



2023
TEMPORARY WORK LEVEL
COMPLIANCE REPORT

Cuyahoga County
Personnel Review Commission

INTRODUCTION

Cuyahoga County Charter Article IX, Section 9.02 sets forth responsibilities of the Personnel Review Commission (PRC), one of which is reviewing and auditing compliance with federal, state, and local laws on personnel matters within the County Executive's organization and departments. The PRC prepared this report to assess compliance with the civil service laws of the County, the Ohio Revised Code, and the State of Ohio Constitution regarding Temporary Work Level appointments.

A fundamental requirement of these laws is that appointments in the civil service of the County must be made according to merit and fitness, to be ascertained as far as practicable by competitive examinations. The PRC is responsible for reviewing and auditing compliance with laws requiring that persons appointed to positions at the County meet the minimum qualifications for the position. For appointments to full-time civil service, the PRC typically subjects persons to assessment procedures to ascertain their qualifications for such appointments. For Temporary Work Levels (TWLs), the County's Human Resources Department (HR) conducts the qualification assessments. The Cuyahoga County Employee Handbook addresses TWLs in Section 9.05, discussed in detail below.

In auditing the County's compliance with the TWL policy, the PRC focused on classified and unclassified employees who were appointed to TWLs in 2023 or whose TWLs ended in 2023.

Temporary Transfers: The PRC did not audit bargaining unit employees who were placed in "Temporary Transfers" because they are governed by the County's collective bargaining agreements (CBAs) and have eligibility requirements that differ from TWL eligibility requirements. For example, in certain CBAs, Temporary Transfers are limited to 90 days, but in certain circumstances they may be extended upon agreement between the County and the bargaining unit. The PRC is not informed of decisions stemming from those meetings. In addition, pay differentials for Temporary Transfers may vary from the required pay increase for TWLs (which is the greater of 5% or the lowest step in the higher pay range). Moreover, Temporary Transfers are governed by CBAs and not by local civil service laws and interpreting the terms of CBAs is not within the PRC's authority under the Charter.

The 2023 Personnel Agendas often designated Temporary Transfers as TWLs, but we excluded Temporary Transfer data because it is irrelevant to the purpose of this audit.

This report, as well as the raw data that accompanies it, will be posted on the PRC's website at <https://www.cuyahogacounty.gov/personnel-review-commission>.

PRC'S 2023 TWL COMPLIANCE REPORT

I. BACKGROUND

Section 9.05 of the Cuyahoga County Handbook states the requirements for assignments to Temporary Work Levels (TWLs):

“A temporary work level (TWL) may be granted when an employee is temporarily assigned 50% or more of the duties of a position with a higher pay range for a minimum of a two (2) week period, but not to exceed one (1) year.

The employee must meet the minimum qualifications for the position in the higher pay range to be granted a TWL. An employee who is granted a TWL will be placed on a step that reflects at least a 5% increase in his or her salary, or the lowest step in the higher pay range, whichever is greater.

A supervisor must consult, in advance, with Human Resources regarding a TWL. Human Resources will review [the] TWL and make a recommendation to the County Executive for final approval.”

II. PURPOSE OF AUDIT

The purpose of this audit is to determine whether the County complied with the laws and policy governing TWLs that began or ended in 2023. Specifically, the PRC examined (a) the duration of TWL assignments; (b) whether employees selected for TWLs received the required pay increases; and (c) whether employees were qualified for their TWL positions at the time of selection.

III. OBJECTIVE AND METHODOLOGY

To prepare this report and provide County Council with a summary of the County's compliance with TWL laws, the PRC reviewed data from the following sources:

- Human Resources' 2022, 2023, and 2024 monthly Personnel Agendas
- INFOR Talent Acquisition Module
- Position postings, classification specifications, job descriptions, resumes and/or applications, and eligibility lists
- Minimum qualifications for TWL positions

The Department of HR provided responses to several issues the PRC identified. Those responses are included in Addendum A in the Notes column. In many instances, the PRC was able to obtain information not provided on HR's monthly Personnel Agendas (PAs) once the County granted the PRC read-only access to the Talent Acquisition Module of INFOR (see the

next section for details regarding the PRC obtaining this access). In other instances, the PRC did not receive necessary information from HR, and those are identified below.

IV. RECENT DEVELOPMENTS

The PRC relies on information from the Human Resources department, which is responsible for determining (a) when the TWL is needed, (b) potential candidates eligible for TWLs, and (c) candidates who receive TWL appointments. Recently, the PRC was given read-only HR Generalist access to the County's Talent Acquisition module (part of the INFOR ERP system) which provides the original source of TWL data. This access has decreased the need for the PRC to expend significant resources to obtain necessary information from a variety of data sources. The PRC appreciates and thanks HR Director Sarah Nemastil for coordinating this access.

The importance of the PRC having read-only Generalist access to the County's Talent Acquisition module cannot be stressed enough. Before INFOR was implemented in mid-2021, the end date of a TWL had uniformly been categorized as "TWL End" on the Human Resources monthly Personnel Agendas. Since INFOR was implemented, however, the "TWL end" category is often missing from the Personnel Agendas, leaving the PRC to seek from HR other data sources documenting the end of a TWL.

Now that the PRC can view data in the Talent Acquisition module of INFOR, we learned that in lieu of designating the end of a TWL as a "TWL End," the notation "Return to Former Position" is frequently used. The Personnel Agendas do not include this alternate designation. Further, sometimes promotion or employment separation dates are used to signal the end of a TWL. These four alternate terms denoting the end of a TWL are confusing and often are insufficient to accurately capture the actual date a TWL ends, thereby preventing the PRC from determining whether a TWL exceeds the 365-day limit.

As we stated in last year's TWL Report, the implications of the lack of effective recordkeeping are important. At a time when organizations are closely examining equity issues on many fronts, the County's lack of recordkeeping, or incorrect or incomplete recordkeeping regarding employment history, employee qualifications, and TWL assignments, is a red flag of sorts. Poor recordkeeping can be difficult to defend in the case of potential legal action.

For these reasons, the PRC recommends that the County take steps to uniformly categorize the date when a TWL ends. If that is not possible, we recommend that HR include the category "Return to Former Position" in the Personnel Agendas in cases where a TWL is in place (in addition to including "TWL End"), and cease using promotion or employment separation dates to indicate the end of a TWL. Providing this data on the Personnel Agendas will result in a streamlined audit process for both the County and the PRC, and will capture the accurate date a TWL ends, thereby reducing risk.

V. SUMMARY CONCLUSION OF AUDIT FINDINGS

In 2023, there were 61 TWL appointments. Of this number, 39 were TWL appointments for classified employees and 22 were TWL appointments for unclassified employees. Four (4) of these TWL appointments began and ended in 2022, however the PRC did not obtain the TWL end dates until 2023 because they were not included on the 2022 Personnel Agendas. The total number of TWL appointments excludes bargaining unit Temporary Transfers.

In 2023, there were 16 violations of TWL requirements, consisting of seven (7) TWLs exceeding the 365-day duration limit and nine (9) TWL appointees who did not meet the minimum qualifications of the TWL position. There were 37 errors, including 19 missing TWL beginning or TWL ending dates, eight (8) incorrect classifications, one (1) incorrect bargaining status, six (6) incorrect job titles, and three (3) duplicate entries (meaning the three entries had information in each column that is identical to three other entries in this Report). The following chart denotes these violations and errors.

Total Number of TWLs	61
Number of CLASS TWLs	39
Number of UNC TWLs	22
Number of Violations	16
365-day Limit Exceeded	7
Min Quals not Met	9
5% Pay Increase not Met	0
Total Number of Errors	37
Missing Dates	19
Incorrect classification status	8
Incorrect Bargaining status	1
Incorrect job title	6
Duplicate entries	3

VI. TWL POLICY COMPLIANCE

A. VIOLATIONS OF TWL REQUIREMENTS

1. 365 Day Duration Requirement – 90% Compliance

The TWL policy requires TWL appointments be “a minimum of a two (2) week period, but not to exceed one (1) year....”

One appointee was labeled as a TWL and exceeded the 365-day duration limit by 190 days. The PRC determined this appointee was the Interim HR Director, and her appointment was not governed by the TWL policy. Section 2.03(2) of the Charter governed it.

Therefore, six (6) TWL appointees exceeded the one-year limit by 22 days, 24 days, 33 days, 1 day, 65 days, and 1 day. Three (3) of these employees were appointed to unclassified positions; three were appointed to classified positions. This resulted in a 90% compliance rate. The appointees exceeding the limit by 22 and 24 days are HHS employees and HR stated the reason for the violations is because the Director of the department waited to fill the position permanently until the new Administrator was confirmed.

2. Salary Adjustment – 100% Compliant

The TWL policy requires that an employee who is granted a TWL be “placed on a step that reflects at least a 5% increase in his or her salary, or the lowest step in the higher pay range, whichever is greater.” HR complied with this requirement for all TWLs.

3. Minimum Qualifications – 85 % Compliant

The TWL policy requires that an employee granted a TWL “must meet the minimum qualifications for the position in the higher pay range.”

HR provided all job descriptions and resumes needed for the PRC to make minimum qualifications determinations.

Nine (9) employees did not meet the minimum qualifications requirements of their appointments. Four (4) of these were classified employees, and five (5) were unclassified employees.

Of the nine (9) violations, five (5) employees were placed in first-line supervisory positions but did not meet the job requirements for previous supervisory experience.

Two (2) employees did not meet the minimum education requirements, but they both had an excess of related experience. In both cases, the TWL positions required an associate degree, but they did not include an equivalent degree of experience that would replace an associate degree. Equivalent qualifications (or “equivalencies”) arise when an employer will consider

other job-related experience or an educational degree that will provide the candidate the necessary knowledge, skill, and abilities to be able to perform the functions of the position proficiently.

The final two (2) violations occurred because the PRC was unable to determine that the employees' previous education and experience was sufficient per the equivalencies established collaboratively between the hiring managers and the PRC.

Recommendations to Avoid Minimum Qualification Violations:

1. HR, along with departmental hiring managers and subject matter experts, should reconsider the necessity of previous supervisory experience for first-line supervisory positions.
2. Examples of related experience that would substitute for education or previous supervisory experience should be included in the equivalency table or job description.
3. For unclassified positions, HR should create equivalencies for minimum education requirements or include language in job descriptions that makes allowances for experience in lieu of education.

VII. DATA ENTRY ERRORS ON EXECUTIVE PERSONNEL AGENDAS

In addition to the policy violations, this audit revealed data entry errors. Specifically, the PRC identified 37 errors contained on HR's monthly Personnel Agendas. More than half of these errors consisted of missing the beginning or ending dates of the TWL assignment. As previously discussed in this Report, upon gaining read-only access to the Talent Acquisition Module of INFOR, the PRC discovered that many TWL end dates were reported as "Return to Former Position" and not captured on HR's Personnel Agendas.

The remaining 18 errors (or 30%) are data entry errors. The PRC was able to obtain the correct data once it obtained access to the Talent Acquisition Module of INFOR. Going forward, the PRC recommends that HR strive to increase the accuracy of data related to TWLs that is entered into INFOR.

ATTACHMENT A

Action/Abbreviation	Explanation
BU	Bargaining Unit
CC	Cuyahoga County
INFOR	Cuyahoga County's ERP, GHR module
MPA	PRC's Annual Master Personnel Agendas
N/C	Non-Competitive (No Ranking)
PA	HR's Monthly Personnel Agendas aka Executive Personnel Agendas
Green highlight	New PA Year
Red	Violation/Noteworthy
Gold Highlight	Error on PA(s), incl. no TWL Begin or End date; improper classification status; incorrect TWL position.

Personnel Agenda Date	PA Item No.	Employee Name	Start Date (If the Start Date is in 2022, its from 2022 MPA)	Required End Date	Actual End Date (If the End Date is in 2023 its from 2023 MPA)	Actual Duration	Meets Min Quals? (Y/N)	Docs HR Provided	5 % or > Pay Increase? (Y/N)	From Classification	From Appointing Authority	From Classification Status	To Classification	To Appointing Authority	To Classification Status	Bargaining Status	Promoted from TWL?	Promotion Date	Promoted Position	Notes
2022 PAs		2022 PAs		2022 PAs			MAR 2022 PA		MAR 2022 PA		2022 PAs			2022 PAs					2022 PAs	2022 PAs
3/1/2022	3	9339*	2/7/22	2/6/2023	8/6/2022	180	Y		Y	Social Services Worker 3	Health and Human Services	CLASSIFIED	Supervisor, Social Services	Health and Human Services	CLASSIFIED	AFSCME Local 1746 HHS (DCFS, CIFS, DSAS)/BENEFITS FULLTIME	Y	4/10/2023	Supervisor, Social Services	* Employee was placed in 2 TWLs (See entry at PA 2/1/2023, line 2 Line of this report). EE was promoted at end of the 2nd TWL. PRC verified the "TWL End" date of 8/6/2022 making TWL duration 180 days, but this date does not appear on any PAs. PRC verified there is no "TWL End" date for 2nd TWL in INFOR therefore PRC used date of promotion as the TWL end date.
4/1/2022	3	9204	3/28/22	3/27/2023	12/31/2022	278	Y	Resume	Y	Administrator, Social Program 4	Health and Human Services	CLASSIFIED	Administrator, Social Program 5	Health and Human Services	CLASSIFIED	Non-Bargaining Executive/BENEFITS FULLTIME	N			HR verified that in 2022 EE's last name was Tomasek and the TWL ended 12/31/2022. PRC verified the EE appeared on the 2022 MPA as Tomasek and the end TWL date is 12/31/2022.
6/1/2022	3	224470	5/23/22	5/22/2023	11/12/2022	173	Y	Resume	Y	Administrator, Social Program 5	Health and Human Services	CLASSIFIED	Assistant Director*	Health and Human Services	CLASSIFIED*	Non-Bargaining Executive/BENEFITS FULLTIME	N			TWL position "Assistant Director" was a CLASSIFIED position until it was deleted from Class Plan on 11/20/2023. The PRC verified the TWL end date is Saturday, 11/12/2022, making the TWL duration 173 days. The 2022 MPA verifies that the EE was "reassigned" from original position (Social Program Administrator 5) on Monday, 11/14/2022 to Transition Team Member, and then promoted to Senior Advisor, Partnerships and Engagement (unclassified position) on 1/1/2023.
6/1/2022	4	228391	5/23/22	5/22/2023	6/14/2023	387	Y		Y	Administrator, Social Program 4	Health and Human Services	CLASSIFIED	Executive Officer	Health and Human Services	CLASSIFIED	Non-Bargaining Executive/BENEFITS FULLTIME	Y	6/19/2023	Executive Officer	TWL exceeds 365 day limit by 22 days. HR provided reason for duration violation: "The Director waited to fill this position permanently until the new Administrator was confirmed"
9/1/2022	5	228214	8/8/2022	8/7/2023	1/6/2023	151	Y		Y	Senior Supervisor, Social Services	Health and Human Services	CLASSIFIED	Administrator, Social Program Administrator 6	Health and Human Services	CLASSIFIED	Non-Bargaining Executive/BENEFITS FULLTIME	N			Separated from County on 1/6/2023; no other TWL end date found. HR verified the End TWL was the date of separation.
9/1/2022	6	230338	8/8/2022	8/7/2023	9/1/2023	389	Y		Y	Senior Supervisor, Social Services	Health and Human Services	CLASSIFIED	Administrator, Social Program Administrator 6	Health and Human Services	CLASSIFIED	Non-Bargaining Executive/BENEFITS FULLTIME	N			HR identified the HHS division as CJFS. TWL exceeded 365-day limit by 24 days. HR provided reason for duration violation: "The Director waited to fill his position permanently until the new Administrator was confirmed"
9/1/2022	8	220313	8/15/2022	8/14/2023	4/23/2023	251	Y		Y	HHS Training Specialist	Health and Human Services	CLASSIFIED	*Program Officer 3	Health and Human Services	CLASSIFIED	Non-Bargaining Executive/BENEFITS FULLTIME	Y	4/24/2023	Program Officer 4	HR Agenda (PA) shows TWL end classification as "Program Officer 4". In response to PRC inquiry re: correct TWL End classification, HR stated: "System extracted the promotional PO4 data. TWL was for PO3"
9/1/2022	9	547	9/12/2022	9/11/2023	10/8/2022	26	Y		Y	Senior Human Resources Associate	Human Resources	CLASSIFIED	Talent Acquisition Specialist	Human Resources	CLASSIFIED	Non-Bargaining Executive/BENEFITS FULLTIME	N			No TWL End date on the PAs. HR provided TWL End date of 10/8/2022, which the PRC verified in GHR.
11/1/2022	1	228629	10/3/2022	10/2/2023	11/5/2023	398	Y	Resume	Y	IT Infrastructure Engineer 3	Information Technology	CLASSIFIED	Manager, IT Infrastructure and Operations	Information Technology	CLASSIFIED	Non-Bargaining Executive/BENEFITS FULLTIME	Y	11/6/2023	Manager, IT Infrastructure and Operations	No TWL End date on the PAs. HR provided TWL End date of 11/5/2023 which the PRC verified. TWL End date listed in INFOR as "Return to Former Position". TWL duration exceeded the 365 duration limit by 33 days.
11/1/2022	2	222091	10/24/2022	10/23/2023	10/22/2023	363	Y		Y	Administrator, Social Program 2	Health and Human Services	CLASSIFIED	Administrator, Social Program 4	Health and Human Services	CLASSIFIED	Non-Bargaining Executive/BENEFITS FULLTIME	Y	10/23/2023	Administrator, Social Program 4	

12/1/2022	1	486	11/7/2022	11/6/2023	7/17/2023	252	Y		Y	Senior Supervisor, Social Services	Health and Human Services	CLASSIFIED	Administrator, Social Program 3	Health and Human Services	CLASSIFIED	Non-Bargaining Executive/BENEFITS FULLTIME	Y	7/17/2023	Administrator, Social Program 3	No TWL End on the PAs. HR provided TWL End date of 7/17/2023 (making duration 252 days). PRC Note: INFOR does not have a TWL End date or a Return to Position date -- only a Promotion date, which effectively ended the TWL.
12/1/2022	3	9204	11/7/2022	11/6/2023	11/5/2023	363	Y		Y	Program Officer 3	Health and Human Services	CLASSIFIED	Program Officer 4	Health and Human Services	CLASSIFIED	Non-Bargaining Executive/BENEFITS FULLTIME	Y	11/6/2023	Program Officer 4	No TWL End date on the PAs. PRC verified "Return to Former Position" date of 11/5/2023 in INFOR.
2023 PAs		2023 PAs		2023 PAs			2023 PA		2023 PA		2023 PAs			2023 PAs					2023 PAs	2023 PAs
1/1/2023	1	212094	12/18/2022	12/17/2023	12/3/2023	350	Y		Y	Social Services Worker 3	Health and Human Services	CLASSIFIED	Supervisor, Social Services	Health and Human Services	CLASSIFIED	Non-Bargaining Non-Executive WFM/BENEFITS FULLTIME	Y	12/4/2023	Supervisor, Social Services	
1/1/2023	2	205473	12/5/2022	12/4/2023	5/7/2023	153	Y		Y	Supervisor, Social Services	Health and Human Services	CLASSIFIED	Senior Supervisor, Social Services	Health and Human Services	CLASSIFIED	Non-Bargaining Non-Executive WFM/BENEFITS FULLTIME	Y	5/8/2023	Senior Supervisor, Social Services	
1/1/2023	3	9007	12/12/2022	12/11/2023	9/23/2023	285	Y		Y	Administrator, Program Officer	Health and Human Services	CLASSIFIED	Administrator, Social Program 3	Health and Human Services	CLASSIFIED	Non-Bargaining Executive/BENEFITS FULLTIME	N			
2/1/2023	1	206457	1/17/2023	1/16/2024	7/18/2023	182	?		Y	Employment & Family Services Specialist	Health and Human Services	CLASSIFIED	Program Officer 3	Health and Human Services	CLASSIFIED	AFSCME Local 1746 HHS (DCFS, CJFS, DSAS)/BENEFITS FULLTIME	Y	11/6/2023	Program Officer 3	No TWL End on PAs. HR provided TWL Begin and End dates of 1/17/2023 and 7/18/2023 (making TWL duration of 182 days). PRC verified end date. Need > info re Min Quals: Not enough information to determine. Would need to know the exact position in the agency to which this person was TWL'd and who the supervisor and/or hiring manager are to determine the relevance of education and experience. Would not meet the strict definition of the minimum requirements, but Program Officers are treated differently because it's a generalized class applied to very specific purposes. Duplicate on PAs; this item was listed on both the February and March PAs with the same information.
2/1/2023	2	9939	1/17/2023	1/16/2024	4/10/2023	83	Y		Y	Social Services Worker 3	Health and Human Services	CLASSIFIED	Supervisor, Social Services	Health and Human Services	CLASSIFIED	AFSCME Local 1746 HHS (DCFS, CJFS, DSAS)/BENEFITS FULLTIME	Y	4/10/2023	Supervisor, Social Services	PRC verified there is no "TWL End" date in INFOR. Therefore PRC used date of promotion as the TWL end date. Duplicate error: This item was listed twice on February PA.
2/1/2023	6	225392	1/10/2022	1/9/2023	1/11/2023	366	Y		Y	Service Desk Analyst	Information Technology	CLASSIFIED	Information Technology Service Management Analyst	Information Technology	CLASSIFIED	Non-Bargaining Executive/BENEFITS FULLTIME	N			PRC verified the TWL start was 1/10/2022 -- it was not located on the 2022 or 2021 PA. This TWL exceeds the duration limit by 1 day.
3/1/2023	2	220473	2/13/2023	2/12/2024	5/7/2023	83	Y		Y	Program Officer 4	Health and Human Services	CLASSIFIED	Administrator, Program Officer	Health and Human Services	CLASSIFIED	Non-Bargaining Executive/BENEFITS FULLTIME	Y	5/8/2023	Administrator, Program Officer	
3/1/2023	5	205925	2/27/2023	2/26/2024	8/12/2023	166	Y		Y	Customer Service Aide	Health and Human Services	CLASSIFIED	Senior Examiner	Health and Human Services	CLASSIFIED	*AFSCME Local 1746 HHS (DCFS, CJFS, DSAS)/BENEFITS FULLTIME	N			TWL position incorrectly listed as bargaining on Personnel Agenda.
5/1/2023	4	210649	4/10/2023	4/8/2024		#NUM!	Y		Y	Fiscal Specialist 2	Health and Human Services	CLASSIFIED	Fiscal Specialist 3	Health and Human Services	CLASSIFIED	Non-Bargaining Executive/BENEFITS FULLTIME	N			
5/1/2023	8	210471	8/15/2022	8/14/2023	4/9/2023	237	Y	N/A	Y	Administrative Officer	Fiscal	CLASSIFIED	Board of Control Coordinator	Fiscal	CLASSIFIED	Non-Bargaining Executive/BENEFITS FULLTIME	N			The PRC verified in INFOR that the TWL position on the PA is incorrect -- the TWL position is Board of Control Coordinator.

6/1/2023	2	218982	5/8/2023	5/6/2024	8/11/2023	95	Y		Y	Supervisor, Social Services	Health and Human Services	CLASSIFIED	Senior Supervisor, Social Services	Health and Human Services	CLASSIFIED	Non-Bargaining Executive/BENEFITS FULLTIME	Y	2/11/2024	Senior Supervisor, Social Services	
8/1/2023	2	202108	7/3/2023	7/1/2024	9/24/2023	83	Y		Y	Social Services Worker 3	Health and Human Services	CLASSIFIED	Supervisor, Social Services	Health and Human Services	CLASSIFIED	AFSCME Local 1746 HHS (DCFS, CJFS, DSAS)/BENEFITS FULLTIME	Y	9/25/2023	Supervisor, Social Services	No TWL End date noted on PAS; PRC verified INFOR lists a "Return to Former Position" on 9/24/2023. Promoted to TWL position on 9/25/23.
8/1/2023	3	225951	7/2/2023	6/30/2024	9/10/2023	70	Y		Y	Social Services Worker 3	Health and Human Services	CLASSIFIED	Supervisor, Social Services	Health and Human Services	CLASSIFIED	AFSCME Local 1746 HHS (DCFS, CJFS, DSAS)/BENEFITS FULLTIME	Y	9/11/2023	Supervisor, Social Services	No TWL End date listed on PAS. PRC obtained "Return to Former Pos." date of 9/10/2023 from INFOR.
8/1/2023	4	4350	7/10/2023	7/8/2024	8/26/2023	47	Y		Y	Fiscal Specialist 2	Health and Human Services	CLASSIFIED	Fiscal Specialist 3	Health and Human Services	CLASSIFIED	Non-Bargaining Executive/BENEFITS FULLTIME	Y	8/27/2023	Fiscal Specialist 3	No TWL End date listed on PAS. PRC obtained "Return to Former Pos." date of 8/6/2023 from INFOR.
8/1/2023	5	8917	7/2/2023	6/30/2024	1/26/2024	208	Y		Y	Senior Supervisor, Nursing	Health and Human Services	CLASSIFIED	Director, Nursing	Health and Human Services	CLASSIFIED	Non-Bargaining Executive/BENEFITS FULLTIME	N			
8/1/2023	6	220659	7/2/2023	6/30/2024	9/11/2023	71	Y		Y	Social Services Worker 3	Health and Human Services	CLASSIFIED	Supervisor, Social Services	Health and Human Services	CLASSIFIED	AFSCME Local 1746 HHS (DCFS, CJFS, DSAS)/BENEFITS FULLTIME	Y	10/1/2023	Supervisor, Social Services	
8/1/2023	10	220659	9/11/2022	9/10/2023	7/15/2023	307	Y		Y	Talent Acquisition Specialist	Human Resources	CLASSIFIED	Compensation Analyst	Human Resources	CLASSIFIED	Non-Bargaining Executive/BENEFITS FULLTIME	Y	7/16/2023	Compensation Analyst	TWL Begin date missing from PAS. PRC verified in INFOR that the "TWL Begin" date is 9/11/2022.
10/1/2023	1	1203	9/25/2023	9/23/2024		#NUM!	Y		Y	Supervisor, Fiscal Office	Fiscal	CLASSIFIED	Manager, Tax Assessment	Fiscal	CLASSIFIED	Non-Bargaining Executive/BENEFITS FULLTIME	N			
10/1/2023	3	218112	9/23/2023	9/21/2024		#NUM!	Y		Y	Supervisor, Social Services	Health and Human Services	CLASSIFIED	Senior Supervisor, Social Services	Health and Human Services	CLASSIFIED	Non-Bargaining Executive/BENEFITS FULLTIME	N			
10/1/2023	4	218982	9/11/2023	9/9/2024	2/10/2024	152	Y		Y	Supervisor, Social Services	Health and Human Services	CLASSIFIED	Senior Supervisor, Social Services	Health and Human Services	CLASSIFIED	Non-Bargaining Executive/BENEFITS FULLTIME	Y	2/11/2024	Senior Supervisor, Social Services	This is second time employee was placed in TWL for same position. First stint was 5/8/23 - 8/11/23.
10/1/2023	5	222578	9/11/2023	9/9/2024		#NUM!	Y		Y	Supervisor, Social Services	Health and Human Services	CLASSIFIED	Senior Supervisor, Social Services	Health and Human Services	CLASSIFIED	Non-Bargaining Executive/BENEFITS FULLTIME	N			
11/1/2023	1	229458	10/2/2023	9/30/2024	2/11/2024	132	Y		Y	Manager, Technical Services	Information Technology	CLASSIFIED	Administrator, Web & Applications Development	Information Technology	CLASSIFIED	Non-Bargaining Executive/BENEFITS FULLTIME	Y	2/12/2024	Administrator, Web & Applications Development	
11/1/2023	4	219032	10/20/2023	10/18/2024		#NUM!	N*		Y	Veterinarian Technician	Public Works	CLASSIFIED	Supervisor, Animal Shelter	Public Works	CLASSIFIED	Non-Bargaining Executive/BENEFITS FULLTIME	N			*As written, this person doesn't meet minimum requirements. However, in 2024, this TWL has prompted PW/HR to revise this and other classifications at the Animal Shelter so that first-line supervisory positions don't require supervisory experience. This person isn't qualified based on current requirements but would be qualified based on the upcoming revised requirements.
12/1/2023	1	8176	11/20/2023	11/18/2024		#NUM!	N*		Y	Administrator, Records Management	Health and Human Services	CLASSIFIED	Senior Administrative Officer	Health and Human Services	CLASSIFIED	Non-Bargaining Executive/BENEFITS FULLTIME	N			*Using a reasonable calculation of equivalencies, this person would be qualified. However, the last time this position was tested in CJFS, the SMEs indicated that people without at least an associate's degree should be screened out. So unless something has changed, they are not using the criteria they set themselves.

12/1/2023	60	223819	11/6/2023	11/4/2024		#NUM!	Y		Y	IT Senior Project Manager	Information Technology	CLASSIFIED	Administrator, IT Program Management Office	Information Technology	CLASSIFIED	Non-Bargaining Executive/BENEFITS FULLTIME	N				
12/1/2023	61	217887	11/19/2023	11/17/2024	12/3/2023	14	Y		Y	Supervisor, Social Services*	Health and Human Services	CLASSIFIED	Senior Supervisor, Social Services**	Health and Human Services	CLASSIFIED	Non-Bargaining Executive/BENEFITS FULLTIME	Y	12/3/2023	Supervisor, Social Services	* In response to PRC inquiry, HR provided the "TWL From" position which is Social Services Worker 3. ** Per HR, the "TWL to" position is Supervisor, Social Services. The "TWL Begin" MPA entry listed Supervisor, Social Services to Senior Supervisor, Social Service. The "TWL End" MPA has correct positions listed.	
2024 PA		2024 PA		2024 PA			PA 2024		PA 2024		2024 PA									2024 PA	9939
1/1/2024	14	223217	5/8/2023	5/6/2024	12/2/2023	208	N*		Y	Program Officer 2- Bargaining - HHS 860	Health and Human Services	CLASSIFIED	Program Officer 3	Health and Human Services	CLASSIFIED	LIUNA Local 860 HHS (CJFS, DCFS) & IT/BENEFITS FULLTIME	N				TWL Begin date missing from PAs. PRC verified in INFOR the TWL Begin date is 5/8/2023. ** Does not meet minimum qualifications: EE does not have a bachelor's degree nor the 6 years of experience required per the equivalencies chart; employee only has 4 years' related experience.

UNCLASSIFIED TWLs

Personnel Agenda Date	PA Item No.	Employee Name	Start Date (If the Start Date was in 2021, then it was obtained from the 2021 MPA)	Required End Date	Actual End Date (If the End Date is in 2023, then it was Obtained from the 2023 MPA)	Actual Duration	Meets Min Quals? (Y/N)	Docs HR Provided	5 % or > Pay Increase? (Y/N)	From Classification	From Appointing Authority	From Classification Status	To Classification	To Appointing Authority	To Classification Status	Bargaining Status	Promoted from TWL?	Promotion Date	Promotion Position	Notes	
2022 Pas		2022 Pas		2022 Pas			2022 Pas		2022 Pas		2022 Pas			2022 Pas						2022 Pas	
5/1/2022	2	223217	4/18/22	4/17/2023	6/22/2023	430	Y		Y	Administrator, Social Program 5	Health and Human Services	CLASSIFIED	Administrator, Division of Senior & Adult Services	Health and Human Services	UNCLASSIFIED*	Non-Bargaining Executive/BENEFIT S FULLTIME	Y	6/22/2023	Administrator, HHS	TWL exceeds 365 day limit. Position incorrectly listed as "Classified" on PAs.	
6/1/2022	5	223217	5/21/22	5/20/2023	2/17/2023	272	Y	Application	Y	Deputy Sheriff, Captain	Justice Services	CLASSIFIED	Sheriff	Justice Services	UNCLASSIFIED*	Non-Bargaining Executive/BENEFIT S FULLTIME	N			* Per confirmation from HR, the TWL position is unclassified. TWL and at his voluntary separation on 2/17/2023. See Min Qual sprdht for details. No TWL End date found, but employee separated from County on 2/17/2023.	
2023 PAs		2023 PAs		2023 PAs			2023 PAs		2023 PAs		2023 PAs			2023 PAs						2023 PAs	
1/1/2023	4	229265	12/5/2022	12/4/2023	12/31/2022	26	N*		Y	Senior Administrative Assistant	Justice Services	CLASSIFIED	Executive Assistant	Justice Services	UNCLASSIFIED*	Non-Bargaining Executive/BENEFIT S FULLTIME	N			TWL End date missing from Personnel Agendas. Verified TWL end date using GHR. *As written, this person does not meet min quals. **Position incorrectly listed as "Classified" in Personnel Agendas. Need resume/application	
2/1/2023	7	219246	12/19/2022	12/18/2023	1/29/2023	41	N*		Y	Legal Account Clerk 3	Justice Services	UNCLASSIFIED	Division Supervisor, COC	Justice Services	UNCLASSIFIED	Non-Bargaining Executive/BENEFIT S FULLTIME	Y	1/30/2023	Division Supervisor, COC	*Does not meet min quals as written. Resume does not reflect 3 years of supervisory experience that is required. Managerial/supervisory experience is rarely substituted by a higher degree attainment, but there's no mention of it anywhere on the resume. Did not get the CBA job description of Legal Account Clerk III to determine if it is a supervisory position. Without equivalencies, person does not meet minimum requirements as written.	
3/1/2023	8	208712	2/1/22	1/31/2023	2/2/2023	366	Y		Y	Senior Manager, Benefits	Human Resources	UNCLASSIFIED	Director, Total Rewards	Human Resources	UNCLASSIFIED	Non-Bargaining Executive/BENEFIT S FULLTIME	N			TWL exceeds 365 day limit by 1 day.	
4/1/2023	1	1094	3/9/23	3/7/2024	4/11/2023	33	Y		Y	Supervisor, Administrative Support	Fiscal	CLASSIFIED	Manager, Tax Collection	Fiscal	UNCLASSIFIED	Non-Bargaining Executive/BENEFIT S FULLTIME	N				
4/1/2023	2	1088	3/8/23	3/6/2024	4/13/2023	36	Y		Y	Administrator, Tax	Fiscal	UNCLASSIFIED	Treasurer	Fiscal	UNCLASSIFIED	Non-Bargaining Executive/BENEFIT S FULLTIME	N				
4/1/2023	3	217887	3/20/23	3/18/2024		#NUM!	Y		Y	Human Resources Business Partner	Human Resources	CLASSIFIED	Manager, Human Resources	Human Resources	UNCLASSIFIED*	Non-Bargaining Executive/BENEFIT S FULLTIME	N			Manager, Human Resources is an unclassified position. Data entry error.	
5/1/2023	1	666	4/13/2023	4/11/2024	11/1/2023	202	Y		Y	Administrator, Budget Commission	Fiscal	UNCLASSIFIED	Director, Operations	Fiscal	UNCLASSIFIED	Non-Bargaining Executive/BENEFIT S FULLTIME	N			Duplicate entry: appears on 5/1/2023 and 6/1/2023 Personnel Agendas with same information.	
5/1/2023	2	608	4/13/2023	4/11/2024	11/1/2023	202	Y		Y	Director, Operations	Fiscal	UNCLASSIFIED	Treasurer	Fiscal	UNCLASSIFIED	Non-Bargaining Executive/BENEFIT S FULLTIME	N				
5/1/2023	3	219677	4/10/2023	4/8/2024	9/2/2023	145	N*		Y	Supervisor, Fiscal Office	Fiscal	CLASSIFIED	Manager, Title Division	Fiscal	UNCLASSIFIED**	Non-Bargaining Executive/BENEFIT S FULLTIME	Y	9/3/2023	Manager, Title Division	* Does not meet min quals as written. Resume does not reflect 3 years of supervisory experience that is required. **Position is Unclassified; erroneously listed as "Classified" on May PA and correctly listed as "Unclassified" on October Pa when TWL ended.	
5/1/2023	5	1991	4/6/2023	4/4/2024	7/19/2023	104	Y		Y	Deputy Sheriff, Captain	Justice Services	CLASSIFIED	Deputy Chief, Sheriff's Department	Justice Services	UNCLASSIFIED*	Non-Bargaining Executive/BENEFIT S FULLTIME	N			*On 2-24, CS confirmed it is unclassified.	

6/1/2023	3	224688	5/10/2023	5/8/2024	1/23/2024	258	Y	Y	Employee & Labor Relations Specialist 1	Justice Services	CLASSIFIED	Administrator, Human Resources	Justice Services	UNCLASSIFIED*	Non-Bargaining Executive/BENEFIT S FULLTIME	Y	1/23/2024	Manager, Human Resources	*On 2-24, CS confirmed it is unclassified. PRC verified end date of 5/8/2024 in GHR.
6/1/2023	7	211894	6/5/2022	6/4/2023	5/10/2023	339	Y	Y	Administrator, Social Program 6*	Health and Human Services	CLASSIFIED	Administrator	Health and Human Services	UNCLASSIFIED	Non-Bargaining Executive/BENEFIT S FULLTIME	Y	5/11/2023	Administrator, HHS	TWL Start Date missing from MPA. PRC confirmed start date using INFOR. *Starting position incorrectly noted as "Administrator" on PA.
6/1/2023	9	228227	11/1/2021	10/31/2022	5/10/2023	555	Y	*	Director of Human Resources, Total Rewards & HRIS	Human Resources	UNCLASSIFIED	Director of Human Resources, Total Rewards & HRIS	Human Resources	UNCLASSIFIED	Non-Bargaining Executive/BENEFIT S FULLTIME	N			TWL Start Date was missing from MPA. PRC confirmed Start date using INFOR. TWL Exceeds 365-day limit. This is not a TWL - this is an interim appointment and is governed by section 2.03(2) of the County Charter.
8/1/2023	1	200768	7/1/2023	6/29/2024		#NUM!	Y	Y	Special Counsel, EXEC	County Executive	UNCLASSIFIED	Chief of Staff*	County Executive	UNCLASSIFIED	*	N			*MPA incorrectly lists both beginning and TWL positions both as Special Counsel, EXEC, verified with HR that correct TWL position is Chief of Staff. After further investigation, the error occurred due to a correct input on the
9/1/2023	1	219947	8/30/2023	8/28/2024		#NUM!	N*	Y	Legal Account Clerk 3	Justice Services	UNCLASSIFIED	Division Supervisor, COC	nm..mk	UNCLASSIFIED	CWA Local 4340 Clerk Of Courts/BENEFITS FULLTIME	N			* Does not meet min quals as written. Resume does not reflect 3 years of supervisory experience that is required. Resume doesn't include any mention of managing or supervising. Managerial/supervisory experience is rarely substituted by a higher degree attainment, but there's no mention of it anywhere on the resume. Did not get the CBA job description of Legal Account Clerk III to determine if it is a supervisory position. Without equivalencies, person does not meet minimum requirements as written.
10/1/2023	2	219947	9/25/2023	9/23/2024		#NUM!	Y	Y	Manager, Tax Assessment	Fiscal	CLASSIFIED	Administrator, Budget Commission & Real Estate Tax	Fiscal	UNCLASSIFIED	Non-Bargaining Executive/BENEFIT S FULLTIME	N			
10/1/2023	6	700753	9/7/2023	9/5/2024		#NUM!	Y	Y	Senior Administrative Assistant	Justice Services	CLASSIFIED	Executive Assistant	Justice Services	UNCLASSIFIED*	Non-Bargaining Executive/BENEFIT S FULLTIME	N			HR confirmed position is Unclassified.
11/1/2023	2	700713	10/20/2023	10/18/2024	1/28/2024	100	N*	Y	Legal Account Clerk 3	Justice Services	UNCLASSIFIED	Division Supervisor	Justice Services	UNCLASSIFIED	CWA Local 4340 Clerk Of Courts/BENEFITS FULLTIME	Y	1/29/2024	Division Supervisor, COC	* Does not meet min quals as written, resume does not reflect 3 years of supervisory experience required. Resume doesn't include any mention of managing or supervising. Managerial/supervisory experience is rarely substituted by a higher degree attainment, but there's no mention of it anywhere on the resume. Did not get the CBA job description of Legal Account Clerk III to determine if it is a supervisory position. Without equivalencies, person does not meet minimum requirements as written.
11/1/2023	3	1273	10/3/2023	10/1/2024		#NUM!	Y	Y	Special Assistant, COC	Justice Services	UNCLASSIFIED	Manager, Civil	Justice Services	UNCLASSIFIED	Non-Bargaining Executive/BENEFIT S FULLTIME	N			
11/1/2023	7	202204	6/18/2023	6/16/2024	10/14/2023	118	Y	Y	Title Accountant 3	Fiscal	UNCLASSIFIED	Manager, Cashier	Fiscal	UNCLASSIFIED	Non-Bargaining Executive/BENEFIT S FULLTIME	Y	10/15/2023	Manager, Cashier	TWL Start date missing from Personnel Agendas. Verified start date using GHR.