At its annual meeting each year, the Midwest Region of the College and University Professional Association of Human Resources (CUPA-HR) recognizes the achievements of its members and presents awards in both institutional and individual activities in a variety of areas. This year at its annual meeting held in Dearborn, Michigan, the State Universities Civil Service System was presented with the Midwest CUPA-HR “Best Practice” award for their web-based electronic pre-employment testing program (E-Test).

The Midwest CUPA-HR “Best Practice” award is presented to an individual or team who demonstrates creativity, process improvements, excellence, or professional achievement within a functional area of human resources (either an entire HR unit or smaller subunit). A single significant project or a pattern of smaller projects were considered. Nominations were submitted by various institutions throughout the Midwest Region with the State Universities Civil Service System E-Test program selected by a panel of judges as the recipient of this year’s award.

Specific criteria utilized in making the selection for this award focused on the following questions:

- What was the original need/problem/dilemma/idea?
- Why was it important to the functional area of human resources or the institution?
- How was it approached, i.e., what new approaches or methodologies were used?
- What was accomplished or achieved?
- How did the individual or team know they were successful?

The web-based, electronic E-Test program was implemented in September 2005 and will replace the old, inefficient paper-based classification plan and testing process utilized for the past fifty years. Current web design and electronic information processing technologies are utilized in the delivery, management, and security of this new system. Utilization of this system has resulted in significant efficiencies at the institutional level and has improved customer service and applicant processing. Executive Director, Tom Morelock, and IT Manager, Bob Curry, attended the recent Midwest CUPA-HR Conference held in Dearborn, Michigan on April 23-26, 2006 and were presented with a plaque to recognize this accomplishment.
Southern Illinois University Carbondale will celebrate its 150th anniversary in 2019. The Campus which employs approximately 1,860 Civil Service employees (including a School of Medicine in Springfield), initiated a journey towards its 150th anniversary by unveiling a plan entitled *Southern at 150: Building Excellence Through Commitment* in February of 2003. This plan would be the foundation for the pursuit of “Excellence as the measure of all things,” one of the core values guiding the Campus to the year 2019. The plan also states that, “We will manage ourselves in a way that exceeds effectiveness. . .”; and, “We will recognize that Southern Illinois University Carbondale is a place that values people and the human spirit.”

The civil service employees are the largest employee group on the Southern Illinois University Carbondale Campus. The daily support they provide furthers the efforts of all other Campus constituencies including faculty, students and administrative professional staff, thereby, furthering the mission of the University.

As a result of *Southern at 150*, the Campus is continuously working towards excellence in an effort to achieve our most important goal – educating students. The Agility and Efficiency Task Force, an early initiative announced from this plan, was charged with instituting a culture of self-assessment and continuous improvement... and thus, provided direction to the Chancellor and the Campus in establishing Excellence Concept Teams. Chancellor Walter V. Wendler established the Civil Service Excellence Concept Team to recognize excellence in performance among Civil Service employees.

The Team consisted of ten Civil Service employees, both union and non-union, a Faculty representative, Administrative Professional representative, and a resource person. Executive Director Tom Morelock and Deputy Director Dennis Smith of the State Universities Civil Service System were invited to participate and we were honored that they agreed to do so. Also invited to participate, were several AD/HOC members, campus Human Resource professionals, to actively participate, including the Executive Director of Finance, Director of Human Resources, Director of Labor Relations, and our Education Coordinator. Our hopes were that this collaboration would enable us to propose some “trail blazing concepts” that would, to some degree, modernize and create a higher level of awareness and professionalism in the Campus Civil Service community.

The various Civil Service classifications represented provided an opportunity to share views as to the broad impact of a recognition and reward program.

The charge included working with Tom Morelock, Executive Director of the State Universities Civil Service System, and his staff in reviewing the: 1) current Campus procedures designed to recognize Civil Service achievement (e.g., Human Resources compensation guidelines, salary increase process, upgrades, awards); 2) current Civil Service classification system, considering the recommendation from the Agility & Efficiency Task Force for Hiring/Personnel Practices to establish multiple pay levels (*pay grades*) within classification for all Civil Service Classifications; 3) potential for merit compensation for Civil Service employees; and, 4) annual evaluation process.

Ultimately, the Team was to present recommendations regarding new, innovative procedures that might be implemented on the Southern Illinois University Carbondale Campus in our goal to reward Civil Service excellence in the most effective manner. Tom Morelock and his staff provided valuable oversight in ensuring that the system statutes and rules were taken into consideration during the decision-making process.
Several meetings were held from December of 2005 through April of 2006. As discussions progressed, the Team determined that the issues at hand would be more efficiently worked through by establishing Merit and Recognition, Within Classification Salary Adjustment, and Evaluation subcommittees. Each subcommittee worked diligently on a specific charge, by researching and holding subcommittee meetings, and then returning to the table with recommendations for the entire Team to discuss.

The Merit and Recognition Awards subcommittee had one of the most difficult assignments in working with the merit component of their charge. The merit award was the most extensively discussed as the Team spent many hours in determining what should be considered meritorious performance and the type of performance evaluation instrument required to support this type of award.

The Evaluation subcommittee also had a complex task in their charge to review the current Campus performance evaluation tool and tools used by other universities to determine the most appropriate merit instrument for Southern Illinois University Carbondale. The Evaluation subcommittee prepared and provided a final draft of that performance evaluation to the entire Team.

The Evaluation and Merit subcommittees had to work very closely to ensure that the award of merit pay was tied directly to the Civil Service performance evaluation.

Additional Recognition Awards were also discussed as a means to reward and recognize civil service employees for their day-to-day achievements. This type of award would include certificates, tickets to cultural performances and ballgames, etc.

The Within Classification Salary Adjustments subcommittee also met, conducted research, and shared their findings with the full Team. These discussions led to an understanding as to how this type of salary adjustment would be applied and what type of form should be drafted to support this type of request.

As recommendations were more narrowly defined, the Civil Service Excellence Concept Team decided to present three types of awards for implementation and initiated the preparation of a final report to the Chancellor to include the following:

- **Merit** pay based on the civil service employee annual performance evaluation. In accordance with this recommendation, a new evaluation form was drafted. The Evaluation and Merit subcommittees had to work very closely to ensure that the award of merit pay was tied directly to the Civil Service performance evaluation.

- **Within Classification Salary Adjustments** outside of the standard yearly increment process. A form was drafted around this recommendation.

- **Recognition Awards**, including both monetary and non-monetary incentives that could be given through the year.

This initiative provided an excellent opportunity for the Team to interact and collaborate with representatives of the State University Civil Service System. One of the most refreshing and enlightening elements of the Civil Service Excellence Concept Team discussions was the revelation that most of the restrictions that have been placed upon the Civil Service compensation program were through established Campus policies, and not System rules and procedures. The Team quickly came to the realization that State Universities in Illinois can truly create an adaptable and specialized Civil Service staff operation with a comprehensive, flexible compensation program, in the same manner as any other administrative/professional group on our campuses.

As a result of **Southern at 150**, the Campus is continuously working towards excellence in an effort to achieve our most important goal -- educating students.

These open discussions with the State Universities Civil Service System representatives were very valuable and provided the Team with an opportunity of an in-depth look at recommendations that would not only recognize and reward excellence in Civil Service performance, but also change the way that Civil Service employees and their supervisors perceive the importance of their contributions to students, faculty, administrative professional staff, and the overall mission of the Campus.

We are very pleased with our progress to date and plan to have a comprehensive and innovative recommendation to modernize our Civil Service compensation plan with a significant focus in rewarding excellence. We look forward to the positive outcome of these recommendations and will share further information regarding this initiative as it becomes available.
Jay Brooks has been employed at Southern Illinois University at Carbondale for twenty-seven years. He began his career there as a Building Service Worker I. For the past eight years, Jay has been the Superintendent of Building Services directly in charge of the many campus janitorial and sanitation activities.

Jay has been an active member of the SIUC Civil Service Council for the past twelve years and entering his second two year term as their Council President. Jay is also just finishing his first four year term as the elected civil service representative on the Employee Advisory Committee to the Merit Board.

Julie began her career at Southern Illinois University Carbondale (SIUC) in November 1988 as a Secretary IV in the General Accounting Office-Research and Projects Fiscal Management. She served in that capacity until 1990, at which time she accepted an upgrade to an Office Systems Specialist III to the Chair of the Civil Engineering Department. In 1992, she accepted another upgrade to the position of Administrative Aide to the Associate Vice President for Academic Affairs (Budget). In 1994, she accepted a position as the Administrative Aide to the Executive Director for Budgeting.

During her tenure in the Executive Director's office, she completed her Bachelors Degree at SIUC and immediately applied to and was accepted in the Masters in Public Administration Degree (MPA) program. In 1998, she was appointed to the position of Administrative Aide to the Chancellor. In December of 2004, she completed her Masters Degree in Public Administration (MPA) at SIUC. During her tenure in the Office of the Chancellor, she has earned two additional upgrades and currently serves as an Administrative Assistant II in the Office of the Chancellor.

E-Test Reaches Milestone: 1000 Exams Administered
The Merit Board conducted their first regular yearly meeting on February 15, 2006 at the University System Office. Chair Friefeld called the meeting to order at 10:05 a.m. Eight of the nine board members were either present or participated by phone.

The first agenda item was the reorganization of officers for calendar year 2006. Chair Friefeld was reelected chair and Marjorie Sodemann was reelected Vice Chair. Both Mr. Friefeld and Mrs. Sodemann will serve on the Executive Committee, along with John Simmons and David Dorris. The Merit Board also appointed Dennis Smith to serve as Secretary for the Merit Board until his retirement on April 30, 2006. Teresa Rademacher will assume the Merit Board Secretary's roll at that time for the remainder of calendar year 2006.

The Merit Board approved the minutes of the One Hundred-and-Fifty-Ninth meeting of the Merit Board with one minor correction and they also approved the minutes from the Special Meeting of the Merit Board held December 20, 2005.

The Merit Board approved the minutes of the One Hundred-and-Fifty-Ninth meeting of the Merit Board with one minor correction and they also approved the minutes from the Special Meeting of the Merit Board held December 20, 2005.

The Merit Board considered one discharge recommendation filed by the University of Illinois at Chicago. After discussion on the specifics of this case, the Merit Board then approved the recommendation for discharge in this matter.

Mary Follmer presented the board with an updated copy of the proposed discharge/demotion rule revision as printed in the Illinois Register. At the upcoming board meeting on May 24, 2006, the Merit Board Staff is expected to present the final rule revision to the Merit Board for approval and submission to the Joint Committee on Administrative Rules for the 2nd notice period.

The Merit Board was asked to grant approval of a recommendation to increase the daily fees for hearing officers from $300/day to $500/day and to approve the recommendation to pay these fees when a hearing is resolved five days or less prior to a hearing since hearing officers spend significant time in preparation for these hearings. The Merit Board subsequently approved the recommended revision.

Tom Morelock, Executive Director, updated the Merit Board on the status of the FY 2007 budget proposal and presentation to the Illinois Board of Higher Education. He also updated the Board on the resignation of Lucretia Williams and the retirement of Dennis N. Smith. Mr. Morelock thanked Mr. Smith for his many years of dedication and service to the Merit Board Office. Mr. Morelock also updated the Board on several other issues, including the final agency audit report issued by the Auditor General's Office and compliance audits conducted at Governors State University and the Illinois Student Assistance Commission.

Mr. Brownfield reported that since E-Test became available in October, 2005, there have been 750 examinations administered through this process. New developments in that program include expanding the capability to dynamically generate examinations using a pool of questions. This will further improve the integrity and security of the exam process.

Finally the Merit Board heard reports from Alice Costa, Chair of the State Universities Civil Service Advisory Committee and Mary Follmer, Assistant Legal Counsel.

The next meeting of the Merit Board will be held on Wednesday, May 24, 2006 beginning at 10:00 a.m. at the University System Office.

Teresa Rademacher
Secretary to the Merit Board
New Merit Board Members

Joanne E. Maitland of Bloomington was recently appointed to serve on the University Civil Service Merit Board. Ms. Maitland is a retired Assistant Finance Manager for the City of Bloomington Township. She currently is serving as President of McLean County Board of Health and member of the McLean County Extension Foundation Board.

Ms. Maitland has also served as President of the United Way of McLean County, Board Member of United Way of Illinois, Secretary of the BroMenn Health Care Inc. Board of Directors, Board Member of the Mennonite College of Nursing, Chairman of the Margaret Esposito Scholarship Committee, Chairman of the Ewing Scholarship Committee and served in various other community functions.

Devon C. Bruce, an attorney with Power Rogers & Smith, P.C., in Chicago was appointed to serve on the University of Illinois Board of Trustees in 2003 and has just recently been appointed as their liaison to the State University Civil Service Merit Board.

Mr. Bruce received his B.A. from the University of Illinois in 1990 and his J.D. from the University of Illinois College of Law in 1993.

Mr. Bruce has been involved in many activities and community service organizations, including the Illinois State Bar Association, the Illinois Trial Lawyers Association, the University of Illinois College of Law, and the Trial Lawyers for Public Justice.

System Office Welcomes New Employees

Torre Walls started with the System Office in April as a Human Resource Officer in the Operations Division. Before starting at the System Office, Torre was employed as a case manager at Lincoln’s Challenge Academy in Rantoul.

Torre has served in the US Army and was a long-time employee of AT&T. She retired early from AT&T to finish her Master of Science degree from the School of Technology at Eastern Illinois University.

Torre attends Second Baptist Church, where she has served as the Director of the Shekinah Praise Dancers for the past four years. She is very active in church functions, including teaching preschool classes and working as a part-time Administrative Assistant.

Torre lives in Danville with her three children, Shannon, Morgan, and Ambrosia.

“\text{I count it a blessing to have been selected to this Human Resource Officer position at the System Office. The work atmosphere and environment are so pleasant. I look forward to many years of working to accomplish and preserve the System Offices' mission.}”

Lucinda M. (Cindy) Neitzel started with the System Office in April, 2006 as a Human Resource Officer with the Audit and Advisory Services Division. With over twelve years of combined Personnel Administration and Human Resource Management experience, she has worked in a wide variety of positions from administrative to technical to managerial.

A 20-year military veteran, she enlisted in the United States Air Force in September 1986 as an Intelligence and Radio Signals Analyst, completing tours in Pensacola, Florida; San Vito Air Station, Italy; and Misawa Air Base, Japan. Upon returning to the United States in 1994, she enlisted in the Illinois Air National Guard in Peoria, where she has been serving as a First Sergeant for the last four years. In 1995, she accepted a full time position with Lincoln's Challenge Academy in Rantoul, a quasi-military program for 16-18 year old at-risk youth. She became the Human Resource Manager there in 1999 and served in that capacity until her departure in March 2006 to become part of the State Universities Civil Service System team.

Cindy is married to Steve, a University of Illinois Housing Division employee. They attend St. Malachy Church in Rantoul and have three children, Ashley (15), Courtney (14), and Spencer (5).
Determining the Right Questions for the Right Examinations: CTT and IRT Analyses

Personnel selection has long been a topic of interest to applied psychologists. How do you pick the right person for the job? Choosing tests that cover the domain of knowledge, skills, and abilities required to do the job is one method. The System Office, like most civil service agencies, has long employed this type of test. Recently, the ambitious conversion to internet-based testing and forming a relationship with the University of Illinois (Urbana Campus) Department of Psychology and Institute for Industrial and Labor Relations has afforded motive and opportunity to scrutinize and redevelop these tests.

The System Office now examines the statistical properties of its examination in two main ways, analyses based on Classical Test Theory (CTT) and Item Response Theory (IRT). CTT is a venerable psychometric tradition, and provides valuable information about test items (i.e., individual questions) and their relationship to the performance of the scale (i.e., subtest) to which those items belong. CTT states that a person's observed score on a test is composed of both their 'true score', or the average of the scores that they would get on many hypothetical trials on the test, and some measurement error.

Within the CTT framework, the reliability of a test is assessed with Cronbach's alpha. The reliability of a test tells us about the relationship of observed scores on a test to true scores on that test. Reliability, so defined, is unobservable, but is approximated by alpha, which actual measures how much the items of a scale 'hang together', or relate to each other. That is, the extent to which a scale assesses the same dimension will be reflected in its reliability. Additionally, it is necessary to calculate the mean of each item. Because each item is scored either right or wrong (1 or 0), the mean of each item is the percentage of test takers that got the item right. This is an index of item difficulty. Actually, it's how easy the item is. Say, if 90% of test takers get the item right, it's probably not a difficult item.

Finally, within this framework, the corrected item-total correlation (CITC) for each item should be calculated. This is the correlation between the item score and the total score (subtest) score. CITCs range from -1.0 to 1.0, like any other correlation. The lower the CITC, the less that item distinguishes between test takers of different ability. If the CITC is negative, it means that people who get the item wrong tend to do badly on the scale as a whole, and that people who get the item right tend to do badly on the scale as a whole. Such items are psychometrically poor and provide bad, or misleading, information about test takers. Together, the indices tell us about how scales and items behave in a sample of test takers. We can then identify items that are too easy or too hard and items that discriminate poorly in regards to test takers' true abilities. Those items can then be removed or revised to build better functioning tests.

IRT, on the other hand, is a more modern approach to understanding the statistical properties of tests. IRT is an umbrella term that covers a variety of models that relate the probability of getting an item correct to a test taker's ability. For instance, a person with a lot of mathematical ability has a better chance of getting a tough math question right than someone who struggles to calculate the tip at dinner. Of crucial importance to IRT is the item response function (IRF). This function traces the relationship between ability (theta) and probability of a correct response. See graph below for an example.

The function is defined by three parameters, item discrimination, item difficulty, and the pseudo-guessing parameter. Item discrimination determines the steepness of the IRF, and this describes how well the item discriminates people with more ability from people with less ability; the steeper the curve, the better the discrimination at that location on the ability (theta) continuum. The item displayed in the graph discriminates well at an ability level of 0.5. Item difficulty determines the IRF's location on the ability distribution, such that a harder question requires relatively more ability to have a good chance of getting it right. That is, if the function in the graph was shifted to the left, the item would be easier; and likewise, if it was shifted to the right, it would be harder. The pseudo-guessing parameter is the likelihood that a test taker of very low ability will still be able to guess the correct response to the question. The guessing parameter means that the probability of getting the item right isn't zero, even for people with extremely low, or no, ability. For example, for a multiple choice item with four response options, you would expect a guessing parameter of .25. That is, individuals have a 25% chance of getting the item right even if the have no idea what the right answer is. Additionally, items with similar item parameters will behave similarly, regardless of particular item content. This allows us to match items on difficulty and discrimination, and sample appropriately to create randomly parallel, dynamically generated tests. No longer do we need to have multiple forms of tests. We can construct item pools, and sample from them appropriately to generate 'unique' tests that are all equivalent to each other. A further development of this type of functionality is computerized adaptive testing, where the item selection is driven partially (or fully) by the current estimate of the test taker's ability, allowing the testing program to select items that provide maximum information at that level. This strategy allows test-builders to make much shorter tests that are equally reliable to their longer, non-adaptive counterparts. Such adaptive testing is a long-way off for the System Office, but is currently in use in a number of mass testing programs.

One final advantage of IRT modeling is the detection of biased items and tests through differential item and test functioning studies (DIF/DTF). These are sophisticated methods for determining whether items and tests function in the same way in different sub-samples, i.e. majority group members and minority group members. These methods examine whether if individuals who have the same ability level but are in different groups (i.e., female, male) have the same probability of getting the item correct. If the two individuals do not have the same probability, then the item is said to have DIF. If items do show bias, however, they may not lead to biased tests. Items can be biased in either direction (i.e., for or against the majority group), so it is possible for individually biased items to effectively cancel each other out over the course of the test. Only when they do not do we have differential test functioning. In such cases, items should be removed in order to eliminate bias at the test level.

Together, these methods help the System Office to produce high-quality examinations. By understanding how our items work in our applicant samples, we can develop better, more sophisticated tests and testing programs. Such tests can be more informative, giving us better information about the applicants, and narrowing the referrals for interview.

Krista Burrus and Seth Spain
On Friday evening, April 28, 2006, a Retirement Dinner was held at Kennedy's at Stone Creek in Urbana, Illinois in honor of Mr. Dennis Smith, who retired after 29 years at the State Universities Civil Service System. In attendance for the festivities were his mother and brother from Chicago, as well as several current, previous, and retired System Office staff and spouses. Several in attendance at his Retirement Dinner gave testimonials to knowing and working with Dennis, offering their congratulations on his success, and applauding his countless contributions to the State of Illinois.

Dennis N. Smith began his employment with the State Universities Civil Service System on April 1, 1977, as a Personnel Officer I in the Field Services Division. He was promoted through that classification to Personnel Officer IV until April 15, 1998, when Jean Somers was promoted to Deputy Director of the Merit Board. On April 16, 1998 he became the Manager of the Field Services Division. On January 16, 2000, Mr. Smith became the Deputy Director of the Merit Board and also served as its Secretary. He announced his intention to retire in January 2006.

A native of Alexandria, Louisiana, Mr. Smith earned his Bachelor of Arts Degree from Southern University in Baton Rouge. He is married to Joyce and has two children, Dereke (27) and Erik (21). He enjoys playing tennis, gardening, hunting, and traveling.

Pictures from Dennis’ Retirement Party are available at our website to download:

- www.sucss.state.il.us/ds.asp

If you have pictures of Dennis’ Party that you would like to share, please email them to Bob Curry at bobc@sucsss.state.il.us
I have a problem taking tests. I am a “hands-on” person that can do the job, but when it comes to test taking, I don't do as well as I could.

The first step in overcoming your test anxiety may be to contact the System Office before taking an examination. We can provide information regarding the type of exam (training and experience, objective/knowledge test, or a stills test (i.e. typing)) and the topic areas, or fields, of the questions on the exam. This knowledge may assist you in further research and preparing for the examination.

If you have already taken your examination, you may request a score breakdown. This breakdown will provide you the details of your examination and what areas you may need to improve in. This valuable information will help you prepare if you need to retake the exam. Breakdowns are available within 60 days of receiving your score from the University that administered your examination.

To request a breakdown, please visit our website or send a request to:

State Universities Civil Service System  
1717 Philo Road, Suite 24  
Urbana, IL 61802

Here are a few websites that list strategies that may assist with your test anxiety. The System Office is not affiliated with these sites, but they may provide you with some valuable information.

- [www.studygs.net/tstprp8.htm](http://www.studygs.net/tstprp8.htm)
- [www.couns.uiuc.edu/Brochures/testanx.htm](http://www.couns.uiuc.edu/Brochures/testanx.htm)
- [www.wright.edu/cps/studentsuccess/testanxiety.htm](http://www.wright.edu/cps/studentsuccess/testanxiety.htm)
University Spotlight

Division of Specialized Care for Children: University of Illinois at Chicago

Number of Employees: 275
Number of Civil Service Employees: 261

Mission

The Division of Specialized Care for Children (DSCC) focuses on public service, education and research as a basis to provide, promote and coordinate family-centered, community-based, culturally competent care for eligible children with special health care needs in Illinois.

About DSCC

Since 1937, the University of Illinois at Chicago, Division of Specialized Care for Children (DSCC), formerly the Division of Services for Crippled Children, has administered the Illinois Program for specialized treatment and rehabilitation for Children with Special Health Care Needs (CSHCN).

Approximately 275 professional staff located in 15 offices throughout the state serve approximately 20,000 Illinois CSHCN annually in all 102 counties. Originally named the Division for Physically Handicapped Children and located in the Department of Public Welfare, DSCC was transferred to UIC in 1941 where it remains today.

The core goal of the DSCC program is to promote community-based, family-centered, and culturally sensitive care for eligible CSHCN through its care coordination services, Medical Home initiatives and collaboration with key partners.

Services

DSCC provides care coordination, diagnostic and treatment services for Illinois children from birth to 21 years of age who are impaired as result of a congenital or acquired condition that may become chronic. The program assists families of children with impairments associated with the following categories: orthopedic, nervous system, cardiovascular, craniofacial deformities, hearing, organic speech, cystic fibrosis, hemophilia, inborn errors of metabolism, eye and urinary system. In addition to care coordination, DSCC may provide financial assistance with medical specialty care for financially eligible families when no other source of payment is available.

Partnerships

To assist DSCC in promoting its mission of a quality system of care for Illinois CSHCN, DSCC collaborates with a variety of key government, private and community partners. A statutory Medical Advisory Board composed of medical community leaders, from across the state, advises DSCC on program policy and activities. A Family Advisory Council composed of family representatives from all 13 regions of the state provides a key family perspective to DSCC. DSCC also collaborates with a variety of state agencies serving CSHCN and private organizations, such as the Illinois Chapter of the American Academy of Pediatrics, to implement programs and services beneficial to Illinois CSHCN and their families.

Overview of Office of Human Resources

The DSCC Office of Human Resources supports the Division's mission through uniform interpretation and application of the University of Illinois policies, rules and regulations in which staff are employed and managed. DSCC is considered a separate place of employment under the State Universities Civil Service System and as such is responsible for the administration of academic and non-academic personnel programs, employment/separation, examination administration, compensation and benefits, classification, employee development, employee relations and personnel records management.

The DSCC Office of Human Resources works in partnership with the University of Illinois at Chicago Human Resources (UICHR) to coordinate HR policies, procedures and best practices for the employees of our department.

DSCC Website: www.uic.edu/hsc/dssc
The System Office Staff

Lewis T. (Tom) Morelock
Executive Director

Administrative
Teresa Rademacher
Tanya Flynn
Mary Jane Blixen
Sandy Burr

Information Technology
Bob Curry

Legal Services
Mary Follmer

Operations
Jeffrey Brownfield
Roger Frick
Gail Hankins
Pulchratia Kinney-Smith
Paula Mitchell
Cindy Neitzel
Torre Walls

University Civil Service Merit Board

Chair Bruce Friefeld, Governors State University
Vice-Chair Marjorie E. Sodemann, University of Illinois
Carole Balzekas, Northeastern Illinois University
Devon C. Bruce, University of Illinois
David V. Dorris, University of Illinois
William L. Epperly, Western Illinois University
Joanne E. Maitland, Illinois State University
Peggy Montes, Chicago State University
John Simmons, Southern Illinois University
Marc Strauss, Northern Illinois University
Dr. Robert D. Webb, Eastern Illinois University

State Universities Civil Service Advisory Committee

Chair Alice F. Costa, Southern Illinois University School of Medicine
Vice Chair Sharon Coleman, University of Illinois at Chicago
Virnita A. Martin, Chicago State University
Julie Benedict, Eastern Illinois University
Debra Boyd, Governors State University
David Turner, Illinois State University
Judy Brewer, Northeastern Illinois University
Sara Clayton, Northern Illinois University
Sheila L. Kirby, Western Illinois University
Jay Brooks, Southern Illinois University Carbondale
Linda Wense, Southern Illinois University at Edwardsville
Daniel Sarhage, University of Illinois at Chicago
James Jones, University of Illinois at Chicago
Teresa L. Long, University of Illinois Div. of Spec. Care for Children
Kim Gonzalez-Beeson, University of Illinois at Springfield
Gary Fry, University of Illinois at Urbana-Champaign
Barney Bryson, University of Illinois at Urbana-Champaign
Robert Schweighart, University of Illinois at Urbana-Champaign
Tim Wood, University of Illinois at Urbana-Champaign
Mike Sheppard, State Universities Retirement System

www.sucss.state.il.us Volume 4 :: Issue 2 :: 2006