



Cook County Juvenile Temporary Detention Center
Quarterly Report
October 1, 2025-December 31, 2025

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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](#).

I. Introduction

This document constitutes the eleventh quarterly report¹ issued during the tenure of the current Director of Compliance (DOC). During this reporting period, the Cook County Juvenile Temporary Detention Center Human Resources Department (CCJTDCHRD) initiated hiring sequences for non-exempt positions subject to Shakman oversight within the divisions of Resident Daily Life, Administration, and Admissions, Security and Control. This report sets forth the quarterly recruitment activities and outlines the Human Resources Department's efforts to maintain compliance with Employment Plan requirements, including the review and revision of policies and procedures to ensure full alignment.

II. Employment Plan Training

Pre-recorded training modules² were released during 2025. The purpose of this initiative was to reinforce and ensure a comprehensive understanding of the principles and obligations associated with Shakman oversight of CCJTDC employment actions, with particular emphasis on adherence to merit-based hiring standards. This reinforcement extends to management, Human Resources personnel, and interview panelists, all of whom share responsibility for maintaining full compliance with applicable oversight requirements. All training materials are available through the designated links-[Employee Employment Plan Training](#), [Interview Panel Employment Plan Training](#), [Human Resource Employment Plan Training](#) and [Supervisor Employment Plan Training](#)-all recorded trainings are accessible in CCJTDC's PolicyTech³ to ensure continuous workforce access. These

¹ 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, allegations of unlawful political discrimination and the outcomes of related investigations, remedial issues, and corrective measures implemented by the CCJTDC.

² These modules were provided to allow individuals to review content at their own pace and to accommodate hybrid schedules, mandatory onsite responsibilities, and the direct-care and management duties that require asynchronous training.

³ A searchable database that enables CCJTDC to manage policies, procedures, and other critical documents in a centralized location. It ensures employees have continuous access to the most current versions of all materials,

materials remain subject to annual review. As of the current reporting period, 100% of the workforce has completed the annual Employment Plan Training, 100 % of mid-level managers and relevant personnel have fulfilled the Supervisor Employment Plan training requirement, 100% of interview panel members have completed the Interview Panel Employment Plan training, and all assigned human resources personnel have viewed the Human Resources Employment Plan training module.

The Human Resources Department delivered annual interviewer training in 2025, with a strong focus on panelist responsibilities, structured interviewing practices, and implicit bias mitigation. Beginning in 2026, the Human Resources Director is charged with fully operationalizing both the Interview Panel Employment Plan training and the Human Resources Employment Plan training⁴. This responsibility includes embedding all required training content into the division's formal processes and ensuring consistent application across all HR functions with decision-making authority⁵. All future training materials are subject to review by the Director of Compliance.

III. Recruitment Process

During this quarter, recruitment efforts were initiated for the following vacancies: Youth Detention Specialist⁶, Recreation Specialist⁷, Barber, Rapid Response Team⁸, Registered Dietician⁹, Custodial Worker, and Human Resources Clerk IV.

A. Monitored Interviews¹⁰

The following interviews were conducted at the CCJTDC with oversight in place:

- October 8, 2025 – Custodial Worker
- October 15, 2025 – Barber
- October 29, 2025– Youth Detention Specialist

supporting compliance with workplace rules and regulations. The platform also promotes transparency by facilitating clear and consistent communication between administrators and the workforce.

⁴ Completion of all required training must be documented identifying the date of the training and the name of each attendee. The training certification will remain readily accessible to the DOC in the electronic posting file for compliance review.

⁵ This scope of responsibility includes, **but is not limited to**, screening and validating applicants, issuing interview invitations to candidates on any preliminary validation list, evaluating candidates as a panel member, tabulating interview scores, and extending employment offers.

⁶ The Youth Development Specialist supervises, guides, and counsel's residents through daily activities within the JTDC's residential and educational programs. The position is maintained under an active, continuous recruitment process.

⁷ The Recreation Specialist instructs and supervises residents in recreational activities—including exercises, calisthenics, art, music, drama, and sporting events—and provides guidance on the rules and regulations of games, serving as a referee, umpire, or coach when required.

⁸ The DOC did not receive the required notification for this interview process.

⁹ Only registered dietitians possess the clinical training necessary to ensure specialized needs are met safely, consistently, and in full compliance with state standards. As of the writing of this report the registered dietician position remains vacant.

¹⁰ A standardized preamble was introduced this quarter to be read before each interview; however, it has not been delivered consistently. Its purpose is to ensure that every interview starts with a uniform, compliant framework that reinforces panelists' responsibilities and supports a fair, transparent, and procedurally sound hiring process. Consistent delivery is essential to maintaining the integrity of the interview process.

- November 5, 7, 12, 14,19, and 21, 2025-Youth Detention Specialist

B. Monitored Ranking¹¹ Sessions

Candidate ranking discussions for the vacancies listed below were conducted with formal oversight and documentation, either in person at the CCJTDC or via a secure virtual platform:

- October 27, 2025 – Barber (CCJTDC)
- November 5, 2025 – Rapid Response Team¹² (Teams virtual platform)
- November 6, 2025 – Youth Detention Specialist (CCJTDC)
- November 18, 2025 – Youth Detention Specialist (CCJTDC)
- November 20, 2025 – Youth Detention Specialist (CCJTDC)

C. Compliance Meetings & Randomization¹³ Meetings

All compliance meetings were conducted virtually via Microsoft Teams on October 23, November 6, 19 and December 4 and 18, 2025. A randomization meeting was held on November 24, 2025, for the vacancies of Human Resources Clerk IV and Recreation Specialist.

IV. Validation Meetings¹⁴

There were several unresolved disagreements¹⁵ during the validation process this quarter. To ensure proper documentation of all validation outcomes, any qualification-related dispute¹⁶ that remains unresolved must be escalated to the Superintendent, properly documented, and uploaded to the electronic posting file¹⁷.

¹¹ A standardized preamble was introduced this quarter to be read before each ranking meeting; however, it has not been used consistently. The preamble is intended to establish a uniform and compliant framework, reinforce panelists' responsibilities, promote open and retaliation-free discussion, and clarify the scoring thresholds that guide candidate consideration. It also reminds panelists to avoid implicit bias, align evaluations with the JTDC mission, and recognize the oversight role of the DOC when present. Consistent delivery is essential to maintaining fairness, transparency, and procedural integrity in the ranking process.

¹² The hiring sequence began in the third quarter and continued into the fourth quarter. One candidate was recommended for hire November 5, 2025. No offer of employment was extended as of the writing of this report.

¹³ After screening for minimum qualifications, randomization is used to establish a chance-based ordering of eligible candidates for interviewing. This process prevents undue preference, supports merit-based selection by ensuring equal opportunity for all qualified applicants, and provides a transparent, auditable method consistent with compliance and oversight requirements.

¹⁴ A validation meeting is a structured review session held during the hiring process to ensure that candidate evaluations are consistent, fair, and aligned with established qualifications and selection criteria. In the event of a disputed applicant, the Human Resources Director and the DOC will meet and confer in good faith to reach a resolution.

¹⁵ The Employment Plan § VI.G (7), mandates that disputes over minimum qualifications be resolved in favor of inclusion, disputes over preferred qualifications be resolved against inclusion, and all determinations be clearly recorded.

¹⁶ Pursuant to VI. General Hiring Process, subsection G (7), requires that unresolved qualification disputes be escalated to the Superintendent for final determination. This mandated step was neither initiated nor documented during the quarter.

¹⁷ An electronic posting file is a digital repository used to store and manage documentation related to hiring processes, including meeting records and procedural determinations.

Preliminary validation eligibility lists were frequently not provided in a timely manner for DOC review, limiting the DOC's ability to audit recruiter screening prior to scheduled validation meetings.

Discrepancies were identified during the applicant screening process for a vacancy that required professional licensure.¹⁸ All applicable professional licenses were not verified prior to submitting a preliminary validation list.

- October 8, 2025-Registered Dietician¹⁹, Rapid Response Team and Barber
- October 29, 2025-Team Leader²⁰
- November 5, 2025-Human Resources Clerk IV

V. Auditing Posting Files

1. Documentation

A posting file audit revealed recurring issues with incomplete documentation²¹. To maintain procedural integrity, all documentation must be reviewed and finalized prior to any offer of employment for each posting file²².

Mid-quarter, the timely submission of tabulated interview scores to the posting files demonstrated marked improvement, and all discrepancies identified in the ranking scores for Youth Detention Specialist candidates were corrected promptly to ensure accuracy prior to extensions of employment.

¹⁸ This pertains specifically to the barber vacancy and identifies candidates who either held expired professional licenses or did not possess the required licensure but were screened as meeting minimum qualifications by the assigned recruiter.

¹⁹ Disputes arose involving two separate applicants who met the minimum qualifications for the Registered Dietitian vacancy and a Barber who possessed four specialized licenses as a Cosmetologist, Barber, and instructor. Under the guide of the Employment Plan, disputes over minimum qualifications must be resolved in favor of the applicant to maintain the broadest possible pool. If the Human Resources Director and the DOC cannot reach agreement, the matter must be escalated to the Superintendent or designee for a final determination. The omission of this step represents technical noncompliance with the procedural requirements of the Employment Plan.

²⁰ The Team Leader is a non-union JTDC middle-management role responsible for the administrative direction of professional staff and overall operational leadership. The position oversees, coordinates, and directs staff functions to ensure compliance with all JTDC policies, operational requirements, and regulatory standards. The hiring sequence was initiated during the fourth quarter of 2025 and is scheduled to resume in the first quarter of 2026.

²¹ The complete posting file for each hire must include: the **Shakman request to hire**, signed NPCC (No Political Consideration Certification), current position description, notice of job opportunity, applicant contact log, applicant list, validated eligibility list, final interview list, interview panel roster, interview questions, testing protocols and the resulting outcomes, documented conflicts of interest, interview evaluation forms, scored interview list, ranking meeting notes, interview panel ranking form, grant of authority, and justification to hire with written explanation pursuant to Section VI.L, if applicable and any additional documentation related to the selection and ranking of the chosen candidate.

²² Barber licenses, testing results for the Rapid Response Team positions, documentation of any unresolved disputes regarding applicant qualifications, and all required Shakman-related Employment Plan forms must be accessible for validation meetings and prior to any extension of employment.

VI. Employment Plan Alignment: Corrective Actions and Recommendations

In previous quarterly reports, the DOC issued targeted recommendations to CCJTDC to enhance adherence to the Employment Plan. These recommendations emphasized the need to: (1) provide the DOC with notification of job description revisions, (2) timely access to candidate ranking data, including tabulated interview scores to allow for meaningful review, (3) notification of revised interview guides, (4) finalized and timely preliminary validation lists prior to scheduled validation meetings, (5) access to the ineligible-for-hire/rehire list, (5) ranking meeting timelines met to assure timely evaluation and decision making, (6) inclusion of applicants who appear to be leaning toward meeting the minimum qualifications, along with clear documentation of any disagreements between the DOC and Director of CCJTDC HR including the outcome of any escalation to the Superintendent, with all such materials placed in the posting file for review (7) clear and timely communication of any changes to the scoring framework used to evaluate interview candidates.

A. Corrective Action

1. The CCJTDC HRD has expanded electronic posting files for transparency to include access to the ineligible-for-hire/rehire list, training certifications, and all other forms required under the Employment Plan.
2. Following the DOC's audit of interview evaluation forms, the HR Director is implementing enhanced training in 2026 for interview panelists. This corrective action is intended to reduce subjectivity, promote consistent evaluation standards, and ensure full alignment with the Employment Plan's requirements for merit-based, fair, and transparent hiring processes.
3. To streamline the recruitment process, the CCJTDC HRD is implementing a new standard operating procedure for the applicant validation process. In addition, the department will develop and deliver comprehensive human resources training to ensure alignment with the organization's Employment Plan. This corrective action is intended to improve recruiter consistency and strengthen the validation process in collaboration with the DOC's oversight role.

B. Recommendations in Compliance with the Employment Plan Guidelines

1. To ensure fairness and consistency in the applicant screening process for placement on the validated eligibility list, any dispute regarding whether an applicant meets the minimum qualifications should be resolved in the applicant's favor, in accordance with the Employment Plan. In situations where the Human Resources Director and the DOC are unable to reach agreement, it is recommended that the Superintendent issue the final and binding determination.²³
2. Interview guide and job description revisions: Any changes to interview guides or job descriptions must be communicated to the DOC in advance to ensure transparency and procedural alignment, according to the guidance of the Employment Plan.²⁴

²³ A written explanation of the disagreement and how it was resolved will be included in each posting file.

²⁴ This advanced communication also ensures that the DOC has the correct qualifications for auditing preliminary validation lists and the appropriate interview guide when monitoring interviews.

3. Ranking meeting timelines: Ranking meetings should be held within three business days of the final interview to ensure timely evaluation and informed decision-making.²⁵
4. Clear communication of scoring framework changes: JTDC must ensure that all future changes to interview scoring frameworks are clearly communicated and made accessible to the DOC in a timely manner to support transparency and procedural consistency.

C. 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 provides the framework for the CCJTDC to implement additional policies and procedures to ensure 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.

Instances of technical violations observed this quarter were primarily related to documentation deficiencies and procedural oversights. While such issues are not uncommon, they underscore the ongoing need for improved operational transparency and strict adherence to established protocols. A key concern remains the lack of timely access to documentation prior to procedural meetings and employment offers.

OCJ Human Resources continues to provide critical guidance and support throughout the oversight process, ensuring that procedural improvements are practical, sustainable, and aligned with compliance and operational standards.

Respectfully Submitted,

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²⁵ During the recent mass hiring process, this timeline was not consistently met, resulting in some interview panelists experiencing difficulty recalling candidate performance. Adhering to this timeline is essential to maintain accuracy, fairness, and the integrity of the evaluation process.