



**2025
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 of submitting 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 an employee to the higher-level position for a finite duration. 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 or the minimum rate of the higher pay grade, whichever is greater, 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 based on merit and fitness (Ohio Constitution, Article XV, Section 10; ORC Section 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 Department of Human Resources (HR) 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 based on merit and fitness.

OBJECTIVE AND SCOPE

The objective of this annual audit is to assess whether the County complied with the TWL policy for the TWLs that ended in 2025. Specifically, the PRC reviewed records of TWLs approved by the County Executive in 2024 and 2025 which ended in 2025. Each TWL needs to meet the following three criteria to be compliant:

- The TWL was for a period of at least two weeks and not more than one year,
- The employee received a pay increase of at least 5% or the minimum of the higher pay grade, whichever is greater, during the TWL, and
- The employee met the minimum qualifications for the TWL position.

METHODOLOGY

The County's Department of Human Resources 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 the equivalent combinations of education and experience. In some cases, the PRC requested additional supporting information from HR 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 35 TWLs which ended in 2025. Of those 35 TWLs, 20 TWLs began in 2024, and 15 TWLs began in 2025. Of these 35, all employees received the minimum 5% increase or the minimum of the higher pay grade, whichever was greater, and all employees met the minimum qualifications of the TWL positions.

There were two TWLs that were noncompliant as they exceeded the 365-day time limit: one TWL lasted for 366 days and the other TWL lasted for 395 days. HR explained that the first noncompliant TWL occurred because they did not want the TWL to end in the middle of a pay period, which creates complications with the payroll system. HR also explained that the TWL that lasted for 395 days was due to an oversight by a former HR Manager, which was addressed by HR leadership through training.

The PRC finds that the County achieved 94% compliance with the TWL policy.

A spreadsheet is attached at the end of this report that includes all the data mentioned above.

CONCLUSION AND RECOMMENDATIONS

The PRC commends the Department of Human Resources for 94% compliance with the TWL policy for those TWLs which ended in 2025.

The PRC recommends that HR provide training on the TWL policy to supervisors of employees on TWLs, as well as the responsible HR staff person, to ensure TWLs end within the required period.

Additionally, the PRC found four data entry errors on the personnel agendas. The data entry errors consisted of missing one Begin TWL date and three End TWL dates. This is an improvement from the previous year, in which there were eight data entry errors.

The PRC commends HR for reducing their data entry errors and continues to recommend implementing quality control measures such as peer and supervisory review and periodic spot checks to reduce these data entry errors further. Consistent use of these codes,

particularly when the TWL is followed by a promotion or separation, creates a clearer record of employees' job histories.

The PRC thanks Julie McNulty, the County's Talent Acquisition & Employment Manager, and Kelli Neale, Program Officer 4 in Compensation, who were integral 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-reporting>. A full copy of the report and the data that supports it is available through public records request to the PRC.