

STATE UNIVERSITIES CIVIL SERVICE SYSTEM

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March 7, 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 Governors State University. The audit period tested was April 1, 2010 through March 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 Governors 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. 239.

Lewis T. (Tom) Morelock
Executive Director

Governors State University Final Audit Report



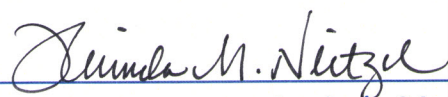
State Universities Civil Service System Compliance Audit

March 7, 2013

Audit Period

April 1, 2010 – March 31, 2012

Prepared by:



Lucinda M. Neitzel
Audit and Advisory Services Manager

Governors State University
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: Extra Help Employees Exceeding the 900-Hour Rule

Governors State University **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 July 10-12, 2012. On January 3, 2013, a Draft Audit Report was submitted to the Employer, which captured both Material and Non-Material Findings observed during the audit. A formal exit conference was conducted on January 14, 2013, which provided an opportunity for the Employer to discuss both the Material and Non-Material findings contained in the initial Draft Audit Report. Following this exit conference, a revised Draft Audit Report was resubmitted to the Employer on February 6, 2013. Upon completion of the audit process 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

Governors State University
Final Audit Report

Executive Summary
YEAR ENDED-FY2013

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>
GSU FY13-01	5	FINDINGS (STATE UNIVERSITIES CIVIL SERVICE ACT) Exemption Authorization Applied to Positions That Match Civil Service Classification Specifications®
GSU FY13-02	9	FINDINGS (ILLINOIS ADMINISTRATIVE CODE) Non-Compliance with Extra Help Employment and Position Limitations®

Governors State University
Final Audit Report

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

GSU FY13-01 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 fifty-nine (59) Principal Administrative Appointment (PAA) position descriptions, including on-site interviews with various exempted employees, it was determined that fifteen (15) exempted positions listed in **Appendix A** were performing duties matching the specifications for various Civil Service classifications. The cited positions 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 Auditor originally requested sixty-four (64) Principal Administrative Appointment position descriptions as the test sample to determine proper exemption from Civil Service statutory guidelines. It was determined that five (5) position descriptions requested were not submitted by the Employer and therefore were not available to the Auditor for review. *This is of particular concern since exemption status is determined primarily by a thorough and comprehensive review of the position description.* Consequently, the Auditor was unable to validate the Civil Service exemption for the positions listed below:

- | | |
|--|--------|
| 1. Assistant Director | A724 |
| 2. Chair & Director, Nursing | F526DC |
| 3. Specialist, Online Instruction | A763 |
| 4. Coordinator, Enrollment and
Extension Programs | A975 |
| 5. Digital Media Production
Specialist | A981 |

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

According to the Employer, 'standard' titles approved for use by the System Office were applied to the majority of the exempted positions. With respect to the position descriptions that were not submitted to the Auditor upon request, it appears the Employer does not have adequate business processes in place to properly designate positions or maintain job descriptions for exempt 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 FY2011 Biennial Compliance Audit, the Auditor identified eleven (11) exempted positions that appeared to be performing duties and responsibilities comparable to those found in Civil Service classifications. *[Finding Code GSU FY11-02, pages 9-12].*

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.

We recommend that the Employer complete an in-depth review of the position descriptions for the positions listed in **Appendix A** to further determine if they meet the specifications of the recommended, or other appropriate Civil Service classifications. We also recommend that the Employer obtain and complete an in-depth review of the position descriptions of the five (5) positions listed above and determine if they meet the specifications available through the civil service classification plan. *Specifically, 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. 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.

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**, and those listed above. *Again, it is strongly recommended that these positions be moved immediately, or at the next employment contract renewal date if applicable.*

Note: *"Custom Classifications" refer to the former Pilot Program designations of Accounting Associate, Human Resource Associate, Business/Administrative Associate, Information Technology Manager/Administrative Coordinator, Information Technology Technical Associate, and Information Technology Support Associate.*

Institutional Corrective Action Plan—provided by Gail Bradshaw, Associate Vice President for Human Resources and Diversity

All cited positions will be reviewed when they are vacant.

Additional Auditor Comments:

As previously referenced in this finding, the Auditor originally requested sixty-four (64) Principal Administrative Appointment (PAA) position descriptions as the sample for this audit to determine proper exemption from Civil Service statutory guidelines. The Auditor did not receive five (5) position descriptions requested. *Again, this is of particular concern since exemption status is determined primarily by a thorough and comprehensive review of the position description.*

Since the Auditor was unable to validate the Civil Service exemption for the following positions, we request that a full position analysis be conducted and that position descriptions be submitted to the System Office on or before May 31, 2013:

Assistant Director	A724
Chair & Director, Nursing	F526DC
Specialist, Online Instruction	A763
Coordinator, Enrollment and Extension Programs	A975
Digital Media Production Specialist	A981

Governors State University
Final Audit Report

Material Findings, Recommendations, and Institutional Corrective Action Plan

GSU FY13-02 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):

As documented in **Appendix B**, five (5) employees 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 thirteen (13) 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 several incumbents employed through them at the same time.

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

During the previous FY2011 Biennial Compliance Audit, it appeared that proper protocols were in place to monitor this employment activity. However, based on current information provided by the Employer, it does not appear that these protocols were properly maintained, especially related to the 900-hour position utilization component.

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:

The Auditor reviewed 285 Extra Help appointments utilized during the audit period. It was determined that three (3) employees were found to have worked beyond the 900-hour Extra Help limitation without the required 30-day break in service. *[Finding Code NMGSU FY11-03, pages 5-7]*.

Recommendation:

It should be noted that during the formal exit conference, the Employer indicated that their new payroll system now has the ability to flag Human Resources when Extra Help appointments are approaching 700 hours. This provides Human Resources the opportunity to notify department supervisors in advance that employees and/or positions are reaching the maximum hours allowed. The department supervisor is then required to provide a projected end date to Human Resources so that the appointment and/or position can be terminated appropriately.

The Auditor recommends that in order to reduce the frequency of these findings, the Employer may be able to further utilize Extra Help Extensions, when applicable, and/or 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 Gail Bradshaw, Associate Vice President for Human Resources and Diversity

We do notify the supervisors when extra help employees are approaching 700 hours.

We are also assigning unique Position Control Numbers for each position and will do the same for each position going forward.

We have been working with departments to request Extra Help Extensions when applicable.

**State Universities Civil Service System
Governors State University
FY2013 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
Brienes, Erick	Web Content Manager Specialist	1/1/2011	1/1/2011	\$68,675.08	A907	Information Technology Manager/Administrative Coordinator or Information Technology Technical Associate
Campbell, Hollie	Assistant to Vice President for Enrollment Management and Marketing	7/1/2009	7/1/2011	\$45,000.00	A948	Administrative Assistant or Business/Administrative Associate
Crivellone, Marge	Program Coordinator	9/1/2010	9/1/2010	\$36,900.00	A742	Grants and Contracts Administrator Series or Business/Administrative Associate
Elliott, Melinda	Assessment Software Specialist	4/1/2011	4/1/2011	\$37,925.08	A762	Information Technology Technical Associate
Engle, Janet	Special Projects Manager	11/1/1995	2/16/2012	\$39,000.00	A991	Grants and Contracts Administrator Series
Hefner, Christine	Family and Community Outreach Coordinator	5/16/2010	5/16/2010	\$49,200.00	A714	Child Care Resource Specialist or Program Services Specialist
Hostetter, Lynne	Assistant to Coordinator, MILE Program	2/7/2011	2/7/2011	\$13,991.25	A909	Administrative Aide
Hurst, Michael	Beginning Teacher Coordinator/TQP Mentor Trainer	1/1/2012	2/16/2012	\$9,000.00	A984	Continuing Professional Education Meeting Planner or Administrative Aide
Kinney-Smith, Pulchratia	Associate Director, Human Resources	6/1/2007	9/1/2011	\$75,589.18	A959	Human Resource Manager, Human Resource Associate or Deputy Director
Kohn, Elizabeth	Early Head Start Infant Toddler Specialist/Parent Educator	9/1/2010	9/1/2010	\$35,362.50	A746	Child Care Resource Specialist or Program Services Specialist
Kumar Bensiger, Joy	Online Instruction Specialist	5/17/2011	5/17/2011	\$59,040.00	A763	Instructional Development Specialist
Martinez, Aida	Coordinator for Minority Student Recruitment and Retention Services	4/16/2011	4/16/2011	\$44,126.25	A764	Program Adviser
Schneider, Lise	Admissions Counselor	4/1/2010	3/16/2012	\$30,737.58	A720	Admissions and Records Specialist Series
Stuenkel, Karen	Manager of Datatel User Services and Training	9/16/1996	1/1/2012	\$69,176.72	A999	Information Technology Manager/Administrative Coordinator or Information Technology Technical Associate
Turner, Melanie	Manager/Administrator Business Unit	3/1/2004	10/1/2009	\$61,500.00	A497	Administrative Assistant, Business/Administrative Associate, or Comptroller Series

**State Universities Civil Service System
Governors State University
FY2013 Biennial Compliance Audit**

Appendix B

Extra Help Employees Exceeding the 900-Hour Rule

Employee Name	Position Classification	Department	Beginning Appointment Date	Ending Appointment Date	Employee Hours Worked
Baymon, Debra	Office Assistant	Student Life	2/1/11	8/31/11	903.00
Gaskew, Johnnie	Business/Administrative Associate	Small Business Development Center	5/10/10	12/22/10	918.50
Ortiz, Jonathan	Stagehand	Center for Performing Arts	9/9/09	9/30/09	931.50
Simmons, Kathryn	Substitute Associate Teacher	Family Development Center	6/17/11	6/15/12	980.00
Turner, Steven	Maintenance Laborer	Facilities Development & Management	3/14/11	10/31/11	979.00

**State Universities Civil Service System
Governors State University
FY2013 Biennial Compliance Audit**

Appendix C

Extra Help Positions Exceeding the 900-Hour Rule

Position Number	Employee Name	Position Classification	Department	Beginning Appointment Date	Ending Appointment Date	Employee Hours Worked
26168	Thompson, Emmett	Protective Aide	Department of Public Safety	1/4/10	9/14/10	901.50
"	"	"	"	10/18/10		667.00
						1568.50
T0703	Schuit, Sarah	Grounds Maintenance	Facilities Development & Management	5/20/11	8/12/11	404.50
"	Hank, Danielle	"	"	5/23/11	8/19/11	297.00
"	Cornelius, Michael	"	"	5/9/11	10/31/11	692.50
"	Mabodu, Olanrewaju	"	"	5/16/11		501.00
"	Smith, Scotty	"	"	5/17/11		704.00
						2599.00
T0705	Kissel, Matthew	Property Control	Procurement & Auxiliary Services	5/24/10	8/16/11	462.00
"	Kainrath, Susan	"	"	10/18/11	11/15/11	122.25
"	Stanko, Nicholas	"	"	3/21/11		729.75
						1314.00
T0707	Benney, Albert	Protective Aide	Department of Public Safety	5/21/10	8/23/11	883.00
"	Wilson, Ronald	"	"	12/30/10		818.75
"	Curtis, Kurtisa	"	"	6/16/11	10/15/11	273.50
"	Filkins, Timothy	"	"	6/16/11	2/14/12	884.00
"	Jackson, Julius	"	"	6/16/11	2/14/12	875.50
"	Mendoza, Patricio	"	"	7/18/11	3/19/12	884.50
"	Martin, Craig	"	"	7/25/11	1/15/12	570.50
"	Rodgers, Dorinda	"	"	8/22/11		50.50
"	Corbett, Willie	"	"	9/12/11		412.00
"	Benney, Albert	"	"	9/22/11		429.75
"	Porter, Benjamin	"	"	12/8/11		787.50
"	Mendoza, Patricio	"	"	4/20/12		161.00
"	Martin, Craig	"	"	5/16/12		132.00
						7162.50
T0707	Lane, Beverly	Telecommunicator	Department of Public Safety	6/11/11	5/27/12	882.00
"	Polis, Tricia	"	"	7/14/11	2/12/12	872.00
"	Varner, Barbara	"	"	10/14/11		805.00
						2559.00
T173520	Doyle, Clifford	Protective Aide	Department of Public Safety	7/30/11	1/31/12	824.50
"	"	"	"	3/1/12		465.50
						1290.00
T1755	Doyle, Clifford	Protective Aide	Department of Public Safety	10/25/10	6/16/11	896.50
"	Barkman, Daniel	"	"	10/17/11		722.00
						1618.50

**State Universities Civil Service System
Governors State University
FY2013 Biennial Compliance Audit**

Appendix C

Extra Help Positions Exceeding the 900-Hour Rule

Position Number	Employee Name	Position Classification	Department	Beginning Appointment Date	Ending Appointment Date	Employee Hours Worked
T1820	Domikaitis, Page	Extra Help	Center for the Performing Arts	9/1/08		59.50
"	Gramza, Carl	"	"	9/1/08		166.50
"	Hernandez, Jordan	"	"	9/1/08		477.00
"	McQuown, Steve	"	"	9/1/08		19.00
"	Schutzli, Martin	"	"	9/1/08		122.50
"	MacKey, Brian	"	"	10/1/08		16.00
"	Labaty, Casey	"	"	11/16/08		131.50
"	Christiansen, Nicholas	"	"	1/16/09		96.50
"	Nelson, Gerald	"	"	1/16/09		72.00
"	Kaucher, Kevin	"	"	3/1/09		35.50
"	Mahl, Michael	"	"	10/1/09		119.50
"	Luciano, Vincent	"	"	1/1/10		30.00
"	Zepek, Joseph	"	"	9/16/11		21.50
"	Offett, Tracey	"	"	12/1/11		415.00
"	Taylor, Shanel	"	"	12/5/11		118.00
"	Ortiz, Jonathan	"	"	12/16/11		302.00
						2202.00
T1820	Ortiz, Jonathan	Stagehand	Center for the Performing Arts	9/9/09	9/30/11	931.50
"	Behrens, Steven	"	"	10/1/08	11/7/11	78.50
"	Sullivan, Karl	"	"	10/1/08		418.50
"	Calgaro, Donald	"	"	12/1/10		177.00
"	Johnston, Sydney	"	"	8/22/11		99.00
						1704.50
T200020	Boehl, Darryl	Substitute Teacher	Family Development Center	10/14/11		295.00
"	Obazee, Samantha	"	"	10/21/11		344.00
"	Perkins, Hope	"	"	12/16/11		352.50
						991.50
T2402	Gallagher, Ila	Lifeguard	Student Life	10/6/10	8/31/11	899.50
"	Nielsen, James	"	"	8/16/11	2/15/12	441.25
						1340.75
T3753A	Schmitt, Shawna	Substitute Cook	Family Development Center	1/6/11	3/31/12	399.75
"	McCullum, Damien	"	"	7/14/11		507.25
						907.00
T4500	Pretto, Gina	Substitute Assoc. Teacher	Family Development Center	5/19/10		708.00
"	Bailey, Dayla	"	"	4/21/11	12/31/11	65.50
"	Montgomery, Jazmin	"	"	6/6/11		723.00
"	Simmons, Kathryn	"	"	6/17/11	6/15/12	980.00
"	Trejo, Katrina	"	"	6/27/11	12/31/11	20.00
						2496.50