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March 15, 2017

Mr. Joseph Berrios
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Cook County Assessor's Office
118 North Clark Street
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Mr. Roger Fross
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111 South Wacker Drive, Suite 4100
Chicago, IL 60606

Ms. Susan Feibus
Assessor Compliance Administrator
432 North Clark Street, Ste. 202
Chicago, IL 60654

Mr. Brian Hays
Locke Lord LLP
111 South Wacker Drive, Suite 4100
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Re: March 2017 Semi-Annual Report

Dear Assessor Berrios, Mr. Fross, Mr. Hays and Ms. Feibus:

This is the third semi-annual report of the undersigned Director of Compliance issued pursuant to Section V, Part B of the Employment Plan. This is the first full report issued following the Court approval of the Employment Plan on August 10, 2016.

General Hiring Process:

The Assessor's Office completed the General Hiring process for the following positions: Taxpayer Information Junior Specialist, Bilingual Spanish and Polish, Manager Appraisal Review and Education, Manager Certificate of Error, Manager Exemptions Investigations, and Manager Application Development.

The bilingual Taxpayer Information Junior Specialist positions, which were the first positions to be filled during the time frame covered by this report, had issues related to the conduct of the Human Resources representative during the interview process. These issues included the representative's phone ringing during an interview and the representative commenting on a Candidate in front of the Interview Panel Members. In addition, the Interviewer Evaluation Forms were not completely formatted. Remedial steps were taken. The Director of Compliance and the Deputy of Human

Resources met with the representative to discuss the issues and the importance of adhering to the Employment Plan. Additionally, the representative observed the procedure for the interview process for the Manager Appraisal Review and Education, Manager Certificate of Error, Manager Exemptions Investigations, and Manager Application Development positions.

The bilingual testing protocol was administered for the Taxpayer Information Junior Specialist positions. The Director of Compliance was able to monitor the administration of three bilingual tests. The testing protocol contained three parts and consisted of written translation and oral interpretation. Two of the three Candidates observed exceeded the time limit for the test. The test was too long to complete in the time allotted and too technical in nature. The Assessor's Office, the Assessor Compliance Administrator, and the Director of Compliance were in agreement that the testing protocol was in need of revision before it is used for future vacancies in bilingual positions.

Following the process for the Taxpayer Information Junior Specialist positions, there was a marked improvement in the General Hiring Process and compliance with the provisions of the Employment Plan. A chart summarizing the General Hiring Process is attached as Appendix A. The Director of Compliance previously reported that there were significant issues with the General Hiring Process including tabulation issues, Interview Panel Member conduct, and the administration of Ranking Meetings.

Remediation -

Tabulation issues have been addressed through the use of a worksheet which is checked by the Director of Compliance for accuracy. The Human Resources Department understands the importance of the accurate calculation of Candidate interview scores as a miscalculation could lead to the erroneous inclusion or exclusion of a Candidate for discussion at the Ranking Meeting. There were no tabulation errors for the above-referenced positions.

Interview Panel Member conduct has been addressed through the reinforcement of the concepts and provisions of the Employment Plan. In one instance, an Interview Panel Member answered a question posed to the Candidate by another Interview Panel Member and raised personal knowledge of projects worked on by the Candidate during the Ranking Meeting that were not discussed during the interview. The Deputy Human Resources and the Director of Compliance individually met with the Interview Panel Member to review the issues and the conduct expected of Interview Panel Members. The Panel Member indicated that she was unaware of so doing and was receptive to the discussion about the interview process.

Ranking Meeting issues have been addressed as the Human Resources Department arranges Candidate materials in the order appearing on the Scored Interview List prior to the meeting. There were no issues with the administration of the Ranking Meeting for the above-referenced positions.

Human Resources Generalist -

A fully-staffed and functional Human Resources Department is needed to meet the Office's obligations under the Employment Plan. The Assessor's Office agreed to commit additional funds to the Human Resources Department. The Assessor's Office posted a newly created position of Human Resources Generalist. The position was posted on the Office's public internet page and on the intranet, with an application deadline of January 6, 2017. Only nineteen applications were received, two of which were received after the application deadline. No Applicant submitted application materials evidencing that he/she met the Minimum Qualifications for the position as set forth in the position description. As such, a determination was made to revise the position description and repost the position. The Minimum Qualifications for the position were revised to broaden the Applicant pool by eliminating the requirement that an individual have experience in a specific HR position and by eliminating the full-cycle recruitment minimum qualification; seven Preferred Qualifications were also developed. At the suggestion of the Assessor Compliance Administrator, the Preferred Qualifications were narrowed to those deemed most important to the position by the Office. In order to increase the size of the Applicant pool, in addition to being posted on the internet and intranet, the position was posted on the Society for Human Resources Management jobs page and on LinkedIn. The application deadline for the position was March 13, 2017. The filling of this position is of high priority and both the Assessor Compliance Administrator and the Director of Compliance have agreed to prioritize the filling of this position.

Posting/Interview Files:

It was previously reported that the Posting/Interview files were not complete for positions posted and filled in Fiscal Year 2016. FY 2016 Posting/Interview files are still not complete. The files contained incomplete or no Contact Logs. The Employment Plan requires that any contact with an Applicant be memorialized in writing and entered on the Contact Log. Additionally, the Interview Panel Conflict of Interest checks were not documented, NPCC form missing, Ranked Validated Eligibility Lists, only containing Candidates scoring a 3.0 or above, were used instead of a Scored Interview List, and the Justification to Hire forms were completed by the Deputy of Human Resources instead of the hiring department Deputy. A chart summarizing the audit of the FY 2016 files is attached as Appendix B.

The Director of Compliance also reviewed the Posting/Interview Files for the positions posted in Fiscal Year 2017. The importance of complete files was stressed as the files are an important component of transparency in the General Hiring Process. The issues noted for the Fiscal Year 2016 were remediated, and files were reviewed by Human Resources prior to the extension of an offer as required by Section VI.O of the Employment Plan. The files contained updated Contact Logs. An email was created to document the Conflict of Interest check process. The conflict check email is contained in the FY 2017 files. The NPCCs are contained in the files. The Justification to Hire Form completed by the hiring department Deputy is used for the FY 2017 files. A Scored Interview List is used in the FY 2017 files, and

includes all Candidates who scored a 3.0 or above as well as the Candidates who scored below a 3.0 during the interview process.

Complaints Involving Alleged Violations of the Employment Plan:

An investigation was conducted involving an alleged violation of the Employment Plan, Section XI, Exempt Positions. It was found that the Employment Plan was violated when an employee was promoted to the Deputy of Human Resources position without adherence to the process set forth in Section XI of the Employment Plan. At the time of the promotion, the position description was not finalized, validation of the individual's qualifications had not occurred and confirmation that the Deputy of Human Resources position is contained on the Exempt List had not occurred. As a result of the investigation and the finding that a violation occurred, remedial action was recommended as follows:

1. All individuals holding the position of Director or above in the Cook County Assessor's Office shall read the Employment Plan, and certify completion. The certification will be maintained in the individual's personnel file. The Director of Compliance will work with the Human Resources Department to prepare notification of this requirement to impacted individuals. The notification shall include a reasonable timeframe for completion and contact information for the Director of Compliance should questions arise during this process.
2. Once a Shakman Exempt position becomes vacant within the Assessor's Office, the Director of Compliance shall meet with the Assessor and Chief Deputy Assessor to review and discuss the mechanics and requirements of the Exempt Position Hiring Process as set forth in the Employment Plan. While this step is not required under the Employment Plan, such a meeting should reinforce the parties' obligations under the Plan and confirm adherence to a process in compliance with the Plan.
3. The Assessor's Office shall prepare an Interim Assignment Policy to address interim appointment situations. The Policy shall contain, at a minimum, a request procedure, approval procedure, a statement on the prohibition of Political Reasons or Factors, NPCC requirements, minimum and maximum length of assignment, employee eligibility for interim assignment, and a provision addressing interim pay for the period of the assignment.

The Assessor's Office responded to the Investigation and Recommendation Report, agreed with the recommendations contained therein, and committed to implement those recommendations. The Office's initial response to the report did not contain all elements required by Section V.7.b. of the Employment Plan. The Office provided an updated response complying with the Employment Plan in response to a written request.

The Assessor's Office has completed recommendation number one, and all directors and deputies certified completion by February 28, 2017, the designated date of completion. Regarding recommendation number two, the Director of Compliance was contacted by the Chief Deputy Assessor to discuss the Exempt Position hiring process prior to filling a vacancy in the position of Legal Counsel. The Director of Compliance met with the Assessor and the Chief Deputy Assessor and reviewed the Exempt Position hiring process set forth in the Employment Plan in advance of initiating the Exempt Position hiring process set forth in Section XI of the Employment Plan. Regarding recommendation number three, the Assessor's Office is in the process of drafting an Interim Assignment Policy, with a draft policy to be provided by March 15, 2017.

Complaints Involving Unlawful Political Discrimination:

No complaints regarding Unlawful Political Discrimination were received by the Director of Compliance.

Political Contacts:

No reports of Political Contact were received by the Director of Compliance.

Training:

The Director of Compliance and the Assessor Compliance Administrator worked in conjunction with the Human Resources Department in developing a comprehensive employee Shakman training, which was presented to employees on December 14, 2016. The training was videotaped. Prior to the training, the Assessor welcomed employees and the Assessor Compliance Administrator introduced herself and provided introductory remarks about her role, the Shakman litigation and the Employment Plan. The training itself focused on providing a general overview of the Employment Plan and providing specific information about Unlawful Political Discrimination, reporting violations of the Employment Plan and policies referenced therein, Political Contacts, and the General Hiring Process. The Director of Compliance followed up with employees who had specific questions about the training, many of which centered on the General Hiring Process. The Frequently Asked Questions about the General Hiring Process portion of the training has been added to the website and can be accessed by both internal and external Applicants. All but ten employees were trained during the initial session. These employees, except one on leave, have since been trained and all new employees have been trained as part of the onboarding process. The Director of Compliance met with employees following the viewing of the videotaped training to answer questions about the information presented.

Supervisor/Interviewer training took place on October 4 and October 6, 2016 in four small group training sessions. The training sessions focused on supervisors' obligations and duties under the Employment Plan, Employment Actions, the General Hiring Process, and the duties and role of Interview

Panel Members. A make-up training session was presented on October 28, 2016. All supervisors/interviewers have been trained.

Personnel Files:

The Employment Plan defines "personnel file" and states that it is "a file maintained by HR for each employee including personal information and information about the employee's work history such as the employee's application, resume, licenses, recommendations, disciplinary history, training, rate of pay, salary history, benefits." In the last report, it was noted that the Assessor's Office did not maintain all personnel information in the Human Resources Department but was in the process of moving personnel information from the Finance Department to the Human Resources Department. Personnel information is now maintained in the Human Resources Department in the personnel files. Additionally, the Human Resources Department is up to date in creating personnel files for new hires.

Employee Handbook Policies/Position Descriptions:

The Assessor's Office is in the process of revising and updating policies. Draft policies have been provided on Performance Evaluation, Promotion, Reclassification, Layoff/Recall, Overtime, and Time and Attendance. The Director of Compliance has had the opportunity to review and offer feedback on the draft policies. For the most part, the Office considered the feedback of the Director of Compliance in preparing policy drafts. Regarding the Overtime Policy, the Director of Compliance raised concern about employee eligibility for overtime and documenting overtime. Regarding the Layoff/Recall Policy, the Director of Compliance had comment about the limited scope of the recall provision, documenting reasons positions are identified for layoff, and notice after a layoff is effectuated listing employees laid off. The recommendations on the Layoff/Recall policy were made to eliminate the potential that unlawful political reasons or factors could play a role in the positions designated for layoff. The Director of Compliance has been assured that these concerns/comments raised will be considered and reviewed. The Promotion Policy has been finalized, with the office utilizing the General Hiring Process to fill all vacant positions. The Performance Evaluation Policy and the Reclassification Policy are near completion.

A considerable amount of time has been spent reviewing position descriptions and meeting with employees who currently encumber those positions. Position descriptions were reviewed in the order received from Human Resources in order to keep the update and review process moving. However, a final review is needed to compare all positions within a series. Twenty position descriptions were reviewed. The positions were reviewed to ensure that minimum qualifications were related to the position, that the duties were adequately listed and correct, and that the position descriptions were clear. The importance of the position descriptions has been stressed with the deputies, noting that the position descriptions provide the framework for the interview. A list of positions reviewed is attached as Appendix C. The Office was amenable to including suggestions provided in the draft position descriptions.

Employment Actions: The vast majority of Employment Actions in the Assessor's Office pertain to the scheduling and assignment of overtime. These are uploaded to a shared FTP site. The Office has improved in providing timely notice, however, in a few instances, notice was late. For example, overtime performed in January for Taxpayer Information Services was not reported via a Notice of Employment Action until February 10, 2017. The department Deputy demonstrated awareness of Employment Plan requirements, acknowledged the late submission and noted that there were extraneous circumstances that impacted submission.

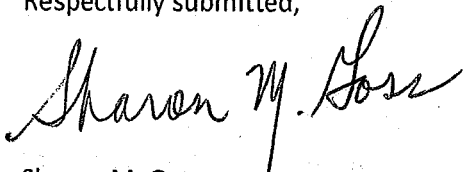
There were two retirements and two resignations from the office. The Director of Compliance spoke with the two individuals retiring; the retirements were routine in nature. One of the individuals who resigned left the Office for a career opportunity. The Director of Compliance was unable to speak with the other individual who resigned prior to departure.

One employee termination was monitored and one employee suspension was monitored. The discipline was based on substantiated violations of the Office's rules pertaining to the conduct of employees; Unlawful Political Factors did not play a role in the discipline.

Electronic Application System (EAS):

A number of meetings have been held to discuss EAS with the Information Technology Department (IT) and progress has been made. IT has been cooperative and has addressed system issues as they arise. The development of the system was split into two phases: (1) application process and (2) review/Human Resources process. The Phase 1 process included review of the system previously created. After review, improvements were made including a rewrite of text, reorganization of the application, warnings to the applicant about the requirement that a cover letter and resume be uploaded, EEO statement, notice that the Applicant must explain in the application materials how the minimum qualifications are met, and Director of Compliance contact information. Phase 1 has not yet been beta tested. A review of the Human Resources process portion of EAS has not yet begun. At this point, EAS is not complete and is not ready for implementation.

Respectfully submitted,



Sharon M. Goss
Director of Compliance
Cook County Assessor's Office

cc: Jeffrey Cox, Deputy Assessor of Human Resources

FY 2017 GENERAL HIRING PROCESS (APPENDIX A)

Position	Pre-Interview	Interview/Ranking Meeting/Offers	Remedial Steps
TPI Jr. Bilingual	As noted by the ACA, notice of the interview schedule and time and place of interviews was a few hours short of 48 hours; this did not hamper the ability of the ACA to monitor.	<p>Human Resources Representative interrupted proceedings with ringing of a cell phone.</p> <p>Human Resources Representative commented about a Candidate that appeared to be nervous to panel members after the Candidate interviewed for the position.</p> <p>Interviewer Evaluation Form not formatted properly and all information was not included on the form.</p> <p>Language proficiency skills test administered to the Bilingual Candidates was too technical in nature and too lengthy to complete in the time allotted.</p>	<p>Conduct expected of Human Resources personnel during the interview process discussed and reinforced with the Human Resources Department. Human Resources Representative observed interview process.</p> <p>Interviewer Evaluation Form to be reviewed by HR after its creation and prior to distribution to Interview Panel Members to ensure that questions receive assigned weighted value and there is adequate room for Interview Panel Members to record their notes from the interview.</p> <p>Language proficiency skills test to be revised per agreement of the ACA, DOC and the Assessor's Office. Revision of the test is in progress.</p> <p>Interview Evaluation Form was reviewed by HR and DOC prior to use by the Interview Panel.</p>
Manager Certificate Of Error	Interview Questions revised to only include questions related the position description and qualifications for the		

	position. Interview Questions also revised for clarity and to eliminate compound and confusing questions.		
Manager of Application Development	Recommended that Interview Questions be revised to add questions regarding the technical Minimum Qualifications as set forth in the position description as questions originally submitted only related to the managerial requirements of the position. Interview Questions updated with technical questions related to the position and revised for clarity.	Only one candidate interviewed for the position. On a clarification question asked by an Interview Panel Member, another Interview Panel Member answered for the Candidate during the interview. During the Ranking Meeting, the same Interview Panel Member raised information about the Candidate not contained in the application materials or raised during the interview based on personal knowledge.	Interview Evaluation Form was reviewed by HR and DOC prior to use by the Interview Panel. HR Deputy and DOC independently met with the Interview Panel Member to discuss and define the role of the interviewer during the interview process and information that can be considered under the EP at the Ranking Meeting.
Manager of Appraisal Review and Education	Interview Questions revised to focus on qualifications for the position and away from questions that were too office specific and revised for clarity. Posting was for both internal and external candidates with no Internal Preference.		Assessor's Office replaced non-departmental Interview Panel Member with Hiring Department employee within chain of command and interviews rescheduled. Interview Evaluation Form was reviewed by HR and DOC prior to use by the Interview Panel

<p>Manager of Erroneous Exemptions</p>	<p>Non-departmental employee included on the Interview Panel as there is a lack of management level employees within the department. Section VI.H.2 of the Employment Plan requires that Panel Members be from the Hiring Department.</p>		
	<p>Interview Panel Members were one-half hour late for an interview.</p>	<p>No Ranking Meeting as no candidate received an average score of 3.0 or greater on the interview.</p>	<p>Interview Evaluation Form was reviewed by HR and DOC prior to use by the Interview Panel.</p> <p>Interview Panel members advised to contact HR if there is any confusion over interview times.</p>

FY 2016 Posting/Interview File Audit (Appendix B)

Position	Audit Notes
Assistant Manager Technical Review	<ul style="list-style-type: none"> • Contact log is incomplete. The log indicates that no contacts occurred. • Interview Panel Member Conflict of Interest check is not documented. • Ranked Validated Eligibility list used instead of Scored Interview List. • Justification to Hire completed by Deputy Human Resources. Department Deputy completed a Final Selection Form.
Industrial Commercial Valuations Jr. Analyst	<ul style="list-style-type: none"> • Contact log is incomplete. For example, the log does not reflect contact with Candidates for setting up the interviews or contact with the selected Candidate regarding the offer. • Interview Panel Member Conflict of Interest check e-mail sent to the panel members but replies not included in the file.
Assistant Manager Technical Review	<ul style="list-style-type: none"> • Contact log is incomplete. The log indicates that no contacts occurred. • Interview Panel Member Conflict of Interest check is not documented. • Ranked Validated Eligibility list used instead of Scored Interview List. • Justification to Hire completed by Deputy Human Resources. Department Deputy completed a Final Selection Form.
Residential Junior Analyst	<ul style="list-style-type: none"> • Notice of Job Opportunity is not current. The notice in the file is from a 2014 posting. • Contact log is incomplete. The log does not reflect contact with a Candidate regarding offer/acceptance. • Interview Panel Conflict of Interest check not documented. • Ranked Validated Eligibility List used instead of Scored Interview List. • Justification to Hire completed by Deputy Human Resources for one Candidate. Department Deputy completed a Final Selection Form. (JTH for another Candidate completed by Department Deputy).
Division Junior Analyst	<ul style="list-style-type: none"> • Interview Panel Conflict of Interest check not documented.
Industrial Commercial Field Inspector	<ul style="list-style-type: none"> • No contact log. • Interview Panel Conflict of Interest check not documented. • Ranked Validated Eligibility List used instead of

Industrial Commercial Field Inspector (cont'd)	<p>Scored Interview List.</p> <ul style="list-style-type: none"> • Justification to Hire completed by Deputy Human Resources. Department Deputy completed a Final Selection Form. • NPCC not in file.
Support Staff Taxpayer Information	<ul style="list-style-type: none"> • Contact log is incomplete. For example, the log does not reflect contact with Candidates for setting up the interviews or contact with the selected Candidate regarding the offer. • Interview Panel Conflict of Interest check not documented. • Ranked Validated Eligibility List used instead of Scored Interview List. • Final Selection Form completed by Deputy of Human Resources. (Form title crossed out and changed to Justification to Hire.)
Support Staff Operations	<ul style="list-style-type: none"> • Contact log is incomplete. For example, the log does not reflect contact with Candidates for setting up the interviews or contact with the selected Candidate regarding the offer. • Interview Panel Conflict of Interest check not documented. • Ranked Validated Eligibility List used instead of Scored Interview List. (Scored listed in parentheses on form) • Final Selection Form and Justification to Hire completed by Deputy of Human Resources.
Director of Field Operations	<ul style="list-style-type: none"> • Contact log is incomplete. For example, the log does not reflect contact with Candidates for setting up the interviews or contact with the selected Candidate regarding the offer. • Interview Panel Conflict of Interest check not documented. • Ranked Validated Eligibility List used instead of Scored Interview List. • Final Selection Form and Justification to Hire completed by Deputy of Human Resources. JTH lists position as HR Director instead of Director of Field Operations.
Taxpayer Information Specialist	<ul style="list-style-type: none"> • No contact log in file. • No Preliminary Interview List in file. • Interview Panel Conflict of Interest check not documented. • Ranked Validated Eligibility List used instead of Scored Interview List. • Final Selection Form and Justification to Hire completed by Deputy of Human Resources.
Taxpayer Information Senior Specialist	<ul style="list-style-type: none"> • Contact log contains one entry and is not complete. For example, the log does not reflect contact with Candidates for setting up the interviews or contact with the selected

	<p>Candidate regarding the offer.</p> <ul style="list-style-type: none"> • Interview Panel Conflict of Interest check not documented.
Technical Review Industrial Commercial Analyst	<ul style="list-style-type: none"> • Contact log contains one entry and is not complete. For example, the log does not reflect contact with Candidates for setting up the interviews or contact with the selected Candidate regarding the offer. • Interview Panel Conflict of Interest check not documented. • Ranked Validated Eligibility List used instead of Scored Interview List. • Justification to Hire completed by Deputy Human Resources. Department Deputy completed a Final Selection Form.
Taxpayer Information Junior Specialist	<ul style="list-style-type: none"> • Contact log contains one entry and is not complete. For example, the log does not reflect contact with Candidates for setting up the interviews or contact with the selected Candidate regarding the offer. • Interview Panel Conflict of Interest check not documented. • Ranked Validated Eligibility List used instead of Scored Interview List. • Justification to Hire completed by Deputy Human Resources. Department Deputy completed a Final Selection Form.
Industrial Commercial Group Leader/Senior Field Inspector	<ul style="list-style-type: none"> • Contact log is incomplete. For example, the log does not reflect contact with Candidates for setting up the interviews. • Ranked Validated Eligibility List used instead of Scored Interview List. • Justification to Hire completed by Deputy Human Resources. Department Deputy completed a Final Selection Form. • Interview Panel Conflict of Interest check not documented.
Systems Analyst	<ul style="list-style-type: none"> • Contact log is incomplete. The log does not reflect contact with Candidates for setting up the interviews, the offer to a Candidate, and the declination of the offer. • Interview Panel Conflict of Interest check not documented. • Justification to Hire completed by Deputy Human Resources. • Ranked Validated Eligibility List used instead of Scored Interview List.
Freedom of Information Specialist	<ul style="list-style-type: none"> • Contact log is not complete. For example, the log does not reflect contact with Candidates for setting up the interviews or contact with the selected Candidate regarding the offer.

Freedom of Information Specialist (cont'd)	<ul style="list-style-type: none"> • Interview Panel Conflict of Interest check not documented. • Ranked Validated Eligibility List used instead of Scored Interview List. • Justification to Hire completed by Deputy Human Resources.
Manager Taxpayer Information	<ul style="list-style-type: none"> • Contact log is not complete. For example, the log does not reflect contact with Candidates for setting up the interviews or contact with the selected Candidate regarding the offer. • Interview Panel Conflict of Interest check not documented. • Ranked Validated Eligibility List used instead of Scored Interview List. • Justification to Hire completed by Deputy Human Resources.
Residential Field Workflow Coordinator	<ul style="list-style-type: none"> • Contact log is not complete. For example, the log does not reflect contact with Candidates for setting up the interviews or contact with the selected Candidate regarding the offer. • Interview Panel Conflict of Interest check not documented. • Ranked Validated Eligibility List used instead of Scored Interview List. • Justification to Hire completed by Deputy Human Resources.
Technical Review Specialist	<ul style="list-style-type: none"> • Contact log is not complete. For example, the log does not reflect contact with the selected Candidate regarding the offer or candidate withdrawal. • No Preliminary Interview List in file. • Interview Panel Conflict of Interest check not documented. • Ranked Validated Eligibility List used instead of Scored Interview List.
Erroneous Exemption Specialist	<ul style="list-style-type: none"> • No contact log. • Interview Panel Conflict of Interest check not documented. • Ranked Validated Eligibility List used instead of Scored Interview List. • Justification to Hire completed by Deputy Human Resources.

POSITION DESCRIPTION REVIEW (APPENDIX C)

Position	Qualifications for Position	Duties	Assessor's Office Revisions prior to ACA review
Manager of Records Management	<p>MQ regarding five years of experience "running jobs" on Legacy System difficult to validate as meaning of "running jobs" is unclear.</p> <p>Strong knowledge of the Assessor's Office assessment cycle is needed in order to perform the essential duties of the position.</p> <p>Discussed office specific experience MQ with HR Deputy as all job opportunities posted both internally and externally.</p>	<p>Position Description accurately reflects the duties of the position.</p>	<p>Revisions made to MQs on office specific experience; "running jobs" eliminated from the position description as queries and report adequately sets forth the MQ.</p> <p>KSA added regarding knowledge of the assessment cycle.</p>
Senior Programmer	<p>MQ regarding five years of work experience "working with AS 400 v. 5.1."</p> <p>"Working with" may be difficult to validate as it is undefined - data entry on an AS400 system would not be sufficient to perform the essential functions of the position but it is experience working with AS400. Also, the Manager of Legacy Systems explained that v.5.1</p>	<p>Position Description accurately reflects the duties of the position.</p>	<p>Educational experience for the position clarified.</p> <p>JCL and SQL added as PQs for the position.</p> <p>AS400 experience refined as at least five years paid work experience writing AS400 Cobol code.</p>

	<p>is not entirely necessary as long as the individual has a working knowledge of an AS400 system.</p> <p>AS 400 COBOL code is required for the position but JCL and SQL are not. 95% of the work of the Senior Programmer is done using COBOL code.</p> <p>The MQ regarding certification in lieu of education should be refined as not any IT certification is sufficiently related to the essential duties of the position.</p>		
<p>Manager of Legacy Systems</p>	<p>The MQ regarding certification in lieu of education should be refined as not any IT certification is sufficiently related to the essential duties of the position.</p> <p>Work performed is strongly associated with the assessment cycle.</p>	<p>Information regarding the managerial duties performed should be included in the position description.</p>	<p>Educational experience for the position clarified.</p> <p>KSA added regarding knowledge of the assessment cycle.</p> <p>Supervisory/managerial duties added to the position description.</p>

Group Leader Application Development	VB, Net and C# are the primary languages utilized by the Department/Industry and knowledge of one of these programs is needed to perform the essential functions of the position. Overlap between the MQs and PQs for the position.	Duties should include the group leader functions of the position such as assignment and review of the work performed by the Programmers and the type of training provided to the Programmers.	The MQs and PQs were revised to eliminate overlap. Group leader job duties not added to the position description.
Senior Network Administrator	MQ regarding Network Administration experience is undefined as to what would satisfy the requirement and difficult to validate. Lengthy alternative MQs for an individual without Network Administrator experience, confirmed as necessary based on the job duties performed. The PQ as written appears to give a Candidate additional preference if the individual possesses the requisite experience with more than one of the listed programs.	Network Administrator also prepares user manuals and trains employees. Position is not essentially sedentary.	MQ revised to Network Administrator. PQ clarified by removing the "or more" language. Duties updated with training/preparation of user manual functions.

Receptionist	KSAs should include knowledge of the Assessor's Office or the ability to gain such knowledge. Microsoft Office Suite not utilized frequently but listed as a MQ. Customer service experience conflicts as MQ lists both two and four years of experience.	Ancillary duties include assisting taxpayers with basic questions, providing phone coverage, and retrieving PIN information from the AS400.	MQ on customer service experience clarified as 4 years full time paid work experience. Included KSA on knowledge of Assessor's Office or ability to gain such knowledge. Experience with Word and Excel listed as a PQ.
Senior Residential Field Inspector	MQ requires experience as a Residential Field Inspector and does not provide an alternative method to meet the MQ; making the position internal only. EP only provides for a Position to be Internal Preferred. Work independently. Experience MQ should read full time paid work experience for consistency.	Position Description accurately reflects the duties of the position.	(With HR)
Residential Field Inspector	Work independently. Experience MQ should read full time paid work experience for consistency.	Position Description accurately reflects the duties of the position.	(With HR)

Supply Assistant	MQ regarding administrative support experience does not appear related to the core duties of the position.	Position Description should be updated with additional duties such as the meter reporting function.	MQs revised for position and duties of the position updated.
Assistant Manager TPI	MQs for the position are the same as for the Manager TPI with the exception of the managerial/supervisory experience required for Manager position.	Position description should be reorganized and completely set forth the duties of the position.	Position Description updated with duties of position and reorganized.
Technical Review Resid. Analyst	MQs for education and experience for the Assistant Manager Technical Review position and analyst position are the same with the exception of the managerial/supervisory experience required for the Assistant Manager position. Math skills needed in position.	Position Description should be updated with full scope of duties.	Position description updated with duties of position. KSA on math skills added.
Assistant Manager I/C Valuations	Knowledge of Excel needed for position as it is used frequently and should be added as a MQ.	Position Description should be updated with full scope of duties – appeals, C of Es, reports and communication with attorneys.	Position description updated with duties of position. Excel added as a MQ.
Residential Modeling Sr. Analyst	MQ states Bachelor's Degree preferred "background" in Statistics or Economics is unclear as to what would constitute preferred background. Consider PQ for a Bachelor's Degree in	Position description accurately reflects the duties of the position.	PQ added regarding Bachelor's Degree in Statistics or Economics. KSAs added.

	<p>Statistics or Economics.</p> <p>KSA on ability to work independently.</p> <p>KSA strong math skills including statistics.</p>		
Assistant Manager Records Management	<p>MQ regarding five years of experience "running jobs" on Legacy System difficult to validate as meaning of "running jobs" is unclear.</p> <p>Data entry is a core component of the position.</p> <p>Strong knowledge of the Assessor's Office assessment cycle is needed in order to perform the essential duties of the position.</p>	<p>Position description accurately reflects the duties of the position but suggested summary sentence of the duties of the position.</p>	<p>"Running jobs" eliminated from the position description as queries and reports adequately sets forth the MQ.</p> <p>Date entry added as a MQ.</p> <p>KSA added regarding knowledge of the assessment cycle.</p>
Residential Modeling Jr. Analyst	<p>MQ states Bachelors' Degree preferred "background" in Statistics or Economics is unclear as to what would constitute preferred Background. Consider PQ for a Bachelor's Degree in Statistics or Economics.</p>	<p>Position description accurately reflects the duties of the position as confirmed by manager.</p>	<p>PQ added regarding Bachelor's Degree in Statistics or Economics.</p>

Manager of Payroll	<p>MQs should include experience with HRIS as duties include using three separate HRIS reporting systems. MQs should include knowledge of Excel as manager stated that it is a tool necessary for the performance of duties.</p> <p>Three years of experience managing or supervising other employees is standard used for other Manager positions in the office.</p> <p>KSA:</p> <p>Ability to work independently.</p> <p>Knowledge of County payroll policy and procedure or ability to gain such knowledge as this is applied on a daily basis.</p>	<p>Position description accurately reflects the duties of the position. Information contained in the description was reorganized for clarity.</p>	<p>MQs and KSAs updated.</p>
Manager of Purchasing	<p>MQ regarding experience five years instead of three consistent with other manager positions.</p> <p>Consider eliminating portion of MQ related to budgeting as ancillary to purchasing duties.</p>	<p>Position description accurately reflects the duties of the position. Information contained in the description was reorganized for clarity.</p>	<p>MQs updated.</p>

Manager of Purchasing (cont'd)	MQ regarding Excel proficiency should be added as it is used consistently in the performance of duties		
Liaison to the Foreign Language Community and Liaison to Religious Institutions	MQ regarding experience should be defined as the meaning of "similar work" is not defined. MQ regarding government-oriented public service should be eliminated as it narrows the pool of qualified applicants.	Position description should be updated to reflect full scope of duties. Information contained in the description was reorganized for clarity.	(With HR)