Administrative Review & Restructuring
Human Resources Management Subcommittee
Final Report
June 8, 2010

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INTRODUCTION

Human Resources Subcommittee – Background

The current socio-economic climate provides the opportunity to review current Human Resources (HR) strategy and service delivery, knowing the effort is vital to attracting, developing, and retaining exceptional talent – and maintaining academic excellence. Moreover, it is recognized that HR strategy is inextricably linked to necessary financial transformation; therefore, the review is essential to the institution's well-being.

A subcommittee devoted to the topic of HR management at the University of Illinois was formed to support the efforts of the Administrative Review and Restructuring Working Group (ARR). The subcommittee discussed and reviewed the following HR challenges: HR governance across the university, the role for strategic HR leadership at the university level (including labor relations), clarification of roles and responsibilities of campus HR and UHR, HR shared services, possible reform of benefits and notices of non-reappointment, HR savings at the campus and UA level, HR processes and systems (including the search process) and regulatory relief.

The subcommittee was joined by members of the University Professional Personnel Advisory Committee (UPPAC) for the discussion related to revisions to the rules for notice rights and other areas of concern for academic professionals. They were Holly Burt (UIC APAC Chair), Jill Davis (UIC APAC Secretary), Barbara Ann Cass (UIS APAC Chair), Tammy Craig (UIS APAC Vice Chair), Rick Atterberry (UIUC CAP member), and Tom Korder (UIUC CAP Vice Chair).

Human Resource Framework

The size, cost and criticality of the human capital of the university requires the management of our human resources to be a high priority. Employees fuel the academic, research and service enterprise. Yet, we lack a comprehensive and coherent human capital strategy, and HR leadership and management are dispersed across the campuses and university administration. There is a need to focus a part of a portfolio of a senior administrator on human resource management and the development of human capital and assign greater accountability in this area. The responsibilities of such a role would include strategic guidance and the creation of a university-wide human capital strategy for all employee groups in an effort to better support the academic research and service strategies of the University, and to engage in the best practices available, relieve internal regulatory burdens, and to guide the appropriate investment in our employees. The position would be accountable for HR policy guidance to the President and would work in a coordinating and facilitating role with the chancellors and provosts and the other HR offices. In the event that one campus is concerned about actions proposed by another campus, those disputes would be resolved by the Chancellors and the President through this role.

The university as a whole is being challenged to critically evaluate whether we can continue to provide all of the programs and services as in the past. Given that a majority of all funds expended at the university go to personnel costs, there is an obvious need to optimize that investment, while the university's employment footprint will need to decrease. A greater focus on HR issues would place HR guidance on decision making squarely at the university leadership table.

Cost Reductions within HR Offices

Prior to any adjustments for fiscal year 2011, central HR staffing was lean, by any measure. However, each campus HR office and UHR has reviewed its internal expenses and is coordinating reductions to their units either through their campuses' budgeting process or with Vice President Knorr. UIC is planning for a reduction in fiscal year 2011 of fifteen percent which correlates to a loss of $300,000. UHR is planning a loss in the range of $67,000-$90,000 and if requested, UIS HR is prepared to lose in the range of $40,000-$70,000. It has been determined that UIUC is in need of staying even or being given an increase due to being under-resourced. Reductions will necessarily be accompanied by a change in the services provided, unless additional savings are realized from the consolidation or the sharing of services.

Shared or Consolidated Service

A new business model of shared or consolidated services is crucial. HR management at the unit level can be inefficient and costly. One subcommittee member described the HR services provided at the unit level as the "conglomeration of mom and pop organizations." For example, at the unit and department levels, often HR and HR management is just a part of what an individual does, along with other work. This fragmentation results in highly variable practices. Shared or consolidated provision of services would allow the best practices to be generalized, standardized and shared. The new business model will have to include a means of funding shared services, most likely through a charge to the units benefited by the services. The structure of the organization must be flexible enough to meet the needs of the customer and not create additional bureaucracy. A new University human capital strategy should embody an increased customer focus and develop metrics for measuring the productivity of the HR organizations. Shared expertise would improve services to the customer and allow the re-deployment of staff to other mission critical areas.

Opportunities for greater HR consolidation in units, e.g., transaction processing, policy guidance, training, purchase of IT systems, etc., exist. Whether the expertise is shared at a college or campus level should be determined by the needs of the organization. With more shared services, the costs of HR management in units could be reduced. The goal is to provide better service to all units and to redirect staff and cost savings to other mission-critical activities.

Since February 2005, University Administration has utilized a service center structure for HR work through formal Service Level Agreements (SLAs) with UA units. Employee Relations and Human Resources (ER/HR) is a unit within University Human Resources (UHR) and their mission is: *To provide Human Resources leadership, expertise, compliance, administration of transaction processing, consultation and coordination for UA units.* They provide services to approximately 1,500 UA employees on all three campuses with seven FTE. This unit provides "cradle to grave" services for UA employees and units which includes the following; talent management; recruitment and staffing; HR Front End and Banner processing (central applier); leave administration; policy guidance/consultation; policy application/implementation; HR systems administration; employee relations; performance management; separation/termination consultation and processing and succession planning; position management and compensation analysis; etc. ER/HR is a 100% cost recovery unit that bills UA units based on average employee headcount across the fiscal year.

Another example of successful shared services has occurred at the UIC campus where HR support to the Hospital, previously provided by the Hospital's HR organization (40 FTE), has been consolidated with UIC HR. UIC HR now provides HR support to the Hospital under a Memorandum of Understanding (MOU), which specifies services to be provided, fees for those services, and metrics to measure the adequacy of those services. The Hospital's previous annual expense for HR has been reduced from $2.5 million per year to $1.7 million per year. Over a three-and-a-half year period, the Hospital is projected to save about $2,650,000.

In Urbana, the Office of the Provost plans to institute shared services in the areas of IT, HR, business services and marketing/communications by December 2010 for the administrative units reporting to the Provost. Campus-wide, there is a large-scale shared service initiative underway for IT services. Additionally, there are several colleges that have or are exploring shared service models for business office and HR functions.

Academic Professionals

The number of Academic Professionals (APs) has doubled in approximately ten years. This trend can be attributed, at least in part, to changes in the work, in the way work is accomplished and skill sets needed for changing expectations and requirements. APs are critical to the everyday functions performed at the university and to the future success of a transformed University. They are described as "a workforce that breaks through traditional barriers and that is flexible, self-directed, multi-disciplinary, and able to adapt to the changing needs of the University" (*A Report on the Status of Academic Professionals, UIUC*). Given the size, complexity, and importance of this group, it is critical that a supportive AP human capital strategy be developed. Such a strategy should be grounded in job analysis so that the content of the position, the title of the position and the required qualifications and competencies are well understood. Such job analysis is also fundamentally essential to creating rational approaches to salary administration and professional development.

Notice rights were introduced as early as 1972 due to the concern on the part of the administration that academic professionals "be given adequate protection in situations of termination other than for due cause." (Minutes of the September 20, 1972 meeting of the Board of Trustees.) Trustees thought that faculty and civil service employees were already protected through the *University of Illinois Statutes* and the rules of the State Universities Civil Service System. A provisional change to the *Statutes* was made in 1972, and later in 1975, a change was made to the *General Rules Concerning University Organization and Procedure* to also include notice rights of six months for those in full-time service of four years or less and one year notice for those who had four years or more of service. In 1980, notice provisions were added for those employees whose appointments were subject to receipt of funds or commonly referred to as "soft" funds. In 1988, all of these notice provisions were transferred ultimately into the *Statutes*. In other words, notice rights have a long history at the University. Any change to the notice provisions would require the University Senates Conference participation and Board of Trustees' action.

UPPAC members were strong in their support of the current timeframe for notices; however, they discussed the possibility of reform with their members. If notice provisions are changed there were suggestions that some period of notice should remain (for discussion purposes the notice provisions for soft-funded positions) and any change would apply only to new employees with all current employees being "grandfathered" under the old provisions. Additionally, it was agreed that academic professionals should have the reasons they are receiving the notice of non-reappointment clearly

identified and some means available to them to have the decision to issue a terminal notice reviewed. At the same time, the grievance procedures in place at the three campuses should be reviewed.

The subcommittee is recommending that an AP human capital strategy emphasize efforts to create an environment where academic professionals want to work, where continued professional development is supported and that compensation be determined according to a salary philosophy and policy that allows the university to be competitive and equitable. Such a university-wide strategy needs to be sufficiently comprehensive to address notice rights, and be flexible enough to allow for different employment markets and needs dependent upon campus location.

Benefits Changes

As part of the review process, the subcommittee has determined that total compensation be part of a University human capital strategy. If a total compensation philosophy suggests a reduction in benefit costs, the likely focus will be on benefits the University controls such as pay for time not worked. The cost of pay for time not worked, e.g., vacation and sick leave, and all holidays (including floating holidays) approximates 20.8 percent of pay for civil service employees, and 24.4 percent of pay for academic professionals. If a target for savings is determined, HR leaders can determine how to achieve the target for savings. In recent years, gift days around the winter break have been given at the campus and university level and in light of the difficult economic situation; the subcommittee recommends that these be examined for elimination. Due to the calendar in 2010, the discretionary gift day does not factor into the holiday schedule for the upcoming academic year.

The General Assembly is legislating pension reform for future employees. This reinforces the need for a human capital strategy that, among other things, establishes our total compensation strategies, including how competitive we must be with our total benefits package.

Regulatory Relief

The burden of regulatory compliance and potential for regulatory relief inevitably surface in any discussion of administrative costs. All three campuses and the university administration devote substantial human and financial resources to meeting local, state, and federal regulatory mandates.

It is important to recognize that regulations arise from an identified risk situation and constitute an effort to mitigate risk. In many cases, failure to comply with regulations could jeopardize the University's reputation and resources. That is, in certain instances the costs of compliance, though onerous, could pale in comparison to the costs of non-compliance.

However, changed circumstances can lead to the obsolescence of regulations. Practices for implementing regulations become dated. Interpretations of regulation in different institutions may vary. Each of these factors comes into play in considering areas for regulatory relief.
The charge of the regulatory relief subcommittee was:

- *To catalog areas where regulatory relief would be advisable.*
- *To look primarily to internal rules, practices, and processes, but also include state or federal rules or regulations where we would have an opportunity to advocate for change.*

The Human Resources Subcommittee worked in parallel with the Regulatory Relief Subcommittee. Recommendations from the Human Resources Subcommittee address areas of regulatory relief, but are presented separately from the Regulatory Relief Subcommittee's report.

The subcommittee's goal and work product was to be a short list of achievable regulatory relief targets. The process for developing this work product began by subcommittee members sharing their perspectives on regulatory compliance and identifying potential targets for regulatory relief based on situations they confront.

The subcommittee also examined prior, related efforts. This included:

- 2004 Mercer HR Report
- 2004 Recommendations from HR, *Streamlining the System*
- 2009 Discussions and Priority List for modifying State University Civil Service System (see Priority list on page 16).

Additionally, the subcommittee also sought input from groups that were well positioned to be knowledgeable about the university's regulatory obligations and regulatory burden. These included the UIC Chancellor, Vice Chancellors, and Deans, the UIC HR Advisory Council, University Administrative Fellows, the University Professional Personnel Advisory Committee Chairs and the University Employee Advisory Committee. HR subcommittee members are grateful for the input from all these groups and individuals.

The accompanying table and explanatory material is intended to summarize the major areas for improvement identified by the HR Subcommittee. These include internal improvements, clarification of roles, areas for additional review, and regulatory relief.

SUMMARY OF RECOMMENDATIONS

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	Recommended Action - Regulatory Relief	***Internal***	***State***	***Page***
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Streamline Internal HR Processes Barriers	Streamline the EEO/Hiring Process	X		15
External Process Barriers	Modernize the State University Civil Service System processes and procedures		X	16
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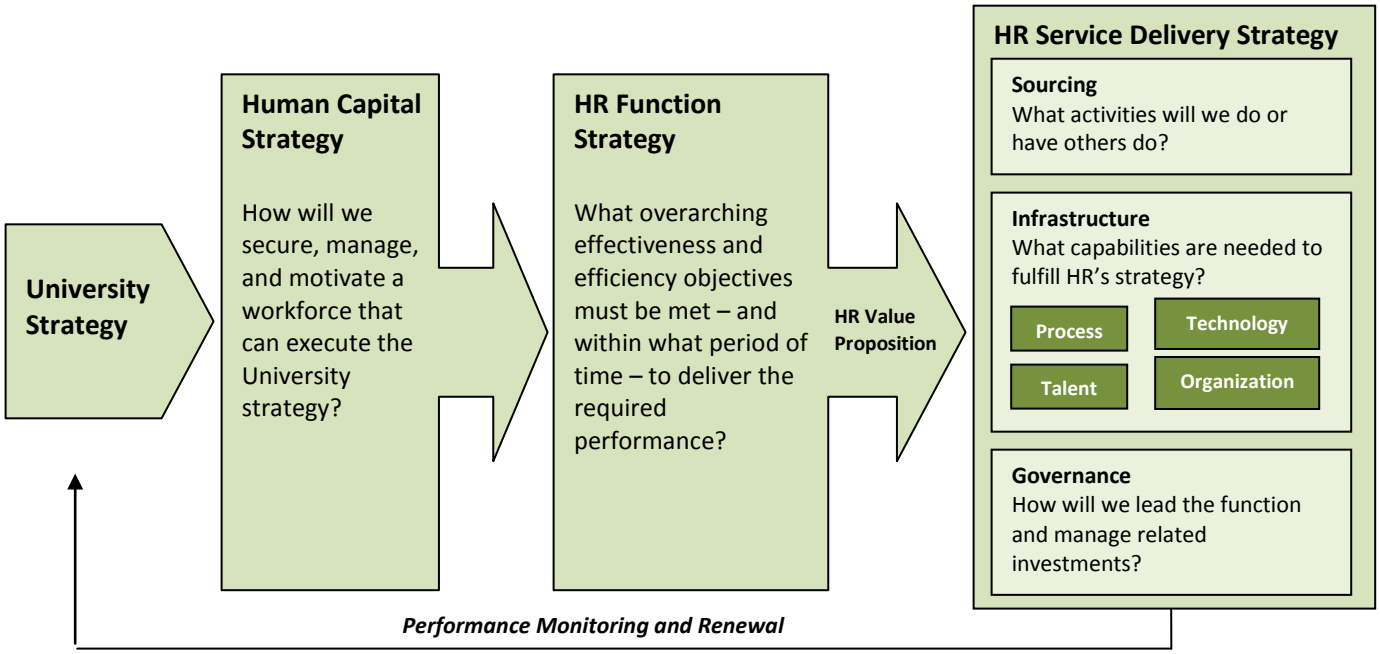
External Process Barriers	Make Modifications to the SOEAA to modify the annual training process for UI employees		X	19
External Process Barriers	Eliminate Positive Time Reporting for all University employees or in absence of "all", eliminate the requirement for faculty		X	20

Human Resources: Create a University Human Capital Strategy

DESCRIPTION OF CURRENT STATE

The University of Illinois is a major employer, with total employment, approaching 57,000 employees. Of our total operating budgets, we invest the majority in personnel costs, our human capital. Yet, we lack a comprehensive human capital strategy to guide that investment and ensure optimal performance of our human resources and of our Human Resources organizations. Furthermore, there is no one position within the University charged with the responsibility for Human Capital strategic planning and for the continuous review of the HR system so that the University is promoting best practices in all of its HR dealings. The lack of a strong charge for leading the HR organization strategically results in an outdated, rules driven system of personnel management which is more reactive as opposed to proactive in its approach. Optimal HR performance requires strategic alignment.



RECOMMENDED ACTION

A senior official should be charged with the responsibility for the creation of a university-wide human capital strategy, the provision of policy guidance on key strategy issues, and the establishment of best human capital practices across the university. There is a particular need in the area of labor relations at this time.

IMPACT OF RECOMMENDATION

The development and implementation of a human capital strategy will provide for more efficient achievement of University strategy, would be essential to greater alignment and greater effectiveness between University strategy and HR service delivery, and will address the void that currently exists.

WHERE SAVINGS WILL BE REALIZED

Outdated policies and practices lack the most current thinking as to best practices. Indeed, in many instances, they are systemic barriers to high performance. Savings are possible with a streamlining of policies or processes resulting in more timely decisions and reduction of duplications or unnecessary levels of management. Savings are also possible in a resulting HR service delivery strategy that emphasizes shared services organizations.

IMPLEMENTATION PLAN

As soon as possible, the President should designate a senior administrator with the responsibility to drive the development of a human capital strategy, establish a University Human Resources Council made up of campus and UA HR leaders and if necessary, seek the assistance of an HR consultant, familiar with institutions of public higher education, for the identification of best practices. Campus and University Administration HR leaders must be part of the implementation team for the strategic plan and if there are internal experts that can be identified, those individuals should be also be included.

Establish Shared Service Centers for HR Work

RECOMMENDED ACTION

Establish HR Service Centers at the College and major administrative unit level, as appropriate. Modify the business model to support the creation of Service Centers including identifying a revenue stream. Anchor campus HR Service Centers to campus HR to ensure consistency and quality HR services within units.

DESCRIPTION

HR services are mostly provided in a decentralized manner with employees at the College and unit level performing HR duties as only a part of their overall duties. Inefficiencies, lack of training and the inconsistent application of policies are results of this lack of centralization of the HR function and responsibilities. HR Service Centers should be implemented to handle the ever increasing complexity of HR work and to provide expertise in this area to units/departments and colleges. These service centers should allow for greater knowledge and efficiency to handle complexities that are common for a large, multi-disciplined employer. This would allow for highly trained professionals to handle a larger volume of work and receive the necessary training that is required to accurately and efficiently provide service to units.

IMPACT OF RECOMMENDATION

Highly trained professionals would be able to handle a larger volume of work and efficiencies would result from tighter and direct communication between Central HR Offices and Service Centers. In addition, Service Center employees could more easily receive the necessary training that is required to accurately and efficiently provide service to units.

WHERE SAVINGS WILL BE REALIZED

Consolidating HR work into Service Centers will upgrade the services provided while simultaneously reducing the FTE required to staff the HR functions. These resources could then be redirected to mission critical work.

IMPLEMENTATION PLAN

A strong message needs to be communicated by the President and the Chancellors that HR service centers must be established and units will be expected to consolidate HR functions where feasible. All employees providing HR services should be identified and the specific work they do and the time spent determined. With HR activities and costs understood, optional shared services models can be explored. Improvements in customer service should be one measure of the stated plan. Metrics should be established so that the improvements in the HR function can be measured and sustained over time. An implementation team consisting of knowledgeable staff should be activated on each campus and at UA which would assist in the review. The central HR offices at UA and at campuses should help to identify those units that could gain from a new model of providing services and should be part of the group studying the feasibility for change.

Develop a Human Capital Strategy for Academic Professionals

RECOMMENDED ACTION

The university needs to develop a human capital strategy as it relates to academic professionals. Areas have already been identified as deserving of study including the duties and responsibilities of academic professionals' positions, the multiplicity of titles, career progression, total compensation and opportunities for continuing professional development. These areas should be the immediate focus of the University HR Council.

No changes to the notice periods for academic professionals is recommended at this time; however, this is an opportune time to undertake a holistic review of the employment conditions of academic professionals. A university-wide task force should be charged with conducting a review of the employment of academic professionals and coordinating the review with campus efforts.

DESCRIPTION

The University values the unique contribution that academic professionals make at the UI. Areas which need to be reviewed carefully include the total compensation for academic professionals, professional development and career advancement. Policies specific to academic professionals need to be updated with special attention given to notice provisions and grievance procedures.

IMPACT OF RECOMMENDATION

Better morale and commitment among academic professionals across the University.

WHERE SAVINGS WILL BE REALIZED

This is not a directly measurable savings but one that is an underlying principle for positive employee relations and morale. Indirect cost savings will result.

IMPLEMENTATION PLAN

The University HR Council will establish the project plan and timeframe for review and development of a human capital strategy for APs.

Benefits Changes

RECOMMENDED ACTION

In the context of a total compensation philosophy, the University HR Council should be charged with reviewing current benefits and recommending any changes to those benefits. While there will be pressure to reduce benefits costs, it is possible that with changes to the pension system for new employees that new benefits will need to be created to remain competitive as an employer.

DESCRIPTION

The University of Illinois has a comprehensive benefit package that compares favorably with other Illinois public universities, among the Big Ten and its peers. Nonetheless, public and legislative concerns about our cost structure may produce continued focus on legislation to reduce employee benefits. Future direction of legislative action is worrisome concerning deterioration of current and/or future employee benefits.

IMPACT OF RECOMMENDATION

There is serious concern about how these changes will impact recruiting and retention. Therefore, without further study, we recommend that at this time, no changes be made in the Benefits that the University controls.

WHERE SAVINGS WILL BE REALIZED

In the area of Benefits, this is an area where we may need to invest rather than make reductions in order to remain competitive. Salary is only one component of overall compensation with the complement of a competitive benefits package being the other important component.

IMPLEMENTATION PLAN

A total compensation philosophy must be an integral part of a university human capital strategy. With that philosophy, the University HR Council can then set out a plan and schedule to evaluate employee benefits and recommend changes, if needed.

Simplify University Statutes and Internal Policies Related to HR

RECOMMENDED ACTION

Simplify University Statutes to eliminate and/or change bureaucratic processes that impede efficient management and processing of HR and HR-related work.

DESCRIPTION

To promote efficiency and to streamline as many University HR procedures as possible, an examination of University Statutes and internal/campus imposed processes that could yield productivity gains by eliminating and simplifying should be undertaken.

IMPACT OF RECOMMENDATION

A savings of time and money will be realized both in Central HR offices and in units/departments across the University.

WHERE SAVINGS WILL BE REALIZED

In both the central HR offices and in units/departments across the University.

IMPLEMENTATION PLAN

The University HR Council will convene a work group consisting of all three Campus HR offices to begin examining University Statutes and internal HR policies.

Streamline the (EEO) Hiring Process

RECOMMENDED ACTION

The campus HR and EEO offices will form a work group, facilitated by University HR to review and recommend updates to EEO and hiring processes/procedures with the intent to streamline and make more efficient the entire hiring process across each campus and the University. Legal Counsel will serve as an advisory member of the group to ensure appropriate legal compliance.

DESCRIPTION

University of Illinois is committed to fostering hiring processes that promote a diverse workforce, but recognize that each campus operates in a dramatically different labor market. The current (academic) search processes require long cycle times and sometimes heavy involvement of search committee members. The intent here is to streamline the cycle time, avoid substantial costs, and also meet our diversity objectives. To support our commitment to diversity and assist University employees displaced due to budget and programmatic cuts, *University EEO and Hiring Guiding Principles* should be developed and used at each campus to ensure that efficient and appropriate search and affirmative action processes are being deployed.

IMPACT OF RECOMMENDATION

Shorter cycle time to hire employees by reducing internal processes and required procedures.

WHERE SAVINGS WILL BE REALIZED

A savings of time and money will be realized both in central HR offices and in units/departments across the University.

IMPLEMENTATION PLAN

The University HR Council along with EEO offices and the Office of Legal Counsel will draft guiding principles for the hiring process that will be presented to the campus HR and EEO offices to then determine how to best implement at each campus.

Modernize SUCSS Processes and Procedures

RECOMMENDED ACTION

Examine all processes and procedures related to the State Universities Civil Service System. The UI in partnership with other State Universities should seek changes in the areas more fully described below:

REGULATORY LEVEL

INTERNAL	STATE	FEDERAL
	X	

DESCRIPTION

We offer the following recommendations based on discussions with the other State Schools and a formal survey and prioritization of issues:

1. A review of job classifications for the purpose of streamlining the number of classes should continue. The University should continue to work with the Civil Service System to identify appropriate guidelines for the process, which would include such areas as salary steps, promotional lines and seniority, and would ensure bargaining unit issues are properly considered. The University should work with the Civil Service System to develop a workable definition of what open and continuous testing means, given budgetary constraints and the resources required to administer the System's definition of open and continuous testing. The pursuit of electronic testing should be expanded and expedited.
2. A proposal for a new multiple referral system should be developed at each campus. Units would be required to interview in order, consistent with the "Rule of Three," but would not have to wait for another set of referrals if the first referrals do not generate the three viable candidates.
3. The full authority for establishing AP positions should be delegated to each campus, and not subject to audit challenge.
4. Reduce the frequency of audits to once every five years to conserve resources internal to the UI and SUCSS. Adopt more efficient methods of data review and audit processes that are efficient and not drawn out.
5. To allow greater flexibility during these financially restrictive times, relax the extra help 900 hour rule.
6. Recommendations for discharge and separation:
   In cooperation with the Civil Service System, a more effective program that is results oriented and permits easier and faster discharge of poor or non-performers should be developed. The program should provide an adequate level of management review to ensure that discriminatory or unfair actions are not allowed, and should use some of the principles of the UIUC Performance Partnership Program. This process should also provide for alternatives to discharge for employees with longevity where appropriate.

IMPACT OF RECOMMENDATION

Greater flexibility will result from positive changes implemented in SUCSS processes and procedures. In addition, many time consuming processes and bureaucratic barriers can either be streamlined or eliminated.

WHERE SAVINGS WILL BE REALIZED

SUCSS should be modernized to reflect the realities of the employment environment in today's universities. These changes will result in reduced costs to do business for every unit and department across the Universities. Civil Service processes can be improved simultaneously reducing the FTE required to service these functions. These resources could then be redirected to mission critical work.

IMPLEMENTATION PLAN

An action plan should be presented to the HR executives of the other state universities and then to the UI President. The President would be requested to take the recommended plan to the presidents of the other state universities. A decision by this group should guide the timing and priority of these recommendations. Government Relations staff should advocate the benefits of this type of relief to legislative leadership in the Governor's office.

Utilize Electronic I-9 System for I-9's to Feed to E-Verify

RECOMMENDED ACTION

The University should implement an electronic I-9 system to increase efficiency, take advantage of system directed business processing rules and incorporate the E-Verify process for added efficiency. An electronic interface will lessen the possibility for errors and potential fines.

DESCRIPTION

Over the last several years, there have been significant changes to the Federal law that governs the I-9 process. These changes are causing significant processing work for all units within the University as part of the hiring process. In addition, the University of Illinois must also begin complying with E-Verify, which adds substantial burden and requires additional processing expertise at the time of hire. The proficiency needed to complete these two processes properly and consistently is difficult to achieve at the department level. The risk of non-compliance and the fines associated with being non-compliant are considerable.

IMPACT OF RECOMMENDATION

A savings of time and the avoidance of potential fines will be the outcome if this recommendation is implemented.

WHERE SAVINGS WILL BE REALIZED

A savings of time and money will be realized both in central HR offices and in units/departments across the University.

IMPLEMENTATION PLAN

An RFP to solicit vendors to provide a hosted I-9 System that feeds to the Federal E-Verify System has been completed. A workgroup, with representation from all three campuses and University Administration, is currently reviewing presentations by vendors and will soon be making a recommendation. Implement this system across the UI so that units/departments can utilize the I-9 capability for I-9 completion.

Make Modifications to SOEAA to Modify the Annual Training Process for Employees

RECOMMENDED ACTION

Revise the SOEAA training requirement to take place upon hire and every five years thereafter.

REGULATORY LEVEL

INTERNAL	STATE	FEDERAL
	X	

DESCRIPTION

The time spent each year in the effort to have over 57,000 employees train on ethics is onerous and could be reduced and redirected to a more productive purpose in keeping with the University's mission of teaching and research. Introduce ethics training for new hires ONLY, or train employees upon hire and once every 5 years.

IMPACT OF RECOMMENDATION

Improved employee morale and compliance will result from a less burdensome requirement.

WHERE SAVINGS WILL BE REALIZED

Savings will be realized across the University.

IMPLEMENTATION PLAN

An action plan should be presented to the President of the University. The President will decide whether to consult with presidents of the other state universities on this possible legislative initiative. The President's decision will guide the timing and priority of these recommendations. Government Relations staff should advocate the benefits of this type of relief to legislative leadership in the Governor's office.

Eliminate Positive Time Reporting

RECOMMENDED ACTION

Eliminate the requirement for Positive Time Reporting. If unsuccessful, eliminate faculty from the burden of Positive Time Reporting.

REGULATORY LEVEL

INTERNAL	STATE	FEDERAL
	X	

DESCRIPTION

The requirement for Positive Time Reporting does not reflect the nature of the work performed at the University. For this requirement, the University is distinct from a State agency and therefore, should be exempted. The law requires State employees to report their time spent on official State business. This information is now collected from each individual employee through applications developed and maintained by University Human Resources. Administration, tracking and reporting is required by each employee as well as the University Offices of Human Resources and Business and Financial Services.

IMPACT OF RECOMMENDATION

A savings of time and resources will be realized across the University as this will eventually impact most employees.

WHERE SAVINGS WILL BE REALIZED

A savings of time will be realized by each employee required to report time. In addition, the University HR office will be able to redeploy resources engaged in compliance and system administration/ programming/reporting activities related to PTR. University accounting staff assigned to the Audit and follow up process regarding this audit finding will be redeployed.

IMPLEMENTATION PLAN

An action plan should be presented to the President of the University. The President will decide whether to consult with presidents of the other state universities on this possible legislative initiative. The President's decision will guide the timing and priority of these recommendations. Government Relations staff should advocate the benefits of this type of relief to legislative leadership in the Governor's office.

MATERIALS REVIEWED

Summaries of University of Illinois Staffing Trends 1997-2009 (Fall)

Total and Full-Time Equivalent Staffing, Degree-Granting Institutions – Fall 1976, Fall 1997, and Fall 2007

University FTE Staffing Trends for HR Offices, October 2000-2009 (all sources of funds)

UIC HR Network

U.S. Chamber of Commerce Employee Benefits Study 2004

Surveys of Big Ten, State of Illinois Public Universities, and Peers on Benefits (Leave and Tuition Benefit Survey)

University of Illinois-Academic Professionals- Total Cost for Days Not Worked

Payments for Time Not Worked- UIC Academic Professionals

University of Illinois Terminal Vacation Payouts- Fiscal Years 2007, 2008, 2009

University of Illinois Terminal Sick Leave Payouts- Fiscal Years 2007, 2008, 2009

Board of Trustees and University Senates Conference Historical Background on the Institution of Notice Rights and Amendments to the University of Illinois Statutes

Surveys of Big Ten, State of Illinois Public Universities, and Peers on Notices

Academic Professionals – Eligible for Notice Rights – Summary

Memorandum of Understanding- Central and Campuses HR Operations

Human Resources Policy Framework for the University of Illinois