



**AUDIT REPORT OF  
POSITION AUDIT REASSIGNMENTS  
FOR YEARS  
2019 THROUGH 2023**

**Cuyahoga County  
Personnel Review Commission**

## **INTRODUCTION**

The Cuyahoga County Charter Article IX, Section 9.02(2) defines the role and authority of the Personnel Review Commission (PRC) regarding its auditing function, and states that the PRC has:

Responsibility for reviewing and auditing compliance with federal, state, and local laws regarding personnel matters within the County Executive's organization and departments. This responsibility shall include the authority to submit reports and recommendations to the County Executive and County Council on issues of compliance. (Charter, Art. IX, Section 9.02(2).)

The Charter further provides that, for the County Executive's organization and departments, the PRC has:

[A]uthority to review, audit, report and make recommendations regarding the following: - Pay equity for like positions; - Standardization of benefits; - Approval of qualifications; - Consistent discipline; - Training of management in personnel practices; - Training of employees in job functions; and - Consistent administration of performance management system. (Charter, Art. IX, Section 9.02(3).)

In addition to the PRC's authority stated in the Charter, Cuyahoga County Code (Code), Section 303.01(C)(4), authorizes the PRC to audit final determinations of employee classification reassignments resulting from position audits to verify whether the employees met the minimum qualifications for the reassigned classifications.

This report summarizes the PRC's review of whether employees reassigned to different classifications as the result of position audits possessed the minimum qualifications of the reassigned positions.

## **BACKGROUND**

An employee who believes his or her position is incorrectly classified may request a position audit. The Cuyahoga County Employee Handbook (Handbook) describes a position audit. It is "a formal process to evaluate whether an employee performs job duties substantially different from his or her job description or classification." (Handbook, section 6.03.) Section 6.03 of the Handbook describes the position audit process: "Human Resources will request information from the employee, the employee's supervisor and the department director regarding the employee's current duties and responsibilities to determine if the employee's position is appropriately classified. After reviewing all available information, Human Resources will determine whether the employee's position is properly classified." If an employee disagrees with Human Resources' determination, he or she may file an appeal with the PRC in accordance with the PRC's Administrative Rules.

When HR receives a position audit request, the staff in HR's Compensation division sends the person or entity requesting the position audit a Comprehensive Position Questionnaire (CPQ) to

complete. The CPQ requests detailed and specific information about the job tasks the employee performs and the percentage of time and frequency the employee spends performing each job task. The CPQ must be completed within 30 days, but if an extension is requested, HR provides an additional 30 days.

While the CPQ is being completed, the Compensation staff engages the employee's supervisor to discuss the classification specification of the requested position and obtain information regarding the job tasks the employee performs. When HR receives the completed CPQ, the Compensation staff and an independent consultant from the Archer Company review the CPQ, make a preliminary position audit determination, and meet with the employee's supervisor to clarify and confirm job duties. During this process, the Compensation staff and the consultant determine whether the employee possesses the minimum qualifications of the requested classification and meets other requirements stated in Code Sections 303.01(C)(1) and (2). The Compensation staff and the consultant then make a recommendation to the HR Director and the employee's supervisor. The Compensation staff and the HR Director discuss the recommendation, and the HR Director makes the final position audit decision. Thereafter, HR emails a final determination letter to the employee's supervisor and the employee.

#### **OBJECTIVE AND SCOPE OF THE AUDIT**

The objective of this audit was (1) to review and assess position audits of non-bargaining, non-probationary employees of the County Executive's departments and organizations that resulted in classification reassignments, (2) to verify whether the reassigned employees met the minimum qualifications for the reassigned classifications, and (3) to identify areas of possible improvement.

#### **STANDARD UTILIZED IN THE AUDIT**

Cuyahoga County Code, Section 303.01(C) governs position audits. Sections 303.01(C)(1) and (2) authorize the HR Director to initiate a position audit or conduct one at the request of an employee. The HR Director "shall perform a position audit to review the employee's position for the sole purpose of determining whether the employee is properly assigned to his/her classification and, if not, to identify the proper classification." (Section 303.01(C)(2).) The HR Director "may reassign any employee to the proper classification as long as the employee is performing the essential job functions of the classification identified by the Director at least fifty percent (50%) of his/her time for a minimum of one hundred and twenty (120) consecutive calendar days and the employee meets the minimum qualifications for the classification." (Section 303.01(C)(1).) Section 303.01(C)(4) reiterates that employees must meet the minimum qualifications of a classification to be reassigned to it. Section 303.01(C)(4) also authorizes the PRC to "audit final determinations on position audits to verify whether the employee meets the minimum qualifications for the classification to which he/she was reassigned."

## **METHODOLOGY**

To gather information necessary to complete this audit, the PRC reviewed several information sources and interviewed County representatives. The PRC held information-gathering meetings with the HR Director, Sarah Nemastil, and Kelli Neale, Program Officer 4 in HR's Compensation division, to determine whether employees reassigned to different classifications due to position audits possessed the minimum qualifications of the reassigned classifications. The PRC reviewed:

- the minimum qualifications required to hold the reassigned classification,
- Classification Specifications for the reassigned classifications,
- the reassigned employees' job applications for the position, their resumes, and other credible data regarding their job qualifications,
- Comprehensive Position Questionnaires (CPQs) for the reassigned positions, and
- equivalencies that satisfy the minimum qualifications of the reassigned positions.

## **AUDIT FINDINGS**

The PRC has determined that all employees who received position reassignments resulting from position audits for the years 2019 through 2023 possessed the minimum qualifications for the reassigned positions. Thus, HR is in 100% compliance in this audit. Attached to this report is a spreadsheet demonstrating HR's full compliance. The PRC commends HR for maintaining records supporting position audit results and for its thorough vetting of employees in making reassignment decisions.

The PRC reviewed the fifteen (15) position audit classification reassignments for the five-year auditable period of 2019 through 2023. The year 2019 yielded the most position audits with nineteen (19) requests. Seven (7) of these requests resulted in position reassignments. In 2020, when the COVID pandemic began, HR received only one (1) position audit request which did not result in a classification reassignment. For the years 2021 through 2023, HR reassigned a total of seven (7) employees to new classifications, two (2) in 2021, three (3) in 2022, and two (2) in 2023.

Considering the small number of classification reassignments occurring since 2020, and to preserve County resources and prevent audit fatigue, the PRC chose to conduct this audit covering a five-year period. The PRC plans to conduct this audit at five (5) year intervals, but should position reassignments increase to ten (10) or more per year, the PRC will consider auditing this process earlier.

This report and its attachments will be posted on the PRC's website at <https://www.cuyahogacounty.us/personnel-review-commission/about-us/compliance-reporting>.

No.	#	Employee (Last name, First name)	Previous Position	Job Audit Position	Effective Date of Reassignment	Position Requirements	Education Notes	Experience Notes	Meets Requirements (Y/N)	Reason
9	1	Akers, Mary	Senior Administrative Assistant	Fiscal Specialist 1	11/23/2022	Associate degree in accounting, business administration, finance or related field with one (1) year of accounting, finance, or budget management experience; or any equivalent combination of education, training, and experience.	Associate's degree	2y 7m - Senior Administrative Assistant; 21y 7m - Clerk 2	Y	Has over 24 years of related experience plus an associate's degree. Even if the associate's degree is unrelated, the amount of experience satisfies equivalencies.
10	2	Arasim, Norma	Business Administrator 4	Manager, Business Services (Workforce Development Dept.)	8/29/2021	Bachelor's degree in business administration, or related field with five (5) years of accounting, fiscal or budget administration experience including four (4) years in a supervisory capacity; or any equivalent combination of training and experience.	B - Business Communications	14y 7m - Business Administrator 4; 1y 9m - Budget Officer II; 1y 11m - Accountant;	Y	Has over 18 years related exp including 14y supervisory exp and unrelated Bachelor's; equivalencies require 7y exp with unrelated bachelor's including 4y supervisory experience.
8	3	Bhullar, Manreet	Program Officer 2	Forensic Epidemiologist	1/17/2021	Bachelor's Degree in public health, epidemiology, data analysis, or related field and three (3) years of public health, epidemiology, or related experience; or an equivalent combination of education, training, and experience. Completion of FEMA ICS 100, 200, and 700 courses is required within probationary period (180 days).	M - Public Health including epidemiology, statistical methods, public health mgmt. & policy, and disaster manag.	2y 4m - Program Officer 2; 6m - Researcher; 4m - Regulatory Affairs Assistant	Y	Meets education and experience requirements.
7	4	Dano, Rezarta	Human Resources Associate	Senior Human Resources Associate	9/15/2019	Associates degree in business administration, human resources, or related field with three (3) years of administrative or general business experience including two (2) years in Human Resources; or any equivalent combination of training and experience.	B - Business Administration	1y 11m - Human Resources Associate; 3y - Clerk Typist; 7y - Office Manager	Y	Has a Bachelor's and over 2 years of administrative experience and over 1 year of HR experience, per the equivalencies.
5	5	Gaul, Francis	Communications Analyst 1	Communications Analyst 2	8/18/2019	Associate's degree in computer/communications system infrastructure with three (3) years of experience in configuration, installation, maintenance, repair of communication systems infrastructure and administration of Cisco systems, or an equivalent combination of education, training and experience.	B - Business Administration	14y 2m - Communications Analyst I	Y	Has over 5 years of related experience, which meets the PRC's equivalency of two extra years of experience for anyone without a degree (i.e., two more years of experience to account for the two years of an associate degree program).
6	6	James, Daphne	Business Services Manager	Social Program Administrator 3	5/10/2019	Bachelor's degree in social work with five years of social work experience; or any equivalent combination of training and experience.	M - Business Administration; B - Business Administration	2y 3m - Business Services Manager; 1y - Deputy Director, Administrative Support Services; 1y - Business Administrator 4; 5y - Business Administrator 3	Y	Has unrelated Master's Degree and over 9 years' experience with social programs in a business capacity per resume; equivalencies only require 4 years' experience for unrelated Master's.
14	7	Morris, Tracy	Senior Administrative Assistant	Equity and Inclusion Coordinator	3/26/2023	Bachelor's degree in business administration, public administration, marketing, or related field and one (1) year of administrative support experience; or any equivalent combination of education, training, and experience.	HSD	24y - Senior Administrative Assistant; 4y - Administrative Assistant	Y	Meets job equivalencies of 4 additional years of experience for the bachelor's degree requirement.
1	8	Pfiffner, Carolyn	Program Officer 2	Program Officer 3	2/17/2019	Bachelor's degree in business administration or related field with three years of research and analysis experience; or any equivalent combination of training and experience.	HSD	1y m - Program Officer 1; 9y 1m - Program Officer 2	Y	Meets job equivalencies of 4 additional years of experience for the bachelor's degree requirement.
11	9	Pietrocola, Natasha	Administrator, Social Program 4	Administrator, Social Program 5	2/27/2022	Master's degree in social work, public administration or related field with nine years of social work experience; or any equivalent combination of training and experience.	M - Business Administration; M - Education; B - Psychology	7y 5m - Deputy Administrator of Programs and Services; 5y 9m - Social Services Supervisor; 5y 7m - Social Services Supervisor; 4y 4m - Mental Health Case Manager; 5m - Partial Hospitalization Lead Therapist and Director; 3y 5m - Clinical Therapist	Y	Has required Master's degree and over 24 years of experience.
4	10	Sarges, Michael	Senior Account Clerk	Accountant 1	8/4/2019	Bachelor's degree in accounting or a related field with five (5) months experience in accounting or a related field; or an equivalent combination of education, training, and experience.	A - Business; A - Finance	9y 3m - Senior Account Clerk; 9y - Account Clerk; 3m - Auditor	Y	Has a related Associate's degree and over 18 years of accounting experience while min quals only require 2 years.
2	11	Steiner, Terra	Human Resources Associate	Senior Human Resources Associate	3/3/2019	Associates degree in business administration, human resources, or related field with three (3) years of administrative or general business experience including two (2) years in Human Resources; or any equivalent combination of training and experience.	HSD	1y 5m - Administrative Assistant, Benefits Division; 5m - HR Associate; 4y 7m - Sr. HR Assoc.	Y	6y 5m experience which meets equivalency requirements of 4y additional experience if no Associate's degree.
13	12	Tehrani, Mahyar Atarhaye	IT Infrastructure Engineer 4	IT Infrastructure Engineer 5	2/26/2023	Bachelor's degree in information technology, computer science or a related field with four (4) years of end user IT technologies experience including two (2) years of server environmental IT technologies experience; or any equivalent combination of education, training, and experience. Certification in a current County IT server technology. Valid driver's license and proof of automobile insurance.	1. B - Human Science and English Translation; 2. Microsoft Certified IT Professional	4y 4m - IT Infrastructure Engineer 4; 1y - Senior Network Administrator; 3y - Network Administrator	Y	Meets equivalencies of 4 additional years of experience for unrelated Bachelor's degree.
12	13	Wade, Darlene	Administrator, Social Program 4	Administrator, Social Program 5	2/27/2022	Master's degree in social work, public administration or related field with nine years of social work experience; or any equivalent combination of training and experience.	M - Social Work B - Psychology A - Assoc. of Arts	6y 6m - Social Program Administrator 4; 5y - Social Services Supervisor; 7y - Social Service Worker 4; 5y - Social Service Worker 3	Y	Has required master's degree and experience.