



OFFICE OF THE INSPECTOR GENERAL
Illinois State Toll Highway Authority

NOTICE OF POSTING
OIG Case # IG-17-008
Respondent: Cynthia Redini

Pursuant to 605 ILCS 10/8.5 (e)(3), the attached redacted summary report is being posted to the Illinois Toll Highway Authority's public website. As required by law, the Office of the Inspector General for the Illinois Toll Highway Authority sent a copy of this report to the Respondent and gave her 15 days to provide suggested redactions or a written response. Respondent provided no response, and requested that her suggested redaction not be made public.

OIG issued a summary report on November 9, 2017 that described its investigation, which provided reasonable cause to find that Respondent violated Tollway policy by improperly punching in for work many days without authorization at Plaza 29 when her assigned location was Plaza 21, which resulted in Respondent receiving over 15 hours of paid overtime to which she was not entitled. In addition, this investigation also identified shortcomings by the District Supervisor for failing to input notes in the Kronos comments section for days s/he authorized Respondent to stop at Plaza 29 before starting work, and because s/he improperly authorized Respondent to punch in at Plaza 29 before reporting for duty at Plaza 51 and 52 on several days.

OIG recommended that Respondent be disciplined up to and including discharge for falsifying time keeping records, neglect of duty, failure to report delays/tardies and failure to follow Tollway policies and procedures. In addition, OIG recommended the Tollway impose discipline on the District Supervisor for failure to follow Tollway timekeeping and supervisory policies.

The Tollway responded that it agreed with the OIG findings and recommendation and issued Respondent a 10-day suspension, which was imposed in June following a series of internal appeals. In addition, Respondent was denied promotion and put on a six (6) month probationary period, after which the Tollway will reconsider her for promotion if her performance meets department and agency standards. The Tollway also reported that it imposed a one-day suspension on the District Supervisor for failing to follow Tollway timekeeping and supervisory policies.



**OFFICE OF THE INSPECTOR GENERAL
SUMMARY REPORT OF INVESTIGATION
OIG Case # IG-2017-008
November 9, 2017**

This report provides a summary of evidence set out in the attached investigative materials, and the Office of the Inspector General's (OIG's) analysis of that evidence. An index of these investigative materials is attached.

I. INTRODUCTION

On September 6, 2017, [REDACTED], General Manager of Toll Services reported that Cindy Redini, Acting Plaza 21 Manager was clocking in at Plaza 29 so she wouldn't be late to her assigned work location Plaza 21. According to [REDACTED], Redini's request for overtime for certain days was denied after she was confronted by her supervisor, [REDACTED], and Redini admitted that she had clocked in to Plaza 29 without authorization and was clocking in at Plaza 29 so that she wouldn't be late to Plaza 21.

OIG's investigation established reasonable cause to believe that Redini violated Tollway policy by improperly punching in for work many days without authorization at Plaza 29 when her assigned location was Plaza 21, which resulted in Redini receiving over 15 hours of paid overtime to which she was not entitled. In addition, Redini's tardiness to her actual work location may have caused unnecessary overtime incurred by the person she relieved. This investigation also identified shortcomings in [REDACTED] supervision because [REDACTED] admitted that [REDACTED] failed to input notes in the Kronos comments section for days [REDACTED] authorized Redini to stop at Plaza 29 before starting work, and because [REDACTED] authorized Redini to punch in at Plaza 29 before reporting for duty at Plaza 51 and 52.

OIG recommends that Cindy Redini be disciplined up to and including discharge for falsifying time keeping records, neglect of duty, failure to report delays/tardies and failure to follow Tollway policies and procedures. In addition, OIG recommends the Tollway impose discipline on [REDACTED] for failure to follow Tollway timekeeping and supervisor policies.

II. APPLICABLE RULES

A. The Illinois State Toll Highway Authority Employee Policies and Procedures Manual, Chapter 5: Hours of work, Section C: Timekeeping, provides in relevant part:

Every employee is responsible for accurately recording time worked, via the electronic time clock. Employees must not record their time via the electronic timeclock prior to when they actually begin work or finish work each day. Time worked is the time actually spent on the job performing assigned duties.

1. Supervisor's Responsibility

Each supervisor is expected to ensure that employees are present at their workstations during scheduled hours and that every absence is properly accounted for on the employee's time and attendance records accurately and approved timely.

2. Employee Responsibility

It is the employees' responsibility to approve their time records and to certify the accuracy of all time recorded within 48 hours of the close of the time period or as soon as practical. Altering, falsifying, tampering with time records without proper authorization, may result in disciplinary action up to and including discharge.

B. The Illinois State Toll Highway Authority Employee Policies and Procedures Manual, Chapter 5: Hours of work, Section D: Tardiness and Absenteeism, provides in relevant part:

Regular and punctual attendance is an essential function of the job. Any employee arriving at his/her work or reporting station after the official start of his/her shift or workday is tardy. An employee who is unavoidably detained or unable to report on time must so advise his/her supervisor as early as possible. Repeated tardiness and/or failure to report delays are grounds for discipline up to and including discharge.

C. The Illinois State Toll Highway Authority Employee Policies and Procedures Manual, Chapter 5: Hours of work, Section E: Overtime, provides in relevant part:

Electronic timekeeping records must be accurately and timely completed reflecting all overtime worked.

D. The Illinois State Toll Highway Authority Employee Policies and Procedures Manual, Chapter 7: Employee Conduct and Discipline, Section A: Employee Conduct, provides in relevant part:

The Tollway expects employees to follow rules of conduct that will protect the interests and safety of both the employees and the organization. The rules of conduct include, but are not limited to, the following:

- Failure to follow Tollway or Departmental policies or procedures, including safety rules
- Falsification of timekeeping, attendance or employment records
- Neglect of duties

III. BACKGROUND

A. Subjects/Parties Involved

1. Cindy Redini, Acting Plaza 21 Manager

Tollway records reflect Redini works for Toll Operations and is the Acting Manager assigned to Plaza 21. She has been working for the Tollway since June of 1999. Redini's schedule is Monday through Friday from 5:30 a.m. – 2:00 p.m. at Plaza 21. Available Performance Evaluations from 2008 – 2012¹ reflect a pattern of attendance/tardy problems marked as “needs improvement.” No disciplinary records were found in her personnel file.

2. [REDACTED], District Supervisor

Tollway records reflect [REDACTED] works for Toll Operations as a District Supervisor. [REDACTED] has been working for the Tollway since March of 1987. [REDACTED] schedule is Monday through Friday from 8:30 a.m. – 4:30 p.m. Available Performance Evaluations from 2007 – 2010² note attendance/tardy problems that are identified as “needs improvement.” Records reflect that [REDACTED] was issued discipline in 2002 for job performance relating to monitoring subordinate's attendance, and in 2004 for failing to fulfill job responsibilities.

IV. SUMMARY OF INVESTIGATION

A. Documents

1. Redini Kronos³ report, January 1, 2017 – August 31, 2017

Records show that Redini punched in 48 out of 156 times at Plaza 29 before going to her assigned work location.

2. October 2, 2017 Redini Velocity⁴ report, January 2, 2017 – August 31, 2017

Records show when Redini swiped in to access her assigned Plaza after punching in at Plaza 29. In 39 instances, Redini was late for work because she swiped in at her assigned location after her start time.

¹ Redini's personnel file only contained evaluations from 2008 – 2012.

² [REDACTED] personnel file only contained evaluations from 2007 – 2010.

³ Kronos is the Tollway's timekeeping system, and requires employees to punch in and out by swiping their ID badge and scanning their fingerprint.

⁴ Velocity is the Tollway's door access system, and requires employees to swipe their ID badges to access authorized areas.

3. Lane Assignment Schedules (Plaza 21, 29, 51 and 52), January 3, 2017 – August 31, 2017

Forms show Redini's assigned work assignment and shift start and stop time. The Lane Assignment Schedules also show whom Redini relieved when she arrived to work.

4. Redini Overtime Request sheets, January 3, 2017 – August 31, 2107

Forms document 39⁵ instances when Redini requested and received overtime.

B. Interviews

1. [REDACTED]

a. September 22, 2017

On September 22, 2017, OIG Investigators interviewed [REDACTED] [REDACTED], District Supervisor providing [REDACTED] administrative advisements for non-union employees, orally and in writing, which [REDACTED] acknowledged understanding. [REDACTED] was asked, orally and in writing, for consent to audio record the interview. [REDACTED] consented to have the interview audio recorded.

In summary, [REDACTED] stated the following:

Mandatory overtime for designated managers at Plaza 21 is thirty minutes prior to shift change. If late by a minute, the employee is not entitled to overtime and can be disciplined for being late. Employees are required to punch in to Kronos at the location they work at.

Punching in at one location prior to going to the assigned location of work is not permitted unless authorized. [REDACTED] said that sometime in August [REDACTED] became aware that Redini had done this, and that her August 31, 2017 request for overtime had been denied. Redini admitted to [REDACTED] that she had punched in at Plaza 29 and then gone to her assigned work location Plaza 21 when she was running late.

[REDACTED] estimated that since January 2017 [REDACTED] has asked Redini fewer than 10 times to stop at Plaza 29 before going to Plaza 21 to pick up paperwork [REDACTED] left for her. [REDACTED] has also asked her 3 or 4 times to stop at Plaza 29 before going to Plaza 21 to pick up employee badges [REDACTED] left for her. [REDACTED] was certain [REDACTED] did not make these requests during the month of August. [REDACTED] would not give Redini permission to punch in at Plaza 29 when she is running late getting to Plaza 21.

⁵ This only includes times she requested and received overtime to which she was not entitled to.

b. September 25, 2017

On September 25, 2017, OIG Investigators interviewed [REDACTED], District Supervisor providing [REDACTED] administrative advisements for non-union employees, orally and in writing, which [REDACTED] acknowledged understanding. [REDACTED] was asked, orally and in writing, for consent to audio record the interview. [REDACTED] consented to have the interview audio recorded.

In summary, [REDACTED] stated the following:

[REDACTED] is proficient with the Kronos timekeeping system. Schedule changes, particularly a change of location from one to another, are noted in the comments portion of Kronos. However, [REDACTED] admitted that there have been a few instances when [REDACTED] told Redini to punch in at 29 in order to pick something up and [REDACTED] did not mark it down in the comments section of Kronos.

[REDACTED] was shown and reviewed Redini's Kronos timekeeping records and Velocity swipe card records for the month of August. [REDACTED] did not authorize Redini to punch in at Plaza 29 on her way to Plaza 21 during August. [REDACTED] was also shown records for the period July 17, 2017 – July 31, 2017, and [REDACTED] indicated that [REDACTED] may have authorized Redini to punch in at Plaza 29 once or twice when [REDACTED] had her work at Plaza 52 with another supervisor. Based on the records [REDACTED] reviewed from July – August [REDACTED] estimated that one third of the time Redini arrived late at her assigned Plaza and was not entitled to overtime she had sought and for which she had been paid.

[REDACTED] is not aware of instances when Redini was late because she wasn't feeling well. [REDACTED] believes Redini circumvented the timekeeping system by punching in at Plaza 29 so she would not be late.

2. Cindy Redini

On September 22, 2017, OIG Investigators interviewed Cindy Redini (Redini), Acting Plaza 21 Manager providing her voluntary advisements for non-union employees, orally and in writing, which she acknowledged understanding. Redini was asked, orally and in writing, for consent to audio record the interview. Redini consented to having the interview audio recorded.

In summary, Redini stated the following:

Redini admitted that she regularly punches in at Plaza 29 on her way to Plaza 21. She claimed it was sometimes for work-related reasons and sometimes because she was running late. But she acknowledged that nothing documents the work-related reasons. Redini admitted that sometimes she was running late because she did not feel well, but she never called her supervisor to tell [REDACTED] she would be late.

Redini thought that if she had been reassigned to another plaza, she was allowed to punch in at Plaza 29, which is closer to her home, because she was helping by accepting the assignment.

Redini admitted that she received overtime she should not have received when she punched in without authorization at Plaza 29 on her way to Plaza 21 when she was running late.

3. [REDACTED]

On September 22, 2017, OIG Investigators interviewed [REDACTED], Administrative Support Manager, providing her administrative advisements for non-union employees, orally and in writing, which she acknowledged understanding. [REDACTED] was asked, orally and in writing, for consent to audio record the interview. [REDACTED] consented to have the interview audio-recorded.

In summary, [REDACTED] stated the following:

Employees are to punch in and out at the start and finish of their shift at their assigned work location using the Kronos timekeeping system. Mandatory overtime was created to address the transition of supervisors. Under this policy, designated supervisors are scheduled to work either 15 or 30 minutes⁶ early to take care of shift change so the off going employee can leave on time. [REDACTED] said that employees are not entitled to overtime if they are 1 minute late.

There are work-related instances that would occasionally require Redini to stop at Plaza 29 on her way to Plaza 21 such as picking something up for [REDACTED] – for example, paperwork or replacement ID badges. According to [REDACTED], supervisors are trained to input a note in the comments section of the Kronos timekeeping system when such a rare instance occurs. [REDACTED] is not aware of this occurring with Redini. [REDACTED] is proficient at Kronos and is aware that [REDACTED] is to note in the comments section schedule or assignment changes. [REDACTED] conducted her own independent review of Redini's Kronos records since January 2017, and estimated at least 47 instances when Redini punched in at Plaza 29 before going to her assigned plaza. [REDACTED] noted that there were no comments explaining those instances. In addition, [REDACTED] said there is no legitimate reason to punch in at Plaza 29 and then go to Plaza 51 or 52 even if it was authorized.

C. Additional Materials/Charts

1. Google Maps printout

This document provides the distance and approximate travel time from Redini's home to Plaza 29 and from her home to Plaza 21. The distance between Redini's home and her assigned work location (Plaza 21) is 35.5 miles further than the distance between her home and Plaza 29, and it takes approximately 40 minutes to drive from Plaza 29 to Plaza 21.

⁶ Mandatory overtime is calculated in 15 minute and 30 minute increments depending on the Plaza. Plaza 21 is a 30 minute plaza.

2. Chart compiling Redini’s records including Kronos, Overtime Sheets, Lane Assignments/Schedules, and Velocity Reports from January 1, 2017 – August 31, 2017. (See sample portion below)

Date	From	To	Req & Rec	Kronos / Plaza	Velocity / Plaza	Authorized	Due	Relieved	Time	Overtime
8/11/2017	5:30 a.m.	6:00 a.m.	0.5	5:12 a.m. / Plaza 29	5:36 a.m. / Plaza 21	0.25	0.25		6:01 a.m.	
8/10/2017	5:30 a.m.	6:00 a.m.	0.5	5:11 a.m. / Plaza 29	5:34 a.m. / Plaza 21	0.25	0.25		6:00 a.m.	
8/9/2017	5:30 a.m.	6:00 a.m.	0.5	5:10 a.m. / Plaza 29	5:35 a.m. / Plaza 21	0.25	0.25		6:00 a.m.	
8/4/2017	5:30 a.m.	6:00 a.m.	0.5	5:16 a.m. / Plaza 29	6:50 a.m. / Plaza 21	0	0.5		6:08 a.m.	OT
8/3/2017	5:45 a.m.	6:00 a.m.	0.25	5:41 a.m. / Plaza 29	5:57 a.m. / Plaza 51	0	0.25		6:02 a.m.	
8/2/2017	5:45 a.m.	6:00 a.m.	0.25	5:34 a.m. / Plaza 29	5:53 a.m. / Plaza 52	0	0.25		6:08 a.m.	OT
7/31/2017	5:45 a.m.	6:00 a.m.	0.25	5:32 a.m. / Plaza 29	5:51 a.m. / Plaza 52	0	0.25		6:00 a.m.	
7/27/2017	5:45 a.m.	6:00 a.m.	0.25	5:29 a.m. / Plaza 29	5:47 a.m. / Plaza 52	0	0.25		6:15 a.m.	OT
7/25/2017	5:45 a.m.	6:00 a.m.	0.25	5:23 a.m. / Plaza 29	5:42 a.m. / Plaza 52	0.25	0		6:10 a.m.	OT
7/24/2017	5:45 a.m.	6:00 a.m.	0.25	5:29 a.m. / Plaza 29	5:46 a.m. / Plaza 51	0	0.25		6:12 a.m.	OT
7/21/2017	5:30 a.m.	6:00 a.m.	0.5	5:28 a.m. / Plaza 29	5:55 a.m. / Plaza 21	0	0.5		6:06 a.m.	OT

V. ANALYSIS

OIG’s investigation has revealed that since at least January 1, 2017, Cindy Redini has regularly and without authorization punched in for work at Plaza 29 before reporting to her assigned work location. Our investigation shows that Redini lives much closer to Plaza 29 than Plaza 21 and that punching in at Plaza 29 allows her to clock in for work approximately 40 minutes earlier than if she punched in at her actual work location. As a supervisor, Redini is entitled to 30 minutes of mandatory overtime, but only if she reports for work on time. By punching in at Plaza 29 Redini has avoided being tardy for work and has been able to claim overtime to which she is not entitled.

Redini claims that she has been instructed by her supervisor to stop at Plaza 29 on her way to work for work purposes. But even she admits that she was not authorized every time she did so. Her supervisors confirm there are legitimate reasons to stop at Plaza 29 on the way to Plaza 21, such as to pick up papers or to retrieve employee badges. But [REDACTED] and [REDACTED] both confirm that changes in assignments and schedules should be documented in the Kronos timekeeping system. Tollway records demonstrate that Redini punched in at Plaza 29, approximately 35.5 miles closer to her home than her assigned Plaza 21, at least 48 times since January 1, 2017. Kronos records do not include any comment for 48 times Redini punched in at Plaza 29 instead of her assigned Plaza. While [REDACTED] admitted [REDACTED] did not always note when [REDACTED] requested such stops, [REDACTED] estimated that [REDACTED] provided authorization fewer than 10 times during that period. In fact, some of the days Redini punched in at Plaza 29 were when [REDACTED] was on vacation, so [REDACTED] could not have given approval. And [REDACTED] confirms that the number of times Redini would have to pick up new badges was minimal, fewer than 4.

Comparing Redini’s Kronos records, Overtime Sheets, Lane Assignments/Schedules, and Velocity Reports records shows that more than half of Redini’s overtime requests sought overtime for days when she punched in without authorization at Plaza 29. Even accounting for approximately 15 estimated times she may have been authorized to punch in at Plaza 29, Redini effectively received more than 15 hours of paid overtime to which she was not entitled. Furthermore, it appears that more than 30% of the time she sought and received overtime to

which she was not entitled; her tardiness may have resulted in additional overtime incurred by the person she was to relieve.

Redini admits that she regularly punched in to Plaza 29 when she was running late, or not feeling well, so she would appear to be on time. Available evaluations show that Redini has a history of punctuality problems, which do not seem to be resolved. So, in addition to ensuring that she received overtime, Redini punched in at Plaza 29 in order to avoid being tardy and incurring potential poor performance reviews and possible discipline. Redini admitted that she has never called her supervisor to report that she is delayed or running late even though she often is. Ultimately, Redini acknowledged that she has received overtime to which she is not entitled. It appears that Redini chose to punch in at a non-assigned work location closer to home without authorization on numerous occasions in order to ensure she would receive overtime payments and to hide the fact that she was tardy.

The fact that Redini punched in for work when she was not working presents other concerns. Although she may not have sought overtime for the whole time she drove to her assigned work location, the fact that she was on the clock could have exposed the Tollway to liability for potential injury on duty or damage in the event Redini was in an accident while commuting to work.

OIG's investigation also establishes reasonable cause to believe that ██████ failed to comply with Tollway policies and failed to provide proper supervision. ██████ admits that ██████ should have included notes in the comments section of Kronos whenever ██████ authorized Redini to punch in at Plaza 29. ██████ also admits that ██████ did not do so. This case demonstrates that such comments should be input every time to ensure accountability and to avoid later disputes. In addition, ██████ confirmed that ██████ had authorized Redini to punch in at Plaza 29 on days she was assigned to work at Plaza 51 and 52. While ██████ estimated that to be two times, records reflect that this actually occurred six times. However, ██████ supervisor, ██████, stated there is no reason to authorize punching in at a plaza closer to home when it is not the assigned work location unless there is a legitimate work-related purpose to go to the plaza. Thus, ██████ exceeded ██████ authority in allowing Redini to punch in at Plaza 29 before reporting for work at Plaza 51 and 52. For these reasons, ██████ failed to satisfy the duties of a District Supervisor.

VI. RECOMMENDATIONS

Redini is the Acting Plaza 21 Manager and a long time supervisor. She has been working for the Tollway since 1999. As a manager, Redini is held to a higher standard and increases the seriousness of her falsified overtime submissions, intentional circumvention of the timekeeping system and failure to follow policies and procedures.

Based on the findings of this investigation, OIG recommends that Redini be disciplined up to and including discharge for falsifying timekeeping records, neglect of duty, failure to report delays/tardys and failure to follow Tollway policies and procedures.

OIG also recommends that [REDACTED] be disciplined for failure to document all of the times [REDACTED] authorized Redini to punch in or out at Plaza 2, and for authorizing Redini to punch in at Plaza 29 before reporting to work on days she had been temporarily assigned to work at Plaza 51 and 52.

VII. PERSONNEL RULE VIOLATIONS

The following are sustained rule violations:

A. Cindy Redini

1. The Illinois State Toll Highway Authority Employee Policies and Procedures Manual, Chapter 5: Hours of work, Section C: Timekeeping
2. The Illinois State Toll Highway Authority Employee Policies and Procedures Manual, Chapter 5: Hours of work, Section D: Tardiness and Absenteeism
3. The Illinois State Toll Highway Authority Employee Policies and Procedures Manual, Chapter 5: Hours of work, Section E: Overtime
4. The Illinois State Toll Highway Authority Employee Policies and Procedures Manual, Chapter 7: Employee Conduct and Discipline, Section A: Employee Conduct

B. [REDACTED]

1. The Illinois State Toll Highway Authority Employee Policies and Procedures Manual, Chapter 5: Hours of work, Section C: Timekeeping