



Office of the Chief Judge  
Director of Compliance  
Quarterly Report  
April 1, 2025-June 30, 2025

Cook County Juvenile Temporary Detention Center  
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Iris Rivera, Director of Compliance (DOC) for the Cook County Juvenile Temporary Detention Center (CCJTDC), respectfully submits this quarterly report pursuant to Section V(B) of the [Employment Plan](#). As required by this section of the Employment Plan, this quarterly report will also be posted and made publicly available on the Cook County Court [website](#).

## I. Introduction

This document constitutes the ninth quarterly report<sup>1</sup> issued under the tenure of the current DOC. During the reporting period, the Human Resources Department initiated hiring sequences for positions subject to Shakman oversight across various operational divisions, including but not limited to the Division of Administrative Services; Division of Resident Advocacy and Quality of Life; Division of Programs and Professional Services; Division of Admissions, Security, and Control; Division of Resident Daily Life; the Office of Professional Standards and Responsibility; and the Office of Legal Affairs, Compliance, Public Media, and Relations. Although certain recruitment activities covered in this report were initiated during the first quarter of 2025, related compliance activities are reported in the second quarter to account for procedural deviations and prolonged hiring workflows during the preceding period. This includes the position formerly designated as Youth Development Specialist<sup>2</sup> as well as other prolonged hiring sequences that remain subject to deferred procedural review due to insufficient formal documentation.

During this reporting period, the DOC has identified continued patterns of incomplete documentation and limited transparency in employment posting files. While these issues have historically impeded the DOC's ability to conduct thorough and timely oversight prior to employment offers, recent developments indicate that attention is increasingly being paid to

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<sup>1</sup> It is the responsibility of the DOC to prepare and submit quarterly reports within 30 days following the conclusion of each quarter to the Office of the Chief Judge and the Superintendent. These reports must provide a summary of activities undertaken during the preceding quarter, including audit initiatives, identified violations of the employment plan or policies outlined in the employee handbook, allegations of unlawful political considerations and the outcomes of related investigations, remedial issues, and corrective measures implemented by the CCJTDC to address technical violations.

<sup>2</sup> Pursuant to a Memorandum of Agreement between the Teamsters union and OCJ Human Resources, the position currently titled *Youth Development Specialist* will be formally reported as *Youth Detention Specialist*. This change will be reflected in the forthcoming report and aligns with the agreed-upon classification revision.

these missed procedural steps. There is gradual movement toward alignment with established protocols and the guiding principles of the Shakman Accord. Notable improvements—such as timely notice of validation meetings, increased access to posting files, access to observe the applicant randomization process<sup>3</sup>, and the sharing of pre-employment test results—signal a growing commitment to fair and accountable hiring practices. Continued collaboration and monitoring will be essential to sustaining this progress and fully restoring procedural integrity. These incremental improvements reflect a growing commitment to upholding fair and accountable hiring practices. Continued collaboration and monitoring will be essential to sustaining this progress and fully restoring procedural integrity.

## **II. Merit-Based Compliance Frameworks and Organizational Transparency**

In previous quarterly reports, the DOC issued targeted recommendations to the CCJTDC to enhance adherence to the Employment Plan. These recommendations emphasized the need to: (1) revise job descriptions and qualification criteria to align with current hiring practices, ensuring clearly defined requirements that support equitable applicant screening and validation; (2) conduct validation meetings in a systematic manner to uphold a standardized selection procedure, (3) ensure timely notification to the DOC regarding hiring activities; and (4) improve transparency and access to documentation necessary for procedural auditing and review.

While CCJTDC has taken steps to streamline hiring workflows and introduced reporting enhancements, most notably the implementation of electronic posting files intended to improve transparency and facilitate information sharing—persistent inconsistencies remain. These electronic posting files serve as a key compliance mechanism through which the DOC is expected to audit hiring activity; however, the recurrent upload of incomplete, missing, or untimely documentation has materially impeded the auditing process. Critical documentation has been erroneously associated with unrelated posting files<sup>4</sup>, resulting in procedural misclassification and recordkeeping deficiencies. These deviations collectively compromise transparency, obstruct compliance validation, and jeopardize the integrity of the recruitment process. Examples will be detailed in this report to underscore the need for reinforced documentation protocols.

## **III. Role of the DOC**

### **1. Training**

Pre-recorded training modules have been updated to incorporate questions and concerns raised by employees regarding Shakman-covered hiring processes, ensuring the content remains responsive, informative, and aligned with compliance objectives. The modules updated for

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<sup>3</sup> When the applicant pools exceed available positions CCJTDC uses randomization to ensure equity in the interview selection process.

<sup>4</sup> Association forms were erroneously filed under incorrect posting titles and the Shakman Request to Hire (RTH) form has not been utilized or uploaded consistently across posting files, which is a technical violation of Employment Plan requirements.

calendar year 2025 remain accessible on PolicyTech.<sup>5</sup> The training material is accessible via the links provided- [Employee Employment Plan Training](#), [Interview Panel Employment Plan Training](#), and [Supervisor Employment Plan Training](#). Training materials<sup>6</sup> remain subject to annual review and are required to be completed alongside formal updates to the Employment Plan. As of the current reporting period, 63% of the workforce has completed the Annual Employment Plan Training, while 60% of mid-level managers and relevant personnel have fulfilled the Supervisor Employment Plan Training requirements. At the time of this report, no attestation documentation has been submitted concerning Interview Panel Training. An update regarding this matter will be included in the subsequent quarterly report.

In addition to the training modules, the Human Resource Department administered interviewer training to designated personnel, emphasizing appropriate interviewing conduct and techniques consistent with established professional norms.

## 2. Insufficient Human Resource Engagement in Job Description Modifications

Job descriptions at the CCJTDC serve as foundational instruments for establishing objective, job-related selection criteria. These descriptions are developed collaboratively by management and union representatives to ensure conformity with collective bargaining agreements, consistency with institutional objectives, and adherence to relevant labor standards. Pursuant to Section IV.I of the Employment Plan, a compliance review is procedurally required whenever new job descriptions are created or substantive modifications are proposed, irrespective of the employee's union or exemption status. Such reviews are necessary to ensure alignment with OCJ policies, and the merit-based principles outlined in the Employment Plan. Section IV.I further requires that job descriptions be accessible to the public and to the DOC, promoting transparency and accountability in classification and hiring practices.

The DOC has not been provided with access to the complete set of organizational job descriptions since March 13, 2025. The descriptions continue to be revised and disseminated internally without undergoing proper compliance review, and without notice to the DOC. As of the preparation of this report, all organizational job descriptions remain inaccessible to the DOC, constituting a recurring breach of the procedural and transparency obligations articulated under the Employment Plan.

As of the date of this report, the position formerly titled *Youth Development Specialist* has been formally retitled *Youth Detention Specialist*, pursuant to an agreement between OCJ Human Resources and the Teamsters union. The designated title for the vacancy and expanded educational criteria are consistent with the standards set by the Administrative Office of the Illinois Courts. These revisions aim to diversify the applicant pool, attract individuals with

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<sup>5</sup> An online tool that helps organizations manage their policies, procedures, and important documents in one place. It ensures that employees can easily access the latest versions of policies and training materials, making it simpler to stay informed and compliant with workplace rules and regulations ensuring continuous availability for staff.

<sup>6</sup> No amendments to the Employment Plan have been proposed or adopted at this time. In the event that amendments are approved, corresponding updates to training materials will be implemented to ensure alignment with the revised provisions.

advanced qualifications, and strengthen recruitment practices in alignment with operational needs and Employment Plan compliance. This strategic adjustment supports alignment with evolving workflow demands and reinforces efforts to strengthen recruitment practices consistent with operational and compliance objectives.

### 3. Discrepancies Identified in Interview Evaluation Documentation

A review of the interview materials revealed inconsistencies in the interview guide used for the *Cosmetologist* position. The salary scoring rubric originally lacked calibration to the number of interview questions presented, resulting in ambiguity in candidate evaluations and diminishing scoring reliability. In response, the DOC formally requested a revised guide featuring consistent and structured rubric aligned with the established rating scale. As of the date of this report, the corrected interview guides reflecting these changes have been submitted, thereby supporting procedural adherence and enhancing the reliability of candidate assessment tools considering previously documented discrepancies.

A review of interview materials highlighted opportunities to improve alignment with professional best practices. In the *Cosmetologist* and *Barber* evaluations, certain questions did not reflect trauma-informed principles, prompting recommendations for revision to support more equitable candidate assessments.

During the *Video Analyst* interview, the DOC was not provided with the updated interview questions, limiting procedural review and resulting in a disadvantage during interview monitoring, as the DOC referenced a dated guide while the panel used a revised version. The continued use of double-barreled questions—combining multiple inquiries into one—also underscores the need for clear and standardized interview content. Interview questions should, at a minimum, evaluate each candidate’s willingness and ability to perform the job, prior performance, position-specific knowledge, relative qualifications, and overall credibility. To reinforce procedural integrity, the final list of questions should be sent to the DOC at least three days before the interview for review and comment<sup>7</sup>.

An assessment of interview questions utilized for the *Rapid Response Team Specialist* and *Youth Development Specialist* position—particularly those concerning candidates’ personal commitments and their capacity to comply with mandatory extended work hours—has prompted consideration of procedural consistency. Considering the organization's operational needs, including compulsory scheduling and the requirement for adaptive workforce availability, the ability to work the requisite number of hours may reasonably constitute a bona fide occupational qualification.

It is therefore recommended that this requirement be evaluated for potential inclusion as a Minimum Qualification or physical/availability requirement. Codifying such a provision would

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<sup>7</sup> See VI.H.3. *Interview Questions*: Interview questions shall be designed to objectively evaluate candidates and ensure consistency with the Employment Plan.

enhance transparency in the candidate selection process, mitigate the risk of subjective assessment, and ensure alignment with the organization's staffing framework and performance obligations.

#### 4. Employee Handbook

The Employee Handbook<sup>8</sup> is a key governance document intended to align with the provisions of the CCJTDC Employment Plan. It supports compliance with Shakman-related mandates and reinforces principles of transparency, merit-based employment practices, and institutional accountability. This document is critical for providing employees with clear and consistent guidelines on merit-based hiring, promotion, and decision-making processes, thereby fostering transparency and accountability in accordance with Shakman decrees. Furthermore, the handbook serves as a safeguard against unfair labor practices, ensuring the protection of both employees' rights and the organization's interests.

As of the date of this quarterly report, CCJTDC has not submitted a draft Employee Handbook for review and comment, which is considered a technical violation of the Employment Plan. However, in lieu of a formal handbook, the targeted update and distribution of employment-related policies may fulfill the plan's core requirements. While not a complete substitute in terms of structure and comprehensiveness, individual policy revisions can sufficiently promote compliance with merit-based practices and anti-patronage principles. Policy updates are critical for providing employees with clear and consistent guidelines on merit-based hiring, promotion, and decision-making processes, thereby fostering transparency and accountability in accordance with Shakman decrees.

#### 5. Policies and Procedures

Unrestricted access to the policies and procedures was formally reinstated to the DOC on May 29, 2025, pursuant to the procedural transparency provisions outlined in the Employment Plan. This access enables comprehensive oversight of institutional operations and facilitates the timely review of policy revisions and procedural compliance. Notably, requests for such access had been initiated as early as March 13, 2025.

To promote consistency in candidate evaluation and transparency in the supervisory selection process, it is recommended that CCJTDC amend its pre-employment testing policy to include clear definitions for dimensional score thresholds within the IMPACT/PROMOTE evaluation framework. While a percentage benchmark exists, the dimensional scoring remains vague and lacks objective criteria, limiting the ability to make consistent and equitable assessments. Given that the position in question is mid-level management—with consideration for both internal promotional candidates and external applicants, it is especially important to ensure that the PROMOTE scoring dimensions for internal advancement are clearly defined and distinguishable. Establishing these thresholds will enhance interpretive consistency, support merit-based advancement, and

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<sup>8</sup> See IV. General Principles and Responsibilities Related to Human Resources, Subsection (b): *Employee Handbook*.

reinforce compliance with Employment Plan framework<sup>9</sup>. These dimensions—specifically including, but not limited to, Managing Performance, Communication, Managing Conflict, Team Development, and Transitioning to a Supervisory Role—should be defined with quantifiable minimum scoring criteria. Such thresholds should be applied consistently to all applicants under consideration to mitigate subjective interpretation and reduce evaluation ambiguity.

#### IV. Requirements for the Quarterly Report

Quarterly reports issued by the DOC within 30 days after the close of each quarter will be provided to the Office of the Chief Judge and the Superintendent of CCJTDC. These reports will detail activities from the prior quarter, including, but not limited to (i) auditing activities required by the employment plan; (ii) discovered violations of the employment plan or policies in the employee handbook referenced in the employment plan; (iii) complaints of unlawful political considerations in employment actions, findings from investigations, and any related outcomes; (iv) remedial actions recommended; and (v) corrective actions taken by the CCJTDC to address these violations.

##### 1. Meetings

A validation meeting<sup>10</sup> was held on April 3, 2025, at the CCJTDC for multiple vacancies: Cook, Food Service Worker, Youth Development Specialist<sup>11</sup>, Security Specialist I, and Cosmetologist. During the meeting, the DOC may raise objections to any applicant's inclusion or exclusion from the Validated Eligibility List. The parties confer to resolve any disputes, with written documentation of both the disagreement and its resolution included in the Posting File. When evaluating Minimum Qualifications<sup>12</sup>, disputes are resolved in favor of inclusion to ensure the broadest possible applicant pool.

A validation meeting was held on April 16, 2025, at the CCJTDC for multiple vacancies: Laundry Worker, Administrative Assistant III and Administrative Assistant IV. Due to issues with the vagueness of the job description for Administrative Assistant IV the DOC and Human Resources Director did not move forward with the validation meeting. The job description defines logistical and clerical responsibilities associated with training coordination, but it did not clearly establish

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<sup>9</sup> The current use of discretionary language—specifically the term “*may be removed*”—in reference to applicants with “Low” ratings in the IMPACT/PROMOTE Dimensional Scores Report creates ambiguity and undermines fairness in supervisory candidate evaluations. To ensure transparency and consistency, it is recommended that CCJTDC revise the policy to establish clear, objective minimum score thresholds across all dimensional categories.

<sup>10</sup> A validation meeting is a structured review process conducted jointly by the Human Resources Director and DOC.

<sup>11</sup> At the time of the validation meeting, the proposed reclassification of the title from Youth Development Specialist to Youth Detention Specialist had not yet been introduced for discussion. As such, all references during the meeting reflected the original classification.

<sup>12</sup> Issues related to Preferred Qualifications are resolved against inclusion to prevent undue advantage based on contested criteria.

that prior training-related experience was a minimum qualification.<sup>13</sup> The Director of Human Resources requested an extension to allow the assigned recruiter additional time to reevaluate the applicant assessment process, citing concerns regarding the vagueness of the job description. This review was intended to ensure alignment between position requirements and evaluation criteria prior to advancing candidates in the selection process.

A recent audit indicates that for each reviewed validation meeting, the Posting Files lacks documentation reflecting both the objections raised and the way those objections were resolved. This omission constitutes a procedural deficiency and raises significant concerns regarding adherence to the compliance protocols.

A randomization meeting<sup>14</sup> was held on April 16, 2025, for the vacancies of Cook II and Custodial Worker II at CCJTDC.

On April 16, 2025, a collaborative meeting was held at the CCJTDC between representatives of the Office of the Chief Judge Human Resources Administration and the CCJTDC Administration to address recruitment-related concerns and procedural alignment.

On April 17, 2025, a randomization meeting was held on the Teams platform for Food Service Worker.

On April 23, 2025, a validation meeting was held at CCJTDC for Quality Assurance and Compliance Assurance and Administrative Assistant IV & III.

On April 25, 2025, a ranking meeting was held via the TEAMS platform for the Youth Development Specialist vacancies. However, interviewer evaluation forms and the candidate ranking form were not uploaded in the posting file for DOC review prior to the scheduled ranking meeting.

On April 30, 2025, a validation meeting was held at CCJTDC for the Attorney Vacancy.

On May 22, 2025, a ranking meeting was held on May 22, 2005, via the TEAMS platform for Assistant Team Leader.

On May 23 a recruitment and compliance meeting were held via the TEAMS platform with OCJ Human Resources and CCJTDC Human Resources.

On June 6, 2025, the ranking meeting for Administrative Assistant III was held via the Teams platform.

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<sup>13</sup> The focus of the selection of candidates included strong administrative skills and understanding of training protocols and adult learning principles.

<sup>14</sup> Within the context of Shakman-compliant hiring practices—is a structured procedural event in which candidate interview slots are assigned using a randomized selection process. The purpose is to ensure fairness, eliminate bias, and maintain transparency by preventing any predetermined order in scheduling interviews.

On June 11, 2025, a ranking meeting was held on the TEAMS platform for the Attorney vacancy.

A randomization meeting was held on June 13, 2025.

## 2. Audit and Oversight of General Hiring Procedures

- Rapid Response Team

The Employment Plan explicitly requires the inclusion of either the Human Resources Director or the Department Head on the interview panel. The Department Head's absence constituted a deviation from the mandated panel structure despite their participation in the ranking meeting. An audit of the Posting File revealed procedural deficiencies. The required Shakman Request to Hire<sup>15</sup> was not utilized for this hiring action. The DOC was excluded from the pre-offer review of the Posting File before the employment offer was made on May 16, 2025. Further review revealed that the final candidate interviews occurred on March 19, 2025, while the associated ranking meeting was not convened until March 31, 2025. This timeline similarly exceeds the three-day guide prescribed by the Employment Plan for post-interview ranking procedures.

During the ranking meeting, the DOC identified an error on the candidate ranking form concerning the incorrect listing of a candidate. The DOC's attendance was also not documented in the official ranking meeting notes. The lack of timely DOC notification, incomplete documentation, documentation deficiencies, and irregular file updates represent deviations from required oversight protocols and hinder transparency in the hiring process.

- Laundry Worker I

An audit of the Posting File revealed a summarized table of overall Request to Hire<sup>16</sup> activity; it did not satisfy the documentation standards required to initiate review. Upon review, it was noted that the final interview for the posted position occurred on June 26, 2025. However, the corresponding ranking meeting was not held until July 9, 2025. The timing of the ranking meeting did not comply with the scheduling requirements set forth in the Employment Plan, which stipulates that such meetings must be arranged promptly following the conclusion of interviews.<sup>17</sup>

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<sup>15</sup> In its place, an Excel spreadsheet was submitted, which does not satisfy the formal documentation standards prescribed by the Employment Plan. This substitution constitutes a procedural deviation, as the Request to Hire serves as the authorized mechanism for initiating candidate review, triggering the DOC oversight.

<sup>16</sup> While the summary table of Request to Hire activity provides a helpful overview, it does not fulfill the documentation requirements necessary to initiate compliance review. To proceed, the DOC must receive the individual Shakman Request to Hire form for each position. This form serves as the official mechanism for launching review and ensures alignment with the Employment Plan.

<sup>17</sup> Conducting the ranking meeting within three days of the last candidate interview helps preserve accurate impressions and safeguards evaluation integrity by reducing bias and minimizing external influence.

- Administrative Assistant IV

Interviews for the referenced posting occurred on June 17, 2025; however, no interview evaluation forms were uploaded, and external candidates were not randomized<sup>18</sup>, hindering validation of procedural integrity. While internal candidates were interviewed, the only association form in the posting file was misclassified and unrelated to the current requisition. The absence of proper documentation compromises transparency, authorization, and audit compliance safeguards.

At the time of this report, interviews for the referenced posting had occurred nearly one month prior, yet workflow updates reflecting candidate progression remained incomplete. JazzHR<sup>19</sup> Standard Workflow has not been updated to reflect candidate progression through the designated hiring stages. Timely updates to workflow stages are essential for maintaining audit integrity, supporting DOC oversight, and ensuring alignment with Shakman-compliant hiring protocols.

- Quality Assurance and Compliance Analyst

An audit of the posting file revealed the hiring sequence began in February of 2025. Interviews commenced on June 16, 2025. The Shakman Request to Hire protocol was not utilized. At the time of this report, the internal candidate who met minimum qualifications declined to interview. Interviewing and ranking external candidates before offering the internal candidate an interview—remains a procedural irregularity requiring corrective review. Targeted remediation is recommended to strengthen compliance with internal hiring protocols and ensure equitable candidate consideration in future recruitment processes.

- System Support Analyst

The hiring sequence began in February 2025, and although a candidate has been formally ranked, there is no documentation for an employment offer being extended as of the date of this report.

An audit of the Posting File reveals key deviations from the hiring procedures outlined in the Employment Plan. Interviews commenced on May 12, 2025, and the Ranking Meeting was held on June 18, 2025, exceeding the timeframe following the final interview. This procedural lapse violates established guidelines governing timely review and ranking. The Shakman Request to Hire protocol was not utilized. These discrepancies must be addressed prior to advancing further

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<sup>18</sup> Random interview selection of external applicants prevents bias or favoritism by giving all qualified candidates a fair chance at advancing, especially in large applicant pools. When multiple candidates meet the stated qualifications, the absence of a documented rationale for the final interview selection raises serious concerns about transparency and fairness.

<sup>19</sup> A cloud-based applicant tracking system. It centralizes recruitment activities—from job posting to candidate selection—into a single platform, helping teams manage hiring efficiently and compliantly.

in the recruitment process to ensure procedural integrity and full compliance with applicable mandates.

- Youth Development Specialist

Youth Development Specialist interviews were monitored on April 25, 2025, April 30, 2025, and May 8, 2025. Upon audit of the applicant file, it was observed that 20 % failed to satisfy the threshold requirements of the pre-employment examination, while only 12% achieved a passing score. Additionally, 25 % were non-responsive or failed to appear for the pre-employment test, and 41% of applicants did not meet the essential qualifications required for the role as defined in the job description, thereby rendering them ineligible for further consideration under the established selection parameters. These findings suggest systemic deficiencies in communication protocols, and alignment between assessment mechanisms and requisite job competencies. To mitigate future operational inefficiencies, it is recommended to align testing instruments with job-specific proficiencies and implement engagement strategies to minimize candidate attrition post-invitation.

During the audit review, it was identified that two separate ranking meetings were conducted for the vacancies—one in April and another in May—and two applicants were transitioned from a separate requisition. According to the procedural mandates set forth in the Employment Plan, only one ranking meeting is authorized per posting, and transferring candidates from a previous requisition is expressly discouraged. The Employment Plan also stipulates that candidate selection must occur from a validated eligibility list or ranking list, both of which remain effective for a 12-month period prior to vacancy reposting. These deviations from protocol represent a technical violation as they compromise the objectivity, consistency, and merit-based structure of the hiring process, thereby creating potential exposure to undue influence.

The hiring process did not conform to the required procedural steps as outlined under the Employment Plan. Specifically, the Shakman Request to Hire was not executed at the appropriate stage. Additionally, employment offer letters were not submitted to the DOC or uploaded to the posting file during the standard review period, resulting in a lack of documentation and transparency at a critical stage of the selection process.

The mandated notification to the DOC for pre-offer document review was not provided for two candidates on the day employment offers were extended thereby precluding the DOC's ability to conduct a timely review of the posting file. These procedural lapses constitute material discrepancies with established hiring protocols designed to ensure transparency, oversight, and adherence to the Shakman principles.

- Assistant Team Leader

Assistant Team Leader interviews were monitored May 5, 2025, and May 13, 2025. Testing results<sup>20</sup> were uploaded in June of 2025. The hiring sequence bypassed key procedural requirements outlined in the Employment Plan before extending employment offers. Supporting materials were not uploaded to the posting file at the time employment offers were issued. For example, a revised ranking of candidates was uploaded without notice to the DOC. Additionally, documentation for a top-ranked interview candidate who became ineligible during the hiring sequence was not made available for review. No objective rationale was provided in the posting file. These omissions compromise transparency and reflect a failure to comply with mandated documentation<sup>21</sup> and review protocols under the Employment Plan.

- Food Service Worker

Food Service Worker interviews were monitored May 7, 2025, May 14, 2025, May 28, 2025, June 11, 2025. The interview process was affected by multiple administrative errors, resumes and evaluation forms containing incorrect candidate names were distributed to panel members. These errors, though inadvertent, generated confusion for Subject Matter Experts (SMEs) serving on the panel.

It was noted that the approved interview evaluation forms, which include a rubric for determining the starting salary, were not employed during the hiring process. Furthermore, the required Shakman Request to Hire was not submitted, and offer letters were not uploaded to the designated posting file as required.

These omissions constitute further breakdowns in procedural compliance and document management, underscoring the need for stronger internal controls and accountability measures to ensure full adherence to established hiring protocols.

- Attorney

An Attorney interview for the referenced posting was conducted and monitored on May 20, 2025. However, the required ranking meeting did not take place within the prescribed three-day timeframe, occurring instead on June 11, 2025, via the TEAMS platform.

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<sup>20</sup> The DOC requested clarification regarding the application of dimensional ratings for tested candidates and recommended updating the pre-employment testing policy to ensure objective use of such ratings in promotional decisions.

<sup>21</sup> Prior to extending an offer of employment to any selected candidate, the full Posting File must be reviewed to confirm that it contains all documentation required under applicable policies and procedures. No employment offer shall be issued until the DOC has received all required documents and supporting materials from the hiring department and Interview Panel. This includes, but is not limited to, candidate ranking sheets, interview notes, eligibility verifications, and justification for selection decisions. Failure to comply with these requirements may constitute a breach of procedural mandates under the Employment Plan.

One candidate was formally recommended for hire as a result of the ranking meeting. Nevertheless, as of the date of this report, the employment offer letter has not been uploaded to the corresponding posting file, constituting an omission of required documentation.

- Cook II

Cook II interviews were monitored May 21, 2025, and May 29, 2025. The ranking meeting occurred on June 4, 2025, without DOC notification. The Shakman Request to Hire was not provided in the posting file. At the time of this report the DOC has not received notification of any employment offer.

- Administrative Assistant III

Administrative Assistant III interviews were monitored on May 27, 2025, and Jun 4, 2025. No Shakman Request to Hire uploaded for review. At the time of this report the DOC has not received any notification of an employment offer.

- Video Analyst

Video Analyst interviews were monitored on June 16, 17, and 18, 2025. Shakman Request to Hire and Justification to Hire are missing from the posting file. As of the date of this report, the ranking meeting for the Video Analyst position was held on July 10, 2025. The timing of the ranking meeting did not comply with the prompt scheduling requirement outlined in the Employment Plan, constituting a deviation from prescribed procedural standards. Review of the posting file indicates no employment offers have been issued.

- Cosmetologist

Cosmetologist interviews were monitored on June 23, 2025. Ranking meeting notes are currently not available in the posting file. Justification to Hire and Shakman Request to Hire documentation is missing in the posting file despite the ranking meeting occurring on July 11, 2025. The timing of the ranking meeting did not comply with the prompt scheduling requirement outlined in the Employment Plan, constituting a deviation from prescribed procedural standards. Review of the posting file indicates no employment offers have been issued as of this written report.

- Barber

Barber interviews were monitored on June 25, 2025. Ranking meeting notes are not uploaded in the posting file despite the meeting taking place on July 11, 2025. The Shakman Request to Hire and the Justification to Hire are absent from the posting file. The timing of the ranking meeting

did not comply with the prompt scheduling requirement outlined in the Employment Plan, constituting a deviation from prescribed procedural standards. Review of the posting file indicates no employment offers have been issued as of this written report.

- Recreation Specialist

Last quarter the DOC audited the recruiter-assigned validation<sup>22</sup> process for 27 applicant submissions during which all were pre-screened, and 7 were deemed eligible for placement on the validated eligibility list. A significant portion of applicants did not meet the minimum qualifications, while seven met either minimum or preferred qualifications. None of the seven candidates successfully advanced, as they either did not respond to the pre-employment testing<sup>23</sup> invitation or failed to meet the required testing criteria<sup>24</sup>. The position was not reposted this quarter.

- Project Director II

The DOC monitored the ranking meeting held on July 16, 2025, via the TEAMS platform, and will issue an update in the next quarterly report concerning recommendations to discrepancies with interview evaluation forms for two ranked candidates and the tabulated candidate ranking scores.

An audit revealed that one panelist deviated from the standardized rubric during candidate evaluations, violating Shakman principles which require uniform, objective scoring. The DOC requested the panelist revise their assessments and that the updated ranking scores be tabulated. Additionally, the required ranking meeting was not held within the procedural three-day window.

### 3. Complaints of Unlawful Political Discrimination/Violations of the Employment Plan

There were no formal complaints filed this quarter.

### 4. Technical Violations

- a. **Failure to Provide Timely Notice of Employment Actions:** In accordance with the employment plan, the DOC must be given a reasonable opportunity to monitor

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<sup>22</sup> The process of ensuring that a candidate's qualifications, experience, and other required criteria accurately meet the standards set for the position.

<sup>23</sup> The test includes components such as human relations video assessments, reading tests, and dimensional scoring, which analyze traits like emotional self-control, professional boundaries, teamwork, and communication style.

<sup>24</sup> Testing protocols were uploaded in the posting file. On April 16, 2025 during an OCJ HR and CCJTDC administrator meeting a request was made to provide all testing results for all positions requiring pre-employment testing in the electronic posting files. At the time of this request, the hiring sequence for the vacancy had concluded.

employment actions through electronic notification at least two days in advance. However, employee resignations this quarter, terminations, and new hires were executed without proper prior notice, thereby denying the DOC the required opportunity for documentation review constituting a technical violation of the employment plan.

- b. **Failure to Provide Access to Documentation:** The DOC's inability to access requested documentation during scheduled reviews constitutes a technical breach of the Employment Plan. This deficiency was routinely observed in the form of missing documents within the posting file and repeated failures to produce materials upon request. These occurrences, whether due to misplacement, absence, or procedural actions taken without supporting documentation, reflect a pattern of non-adherence that compromises the integrity of mandated review protocols.

## 5. Remedial Action

An audit of posting files this quarter revealed notable compliance gaps, underscoring the need for increased attention to file integrity and documentation accuracy. Ensuring all required materials are properly recorded and readily accessible is essential to maintain transparency, support timely oversight, and uphold employment plan standards.

Recommended remediation measures include prompt scheduling of ranking meetings, strict adherence to documentation protocols, and immediate uploading and notification of employment offer materials. These steps are essential to support transparency, ensure compliance, and provide the DOC with timely access for review.

While challenges remain in securing timely documentation, the consistent scheduling and execution of validation and randomization meetings this quarter reflect a targeted improvement in procedural engagement. This renewed focus demonstrates increased cooperation in at least one critical compliance area, helping reinforce oversight and support regulatory expectations even as broader documentation processes continue to evolve.

## 6. Corrective Action

- a. As of the writing of this report, interviewer training was officially initiated by the Department of Human Resources, training employees who are eligible to interview candidates regarding proper interview conduct and techniques.
- b. As of the writing of this report, CCJTDC are making efforts to enhance recruitment equity by updating the Youth Development Specialist job description. Strategic outreach aims to expand the applicant pool ahead of interviews scheduled. This effort, coupled with expedited processing of pre-employment test results reflects a coordinated approach to strengthen candidate readiness and accelerate hiring timelines.

## 7. Recommendations in Compliance with the Employment Plan Guidelines

- a. **Pre-Posting Review and Compliance Coordination** - To ensure equitable pre-screening candidate selection and adherence to the Employment Plan, all updated or revised position descriptions, interviewer evaluation forms, and application questions should be submitted to the DOC for review and feedback prior to all postings. Providing timely notification of updates to the posting file is essential to maintain transparency, support collaborative oversight, and uphold procedural integrity.
- b. **Document disputes & resolutions** – A formal written explanation of any disputes regarding the inclusion or exclusion of applicants from the validated eligibility list, along with the resolution, must be recorded in the electronic posting file along with an NPCC, in accordance with the Employment Plan.
- c. **Provide notice of eligibility list decisions** – It is recommended that CCJTDC Human Resources follow the Employment Plan by maintaining a Validated Eligibility List for 12 months from its creation date to generate interview lists of qualified applicants. In consultation with the appropriate Department Head, the Human Resource Director should determine whether to use the existing list or initiate a new posting. Posting files may contain both a Validated Eligibility List and a Ranking List, and the DOC must be notified in writing of the intended use or non-use of each, including an objective justification for bypassing ranked or validated candidates. Additionally, the posting file should include the NPCC form and written notice to the DOC to ensure timely compliance review and oversight.
- d. **Notification of employment decisions** – The Human Resources Department will notify the DOC regarding employment offers or their rejection, ensuring compliance with the employment plan guidelines.
- e. **Review of posting file prior to employment offers** – Before extending an offer of employment, the full posting file will be reviewed to verify that all required documentation is included. No offer should be made until the Human Resources Director and the DOC have received and confirmed all necessary documents.

## 8. Substantial Compliance

On July 19, 2022, the Cook County Juvenile Temporary Detention Center consented to the entry of an Agreed Order by the District Court. The Agreed Order for the CCJTDC (found [here](#)) provides the framework for the CCJTDC to implement additional policies and procedures to assure that all aspects of employment are free from unlawful political discrimination. The CCJTDC has the burden of showing that it remains in Substantial Compliance with the Consent Decrees and Agreed Order. Substantial Compliance means:

- 1) The CCJTDC does not have a policy, custom, or practice of making employment decisions based on political reasons or factors except for Exempt Positions.
- 2) Technical violations or isolated incidents of noncompliance shall not be a basis for the finding that the CCJTDC is not in substantial compliance; and

- 3) The CCJTDC has implemented procedures that will affect long-term prevention of the use of impermissible political considerations in connection with employment with the CCJTDC.

The Employment Plan has been initiated and remains in effect for the current quarter. To ensure adherence to established procedures, the Human Resources Department must continue expanding its knowledge beyond traditional HR functions. This objective is being achieved through OCJ Human Resource meetings, checklists, detailed workflow guides, ongoing retraining sessions, and other systematic measures.

Instances of technical violations observed this quarter were primarily related to documentation deficiencies and procedural oversights. While such issues are not uncommon, they highlight the need for continued growth in operational transparency and adherence to established protocols. The current focus remains on auditing documentation for completeness and consistency. This objective is being advanced through a series of structured initiatives led by OCJ Human Resources, including departmental meetings, implementation of checklists, detailed workflow guides, ongoing retraining sessions, and other systematic measures. OCJ Human Resources continues to provide critical guidance and support throughout this process, ensuring that procedural improvements are practical, sustainable, and aligned with compliance and operational standards.

At this time, it remains undetermined whether employment decisions have been influenced by political considerations. To preserve the integrity of hiring and advancement processes, it is essential that current efforts are reinforced through robust documentation practices and procedural safeguards. Policies must be structured to prevent the re-emergence of unlawful political discrimination by ensuring transparency, accountability, and uniform application of the Employment Plan across all employment actions.

Respectfully Submitted,

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