



## SALT LAKE COUNTY AUDITOR'S OFFICE

SEAN THOMAS

*Auditor*

August 22, 2005

Honorable Peter M. Corroon, Mayor  
Mr. Doug Willmore, Chief Administrative Officer  
Salt Lake County Mayor's Office  
2001 South State Street, N2100  
Salt Lake City, Utah 84190

Dear Mayor Corroon and Mr. Willmore,

Upon a request from the Mayor's Office we reviewed the circumstances surrounding the Classification and Compensation Manager's (C&CM) involvement in the August 2003 recruitment, hiring, and upgrading of the Elections Specialist 13/15 position in the Clerk's Office. The C&CM's spouse applied for and was hired to fill the position and soon thereafter received a grade raise. Therefore, the C&CM had a personal interest in the outcome, which creates a reasonable inference of a conflict of interest. The fact that this apparent conflict was not disclosed by the C&CM to the Personnel Director, or to any Personnel Analysts/Specialists, until after the hiring and upgrading actions were completed, compounds the concerns surrounding this matter. Of particular concern was the discovery that County Personnel has no clearly communicated procedural guidelines, either written or verbal, to address conflicts of interest.

### **OVERVIEW**

The core purpose of the Personnel Division is to uphold the fairness and integrity of the County's hiring practices and merit system. Utah Code Annotated, Section 17-33-5, "Office of personnel management – Director – Appointment and responsibilities – Personnel rules," Subsections 3 (a) and (b), state that the personnel director shall recommend personnel rules for the County that provide for:

*(i) recruiting efforts to be planned and carried out in a manner that assures open competition, with special emphasis to be placed on recruiting efforts to attract minorities, women, persons with a disability as defined by and covered under the Americans with Disabilities Act of 1990, 42 U.S.C. 12102, or other groups that are substantially underrepresented in the county work force to help assure they will be among the candidates from whom appointments are made;*

...

*(iii) selection procedures that include consideration of the relative merit of each*

*applicant for employment, a job related method of determining the eligibility or ineligibility of each applicant, and a valid, reliable, and objective system of ranking eligible applicants according to their qualifications and merit;*

*(iv) certification procedures that insure equitable consideration of an appropriate number of the most qualified eligible applicants based on the ranking system;*

*(v) appointments to positions in the career service by selection from the most qualified eligible applicants certified on eligible lists established in accordance with Subsections (3)(b)(iii) and (iv).*

When the need arises for a County department, division, or agency to fill a vacant position, the hiring agency announces the position by submitting a Form CP-2, Request For Certification of Eligibles, (see Attachment A) to the Personnel Division. Form CP-2 identifies the hiring agency, position title, job code, full-time/part-time, special certifications/licenses required, employee being replaced, if any, and the reason or justification for filling the position.

Following submission of the Form CP-2, the following steps occur prior to selection of a new hire:

1. **Application** - If a vacant position is announced internally or publicly on a 10-day recruitment, all interested applicants submit applications to the Personnel Division. Alternatively, applicants for clerical positions can be pulled from the County's open recruitment register.
2. **Screening** - At the close of the recruitment period a Personnel Analyst or Specialist reviews all applications to filter out those applicants that do not meet minimum qualifications.
3. **Rating/Ranking** - Applications meeting minimum qualifications are reviewed by raters from the hiring agency and a Personnel Analyst or Specialist to determine the most qualified applicants. Two common ranking methods that are used are referred to as "banding" and "domain." In the banding method, candidates are typically ranked in a "A", "B", or "C" band based on education and experience. When domains are used to rank candidates, Personnel Analysts use job descriptions to identify the most critical duties of particular job. Once identified, the critical duties are considered a domain. Domains are then weighted and Personnel Analysts assign scores based on applicant's experience and how closely that experience relates to a specific domain. Based on that relevancy, the Personnel Analyst assigns a numerical score for each of the domains. Applicants are then ranked by an overall numerical score, such as 97, 96, 92, 90, 89.
4. **Certifying Register** - Once the top candidates are identified the analyst/specialist signs the register, thereby creating a certified employment register.

5. **Interviewing** - The hiring agency conducts interviews of the applicants listed on the certified register. Although it is possible that not all certified applicants will be interviewed, the hiring agency must attempt to schedule an interview with each applicant.
6. **Hiring** - The hiring agency extends an offer of employment. However, if after the interviews are completed, the hiring agency does not want to hire any of the applicants, the hiring agency must wait 90 days for the register to expire. Following the 90-day period, the process described above is repeated.

The process for hiring clerical and maintenance positions is typically done through an “open recruitment” process, which varies from the 10-day recruitment process described above. The open recruitment process provides a large pool of potentially qualified job applicants, who submit applications for employment in general County clerical positions, not for a specific job opening. When a clerical or maintenance position becomes vacant, a register is created, based on test scores, of qualified people drawn from the open recruitment pool of applicants.

Personnel Analysts, Specialists and the C&CM play critical roles in the County’s hiring practices and merit system. The job duties and objectives of each position are listed in Table 1 below (for a detailed description of each positions specific tasks and duties see Appendices B, C, and D):

<b>Position</b>	<b>Career Ladder/Grade</b>	<b>Job Duties/Objectives</b>
Analysts	23/26/28	<ol style="list-style-type: none"> <li>1. Developing professional selection procedures.</li> <li>2. Classifying and determining pay for County positions.</li> <li>3. Providing technical assistance and support to County elected offices, department, divisions, and the general public.</li> <li>4. Working as part of a team.</li> </ol>
Specialists	20/22	<ol style="list-style-type: none"> <li>1. Developing open recruitment/merit/internal registers, register administration, personnel administration.</li> <li>2. Providing technical assistance and support to County elected offices, department, divisions and the general public.</li> <li>3. Working as part of a team.</li> </ol>
C&CM	32	<ol style="list-style-type: none"> <li>1. Immediate supervisor of all Personnel Analysts and Specialists</li> <li>2. Acting as the unit manager,</li> <li>3. Coordinating and maintaining the County classification system,</li> <li>4. Coordinating and maintaining the County compensation system,</li> <li>5. Developing professional selection procedures, and providing technical assistance and support to County elected offices, departments, divisions and the general public.</li> </ol>

**Table 1: Job duties and objectives of the Personnel Analysts, Specialists and C&CM.**

Historically, the Clerk's Office used "open recruitment" to fill openings for Elections Specialist vacancies. This occurred six times between January 2001 and July 2005. However, for the hiring of the Elections Specialist 13/15 position in August 2003, management in the Clerk's Office requested that the position be filled through the 10-day recruitment process, not through open recruitment, due to the lack of qualified candidates produced by open recruitment in the past.

During the course of our analysis we conducted numerous interviews with Personnel Division management and staff, as well as members of the Clerk's Office management team. Also, we reviewed employment registers, job descriptions, and Personnel's employment database (SIGMA) as they related to the August 2003 hiring of the Elections Specialist 13/15. The major findings of our audit were as follows:

- **Salt Lake County Personnel Division's Classification and Compensation Manager violated Personnel policy by preparing and certifying an employment register with his spouse as an applicant/candidate.**
- **The Personnel Director failed to prepare a well-communicated policy, written or oral, that prohibited employees from processing registers that included family members.**
- **It was not uncommon for the Personnel Division Classification and Compensation Manager to recruit for positions at a Grade 15 or lower.**

**Salt Lake County Personnel Division's Classification and Compensation Manager violated Personnel policy by preparing and certifying an employment register with his spouse as an applicant/candidate.** Personnel Policy #5650, "Professional Ethics and Conflict of Interest," Section 1.3, states, "*County employees and volunteers shall not: Use or attempt to use his or her position to secure special privileges or exemptions for self or others.*"

During our audit we identified five instances in June through August 2003 where the C&CM screened applications for positions for which his spouse had applied. Although the C&CM's spouse did not meet minimum qualifications, and therefore was not placed on the certified hiring registers in three of the five instances, the mere fact that the C&CM was screening these applications creates the appearance of a conflict of interest.

In the case of the August 2003 Elections Specialist 13/15 position, the C&CM screened 38 applicants and determined his spouse was one of 18 minimally qualified candidates. Also, the C&CM worked in conjunction with the Clerk's Office staff to identify and rank the most qualified candidates for the Elections Specialist 13/15 position, which resulted in his spouse being ranked as one of the 10 top candidates. During the ranking process, the C&CM claims he disclosed to two people in the Clerk's Office that his spouse was an applicant for the position.

Ultimately, the C&CM's spouse was one of the two candidates hired to fill two Elections Specialist positions open at that time.

When we interviewed the C&CM, he stated that he decided not to pass the recruitment of the August 2003 Elections Specialist vacancy to another analyst in an effort to expedite the hiring process. He stated that he had been screening applications as they were submitted and his spouse submitted her application close to the end of the recruitment period. Instead of passing all of the applications on to another analyst, who would have had to repeat the entire screening process, which would have delayed the hiring process, the C&CM screened his spouse's application, and determined that she met the minimum qualifications for the Elections Specialist position. He then notified two people in the Clerk's Office involved in the hiring that his spouse was one of the qualified applicants.

Also, the C&CM conducted the market and salary survey research that resulted in the Elections Specialist position being upgraded in January 2004, from a 13/15 career ladder to a 15/17 career ladder. The following Clerk's Office positions were also reclassified: Assistant Elections Manager, Election Services Coordinator, Assistant Election Services Coordinator, Elections Systems Specialist, and Elections Coordinator. The Personnel Director expressed concerns about the manner in which the market surveys supporting these reclassifications were conducted. In a May 25, 2004 "Written Warning" to the C&CM, the Personnel Director, stated, "*The market survey which supported the reclassification was also done in a vacuum and should have been evaluated by point ratings and reviewed by your analyst to avoid the appearance of bias.*" (See *Written Warning* at Appendix E).

However, during our interview with the C&CM, he stated that all of the research on the reclassification was completed prior to his spouse applying for the August 2003 Elections Specialist 13/15 vacancy, suggesting that the "appearance of bias" accusation in the written warning could have only occurred if the C&CM had known ahead of time that the Elections Specialist 13/15 would be available, that his spouse would apply for it, and that the Clerk's Office would hire her. We found no evidence to support the C&CM time line or characterization of these events. In follow up interviews, several employees in Personnel assured us that documents should exist that would show when and how the reclassification research was performed. However, the file containing the research was missing and could not be reviewed. Personnel staff opined that the file was missing because it may have been taken by another office in connection with an earlier investigation related to this incident. Attempts to locate the file in the other office have so far proven unproductive. The fact that these files have gone missing is of concern. A dispute of the facts exists between the Personnel Director and the C&CM and clearly these are files that should have been retained for future reference and potentially contain information of a private, protected nature.

From our review, we conclude that the C&CM used his position to secure special privileges for himself by personally participating in the hiring process of a family member. Although the Personnel Division does not have a written policy specifically prohibiting Personnel Analysts, Specialists, or the C&CM from preparing registers for positions for which

relatives apply, the Personnel Director in his “Written Warning,” to the C&CM, stated, “*You have previously instructed your staff to not process registers when a family member is one of the applicants,*” indicating the C&CM was aware of the conflict of interest created by interjecting himself into the screening, rating and certifying process. In our interview with the C&CM, he could not remember giving such instructions.

Nonetheless, the C&CM failed to abide by Personnel Policy #5650, Section 1.3 by failing to recuse himself from screening, rating, and certifying the applicants. His relationship to his spouse impaired his ability to objectively evaluate her qualifications. We, therefore, concluded that he violated Personnel Policy #5650 by engaging in an activity that was an obvious conflict of interest, thereby compromising the integrity of the County’s recruiting, candidate screening, ranking, and certification procedures.

#### **RECOMMENDATION:**

***We recommend that all Personnel Managers, Analysts and Specialists recuse themselves from hiring matters where family members are involved.***

**The Personnel Director failed to prepare a well-communicated policy, written or oral, that prohibited employees from processing registers that included family members.** The County Personnel Director is ultimately responsible for enforcing Personnel Policy #5650 and for creating policies that provide objective and unbiased hiring practices. See, Utah Code Annotated, Section 17-33-5 (3)(b). Consequently, there should have been clear policies and procedures outlining the controls that should be in place to prevent the C&CM or any other analyst or specialist from participating in the hiring process of a family member. In his “Written Warning” to the C&CM, the Personnel Director, states, “*Though I was aware of your involvement with your wife and daughter’s hiring, recent personnel actions regarding your wife which you personally processed suggests a serious lack of judgement and raises the question of conflict of interests.*” By his own admission, the Personnel Director was aware of the situation and failed to exercise his authority by immediately disciplining the C&CM. It was only after employees from the Clerk and Personnel Offices made complaints regarding the final decision to hire the C&CM’s spouse as the Elections Specialist 13/15, did he issue the “Written Warning” to the C&CM for his participation in the rating and certifying of his spouse’s application and his involvement in the reclassification of the Elections Specialist position.

During an interview of a Personnel Specialist, we discovered that the Personnel Director had previously learned that another specialist had certified a register knowingly containing a family member. At that time, the Personnel Director verbally warned the specialist against such conduct in the future. Even so, no proactive measures were taken, office wide, to stop the practice. Indeed, both the Personnel Director and C&CM agree that before the May 25, 2004 “Written Warning”, the C&CM was never advised to not work on registers involving family members. In fact, it appears that no such policy has been communicated to the office to this day, despite the public criticism this matter has generated.

Although the Personnel Director submitted a written warning to the C&CM, the written warning was not issued in a timely manner. There are no written guidelines indicating the time frame within which a reprimand should be issued following an incident. However, the hiring of the Elections Specialist 13/15 position occurred in August 2003, and the written warning addressed to the C&CM was dated May 25, 2004, some nine months after the fact. This “Written Warning” was not signed by the Personnel Director, although he acknowledged having written it, nor by the C&CM, although he acknowledged receiving it.

Utah Code Annotated, Section 17-33-5 (3)(b)(iii), directs county personnel directors to recommend rules providing for selection procedures that include...a valid, reliable, and objective system of ranking applicants according to their qualifications and merit. We conclude that the Personnel Director failed to follow this statutory directive.

The absence of internal standard operating procedures in Personnel to provide guidance to prevent what happened in this case and which would uphold the overall integrity of the County’s hiring practices and merit system requires immediate remedial attention.

#### **RECOMMENDATIONS:**

- 1. We recommend that the Personnel Division management team implement a clear, written and unambiguous policy prohibiting Managers, Analysts and Specialists from preparing or certifying an employment register where family members are applicants, and from conducting market or salary survey research for a position that is filled by a family member.***
- 2. We recommend that comprehensive standard operating procedures also be developed and implemented addressing all aspects of personnel recruitment, hiring, and grading, as required by State statute.***

**It was not uncommon for the Personnel Division Classification and Compensation Manager to recruit for positions at a Grade 15 or lower.** At the outset of our investigation we were asked to examine whether Personnel Analysts and the C&CM recruited for positions below a Grade 15. As a result, we reviewed a sampling of applicants as far back as 1993 from Personnel’s SIGMA database and found that 224 of the 791 (28 percent) positions recruited by the C&CM were at a Grade 15 or lower. Also, since 1993 there have been a total of 2,419 vacancies for jobs at a Grade 15 or lower. Consequently, the C&CM recruited approximately 9 percent of the job announcements for positions Grade 15 or lower. Therefore, we concluded that it was not atypical or abnormal for the C&CM and/or other Personnel Analysts to recruit for positions at or below a Grade 15.

In fact, Personnel Analysts regularly create registers for positions with grades below Grade 15 and Personnel Specialists occasionally create registers for positions with grades above Grade 15. A policy does not exist indicating whether an analyst or a specialist should be

assigned to create the register for a position at a particular grade. A written policy could clearly identify the types and the grade level of positions that analysts and specialists recruit for, and establish consistency so that identical hiring practices are applied to the recruitment when hiring occurs.

However, since 2001, the registers for recruitment of the Election Specialist 13/15 position have typically been created by the Personnel Specialists. There have been three instances that a register for that position was created by a Personnel Analyst—2000 and 2003. The first time the C&CM created a register for that position was in 2003, when the register included his spouse.

The Personnel Division does not have policies, procedures or practices that specifically identify the types or grades of positions that analysts, specialists, and the C&CM recruit for. Although Countywide Personnel policies do exist that discuss the role of Personnel in recruitment, selection, hiring and upgrading, they offer only broad guidance. Thus, there are no specific internal guidelines or operating procedures to be followed that ensure procedures are consistently applied with respect to Personnel actions within County divisions, departments, and offices. The lack of written standard procedures creates inconsistencies in personnel administration among the analysts, specialists, and the C&CM. Clear and concise standard operating procedures for recruitment, hiring, and grading would help to achieve consistency and objectivity.

## **RECOMMENDATION**

***We recommend that the Personnel Director implement clear written standard operating procedures for the day-to-day recruitment, hiring, and grading for County positions.***

## **CONCLUSION**

By virtue of the C&CM's position and duties, he had the power to make decisions or act in ways that promoted his own private interests (i.e. to gain benefit for himself or his immediate family and/or relatives). Using this power in connection with the hiring of his spouse, created a reasonably perceived conflict between the C&CM's private interests and the best interests of the County's merit system and practices.

Regardless of whether a conflict of interest was actual or reasonably perceived by a third party, it harms the public confidence in the integrity of the County's hiring practices and merit system. A real or reasonably perceived conflict may exist even if the County employee was not the ultimate decision-maker, as in the case of the C&CM's involvement in the recruitment of his spouse. In this case, as a result of the employee's conflict of interests, there was a failure to collect all relevant facts, ask the necessary questions, or otherwise to carry out a proper assessment of the facts on which the ultimate decision was based.

We therefore conclude that the C&CM used bad judgement and violated County Personnel Policy #5650 while acting in an important management position in the Personnel Division. His actions reflected negatively on the professionalism of the Personnel Division and compromised the integrity of the County's employment merit system.

In addition, we conclude that the Personnel Director failed to provide clear guidance to the Division regarding the practice of Personnel Analysts, Specialists, or the C&CM participating in the hiring process where a family member is an applicant/candidate. In at least two instances the Personnel Director knew that this practice was occurring and did not provide well-communicated guidelines to the entire Division that such practice was inappropriate and should not be occurring.

Please call me if you have further questions on this matter.

Sincerely,

Sean Thomas  
Salt Lake County Auditor

cc: Sherrie Swensen  
David Yocom  
April Townsend  
Felix McGowan  
Roy Arrigo

**Request For Certification of Eligibles (CP2)**  
**To Be Filled Out By Requesting Division/Department/Elected Office**

Division/Department/Elected Office

Org #

Position Title & Grade

Job Code

# of Openings

Full Time

Part-Time  @

hours/week

Special Shifts or Work Hours (explain):

This Position is Funded By: (Check All That Apply)

County General/Tax Funds  % \_\_\_\_

A Grant % \_\_\_\_

A Contract  % \_\_\_\_

Type of Recruitment:

External

Countywide

Interviewers Name and Title:  
Phone #

Provide the name of the person being replaced and why, or provide other justification for filling the position.

List any special requirements for the position i.e. licenses, certifications, etc.

If a license or certification is required, is continuing education required to maintain the license and/or certification?  
 Yes  No

Is typing a requirement for this position?  Yes @ n/wpm  No

Word Processing?  Yes  No Data Entry?  Yes  No

Spreadsheet Use?  Yes  No

Division Director/Department Head/Elected Official or other representative signature Date

***This Space For Personnel Division Use Only:***

Date Received:	Document Number:	Analyst Assigned:
AA Goals:	Existing Register:	Date RIF(s) Sent:

# Salt Lake County Position Description Form

*This Space For Personnel Division Use Only:*

Job Title & Grade: PERSONNEL ANALYST		23126128
Job Code: 2582	FLSA Status: N	Effective Date: 1-1-04
Job Title of Immediate Supervisor: CLASSIFICATION & COMPENSATION MANAGER		
Department: C&SS	Division: PERSONNEL	
Section: CLASS & COMP	Supervisor <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
	Leadworker <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	

Distribution: Personnel Allocation File      Division / Department / Agency

Immediate Supervisor Signature	Date
Division Director/Administrator Signature	Date
Department Director/Elected Official Signature	Date

### New Employee Certification of Receipt of Position Description

I certify that I have read and have received a copy of this position description and understand this is a description of the expected duties and responsibilities of my job with Salt Lake County.

Employee's Signature	Date
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### Incumbent's Certification the Position Description is an Accurate Reflection of Duties (Have all incumbents sign below; attach additional page of signatures if necessary.)

I certify that the objectives and tasks as described in this position description accurately reflect the duties and responsibilities of my present job with Salt Lake County.

Employee's Signature	Date

On the following page(s), describe the important objectives of this position, and the tasks performed to achieve those objectives. In the left column indicate the percent of time spent performing each Objective. Place an "\*" in front of all Tasks that are fundamentally essential to the performance of the job. A task may be considered essential for many reasons. For example: if the job exists to perform the task; if the number of available employees to perform the task is limited; if the task is so highly specialized that the incumbent is hired for his/her expertise or ability to perform the task; if a great amount of time is spent performing the task; what are the consequences of not requiring the person to perform the task; the work experience of past employees in the job, or the work experience of current employees in similar jobs. At the end of the description, include knowledge, skills and abilities required to perform the duties of the job. Do not include education and experience requirements in the job description. PLEASE CONTACT PERSONNEL, 468-2351 IF YOU NEED ASSISTANCE. SUBMIT THE COMPLETED POSITION DESCRIPTION AND THE POSITION DESCRIPTION SUPPLEMENTAL FORM TO PERSONNEL FOR PROCESSING.

ONLINE

6/02

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DATE

60%\*

**EXAMPLE:**

**OBJECTIVE A: ANSWERS TELEPHONES AND DIRECTS CALLS OR ASSISTS CALLERS.**

Task 1 Answers all incoming telephone calls and provides information concerning jobs available, or regarding other personnel functions, or transfers calls to appropriate personnel, by applying business telephone etiquette, and applying knowledge of personnel services/functions

**OBJECTIVE A: CLASSIFIES AND DETERMINES PAY FOR COUNTY POSITIONS**

Task 1. Evaluates and classifies County positions to determine the appropriate job title and grade using one or more of the following methods/techniques: 1) salary survey data, 2) the Salt Lake County Point Factor Evaluation System, 3) job audits, 4) organizational relationships, 5) internal & external comparisons, 6) class specifications, 7) slotting and other standard job evaluation methods and techniques.

Task 2. Audits/observes jobs and interviews workers and supervisory personnel to determine job and worker requirements.

Task 3. May prepare job descriptions, class/family specifications, bench mark descriptions, classification summaries, etc.

Task 4. Uses developed classification data to evaluate or improve methods and techniques for recruiting, selecting, promoting, evaluating and training workers.

Task 5. Prepares Staffing Summaries, allocation letters, incumbent(s) notification letters and verifies Personnel Action Forms (CP4's) that are prepared and submitted to the Personnel Division to implement the classification changes.

Task 6. When classification decisions, within assigned elected offices, departments and divisions are appealed acts as spokesperson and defends the decision through the appeals process.

Task 7. Assists in designing, conducting and interpreting salary surveys to determine and establish appropriate salaries for individual County positions/classifications.

Task 8. Participates in the analysis and interpretation of salary survey data to insure that Salt Lake County maintains a competitive pay position within the appropriate labor markets.

Task 9. Assists in preparing the Counties response to a variety of annual written salary surveys including the Salt Lake Area Compensation Group Survey, the St. Louis County, Missouri Civil Service Commission Survey, the U.S. Chamber of Commerce Survey and the American Compensation Association Survey and other written salary surveys from public jurisdictions and private businesses.

**OBJECTIVE B: DEVELOPS PROFESSIONAL SELECTION PROCEDURES**

Task 1. Conducts job analysis studies to collect job or worker oriented information using techniques such as interviews, questionnaires, brainstorming, observation and critical incident.

Percentage of Time	Objective/Task	CP6 - Continued
60%*	<p><b>EXAMPLE:</b></p> <p><b>OBJECTIVE A: ANSWERS TELEPHONES AND DIRECTS CALLS OR ASSISTS CALLERS.</b></p> <p>Task 1 Answers all incoming telephone calls and provides information concerning jobs available, or regarding other personnel functions, or transfers calls to appropriate personnel, by applying business telephone etiquette, and applying knowledge of personnel services/functions.</p>	
	<p>Task 2. Develops job domains to measure tasks and KSA's and prepares examination plans identifying appropriate methods of examination using subject matter expert knowledge and professional judgment.</p> <p>Task 3. Develops selection devices including oral boards, objective tests, essay exams, supplemental questionnaires, practical assessments and other test forms as determined appropriate by job analysis results; insures security of all examinations by providing protection from theft, damage or compromise.</p> <p>Task 4. Prepares job announcements based on job analysis results, job domains, subject matter experts knowledge and professional judgment.</p> <p>Task 5. Recruits qualified applicants by contacting organizations with potential applicant pools and placing advertisements in newspapers and trade publications.</p> <p>Task 6. Screens applications to determine whether applicants meet minimum qualifications before further processing using subject matter expert knowledge and professional judgment.</p> <p>Task 7. Certifies applicants from developed registers and coordinates with hiring authorities to ensure selections are made following merit system policies and procedures.</p> <p>Task 8. Prepares and analyzes statistical reports for essay, questionnaire, oral board and objective exams to include inter-rater reliability, intra-class correlations, applicant flow and item analysis using statistical methods and procedures.</p> <p>Task 9. Evaluates employee qualifications to determine eligibility for promotion or transfer by reviewing position description and personnel files.</p> <p>Task 10. Verifies information on the Notice of Personnel Action form (CP4) dealing with the hire, promotion or transfer of employees.</p> <p>Task 11. Prepares RIF registers and assist Divisions in layoff and recall of employees.</p>	

* % of Time	Objective/Task	CP6 - Continued
60%	<p><b>EXAMPLE:</b></p> <p><b>OBJECTIVE A: ANSWERS TELEPHONES AND DIRECTS CALLS OR ASSISTS CALLERS.</b></p> <p>Task 1 Answers all incoming telephone calls and provides information concerning jobs available, or regarding other personnel functions, or transfers calls to appropriate personnel, by applying business telephone etiquette, and applying knowledge of personnel services/functions.</p>	
	<p><b>OBJECTIVE C: PROVIDES TECHNICAL ASSISTANCE AND SUPPORT TO COUNTY ELECTED OFFICES, DEPARTMENTS, DIVISIONS AND THE GENERAL PUBLIC</b></p> <p>Task 1. Provides technical assistance and general support to assigned County Elected Offices, Departments and Divisions to educate and assist them in utilizing the numerous Personnel programs and services available.</p> <p>Task 2. Responds to employee questions; provides information and interpretation of Salt Lake County Policies and Procedures, rules, regulations, standard operating procedures and other acceptable personnel practices.</p> <p>Task 3. Provides salary, classification, recruitment and selection information to other jurisdiction and the general public.</p> <p>Task 4. Assists the County Attorney's Office prepare responses relating to personnel related appeals, grievances, hearing and suits against the County; conducts research, gathers and analyzes data and prepares reports identifying the facts and issues of the matter, relevant policies and procedures, etc.</p> <p>Task 5. Testifies at hearing and in court, as directed, to provide relevant and factual information.</p> <p><b>OBJECTIVE D: WORKS AS PART OF A TEAM</b></p> <p>Task 1. Provides assistance to other Personnel Division Work Teams as required to meet division goals and objectives.</p> <p>Task 2. Performs other related duties as assigned.</p>	

**EXAMPLE:**

60%\* **OBJECTIVE A: ANSWERS TELEPHONES AND DIRECTS CALLS OR ASSISTS CALLERS.**  
Task 1 Answers all incoming telephone calls and provides information concerning jobs available, or regarding other personnel functions, or transfers calls to appropriate personnel, by applying business telephone etiquette, and applying knowledge of personnel services/functions.

Task 5. Prepares and maintains a variety of routine and special records and reports using recruitment, testing and selection data.

**OBJECTIVE C: PERSONNEL ADMINISTRATION**

Task 1. Acts as liaison with (SIGMA), the Salt Lake County Personnel applicant tracking system software vendor.

Task 2. Acts a Spanish language interpreter for Spanish speaking employees and applicants as requested.

**OBJECTIVE D: PROVIDES TECHNICAL ASSISTANCE AND SUPPORT TO COUNTY ELECTED OFFICES, DEPARTMENTS, DIVISIONS AND THE GENERAL PUBLIC**

Task 1. Provides technical assistance and general support to assigned County Elected Offices, Departments, and Divisions to educate and assist them in utilizing the numerous personnel programs and services available.

Task 2. Responds to in person, telephone and e-mail questions from the general public and County employees; provides information and interpretation of Salt Lake County Policy and Procedures, rules, regulations, standard operating procedures and other acceptable personnel practices.

Task 3. Provides salary, recruitment and selection information to other jurisdictions.

Task 4. May testify at hearings and in court, to provide relevant and factual information.

Task 5. Makes presentations to community groups/organizations, job fairs, college/business school placement centers, etc. to assist their members, constituents, clients, students, etc. apply for Salt Lake County positions.

**OBJECTIVE E: WORKS AS PART OF A TEAM**

Task 1. Provides assistance to other Personnel Division Work Teams, as required to meet division goals and objectives.

Task 2. Performs other related duties as assigned.

EXAMPLE:

60%\*

**OBJECTIVE A: ANSWERS TELEPHONES AND DIRECTS CALLS OR ASSISTS CALLERS.**

Task 1. Answers all incoming telephone calls and provides information concerning jobs available, or regarding other personnel functions, or transfers calls to appropriate personnel, by applying business telephone etiquette, and applying knowledge of personnel services/functions.

**OBJECTIVE A: DEVELOPS OPEN RECRUITMENT/MERIT/INTERNAL REGISTERS**

Task 1. Prepares internal and external job announcements based on job analysis results, job domains, subject matter experts knowledge and professional judgment.

Task 2. Recruits qualified applicants by contacting organizations with potential applicant pools and placing advertisements in newspapers and trade publications.

Task 3. Administers merit system entry exams to include, written exams, supplemental questionnaires, practical assessments and other test forms as determined appropriate by job analysis results; facilitates Sheriff and Fire Merit System promotional examinations; insures security of all examinations by providing protection from theft, damage or compromise.

Task 4. Reviews and screens employment applications to determine whether applicants meet minimum qualifications before further processing using expert knowledge and professional judgment.

Task 5. Interviews and provides orientation to applicants; develops a skills inventory for each minimally qualified applicant including interests, test results, and other data pertinent to selection and referral of applicants.

Task 6. Notifies applicants of their acceptance, rejection and/or ranking.

Task 7. Reviews request to fill openings and certifies applicants from open recruitment/merit/internal registers and coordinates with hiring authorities to ensure selections are made following merit system policies and procedures.

Task 8. Evaluates employee qualifications to determine eligibility for promotion, transfer or rehire by reviewing position description and current application.

Task 9. Verifies and approves information on the Notice of Personnel Action Form (CP-4) dealing with the hire, promotion or transfer of employees.

Task 10. Upon request from County Offices/Divisions provides referral of applicants interested in temporary employment.

Task 11. Prepares RIF registers and assist Divisions in recall of employees.

**OBJECTIVE B: REGISTER ADMINISTRATION**

Task 1. Receives recruitment request documents including CP2's, written approvals, etc., verifies the existence of a vacant allocation; and assigns a document number for recruitment.

Task 2. Certifies that all new hires have been made from a current open recruitment/merit/internal register; verifies that promotions, transfers or rehires have been made in accordance with Personnel Policies and Procedures.

Task 3. Maintains and distributes the reduction-in-force reappointment list.

Task 4. Updates, purges and archives database and manual records for Open Recruitment/Merit/Internal registers and related files.

Personnel

SALT LAKE COUNTY  
CLASS SPECIFICATION

CLASS: CLASS. & COMP. MANAGER 32  
FLSA STATUS: E

CLASS CODE: 2227  
EFFECTIVE DATE: 1-1-04

GENERAL PURPOSE

Under minimal supervisory guidance, acts as lead analyst and provides ongoing personnel support to assigned elected offices, departments and divisions in a generalist capacity.

EXAMPLES OF DUTIES

(Any one position in this classification may not perform all of the duties listed below, nor do the listed duties include all of the duties which may be found in positions of this classification.)

OBJECTIVE A: ACT AS UNIT MANAGER

- Task 1. Assigns and reviews the work of Personnel Analysts, Personnel Specialists and other staff as assigned.
- Task 2. Provides technical assistance to staff in matter relating to classification, compensation, recruitment and selection practices and procedures and Salt Lake County Personnel Policies and Procedures.
- Task 3. Provides or arranges for training and assistance to new analysts and specialists to provide them with the basic understanding of the concepts, methods and techniques of classification, recruitment and selection.
- Task 4. Sets unit goals and objectives in consultation with the Division Director and monitors work of assigned staff to insure that the goals and objectives are being accomplished.
- Task 5. Identifies problems with staff performance and takes corrective action or recommends action to the Division Director.
- Task 6. Recommends personnel actions for assigned staff regarding pay for performance, promotion, reassignment, vacation, LWOP, etc. to the Division Director.
- Task 7. Prepares a variety of routine and special records, reports or correspondence concerning classification, compensation, recruitment and selection activities, issues or problems for the Division Director.

ONLINE

6/02

DATE

- Task 8. Acts as team leader on unit special projects; coordinates or participates in other division special projects.
- Task 9. Conducts surveys of other public and private personnel offices to identify common practices or policies relating to classification, compensation, recruitment and selection issues.
- Task 10. Periodically reviews Salt Lake County classification, compensation, recruitment and selection policies and procedures to ensure that they support current County goals and objective and current professional practices; prepares and recommends changes when appropriate; presents and explains recommended changes to the various policy making bodies in the County; follows the recommended changes through the review and approval process; communicates and implements approved changes including the preparation of notices, bulletins, personal communications, special training sessions, etc.
- Task 11. Develops and conducts training sessions for County employees regarding classification, compensation, recruitment and selection policies, practices and procedures.

**OBJECTIVE B: COORDINATES AND MAINTAINS THE COUNTY CLASSIFICATION SYSTEM**

- Task 1. Coordinates the day to day operation of the Salt Lake County Classification System.
- Task 2. Directs and participates in the evaluation and classification of County positions to determine the appropriate job title and grade using one or more of the following methods/techniques: 1) salary survey data, 2) the Salt Lake County Point Factor Evaluation System, 3) job audits, 4) organizational relationships, 5) internal & external comparisons, 6) class specifications, 7) slotting and other standard job evaluation methods and techniques.
- Task 3. Designs, conducts and interprets salary surveys to determine and establish appropriate salaries for individual County positions/classifications.
- Task 4. Audits/observes jobs and interviews workers and supervisory personnel to determine job and worker requirements.
- Task 5. May prepare job descriptions, class/family specifications, bench mark descriptions, classification summaries, etc.

Task 6. Shares developed classification data with other Personnel Division sections to be used to evaluate or improve methods and techniques for recruiting, selecting, promoting, evaluating and training workers.

Task 7. Coordinates the approval process of all classified/reclassified positions to include the preparation of Staffing Summaries, allocation letters and incumbent(s) notification letters and verification of Personnel Action Forms (CP4's) to implement the classification changes.

**OBJECTIVE C: COORDINATES AND MAINTAINS THE COUNTY COMPENSATION SYSTEM(S)**

Task 1. Participates in, analyzes and interprets salary survey data to insure that Salt Lake County maintains a competitive pay position within the appropriate labor markets.

Task 2. Acts as the County representative to the Salt Lake Area Compensation Group; attends and participates in all compensation group meeting.

Task 3. Coordinates the preparation of the Counties response to a variety of annual written salary surveys including the Salt Lake Area Compensation Group Survey, the St. Louis County, Missouri Civil Service Commission Survey, the U.S. Chamber of Commerce Survey and the American Compensation Association Survey; attempts to respond to other written salary surveys from public jurisdictions and private businesses as time and work load permit.

Task 4. Acts as primary contact person for all telephone requests for County salary and benefit information.

Task 5. Organizes, analyzes and reports the survey results to include individual and annual mid-point and weighted average salary changes and year-to-year trends

Task 6. Prepares and presents recommendations to adjust the County general salary plan, the temporary salary rates, pay for performance rates, bonus amounts and other benefit changes.

**OBJECTIVE D: DEVELOPS PROFESSIONAL SELECTION PROCEDURES**

Task 1. Conducts job analysis studies to collect job or worker oriented information using techniques such as interviews, questionnaires, brainstorming, observation and critical incident.

- Task 2. Develops job domains to measure tasks and KSA's and prepares examination plans identifying appropriate methods of examination using subject matter expert knowledge and professional judgment.
- Task 3. Develops oral boards, objective tests, essay exams, supplemental questionnaires, practical assessments and other test forms as determined appropriate by job analysis results; insures security of all examinations by providing protection from theft, damage or compromise.
- Task 4. Prepares job announcements based on job analysis results, job domains, subject matter experts knowledge and professional judgment.
- Task 5. Recruits qualified applicants by contacting organizations with potential applicant pools and placing advertisements in newspapers and trade publications.
- Task 6. Screens applications to determine whether applicants meet minimum qualifications before further processing using subject matter expert knowledge and professional judgment.
- Task 7. Certifies applicants from developed registers and coordinates with hiring authorities to ensure selections are made following merit system policies and procedures.
- Task 8. Prepares and analyzes statistical reports for essay, questionnaire, oral board and objective exams to include inter-rater reliability, intra-class correlations, applicant flow and item analysis using statistical methods and procedures.
- Task 9. Evaluates employee qualifications to determine eligibility for promotion or transfer by reviewing position description and personnel files.
- Task 10. Verifies information on the Notice of Personnel Action form (CP4) dealing with the hire, promotion or transfer of employees.
- Task 11. Prepares RIF registers and assist Divisions in layoff and recall of employees.

**OBJECTIVE E: PROVIDES TECHNICAL ASSISTANCE AND SUPPORT TO COUNTY ELECTED OFFICES, DEPARTMENTS, DIVISIONS AND THE GENERAL PUBLIC**

- Task 1. Provides technical assistance and general support to County Elected Offices, Departments and Divisions to educate and assist them in utilizing the numerous Personnel programs and services available.

- Task 2. Responds to employee questions; provides information regarding Salt Lake County Policies and Procedures, rules and regulations, standard operating procedures and other acceptable personnel practices.
- Task 3. Provides salary, classification, recruitment and selection information to other jurisdiction and the general public.
- Task 4. Assists the County Attorney's Office prepare responses relating to personnel related appeals, grievances, hearing and suits against the County; conducts research, gathers and analyzes data and prepares reports identifying the facts and issues of the matter, relevant policies and procedures, etc.
- Task 5. Testifies at hearing and in court, as directed, to provide relevant and factual information.

**OBJECTIVE F: WORKS AS PART OF A TEAM**

- Task 1. Provides assistance to other Personnel Division Work Teams as required to meet division goals and objectives.
- Task 2. Performs other related duties as assigned.

EMPLOYEES SIGNATURE \_\_\_\_\_