



Thomas L. Colaluca, Commissioner
Deborah Southerington, Commissioner
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June 29, 2017

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

Dear President Brady and Chairwoman Brown,

The Personnel Review Commission is submitting the attached Temporary Work Level (TWL) Report for 2016. This Report is the first of its kind, and is being 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 2016 or had an ending date in 2016, and includes a review of data going back to 2013.

We identified inconsistencies between these sources of information, and Human Resources has not only addressed those inconsistencies but has also implemented procedures to prevent such inconsistencies going forward. Also, our review revealed several TWLs which are not in compliance with the County's policy; Human Resources has also begun to address those situations and is moving steadily towards resolving those matters.

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

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TEMPORARY WORK LEVEL REPORT 2016

**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, 2016) received from Human Resources
- SAP Report (all TWLs entered into SAP from January 2013 to December 2016; SAP is the County's Human Resources Information System)
- TWL Reports received from the Human Resources Department (August 2016 – December 2016)

Because this is the PRC's first TWL Compliance Report, the PRC used data dating back to 2013 to ensure that all TWLs were identified. However, this Report only reflects TWLs that were/are active in 2016 or had an end date in 2016.

This is the PRC's first Compliance Report to Council regarding temporary working levels. The PRC has developed a method of cross-checking the HR Department's TWL Reports, SAP and the Personnel Agenda which will result in future TWL Compliance Reports being submitted annually to Council in February for the previous year.

Summary Conclusion

The PRC has identified inconsistencies between the various sources of employee data and has reported this issue to HR; in order to produce an accurate report, the PRC needs consistent sources of information to review. HR has indicated an intention to perform cross-checks with the data to ensure its accuracy going forward. In addition, the PRC has identified several TWLs that are not in compliance with the County's TWL Policy.

COMPLIANCE REPORT

DATA ACCURACY ISSUES

We have identified a number of inconsistencies in the data. This includes inconsistencies between the monthly reports provided by HR, inconsistencies between the HR reports and the Personnel Agendas, and inconsistencies between SAP data and the HR reports and Personnel Agendas.

1. Inconsistencies between HR Reports

Issue: The PRC identified some instances where the TWL reports provided by HR contained discrepancies between reports. For example, a TWL was listed on the August, November, and December Reports but not the September and October Reports.

HR Response: These discrepancies resulted from delayed personnel actions to end the TWLs. HR indicates that they have put additional checks in place to cross-check data to ensure the Reports are accurate.

2. Inconsistencies between HR Reports and Personnel Agendas

Issue: The PRC identified a number of TWLs listed on Personnel Agendas that were not on the HR Reports. Also, there was a TWL listed on the HR Report with no corresponding entry on the Personnel Agenda.

HR Response: HR indicated that the Personnel Agendas contained the errors. Again, HR has indicated additional checks are now in place to ensure accuracy.

3. Inconsistencies between SAP and HR Reports and Personnel Agenda

Issue: The PRC identified a TWL in the Stationary Engineer 2 classification that began on 12/27/15 and is currently active (470 days) listed on a SAP report. This TWL is not listed on the HR Reports or a Personnel Agenda, and exceeds the County's policy limit of one year.

HR Response: This was not a TWL, this was a temporary promotion that lead to a permanent promotion covered by the Collective Bargaining Agreement. This was entered into SAP as a TWL due to SAP system constraints that did not provide another method of data entry to complete this action needed for

the increase in rate of pay at the time of the temporary promotion. This has been corrected in SAP so it no longer appears as an active TWL.

4. Data Entry Discrepancies

Issue: The PRC identified two instances of apparent data entry errors.

The first is employee number 622. SAP and the Personnel Agenda identify the TWL classification as “Real Estate Services Administrator”. However, the HR Report identifies the TWL classification as “Real Property Tax Administrator”. The PRC has been unable to confirm the existence of such a classification.

The second involves two employees with the same last name (Porter). The 4/21/16 Personnel Agenda lists P. Porter as being placed on a TWL in the Senior Nurse Supervisor classification and S. Porter as being placed on a TWL in the Business Administrator 4 classification. On the 10/31/16 Personnel Agenda there is an entry for an Extension of the TWL for P. Porter and the classification listed then as Business Administrator 4. It appears there was a data entry error in the classification for these employees.

HR Response: Issue 1: Real Estate Services Administrator is the correct title for this TWL, that position is an Unclassified role, the other title was incorrectly entered on reports.

Issue 2: This was an error on the personnel agenda in which the wrong names were listed, but other information was correct. S. Porter served a TWL in the Senior Nurse Supervisor Classification and P. Porter served a TWL in the Business Administrator 4 Classification. Actions in other systems such as SAP were correct.

TWL DURATION

Compliance Concerns

1. Less Than Two Weeks

The SAP report identifies four employees that were assigned to a TWL lasting less than two weeks. One occurred in 2016, Employee Number 219156 was appointed to a TWL from April 11, 2016 to April 16, 2016 (5 days). This TWL did not appear on a Personnel Agenda.

2. More Than One Year

Active/More than one year

There are currently five active TWLs that have exceeded the County's policy of a one-year limitation.

Employee No.	Date TWL Began	TWL Classification	Department
206760	03/01/2015 (771 days)	Web Applications Dev Admin	IT-CJFS
217909	06/01/2015 (679 days)	Program Officer 4	Fiscal
202171	08/17/2015 (602 days)	Maintenance Administrator	PW
205089	11/02/2015 (525 days)	Stationary Engineer 2	PW
206668	01/25/2016 (441 days)	Social Program Admin 4	DCFS

Ended 2016/More than one year

There were 3 employees that were assigned to TWLs that exceeded the one-year limitation with a TWL end date in 2016.

Employee No.	Date TWL Ended	TWL Classification	Department
8705	08/13/2016 (817 days)	Neighborhood Ctr Manager	CJFS
7713	09/26/2016 (441 days)	Clerical Supervisor	DCFS
9625	11/12/2016 (990 days*)	Sr. EFS Specialist Supervisor	CJFS

*this employee was assigned to consecutive TWLs - this number reflects the total duration of the two TWLs.

FUTURE TWL PRACTICES

HR has indicated that it is committed to leading changes in the use of Temporary Work Levels across the County. HR leadership has committed to comply with County Policy by ensuring that TWLs no longer exceed the policy's one-year limitation. In addition, HR has indicated it is working with the appointing authorities to address the five active TWLs that have exceeded the one-year limitation. HR plans to end those TWLs by May 15th, 2017.