



Deborah Southerington, Chairwoman  
F. Allen Boseman, Commissioner  
Thomas L. Colaluca, Commissioner

March 23, 2018

Cuyahoga County President Dan Brady  
Chairwoman Shontel Brown (Human Resources,  
Appointments and Equity Committee)  
Cuyahoga County Council  
2079 E. 9<sup>th</sup> Street  
Cleveland, Ohio 44115

Dear President Brady and Chairwoman Brown,

The Personnel Review Commission is submitting the attached Temporary Work Level (TWL) Report for 2017. This is the second TWL report; it is submitted as part of the PRC's efforts to ensure the County's compliance with the TWL policy in Section 5.12 of the County's Personnel Policies and Procedures Manual.

The County's TWL policy allows an employee to be temporarily assigned the duties of a position in a higher pay grade and to be compensated for the assignment; the assignment must be for a minimum of two weeks and shall not exceed a year.

Our compliance review was based on data from the County's SAP system, the County Executive's Personnel Agendas and TWL reports from the County's Human Resources (HR) Department. The review was conducted in collaboration with the Human Resources Department. The Report reflects those TWLs which were active in 2017 or had an ending date in 2017.

This report reflects a good deal of progress by the County's Talent Acquisition team to address long-standing TWL's and related compliance issues. Although some inconsistencies remain between various data sources used to compile this report, those previously identified TWLs which exceeded the one-year duration have all been terminated. The Report describes two additional compliance issues, and reflects a significant decrease in the number of currently active TWLs. Human Resources has indicated their ongoing commitment to addressing data integrity issues and their work to ensure TWLs are in compliance with the policy.

Please, if you have any questions, feel free to contact me directly at 216.443.5675.

Respectfully,

Rebecca Kopcienski, Director  
Personnel Review Commission

Attachment

cc: Vice-Chairperson Michael Gallagher, HR, A & E Committee  
Councilwoman Yvonne Conwell, Member, HR, A & E Committee  
Councilman Pernel Jones, Member, HR, A & E Committee  
Councilman Dale Miller, Member, HR, A & E Committee  
Councilwoman Nan Baker  
Councilman Michael Houser  
Councilman Jack Schron  
Councilwoman Sunny Simon  
Councilman Scott Tuma  
County Council Chief of Staff Joseph Nanni  
County Council Clerk Jeanne Schmotzer  
Law Director Robert Triozzi  
PRC Chairwoman Debbie Southerington  
PRC Commissioner F. Allen Boseman  
PRC Commissioner Thomas Colaluca  
Chief Talent Officer Douglas Dykes  
Manager of Talent Acquisition Matthew Kelly



# **TEMPORARY WORK LEVEL REPORT 2017**

**Prepared by  
Cuyahoga County  
Personnel Review Commission**

## **Background**

The County's policy regarding Temporary Working Level ("TWL") assignments for non-bargaining County employees is located in Section 5.12 of the Cuyahoga County Personnel Policies and Procedures Manual.

The policy allows an employee to be temporarily assigned the duties of a position in a higher pay grade and to be compensated for such assignment. The duration of a TWL must be for a minimum of two weeks, and shall not exceed one year.

## **Objective and Methodology**

This Report is intended to provide County Council with a summary of the Human Resources Department's compliance with the County's Temporary Working Level policy.

The PRC reviewed the following sources of data:

- County Executive's Personnel Agendas (2015, 2017) received from Human Resources
- SAP Report (all TWLs entered into SAP from January 2017 to December 2017)
- TWL Reports received from the Human Resources Department (January 2017 – December 2017)

This Report reflects TWLs that were/are active in 2017 or had an end date in 2017.

## **Summary Conclusion**

The PRC determined that by the end of July 2017, the County ended the four long-standing TWLs that were identified as being in violation of the TWL policy in the PRC's 2016 TWL Report. As of the issuance of this Report, all other TWLs that were active in 2017 are in compliance with the one-year limitation of the policy.

The PRC also determined that inconsistencies between the various sources of employee data remain. Following the 2016 TWL Report, HR indicated an intention to perform cross-checks of the data to ensure its accuracy going forward. While the inconsistencies between the HR Reports has been corrected, inconsistencies between the HR Reports and the Personnel Agendas remain. This is explained in detail in the sections below. In order to produce an accurate report, the PRC needs consistent sources of information to review. While conducting this compliance audit, the PRC discovered some additional issues which are identified below.

The Department of Human Resources provided responses to the issues identified by the PRC. Those responses are included in each section below.

# COMPLIANCE REPORT

## A. FOLLOW-UP FROM 2016 REPORT

### 1. TWLs with Duration of More Than One Year

The 2016 TWL Report identified four TWLs that exceeded the one-year duration limitation of the policy and remained active at the end of 2016. HR stated that these TWLs would end by May 15, 2017. One of the four listed TWLs ended by this deadline, the others ended in June and July 2017.

Employee No.	Date TWL Began	TWL Classification	Date TWL Ended
206760	03/01/2015(847 days)	Web Applications Dev Admin	6/25/2017
217909	06/01/2015 (741 days)	Program Officer 4	6/11/2017
202171	08/17/2015 (705 days)	Maintenance Administrator	7/22/2017
206668	01/25/2016 (474 days)	Social Program Admin 4	5/13/2017

## B. DATA INCONSISTENCY ISSUES

### 1. Effective Date Inconsistencies

**Issue:** The PRC identified inconsistencies between the effective dates listed on the personnel agendas, HR reports, and SAP entries. For example, the effective date of the TWL for Employee No. 110 is listed as 6/24/17 on the HR Report and in SAP; but listed as 6/26/17 on the personnel agenda. These inconsistencies effect the computation of the TWL duration and make it extremely difficult to track compliance with the policy.

**HR Response:** This was a data entry error; HR has worked to put processes in place to reduce and eliminate future errors.

### 2. Inconsistencies Between HR Reports and Personnel Agendas.

**Issue:** The PRC identified a TWL in the Manager, Network Engineering classification that began on 10/5/15 and ended on 8/27/17; however, the assignment to this TWL was not on a 2015 Personnel Agenda and only appeared on two HR Reports (June and July 2017).

**HR Response:** HR discovered this and reported it to the PRC on the next monthly report. In 2015, this was not entered into SAP in the standard way so both the PRC and HR did not find it in reviews and was not on agenda in October of 2015 for an unknown reason. Standard practices for TWL data entry will ensure this does not occur again.

**Issue:** The PRC identified a TWL in the Social Program Administrator 6 classification that began on 11/2/15 and ended on 10/31/16 listed on the 3/3/17 Personnel Agenda, retroactively approving and ending the TWL. This TWL did not appear on any HR Reports in 2016.

**HR Response:** HR discovered that the Appointing Authority had assigned work to this employee without seeking guidance from HR to explore a TWL. HR corrected this retroactively.

**Issue:** The PRC identified a TWL in the Accountant 2 classification that was identified on the 3/31/17 Personnel Agenda with an effective date of “TBD”; then on the 4/10/17 Personnel Agenda there was an action to end the TWL effective 4/16/17. This TWL was not identified on any HR Report. This position may be covered by a bargaining unit; however, it was listed on the personnel agenda as a TWL (the applicable CBA does not address “temporary work levels”).

**HR Response:** This classification is included in the contract for LIUNA Local 860 – Treasury. Article 37 of the contract governs Temporary Transfers rather than TWLs. It should not have been included as a TWL on the personnel agenda and that is why it was not included in HR reports related to TWLs.

**Issue:** The PRC identified a discrepancy between the TWL position for Employee No. 1250. The TWL position identified on the Personnel Agenda approving this TWL is Senior Development Finance Analyst. However, the TWL position listed on the HR Reports (June-November 2017) is Senior Development Housing Specialist.

**HR Response:** This was a data entry error, the correct title for the TWL is Senior Development Finance Analyst. Employee No. 1250’s permanent classification is Development Housing Specialist; this error seems to be a human data entry error.

**Issue:** The PRC identified a discrepancy between the job title for Employee No. 203138. The 10/13/17 personnel agenda and the HR Reports identify the TWL position as “Deputy Director/Chief Financial Officer”; however, the 1/5/18 personnel agenda that ended the TWL effective 12/26/17 indicates that the TWL position was “Business Services Manager”.

**HR Response:** The Personnel Agenda ending the TWL has the incorrect title. The agenda starting the TWL and the HR reports were correct. HR is continuing to reduce human/data entry errors and will work to reduce and eliminate these.

## C. TWL POLICY COMPLIANCE

### 1. Duration

The PRC determined that as of the date of this Report, and except for the TWLs identified in Section A(1) above, TWLs that were active in 2017 complied with the one-year duration limitation contained in the policy. However, because of the conflicting effective dates for some of the TWLs listed below, the required end date cannot be calculated due to inconsistent data.

As of December 31, 2017, there are seven active TWLs.

Employee No.	Date TWL Began	TWL Classification	Required TWL End Date
212207	5/12/17	Airport Manager	5/11/18
110	Unclear from data (6/24/17 or 6/26/17)	Development Administrator	Unclear data
201387	Unclear from data (9/3/17 or 9/5/17)	Administrator	Unclear data
206325	Unclear from data (9/4/17 or 9/5/17)	Social Program Administrator 4	Unclear data
224563	11/6/17	Community Development Officer/Loan Portfolio Manager	11/5/18
8082	11/12/17	Management Services Manager	11/11/18
220972	11/27/17	Communications Specialist	11/26/18

### 2. Consecutive TWLs

While the policy does not specifically prohibit consecutive TWLs in the same classification, such practice can result in an employee exceeding the one-year policy limitation by allowing the “clock” to reset on the calculation of the duration.

**Issue:** The PRC identified one instance of consecutive TWLs in the same classification. The 6/19/17 personnel agenda contains three personnel actions for Employee No. 110. The actions are: a retroactive approval of a TWL in the Development Administrator classification with an effective start date of 2/19/17, an end of that TWL with an effective date of 6/23/17, and an approval of a new TWL in the same Development Administrator classification with an effective start date of 6/26/17.

**HR Response:** Employee 110 was placed on a TWL from February 19, 2017 to June 23, 2017 to resolve a position audit in accordance with County Code section

303(C)(6). The employee was then offered, and accepted, a temporary assignment to supervise additional employees for a time-limited project. HR evaluated this temporary assignment and determined a TWL with the Development Administrator classification as the basis for the salary calculation was appropriate. This TWL for the time-limited project began on June 24, 2017 and ended on January 21, 2018 when the employee was promoted to be a Development Administrator. HR intentionally entered these two TWLs on the personnel agenda as distinct items to make it clear that the employee was placed on two different TWLs for two different reasons: one to resolve a position audit, and one to acknowledge additional work as part of a time-limited project. At no time did the employee exceed the one (1) year maximum period allowed for a TWL, even if the two TWLs were considered one continuous action.

**D. MISCELLANEOUS**

**1. Incomplete Personnel Actions**

**Issue:** The PRC identified seven instances of missing personnel actions to end TWLs. This inconsistent practice of ending some TWLs via personnel agendas and not others makes it difficult to cross-check the data to assess compliance with the policy. The personnel agendas do not contain an action to end the following TWLs:

Employee No.	Date TWL Began	TWL Classification
202171	8/17/15	Maintenance Administrator
206668	1/25/16	Social Program Administrator 4
10512	5/1/16	Chief Section Engineer
202165	1/23/17	Senior EFS Supervisor
8087	1/23/17	Neighborhood Center Manager
2723	4/10/17	Branch Manager
7963	6/20/17	Records Management Administrator

**HR Response:** In the past when an employee was promoted, reassigned, or had a change of status placed on a personnel agenda that would effectively end a TWL; however, to avoid any confusion moving forward every end of a TWL will be placed on a personnel agenda.

**2. Promotion to TWL Position**

As part of the PRC’s compliance responsibilities, the PRC tracks compliance with civil service laws. A review of the employees who were promoted to the TWL position they held reveals that all but one of the employees were listed on an eligibility list.



Employee No.	TWL Classification	Promoted To	Eligibility List
980	Voice-Video Communications Manager	Voice-Video Communications Manager	#1 on list
206668	Social Program Administrator 4	Social Program Administrator 4	Non-Competitive
219903	Engineer 4	Engineer 4	Non-Competitive
202165	Senior EFS Supervisor	Senior EFS Supervisor	#4 on list
8087	Neighborhood Center Manager	Neighborhood Center Manager	#3 on list
213607	Accountant 2 (Treasury)	Accountant 2 (Treasury)	No posting-not on eligibility list
204968	Chief Section Engineer	Chief Section Engineer	Non-Competitive

**Issue:** The PRC identified one employee that served a TWL in the Accountant 2 classification for approximately two weeks; the TWL ended on 4/16/17. As noted above, this position appears to be included in a bargaining unit but it's entry on the personnel agenda as a TWL is confusing. According to the 4/10/17 Personnel Agenda, the same employee was promoted to the Accountant 2 classification; however, the PRC is unable to locate a job posting for this position. The PRC also notes that a job posting for an Accountant 2 (Treasury) position was posted on 5/4/17, which was less than three weeks after the TWL was ended, and an eligibility list was established by the PRC on June 26, 2017.

**HR Response:** See above [Section A(2)] for an explanation related to Article 37 of the CBA for LIUNA Local 860-Treasury. Employee No. 213607 went through the internal bid process (which is why there was no posting on the site nor a PRC eligibility list for the filling of this particular vacancy) and was the only qualified applicant. Subsequently another Account 2 position became vacant and since the Internal bid process had already been followed and exhausted, HR followed the next steps according to the CBA and posted the position externally, worked with the PRC who established an eligibility list from which a second hire was made.