



2021
TEMPORARY WORK LEVEL
COMPLIANCE REPORT

Cuyahoga County
Personnel Review Commission

Introduction

Cuyahoga County Charter Article IX, Section 9.02 sets forth various responsibilities for the Personnel Review Commission (PRC), one of which is reviewing and auditing compliance with federal, state, and local laws regarding 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 shall 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. In the case of temporary work levels (TWLs), the County's Human Resources Department ("HR") makes the qualification assessments. The Cuyahoga County Employee Handbook addresses TWLs in Section 9.05 of the Cuyahoga County Employee Handbook.

This compliance audit was focused on employees who were appointed to TWLs in 2021 or whose TWLs ended in 2021. Additionally, the PRC identifies assignments made pursuant to the County's various collective bargaining agreements as Temporary Transfers, not TWLs. In this audit, the PRC reviewed available 2022 data to complete the TWL cycle but does not address inconsistencies in that data.

The purpose of this audit is to ensure that the County complied with the TWL laws relative to TWLs that began or ended in 2021. Specifically, the PRC examined the length of time employees were assigned to TWLs; whether the employees selected for TWLs received the required pay adjustment; and whether they were qualified for the TWL position at the time of selection.

The PRC acknowledges the assistance of Julie McNulty, the County's Talent Acquisition & Employment Manager, who was extremely helpful in researching and resolving issues raised by the PRC during the compliance audit.

This report, as well as the raw data that accompanies it, will be posted on the PRC's website at <http://prc.cuyahogacounty.us/en-US/Compliance.aspx>.

Background

Section 9.05 of the Cuyahoga County Handbook addresses the TWLs that are the subject of this Report. That section states, in relevant part:

"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 makes [sic] a recommendation to the County Executive for final approval.”

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 data sources:

- County Executive’s Personnel Agendas (2021) received from HR
- SAP
- INFOR/GHR
- Tableau
- Position postings, classification specifications, resumes, and/or applications
- Minimum qualifications of TWL positions
- Documentation supporting the TWL assignments from HR

In this report, the PRC assesses the County’s compliance with the duration, pay, and qualifications requirements of the TWL Policy. This Report audits TWLs that began or ended in 2021.

The Department of HR provided responses to issues the PRC identified. Those responses are included in each section below.

Concerns and Comments

The PRC’s TWL audit relies heavily on information from the Human Resources department which is the entity responsible for determining (a) when the TWL is needed, (b) potential eligible candidates for the TWL, and (c) who ultimately receives the TWL appointment. Currently, the PRC has access to the County’s Talent Acquisition module, part of the INFOR ERP system, which includes applications (generally scant information included) and, sometimes, resumes from recent applicants. The PRC does not have access to the County’s employment recordkeeping system, GHR, and has limited access to its prior system, SAP. Thus, the PRC has some limitations in what information it can access to audit the TWL appointments. The PRC has been given access to the Tableau program which generates information from GHR in a read only format, but the program provides limited information and does not provide real-time data.

TWL appointments are important components of an employee’s life cycle; they often occur before promotions, and they are intended to accompany a pay increase for the duration of the TWL. In many cases, as in previous years, the PRC found that the County’s record-keeping is lacking, incorrect, or missing. For many TWL appointments, there was insufficient information on the Executive’s Personnel Agenda to identify the position or the organizational location of the

position that the employee held before the TWL appointment, the organizational location of the TWL, the duration of the TWL, the accompanying pay change, and the qualifications for the TWL appointment. In many instances, to audit compliance, the PRC must reconstruct the employment record to connect all the dots, which requires PRC to expend substantial additional resources.

The implications of the lack of effective recordkeeping are important. At a time when many 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 pay increases is a red flag of sorts, indicating a potential problem if the County needs to illustrate, explain, or at worse, defend its practices.

Summary Conclusion

In 2021, 45 employees served in TWLs, 4 of which HR indicated were temporary transfers governed by Article 35 (Temporary Transfers) of the Collective Bargaining Agreement (CBA) between the County and Laborers International Union, North America (LIUNA), Local 860. Of all 45 TWLs (ended and current, including union temporary transfers): All met the salary adjustment requirement, 40 met the minimum qualifications requirement, and 44 met the duration requirement.

Specifically, at the beginning of their TWL assignments, 5 employees did not meet the minimum requirements for the position; during the TWL assignments of 4 of these employees, the minimum qualifications requirements changed, and they thereafter met the minimum qualifications by the end of their TWL assignments.

During its audit, the PRC requested additional information from HR for several employees because the PRC either did not have access to information necessary to confirm compliance with the TWL policy, necessary information was not provided on the Executive's Personnel Agendas, the position was unclassified, or an explanation from the Department of Human Resources ("HR") was required. HR provided responses to the issues the PRC identified, and many issues were resolved. The remaining unresolved issues are discussed below.

I. TWL POLICY COMPLIANCE

A. Duration

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

HR achieved 100% compliance with these requirements in 2021.

B. Salary Adjustment

The TWL policy requires an employee who is granted a TWL to 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 achieved 100% compliance with these requirements in 2021.

C. Minimum Qualifications

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

In 2021, 6 employees did not meet the minimum qualifications at the beginning of the TWL assignment. Of these, the minimum qualifications of 4 of the TWL positions changed during the TWL, resulting in 4 employees thereafter having the minimum qualifications toward the end of their TWL assignments. HR advised the PRC that 1 of these employees was a temporary transfer pursuant to the LIUNA Local 860 CBA with the County, thereby taking it outside the realm of this audit. (As explained below, however, because the Executive’s Personnel Agenda listed this employee’s transfer as a TWL, we include it herein.)

II. DATA INCONSISTENCY ISSUES

A. Missing End Dates for TWL Assignments

There were 15 instances when the TWL end date was not reported on the TWL, which are identified in Attachment A to this Report, which is a spreadsheet of the raw data. Thirteen TWL end dates were not reported because the employee serving in it was promoted. Two were not reported because the employee separated employment.

The PRC has learned from HR that GHR does not require this data. HR is currently addressing this issue and has proposed a work-around to ensure the end dates are properly reported in the future.

B. Temporary Transfers

During the audit, the PRC learned from HR that four of the TWLs reported in 2021 were temporary transfers made pursuant to two collective bargaining agreements (CBA) between

the County and LIUNA Local 860 (one CBA applies to Fiscal Office, Board of Revision, and County Treasurer employees; the other applies to HHS DJFS, DCFS, and DoIT employees). Section 35 in both CBAs addresses temporary transfers, and provide as follows:

The County may temporarily transfer employees from one job classification to another job classification within the employee's Division. A temporary transfer shall not exceed ninety (90) calendar days except: (A) To fill a vacancy caused by an employee being on sick or other approved leave of absence, or (B) To provide vacation relief scheduling, or (C) To fill an opening temporarily, pending filling of such opening.

The four TWLs that HR deemed to be temporary transfers complied with the requirements of the CBAs. However, because they were denoted as TWLs, the PRC also examined these assignments to determine compliance with the TWL policy. One of these transfers/TWLs did not comply with the TWL policy, because the PRC determined the employee did not meet the minimum requirements of the TWL position.

PRC Recommendation:

The PRC recommends that the County designate those transfers of employees belonging to a union as Temporary Transfers, not TWLs.

III. MISCELLANEOUS ISSUES

The following TWLs were not properly reported on the Executive's Personnel Agendas:

Nicole Sanders: The end TWL date for Ms. Sanders stated on the 6/1/2021 Executive Personnel Agenda (PA) incorrectly lists the TWL position and the End TWL position as Supervisor, Fiscal Office. Pursuant to the 2020 TWL Report, the original position was Deputy Dog Warden. In a separate entry on the same PA, under Promotion, Ms. Sanders was promoted from Deputy Dog Warden to Supervisor, Fiscal Office on 5/17/2021.

Kimberly E. Coleman: The incorrect TWL position was listed on the PA. The PRC learned the TWL was to Human Resources Manager per the TWL acceptance letter HR provided.

Suzanne Paulk: Per HR, the correct appointing authority for the TWL is Human Resources. The PRC has independently verified this information.

Julia K. Weaver: The PA for this TWL is incorrect; it lists Examiner for both the original and TWL position. Per documents from HR (TWL request memo), this TWL is for Supervisor, Administrative Support, starting 10/18/2021.

Roger Mook: HR confirmed that the TWL start date if 3/21/2021 is not on any PA. The PRC confirmed this employee's pay in his original ("current") position is \$20.55/hr.

ATTACHMENT A

Action	Explanation
Gray highlight	Information from 2022 used.
Orange highlight	New Personnel Agenda reporting period
Yellow Highlight	No TWL End Date provided
Gray	Data obtained from 2022 PAs
Purple	Lacks Minimum Qualifications <<or>> the Minimum Qualifications determination changed during course of the TWL
Tan	Other incorrect information and/or missing necessary information
PA	Personnel Agenda
EL	Eligibility List
MQs	Minimum Qualifications
TT	Temporary Transfer

Actual End Date (2022 End Dates Were Obtained from 2022 PAs)	Actual Duration	Is there an EL? If yes, state EL date. If no, state "N".	Rank out of Total	Promoted? If yes, date	Meets Min Quals? (Y/N)	HR Docs	5% or > Pay Increase? (Y/N)	From Classification	From Appointing Authority	To Classification	To Appointing Authority	Bargaining Status	Notes
3/28/2021	48	N	N/A	3/29/2021	N	None	Y	Inquiry Assistant	Fiscal	Examiner	Fiscal	LIUNA Local 860 Treasurer	1. BU Promotion; No TWL End Date. Because the TWL necessarily ended before Ms. Collins was promoted to the TWL position, the PRC used the date before the promotion as the TWL end date to determine compliance the TWL duration rule. 2. Per HR, this is not a TWL. It is a union Temporary Transfer pursuant to the Collective Bargaining Agreement (CBA) between the County and LIUNA, Local 860 for the Fiscal Office, Board of Revision, and County Treasurer (LIUNA Local 860 Treasurer CBA), specifically Article 35: Temporary Transfers. The PRC independently verified that in accordance with Article 35 of this CBA, Ms. Collins was temporarily transferred for less than 90 calendar days. 3. The PRC determined that this employee does not meet the minimum qualifications for the temporary transfer.
7/18/2021	180	3/31/2021	2/5	7/19/2021	y	TWL request, interview for TWL data, other supporting docs	Y	Social Services Worker 3	Health and Human Services	Supervisor, Social Services	Health and Human Services	AFSCME Local 1746 HHS (DCFS, CJFS, DSAS)	1. No TWL End Date. Because the TWL necessarily ended before Ms. Buckley was promoted to the TWL position, the PRC used the date before the promotion as the TWL end date to determine compliance with the TWL duration rule.
4/10/2021	47	3/1/2021	7/13	4/11/2021	Y	2 TWL requests, resume, position description, academic transcript	Y	Support Officer Lead	Health and Human Services	Supervisor, Principal Support Officer	Health and Human Services	AFSCME Local 27 HHS Child Support Services	
TBD -- see Notes column	> 1 year	9/27/2019 (expired on 9/26/2020, before this TWL began)	6th/8	N	Y	TWL request memo; resume; job description; acceptance ltr	Y	Senior Supervisor, Employment & Family Services	Health and Human Services	Manager, Neighborhood Center	Health and Human Services	Non-Bargaining Executive/BENEFITS FULLTIME	1. HR states that Ms. Sekanic retired 1/2/2022, but the PRC has independently determined via SAP that Ms. Sekanic is still employed with the County and still serving in the TWL position. 2. The PRC has independently determined via SAP that Ms. Sekanic is scheduled to retire on July 22, 2022. 3. This TWL violates the TWL rules because as of the date of this report, it has lasted more than one year. However, because this error occurred in 2022, it is not included in the narrative 2021 TWL Compliance report.
6/4/2021	123	Y	Not on an EL	N	Not at commencement; Yes thereafter -- see Notes column	TWL offer memo	Y	Senior Human Resources Associate	Human Resources	Human Resources Generalist	Human Resources	Non-Bargaining Executive/BENEFITS FULLTIME	1. No TWL End Date. Because the TWL necessarily ended on 6/4/2021 when Ms. Steiner separated employment, the PRC used the date before the promotion as the TWL end date to determine compliance with the TWL duration rule. 2. The PRC's screening criteria at time of TWL required a related Associate's Degree (including Business), and 7 years of experience. Relevant experience included human resources, benefits, recruiting, compensation, employment law, criminal law, finance, management, employment specialist, and supervisory experience. During the testing cycle, the equivalencies changed to a related Associate's degree and 5 years of experience. As a result of this change, Ms. Steiner met these minimum qualifications.
3/10/2021	68	N	N/A	N	Y	TWL request memo; job application/talent profile	Y	Deputy Sheriff, Lieutenant	Justice Services	Sheriff	Justice Services	OPBA Sheriffs Deputy Lieutenants/ BENEFITS FULLTIME	
9/4/2021	159	N	N/A	9/5/2021	Y	None	Y	Inquiry Assistant	Fiscal	Examiner-Bargaining - Fiscal	Fiscal	LIUNA Local 860 Fiscal Office/Board Of Revision/Treasurer/ BENEFITS FULLTIME	1. Per HR, this is not a TWL. It is a union Temporary Transfer pursuant to the LIUNA Local 860 Treasurer CBA, specifically Article 35: Temporary Transfers. The PRC independently verified this information by reviewing the CBA. Thus, this transfer is outside the purview of the PRC's audit.
11/7/2021	237	8/19/2021	N/C	11/8/2021	Y	TWL acceptance memo	Y	Program Officer 4	Health and Human Services	Social Program Administrator 5	Health and Human Services	Non-Bargaining Executive/BENEFITS FULLTIME	1. No TWL End Date. Because the TWL necessarily ended before Ms. Best was promoted to the TWL position, the PRC used the date before the promotion as the TWL end date to determine compliance with the TWL duration rule.

10/11/2021	210	5/10/2021	N/C	10/12/2021	Y	TWL request memo + supporting docs	Y	Program Officer 4	Health and Human Services	Social Program Administrator 4	Health and Human Services	Non-Bargaining Executive/BENEFITS FULLTIME	1. No TWL End Date. Because the TWL necessarily ended the day before Ms. Rohrman was promoted to the TWL position, the PRC used that date to determine compliance with the TWL duration rule.
11/30/2021	267	N	N/A	N	Y	TWL acceptance memo	Y	Human Resources Generalist	Human Resources	Human Resources Business Partner	Human Resources	Non-Bargaining Executive/BENEFITS FULLTIME	1. No TWL End Date. Because the TWL necessarily ended the day Ms. Ferraro voluntarily separated employment, the PRC used that date to determine compliance with the TWL duration rule.
7/25/2021	139	N	N/C	7/26/2021	Y	None	Y	Human Resources Business Partner	Human Resources	Manager, Human Resources	Human Resources	Non-Bargaining Executive/BENEFITS FULLTIME	1. No TWL End Date. Because the TWL necessarily ended before Ms. Jones was promoted to the TWL position, the PRC used the date before the promotion as the TWL end date to determine compliance with the TWL duration rule.
3/27/2021	180	1/27/2021	3rd/4	N	Y	TWL acceptance memo	Y	Senior Training Officer	Health and Human Services	Supervisor, Training Officer	Health and Human Services	Non-Bargaining Executive/BENEFITS FULLTIME	1. The PRC determined that Mr. Perez-Stable meets the minimum experience requirement and that his Bachelor's degree in English is an educational equivalent. 2. HR advised the PRC that Mr. Perez-Stable's TWL was in the CJFS division of HHS as this information was not provided on the Personnel Agenda, but was necessary to determine minimum qualifications.
9/4/2021	145	N	N/A	9/5/2021	Y	2 TWL request memos	Y	Administrator, Development	Development	Deputy Director of Housing and Community Development	Development	Non-Bargaining Executive/BENEFITS FULLTIME	
3/13/2022	336	12/8/2021	9th/15	3/14/2022	Y	TWL acceptance memo	Y	Supervisor, Training Officer	Health and Human Services	Administrator, Social Program 2	Health and Human Services	Non-Bargaining Executive/BENEFITS FULLTIME	1. No TWL End Date. Because the TWL assignment necessarily ended the day before Ms. Betts was promoted to the TWL position, the PRC used that date to determine compliance with the TWL duration rule. 2. Because the TWL End date is in 2022, this item will not be addressed in the narrative 2021 TWL Compliance report.
12/4/2021	247	11/24/2021	1st/3	12/5/2021	Y	TWL request w/ docs incl TWL offer	Y	Supervisor, Custodial Worker	Public Works	Groundskeeper Supervisor	Public Works	Non-Bargaining Executive/BENEFITS FULLTIME	1. No TWL End Date. Because the TWL necessarily ended the day before Mr. Litto was promoted to the TWL position, the PRC used that date to determine compliance with the TWL duration rule.
4/11/2021	44297	2/24/2021	1st/3	4/12/2021	Y	N	Y	Security Sergeant	Justice Services	Security Lieutenant	Justice Services	Non-Bargaining Executive/BENEFITS FULLTIME	
4/7/2021	357	N	The County maintains the EL, not the PRC.	N	N/A	None	Y	Security Officer 2	Justice Services	Security Sergeant	Justice Services	OPBA Sheriffs Protective Services Officers/BENEFITS FULLTIME	1. The PRC obtained the TWL beginning date of 4/15/2020 from SAP as it was not provided on the 2020 or 2021 MPA. 2. This position is part of the accelerated entry program and the employer (i.e., the county) is responsible for maintaining the EL. 4. The PRC confirmed that this employee was not promoted to the TWL position.
11/21/2021	195	10/21/2021	2nd/7	11/22/2021	Y	TWL request letter w/docs	Y	Business Administrator 4	Health and Human Services	Manager, Business Services	Health and Human Services	Non-Bargaining Executive/BENEFITS FULLTIME	1. No TWL End Date. Because the TWL assignment necessarily ended the day before Ms. Miller was promoted to the TWL position, the PRC used that date to determine compliance with the TWL duration rule. 2. The PRC has independently determined, via SAP, that Ms. Miller was promoted to the TWL position on 11/22/2021; the promotion was not listed on any 2021 PA.
5/16/2021	174	5/5/2021	4th/4	5/17/2021	Y	TWL extension letter	Y	Administrative Assistant 2	Fiscal	Supervisor, Fiscal Office	Fiscal	Non-Bargaining Executive/BENEFITS FULLTIME	1. The PRC determined that Ms. Carballo's associate's degree in business management meets the education requirement and that supervisory experience of any length in any form meets the experience requirement. 2. Ms. Carballo's original position of Administrative Assistant 2 was governed by the LIUNA Local 860 Treasurer CBA, which requires the employee's and the Union's consent to transfer the employee to a position outside of the bargaining unit and also requires the Union's and Management's consent for the transfer if it exceeds 90 days. HR provided documentation establishing these requirements.

5/16/2021	286	5/5/2021	3rd/4	5/17/2021	Y	None	Y	Supervisor, Fiscal Office	Fiscal	Supervisor, Fiscal Office	Fiscal	Non-Bargaining Executive/BENEFITS FULLTIME	1. The End TWL date for Ms. Sanders stated on the 6/1/2021 PA incorrectly lists the TWL position and the End TWL position as Supervisor, Fiscal Office. Pursuant to the 2020 TWL Report, the original position was Deputy Dog Warden. In a separate entry on the same PA, under Promotion, Ms. Sanders was promoted from Deputy Dog Warden to Supervisor, Fiscal Office on 5/17/2021.
5/9/2021	139	N	N/A	N	Not at commencement; Yes thereafter -- see Notes column	TWL request letter w/docs	Y	Program Officer 4	Health and Human Services	Administrator, Social Program 4	Health and Human Services	Non-Bargaining Executive/BENEFITS FULLTIME	1. At the start of the TWL, the PRC deemed Mr. Humphrey did not meet MQs because: whether he meets the minimum qualifications for the TWL. Upon request for HR's determination of his minimum qualifications and a copy of his current resume, HR responded: "Resume review showing that Daniel meets the minimum qualifications for the administrator, social program 4 classification." The PRC is unable to determine whether this employee meets the TWL minimum qualifications. The PRC does not have access to this employee's current resume and is unable to ascertain qualifications. 2. Upon obtaining access to Mr. Humphrey's resume and reviewing it, the PRC determined that he meets the MQs for the TWL position.
5/8/2021	145	4/12/2021	1st/3	5/9/2021	Not at commencement; Yes thereafter -- see Notes column	TWL request letter w/docs	Y	Case Control Reviewer	Health and Human Services	Supervisor, Case Control	Health and Human Services	Non-Bargaining Executive/BENEFITS FULLTIME	1. The PRC determined that Ms. Maxwell did not meet the minimum qualifications at the time of the TWL. However, in January 2021, the PRC revised the minimum qualifications and this employee met them when she tested for the TWL position on April 8, 2021. Also, as of February 2021, the equivalencies table lists education as a related degree, and two years of experience are needed with a related Master's degree. Ms. Maxwell meets these equivalencies. Thus, Ms. Maxwell was screened in for the 2021 civil service test for the TWL assignment. 2. The name on the application for the TWL position lists Lawren Maxwell, but her county email address shows Neely as her last name.
7/25/2021	41	N		7/26/2021	Y	TWL acceptance letter	Y	Human Resources Business Partner	Human Resources	Human Resources Business Partner	HR	Non-Bargaining Executive/BENEFITS FULLTIME	1. Incorrect TWL position listed on the PA. The PRC learned the TWL was to Human Resources Manager per the TWL acceptance letter HR provided. 2. No TWL End Date. Because the TWL necessarily ended before Ms. Coleman was promoted to the TWL position, the PRC used the date before the promotion as the TWL end date to determine compliance with the TWL duration rule.
5/18/2022	351	N		N	Y	TWL acceptance letter	Y	Manager, Project Management	Information Technology	Manager, Project Management	Information Technology	Non-Bargaining Executive/BENEFITS FULLTIME	1. HR stated the TWL position is Chief Innovation & Performance Officer -- the PA is incorrect. 2. As of 5/18/22, Ms. Eby's position in SAP is Project Management Manager (confirmed with A. Bouchahine). 3. No "End TWL" entry for her on the 2021 PAs or YTD 2022 PAs. HR states the end date is 5/31/2022, but has not provided confirming documentation. Because this TWL extends into 2022, it is not included on the narrative 2021 TWL Compliance Report.
6/29/2021	180	N -- BU position		8/16/2021	Y	Temporary Transfer (TT) Request; TT extension request, resume, TT recommendation, TT letter to ee	Y	Secretary - HHS-ADM-IT	Health and Human Services	Senior Account Clerk	Health and Human Services	LIUNA Local 860 HHS (CJFS, DCFS) & IT/BENEFITS FULLTIME	1. HR considers this entry a TT. The start date was not recorded on 2020 PAs, and the end date is categorized as a TWL. The PRC obtained the start date from a letter to Ms. Campbell that HR provided, advising her of a 90 day extension of the TT. Per the TT Transfer request email HR provided, the TT was backdated to 12/31/2020.
6/18/2021	361	7/17/2020	9th/10	N	Y	End TWL memo	Y	Program Officer 3	Health & Human Services	Program Officer 4	Health & Human Services	Non-Bargaining Executive/BENEFITS FULLTIME	1. Per HR, the correct appointing authority for the TWL is Human Resources. The PRC has independently verified this information.
TBD	#VALUE!	N		N	Y	Resume	Y	Clerk Fiscal Office	Fiscal	Senior Account Clerk	Fiscal	LIUNA Local 860 Fiscal Office/Board Of Revision/Treasurer/BENEFITS FULLTIME	
1/3/2022	182	N		N	Y	TWL acceptance memo	Y	Program Officer 2	Health and Human Services	Senior Training Officer	Health and Human Services	Non-Bargaining Executive/BENEFITS FULLTIME	1. Obtained the "END TWL" from the 2/1/2022 PA.

TBD	#VALUE!	10/21/2021	16th/35	N	Y	TWL Acceptance Memo	Y	Social Services Worker 3	Health and Human Services	Supervisor, Social Services	Health and Human Services	AFSCME Local 1746 HHS (DCFS, CJFS, DSAS)/BENEFITS FULLTIME	
TBD	#VALUE!	4/14/2022	2nd/8	N	Y	TWL Request Ltr	Y	Senior Examiner	Health and Human Services	Supervisor, Examiner	Health and Human Services	Non-Bargaining Executive/BENEFITS FULLTIME	
11/21/2021	111	10/21/2021	1st/35	11/22/2021	Y	TWL Acceptance Memo	Y	Social Services Worker 3	Health and Human Services	Supervisor, Social Services	Health and Human Services	AFSCME Local 1746 HHS (DCFS, CJFS, DSAS)/BENEFITS FULLTIME	1. No TWL End Date. Because the TWL necessarily ended before Ms. Thomas was promoted to the TWL position, the PRC used the date before the promotion as the TWL end date to determine compliance with the TWL duration rule.
8/16/2021	364	8/9/2021	2nd/8	N	Not at commencement; Yes thereafter -- see Notes column	TWL End letter	Y	Account Clerk	Development	Accountant 2	Development	Non-Bargaining Executive/BENEFITS FULLTIME	1. On the 2020 TWL report, Ms. Bell was deemed not to have met MQs because at the time there were no equivalencies for the position. Since then, the spec has changed to allow for equivalencies and based on this revision, Ms. Bell now meets MQs.
TBD	#VALUE!	5/4/2022	1st/1	N	Y	TWL offer	y	Program Officer 3	Fiscal	Manager, Tax Collection	Fiscal	Non-Bargaining Executive/BENEFITS FULLTIME	
TBD	#VALUE!	N		N	Y	Resume	y	Account Clerk - Bargaining - TREAS	Fiscal	Examiner-Bargaining Treasury	Fiscal	Non-Bargaining Executive/BENEFITS FULLTIME	1. FKA Kevona Crayton. Infor profile is under the name Kevona Crayton. This employee has two profiles using both last names in County email addresses.
2/13/2022	153	10/27/2021	N/C	2/14/2022	Y	TWL offer letter	y	Administrator, Social Program 2	Health and Human Services	Supervisor, Senior Social Services	Health and Human Services	Non-Bargaining Executive/BENEFITS FULLTIME	1. No TWL End Date. Because the TWL necessarily ended before Ms. Davis was promoted to the TWL position, the PRC used the date before the promotion as the TWL end date to determine compliance with the TWL duration rule.
TBD	#VALUE!	N		N	Y	Resume, MQ table, TWL request memo, etc.	y	Business Intelligence Analyst	Health and Human Services	Program Officer 4	Health and Human Services	Non-Bargaining Executive/BENEFITS FULLTIME	
12/19/2021	62	11/22/2021	3rd/3	12/20/2021	Y	TWL request memo, resume, class spec, salary schedule.	Y	Examiner-Bargaining - Fiscal	Fiscal	Examiner-Bargaining - Fiscal	Fiscal	LIUNA Local 860 Fiscal Office/Board Of Revision/Treasurer/BENEFITS FULLTIME	1. Ms. Weaver was promoted to Examiner from Sr. Data Processor on 3/15/2021. 2. The 2021 MPA for this TWL is incorrect -- it lists Examiner for both the original and TWL position. 3. Per documents from HR (TWL request memo), this TWL is for Supervisor, Administrative Support, starting 10/18/2021. 4. No TWL end date. Because the TWL necessarily ended the day Ms. Weaver was promoted to the TWL position, the PRC used the date before the promotion as the TWL end date to determine compliance with the TWL duration rule.
TBD	#VALUE!	N		N	N	TWL request memo, TLW offer letter, TWL - Development Org Chart, Resume	Y	Fiscal Specialist 3	Development	Business Services Manager	Development	Non-Bargaining Executive/BENEFITS FULLTIME	1. The employee lacks the required 4 years of supervisory experience, and the memo requesting the TWL does not address this requirement or how the employee meets the requirement.
TBD	#VALUE!	N		N	Temporary Transfer	N	Y	Senior Account Clerk - FISC-BOR	Fiscal	Accountant 2	Fiscal	LIUNA Local 860 Fiscal Office/Board Of Revision/Treasurer/BENEFITS FULLTIME	1. PRC Issue -- no data re: min. quals., etc. HR Response: This was a temporary transfer through LIUNA Local 860 CBA with Fiscal, ARTICLE 35: TEMPORARY TRANSFERS. The Accountant 2 position in this case is the CBA job, not the classified non-bargaining position. Again, should not be a TWL, it is a temporary transfer per CBA.
TBD	#VALUE!	N		N	Y	Resume, email re TWL, SPA 2 class spec, TWL request memo	Y	Supervisor, Employment & Family Services	Health and Human Services	Social Program Administrator 2	Health and Human Services	Non-Bargaining Executive/BENEFITS FULLTIME	
TBD	#VALUE!	N		N	Y	Resume, TWL request memo, class spec, email.	Y	Investigator	Health and Human Services	Supervisor, Investigation	Health and Human Services	Teamsters Local 407 HHS Investigations/BENEFITS FULLTIME	

TBD	#VALUE!	N		N	Y	Resume, TWL request memo, class spec, email.	Y	Support Officer Lead	Health and Human Services	Supervisor, Principal Support Officer	Health and Human Services	AFSCME Local 27 HHS Child Support Services/BENEFITS FULLTIME	
TBD	#VALUE!	4/7/2022	4th/5	N	Y	TWL request memo, resume, class spec, eligibility list	Y	Clerical Specialist - Bargaining	Health and Human Services	Supervisor, Administrative Support	Health and Human Services	AFSCME Local 1746 HHS (DCFS, CJFS, DSAS)/BENEFITS FULLTIME	
11/21/2021	265	10/21/2021	1st/1	11/22/2021	Y	TWL request memo	Y	Security Officer 2	Justice Services	Physical Structure Security Specialist	Justice Services	Non-Bargaining Executive/BENEFITS FULLTIME	<ol style="list-style-type: none"> 1. Per HR -- TWL start date is 3/1/2021. 2. HR confirmed that the start date is not on any PA. 3. The PRC confirmed this employee's pay in his original ("current") position is \$20.55/hr. 4. No END TWL date. Because the TWL necessarily ended before Mr. Mook was promoted to the TWL position, the PRC used the date before the promotion as the TWL end date to determine compliance with the TWL duration rule.