



Annual CCJTDC Employment Plan Training

Two separate pre-recorded employment plan trainings were circulated in PolicyTech, the policy and procedure cloud-based management system utilized by CCJTDC (Cook County Juvenile Temporary Detention Center). PolicyTech provides employees with 24-hour access to important notifications and critical reminders of any procedure and policy updates and additional reference materials. The General Counsel of CCJTDC viewed the pre-recordings and approved instructions for employee self-paced viewing and auto play viewing on the 24 hour accessible cloud-based management system.

Attestation reports submitted to the Director of Compliance verified 72 employees (83.33% mid-level managers and division managers participating in the hiring process) completed the legally required interviewer training this quarter. A complete list of eligible interview panelists has not been submitted to the office of the DOC as of May 30, 2024. Per the guide of the employment plan, to assure substantial compliance with Section IV. *Interviewer Training*, only employees who have been certified in interviewer training will be eligible to participate on an interview panel. In the area of training, the CCJTDC has acted in good faith to remedy instances of non-compliance that have been identified and have taken steps to prevent a recurrence of panelists remaining uncertified. The pre-recording(s) remain accessible to any newly appointed or existing panel members in PolicyTech and Division Managers will assure uncertified panelist(s) complete the training prior to serving on the panel.

A critical takeaway of interviewer training is the employment plan definition of conflict of interest found in Section II. *Definitions*, and Section VI.I., *Conducting the Interview*. If at any time an employee involved in a hiring process, discovers that there is a personal or professional relationship with an applicant or candidate, the employee who discovered the relationship must disclose immediately in writing the details of the relationship to the Superintendent, the Human Resource Director and the DOC.

This quarter the CCJTDC association form was drafted by the DOC and amended by the Human Resource Director. Each panel member or human resource personnel participating in the hiring process must assure any professional or personal association is identified with an applicant or candidate and the association form must be submitted to the DOC prior to the interview process. **A copy of the association form must be maintained in the posting file.** This quarter, the association form has not been consistently submitted by panel member(s) or any human resource personnel involved in the hiring processes. Identifying personal or professional associations can avoid decision making where impartiality and judgement may be compromised or may appear to be compromised.



The CCJTDC human resources department is committed to recruiting internal candidates who meet minimum and preferred qualifications in addition to contracted employees who remain in good standing and have demonstrated professional experience in maintaining safety and security of detained youth and detention personnel. Due to the existential efforts to promote from within the organization, it is imperative that there are consistent and transparent efforts to follow Section IV. of the employment plan, *General Principles and Responsibilities Related to HR.*



The legally required annual employee training reviewed important principles that govern the CCJTDC hiring and recruitment procedures. The attestation report forwarded to the DOC identified 339 employees (71% of the workforce), reviewed and acknowledged understanding the principles of the employment plan and the training objectives. The Human Resource Director advised each division manager will identify personnel who have not completed the annual training released in March of 2024. The department of technology will generate additional attestation reports for the next quarterly review.

Request to Hire and Updated Job Descriptions

The Request to Hire (RTH) form is used to initiate the hiring process when CCJTDC determines the operational need to fill a vacancy and/or create a new position. Notification of any new vacancies or open recruitment are initiated through DOC search efforts via the OCJ website, PolicyTech, or the TALEO recruitment tracker.

The DOC has been granted access to job descriptions after internal updates have been approved without DOC review; a requirement of the employment plan. The DOC is granted access to job descriptions through a shared folder 48 hours prior to scheduled interviews and the TALEO applicant tracker.



Employee Recruitment and Hiring-Related Outreach Event

The DOC was informed via the OCJ website of the Cook County Juvenile Temporary Detention Center job fair scheduled for April 17, 2024 from 9:00 am to 2:00 pm. On June 3, 2024 a job fair data update was forwarded to the office of the DOC. The electronic notification reported 59 vacancies were actively being recruited during the job fair. The shared data vacancies included: Admissions Release Specialist (1), Attorney (1), Cook II (2), Cosmetologist (1), Custodial Supervisor (+), Custodial Worker II (2), Director of Food Services (1), Food Service Worker (6), Laundry Worker (1), Project Director III (1), Rapid Response Team Specialist (2), Recreation Specialist (1), Security Specialist I (1) and Security Specialist II (+), Storekeeper (+), Supervisor in Charge (2), Systems Support Analyst (1), Video Analyst (1), and Youth Development Specialist (35).

(#) parenthesis indicate number of vacancies

(+) filled vacancy



Validation of Applicant(s) and Employment Action Notification

The DOC was electronically informed on March 8, 2024 of the following accepted employment offers for this quarter:

One Youth Development Specialist vacancy was extended to a candidate in March of 2024. The applicant resubmitted their application for employment for each requisition posted in TALEO from September 2023 through January 2024. Over two hundred applicants applied and were dispositioned during this quarter for the direct care posting.

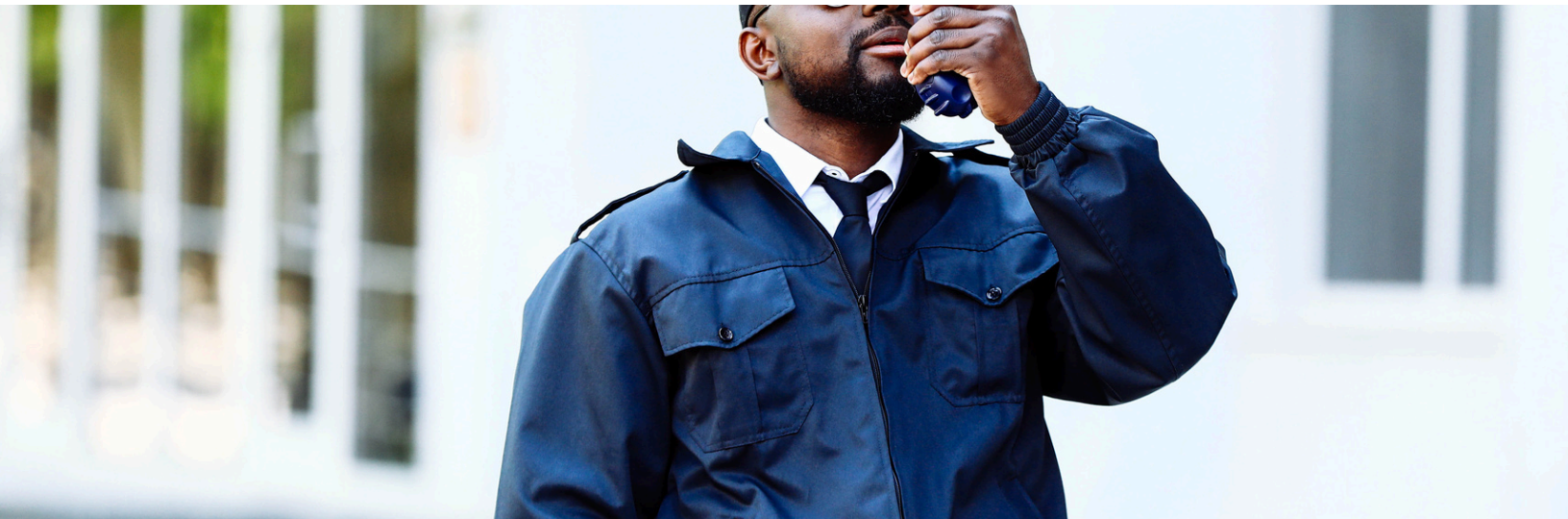
An audit in the TALEO tracking system revealed ACE (abilities, certifications, and experience) candidates dispositioned for not meeting specific qualifications, meeting qualifications but failing to sign their application, the application process was identified as incomplete by the recruiter, the applicant failed to pass the pre-employment CCJTDC IMPACT testing, the applicant had relevant educational credentials but no relevant work experience, and other non-specified reasons. It is important to note that the ACE candidate alert is a prescreening method that uses the unverified answers provided by candidates to the prescreening questions.

Per the guide of the employment plan, a complete application includes **validated responses to the prescreening questions**, a cover letter, resume, and a list of references. In Section V. *General Principles and Duties Related to the Director of Compliance*, 13. include monitoring activities pertaining to the employment of non-exempt positions, including, but not limited to, participation as required or as appropriate in validation, interviews, and candidate selection meetings, continual access to review and JTDC shall provide the DOC with two days advance written notice of all employment actions. A lack of continuous transparent notification did not ensure principles are being followed pursuant to the employment plan.



An audit of the Youth Development Specialist(s) requisitions revealed applicants meeting minimum qualifications were dispositioned and additional applicants were extended opportunities to interview without shared resume's or cover letters to assist the DOC in the validation process. In addition, association forms were not forwarded to the DOC for review to determine any personal or professional association(s) that could appear to be compromised.

One vacancy for Quality Assurance and Compliance Analyst was extended to a candidate on March 11, 2024. An audit of dispositioning candidates was conducted in the tracking system. Thirty-five applicants were curated in the applicant tracking system. Thirty-two applicants were dispositioned by the recruiter. ACE candidates identified by the tracking system did not meet the required criteria for the role upon further review. Interview guides were reviewed for two candidates who moved forward in the hiring sequence. One validated candidate did not appear for the scheduled interview. The candidate extended an employment offer was recommended for hire by a majority vote of the interview panel. The audit revealed the candidate had the highest weighted interview average. The NPCC acknowledgements were signed by the entire interview panel.



One Security Specialist I & Security Specialist II vacancy was extended on March 11, 2024. Interview guides and ranking of candidates were forwarded electronically along with NPCC acknowledgements. The vacancies were extended to candidates recommended for hire by majority vote of the interview panel and weighted interview average. Ranking meeting notes were forwarded electronically to the office of the DOC for review.

The DOC was electronically informed on May 10, 2024 of the following extended offers of employment:

Vacancies were filled for one Admission Release Specialist I, one Custodial Supervisor, eight Youth Development Specialist, and two Security Specialists.

Eighty-eight applicants were curated in TALEO for the position of Admission Release Specialist I. Eighty-one applicants were dispositioned. Applicants that met minimum qualifications were dispositioned for failing to electronically sign their job submission, failing to upload a resume, and other unspecified reasons.



Disciplinary Action

During this reporting period the DOC was provided electronic notifications of negative employment actions for review. Supervisors and department heads are responsible for addressing employees who are not compliant with JTDC policies. Policies on time and attendance, prohibition against verbal and physical abuse, general work rules, reporting child abuse and neglect, protection from harm, safety and security checks, incident reports, reporting child abuse/neglect, and searches and control of contraband policies were reviewed:

In January 2024 two employees received written reprimands, one employee received a 3-day suspension and two employees received two verbal warnings.

In February 2024 one employee received a 10-day suspension, two employees received a 5-day suspension, one employee received a written reprimand, one employee received a 29-day suspension along with a *Last Chance Agreement*, and one employee was terminated.

In March 2024 one employee received a 10-day suspension, two employees received a written reprimand, and one employee was terminated.

In April 2024 three employees received a verbal warning, one employee received a one-day suspension, and one employee was terminated.

No resignations in lieu of termination was reported to the office of the DOC this quarter.

Employees of the OCJ were required to sign, in hard copy or electronically, a NPCC whenever they initiate or are involved in any employment action. CCJTDC has acted in good faith to assure a copy of the current NPCC language is included on any form relating to any employment action.

Third Step Grievance Hearings

The DOC was not provided proper notification of third step grievance hearing for monitoring. Third step grievance responses were received upon request of the DOC in April 2024. NPCC forms were signed by the Chief of Staff and one labor relations analyst II. One grievance resulted in a termination, the other resolved, and one was denied.

In Section IV. of the employment plan, *Monitoring of Employment Actions*, advanced two day written notice of discipline, grievance hearings and or terminations was not extended and the DOC continues to not have continual access to review all employment actions to ensure policies and procedures are being followed pursuant to the employment plan and the SRO.

OCJ New Website Meeting

One meeting was held this quarter on the Microsoft Teams platform with the OCJ graphic designer & photographer on March 29, 2024 for follow-up on the Shakman Compliance page.



Interview Monitoring and Ranking Meetings

Interview monitoring included the hiring process for the position of Youth Development Specialist in the month(s) of March and May, and Food Service Worker and Cook II candidates in the month of April. Interviews for the vacancy of Cosmetologist, and Security I & Security II Specialists were monitored.

Ranking Meetings were attended by the DOC for the position of Youth Development Specialist in the month of March, Food Service Worker and Cook II, and Security Specialist I in the month of April and May. Ranking meetings for Storekeeper, Security Specialist I & II, and Cosmetologist were attended in the month of May.

The following was audited for the vacancies of Youth Development Specialist:

The NPCC acknowledgement(s) were signed by the interview panel and hiring manager for the Division of Resident Daily Life. This position is on a continuous hire sequence due to the high demand for supervision of JTDC residents to promote safety and security for residents and staff members.

Two association forms forwarded to the DOC identified a professional association with a contract hire providing security for CCJTDC. The team leader(s) identified the association upon interviewing the candidate for a Youth Development Specialist position. The forms are required 48 hours prior to the interview. The team leaders did not recognize the name of the applicant upon receiving an invitation to be on the panel. Once the applicant appeared and the applicant resume was circulated, the CCJTDC panel members reviewed the listed employment history. The required forms were completed identifying the professional association with the contract employee. The recruiter was advised to maintain a copy of the association form in the posting file. Ranking meeting notes and the interview guide(s) were audited.

The following was audited for the position(s) of Admission Release Specialist and Custodial Supervisor:

The highest-ranking candidate for the vacancy of Admission Release Specialist could not be contacted despite attempts made by the recruiter assigned to the requisition. The second ranked candidate unanimously recommended for hire by the panel accepted the employment offer. The interview guides and ranking form were reviewed.

Twenty-five applicants were curated in TALEO for the position of Custodial Supervisor. Twenty-two applicants were dispositioned. Three candidates were interviewed and the highest-ranking candidate was recommended unanimously by the entire interview panel.



The following audit and interview monitoring were performed for the vacancy of (1) Cosmetologist:

Two separate requisitions were posted in the month of March and April of this quarter. In March eleven application submissions were curated in TALEO. Three applicants were validated and extended an opportunity to interview for the vacancy. The April requisition curated thirteen additional submissions. Two additional applicants were validated and extended an opportunity to interview for the vacancy. The DOC monitored interviews for the vacancy on 5/22/24 and 6/5/24 in addition to the ranking meeting for the first pool of candidates on May 29, 2024. The highest ranked candidate received a 98% interview average and received a unanimous recommendation for hire by the interview panel. The hiring manager present for the ranking meeting selected the second ranked candidate due to their contracted employment status with CCJTDC and the applicant's demonstrated ability to "engage and interact with residents".



A number of technical violations for the position of Cosmetologist were being monitored in real time. Following the guide of the employment plan candidates who fail to appear for their interview within 15 minutes of the scheduled time should not be interviewed nor should they be considered for the position during the current posting cycle. The contracted employee was 40 minutes late for the interview and a resume was not submitted to the DOC for review of determination. The interview panel did not possess a copy of the contracted applicants resume at the time of the interview despite being in possession of other applicants submitted resumes. The highest-ranking candidate waited one hour and 40 minutes past her scheduled interview as the panel waited for the contracted employee to arrive for the interview.

Additional technical violations included a qualified applicant dispositioned for not uploading a resume in the tracking system but other applicants are routinely provided an opportunity to bring in the resume at the time of interviewing. No association forms were forwarded to the DOC for review identifying the professional association with the contracted employee 48 hours prior to the interview. A member of the panel and the hiring manager acknowledged the applicant's association as the contracted cosmetologist for the division but the ranking meeting moved forward without written acknowledgement(s) submitted describing the association. The vacancy was not identified as an internal candidate preference in the job description or posting. Lastly, a recruiter serving on the interview panel and ranking meeting was not listed on the updated attestation report for completion of certified interviewer training.

Ineligible for Rehire List

An ineligible for rehire list was forwarded to the DOC on February 29, 2024. Former employees and candidates deemed disqualified or ineligible for employment due to reasons listed in Section IV of the employment plan, Ineligible for Hire/Rehire List, the Human Resource Director or his or her Designee must maintain a list of individuals who were previously employed with the JTDC or who have applied for employment with the JTDC who are ineligible for employment for 5 years if terminated, resigned or retired in lieu of termination, or disqualified for consideration for employment as a result of Section IV.O. 1., 2., 3. During this reporting period, the updated list was not forwarded to the DOC.

Complaint # 2024CCJTDC4:

An internal candidate filed a written complaint regarding procedures utilized by the HR Department to recruit for the vacancy of caseworker. The employment plan sets forth principles to ensure all personnel (internal and external applicants) are provided an opportunity to interview for vacancies based on merit and fulfillment of specified qualifications. The internal candidate's submission outlined work experience, education, and skills that met minimum qualifications. The candidate attempted several times to communicate with the Human Resource Department regarding the oversight.

An audit of the requisition(s) revealed several internal candidates meeting minimum qualifications were not extended an opportunity to interview for the vacancy but other similarly qualified internal applicants were validated. The audit also revealed discrepancies in validating prescreening questions, valid application submission was not followed by selected applicants, and a notice of validation was not extended to the DOC.



All minimum and preferred qualified applicants are eligible to proceed through the general hiring process. During an audit of three separate caseworker requisitions utilized to increase the pool of qualified applicants, it was determined that the internal applicant was validated on May 8, 2023 by the assigned recruiter but not extended an opportunity to interview for the position. Interviews were scheduled on May 25, 2023 and June 1, 2023 for validated applicants.

The investigative summary highlights discrepancies in application screening and validation of internal applicants. This matter remains open and has been forwarded to the office of Attorney General.

Conclusion

Substantial Compliance is defined as the Cook County Juvenile Temporary Detention Center complete implementation of the Employment Plan, including procedures to ensure compliance and identification of instances of non-compliance.

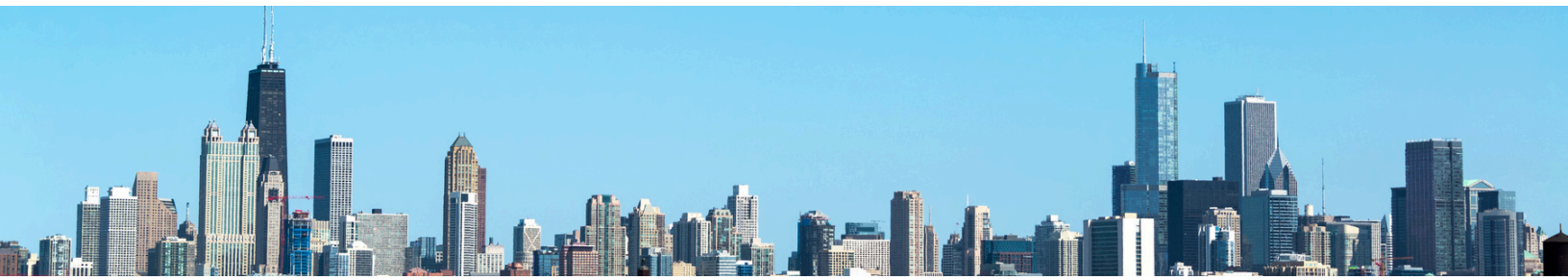
The Cook County Juvenile Temporary Detention Center does not have a policy, custom or practice of making employment decisions based on political reasons or factors except for Exempt Positions.

In order to remedy instances of technical violations, a good faith effort must be made to follow the general principles that govern the hiring and employment procedures of internal and external applicants of non-exempt positions.

Technical violations have been highlighted in each section of the quarterly report. The below recommendations are learning objectives underscored in employment plan training(s) and electronic communication with the human resource division. Inconsistent implementation and lack of transparency by the managing director of the human resource department hinders the ability to monitor and audit the hiring process to progress toward substantial compliance with the SRO. Listed below are written recommendations referenced in the EP to eliminate and remedy any instances of noncompliance.

- Notification of Employment Actions. No less than two days prior to provide the DOC with a reasonable opportunity to oversee, monitor, and audit compliance activities pertaining to the employment of non-exempt positions including but not limited to validation of applicants, interviews, and candidate selection meetings.
- Interviewer Training. Only employees who have been certified as completing the interviewer training will be eligible to participate on any interview panel.
- Posting File. Posting files must contain the request to hire, current position description, notice of job opportunity, contact log, applicant list, validated eligibility list, final interview list, interview panel list, interview questions, testing protocols, documentation of personal and professional relationship(s) (association form), interview panel ranking form, NPCC, offers of employment, and unaccepted offers must be documented in a contact log. All copies of the posting file must be shared with DOC two days before the final selection of the candidate.
- Ineligible for Hire/Rehire List. Revisions must be forwarded to the DOC to assure integrity in the validation process of applicants.

- Submissions of RTH's. Written justification, and the basis for the approval or denial must be shared with the DOC at the same time the approval or denial is sent to the Department Head.
- Internal Candidate Preference List. Created and maintained with the DOC, Human Resource Director and Department Manager.
- Conflict of Interest. Personal and professional relationships with an applicant or candidate must be disclosed in writing (association form).
- Contact Log. Any contact with an applicant will be memorialized in writing and included in the posting file.
- Application Screening. A complete application defined by the employment plan includes validated prescreening questions, a cover letter, resume, and list of references.
- Notice of validation of applicants must be provided at least 7 days in advance.
- Sorting Applicants. Validated eligibility list will be sorted by internal candidate preference and qualifications.
- Notification of completion of validation and record of determination for specific reason any qualified applicant is excluded along with an NPCC acknowledgement.
- Validated eligibility list maintained for a period of 12 months.
- Interview Scheduling at least 72 hours prior notice to the DOC.



Exempt Employees of the Cook County Juvenile Temporary Detention Center

- (1) Superintendent
- (5) Assistant Superintendent
- (1) Special Assistant
- (1) General Counsel
- (1) Assistant General

