

STATE UNIVERSITIES CIVIL SERVICE SYSTEM

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June 25, 2015

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The State Universities Civil Service System respectfully submits the Final Audit Report of the Biennial Institutional Compliance Audit conducted at Illinois State University. The audit period tested was June 1, 2012 through May 31, 2014. 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 Illinois State University 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. 236.


Lewis T. (Tom) Morelock
Executive Director

Illinois State University Final Audit Report



State Universities Civil Service System Compliance Audit

June 25, 2015

Audit Period

June 1, 2012 to May 31, 2014

Prepared by:



Lucinda M. Neitzel
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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 January 5-9, 2015. A Formal Exit Conference was conducted on May 18, 2015 and 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, Operations and Audit Division, were directly responsible for conducting various aspects of the audit:

Lucinda Neitzel, Assistant Director, Operations and Audit Division
Jeff Brownfield, Coordinator, Special Projects
Danielle Routh, Program Coordinator, Operations and Audit Division
Tonya Weber, Human Resource Associate
Paula Mitchell, Human Resource Assistant

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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	4
Repeated findings from previous audit®	3®

SCHEDULE OF MATERIAL FINDINGS

<u>Item Number</u>	<u>Page</u>	<u>Description</u>
ISU FY15-01	5	FINDINGS (STATE UNIVERSITIES CIVIL SERVICE ACT) Exemption Authorization Applied to Positions That Match Civil Service Classification Specifications®
ISU FY15-02	11	FINDINGS (ILLINOIS ADMINISTRATIVE CODE) Failure to Provide Verification of Probationary Evaluations®
ISU FY15-03	14	Non-Compliance with Extra Help Employment and Position Limitations®
ISU FY15-04	17	Temporary Upgrades Exceeding Thirty-Day Limitation

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Material Findings, Recommendations, and Institutional Corrective Action Plan

ISU FY15-01 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):

Through a review of approximately seventy-three (73) position descriptions, including on-site interviews with various exempted employees, it was determined that forty-five (45) exempted positions listed in **Appendix A** were performing duties matching the specifications for various Civil Service classifications. The positions cited simply do not contain the duties or level of authority and responsibility that would typically fall outside the specifications of standard professional or technical Civil Service classifications. It should be noted that the majority of these positions more appropriately correspond to the civil service Information Technology custom classifications, Program/Student Advisor, Publicity-Promotion Specialist, Instructional Development Specialist, Development Officer, Financial Aid, or other Admission and Records Series classifications.

An integral part in determining whether previous audit findings are properly addressed and resolved was to conduct an in-depth review with respect to this topic and assess whether the Employer's corrective actions were fulfilled and provide a subsequent foundation for future compliance in this respect. As part of the current FY2015 Biennial Compliance Audit, the Auditor reviewed the exempted positions cited during the previous audit to determine if vacancies had in fact occurred since its completion or if the positions had been accurately flagged and if so, whether the positions had been appropriately analyzed before being exempted again. As a result, the Auditor determined that four (4) positions cited during the FY2013 Biennial Compliance Audit, and listed below, became vacant, refilled with new employees and again exempted during the current FY2015 Biennial Compliance Audit time frame:

- The position of Coordinator, Intercollegiate Athletics (10369400) was previously cited in the FY2013 Biennial Compliance Audit and occupied by [REDACTED]. However, payroll documents provided by the Employer for the FY2015 Biennial Compliance Audit indicate that [REDACTED], with an appointment beginning date of 7/1/2013, currently occupies this position with the same position number (10369400) cited in the previous audit.
- The position of Coordinator, Minority Recruitment (10309900) was previously cited in the FY2013 Biennial Compliance Audit and occupied by [REDACTED]. However, payroll documents provided by the Employer for the FY2015 Biennial Compliance Audit indicate that [REDACTED], with an appointment beginning date of 8/13/2013, currently occupies this position with the same position number (10309900) cited in the previous audit.
- The position of Coordinator, Marketing, Research and Analysis (10204600) was previously cited in the FY2013 Biennial Compliance Audit and occupied by [REDACTED]. However, payroll documents provided by the Employer for the FY2015

Biennial Compliance Audit indicate that [REDACTED] with an appointment beginning date of 9/30/2013, currently occupies this position with the same position number (10204600) cited in the previous audit.

- The position of Admissions Counselor (1022700) was previously cited in the FY2013 Biennial Compliance Audit and occupied by [REDACTED]. However, payroll documents provided by the Employer for the FY2015 Biennial Compliance Audit indicate that [REDACTED], with an appointment beginning date of 8/13/2013, currently occupies this position with the same position number (1022700) cited in the previous audit.

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

According to the Employer's payroll records, 'standard' titles approved for use by the System Office were applied to the majority of the exempted positions.

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

A failure to establish appropriate classification plan management protocols that properly update, analyze and evaluate position descriptions leads to unauthorized exemption authorizations, utilization of inappropriate employment protocols, and non-compliance with the Act, Code and Procedures. Consequently, positions are improperly identified and appropriate Civil Service protocols circumvented, significantly increasing the possibility of employment issues.

Finding from Previous Audit:

During the FY2013 Biennial Compliance Audit, the Auditor selected a sample of one-hundred twenty-five (125) Principal Administrative Appointment (PAA) position descriptions and determined that seventy-two (72) exempted positions were performing duties matching the specifications for various Civil Service classifications.

During the FY2011 Biennial Compliance Audit, the Auditor selected a sample of one-hundred (100) position descriptions, and identified twenty (20) exempted positions that appeared to be performing duties and responsibilities comparable to those found in Civil Service classifications. *[Finding Code ISU FY13-02, pages 11-15; and ISU FY11-04, pages 18-20].*

Recommendation:

The Illinois Administrative Code, Section 250.30(a) specifically provides that the Merit Board has the authority to determine Principal Administrative Appointments (PAA) at each institution or agency. Specifically, it states that "The Director shall publish guidelines for such exemptions, as approved by the Merit Board."

We refer the Employer to these guidelines located in the Exemption Procedures Manual, Section 3.1, Principal Administrative Appointments, approved by the Merit Board in June 2009. By definition, a PAA is "...an employee who is charged with high level administrative

responsibilities, whose decisions are based on administrative policies, and who exercises discretion and independent judgment. In addition, a PAA can be defined as an employee who is in a position requiring knowledge of an advanced type in a field of science or learning customarily acquired by a prolonged course of specialized intellectual instruction and study...and which requires the consistent exercise of discretion and judgment, e.g., physician, attorney, engineer, architect.”

In accordance with the statutory intent and basic premise contained in these standards, 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 utilizing general titles. Improper exemptions from Civil Service regulations can lead to a fundamental breakdown of several interrelated human resource functions; including employment status, position classification, seniority, recruitment, compensation, performance, and benefit administration.

Please be reminded that positions determined to be inappropriately exempted and flagged through the compliance audit process must be reviewed as a matter of standard protocol at the next contract renewal date. If it is determined that these positions match the specifications of the recommended Civil Service classifications, they should be transitioned to a Civil Service appointment as soon as possible. It is strongly recommended that positions designated to be transitioned to Civil Service appointments be moved as soon as possible, preferably at the next employment contract renewal date, but certainly no later than at such time that these positions become vacant again. We refer the Employer to the Exemption Procedures Manual, Section 8.2, Changing an Exempt Position to a Civil Service Position for guidance in transitioning these positions to appropriate Civil Service Appointments. ***Again, please note that positions designated for transition through the audit process will be reviewed in the next biennial audit process and must be monitored by the Employer periodically.***

Consistent with the Exemption Procedures Manual, it is strongly recommended that the Employer immediately establish additional business protocols to properly establish and maintain position descriptions for all exempted positions. It is also recommended that the Employer emphasize the fundamental importance of the establishment of a periodic position development and review process for all Principal Administrative Appointments/Exemptions, in accordance with the Exemption Procedures Manual.

As previously discussed with the Employer, the former Pilot Program classifications (Custom Classifications) have been incorporated into our standardized classification plan and are required to be utilized in accordance with standardized civil service protocols. These classifications provide a more flexible and transparent transition and may be appropriate for several of the positions cited in **Appendix A**. Please note that these options are also available in the student/program management area as well. *Again, it is strongly recommended that these positions be moved immediately, or at the next employment contract renewal date if applicable.*

Institutional Corrective Action Plan—provided by Tammy Carlson, Assistant Vice President for Human Resources

The University partially agrees with the Auditor’s findings. In response to the four (4) positions cited during the FY2013 Biennial Compliance Audit, Illinois State University provides the following response to the Auditor’s findings:

Coordinator, Intercollegiate Athletics (10369400) – When this position was filled on 7/1/2013 by [REDACTED], the position number used by the previous incumbent, [REDACTED], was reused. [REDACTED] was actually hired into a new position of Assistant Director, Intercollegiate Athletics. [REDACTED] job description has been provided to the Auditor, which evidences different duties than the previous incumbent.

Coordinator, Minority Recruitment (10309900) – The incumbent, [REDACTED] was hired into the Civil Service classification of Admissions Records Specialist II. When [REDACTED] was hired as an Admissions Counselor on 8/13/2013, the position number used by the previous incumbent, [REDACTED], was reused. Illinois State University no longer uses the title Coordinator, Minority Recruitment. [REDACTED] job description has been provided to the Auditor.

Coordinator, Marketing, Research and Analysis (10204600) – Illinois State University reviewed the job description for proper classification and determined there was not a fitting Civil Service title that met the minimum qualifications and extensive marketing duties required for this position.

Admissions Counselor (1022700) – Illinois State University has always reserved the Admissions Counselor classification for our recruiters in Admissions as there is not a fitting Civil Service classification for recruitment duties at this level. We continue to utilize the Admissions and Records Specialist series for employees who hold the duties of this Series, such as managing the admissions paperwork and procedures and the oversight of academic record management.

Illinois State University will thoroughly evaluate all positions identified in **Appendix A** for proper classification determination. It is our intention to make changes from AP to CS at the time these positions become vacant as is our consistent practice. As indicated in the post audit conference, we do have concerns about the age of some of the classification specifications and examinations for some of the recommended classifications.

In addition, the Civil Service and Academic Employment units in HR use a collaborative process for evaluating position descriptions for all vacant AP positions to determine whether a position fits a Civil Service classification. Of the positions cited in **Appendix A**, most of the IT-related positions will be changed to Civil Service at the time they become vacant. The two exceptions

are the Director, Technology Services (10170700) and Assistant Director, ION (20006196), which will remain AP.

While we use all of the IT related custom classifications on our campus, our practice has been to keep the positions serving as the heads of IT departments as AP. This has been our practice since we began using the custom classifications and this best meets the needs of our campus.

In addition, our specific response to the following positions cited in **Appendix A** are as follows:

- Assistant to the Director, Intercollegiate Athletics (20006370) – In review of the job duties, we identified two Civil Service classifications this position could potentially fit into: Special Events Coordinator and Public Information Specialist. We also reviewed the Sports Information Director/Assistant Director, but did not feel was appropriate as the majority of the duties pertain to athletic events and not sports and statistics of sports. The two potential classes had outdated paper exams from 2003 and 1991. Based on the duties of the position and the outdated exams, we classified as AP so we could properly recruit and hire for the position.
- Coordinator, Intercollegiate Athletics (20006417) – We reviewed this position and considered the Civil Service Ticket Sales Series. However, the position is a development role focused on high priced ticket sales programs (season tickets, group sales, etc.) and fund solicitation and requires specific minimum qualifications related to athletics. The SUCSS specs focus on more manual tasks than this role entails and we use classifications in that series for other levels of positions. For all these reasons, we classified this position as AP.

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and Additional Auditor Comments

ISU FY15-02 Failure to Provide Verification of Probationary Evaluations

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

- 1) *Illinois Administrative Code (Code), Section 250.90(a) Purpose of Probationary Period*

Section 250.90(a) of the Illinois Administrative Code (Code) outlines the purpose of the probationary period of employment as "...an integral part of the examination process, and shall be utilized by the Employer for close observation and evaluation of the employee's work, for obtaining the most effective adjustment of a new employee to his/her position, and to determine whether an employee demonstrates the ability and qualifications necessary to furnish satisfactory service. Periodically, throughout the probationary period, the Employer should discuss with the employee his/her progress on the job. An employee who is dismissed during a probationary period shall be given the reason for his/her dismissal, with the understanding that the reason is not reviewable."

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

While on-site, the Auditor reviewed approximately fifty-four (54) employee records to validate residency, examination score, licensure/certification, and minimum acceptable qualifications for employment into status positions. Of these records, sixteen (16) of them did not contain the necessary probationary evaluations that provide notification of successful completion of the probationary period and subsequent status appointment.

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

It appears the Employer was not ensuring that probationary evaluations were being conducted consistently for newly employed status employees.

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

Failure to ensure that appropriate documentation with respect to employee performance during the probationary period is technically a failure to properly record the final testing element in obtaining a civil service status position. This failure can also lead to other discrepancies related to the continued employment or separation of that employee, such as the utilization of a dismissal during the probationary period. Since the reason for dismissal is not reviewable, it does not necessarily relieve the Employer from communicating progress through the use of a probationary evaluation.

Finding from Previous Audit:

During the FY2013 Biennial Compliance Audit, the Auditor reviewed approximately forty-two (42) employee records to validate residency, examination score, licensure/certification, and minimum acceptable qualifications for employment into status positions. Of these records, eighteen (18) of them did not contain the necessary probationary evaluations that provide notification of successful completion of the probationary period and subsequent status appointment.

During the FY2011 Biennial Compliance Audit, the Auditor reviewed approximately fifty-five (55) employee records to validate the same components with respect to determining proper employment into status positions. Of these records, fourteen (14) of them did not contain probationary evaluations that provide communication to the employee in determining continued status employment. *[Finding Code ISU FY13-03, pages 16-18 and NMISU FY11-02, pages 3-4].*

Recommendation:

Since this issue has been identified as a material finding during both the FY2013 and FY2015 Biennial Compliance Audits, we again recommend that the University develop an appropriate procedure and tracking mechanism to require the completion of a final probationary evaluation and status notice for new employees. In accordance with regulatory guidelines, the probationary period is considered an integral part of the examination process and proper documentation establishing the successful completion of the probationary period is required. Such documentation also serves as the final record to establish the transition to a status appointment and adequately capture seniority components.

Institutional Corrective Action Plan—provided by Tammy Carlson, Assistant Vice President for Human Resources

Illinois State University partially agrees with the Auditor's finding. Section 250.90(a) states that the employer "should discuss" with the employee his/her progress on the job. Illinois State University does not disagree with this and we believe discussions are taking place. What is central to this finding is a disagreement about whether the discussions must be reduced to writing. We contend Section 250.90(a) does not require written documentation; however, we do agree with the importance of a performance appraisal during the probationary period.

The draft audit report indicated the performance appraisal becomes the final record to establish a status appointment. We understand Section 250.90(b)2 partially states: *The probationary period shall begin on the date of assignment to duty and shall expire at the close of business on the last working day that completes the probationary period for the class, regardless of percentage of time of employment during the probationary period. If the employee is not dismissed during the probationary period, the employee shall become a status*

employee at its conclusion. We understand this to mean the employee will automatically establish a status appointment without a written performance appraisal unless dismissed during probation.

In January of 2015, after the SUCSS Auditors left campus, the Civil Service Employment Consultants put the following process into place to capture performance appraisals during the probation period:

- Employment Consultants contact the supervisor both by phone and via a follow-up email throughout the probationary period for each new hire, including making contact at 2-months, 4-months, 7-months and 10-months. Through this process the Employment Consultants (EC) obtain information about the new hire's progress. If any issues arise the ECs are able to coach and counsel the supervisor as needed. At the same time, ECs are reminding supervisors of the importance of completing the probationary appraisals. The ECs are keeping track of the appraisals they receive and follow up with supervisors who have outstanding appraisals for new hires.
- Probationary dismissals are centralized at Illinois State University and supervisors communicate with Human Resources anytime there are performance deficiencies during the probationary period. Furthermore, Human Resources requires documentation from the department in order to support a dismissal during probation. This documentation may or may not be in the form of an appraisal; however the employee has always had communication during the probationary period regarding any deficiencies.

Additional Auditor Comments:

The Illinois Administrative Code, Section 250.90(a) also states, in part, that the probationary period shall be utilized by the Employer for close observation and evaluation of the employee's work. Again, such documentation serves as the final record to establish the transition to a status appointment and adequately capture seniority components. This transition is not considered an automatic transaction. The intent of this rule is to provide a mechanism that not only adequately captures the job performance of a new employee, but since it serves as the final component in the examination process, it must be formalized through documentation, just as any other examination would be.

For further reference, Section 250.50(d) refers to the character of examinations, which will consist of one or more of the following: written test; performance test; oral test; physical test; aptitude test; practical test; other appropriate tests; a rating of experience and training. Additionally, Section 250.50(h) states that all examinations, and all examination components, administered by the Employer shall be retained by the Employer, in accordance with the Employer's record retention policy, or in accordance with the University System's record retention policy.

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ISU FY15-03 Non-Compliance with Extra Help Employment and Position Limitations

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

- 1) *Illinois Administrative Code (Code), Section 250.70(f) Extra Help Appointments*
- 2) *Employment and Separation Procedures Manual, Section 2.5 Extra Help Appointments*

Guidelines for Extra Help positions and Extra Help employees are contained in the Illinois Administrative Code. “An Extra Help appointment may be made by an employer to any position for work which the employer attests to be casual or emergent in nature and that meets the following conditions:

- A) the amount of time for which the services are needed is not usually predictable;
- B) payment for work performed is usually made on an hourly basis; and
- C) the work cannot readily be assigned, either on a straight-time or on an overtime basis, to a status employee.”

“An Extra Help position may be utilized for a maximum of 900 hours of actual work in any consecutive 12 calendar months. The employer shall review the status of the position at least every three calendar months. If at any time it is found that the position has become an appointment that is other than Extra Help, the employer shall terminate the Extra Help appointment. If an Extra Help position has accrued 900 consecutive hours, the position shall not be reestablished until six months have elapsed from the date of the termination of the position.”

For Extra Help employees, the Code requires that “Upon working 900 hours, an Extra Help employee cannot resume employment in any Extra Help appointment at a place of employment until 30 calendar days have elapsed.”

The employer’s responsibility as noted in the Code is that they “... shall review the status of the position at least every three calendar months. If at any time it is found that the position has become an appointment that is other than Extra Help, the employer shall terminate the Extra Help appointment.” Understanding the need for continued temporary assistance, Extra Help extensions are allowed in specific instances in accordance with procedural guidelines.

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

The Auditor reviewed one-thousand seven-hundred eighty-nine (1,789) Extra Help appointments utilized during the audit time frame. As documented in **Appendix B**, thirty-eight

(38) employee appointments were found to have worked beyond the 900-hour Extra Help limitation without the required 30-day break in service. As further documented in **Appendix C**, it was also determined that three (3) Extra Help positions were utilized for more than 900 hours of actual work within a 12 month period without a six month lapse.

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

During the previous FY2011 Biennial Compliance Audit, the Employer indicated that with the implementation of the new Peoplesoft HRIS system in July 2011 that departments would have the ability to better monitor the number of hours worked by their Extra Help employees. While there appeared to be some improvement in the overall monitoring of the Extra Help provision since that audit, it did not appear that adequate protocols at the departmental level to efficiently and effectively monitor Extra Help limitations were established or maintained, as evidenced in the FY2013 Biennial Compliance Audit.

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

Current Employer position management practices in this respect make it difficult to determine whether or not an Extra Help position, or employee, has exceeded employment limitations and should be terminated. Extra Help positions/people appear to be utilized longer than allowed, impacting the overall employment environment, which is inconsistent with the Code and Employment/Separation Procedures Manual.

Finding from Previous Audit(s):

During the FY2013 Biennial Compliance Audit, twenty-five (25) employees were found to have worked beyond the 900-hour Extra Help limitation without the required 30-day break in service. Additionally, it was determined that seven (7) Extra Help positions were utilized for more than 900 hours of actual work within a 12 month period without a six month lapse. It appeared that a few of the positions cited have different incumbents employed through them at the same time.

During the FY2011 Biennial Compliance Audit, twelve (12) employees were found to have worked beyond the 900-hour Extra Help limitation without the required 30-day break in service. It was also determined that fifteen (15) Extra Help positions were utilized for more than 900 hours of actual work within a 12 month period without a six month lapse. Several positions cited had several incumbents employed through them at the same time. During the FY2009 Biennial Compliance Audit, eleven (11) appointments and thirty-five (35) positions were determined to have been utilized beyond the 900 hour limitations without the appropriate breaks. *[Finding Code ISU FY13-04, pages 19-21 and ISU FY11-08, pages 29-31; and ISU FY09-05, pages 16-19].*

Recommendation:

Due to the significant increase in Extra Help appointment violations during the current FY2015 Biennial Compliance Audit, we recommend that the Employer identify and implement additional position management protocols at the department level that will adequately monitor

and regulate Extra Help appointments, and employees assigned to those positions, in accordance with Section 250.70(f) of the Code. The Employer is reminded that while Extra Help appointments are intended to be utilized to assist during position vacancies, leaves of absence, and during peak work periods, Extra Help appointment and position management protocols with respect to the 900 hour limitation must always remain in place in accordance with established guidelines.

Additionally, to reduce the frequency of these findings, the Employer may be able to further utilize Extra Help Extensions, only when applicable, and in accordance with guidelines established in the Employment Procedures Manual. Further, the Employer may need to conduct an operational analysis to determine if there is need for the creation of additional status appointments in instances where there is a long term extensive use of these positions for similar job assignments.

Institutional Corrective Action Plan—provided by Tammy Carlson, Assistant Vice President for Human Resources

Illinois State University agrees with the Auditor's finding.

Illinois State University has taken measures since the audit to better monitor the 900 hour limit and to utilize the request for extra help extensions per the Auditors' suggestion. The Employment Consultants notify supervisors of the 900 hour rule when filling an extra help position. Our current payroll system (iPeople) shows supervisors the number of hours the extra help employee has worked to date. The Civil Service Employment team has a dedicated staff member who runs a query after each pay period and sends out a report to supervisors informing them of the number of hours their extra help employees have accumulated. The email informs the supervisors of the 900 hour limitation and informs them if the employee is nearing the limit to work with the Employment Consultant on either determining a termination date or requesting an extension.

In addition to the above, the same staff member lets each Employment Consultant know of extra help employees who are near or at the 600 hour mark. The Employment Consultant then contacts the supervisor directly to either determine a termination date or draft the request for extension. We have requested a number of extra help extensions since the time of the audit and those have been approved by SUCSS.

Illinois State University
Final Audit Report

Material Findings, Recommendations, Institutional Corrective Action Plan and
Additional Auditor Comments

ISU FY15-04 Temporary Upgrades Exceeding Thirty-Day Limitation

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

- 1) *Illinois Administrative Code (Code), Section 250.100 Reassignments and Transfers*
- 2) *Employment and Separation Procedures Manual, Section 4.2 Temporary Downgrading and Upgrading Assignments*

According to Section 250.100(b)(3) of the Illinois Administrative Code, "...temporary upgrading and downgrading assignments must not be for more than 30 consecutive work days duration."

The Employment and Separation Procedures Manual, Section 4.2 states, "...upgrading assignments shall be limited to filling vacancies due to absence of incumbents or when it is necessary because of agreements which require a supervisory employee for a special work assignment or project." Further, "Upgrading is not required when the employee performs only certain duties and/or assumes only partial responsibility for the overall duties of the position to which assigned."

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

The Auditor reviewed approximately three-thousand, one-hundred twenty-seven (3,127) temporary upgrade transactions within the audit time frame. As documented in **Appendix D**, it was discovered that twenty-five (25) employees exceeded the thirty day temporary upgrade limitation. Additionally, it was discovered that seven (7) of those employees, shaded in green, were either utilized for extended periods of time, appeared to be regularly upgraded, or exceeded the thirty consecutive work day temporary upgrade limitation on a regular basis.

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

The Employer did not closely monitor these temporary upgrade assignments resulting in extensions of these appointments beyond the thirty day limitation. With respect to the extended use of temporary upgrades for the seven (7) employees specifically highlighted, a job audit may actually reveal that they were performing the duties of the higher level position for a majority of the time over an extended period, giving cause for a permanent reclassification.

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

The foundation of the Merit System and the primary concept of a classification plan management system are that employees be placed in job classifications based on the prominence of actual duties and level of responsibility. The practice of creating a new job

assignment through an extended upgrade is inconsistent with the intent and purpose of the classification plan management system. If a position is upgraded consistently, or is upgraded on a continual basis for an extended period of time, the employee should in effect be reclassified into the classification or a new position posted and filled in the classification. The intent of the Code was never to allow for these extended periods of performing higher level duties without providing the opportunity of a permanent classification assignment.

Finding from Previous Audit:

No findings in this topic area were made during the last operational audit in FY2013.

Recommendation:

We recommend that the Employer confirm that monitoring standards and notification protocols have been conveyed to the campus units causing these violations, with an emphasis on compliance and proper position monitoring. Additionally, the seven (7) positions regularly upgraded, and noted in this finding, should be reviewed with the incumbent considered for a permanent upgrade through the job audit process or a vacancy posted for a new permanent higher level position.

Institutional Corrective Action Plan—provided by Tammy Carlson, Assistant Vice President for Human Resources

The University disagrees with the Auditor's findings. The Auditor indicated that for seven (7) employees listed in **Appendix D**, the University should conduct a job audit; possibly resulting in a permanent reclassification or a vacancy posted for a new permanent higher level position. The individuals were not performing the full scope of the position at any time they were performing higher level duties, so an audit would not result in a reclassification.

Some of the employee's listed were not performing higher lever duties, but rather took on project related duties in which the University chose to provide additional compensation for performing the duties. As mentioned in the post audit conference, Illinois State University would be very interested in participating in a discussion with SUCSS and other campuses regarding the practices relative to temporary upgrades, as we believe there is a significant misunderstanding surrounding this issue.

Additional Auditor Comments:

During the FY2011 Biennial Compliance Audit, the Auditor discussed this topic while on-site and it was discovered that the Employer simply did not refer to these types of transactions as Temporary Upgrades. However, at that time, the Employer indicated that they were actually paying 'differentials' for this purpose and that 'differentials' did not meet the criteria outlined in the Act or Code as a temporary upgrade since those employees only assumed a limited portion (less than 50% of their overall time) of those higher level responsibilities, and therefore a temporary upgrade was not required. It should be noted that information regarding pay

'differentials' had never been requested during previous audits. The Auditor did however, request information regarding Temporary Upgrades utilized during the current audit time frame, which the Employer provided. It was assumed that these transactions were Temporary Upgrades since this is how they were identified and presented to the Auditor.

Quite simply, if an employee is devoting more than 50% of their time to any or all duties associated with a higher level position, a temporary upgrade is justified and usually paid. If this is occurring for lengthy durations of time, then a possible reclassification is justified. In accordance with our guidelines, employers are not required to compensate an employee for a temporary upgrade when that employee is not devoting more than 50% of their time to any or all duties associated with the higher level position.

It is recommended that the Employer review the provisions regarding the utilization of the Temporary Upgrade provision in accordance with established guidelines. The Employer is reminded that Temporary Upgrades are frequently utilized when necessary to compensate employees when they temporarily assume any or all duties of a higher classification or in other situations where a supervisory employee is temporarily replaced in his/her absence. The method of payment or the amount that is paid outside of an employee's current classification base rate does not necessarily relieve the Employer from their obligation under the Act, Code, and Procedures regarding Temporary Upgrades. If the differential being paid for this temporary assignment is the exact difference between the two base rates, then a temporary upgrade is assumed and should be monitored and recorded in accordance with compliance standards.

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Appendix A

*Principal Administrative Appointments
 Position Descriptions Matching Civil Service Specifications*

Employee Name	Title	Date of Employment	Job Begin Date	Annual Salary	Position Number	Recommended Civil Service Classification Options
██████████	Specialist, Computer Support	10/3/1988	7/1/1999	\$64,440.00	10299300	Information Technology Technical Associate or Information Technology Support Associate
██████████	Coordinator, Computer User Services	1/12/1998	7/1/2006	\$63,024.00	10330900	Information Technology Technical Associate
██████████	Specialist, Computer Support	8/24/1998	4/22/2006	\$47,760.00	10153800	Information Technology Support Associate
██████████	Specialist, LEAP Forward	1/16/2013	7/1/2013	\$44,892.00	20003549	Information Technology Technical Associate
██████████	Coordinator, Computer Support	8/16/1990	7/1/1992	\$53,652.00	10116300	Information Technology Technical Associate or Information Technology Support Associate
██████████	Specialist, Dean of Students	1/6/2014	1/6/2014	\$35,004.00	10316900	Special Events Facilitator
██████████	Assistant Director, Development	8/25/2008	8/14/2013	\$47,628.00	20005661	Development Officer
██████████	Specialist, Financial Aid	4/22/2013	4/22/2013	\$36,648.00	10022600	Financial Aid Adviser Series
██████████	Specialist, Computer Support	9/4/2007	9/4/2007	\$45,492.00	10161800	Information Technology Technical Associate or Information Technology Support Associate
██████████	Assistant Director, TECHZONE	6/1/2006	6/1/2006	\$51,372.00	10317600	Information Technology Technical Associate or Information Technology Support Associate
██████████	Specialist, LEAP Forward	8/16/2011	7/1/2013	\$45,228.00	20002953	Information Technology Technical Associate
██████████	Assistant Director, Development	8/5/2013	8/5/2013	\$40,008.00	20005512	Development Officer
██████████	Director, Technology Services	1/7/2002	2/18/2013	\$74,076.00	10170700	Information Technology Manager/Administrative Coordinator
██████████	Specialist, Computer Infrastructure Support Services	4/10/1995	7/1/2006	\$71,688.00	20004721	Information Technology Technical Associate
██████████	Specialist, Financial Aid	4/22/2013	4/22/2013	\$36,144.00	10023200	Financial Aid Adviser Series
██████████	Specialist, Dean of Students	7/19/2010	7/19/2010	\$36,396.00	10323400	Special Events Facilitator or Public Functions Supervisor
██████████	Coordinator, Radio Station WGLT	3/17/2003	3/17/2003	\$52,332.00	10315000	Radio Station Production Supervisor
██████████	Coordinator, Financial Aid	1/12/2009	9/1/2012	\$46,812.00	10021300	Financial Aid Adviser Series
██████████	Specialist, LEAP Forward	1/3/2011	2/1/2014	\$41,004.00	20005931	Instructional Development Specialist
██████████	Assistant Director, Development	8/1/2011	7/1/2013	\$40,008.00	20005464	Development Officer
██████████	Senior Specialist - Dean of Students	9/19/2011	9/19/2011	\$43,608.00	10296900	Student Conduct Programs Series
██████████	Coordinator, Student Affairs	9/26/2011	11/11/2013	\$45,000.00	20005998	Training and Development Specialist Series
██████████	Assistant Director, Campus Dining Services	3/13/2006	3/13/2006	\$65,544.00	10360700	Food Service Administrator Series
██████████	Coordinator, University Housing Services	8/5/2009	3/24/2014	\$48,000.00	10339400	Publicity-Promotion Specialist
██████████	Assistant Director, Infrastructure Operations and Networking, ION	1/6/2014	4/14/2014	\$67,008.00	20006196	Information Technology Manager/Administrative Coordinator
██████████	Coordinator, Investigation/Employee Accommodation	11/1/2011	9/1/2012	\$57,072.00	20003021	Equal Opportunity Series
██████████	Head Teacher, Child Care Center	8/22/1988	8/22/1988	\$46,728.00	10296000	Child Development Series
██████████	Specialist, LEAP Forward	5/1/2012	1/6/2014	\$41,004.00	20005932	Instructional Development Specialist

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██████████	Assistant Director, Campus Recreation	4/1/2013	4/1/2013	\$46,236.00	20003830	Intramural and Recreation Coordinator
██████████	Assistant to the Director, Intercollegiate Athletics	5/16/2008	7/1/2013	\$42,552.00	10365700	Publicity-Promotion Specialist
██████████	Coordinator, Intercollegiate Athletics	8/23/2010	1/22/2013	\$31,824.00	10342600	Golf Course Pro Shop Series
██████████	Acting Associate Director, University Housing Services	7/12/2001	7/1/2005	\$49,752.00	10032400	Housing Administration Series
██████████	Associate Director, Alumni Relations	6/3/2013	6/3/2013	\$54,540.00	10340000	Assistant Director of Alumni Relations
██████████	Specialist, Dean of Students	10/17/2007	10/17/2007	\$38,196.00	10287300	Special Events Facilitator or Publicity-Promotion Specialist
██████████	Specialist, Communications	8/16/2010	10/28/2013	\$34,476.00	10107400	Publicity-Promotion Specialist
██████████	Assistant to the Director, Intercollegiate Athletics	5/16/2012	5/16/2014	\$31,908.00	20006370	Publicity/Promotion Specialist
██████████	Coordinator, Intercollegiate Athletics	5/12/2014	5/12/2014	\$35,904.00	20006417	Ticket Sales Series
██████████	Specialist, LEAP Forward	4/1/2012	1/6/2014	\$42,504.00	20006197	Information Technology Technical Associate
██████████	Coordinator, Educational Partnerships	8/16/1989	1/1/2012	\$65,256.00	10227200	Program/Student Advisor
██████████	Assistant Director, Campus Recreation	7/1/2010	4/1/2014	\$46,800.00	10087000	Intramural and Recreation Coordinator
██████████	Specialist, LEAP Forward	10/21/2013	11/1/2013	\$35,004.00	20005933	Information Technology Technical Associate
██████████	Director, Development	10/15/2003	10/15/2003	\$38,700.00	10061200	Development Officer
██████████	Coordinator, Dean of Students	7/2/2012	7/2/2012	\$50,040.00	10375200	Program Coordinator Series or Program/Student Advisor
██████████	Assistant to the Director, Intercollegiate Athletics	5/23/2011	5/16/2014	\$35,376.00	10123500	Program/Student Advisor
██████████	Assistant Director, Residential Life	5/17/2010	1/3/2011	\$48,828.00	10032800	Housing Administration Series

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Extra Help Employees Exceeding the 900-Hour Rule

Employee Name	Position Classification	Department	Beginning Appointment Date	Ending Appointment Date	Employee Hours Worked
██████████	Extra Help Semi Skilled	Janitorial	1/16/2014	7/22/2014	907.50
██████████	Extra Help Semi Skilled	Janitorial	11/9/2012	5/14/2013	802.50
"	"	"	5/17/2013	7/5/2013	255.00
					1,057.50
██████████	Extra Help Semi Skilled	Janitorial	1/16/2014	7/23/2014	914.70
██████████	Extra Help Semi Professional	Research & Sponsored Programs	6/19/2012	12/14/2012	908.00
██████████	Extra Help Semi Professional	Research & Sponsored Programs	1/16/2013	7/15/2013	919.00
██████████	Extra Help Semi Skilled	Janitorial	1/17/2013	7/15/2013	913.60
██████████	Extra Help Electrician	Building Maintenance	4/9/2012	10/18/2012	958.00
██████████	Extra Help Semi Skilled	Janitorial	1/16/2014	7/16/2014	937.50
██████████	Extra Help Semi Skilled	Intercollegiate Athletics	10/1/2012	8/15/2013	1,093.84
██████████	Extra Help Semi Skilled	Janitorial	1/16/2013	5/14/2013	607.50
"	"	"	5/16/2013	7/31/2013	315.00
					922.50
██████████	Extra Help Semi Skilled	University Housing Services	5/14/2012	8/14/2012	470.00
"	"	"	8/15/2012	5/30/2013	886.20
					1,356.20
██████████	Extra Help Semi Skilled	Janitorial	10/22/2012	5/14/2013	888.50
"	"	"	6/1/2013	7/5/2013	180.00
					1,068.50
██████████	Extra Help Semi Skilled	Janitorial	2/20/2012	9/14/2012	870.00
"	"	"	10/1/2012	12/15/2012	367.50
					1,237.50

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██████████	Extra Help Semi Skilled	Dean of Students Office	8/1/2011	7/31/2012	224.50
"	"	Health Services	8/1/2011	7/31/2012	782.50
					1,007.00
██████████	Extra Help Semi Skilled	Chemistry	4/7/2005	3/30/2013	348.75
"	"	Agriculture	4/1/2013	12/31/2013	710.00
					1,058.75
██████████	Extra Help Semi Professional	Administrative Technologies	11/25/2012	1/15/2014	1,584.50
"	"	Lean Enterprise Arch and Proc	9/16/2013	3/31/2014	559.50
					2,144.00
██████████	Extra Help Semi Skilled	University Housing Services	12/16/2013	7/3/2014	950.50
██████████	Extra Help Semi Skilled	Agriculture	5/1/2012	11/30/2012	912.50
██████████	Extra Help Semi Skilled	Radio Station WGLT	7/1/2011	9/29/2012	1,095.00
██████████	Extra Help Electrician	Building Maintenance	4/9/2012	10/15/2012	947.50
██████████	Extra Help Skilled	Application Services	9/1/2012	5/28/2013	902.10
██████████	Extra Help Semi Skilled	University Housing Services	12/16/2013	5/11/2014	585.16
"	"	Bldg Maint Bond Rev	5/13/2014	11/7/2014	764.25
					1,349.41
██████████	Extra Help Moto Instructor	Health Sciences	4/1/2009	11/30/2012	964.00
██████████	Extra Help Semi Skilled	Milner Library	6/16/2012	8/31/2012	160.00
"	"	Arena/Fld Hse Facilities	7/1/2012	5/31/2014	768.45
					928.45
██████████	Extra Help Semi Skilled	Parking and Transportation	7/9/2012	12/31/2013	225.75
"	"	Arena/Fld Hse Facilities	7/1/2012	5/15/2014	690.55
					916.30

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██████████	Extra Help Semi Skilled	University Housing Services	4/16/2013	10/11/2013	929.25
██████████	Extra Help Semi Skilled	Janitorial	2/28/2013	8/30/2013	877.50
"	"	"	9/16/2013	12/15/2013	472.50
					1,350.00
██████████	Extra Help Semi Skilled	Janitorial	2/16/2012	8/30/2012	954.50
██████████	Extra Help Range Aid	Health Sciences	2/16/2011	11/30/2012	183.00
"	Extra Help Moto Instructor	"	7/1/2011	11/30/2012	851.47
					1,034.47
██████████	Extra Help Semi Skilled	Intercollegiate Athletics	8/15/2011	6/14/2012	1,036.00
██████████	Extra Help Professional	Building Maintenance	3/4/2013	8/30/2013	911.25
██████████	Extra Help Semi Skilled	University Housing Services	12/4/2012	9/27/2013	917.60
██████████	Extra Help Semi Skilled	University Housing Services	12/1/2013	8/13/2014	930.50
██████████	Extra Help Semi Skilled	University Housing Services	1/2/2014	6/27/2014	937.70
"	"	"	6/28/2014	6/30/2014	8.00
					945.70
██████████	Extra Help Semi Skilled	University Housing Services	5/10/2014	8/15/2014	555.75
"	"	Janitorial	8/18/2014	10/22/2014	352.50
					908.25
██████████	Extra Help Semi Skilled	Health Services	4/9/2012	10/11/2012	925.45
██████████	Extra Help Clerical	Dean of Education	9/6/2011	3/14/2013	910.50
██████████	Extra Help Professional	Application Services	4/9/2012	11/29/2012	898.50
"	"	"	11/30/2012	11/30/2012	6.00
					904.50

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██████████	Extra Help Semi Skilled	Transition & Orientation Svcs	1/7/2013	3/31/2013	224.00
"	"	Julia N Visor Academic Center	2/16/2013	9/4/2013	906.00
					1,130.00
██████████	Extra Help Semi Skilled	Health Services	6/11/2012	12/15/2012	917.25
██████████	Extra Help Semi Skilled	Janitorial	2/16/2012	8/14/2012	905.50
██████████	Extra Help Semi Skilled	Janitorial	11/5/2012	5/14/2013	862.50
"	"	"	6/1/2013	7/5/2013	180.00
					1,042.50
██████████	Extra Help Carpenter	Building Maintenance	12/3/2012	5/31/2013	910.00
██████████	Extra Help Skilled	Campus Services Div Grounds	11/16/2012	6/30/2013	153.00
"	Extra Help Semi Skilled	University Farm	11/16/2012	6/30/2013	765.50
					918.50
██████████	Extra Help Skilled	Campus Services Div Grounds	8/1/2013	2/14/2014	159.00
"	Extra Help Semi Skilled	University Farm	8/1/2013	2/14/2014	746.00
					905.00
██████████	Extra Help Semi Skilled	Janitorial	2/7/2012	8/30/2012	1,005.00
██████████	Extra Help Skilled	Economics	1/14/2013	6/29/2013	960.00
██████████	Extra Help Electrician	Building Maintenance	12/12/2011	6/11/2012	902.50
██████████	Extra Help Semi Skilled	Intercollegiate Athletics	8/15/2011	5/31/2012	1,044.00
██████████	Extra Help Semi Skilled	Sch Kinesiology & Recreation	8/16/2012	5/3/2013	572.80
"	Extra Help Moto Instructor	Health Sciences	8/17/2012	11/30/2012	68.00
"	"	"	2/16/2013	11/29/2013	286.00
"	Extra Help Semi Skilled	Sch Kinesiology & Recreation	8/19/2013	5/15/2014	537.00
					1,463.80

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██████████	Extra Help Semi Skilled	Janitorial	1/16/2014	7/22/2014	952.50
██████████	Extra Help Interpreter	Office of Disability Concerns	8/13/2008	12/15/2012	4,237.27

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Temporary Upgrades Exceeding Thirty-Day Limitation

Name	Upgraded Classification	Begin Date	End Date	Total Consecutive Work Days
██████████	Customer Service Asst	9/1/2012	7/1/2013	294
██████████	Account Technician I	7/1/2012	4/30/2013	294
██████████	Account Technician III	7/1/2012	1/1/2013	177
██████████	Human Resource Officer	11/16/2012	7/1/2013	175
██████████	Building Service Worker	1/2/2013	5/12/2013	130
██████████	Tree Surgeon	2/21/2013	7/1/2013	129
██████████	Office Manager	11/12/2012	3/16/2013	121
██████████	Account Technician III	1/6/2014	4/22/2014	105
██████████	Clerk	1/1/2013	4/16/2013	104
██████████	Clerk	1/1/2013	4/16/2013	103
██████████	Account Technician II	11/16/2012	3/1/2013	100
██████████	Medical Records Technician	7/16/2012	10/16/2012	92
██████████	Building Service Worker	5/11/2013	8/11/2013	91
██████████	Police Captain	1/18/2014	3/31/2014	72
██████████	Building Service Foreman	10/14/2013	11/16/2013	33
██████████	Building Service Worker	7/30/2012	9/29/2012	61
██████████	Building Service Worker	7/20/2012	8/25/2012	37
██████████	Snack Bar Attendant	3/25/2013	5/12/2013	48
██████████	Cashier I	12/2/2013	2/17/2014	75
██████████	Building Service Worker	11/16/2012	12/22/2012	35

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Name	Upgraded Classification	Begin Date	End Date	Total Consecutive Work Days
██████████	Building Service Worker	1/22/2014	2/26/2014	36
██████████	Building Service Worker	10/1/2012	11/3/2012	34
██████████	Building Service Worker	10/7/2013	11/5/2013	31
██████████	Building Service Worker	9/21/2012	10/21/2012	31
██████████	Office Support Specialist	1/1/2013	3/16/2013	73