



2024
TEMPORARY WORK LEVEL
COMPLIANCE AUDIT
REPORT

Cuyahoga County
Personnel Review Commission

INTRODUCTION

Cuyahoga County Charter Article IX, Section 9.02, authorizes the Personnel Review Commission (PRC) to review and audit compliance with federal, state, and local laws regarding personnel matters within the County Executive's organization and departments. This includes the responsibility to submit reports and recommendations to the County Executive and County Council on issues of compliance.

The focus of this audit is the County's compliance with the Temporary Work Level (TWL) policy stated in the Employee Handbook Section 9.05.

BACKGROUND

When the County needs to fill a position for a temporary vacancy, the County's TWL policy provides a mechanism to assign the employee to the higher-level position for a specific period of time. The policy includes these basic requirements:

- The TWL must be granted for a minimum of a two (2) week period but not to exceed one (1) year.
- The employee must be placed at a pay rate of at least 5% higher than their current rate of pay when they are in the TWL.
- The employee must meet the minimum qualifications for the position in the higher pay range to be granted a TWL.

As further background, the County is required to make appointments to classified civil service positions on the basis of merit and fitness (Ohio Constitution, Article XV, Section 10 and ORC 124). To fulfill this obligation, the PRC has established procedures to ensure applicants for full-time civil service positions meet the minimum requirements of the position; in contrast, the Human Resources department is responsible for ensuring that employees appointed to TWLs meet the minimum qualifications of the position. This is to fulfill the County's legal requirement to make appointments to the classified civil service positions on the basis of merit and fitness.

OBJECTIVE AND SCOPE

The objective of this annual audit is to assess whether the County complied with the TWL policy for those TWLs that ended in 2024. Specifically, the PRC reviewed records of TWLs approved by the County Executive in 2023 and 2024 which ended in 2024, to determine whether the County complied with the requirements of the policy including:

- that the TWL was for a period of at least two weeks and not more than 1 year,
- that the employee received a pay increase of at least 5% during the TWL, and
- that the employee met the minimum qualifications for the TWL position.

METHODOLOGY

The County's Human Resources department routinely prepares 'personnel agendas' which are lists of personnel actions approved by the County Executive. To conduct this audit, the PRC reviewed information from the County's personnel agendas, position postings, job descriptions, resumes' and applications. This information was compared with the

classification specifications of the TWL assignments, along with the equivalency tables maintained by the PRC which define equivalent combinations of education and experience that provide equivalent qualifications of applicants who do not meet the minimum requirements of a classification. In some cases, the PRC requested additional supporting information from the HR department to support the PRC's audit, some of which was available from the Talent Acquisition module of INFOR, the County's HR Information System.

FINDINGS

The PRC audited 34 TWLs which ended in 2024, including 17 which began in 2023 and ended in 2024, and 17 that began and ended in 2024.

In its 2023 TWL Compliance Audit Report, the PRC addressed four of the TWLs that began in 2023 because the employees did not meet the minimum qualification requirements of the TWL positions. The PRC does not revisit those policy violations in this Report. Thus, apart from these four TWLs, the PRC finds that the County achieved 100% compliance with the TWL policy.

CONCLUSION AND RECOMMENDATIONS

The PRC commends the HR department for 100% compliance with the TWL policy for those TWLs which ended in 2024. During the audit, the PRC found multiple data entry errors on the personnel agendas.

In reviewing the information for this audit, the PRC noted multiple data entry errors on the Personnel Agendas, although the PRC noted fewer errors than had been found in previous audits and recognizes the HR department for the improvement. The data entry errors in this audit primarily consisted of transposing data on the Personnel Agendas and missing beginning or ending dates for TWLs. In addition, rather than a specific date indicating the end of a TWL, the agendas often included the date of a promotion or employment separation in lieu of noting the specific date the TWL ended. Consistent use of the END TWL code to note the actual end date of the assignment, particularly when followed by a promotion or separation, would create a clearer record of an employee's employment history, as promotions and separations are completely separate actions from TWL assignments. The PRC recommends implementing quality control measures such as peer and supervisory review and periodic spot checks to reduce data entry errors.

The PRC acknowledges and thanks Julie McNulty, the County's Talent Acquisition & Employment Manager, and Kelli Neale, Program Officer 4 in Compensation, who were helpful in researching and resolving issues the PRC raised during this audit.

A summary of this report will be posted on the PRC's website at <https://www.cuyahogacounty.gov/personnel-review-commission/about-us/compliance-auditing>. A full copy of the report and the data that supports it is available through public records request to the PRC.