

**STATE OF ILLINOIS  
STATE UNIVERSITIES CIVIL SERVICE SYSTEM**

**COMPLIANCE EXAMINATION**

**For the Two Years Ended June 30, 2015**

STATE OF ILLINOIS  
STATE UNIVERSITIES CIVIL SERVICE SYSTEM  
COMPLIANCE EXAMINATION  
For the Two Years Ended June 30, 2015

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STATE OF ILLINOIS  
STATE UNIVERSITIES CIVIL SERVICE SYSTEM  
COMPLIANCE EXAMINATION  
For the Two Years Ended June 30, 2015

**AGENCY OFFICIALS**

Executive Director (9/18/15-present)	Mr. Jeff Brownfield
Interim Executive Director (7/7/15-9/17/15)	Mr. Bruce J. Finne
Interim Executive Director (7/1/15-7/6/15)	Ms. Marchant Martinelli
Executive Director (through 6/30/15)	Mr. Lewis T. "Tom" Morelock
Administrative Assistant II	Ms. Teresa Rademacher

Agency offices are located at:  
1717 Philo Road, Suite 24  
Urbana, IL 61802-6099

**Members of the University Civil Service Merit Board as of June 30, 2015:**

Mr. James D. Montgomery, Chair  
Ms. Karen Hasara, Vice Chair  
Mr. Lyneir Cole  
Mr. Rocky Donahue  
Mr. Marvin Garcia  
Rev. Dr. Marshall Hatch, Sr.  
Mr. Brian Mitchell  
Ms. Jill Smart  
Dr. Donna Manering  
Dr. Robert D. Webb  
Mr. Robert Marshall, Jr.

# STATE UNIVERSITIES CIVIL SERVICE SYSTEM

*Sunnycrest Center  
1717 Philo Road, Suite 24  
Urbana, Illinois 61802-6099*



*James D. Montgomery  
Merit Board Chair  
Jeff Brownfield  
Executive Director*

## STATE COMPLIANCE EXAMINATION

## MANAGEMENT ASSERTION LETTER

October 22, 2015

Honorable William G. Holland  
Auditor General  
740 East Ash Street  
Springfield, IL 62703

Auditor General Holland:

We are responsible for the identification of, and compliance with, all aspects of laws, regulations, contracts, or grant agreements that could have a material effect on the operations of the State Universities Civil Service System (System). We are responsible for and we have established and maintained an effective system of internal controls over compliance requirements. We have performed an evaluation of the System's compliance with the following assertions during the two-year period ended June 30, 2015. Based on this evaluation, we assert that during the years ended June 30, 2014 and June 30, 2015, the System has materially complied with the assertions below.

- A. The System has obligated, expended, received and used public funds of the State in accordance with the purpose for which such funds have been appropriated or otherwise authorized by law.
- B. The System has obligated, expended, received and used public funds of the State in accordance with any limitations, restrictions, conditions or mandatory directions imposed by law upon such obligation, expenditure, receipt or use.
- C. The System has complied, in all material respects, with applicable laws and regulations, including the State uniform accounting system, in its financial and fiscal operations.
- D. State revenues and receipts collected by the System are in accordance with applicable laws and regulations and the accounting and recordkeeping of such revenues and receipts is fair, accurate and in accordance with law.

Yours truly,

State Universities Civil Service System

  
\_\_\_\_\_  
Jeff Brownfield, Executive Director

  
\_\_\_\_\_  
Teresa Rademacher, Administrative Assistant II

STATE OF ILLINOIS  
STATE UNIVERSITIES CIVIL SERVICE SYSTEM  
COMPLIANCE EXAMINATION  
For the Two Years Ended June 30, 2015

**COMPLIANCE REPORT**

**SUMMARY**

The compliance testing performed during this examination was conducted in accordance with *Government Auditing Standards* and in accordance with the Illinois State Auditing Act.

**ACCOUNTANT'S REPORT**

The Independent Accountant's Report on State Compliance, on Internal Control Over Compliance and on Supplementary Information for State Compliance Purposes does not contain scope limitations, disclaimers, or other significant non-standard language.

**SUMMARY OF FINDINGS**

<u>Number of</u>	<u>Current</u> <u>Report</u>	<u>Prior</u> <u>Report</u>
Findings	0	0
Repeated findings	0	0
Prior recommendations implemented or not repeated	0	0

**EXIT CONFERENCE**

The State Universities Civil Service System waived an exit conference in correspondence dated October 22, 2015.

SPRINGFIELD OFFICE:

ILES PARK PLAZA  
740 EAST ASH • 62703-3154  
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FAX: 217/785-8222 • TTY: 888/261-2887  
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CHICAGO OFFICE:

MICHAEL A. BILANDIC BLDG. • SUITE S-900  
160 NORTH LASALLE • 60601-3103  
PHONE: 312/814-4000  
FAX: 312/814-4006  
FRAUD HOTLINE: 1-855-217-1895

OFFICE OF THE AUDITOR GENERAL  
WILLIAM G. HOLLAND

INDEPENDENT ACCOUNTANT'S REPORT ON STATE COMPLIANCE,  
ON INTERNAL CONTROL OVER COMPLIANCE, AND ON  
SUPPLEMENTARY INFORMATION FOR STATE COMPLIANCE PURPOSES

Honorable William G. Holland  
Auditor General  
State of Illinois

**Compliance**

We have examined the State of Illinois, State Universities Civil Service System's compliance with the requirements listed below, as more fully described in the Audit Guide for Financial Audits and Compliance Attestation Engagements of Illinois State Agencies (Audit Guide) as adopted by the Auditor General, during the two years ended June 30, 2015. The management of the State of Illinois, State Universities Civil Service System is responsible for compliance with these requirements. Our responsibility is to express an opinion on the State of Illinois, State Universities Civil Service System's compliance based on our examination.

- A. The State of Illinois, State Universities Civil Service System has obligated, expended, received, and used public funds of the State in accordance with the purpose for which such funds have been appropriated or otherwise authorized by law.
- B. The State of Illinois, State Universities Civil Service System has obligated, expended, received, and used public funds of the State in accordance with any limitations, restrictions, conditions or mandatory directions imposed by law upon such obligation, expenditure, receipt or use.
- C. The State of Illinois, State Universities Civil Service System has complied, in all material respects, with applicable laws and regulations, including the State uniform accounting system, in its financial and fiscal operations.
- D. State revenues and receipts collected by the State of Illinois, State Universities Civil Service System are in accordance with applicable laws and regulations and the accounting and recordkeeping of such revenues and receipts is fair, accurate and in accordance with law.

Our examination was conducted in accordance with attestation standards established by the American Institute of Certified Public Accountants; the standards applicable to attestation engagements contained in *Government Auditing Standards* issued by the Comptroller General of

the United States; the Illinois State Auditing Act (Act); and the Audit Guide as adopted by the Auditor General pursuant to the Act; and, accordingly, included examining, on a test basis, evidence about the State of Illinois, State Universities Civil Service System's compliance with those requirements listed in the first paragraph of this report and performing such other procedures as we considered necessary in the circumstances. We believe that our examination provides a reasonable basis for our opinion. Our examination does not provide a legal determination on the State of Illinois, State Universities Civil Service System's compliance with specified requirements.

In our opinion, the State of Illinois, State Universities Civil Service System complied, in all material respects, with the compliance requirements listed in the first paragraph of this report during the two years ended June 30, 2015.

### **Internal Control**

Management of the State of Illinois, State Universities Civil Service System is responsible for establishing and maintaining effective internal control over compliance with the requirements listed in the first paragraph of this report. In planning and performing our examination, we considered the State of Illinois, State Universities Civil Service System's internal control over compliance with the requirements listed in the first paragraph of this report to determine the examination procedures that are appropriate in the circumstances for the purpose of expressing our opinion on compliance and to test and report on internal control over compliance in accordance with the Audit Guide, issued by the Illinois Office of the Auditor General, but not for the purpose of expressing an opinion on the effectiveness of the State of Illinois, State Universities Civil Service System's internal control over compliance. Accordingly, we do not express an opinion on the effectiveness of the State of Illinois, State Universities Civil Service System's internal control over compliance.

*A deficiency in internal control over compliance* exists when the design or operation of a control over compliance does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, noncompliance with the requirements listed in the first paragraph of this report on a timely basis. *A material weakness in internal control over compliance* is a deficiency, or combination of deficiencies, in internal control over compliance, such that there is a reasonable possibility that material noncompliance with a requirement listed in the first paragraph of this report will not be prevented, or detected and corrected, on a timely basis. *A significant deficiency in internal control over compliance* is a deficiency, or a combination of deficiencies, in internal control over compliance that is less severe than a material weakness in internal control over compliance, yet important enough to merit attention by those charged with governance.

Our consideration of internal control over compliance was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control over compliance that might be material weaknesses or significant deficiencies. We did not identify any deficiencies in internal control over compliance that we consider to be material weaknesses. However, material weaknesses may exist that have not been identified.

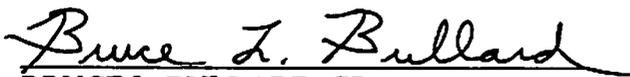
There were no immaterial findings that have been excluded from this report.

**Supplementary Information for State Compliance Purposes**

Our examination was conducted for the purpose of forming an opinion on compliance with the requirements listed in the first paragraph of this report. The accompanying supplementary information for the years ended June 30, 2015 and June 30, 2014 in Schedules 1 through 8 and the Analysis of Operations Section is presented for purposes of additional analysis. We have applied certain limited procedures as prescribed by the Audit Guide as adopted by the Auditor General to the June 30, 2015 and June 30, 2014 accompanying supplementary information in Schedules 1 through 8. However, we do not express an opinion on the accompanying supplementary information.

We have not applied procedures to the June 30, 2013 accompanying supplementary information in Schedules 3 through 7 and in the Analysis of Operations Section, and accordingly, we do not express an opinion or provide any assurance on it.

This report is intended solely for the information and use of the Auditor General, the General Assembly, the Legislative Audit Commission, the Governor, agency management, and the University Civil Service Merit Board and is not intended to be and should not be used by anyone other than these specified parties.



BRUCE L. BULLARD, CPA

Director of Financial and Compliance Audits

Springfield, Illinois

October 22, 2015

STATE OF ILLINOIS  
STATE UNIVERSITIES CIVIL SERVICE SYSTEM  
COMPLIANCE EXAMINATION  
For the Two Years Ended June 30, 2015

**SUPPLEMENTARY INFORMATION FOR STATE COMPLIANCE PURPOSES**

**SUMMARY**

Supplementary Information for State Compliance Purposes presented in this section of the report includes the following:

- Fiscal Schedules and Analysis:
  - Schedule of Appropriations, Expenditures and Lapsed Balances
  - Comparative Schedule of Net Appropriations, Expenditures and Lapsed Balances
  - Schedule of Changes in State Property
  - Comparative Schedule of Cash Receipts and Reconciliation of Cash Receipts to Deposits Remitted to the State Comptroller
  - Analysis of Significant Variations in Expenditures
  - Analysis of Significant Variations in Receipts
  - Analysis of Significant Lapse Period Spending
  
- Analysis of Operations (Not Examined):
  - Agency Functions and Planning Program (Not Examined)
  - Average Number of Employees (Not Examined)
  - Service Efforts and Accomplishments (Not Examined)

The accountant's report that covers the Supplementary Information for State Compliance Purposes presented in the Compliance Report Section states the accountants have applied certain limited procedures as prescribed by the Audit Guide as adopted by the Auditor General to the June 30, 2015 and June 30, 2014 accompanying supplementary information in Schedules 1 through 8. However, the accountants do not express an opinion on the supplementary information. The accountant's report also states that they have not applied procedures to the Analysis of Operations Section, and accordingly, they do not express an opinion or provide any assurance on it.

STATE OF ILLINOIS  
 STATE UNIVERSITIES CIVIL SERVICE SYSTEM  
**SCHEDULE OF APPROPRIATIONS, EXPENDITURES AND LAPSED BALANCES**

**Schedule 1**

Appropriations for Fiscal Year 2015

Fourteen Months Ended August 31, 2015

Public Act 98-0678	Appropriations	Expenditures Through 6/30/15	Lapse Period Expenditures 7/01-8/31/15	Total Expenditures	Balances Lapsed
<b>General Revenue Fund - 001</b>					
Ordinary and Contingent Expenses	\$ 1,176,200	\$ 1,140,218	\$ 17,801	\$ 1,158,019	\$ 18,181
Total Fiscal Year 2015	<u>\$ 1,176,200</u>	<u>\$ 1,140,218</u>	<u>\$ 17,801</u>	<u>\$ 1,158,019</u>	<u>\$ 18,181</u>

Note: Appropriations, expenditures, and lapsed balances were obtained from State Comptroller records and have been reconciled to Agency records. Expenditure amounts are vouchers approved for payment by the Agency and submitted to the State Comptroller for payment to the vendor.

STATE OF ILLINOIS  
 STATE UNIVERSITIES CIVIL SERVICE SYSTEM  
**SCHEDULE OF APPROPRIATIONS, EXPENDITURES AND LAPSED BALANCES**

Appropriations for Fiscal Year 2014

Fourteen Months Ended August 31, 2014

Public Act 98-0033	Appropriations (Net After Transfers)	Expenditures Through 6/30/14	Lapse Period Expenditures 7/01-8/31/14	Total Expenditures	Balances Lapsed
<b>General Revenue Fund - 001</b>					
Personal Services	\$ 932,400	\$ 878,639	\$ -	\$ 878,639	\$ 53,761
State Contributions to Social Security	13,100	12,272	-	12,272	828
Contractual Services	200,000	196,330	1,601	197,931	2,069
Travel	9,000	6,744	918	7,662	1,338
Commodities	6,000	3,613	1,604	5,217	783
Printing	3,500	1,758	56	1,814	1,686
Equipment	13,000	3,476	9,059	12,535	465
Telecommunications Services	25,000	18,633	3,719	22,352	2,648
Operation of Automotive Equipment	3,000	1,434	66	1,500	1,500
<b>Total Fiscal Year 2014</b>	<b>\$ 1,205,000</b>	<b>\$ 1,122,899</b>	<b>\$ 17,023</b>	<b>\$ 1,139,922</b>	<b>\$ 65,078</b>

Note: Appropriations, expenditures, and lapsed balances were obtained from State Comptroller records and have been reconciled to Agency records. Expenditure amounts are vouchers approved for payment by the Agency and submitted to the State Comptroller for payment to the vendor.

STATE OF ILLINOIS  
STATE UNIVERSITIES CIVIL SERVICE SYSTEM  
**COMPARATIVE SCHEDULE OF NET APPROPRIATIONS,  
EXPENDITURES AND LAPSED BALANCES**  
For the Fiscal Years Ended June 30, 2015, 2014 and 2013

**Schedule 3**

	Fiscal Year		
	2015	2014	2013
	<u>P.A. 98-0678</u>	<u>P.A. 98-0033</u>	<u>P.A. 97-0729</u>
<b>General Revenue Fund - 001</b>			
Appropriations (Net After Transfers)	<u>\$ 1,176,200</u>	<u>\$ 1,205,000</u>	<u>\$ 1,205,000</u>
Expenditures			
Personal Services	\$ -	\$ 878,639	\$ 821,395
State Contributions to Social Security	-	12,272	11,544
Contractual Services	-	197,931	200,670
Travel	-	7,662	7,178
Commodities	-	5,217	4,547
Printing	-	1,814	3,470
Equipment	-	12,535	12,708
Telecommunications Services	-	22,352	23,357
Operation of Automotive Equipment	-	1,500	1,908
Ordinary and Contingent Expenses	<u>1,158,019</u>	<u>-</u>	<u>-</u>
Total Expenditures	<u>\$ 1,158,019</u>	<u>\$ 1,139,922</u>	<u>\$ 1,086,777</u>
Lapsed Balances	<u><u>\$ 18,181</u></u>	<u><u>\$ 65,078</u></u>	<u><u>\$ 118,223</u></u>

STATE OF ILLINOIS  
STATE UNIVERSITIES CIVIL SERVICE SYSTEM  
**SCHEDULE OF CHANGES IN STATE PROPERTY**  
For the Two Years Ended June 30, 2015

**Schedule 4**

	Equipment
Balance at July 1, 2013	\$ 252,997
Additions	10,818
Deletions	-
Net Transfers	-
Balance at June 30, 2014	\$ 263,815
Balance at July 1, 2014	\$ 263,815
Additions	9,948
Deletions	-
Net Transfers	(29,514)
Balance at June 30, 2015	\$ 244,249

Note: The above schedule has been derived from Agency records which have been reconciled to property reports submitted to the Office of the Comptroller.

STATE OF ILLINOIS  
STATE UNIVERSITIES CIVIL SERVICE SYSTEM  
**COMPARATIVE SCHEDULE OF CASH RECEIPTS AND  
RECONCILIATION OF CASH RECEIPTS TO  
DEPOSITS REMITTED TO THE COMPTROLLER**  
For the Years Ended June 30, 2015, 2014 and 2013

**Schedule 5**

	2015	2014	2013
<b>General Revenue Fund - 001</b>			
Restitution	\$ 1,650	\$ 1,350	\$ 1,350
Total cash receipts per Agency	1,650	1,350	1,350
Less - In Transit at End of Year	-	-	-
Plus - In Transit at Beginning of Year	-	-	-
Total cash receipts per State Comptroller's Records	\$ 1,650	\$ 1,350	\$ 1,350

STATE OF ILLINOIS  
STATE UNIVERSITIES CIVIL SERVICE SYSTEM  
**ANALYSIS OF SIGNIFICANT VARIATIONS IN EXPENDITURES**  
For the Two Years Ended June 30, 2015

The State Universities Civil Service System analysis of significant variances in total expenditures by fund exceeding \$3,000 and 20% between fiscal years as presented in the “Comparative Schedule of Appropriations, Expenditures and Lapsed Balances, Schedule 3” is detailed below:

**ANALYSIS OF SIGNIFICANT VARIATIONS IN EXPENDITURES BETWEEN FISCAL YEARS 2015 AND 2014**

**General Revenue Fund - 001**

For Fiscal Year 2014, the State Universities Civil Service System (System) received individual appropriations designated for specific purposes rather than a lump sum appropriation for ordinary and contingent expenses. For Fiscal Year 2015, the System received a lump sum appropriation for all General Revenue Fund expenditures.

**ANALYSIS OF SIGNIFICANT VARIATIONS IN EXPENDITURES BETWEEN FISCAL YEARS 2014 AND 2013**

**General Revenue Fund - 001**

No significant variation in expenditures noted.

STATE OF ILLINOIS  
STATE UNIVERSITIES CIVIL SERVICE SYSTEM  
**ANALYSIS OF SIGNIFICANT VARIATIONS IN RECEIPTS**  
For the Two Years Ended June 30, 2015

**General Revenue Fund – 001**

The State Universities Civil Service System (System) receives minimal receipts. During Fiscal Years 2015, 2014, and 2013, the System received only restitution receipts for a Fiscal Year 2013 settlement of a restitution case. There were no significant variations in receipts between Fiscal Years 2015 and 2014 or Fiscal Years 2014 and 2013.

STATE OF ILLINOIS  
STATE UNIVERSITIES CIVIL SERVICE SYSTEM  
**ANALYSIS OF SIGNIFICANT LAPSE PERIOD SPENDING**  
For the Two Years Ended June 30, 2015

The State Universities Civil Service System analysis of significant lapse period spending exceeding \$3,000 and 20% in Fiscal Years 2014 and 2015 as reported in the “Schedule of Appropriations, Expenditures and Lapsed Balances, Schedules 1 and 2” is detailed below:

**FISCAL YEAR 2015**

No significant lapse period spending noted.

**FISCAL YEAR 2014**

**General Revenue Fund – 001**

Equipment

Lapse period expenditures totaling \$9,059 were due to invoices received and processed during the lapse period for two desktop computers, one laptop computer, one server, filing cabinets, and other EDP equipment ordered prior to June 30, 2014.

STATE OF ILLINOIS  
STATE UNIVERSITIES CIVIL SERVICE SYSTEM  
**AGENCY FUNCTIONS AND PLANNING PROGRAM (NOT EXAMINED)**  
For the Two Years Ended June 30, 2015

Agency Functions

The State Universities Civil Service System (SUCSS) was created by the State Universities Civil Service Act (110 ILCS 70/36b et seq.) and became operative on January 1, 1952. The SUCSS has a statutory obligation to establish a sound program of personnel administration at State supported institutions of higher education and at certain allied agencies. To fulfill this obligation, the SUCSS provides the essential function of administering, developing and maintaining the basic rules and procedures related to the employment of professional (non-academic), technical and support staff at each major Illinois public higher education university and affiliated agency.

Among its many responsibilities, the SUCSS provides direct guidance and support services to universities/agencies in such areas as employment, examinations, classification plan management, salary administration, compliance audit reviews, disciplinary procedures and other business operations related to the management of support staff personnel.

The SUCSS audit team conducts a human resource operational audit at each university and higher education agency once every two years. This involves a comprehensive review of internal practices, including both document review and discussions with staff regarding a broad range of human resource-related practices.

The governing body of the SUCSS is the University Civil Service Merit Board (Board). The Board is composed of 11 members representing the public universities of the State of Illinois. Members of the Board are elected by their respective university governing boards.

The SUCSS office is located at 1717 Philo Road, Suite 24, Urbana, Illinois and serves the following public universities and agencies with respect to the employment relationship with their professional (non-academic), technical and support staff:

Chicago State University	Eastern Illinois University
Governors State University	Illinois Board of Higher Education
Illinois Community College Board	Illinois State University
Illinois Student Assistance Commission	Northeastern Illinois University
Northern Illinois University	Southern Illinois University at Carbondale
Southern Illinois University at Edwardsville	Southern Illinois University School of Medicine
State Universities Civil Service System	State Universities Retirement System
University of Illinois at Chicago	University of Illinois at Springfield
University of Illinois at Urbana-Champaign	Western Illinois University

STATE OF ILLINOIS  
STATE UNIVERSITIES CIVIL SERVICE SYSTEM  
**AGENCY FUNCTIONS AND PLANNING PROGRAM (NOT EXAMINED)**  
For the Two Years Ended June 30, 2015

Planning Program

The SUCSS develops an action plan each year that is a compilation of agency goals, objectives and/or initiatives. The action plans are presented each year in the SUCSS Annual Report. The action plans developed during the period concentrate on several new initiatives focusing on customer service, communications, business process upgrade, and overall modernization of the SUCSS in general.

Other goals listed in the action plans are as follows:

1. Revise classification plans to eliminate redundancy and duplication in classification designations, upgrade associated employment protocols, and develop new testing/resume review processes;
2. The electronic web-based applicant testing system will continue to add a significant number of examinations. The testing system is available for use at all university/agency locations, streamlining testing operations and creating a customer friendly testing interface;
3. Continue to review and suggest changes to the Administrative Rules and procedures, potentially developing a legislative strategy for improvement and upgrade;
4. Continue to evaluate staffing and facility requirements;
5. Utilize a document scanning system to create electronic files of many standard forms and historical business documents; and
6. Expand the membership of the advisory committees to obtain an even larger cross section of the overall employee constituency.

STATE OF ILLINOIS  
STATE UNIVERSITIES CIVIL SERVICE SYSTEM  
**AVERAGE NUMBER OF EMPLOYEES (NOT EXAMINED)**  
For the Years Ended June 30, 2015, 2014 and 2013

The following table, prepared from the State Universities Civil Service System's records, presents the average number of employees by division for the Fiscal Years ended June 30,

<u>Division</u>	<u>Fiscal Year</u>		
	<u>2015</u>	<u>2014</u>	<u>2013</u>
Administrative Division	5	5	3
Operations and Audit Division*	5	6	6
Legal Services Division	1	1	1
IT Division	2	2	2
Total Average Employees	<u>13</u>	<u>14</u>	<u>12</u>

\*Note: The Operations and Audit Divisions were combined beginning in Fiscal Year 2014.

STATE OF ILLINOIS  
STATE UNIVERSITIES CIVIL SERVICE SYSTEM  
**SERVICE EFFORTS AND ACCOMPLISHMENTS (NOT EXAMINED)**  
For the Fiscal Years Ended June 30, 2015, 2014 and 2013

	Fiscal Year		
	2015	2014	2013
<b><u>Examinations</u></b>			
New/revised/pending examinations	144	138	161
Examinations given at the institutions	27,678	30,392	31,288
Examinations reviewed for applicants per request	50	104	136
<b><u>Classifications</u></b>			
Total class specifications	1,043	1,089	1,074
New/revised/pending class specifications developed	107	108	125
Reinstated class specifications	-	-	-
Deleted class specifications	44	-	5
Training programs approved	40	41	56
Pay ranges/rates approved	3,270	2,782	2,205
<b><u>Discharge Cases</u></b>			
Written charges for discharge served on employees	51	55	59
Employees who requested a hearing	14	8	17
Cases withdrawn by employer before hearing	-	2	2
Cases withdrawn by employer during/after hearing	1	-	-
Cases withdrawn by employees before hearing	3	1	-
Cases withdrawn by employees during/after hearing	-	-	3
Employees who resigned before hearing was held	-	1	1
Employees who resigned during/after hearing held and before Merit Board decision	1	2	1
Settlement before/during/after hearing	7	2	4
Employees discharged by Merit Board	1	-	3
Employees reinstated by Merit Board	-	-	1
Employees reinstated by Merit Board with 60-day suspension	1	-	1
Charges dismissed by Merit Board	-	-	1
<b><u>Audits</u></b>			
On site audits	10	10	11
Position descriptions reviewed	943	774	1,154
On-site desk audits conducted	116	74	109
Verification of pay of employees performed	10,686	11,231	10,951
Pay ranges/rates reviewed	1,730	1,624	1,790
Applicant credentials reviewed	360	254	421
Registers reconstructed	281	188	323
Nonstatus appointments reviewed	40,034	26,761	40,802
Active principal administrative appointments reviewed	12,894	5,058	7,093
Principal administrative appointment interviews conducted	87	102	147
Temporary upgrade/downgrade assignments in days	27,241	48,500	26,916