

STATE UNIVERSITIES CIVIL SERVICE SYSTEM

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February 11, 2013

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The State Universities Civil Service System respectfully submits the Final Audit Report of the Biennial Institutional Compliance Audit conducted at the University of Illinois at Chicago. The audit period tested was January 1, 2010 through January 31, 2012. This report is intended to communicate the final material findings, recommendations and corresponding institutional responses formulated through a comprehensive human resource compliance and operational audit.

On behalf of the audit staff, we thank the University of Illinois at Chicago and their human resource staff for a very productive audit experience. If there are any questions or a personal briefing on any item is desired, please call Lucinda M. Neitzel (217) 278-3150 ext. 239.

[REDACTED]
Lewis T. (Tom) Morelock
Executive Director

University of Illinois at Chicago Final Audit Report



State Universities Civil Service System Compliance Audit

February 11, 2013

Audit Period

January 1, 2010 - January 31, 2012

Prepared by:


Lucinda M. Neitzel
Audit and Advisory Services Manager

University of Illinois at Chicago
Final Audit Report

Table of Contents

Introduction 1

Executive Summary 4

Material Findings, Recommendations, Institutional Corrective Action Plans and Additional Auditor Comments 5

Appendices

- Appendix A: Principal Administrative Appointments Position Descriptions Matching Civil Service Specifications
- Appendix B: “Academic Hourly” Appointments Position Descriptions Matching Extra Help Guidelines or Civil Service Specifications

University of Illinois at Chicago **Final Audit Report**

Introduction

PURPOSE

The State Universities Civil Service System was created as a separate entity of the State of Illinois and is under the control of the University Civil Service Merit Board as set forth in Section 36b(3) of the State Universities Civil Service Act (Act) (110 ILCS 70/36b(3)). The purpose of the State Universities Civil Service System is to establish a sound program of personnel administration for its constituent employers (110 ILCS 70/36b(2)). To achieve this purpose, the Merit Board has been given a broad range of statutory powers and duties, which include the power to make rules to carry out the purpose of the State Universities Civil Service System and to appoint an Executive Director to administer the Act (110 ILCS 70/36d(11) and (12)).

As part of its statutory power, the Merit Board has promulgated rules that delegate to the Executive Director the authority and responsibility for conducting “ongoing audit programs of all Civil Service operations at all places of employment for the purpose of assuring compliance with the [Act (110 ILCS 70/36b et seq.)] and [Part 250 of the Illinois Administrative Code (Code) (80 Ill. Adm. Code 250)] and for improving the programs of personnel administration of its constituent employers” (80 Ill. Adm. Code §250.140(c)).

This report communicates the final outcome of a comprehensive human resource operational audit, which included an on-site evaluation that was conducted June 4-8, and June 18-22, 2012. A formal exit conference was conducted on January 16, 2013, which provided an opportunity for the Employer to discuss both the Material and Non-Material findings contained in the initial Draft Audit Report. Upon completion of the exit conference and submission of the Institutional Corrective Action Plan, a Final Audit Report (Material Findings only) is sent to the Employer, and a Supplemental Report (Non-Material Findings) is sent to the campus/agency Human Resource Office for internal use.

OVERVIEW

The following Human Resource activities were reviewed and utilized in identifying the Material (Final Audit Report) and Non-Material Findings (Supplemental Report):

- **Assignment of Positions to Classes**

The Auditor completes a review of selected job descriptions for timely updates, proper administration, and correct assignment of position classifications. Additional desk audits of selected positions are conducted onsite for appropriateness of position classifications. There is also an evaluation of the Employer’s position audit process and corresponding determinations.

- **Compensation Programs**

The Auditor completes an analysis of the Employer's use of pay rates and pay ranges, as approved by the Merit Board. 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.

- **Examination Program**

The Auditor conducts a review of pre-employment testing operations. This includes test administration, admission procedures of applicants to examinations, license and certification verifications, scheduling, security, and register management.

- **Administration of Employment and Separation Procedures**

The Auditor reviews 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.

- **Administration and Employment Protocols of Positions Exempt from Civil Service Guidelines**

The Auditor completes a review of the employment protocols and assigned responsibilities for Principal Administrative Appointments. This review is conducted to assure compliance with recognized exemption authorization procedures. The Employer's exemption forms and related position descriptions are reviewed and selected incumbent interviews are conducted for validation of approved exemptions. The audit process also includes a review of the Employer's administrative procedures related to these appointments and their approved exemption status.

- **General Review of the Employer's Human Resource Program**

The Auditor completes 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 interaction of human resource programs within the Employer's faculty, administrative and support staff employee groups. The impact of new technology on the recordkeeping and processing of information is also an element for review.

- **Other Follow-up Items from Previous Audit**

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

The following staff members from the System Office, Audit and Advisory Services Division, were directly responsible for conducting various aspects of the audit:

Lucinda Neitzel, Audit and Advisory Services Manager
Jeff Brownfield, Manager of Operations Division
Paula Mitchell, Human Resource Assistant

University of Illinois at Chicago
Final Audit Report

Executive Summary
YEAR ENDED-FY2012

The compliance testing performed during this examination was conducted in accordance with State Universities Civil Service Act (110 ILCS 70/36b et seq.), Part 250 of the Illinois Administrative Code (Code) (80 Ill. Adm. Code 250), State Universities Civil Service Procedures Manuals, applicable University/agency policies/procedures, and auditing standards.

SUMMARY OF MATERIAL FINDINGS

<u>Number of</u>	<u>This Report</u>
Findings	2
Repeated findings from previous audit®	2®

SCHEDULE OF MATERIAL FINDINGS

<u>Item Number</u>	<u>Page</u>	<u>Description</u>
UIC FY12-01	5	FINDINGS (STATE UNIVERSITIES CIVIL SERVICE ACT) Exemption Authorization Applied to Positions That Match Civil Service Classification Specifications®
UIC FY12-02	16	Exemption Authorization Applied to “Academic Hourly” Positions That Match Civil Service Classification Specifications®

University of Illinois at Chicago
Final Audit Report

Material Findings, Recommendations, and Institutional Corrective Action Plan

UIC FY12-01 Exemption Authorization Applied to Positions That Match Civil Service Classification Specifications

Criteria/Standards (i.e., what should exist):

- 1) *State Universities Civil Service Act (Act), Section 70/36e Coverage*
- 2) *Illinois Administrative Code (Code), Section 250.30(a) Coverage*
- 3) *Exemption Procedures Manual, Section 1.1 Overview*
- 4) *Exemption Procedures Manual, Section 3.1 Principal Administrative Appointments*
- 5) *Exemption Procedures Manual, Section 6.3 System Office Review*
- 6) *Exemption Procedures Manual, Section 8.2 Changing an Exempt Position to a Civil Service Position*

These guidelines provide that all positions are Civil Service, except as categorically outlined. Exemptions are allowed in accordance with procedures, requiring either documented exemption approval from the System Office or verification of exemption authorization through the position descriptions when general titles are used. Accordingly, a periodic review and update of position descriptions are required to confirm that these exemption authorizations remain valid.

Periodic job description review and update procedures may indicate that a position originally identified as a Principal Administrative Appointment (PAA) may have incorrectly been classified or may have changed to the point whereby a department now must convert this position, and any employee currently occupying these positions, to an identified and appropriate Civil Service classification.

In this respect, biennial compliance audits of University System employers will include, but not limited to:

- Comprehensive review of position descriptions
- Compliance with statutory and procedural criteria for exemptions
- Adequacy and thoroughness of related employment procedures
- Adequacy of internal review and approval processes
- Thoroughness and accuracy of quarterly reporting requirements
- Any other associated special interest items

When it has been determined and established that the job responsibilities and duties of a position do not meet the criteria for a PAA exemption under Section 36e(3) of the Act, the

Employer may be required to change the position from an exempt appointment to an appropriate Civil Service appointment in a recognized classification.

Conditions/Facts (i.e., what actually exists):

The FY2012 Biennial Compliance Audit, which covers the time period January 1, 2010 through January 31, 2012, summarizes the in-depth review and analysis of exemption authorization and position management at the University of Illinois at Chicago. This examination included a review of exemption authorization and categorization, position sampling and analysis, and an overview of processes implemented as a result of significant audit findings related to this topic during previous audits. The following is intended to capture the background with respect to this critical issue, corrective actions undertaken by the University of Illinois at Chicago as a result of previous audit findings, and the outcome of the FY2012 Biennial Compliance Audit.

1) Background:

The FY2008 Final Audit Report (FAR), published September 4, 2008, and covering the time period December 1, 2004 through April 30, 2007, documented a significant level of non-compliance regarding the management of exempted positions and cited approximately sixty-seven (67) positions, out of one-hundred (100) tested that potentially met Civil Service classification specifications.

The FY2009 Final Supplemental Audit Report, published July 29, 2009, and covering the time period June 5, 2008 through December 31, 2009, confirmed the continued failure to establish and/or follow adequate personnel protocols with respect to Principal Administrative Appointments and cited approximately seventy-six (76) positions, out of one-hundred fifteen (115) tested that potentially met Civil Service classification specifications.

The FY2010 Final Audit Report (FAR), published June 15, 2011, and covering the time period May 1, 2007 through December 31, 2009, documented several areas of non-compliance with respect to position control and administration, employment protocols, and improper exemption of positions. This audit cited approximately one-hundred sixty-two (162) positions, out of two-hundred nine (209) tested that potentially met Civil Service classification specifications.

During this five year period, as captured in three audits, the causes related to this level of non-compliance was directly related to a lack of institutional control and inadequate business processes to properly manage or maintain position descriptions for exempt positions and validate the exemption determination. Additionally during that time period, the campus Human Resource Office did not play a significant role in the employment process, and therefore exercised only a limited monitoring capacity to ensure proper position description management, regulatory compliance, or exemption designation/authorization. Consequently, positions were improperly identified and

appropriate Civil Service protocols were circumvented, resulting in significant compliance issues.

2) Position Analysis Business Process and Implementation:

Following the FY2010 Biennial Compliance Audit, the Human Resource Office at the University of Illinois at Chicago regained institutional control and began implementing substantial improvements to their business processes and protocols related to this topic. A comprehensive, campus wide position analysis program, referred to as the Pilat Gauge® Job Evaluation model, was implemented to address previously cited position findings, determine proper exemption or classification regarding new positions, and to conduct a thorough review of encumbered positions in each campus unit/department. This position analysis process involves the systematic study of positions to identify duties and responsibilities, as well as the knowledge, skills, and abilities required to perform a particular task or group of tasks. The outcome of this position analysis is the delivery of a thorough and comprehensive position description for each position. According to the Exemption Procedures Manual, the evaluation of a fully developed position description is currently the only mechanism by which positions are exempted from Civil Service regulations.

The Employer's implementation of these new business procedures, in conjunction with the utilization of this formal, comprehensive position analysis tool to evaluate Principal Administrative Appointments, appears to provide a solid foundation to accurately evaluate and properly manage positions consistent with regulatory guidelines. As part of the FY2010 Biennial Compliance Audit, the Employer's Institutional Corrective Action Plan (ICAP) indicates that reports are to be submitted to the University System Office documenting these activities on a monthly basis in order to evaluate the effectiveness of these processes. Since the previous audit, the University System Office has been in regular contact with the Employer regarding this topic, providing feedback and assistance with respect to the monthly reports and position descriptions for all new positions.

As of the reporting period ending October 31, 2012, the University of Illinois at Chicago has converted more than four-hundred (400) positions/employees from PAA to Civil Service since March 2011. Additionally, the Employer has analyzed more than five-hundred (500) newly appointed positions since that time with more than one-hundred seventy-five (175) positions designated as Civil Service. In the remaining instances where the University has determined that the position is exempt, the University System Office has concurred with virtually all of those determinations.

When considering the overall number of positions utilized at the University of Illinois at Chicago, the process of all current exempt positions on a department by department schedule, as well as analyzing all new positions scheduled to be filled, has been a

significantly positive influence in attaining compliance in this respect. Following are the campus departments that have completed the position analysis process at this point:

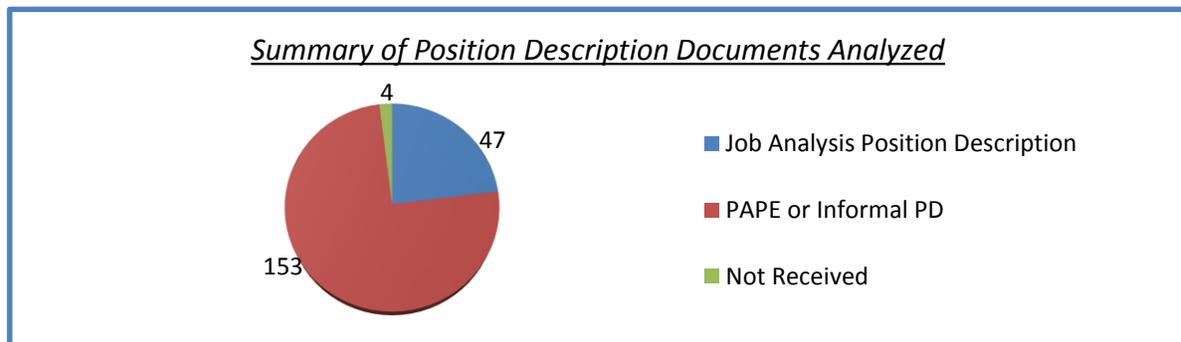
*UIC Medical Center
Central Human Resources
Intercollegiate Athletics
Student Affairs and Campus Auxiliary
College of Dentistry*

*UIC Public Affairs
Office of Admissions and Records
School of Continuing Studies
Office of the Provost*

What will be most notable are the position analysis outcomes for the exempted position sampling selected during the future FY2014 Biennial Compliance Audit, covering the audit time frame February 1, 2012 through January 31, 2014, in which the Employer is currently operating. Simply based on the level of sophistication regarding the position descriptions and the continued streamlining of current business processes, it is projected that overall compliance and success of these new business protocols will be most evident during the next audit examination.

3) Principal Administrative Appointments (FY2012 Biennial Audit Position Sampling):

For the FY2012 Biennial Compliance Audit, the Auditor requested a sampling of two-hundred four (204) Principal Administrative Appointment (PAA) position description documents. The documents analyzed consisted of informal position descriptions, Principal Administrative Position Exemption (PAPE) forms, and position descriptions developed through the use of the Pilat Gauge® Job Evaluation tool. Following is a breakdown of the documents analyzed during this audit:



In this respect, the sample size requested for the FY2012 Biennial Compliance Audit was primarily comprised of positions that had not been formally analyzed utilizing the Pilat Gauge® Job Evaluation tool. Prior to the implementation of the Pilat Gauge® Job Evaluation tool at the University of Illinois at Chicago, the method by which positions were exempted from Civil Service guidelines was through the submission of the Principal Administrative Position Exemption (PAPE) form, submitted for internal approval through several layers of hierarchy for exemption and establishment of a position within a given department. In

years past, the Employer utilized this mechanism for both the exemption authorization and as the actual position description. This PAPE form was originally developed by the System Office, but was discontinued when exemption authority was extended to the individual university employers.

While the PAPE does contain some general information regarding an exempted position, its purpose is not to serve as the primary method of validating any exemption from Civil Service statutory requirements. Only a fully developed position description can best detail all aspects of the function and scope, duties, responsibilities, and requirements associated with the position, and can best provide the most complete documentation for validating the exemption.

4) **Analysis:**

As previously mentioned, for the FY2012 Biennial Compliance Audit, the Auditor requested a sampling of two-hundred four (204) Principal Administrative Appointment (PAA) position description documents. The following provides a breakdown of the documents reviewed and our observations:

- a. Of the two-hundred four (204) position description documents requested for the audit sampling, forty-seven (47) of these have been properly analyzed by the Employer utilizing the Pilat Gauge® Job Evaluation tool. It should be noted that this outcome provides the most accurate demonstration of success with respect to the new job analysis and exemption protocols now in place.
 - Of the forty-seven (47) position descriptions reviewed, it was determined that the Auditor concurs with the exemption designation of thirty-two (32) positions and that these positions meet exemption criteria. Of the thirty-two (32) positions properly exempted, three (3) of these positions appear to be more appropriately categorized as an exemption under 36e(4) of the Act. *(These positions are captured in more detail later in this report under a separate heading as a Non-Material Finding.)*
 - Additionally, of the forty-seven (47) position descriptions reviewed, it was determined that ten (10) positions have recently been analyzed and the incumbents in those positions have either converted to Civil Service or will be converting in the very near future.
 - More importantly, of the forty-seven (47) position descriptions reviewed, it was determined that five (5) positions highlighted in red and listed in **Appendix A** completed the position analysis process and were determined by the Employer to be exempted from Civil Service guidelines. The Auditor does not concur with those outcomes and requests that these positions undergo a secondary review for inclusion into the recommended Civil Service classification plan.

- b. Of the two-hundred four (204) position description documents requested for the audit sampling, there were one-hundred fifty-three (153) Principal Administrative Position Exemption (PAPE) documents submitted to the Auditor for review.
- Of the one-hundred fifty-three (153) PAPE documents reviewed, it was determined that forty-eight (48) positions do appear to meet exemption criteria under the 36e(3) or 36e(4) employment designation. Of these forty-eight (48) position description documents, twenty-three (23) positions appear to be more appropriately categorized as an exemption under 36e(4) of the Act. *(These positions are captured in more detail later in this report under a separate heading and appendix as a Non-Material Finding.)*
 - Additionally, of the one-hundred fifty-three (153) PAPE documents reviewed, it was determined that eleven (11) positions recently analyzed have either converted to Civil Service or will be converting to Civil Service in the very near future. Eight (8) positions are in the process of being analyzed and eight-six (86) positions were identified as ‘analysis to be determined’ during future departmental reviews.
- c. Of the two-hundred four (204) position description documents requested for the audit sampling, there were four (4) position descriptions that campus departments either could not locate or otherwise did not submit to Human Resources for review. *This is of particular concern since exemption status is determined primarily by a thorough and comprehensive review of the position description.*
- As a result, the Auditor was unable to obtain information to validate the Civil Service exemption for position numbers C08081 (Elizabeth Thomson), C78247 (Debra Hale), C85742 (Candace Stoakley), and C92124 (Jeaneth Mazzocco).

5) Summary of Principal Administrative Appointment Analysis

Pilat® Job Analysis Position Descriptions:	47
Meet Exemption Criteria:	32 (Inappropriate Exemption Category: 3)
Converted/Pending Conversion to CS:	10
**Meet CS Classification Specifications:	5 (Highlighted in Red in Appendix A)
Principal Administrative Position	
Exemption (PAPE) Forms:	153
Appear to Meet Exemption Criteria:	48 (Inappropriate Exemption Category: 23)
Converted/Pending Conversion to CS:	11
**Formal Position Analysis in Process:	8 (Highlighted in Green in Appendix A)
**TBD (Future Departmental Review)	86
Undetermined/Not Received:	4

Due to the very unique nature and complexity of this audit, the Auditor provided a sample of **Appendix A** to UIC Human Resources staff for preliminary review and requested a status update regarding potential position findings. This review was necessary to filter through several positions that may have otherwise been cited inappropriately in this report. Additionally, this review provided the Auditor with very specific reference points in the overall campus exempted position review process, i.e., positions already converted to Civil Service, positions pending conversion to Civil Service in the future, etc.

As previously summarized, through a review of two-hundred four (204) Principal Administrative Appointment (PAA) position description documents, including on-site interviews with various exempted employees, it was determined that ninety-nine (99) positions listed in **Appendix A** were performing duties matching the specifications for various Civil Service classification specifications. These positions breakdown as follows, and are noted with an asterisk in the summary above:

Positions to be analyzed utilizing the Pilat Gauge® Job Evaluation in the future:	86
Positions currently being analyzed utilizing the Pilat Gauge® Job Evaluation:	8 (Green)
Position descriptions finalized utilizing the Pilat Gauge® Job Evaluation:	5 (Red)

Recent communications with campus Human Resource representatives indicate that they are currently revising their business methodologies to further streamline their processes and reduce redundancy in the job analysis process, with the goal of shortening the turnaround time on position analysis outcomes. This should allow the Employer to develop firm, anticipated schedules for departments to be analyzed in the near future. Two large departmental groups (Academic Computing and Communication Center and the College of Arts and Architecture) are currently being tested utilizing these new methodologies to further develop and improve the overall business process campus wide.

Cause (i.e., why deficient condition occurred):

During the FY2008 Biennial Compliance Audit, the FY2009 Supplemental Audit, and the FY2010 Biennial Compliance Audit time frames, the Employer did not have institutional control or adequate business processes in place to properly manage employment protocols, designate positions, or maintain job descriptions for exempt positions.

Effect (i.e., impact of the problem):

The FY2008 and FY2010 Biennial Compliance Audits identified several discrepancies with respect to proper business protocols, exemption authority, and employment of PAA positions, presenting a multitude of serious consequences. Significant numbers of positions were improperly exempted from Civil Service regulations without proper oversight or monitoring. Consequently, positions were improperly identified and appropriate Civil Service protocols circumvented, which significantly increased employment issues.

Findings from Previous Audits:

The FY2008 Biennial Compliance Audit Report issued September 4, 2008, included a compilation of findings, recommendations, and Employer responses related to this topic. The FY2009 Supplemental Audit Report, published July 29, 2009 confirmed the continued failure to establish and/or follow adequate personnel protocols in this respect, leading once again to the inappropriate exemption of positions and subsequent employment decisions in direct violation of statutory intent and defined regulations.

As part of the FY2010 Biennial Compliance Audit process, the Auditor conducted an overall status review of the specific findings cited in the FY2008 Biennial Compliance Audit and the FY2009 Supplemental Audit to determine whether corrective action had been taken in accordance with the Employer's previous corrective action plans. The primary focus of this audit included an overall evaluation of business processes to determine whether progress had been made in this respect. This included determining the status of previous audit findings, position control and administration, employment protocols, and position description review and analysis. *[Finding Codes UIC 08-01, pages 4-16, UIC 08-03, pages 27-29; Finding Codes UIC FY09-01, pages 2-13, UIC FY09-02, pages 14-18; and Finding Codes FY10-01, pages 6-23 and FY10-02, pages 24-32].*

Recommendation:

In accordance with the statutory intent and basic premise contained in Section 36(e) of the Act and other related procedures, the assignment of positions to Civil Service classifications when the position description matches appropriate classification specifications must take precedence over the use of exemptions through the use of general titles.

It should be noted that the majority of exempted position description documents (PAPE's) reviewed by the Auditor for the FY2012 Biennial Compliance Audit contained no substantial verification that these positions meet the basic criterion for exemption from Civil Service guidelines. It is also expected that once the eighty-six (86) positions that have not been formally evaluated through the departmental review, and listed in **Appendix A**, are analyzed through the position analysis model that these positions can be shown to fall within the professional, administrative/clerical, finance, public relations, and information technology occupational areas that are captured through various historical classification structures throughout the Civil Service System. If it is determined that these positions match Civil Service classification specifications, a specific timeline should be implemented for the departments that employ these positions to transition to a Civil Service appointment as soon as possible.

The Employer's implementation of new business procedures following the FY2010 Biennial Compliance Audit by utilizing the Pilat Gauge® Job Evaluation method to evaluate new and current PAA positions has been shown to provide a very comprehensive and accurate method of evaluating and properly managing exempt positions consistent with the Act, Code and Exemption Procedures. This has been demonstrated through the submission of monthly reports to the System Office documenting the analytical outcomes of new position vacancies, as

well as the outcome of our analysis of those exempt positions that have been subject to UIC’s new job analysis protocols. The System Office will continue to closely monitor this activity over the next several months, with position descriptions randomly evaluated to determine the accuracy of the Employer’s conclusions regarding exemption designation or Civil Service classification.

It should be particularly noted that the manner and level of professionalism experienced through our ongoing communications with the Human Resource staff at the University of Illinois at Chicago in addressing this complex and evolving issue has resulted in very positive business partnerships with the University System Office staff. We will continue to collaborate in this fashion with the Employer regarding this topic, and other topics as needed, in our joint effort to establish effective business protocols to ensure compliance and the delivery of an efficient personnel plan, which is consistent with previous audit recommendations, corrective action plans, and our common mission.

Institutional Corrective Action Plan—provided by Robert Crouch, Assistant Vice President for Human Resources

Of the ninety-nine (99) positions listed in Appendix A of the report, five (5) positions have been analyzed. Responses are below. The five (5) analyzed positions were found to be exempted from Civil Service by UIC Human Resources. SUCSS disagrees with the outcomes and requests and recommends “these positions undergo a secondary review for inclusion into the recommended Civil Service classification plan.” Eight (8) positions are currently being analyzed. Eight-six (86) will be analyzed in the future.

The 5 positions were:

Title	Employee Name	SUCSS Recommended Title
1 - Assistant Director, College Course Scheduling	Black, Paula	Administrative Assistant or Administrative Aide
2 - Assistant Director, Student Employment	Garza, Carmen	Business/Administrative Associate
3 - College Recruiter	Olafson, Stephanie	Program Adviser or Admissions and Records Series
4 - Assessment Specialist	Soto-Malfavon, Monica	Administrative Assistant or Administrative Aide
5 – College Recruiter	Williams, Amanda	Program Adviser or Admissions and Records Series

UIC HR Response to Finding #1, Section 4.a:

Following is an itemized response to the positions cited in the finding.

1. The auditee agrees with the finding that the position of Assistant Director, College Course Scheduling should be classified as Civil Service, Administrative Assistant or Administrative Aide. A previous version of the job description was reviewed by the auditor during the on-site visit. At the time of the audit the Compensation unit was conducting an analysis of the position to determine if it was appropriately classified. A new position description has since been finalized for the position after the audit was completed. Steps will be taken immediately to convert the Assistant Director position to an appropriate Civil Service classification.
2. The auditee agrees with the finding that the position of Assistant Director, Student Employment should be classified as Civil Service. However, UIC HR disagrees that the position should be classified as Business Administrative Associate. We believe Graduate Placement Officer is the classification most closely matching the essential duties in the job description. The Assistant Director assists and advises students on tools to perform job searches. Additionally, the incumbent works with potential internal and external employers to match undergraduate and graduate students to job opportunities on and off campus. Steps will be taken immediately to convert the Assistant Director position to the appropriate Civil Service classification.
3. The auditee agrees with the finding that the position of College Recruiter should be classified as Civil Service. Further, we agree with the recommended Program Adviser title. Steps will be taken immediately to convert the Assistant Director position to the appropriate Civil Service classification.
4. The auditee agrees with the finding that the position of Assessment Specialist should be classified as Civil Service, Administrative Assistant or Administrative Aide. A previous version of the job description was reviewed by the auditor during the audit. The job description as it currently exists was being drafted and analyzed during the audit period. A new position description has since been finalized after the audit was completed. Steps will be taken immediately to convert the Assistant Director position to an appropriate Civil Service classification.
5. The auditee agrees with the finding that the position of College Recruiter should be classified as Civil Service. We agree with the recommended Program Adviser title. Steps will be taken immediately to convert the Assistant Director position to the appropriate Civil Service classification.

UIC Human Resources is developing a timeline to detail when the remaining Colleges or Departments will be analyzed. When finalized, the timeline will be sent to the System Office.

The remaining ninety-four (94) positions listed in the audit will be analyzed with their respective Colleges or Departments according to the timeline.

SUCSS Finding #1, Section 4.c:

Of the 204 position description documents requested for the audit sampling, there were four (4) position descriptions that campus departments could not locate or otherwise did not submit to Human Resources for review. The auditor was unable to obtain information to validate the Civil Service exemption for the following:

Title	Employee	School/Department
Assistant Director	Thomson, Elizabeth	Gender & Sexuality Center - Provost
Coordinator For Web Communications	Hale, Debra	Academic Computing & Comm Ctr
Assistant to the Director	Stoakley, Candace	Jane Addams Social Work
Senior Res Specialist	Mazzocco, Jeaneth	Earth & Environmental Sciences - LAS

UIC HR Response to Finding #1, section 4.c:

The auditee has determined that job descriptions do not currently exist for the four (4) positions referenced above. These positions exist in Colleges that are in the process of being analyzed or that remain to be scheduled for analysis. Upon analyzing the Colleges UIC HR will document the duties and responsibilities of each position to create an accurate and current job description. As soon as they are created, job descriptions will be sent to the System Office.

As a proactive measure, UIC Human Resources is reviewing various options to monitor the availability of all job descriptions. Additionally, UIC Human Resources is assessing options to create a central repository to assure that job descriptions will be current, accurate and available.

SUCSS Finding Noted in Recommendation:

The majority of exempted position description documents (PAPE) reviewed by the Auditor for the FY2012 Biennial Compliance Audit contained no substantial verification that the positions meet the basic criterion for exemption from Civil Service guidelines.

UIC HR Response to Finding Noted in Recommendation:

UIC Human Resources no longer creates Principal Administrative Position Exemption (PAPE) documents. When no current job description exists, UIC HR will reference a PAPE if it is less than three (3) years old to render decisions on position classification. If a PAPE has been approved and the College/Department has not been analyzed, UIC Human Resources will review the position at the time of job analysis.

University of Illinois at Chicago
Final Audit Report

Material Findings, Recommendations, and Institutional Corrective Action Plan

UIC FY12-02 Exemption Authorization Applied to 'Academic Hourly' Positions That Match Civil Service Classification Specifications

Criteria/Standards (i.e., what should exist):

- 1) *State Universities Civil Service Act (Act), Section 70/36(e) Coverage*
- 2) *Illinois Administrative Code (Code), Section 250.30(a) Coverage*
- 3) *Illinois Administrative Code (Code), Section 250.70(f) Extra Help Appointments*
- 4) *Illinois Administrative Code (Code), Section 250.80 Status Appointments*
- 5) *Classification Procedures Manual, Section 2.2 Job Descriptions*
- 6) *Employment Procedures Manual, Section 2.5 Extra Help Appointments*
- 7) *Exemption Procedures Manual, Section 1.1 Overview*
- 8) *Exemption Procedures Manual, Section 6.3 System Office Review*
- 9) *Exemption Procedures Manual, Section 8.2 Changing an Exempt Position to a Civil Service Position*

These guidelines provide that all positions are Civil Service, except as categorically outlined. Exemptions are allowed in accordance with procedures, requiring either documented exemption approval from the System Office or verification of exemption authorization through the position descriptions when general titles are used. Accordingly, a periodic review and update of position descriptions are required to confirm that these exemption authorizations remain valid.

Periodic job description review and update procedures may indicate that a position originally identified as a Principal Administrative Appointment (PAA) may have incorrectly been classified or may have changed to the point whereby a department now must convert this position, and any employee currently occupying these positions, to an identified and appropriate Civil Service classification.

In this respect, biennial compliance audits of University System employers will include, but not be limited to:

- Comprehensive review of position descriptions
- Compliance with statutory and procedural criteria for exemptions
- Adequacy and thoroughness of related employment procedures
- Adequacy of internal review and approval processes
- Thoroughness and accuracy of quarterly reporting requirements
- Any other associated special interest items

When it has been determined and established that the job responsibilities and duties of a position do not meet the criteria for a PAA exemption under Section 36e(3), the Employer may be required to change the position from an exempt appointment to an appropriate Civil Service appointment in a recognized classification.

Conditions/Facts (i.e., what actually exists):

Through a review of approximately fifty (50) 'Academic Hourly' position descriptions, including on-site interviews with various employees, it was determined that thirteen (13) positions listed in **Appendix B** were performing duties matching Civil Service classification specifications or otherwise met standardized Civil Service 'Extra Help' guidelines.

Cause (i.e., why deficient condition occurred):

'Academic Hourly' is an employment designation solely created by the Employer and defined within their internal procedures. According to University protocols, these positions are considered exempt from Civil Service guidelines. Designation and employment of these 'Academic Hourly' appointments are usually the responsibility of the employing department, and therefore the employment activities and corresponding position descriptions are managed and maintained within the employing department.

Effect (i.e., impact of the problem):

Irrespective of a position's status (temporary/permanent) or its designation, 'Academic Hourly' in this instance, positions may only be exempted from Civil Service guidelines in accordance with the Exemption Procedures Manual, Section 1.1 Overview. Additionally, temporary positions that match the specifications of Civil Service classifications should be properly categorized and employed in accordance with standardized Civil Service guidelines, such as "Extra Help".

Finding from Previous Audit:

The FY2008 Biennial Compliance Audit Report issued September 4, 2008, included a compilation of findings, recommendations, and Employer responses related to this topic. The FY2009 Final Supplemental Audit Report, published July 29, 2009 confirmed the continued failure to establish and/or follow adequate personnel protocols in this respect, leading once again to the inappropriate exemption of positions and subsequent employment decisions in direct violation of statutory intent and defined regulations.

As part of the FY2010 Biennial Compliance Audit process, the Auditor conducted an overall status review of the specific findings cited in the FY2008 Biennial Compliance Audit and the FY2009 Supplemental Audit to determine whether corrective action had been taken in accordance with the Employer's previous corrective action plans. The primary focus of this audit included an overall evaluation of business processes to determine whether progress had been made in this respect. This included determining the status of previous audit findings, position control and administration, employment protocols, and position description review and analysis. *[Finding Codes UIC 08-02, pages 17-26, UIC FY08-03, pages 27-29; Finding Codes*

UIC FY09-01, pages 2-13, UIC FY09-03, pages 19-25; and Finding Codes FY10-01, pages 6-23 and FY10-03, pages 33-37].

Recommendation:

During the FY2010 Biennial Compliance Audit, the Employer reported 1,111 'Academic Hourly' appointments. As a result of the findings cited during the previous audit regarding this topic, the Employer's Institutional Corrective Action Plan indicated that effective immediately, this employee class within the 36e(3) exemption designation would be decommissioned. With an approximately 80% decrease in the utilization of this employment designation since the previous audit, it appears that these corrective measures have been implemented, but not totally completed. Consistent with new business processes in this respect, the Employer appears to have increased oversight and accountability standards to strictly limit the utilization of the 'Academic Hourly' employment designation by reserving them for specific titles directly associated with the Civil Service 36e(4) exemption category; namely 'Hourly Faculty', 'Hourly Clinical', or 'Hourly Research'. However, of the positions cited in this finding, none of them appeared to meet criteria typically associated with the 36e(4) exemption category.

The System Office maintains that 'Academic Hourly', whether renamed 'Hourly Faculty', 'Hourly Clinical', or 'Hourly Research', remains somewhat inconsistent with the statutorily recognized exemption classifications. This determination is based on the common premise that the standards for exemption from Civil Service guidelines are much higher than the standards for exemption under the Fair Labor Standards Act (FLSA). Therefore, employees that are paid on an hourly basis, and whose positions are considered non-exempt under the Fair Labor Standards Act (FLSA), are routinely classified as Civil Service appointments. Consequently, when our office conducts its ongoing audits, any position compensated on an hourly basis will merit and receive strict scrutiny in accordance with our statutory and procedural guidelines, irrespective of their internal employment classification.

The Employer is reminded that temporary positions matching the specifications of Civil Service Classifications should be properly categorized and employed in accordance with standardized Civil Service guidelines, such as "Extra Help". We recommend that the Employer complete an in-depth review of the position descriptions for the positions listed in **Appendix B** to further determine if they meet the specifications of the recommended Extra Help designation or appropriate Civil Service classification. If it is determined that these positions match the specifications of the recommended Civil Service classifications, they should be transitioned to a Civil Service status or Extra Help appointment as soon as possible. In this respect, the Employer is highly encouraged to analyze and properly designate these positions prior to a Final Audit Report being issued if possible. This proactive measure could significantly impact the number of positions cited in **Appendix B**.

Institutional Corrective Action Plan—provided by Robert Crouch, Assistant Vice President for Human Resources

Since the previous audit, the auditee has taken corrective measures to limit the use of the 'Academic Hourly' employment designation. UIC Human Resources reserves the use of the 'Academic Hourly' employment designation for specific titles corresponding to the Civil Service 36e(4) exemption category. However, the auditee agrees with the recommendation that the positions cited in this finding undergo a detailed review to determine if they meet the specifications of either Extra Help or the Civil Service classification as appropriate.

Because of previous SUCSS audit findings, UIC Human Resources has taken steps to reduce the number of Academic Hourly appointments. There was a net reduction of 238 Academic Hourly appointments From January 2011 through February 2012.

A new policy, "Hourly—Faculty/Clinical/Research Employees" Policy 206-01, is in effect and is posted on the UIC Human Resources website. Employees eligible to be classified as Hourly-Faculty/Clinical/Research Employees include those who:

- Are compensated on an hourly basis (with no set percentage appointment of FTE).
- Possess a minimum of a Bachelor's degree.
- Will be engaged in activities specific to teaching, clinical, or research duties.

These hourly positions will require the submission of a job description. All Human Resources Front End transactions involving "Hourly-Faculty/Clinical/Research" will be routed to UIC Human Resources for final review and approval. In conjunction with the Colleges and Units, UIC Human Resources is working to place current employees in the correct E-class code, position, and job.

If a temporary hourly position mirrors a Civil Service classification, then the position is classified as "Extra Help." Titles will also indicate the matching Civil Service title for the identified job duties. These steps will meet the needs of employees and hiring managers. It also will ensure compliance. An in-depth review of the positions listed in Appendix B has been conducted and will be converted to Extra Help.

**State Universities Civil Service System
University of Illinois at Chicago
FY2012 Biennial Compliance Audit**

Appendix A

***Principal Administrative Appointments
Position Descriptions Matching Civil Service Specifications***

Employee Name	Title	Current Hire Date	Job Begin Date	Annual Salary	Position Number	Recommended Civil Service Classification Options
Black, Paula M.	Assistant Director, College Course Scheduling	12/16/2004	12/16/2004	\$48,448.60	C58301	Administrative Assistant or Administrative Aide
Garza, Carmen	Assistant Director, Student Employment	10/5/1998	6/13/2011	\$47,170.00	CA8100	Business/Administrative Associate
Olafson, Stephanie I.	College Recruiter	9/2/2008	12/1/2011	\$32,000.00	C89824	Program Adviser or Admissions and Records Series
Soto-Malfavon, Monica	Assessment Specialist	6/1/2002	12/8/2008	\$43,260.00	C00127	Administrative Assistant or Administrative Aide
Williams, Amanda J.	College Recruiter	6/25/2007	11/16/2011	\$32,000.00	C80762	Program Adviser or Admissions and Records Series
Cappitelli, Frank J.	Director of Police Services	9/1/2001	12/16/2003	\$103,397.51	C91415	Police Captain or Police Major/Deputy Chief
Kajari, Kathryn L.	Director of Police Services	9/16/2005	9/16/2005	\$103,397.51	C00972	Police Captain or Police Major/Deputy Chief
Kawanaka, Tomoko C.	Outreach Liaison	12/13/2009	6/1/2011	\$45,000.00	CA4517	Administrative Assistant Series or Administrative Aide
Kelley, Jayne E.	Editor and Staff Associate	8/16/2007	3/1/2011	\$41,000.00	C01038	Publications Series
Moeller, Whitney A.	Assistant Director (Gallery 400)	6/1/2011	6/1/2011	\$46,000.00	C95947	Curator of Art Series
Morris, Jessie R.	Assistant to the Dean	2/28/2007	6/16/2010	\$35,500.00	C97092	Human Resource Series or Human Resource Associate
Peters, David E.	Senior Director of Police Services	9/19/1994	11/15/2004	\$108,857.27	C10013	Police Captain or Police Major/Deputy Chief
Rohloff, Richard P.	Associate Director for Planning	5/17/2004	5/17/2004	\$74,868.86	C01006	Police Sergeant or Police Lieutenant
Abando, Danel	Budget Coordinator	10/25/2004	10/25/2004	\$41,892.00	C91166	Budget Analyst Series or Business/Administrative Associate
Ami, Catherine E.	Director, Academic Affairs	9/6/1983	4/1/2005	\$56,543.75	C10047	Administrative Assistant or Administrative Aide
Angulo, Rosalba	Project Coordinator, Administration	10/1/2006	7/16/2009	\$50,000.00	CA0765	Administrative Assistant Series or Human Resource Associate
Arevalo, Sara A.	Coordinator of Graduate Program	4/21/2005	6/16/2006	\$38,626.00	C54023	Graduate School Specialist
Arzu, Louise R.	Resource and Policy Analyst	7/1/2004	7/1/2004	\$59,740.00	C50012	Accounting Associate or Budget Analyst Series
Bandur, Rachael A.	Grants and Contracts Coordinator	2/27/1995	4/27/2009	\$54,590.00	C31023	Grants and Contracts Administrator Series
Bautista, Sydelle M.	Project Coordinator	1/2/2008	1/2/2008	\$37,668.75	C54494	Grants and Contracts Development Specialist
Becerra, Silvia A.	Coordinator	7/1/1985	12/16/2006	\$49,979.24	C85212	Business/Administrative Associate, Human Resource Associate or Human Resource Series
Bennett, Mark S.	Assistant Director	8/16/2004	7/1/2010	\$43,000.00	C01902	Business/Administrative Associate, Administrative Assistant or Administrative Aide
Bennett, Michael E.	Coordinator of Clinical Research Programs in Psychiatry	10/2/2000	5/1/2005	\$33,287.28	C89278	Administrative Assistant or Administrative Aide
Bertulfo, Philip	Associate Director for Distance Education	1/31/2005	11/23/2010	\$49,955.00	CA4486	Instructional Development Specialist

**State Universities Civil Service System
University of Illinois at Chicago
FY2012 Biennial Compliance Audit**

Appendix A

***Principal Administrative Appointments
Position Descriptions Matching Civil Service Specifications***

Employee Name	Title	Current Hire Date	Job Begin Date	Annual Salary	Position Number	Recommended Civil Service Classification Options
Bolanos-Marchan, Diana	Assistant Director for Resource Management	2/3/2003	7/16/2011	\$45,000.00	CA8519	Business/Administrative Associate
Bottoms, Nancy A.	Assistant Director, Budget	5/17/1993	12/16/2006	\$61,326.59	C02616	Budget Analyst Series or Business/Administrative Associate
Caicedo, Paola	Coordinator of Research Grant Programs	12/6/2004	9/17/2007	\$29,330.00	C94097	Grants and Contracts Development Specialist
Caldwell, Charity A.	Second Language Learning and Instructional Technology Specialist	3/1/2005	7/1/2008	\$53,000.00	C15654	Instructional Development Specialist
Carlstrom, Maria A.	Senior Project Coordinator	6/16/2003	12/16/2003	\$32,376.06	C90399	Administrative Assistant Series, Human Resource Series or Human Resource Associate
Castillo, Laura A.	Assistant Director of Library Facilities	3/7/1999	7/5/2004	\$54,205.00	C60075	Library Operations Associate
Chow, Joan	Business and Finance Specialist	6/11/2001	12/16/2003	\$39,221.85	C91223	Business/Administrative Associate, Administrative Assistant or Administrative Aide
Chui, Ting F.	Computer Specialist	2/2/2007	3/31/2008	\$40,170.00	C18331	Microcomputer Support Specialist Series or Information Technology Support Associate
Dahlgren, Jennifer	Media Communications Specialist and Art Director	10/6/2003	12/16/2003	\$47,504.98	C78946	Publications Series or Graphic Designer Series
Diaz, Cesar A.	Business Process Specialist	9/17/2007	4/29/2008	\$44,954.35	C22244	Information Technology Technical Associate or Business/Administrative Associate
Dubose, Shirley J.	Assistant Director	8/16/2005	11/29/2010	\$49,440.00	C88781	Administrative Assistant Series or Business/Administrative Associate
Dupuis-Devlin, Roberta	Archival Operations & Reference Specialist	8/1/2004	8/1/2004	\$55,125.00	C60063	Library Series
Edwards, Sheneka	Network Analyst	4/18/2011	4/18/2011	\$53,045.00	C55953	Information Technology Management Series, Information Technology Technical Associate or Information Technology Support Associate
Fox, Debra A.	Assistant Director of Development and Alumni Relations	7/8/2002	1/21/2008	\$56,840.00	C18370	Development Officer
Fredericks, Bernadette I.	Research Program Coordinator, Neurology	1/16/2007	1/16/2007	\$31,835.00	C34400	Administrative Assistant or Administrative Aide
Gallardo, Magdalena M.	Recruitment and Admissions Counselor	8/20/2000	7/16/2007	\$42,447.30	C01433	Admissions and Records Series or Program Adviser
Gittens, Joyce Y.	Human Resources Coordinator, Neurology and Rehabilitation	8/19/1989	8/16/2006	\$57,346.54	C67710	Human Resource Series or Human Resource Associate
Gonzalez, Juan C.	Research Information Specialist	6/14/1999	12/16/2003	\$36,488.19	C86068	Institutional Research Data Specialist
Grennan, Sean M.	Computer Specialist	8/9/2004	2/8/2010	\$51,750.00	CA2603	Information Technology Management Series, Information Technology Technical Associate or Information Technology Support Associate
Hawes, Elizabeth A.	Assistant Director of Human Resources	1/1/2003	11/29/2010	\$59,920.00	C53029	Administrative Assistant Series, Human Resource Series or Human Resource Associate
Hernandez, Magda	Project Coordinator	3/17/2003	12/16/2003	\$24,383.89	C94942	Ophthalmic Technical Personnel Series
Hoover, Candace M.	Program Specialist	7/2/2007	7/2/2007	\$39,727.00	C62280	Human Resource Series or Human Resource Associate
Huang, Kimberly G.	Assistant Director of Grants and Contracts	5/18/2001	1/16/2008	\$64,542.40	C40310	Grants and Contracts Administrator Series
Jayne, Michelle E.	Budget and Resource Management Specialist	5/23/2005	11/16/2008	\$46,687.50	C18272	Administrative Assistant Series, Human Resource Series, Human Resource Associate or Business/Administrative Associate

**State Universities Civil Service System
University of Illinois at Chicago
FY2012 Biennial Compliance Audit**

Appendix A

***Principal Administrative Appointments
Position Descriptions Matching Civil Service Specifications***

Employee Name	Title	Current Hire Date	Job Begin Date	Annual Salary	Position Number	Recommended Civil Service Classification Options
Johnson, Mia D.	Program and Policy Analyst (Specialist)	3/1/2005	11/16/2009	\$59,850.00	CA2064	Administrative Assistant Series or Administrative Aide
Johnson, Pamela K.	Assistant to the Director of the Regional Program Rockford	6/1/2006	6/1/2006	\$36,720.00	C08703	Administrative Assistant Series or Administrative Aide
Jones, Marva M.	Program and Policy Analyst	8/1/2003	12/16/2003	\$54,114.22	C89381	Institutional Research Data Specialist
Kelly, James W.	Senior Project Coordinator	10/30/2000	10/17/2005	\$58,903.00	C54029	Budget Analyst Series, Accounting Associate or Business/Administrative Associate
King, Marissa L.	Assistant Director, Budget and Resource Planning (Rockford)	2/16/2010	5/16/2010	\$55,750.00	CA3618	Financial Analyst/Planner, Accounting Associate or Business/Administrative Associate
Laschober, Brittany C.	Division Coordinator	8/27/2007	8/27/2007	\$40,000.00	C53069	Administrative Aide
Leamon, Rachel H.	Senior Executive Assistant to the Dean	1/4/2011	3/7/2011	\$44,696.00	C78546	Administrative Assistant Series
Lockhart, Mildred J.	Research and Policy Analyst (Specialist)	7/1/2006	7/1/2006	\$49,292.97	C56092	Accountant Series or Accounting Associate
Lopez, Veronica	Coordinator of Clinical Research Programs in Psychiatry	9/4/2003	8/14/2004	\$38,827.59	C55380	Medical Office Series
MacDonald, Janet M.	Program Coordinator	11/9/1998	10/17/2005	\$45,923.06	C10367	Administrative Assistant Series or Business/Administrative Associate
Matthews, Chelsea R.	Projects Coordinator, School of Public Health	1/8/1992	2/1/2004	\$56,088.56	C84466	Institutional Research Data Coordinator
Mattocks, Janet A.	Administrative Projects Coordinator	8/1/2004	1/29/2007	\$52,780.00	C49046	Grants and Contracts Development Specialist
Medina, Vanessa	Assistant to the Director	9/30/2004	8/16/2008	\$44,520.00	C82494	Administrative Assistant Series, Business/Administrative Associate or Administrative Aide
Nguyen, An K.	Network Analyst (Specialist)	12/16/2010	12/16/2010	\$43,260.00	CA6138	Information Technology Technical Associate or Information Technology Support Associate
Nikolovski, Dragan	Computer Support Specialist	1/24/2006	1/24/2006	\$59,555.00	C32569	Network Specialist Series, Information Technology Management Series or Information Technology Technical Associate
O'Callaghan, Neil F.	Program Coordinator	12/19/2006	1/8/2007	\$38,021.00	C15033	Graduate School Specialist or Program Adviser
Orozco, Guadalupe	Assistant Director, IHRP Human Resources	9/16/2001	6/16/2007	\$57,643.95	C42082	Human Resource Series or Human Resource Associate
Ossul, Veronika	Program and Policy Analyst	1/2/2007	1/2/2007	\$51,568.65	C74081	Institutional Research Data Specialist
Parker, Geoffrey E.	Data Reduction Operations Manager	11/13/2000	12/16/2003	\$52,160.80	C88880	Institutional Research Data Specialist or Institutional Research Data Coordinator
Pincuspy, Kay C. Beeks	Research Information Specialist	4/19/2000	12/16/2003	\$41,533.94	C87046	Institutional Research Data Specialist or Information Technology Support Associate
Ping, He	Communications Specialist	7/1/2003	1/1/2005	\$57,353.62	C98211	Information Technology Technical Associate or Information Technology Support Associate
Pitre, Cattrell M.	Human Resources Specialist	10/27/2002	2/12/2007	\$47,862.54	C32129	Human Resource Series or Human Resource Associate
Plummer, Michael	Facilities Coordinator, Jane Addams Hull-House Museum	9/14/2009	9/14/2009	\$40,500.00	C99180	Facilities Manager Series or Museum Exhibits Series
Pullen, Keiland C.	Web Master, World Wide Web	1/4/2010	1/4/2010	\$58,995.00	C18391	Webmaster, Web Specialist Series, Information Technology Technical Associate or Information Technology Support Associate

**State Universities Civil Service System
University of Illinois at Chicago
FY2012 Biennial Compliance Audit**

Appendix A

***Principal Administrative Appointments
Position Descriptions Matching Civil Service Specifications***

Employee Name	Title	Current Hire Date	Job Begin Date	Annual Salary	Position Number	Recommended Civil Service Classification Options
Ramey, Tina	Customer Service Coordinator	6/19/1995	8/16/2007	\$48,613.43	C22189	Customer Service Series or Administrative Assistant Series
Rank-Cunningham, Mary A.	Director of Billing Operations, Department of Family Medicine	4/9/2007	2/16/2009	\$69,000.00	C51322	Accounting Associate
Recchia, Teresa M.	Assistant to the Deputy Associate Chancellor for Development	9/11/2005	9/11/2005	\$58,735.00	C10811	Development Officer
Rediger, Gayle K.	Business Informatio Specialist	2/5/2001	12/16/2003	\$38,853.00	C93932	Business/Administrative Associate or Administrative Clerk
Richards, Jason K.	Webmaster	9/16/2002	12/16/2003	\$58,077.53	C91528	Web Specialist Series, Webmaster or Information Technology Technical Associate
Rivera Ruiz, Karla D.	Instructional Coordinator	7/10/2000	5/7/2006	\$35,466.00	C79814	Administrative Aide
Rivera, Edna L.	Assistant to the Head/Business Manager	4/23/2003	11/1/2008	\$53,791.00	C93969	Business/Administrative Associate
Sahagun-Bahena, Ines	Business Services Specialist	4/5/2004	4/5/2004	\$43,395.12	C00586	Administrative Assistant Series or Administrative Aide
Sanders, Sharon A.	Assistant to the Department Head	3/7/2007	11/16/2008	\$53,560.00	C80315	Administrative Assistant Series or Business/Administrative Associate
Schaaf, Laura P.	Research Information Specialist	3/30/2005	3/30/2005	\$42,464.76	C60092	Institutional Research Data Specialist or Information Technology Support Associate
Settle, Janet L.	Coordinator of Graduate Educational Programs	12/16/1996	12/16/2003	\$51,428.28	C84235	Graduate School Specialist
Siciliano, JoAnna	Specialist in Nutrition	6/4/2007	6/4/2007	\$52,530.00	C49064	Dietitian Nutritionist
Smith, Bobbie S.	Assistant Director of Business Services	6/26/1978	12/18/2006	\$68,078.32	C02354	Business/Administrative Associate or Accounting Associate
Smith, Regina O.	Cash Management Specialist	9/6/2006	9/6/2006	\$43,281.63	C22135	Grants and Contracts Administrator Series, Accountant Series or Accounting Associate
Stanczak, Jessica O.	Associate Director of Communication, Office of Development	1/24/2006	1/24/2006	\$55,994.30	C06757	Development Officer
Tucker, Joyce L.	Academic Coordinator	1/2/2008	1/2/2008	\$44,290.00	C15062	Human Resource Series or Human Resource Associate
Vacant (Ascue, Maria)	Outreach Field Customer Service Coordinator	6/1/2004	6/1/2004	\$62,110.87	C58849	To Be Reviewed
Vacant (Aiello, Peter)	Director, College of Medicine Financial Aid	12/16/2003	4/20/2009	\$64,200.00	C84189	To Be Reviewed
Vacant (Ayrapetyan, Evelina)	Assistant to Director of Development	3/21/2011	3/21/2011	\$41,200.00	C58532	To Be Reviewed
Vacant (Camargo, Elsa)	Assistant to the Executive Director	6/7/2004	8/16/2011	\$36,977.00	CA8794	To Be Reviewed
Vacant (Kibaya, Margaret)	Procurement Specialist	1/2/1980	1/28/2008	\$53,560.00	C93152	To Be Reviewed
Vacant (McKeown, Wolfgang)	Computer Systems Administrator	9/1/2001	12/16/2003	\$65,000.00	C77382	To Be Reviewed
Vacant (Miller, Marion)	Contract Coordinator	6/18/2007	6/18/2007	\$63,197.45	C22175	To Be Reviewed
Vandam, April A.	Assistant to the Director	6/1/1998	2/1/2008	\$31,524.12	C05460	Clerk Series, Office Support Series or Administrative Aide

**State Universities Civil Service System
University of Illinois at Chicago
FY2012 Biennial Compliance Audit**

Appendix A

***Principal Administrative Appointments
Position Descriptions Matching Civil Service Specifications***

Employee Name	Title	Current Hire Date	Job Begin Date	Annual Salary	Position Number	Recommended Civil Service Classification Options
Ward, Brian A.	Assistant Director of Admissions	9/7/2005	1/18/2011	\$42,000.00	C08088	Admissions and Records Series or Program Adviser
Wongchinsri, Patcharee	Assistant Director, Business Operations	9/7/2004	7/30/2010	\$63,945.00	C36541	Business/Administrative Associate
Zailskas, Aldona J.	Project Coordinator, Department of Psychiatry	9/16/1996	2/16/2005	\$39,337.07	C51001	Grants and Contracts Development Specialist

**State Universities Civil Service System
University of Illinois at Chicago
FY2012 Biennial Compliance Audit**

Appendix B

***"Academic Hourly" Appointments
Position Descriptions Matching Extra Help Guidelines or Civil Service Specifications***

Employee Name	Title	Date of Appointment	Hourly Rate(s)	Position Number(s)	Recommended Civil Service Classification
Avila, Gabriella J.	Field Interviewer (Specialist)	12/21/2003	\$16.40	C91255	Survey Interviewer Series or Professional Extra Help
Bandera-Taber, Maria D.	Coordinator of Clinical Research Programs in Psychiatry	12/13/2010	\$15.00	CA6201	Professional Extra Help
Boyd, Dana D.	Field Interviewer (Specialist)	9/2/2010	\$12.00	C02264	Survey Interviewer Series or Professional Extra Help
Brown-Givens, Roberta L.	Projects Coordinator, School of Public Health	3/1/2010	\$15.00	CA3056	Technical or Professional Extra Help
Clinard, Marsha R.	Field Interviewer (Specialist)	4/9/2006	\$12.14	C02264	Survey Interviewer Series or Professional Extra Help
Davis, Jerome	Field Interviewer (Specialist)	9/28/2009	\$9.00	C02264	Survey Interviewer Series or Professional Extra Help
Doxie, Jacqueline	Coordinator of Clinical Research Programs in Psychiatry	7/12/2010	\$17.31	CA4213	Professional Extra Help
Knox, Myron	System Specialist--Gateway Traveler Information System	11/24/2008	\$25.75	C08970	Information Technology Technical Associate or Technical Extra Help
Lane, Tara	Project Coordinator	11/16/2009	\$20.00	C76662	Museum Exhibits Series or Professional Extra Help
Moran, Kotomi	Project Coordinator	4/19/2010	\$18.25	C42464	Administrative Aide, Administrative Assistant Series, or Professional/Clerical Extra Help
O'Brien, Judy A.	Project Coordinator, Finance	8/16/2010	\$25.00	CA4692	Accountant Series, Business/Administrative Associate or Professional Extra Help
Rose, Patricia A.	Project Coordinator (Chaplain)	5/22/2008	\$13.14	C65507	Professional Extra Help
Vouris, Shirley	Community Nutrition Specialist	1/16/2008	\$24.48	C04211	Dietitian Nutritionist or Professional Extra Help