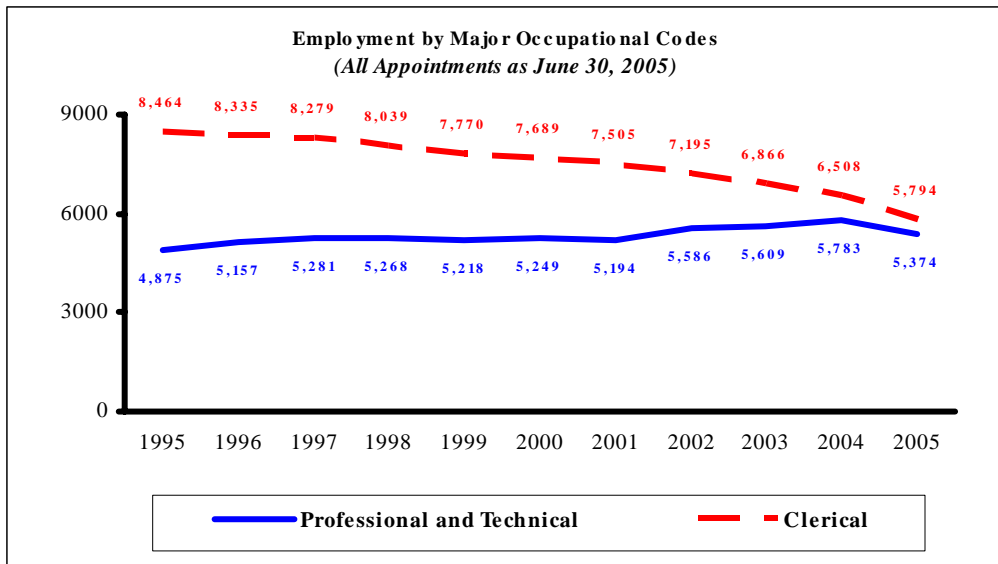
### Occupational Trends

A total of 20,287 civil service status employees were employed by universities and agencies as of June 30, 2005. A five year review of civil service employment reveals that there has been a total decrease in employment of approximately 1,700 civil service status employees. Of particular concern is the fact that administrative positions, exempt from civil service rules, have increased by approximately 1,800 employees over the same time period. Academic/Research Positions have remained fairly stable during this same timeframe.



Operations Division (continued)

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

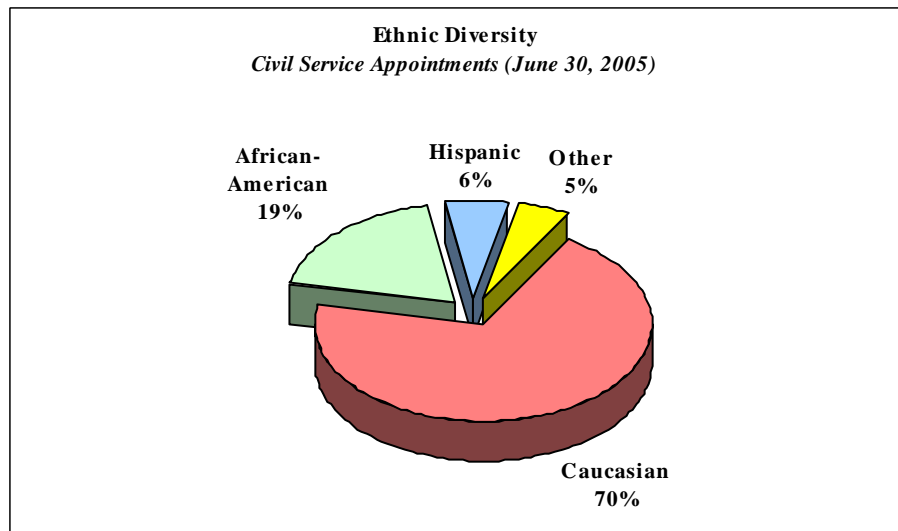


The percentage of employees within each occupational area as of June 30, 2005 included:

<u>Occupational Areas</u>	<u>Percent of Employees</u>
Clerical	31.4%
Professional/Technical	27.9%
Service	19.2%
Crafts and Trades	10.5%
Managerial	8.8%
Other	2.1%

**Ethnic and Gender Data**

Of the 20,287 civil service status employees, 64.6% were female and 35.4% were male. Over the past five years, the ethnic distribution of civil service status employees throughout the University System has remained 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 state-wide picture as of June 30, 2005.



## Operations Division (continued)

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 and supported employment programs allow for on-the-job training and result in placement of successful candidates to civil service status positions. Trainee Appointments allow for additional training and typically result in placement into a civil service status position following the successful completion of the corresponding civil service examination. The University System office continues to develop additional programs to further facilitate the recruitment and retention of minority applicants to civil service positions throughout the University System.

### **Police Promotional Testing**

The University System office schedules and convenes the Police Officer promotional examinations, i.e., Elongated Oral Boards (EOB). The examinations included in this process are: Corporal, Sergeant and Lieutenant. The EOB process requires a panel of three assessors to interview and observe as many as six candidates during a day-long testing period. Throughout the testing period, candidates 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 office in conjunction with many of the universities, trained two new assessors during FY 2005 of which one was a minority. During FY 2005, the University System office conducted 10 EOB's that comprised of 13 work days, and tested 49 candidates.

### **New Initiatives and Goals**

New initiatives and goals introduced or further pursued during FY 2005 are detailed below and should be viewed as on-going projects that may or may not have definite completion dates.

#### **Diversity Programs**

The University System office, along with members of the Human Resource Directors Advisory Committee and their respective Affirmative Action/Diversity Resource Officers, discussed a proposal to create a new program that would 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. The proposed Intern Program would enable employers to promote cultural awareness and to provide more direct opportunities for qualified candidates, including women, members of racial and ethnic groups and persons with disabilities to compete for mid-level to upper-level management positions.

As a result of this collaboration, the Executive Director of the University System was invited to make a presentation to the Illinois Affirmative Action Officers Association at their Fall 2004 meeting. The focus of the presentation was on how employers could address under-representation issues and facilitate affirmative action goals in the recruitment and employment of a more diverse civil service workforce. The Intern Program is still under development and will serve as another option that University System employers can use to achieve their diversity objectives within the University System.

#### **Nonstatus Committee**

During FY 2005, the University System office recruited participation from both employers and employees for an Advisory Committee on Nonstatus Appointments. The purpose of this Advisory Committee was to review and evaluate the Administrative Code for the University System and related procedures concerning Nonstatus Appointments, specifically set forth in section 70(g) of the Administrative Code (80 Ill. Adm. Code §250.70(g) (2004)). Section 70 includes rules for Temporary, Provisional, Apprentice, Trainee, Learner, and Extra Help

## Operations Division (continued)

Appointments, to undertake a comprehensive study of business operations related to the application of these appointments, and submit recommendations to the Merit Board. Three meetings related to these topics were conducted during FY 2005.

At the initial meeting, committee members were provided statistics related to total Nonstatus Appointments, i.e. Extra Help, Temporary, Learner, Trainee, Apprentice, Provisional and Student Appointments. Additional documentation highlighted features of current programs at similar systems and other states including duration of employment, employment/hiring protocols, compensation, benefits, and miscellaneous topics. During subsequent meetings, proposals were provided related to Administrative Code and procedures for nonstatus appointments. Feedback provided by participants to previously assigned discussion questions was also reviewed. Based on the above referenced material, two proposals representing 900 hour extension and the Intern Program were presented. New procedures were finalized and scheduled for release in early FY2006

### **Computerized (Web-based) Testing Instruments**

Our most innovative technology initiative involves the development and implementation of a web-based, on-line testing system for the entire University System. This 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. From a customer service perspective, features will be added to enhance communications and applicant processing, including the capability to inform applicants of their test score immediately after the test is completed.

An initial prototype has been developed and shared with all University System universities and agencies. This process has allowed us to obtain feedback on format, content and system viability. Onsite demonstrations were conducted with all universities and agencies to assess the delivery and the performance of the current web-based prototype. For more information, please see the Administrative Division, Information Technology Section.

### **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 *Information Technology Manager/Administrative Coordinator; Technical Associate; and Support Associate* were added to the Pilot Program. These professional and managerial positions 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 salary rates/ranges. Currently, there are several universities and agencies utilizing the Pilot Program with 86 individuals employed in these classifications throughout the University System. We expect continued expansion of this program during FY 2006.

Traditional employment in a civil service occupation has required the completion of a written examination administered at the human resource office on a scheduled date and time. Employment in Pilot Program classifications does not include a written examination, but instead requires 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 office 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, diverse applicant pool and employment register for each position.

The credential-rating system gives applicants the opportunity to apply for a specific position on-line or through

## Operations Division (continued)

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 other professional staff.

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

### **Procedures Manuals**

The University System Procedures Manuals (Classification, Employment and Separation, Examination, Pay Administration and Principal Administrative Appointments) are continually updated to ensure procedures accurately reflect and incorporate some of the 'best practice' human resource concepts.

### **Classification/Examination Administration**

There is a continued commitment to provide a comprehensive classification plan, which includes consolidation of outdated titles and expansion of position titles based on current employment trends. As stated earlier, our most innovative technology initiative involves the development and implementation of an 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.

### **Reporting and Statistical Analysis**

Another process and program initiative we are planning for FY 2006 is the further development and expansion of the reporting capabilities of the Statewide Salary Data Processing System. We are looking to expand the system and receive a monthly 'snapshot' of university/agency data. This data will potentially replace the extensive monthly, quarterly and biennial audit reports that we receive from each university/agency. The System Office is working closely with others to create and implement this complex interface and reporting system.

# FY 2005 Agency Activities

## Audit and Advisory Services Division

During FY 2005, the Audit and Advisory Division continued to address and monitor compliance requirements, recommend personnel program enhancements, and facilitate structural changes to improve personnel management and human resource programs currently utilized by universities/agencies. This unit also analyzes and maintains all Policy/Procedures Manuals and documents that pertain to the audit program. In many instances, 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 not only reviews compliance by universities/agencies, but also functions in a consultative capacity focusing on building trust and credibility in our professional interactions based on a common operational understanding. This is realized through an extensive review and understanding of the employer's operational needs and objectives as they relate to the requirements under the Act, Administrative Code, 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 system employers.

### Compliance Component

The primary purpose of our audit program is to determine compliance with the State Universities Civil Service Act (Act) (110 ILCS 70/36b *et seq.* (West 2004)) and the Illinois Administrative Code (Code) (80 Ill. Adm. Code 250 (2004)) and Merit Board Procedures Manuals. A secondary audit objective is to provide a review and recommendation instrument for improving the human resource programs and related administration activities pursuant to section 250.140(c) of the Administrative Code (80 Ill. Adm. Code §250.140(c) (2004)).

This unit's primary function is the audit program. Each university and agency covered by the University System is routinely audited by the Audit and Advisory Services staff approximately once every two years. A human resource operational audit conducted by the University System involves an onsite comprehensive review of internal practices, incorporating direct observations, 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 employer needs related to the University System.
- ◆ Meetings are held with employee groups and representatives regarding their expectations, appraisals of human resource programs and any University System or local concerns.
- ◆ On-site record review occurs, including sampling employment records, reviewing performance evaluations, inspecting separation documentation and reconstructing registers with sampling of applicants admitted to examinations.
- ◆ On-site interviews with designated employees and their respective supervisors are conducted to assist in the evaluation of the maintenance and administration of the University System rules and procedures.
- ◆ Additional procedure and process observations and analysis are conducted as may be required.
- ◆ Evaluations are made by the Audit and Advisory Services staff regarding numerous human resource functions with recommendations for program modification.

## Audit and Advisory Services Division (continued)

The audit program and its final determinations are designed to be used as a tool to assist any university or 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 common topic areas covered in a standard human resource operational audit:

- ◆ Assignment of Positions to Classes  
This includes an analysis of selected job descriptions for timely updates, proper administration, correct assignment of position classifications, and communication to employees. Additional desk audits of selected positions are conducted onsite for appropriateness of position classifications. There is also an evaluation of the Employer's desk audit process and conclusions reached during the time span audited.
- ◆ Compensation Programs  
An analysis of the employer's use of salary rates and salary ranges, as approved by the University System, is conducted. An overall evaluation is then conducted of the Employer's compensation program and initiatives to meet requirements of pay equity within the Employer's market area.
- ◆ Employment and Separation Procedures  
This involves a review of the Employer's business processes and procedures related to the employment cycle, including pre-employment activities, probationary and status employment, and employment separation programs. There is also an assessment of the Employer's utilization and monitoring of non-status appointments.
- ◆ 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 position analysis and authorization process. The employer's exemption forms and related job descriptions are reviewed and selected incumbent interviews are conducted for further determination of proper exemption authorization and approval. The audit process also looks into the employer's administrative procedures and employment protocols 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 also an element for review in this area.
- ◆ Other Audit Subjects  
Other follow-up items from previous audits as well as other matters deemed necessary and appropriate may also be reviewed and submitted as additional audit subjects.

### *FY 2005 Audits Completed*

#### *Northern Illinois University*

##### Topics of specific audit recommendations:

- Position description maintenance
- Position audit program
- Pay rate/range management

Audit and Advisory Services Division (continued)

Commendations:

Examination program  
Learner and Trainee Programs

**Chicago State University**

Topics of specific audit recommendations:

Position control database  
Position audit program  
Pay rate/range management  
Examination program

Commendations:

Maintenance of classification plan

**Northeastern Illinois University**

Topics of specific audit recommendations:

Position description maintenance  
Pay rate/range management  
Position referral process  
Extra help timeframes

Commendations:

Supervisory training program  
Employee orientation program

**Eastern Illinois University**

Topics of specific audit recommendations:

Classification determination  
Compensation policies  
Position descriptions—Principal Administrative Appointments  
Exemption authorization—Principal Administrative Appointments

Commendations:

Examination program  
Personnel file maintenance

**University of Illinois at Urbana-Champaign**

Topics of specific audit recommendations:

Position description maintenance  
Pay rate/range management  
Contract appointments  
Position audit program  
Position descriptions—Principal Administrative Appointments  
Exemption authorization—Principal Administrative Appointments

Commendations:

Referral and appointment process  
Extra Help appointments  
Learner and Trainee Programs

**University of Illinois at Chicago**

Topics of specific audit recommendation:

Pay rate/range management  
Record maintenance—demotions and dismissals



Audit and Advisory Services Division (continued)

Referral and appointment process (Chicago Medical Center)  
Extra Help timeframes  
Position descriptions—Principal Administrative Appointments  
Exemption authorization—Principal Administrative Appointments

Commendations:

Position description maintenance  
Position audit program  
Compensation—market survey

**University of Illinois at Springfield**

Topics of specific audit recommendations:

Position audit program  
Pay rate/range management  
Referral and appointment process

Commendations:

Supervisory training programs  
Training programs  
Compensation— market survey  
Performance evaluations

During FY 2005, more audit information was requested through various electronic processes, thereby significantly reducing staff resource allocations. Efforts are underway to develop a direct raw data interface with each employer's electronic human resource information system. This initiative along with the new E-test system will allow this unit to function almost totally from an electronic real time database foundation and even further minimizing the need for additional campus/agency resources to assist in the collection and analysis of information to conduct this important audit activity. A further explanation of these initiatives can be found under *Electronic Applicant Testing* on page 41 and *Employee Raw Data Interface/Report Generator* on page 42 of this Report.

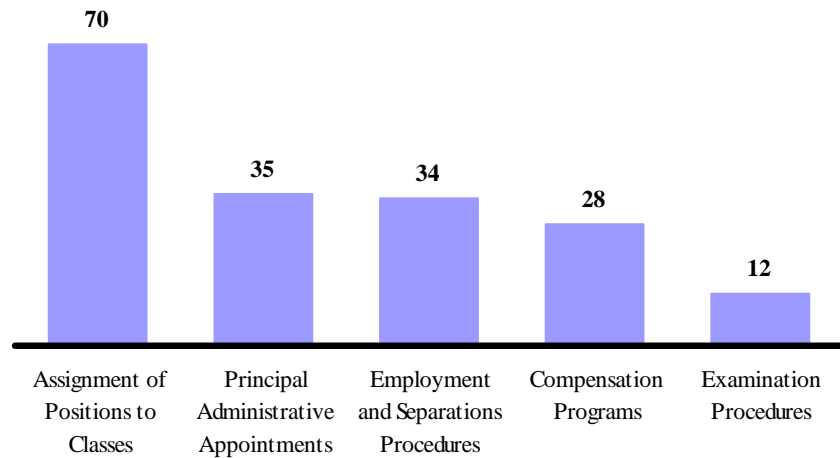
During the FY 2005 audit cycle, the audit team has continued the practice of maintaining direct contact with the employer during the audit process. The unit focuses on meeting the needs of the organization, administrators and employees alike, through a process of identifying problems, proposing solutions and providing assistance and guidance in reaching resolution. Following are some general topics addressed with various employers through the FY 2005 audit activities:

- ◆ Management and maintenance of pay ranges.
- ◆ Classification of positions.
- ◆ Application of the provisions contained in 36(q) 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 reviews 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.
- ◆ Proper use of change-in-title procedures.

Audit and Advisory Services Division (continued)

- ◆ Assignment of position control numbers.
- ◆ Use of exempt academic hourly designations.
- ◆ Nonstatus Appointment protocols.

**Findings by Audit Topic**



*Operational Compliance Audits Completed for FY 2005  
July 2004 through June 2005*

University/ Agency	Northern Illinois University	Chicago State Univer- sity	Northeastern Illinois Uni- versity	Eastern Illinois University	University of Illinois at Urbana- Champaign	University of Illinois at Chicago	University of Illinois at Springfield
Onsite Day(s)	4	3	3	5	10	10	3
Onsite Visit	August 2004	September 2004	October 2004	November 2004	February 2005	May 2005	June 2005
Last Audit	August 2002	September 2002	October 2002	November 2002	January 2002	April 2002	February 2003
<b>Samples</b>							
Credentials	33	23	29	42	113	83	32
Registers	24	14	21	27	96	73	30
Pay Rates	1716	425	483	916	5037	5153	291
Pay Ranges	359	158	141	206	558	477	108
Descriptions	186	125	125	150	324	324	292
CS & PAA In- terviews	35	24	22	40	114	90	22

## **FY 2005 Agency Activities Administrative Division**

During FY 2005, the unit'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 salary ranges, proper classification reviews, processing of semi-monthly payrolls, and basic business processes 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 2005, the General Assembly approved a Line Item Appropriation of \$1,253,600 (Public Act 93-0842) for the General Revenue Fund. This was the same budget amount approved for FY 2004.

The Office of Management and Budget approved one budget transfer in FY 2005, resulting in a total of \$5,000 being transferred from the Contractual Service Line Item to the Travel Line Item and Commodities Line Item. The Travel Line Item transfer provided additional funding for employees to be reimbursed for private auto reimbursement for state business. The University System's only state vehicle was inoperable for the last five months of the fiscal year. A new state vehicle was ordered and received in July 2005. The Commodities Line Item transfer provided additional funding for the purchase of office supplies for the University System office.

This unit is also 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 400 invoice-vouchers with the Comptroller's office in FY 2005. Each month the unit reconciles monthly reports from the Comptroller's to the agency's financial records. Reports include: Agency Contact Report; Appropriation Transfer Report; Detail Object Expenditure by Quarter; Monthly Appropriation Ledger; Monthly Revenue Status; and Obligation Activity Report. This unit also filed the necessary TA-2 form required by the Legislative Audit Commission. And the yearly Agency Workforce Report. The annual FCIAA internal control checklist was completed and a letter was sent to the Auditor General's office.

The University System office is required to conduct an annual physical inventory of all property with a certification date of January 31 and submit a certification to the Department of Central Management Services (DCMS). The unit also completed quarterly "Agency Report of State Property" reports to DCMS. As of June 30, 2005 the University System's state property value was approximately \$178,000. The agency surplus eight items to DCMS and transferred five items to another university.

During FY 2006, a Compliance Audit will be conducted by the Auditor General's office for the 2004 and 2005 fiscal years. Records to be reviewed will include 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 in our previous audit.

## Administrative Division (continued)

This unit is also responsible for all procurements for the University System office. 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. The University System had two contracts in FY 2005.

This unit is responsible for the coordination and distribution of several reports, including the quarterly newsletter and annual report for the University System Office. During FY 2005 a new Nortel phone system was installed to better meet the needs of the University System office. Over 6,000 incoming calls were directed to the appropriate staff for a timely response and/or resolution. The team performs various support tasks for the various office operations, such as filling and mailing examination orders, statistical analysis for examinations, rechecks, documenting training/learner programs, monitoring supported employee programs, etc.

### **Information Technology**

During FY 2005, many IT projects were completed or neared completion. Most were designed to increase operational efficiency/productivity and improve our overall customer service component. Following is a brief update on these projects.

#### **Computerized Testing Instrument (E-Test)**

At the beginning of FY 2004, the University System office started the development of a computerized testing instrument to replace the outdated paper test and scanner system. This system, titled E-Test, will allow for a more robust testing instrument with improved test security and flexibility, focusing on creating more qualified and diverse applicant pools and significantly reducing required staffing and office costs, particularly at the campus/agency level. E-Test provides a state-of-the-art applicant processing system that is easily managed and will save even more resources as more tests are developed and entered.

Additionally, basic reporting needs of the employers will be met with standard reports being generated out of E-Test. A report generator tool is being developed which will allow the employers to customize reports to accommodate their own individual needs. In this respect, real time information will be accessible to assist in test validation and administration of diversity objectives, and also providing a new source of recruitment activities.

The University System office has continued the rapid development of E-Test during FY 2005, which included many trips across the state to train employers and receive feedback on the proposed testing process. The University System office also hosted training sessions for many larger constituency groups, employers and employees alike. Because of these ongoing collaborations, E-Test saw many positive revisions during the course of development. Following is an amended list of additions that provided even more operational integrity and met various business requirements:

- ◆ During the trainings, employers requested an applicant database module to give them more options in E-Test and reduce redundant systems on their end. The applicant database was developed and added with many additional options requested by employers. This addition has allowed employers the ability to generate form letters, and in the future will give them the ability to e-mail score sheets and register letters.
- ◆ The scheduling screen was revised to allow employers to verify the 30-day rule for examination completion.
- ◆ Credential assessments were enhanced to provide a more robust assessment with more options. It has also been changed to reduce human error by eliminating manual calculations.
- ◆ The applicant test interface was redesigned to better accommodate applicants with ADA concerns or with applicants who have difficulty using a computer mouse.
- ◆ A register system has been developed. The register is the most complicated component of E-Test; therefore, the University System office spent a significant amount of time at several universities/agencies

## Administrative Division (continued)

receiving information and training on how their various register systems operated. The E-Test register system is unique from most other register systems in that this system works only with real-time data and can historically track all transactions and registers.

### Technology Equipment Upgrades

Due to budget constraints in FY 2005, the University System office reduced spending on technology equipment purchases and kept upgrades to a minimum. Following is a brief recap of technology purchases this year:

- ◆ Purchased a wireless barcode scanner and updated inventory control tags to include barcodes. Developed a database to quickly and accurately perform a complete office inventory.
- ◆ Upgraded the main conference room to include a ceiling mounted projector, giving the University System office greater flexibility and professionalism when hosting presentations, trainings, and Merit Board meetings.
- ◆ Purchased software that provided additional options for electronic presentations, enhancing the capabilities and professionalism in training sessions and group communications.

### Website Developments

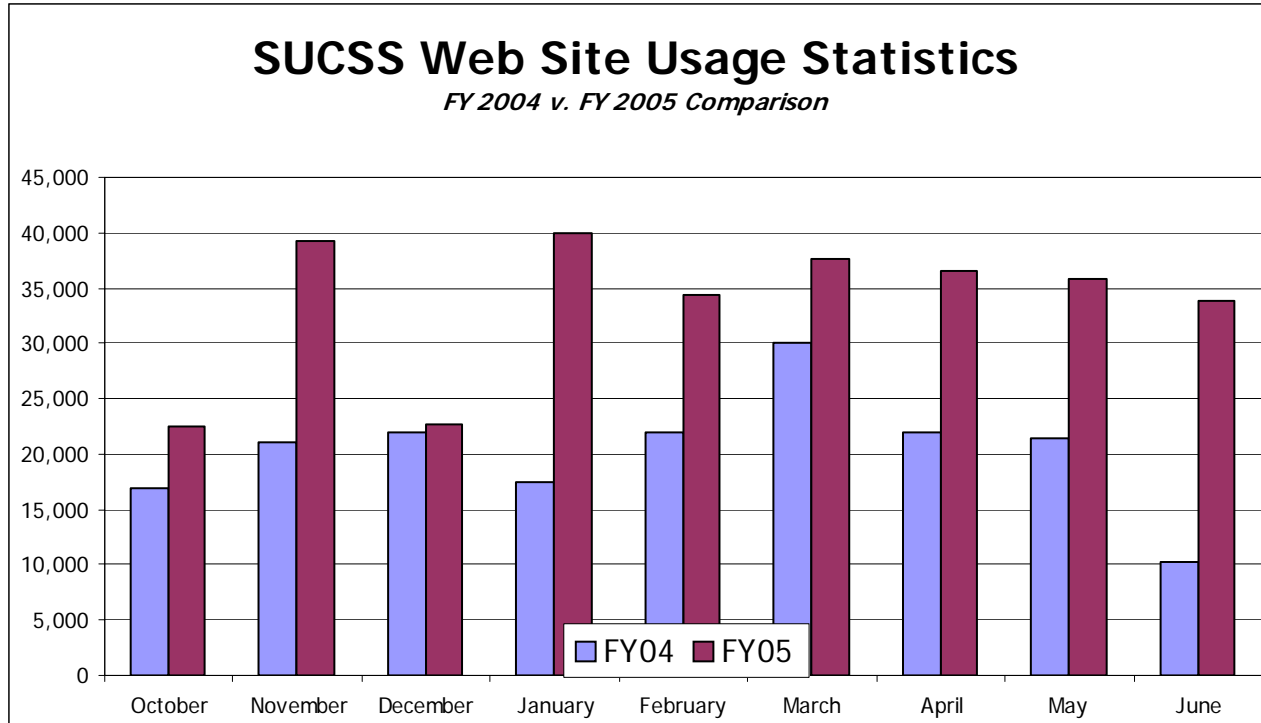
The University System office website continues to evolve and is quickly becoming the main contact point for constituency groups. Our website has become a required point of service and interface for all of the campus human resource offices and has become the major communication and information source for employees. The continued development of this interactive website will become even more essential in the very near future and we expect an even more dramatic increase in the number of website contacts. Website development and the resulting constituency interactions has become our most significant customer relations success. Following are some specific new website features:

- ◆ The Classification Specifications page, which had already taken on many enhancements in past years, now includes the option of retrieving salary range report data by individual classification, instead of having to search through the entire monthly salary range report. Pay ranges for each individual classification are now linked to this section.
- ◆ An Employment Opportunities page provides links to all human resource offices under the jurisdiction of the University System office. Currently under development, this Employment Opportunities section will allow all employers to post, at no charge, any available civil service job opening. This will provide an invaluable tool for employee recruitment, as well as direct information for prospective employees searching for employment.
- ◆ Developed and implemented in FY 2004, the Secure Site, available only to employers, has provided many options previously unavailable before the advent of the internet. Human resource offices across the state can order examination materials online, eliminating waste and reducing errors, costs, and delays. The Secure Site has also made available many legal documents to both human resource and legal personnel. The E-Test system is housed at this site and several other standardized business processes can be conducted through this secure electronic interface.
- ◆ The Classification Status Notices page was completely revised to allow employers and employees an unprecedented view of the development or revision of a classification. All documents pertaining to the initiation, progress, and final adoption of any classification or examination change is available on the website. Any employee can actually provide comments as this business process continues.

As you can see from the chart on the next page, our monthly website hits has increased tremendously over the past year. We have seen a 65% increase in volume per month, from an average of approximately 20,300 hits per

Administrative Division (continued)

month in FY 2004 to over 33,600 hits per month in FY 2005. As indicated earlier, with the expansion of capabilities and the inclusion of various electronic business operations through our website, we expect these numbers to continue to dramatically increase over the next few years. The progress of our IT function over the past few years, and its positive impact on operational efficiency and customer service, can be labeled as our most significant success story. This becomes even more significant considering the corresponding reduction in staff and other resources over that same timeframe. Much more development in this area is scheduled and we remain very optimistic that our resources will remain sufficient to support this effort.



## **FY 2005 Agency Activities** ***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 2005, this unit was responsible for updating the University System Freedom of Information Policy; developing a State Records Management Program in compliance with the State Records Act; conducting annual trainings on the University System's Discrimination and Harassment policy and the State Officials and Employees Ethics Act, and updating the Merit Board Bylaws to comply with changes in the Open Meetings Act.

This unit serves as a liaison with the Office of the Illinois Attorney General, who represents the Merit Board and the University System office in most judicial proceedings, and provides assistance and support as needed. This unit also provides legal assistance to the University System and to the Merit Board, researches and analyzes legal issues, reports to the Executive Director and Merit Board on cases pending in the court system, drafts correspondence, and assists in drafting Merit Board Orders. In addition, this unit provided assistance in investigating formal allegations of the Act and Administrative Code violations and provides assistances in drafting Review Decisions.

In addition, this unit provides assistance with monitoring the progress of bills and evaluating the impact of pending legislation. Furthermore, this unit is responsible for drafting proposed regulations, legislation and amendments in accordance with the policy objectives established by the Merit Board, universities and agencies advisory committees, employee groups, and individual civil service employees. For example, during FY 2005, this unit drafted proposed rule revisions to the discharge and demotion process to provide clarity, incorporate existing hearing procedures, and include fundamental procedural safeguards. During FY 2006, the proposed rule revisions will be circulated among all interested groups and published for public comment.

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 the implementation of any resulting proposed rule changes.

This unit also develops and provides educational presentations on various legal topics of interest, including the discharge/demotion process, to employee and employer groups. Several training and orientation sessions on this subject were offered this past fiscal year.

It is important to note that, in past years, most of this legal counsel function had been provided through an external contract with a local law firm. Over the past year, we were able to eliminate most additional external legal expenditures through the development and transition of a current staff position. This has proven to save resources and led to a much more efficient management of legal affairs and related activities. This onsite staff legal resource has proven to be a valuable resource in all of our operational activities. Following is a brief recap of some other direct activities of this unit over the past year.

### **Ethics Officer**

A member of this unit serves as the Ethics Officer for the University System office, acting as liaison with the Office of the Executive Inspector General as required by the State Officials and Employees Ethics Act. The Ethics Officer prepares ethics guidance for the University System staff and investigates complaints in compliance with the Procedures for Investigating and Reporting Misconduct and Incidents at State Facilities as

## Legal Services Division (continued)

adopted from Administrative Order Number 6 (2003) issued by Governor Rod Blagojevich on December 11, 2003. In addition, the Ethics Officer reviews ethics disclosure forms submitted annually by the University System staff.

### **Freedom of Information Officer**

During FY 2005, this unit updated the University System's Freedom of Information Policy to provide clarity and to conform to the Freedom of Information Act. This unit is responsible for reviewing and responding to requests for information under the Freedom of Information Act.

### **Equal Employment Opportunity Officer**

A member of this unit serves as one of the two University System Equal Employment Opportunity Officers. This unit is responsible for researching and analyzing current Civil Rights Laws and court opinions and drafting guidance and conducting training in compliance with these laws and opinions. This unit is also responsible for investigating University System staff employment complaints in compliance with developed procedures and recommending remedial action.

### **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 Administrative Code and applicable procedures and guidelines. In FY 2005, 67 Written Charges for Discharge and one Notice of Demotion were filed with the University System office and 16 hearings were requested by employees involved in these matters. Seven hearings were conducted under the University System direction and control. Of the seven hearings conducted, the university withdrew the Written Charges for Discharge after the hearing for one employee, one employee resigned during the hearing, three employees were discharged by the Merit Board, and two employees were reinstated by the Merit Board. Three of the seven cases went to Administrative Review.

In FY 2005, this unit developed a process of retaining a limited group of highly qualified hearing officers through a referral process from the Federal Mediation and Conciliation Service, the Illinois Association of Administrative Judges, and City of Chicago department of Administrative Hearings. The Merit Board subsequently approved this option for the selection of hearing officers and it has served to increase the overall integrity and professionalism of the discharge process.

### **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 university/agency assistance in executing any of the University System office processes. In most instances, this unit is the first point of contact for complaints, appeals, and any other concern expressed by individuals or employers.

This unit provides assistance in the internal development of policy, procedures, and strategy related to the interpretation and implementation of the Act and Administrative Code and is responsible for implementing the administrative rulemaking process. Following are some of the policies and procedures developed and/or revised during FY 2005:

- ◆ Records Inventory and recommended Records Retention Schedule for the State Records Commission
- ◆ Examination Procedures Manual - Veteran's Preference Guidelines
- ◆ Pay Administration Procedures Manual - Establishment of Pay Ranges
- ◆ Employment and Procedures Manual Revision - Extra Help Extension



Legal Services Division (continued)

**Merit Board Parliamentarian**

This unit also provides counsel to the Merit Board on matters of parliamentary procedures and the conduct of meetings. Continuous monitoring of their Bylaws with respect to operating procedures and statutory regulations, including the Open Meetings Act and Robert's Rules of Order, is performed to insure legal compliance and consistent application. This role is also extended to all committees, meetings and any other public activity authorized under direction of the Merit Board. Several revisions to the Merit Board Bylaws and various committee activities were proposed and adopted this past year.

**Newsletter**

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 Act and Administrative Code, changes in the law, and information on Higher Education Human Resource 'best practices'. It also provides a regular update on various civil service committee activities and classification plan changes. This is typically distributed and available through our website.

# FY 2006 Agency Action Plan

As in the past, our Action Plan for FY 2006 is very ambitious and will continue to concentrate on customer service, communications, business process upgrade, and an overall modernization of the University System in general. We remain committed 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 our culture and organizational perception as a facilitator of the teaching and research mission of each university and affiliated agency through the efficient and effective employment of a quality professional and support staff. Consistent with this objective, the following initiatives are planned for FY 2006.

- ◆ **Classification Plan Revision**

*This is a long term, ongoing project designed to eliminate redundancy and duplication in classification designations, upgrade associated employment protocols, and develop new testing/resume review processes. Our office has partnered with the University of Illinois Labor and Industrial Relations Institute and Department of Psychology to provide some additional long term professional support for this ongoing project and insure consistency with current 'best practice' human resource concepts. With this additional professional resource, we hope to even more aggressively pursue this objective and realize some significant progress across this fiscal year.*

- ◆ **Electronic Applicant Testing**

*The E-Test System is in the final stages of development and will be released for use by October 1, 2005. This electronic web-based testing system will be available for use at all campus/agency employment locations, streamlining testing operations and creating a customer friendly testing interface. Initially, there will be 40+ classification exams and/or credential assessments included at this first release date. We hope to add a significant number of exam instruments to this electronic system over the next few months and, as resources permit, will attempt to reach a substantial utilization and saturation point, whereby at least 50% of the exams given statewide will be conducted in this electronic system.*

- ◆ **Computerized Job Analysis Survey Instrument**

*This electronic survey instrument has been designed to facilitate the collection of information from subject matter experts (i.e. incumbents and their supervisors) on the tasks that employees perform on the job. This survey instrument will also collect information on the knowledge, skills, and abilities required to perform the identified job tasks. This data collection and analysis component is a fundamental element in our classification plan management process and is essential in the maintenance of both class specifications and exam instruments.*

*Through this electronic process, we hope to increase the statistical integrity of the data collected from the subject matter experts, while significantly reducing the many costs associated with paper document processing and the amount of staff time, at both the University System office and campus/agency level, currently required in the classification plan management process. This system will be available for use in August 2005 and will substantially increase our overall operational efficiency and significantly reduce the overall resources and time required to complete these basic classification management activities.*

- ◆ **Employee Raw Data Interface/Report Generator**

*We are in the early stages of developing a project plan to coordinate the routine submission of raw data from an interface with each campus/agency human resource information system which will be utilized in*

FY 2006 Agency Action Plan (continued)

*creating standardized system wide reports. We are working closely with the Illinois Student Assistance Commission and the University of Illinois to develop this process. This is intended to significantly reduce the amount of local IT support and report processing time in the delivery of standardized reports. This initiative will have the capacity to quickly develop many basic staffing, compensation, and other personnel reports from real time raw data information. Also included in this project will be a salary range authorization component and basic statewide salary survey instrument, similar to that being used in the current electronic Statewide Salary Data Processing System.*

◆ **Website Update**

*Even though there has been some major advances in creating a more user friendly website and developing a secure access point for the many campus/agency human resource operations, we will expanding these capabilities to include electronic forms, digital signaturing, and other electronic communication options. An updated version of our website will be released before the end of this calendar year and will include many of these options. You can already see how these advances have significantly increased our overall website activity this fiscal year. We expect many of these new electronic interactive website features to even more drastically increase website activity over the next fiscal year. Consequently, additional IT resources may be required and will be seriously considered.*

◆ **Statute/Rule/Procedure Revision**

*We will continue to review and suggest changes to our Rules and procedures, potentially developing a legislative strategy for improvement and upgrade. We are reviewing and routinely updating our procedures manual. Another important step in this complex and ongoing project is the delivery of a proposed Rule revision regarding the discharge/demotion process. The Merit Board will be routinely updated and actively involved in these developments and activities.*

◆ **Staffing and Facilities**

*The University System office has initiated an evaluation of our staffing and facility requirements. We currently have five vacancies and will be assessing operational priorities to determine which positions to possibly fill within the current budget limitations. Our operations are rapidly advancing to more of an electronic interface and staffing components will continue to be evaluated considering this factor. We will aggressively pursue filling vacancies based on operational requirements within budget limitations.*

*We also have initiated a review of space as related to staffing levels and financial obligations. Logistics are important, particularly as it relates to the agency operational objectives and corresponding inter-agency and inner-agency business activities.*

◆ **Records Retention/Conversion**

*Consistent with our updated Records Retention Policy, we plan to further utilize a new document scanning system to create electronic files of many of our standard forms and historical business documents. The capability of almost instantaneously transforming paper documents and information into an electronic format for access and distribution would tremendously increase our internal efficiency and provide a more timely response rate. Again, from a customer service perspective, this would be viewed favorably and enhance our overall operations from an efficiency and constituency relations standpoint. We have actually started this transition and hope to be even more significantly into this transition over the upcoming year.*

◆ **Constituency Collaborations**

*We plan to continue to engage and 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*

## FY 2006 Agency Action Plan (continued)

*upgrades and resulting expanded use of electronic media, significantly enhanced communication options have been 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 have facilitated 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. This group is very essential in our overall general review and updating of University System Rules and Procedures. Their collaboration is an important contact point 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 are utilized in this interactive communication process. Additionally, specific legal review of suggested Rule and Procedure modifications sometimes becomes 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 recently created a statewide committee to look at our rules governing nonstatus appointments. A large group of employee and employer representatives are reviewing these guidelines with respect to campus business operations and funding limitations. This committee has already provided a comprehensive recommendation for a complex procedure change to the nonstatus extra help guidelines which was adopted recently. They will be asked to further review this topic and offer recommendations 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 further develop 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.*

### ◆ **Constituency Survey**

*The University System office has been authorized to develop a constituency survey instrument to collect information from our many contact points on their perceptions of our business operations, agency programs, communications, staff and agency relationships, and other general customer service activities. Hopefully, the data collected can be utilized to assess our business operations and offer some guidance on future developments and initiatives. Merit Board authorization to initiate the development of this survey instrument has been approved and we hope to distribute this survey at some point this fiscal year.*

In several instances, we have coordinated a statewide consolidation of resources to assist in the final development and implementation of these plans. Collaboration with major universities has become a critical element in our strategic plan. Through these initiatives, there will be significant 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 communications and website developments. There is enormous savings potential in these programs and we are committed to aggressively pursuing these business changes.


**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. We remain enthusiastically committed to fulfill our obligations to the citizens of the State of Illinois, the State public higher education community, and especially our students, in the final delivery of the educational program.




# 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 