



Cook County Juvenile Temporary Detention Center
Quarterly Report
January 1, 2026-March 31, 2026

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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 twelfth 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, the Office of Professional Responsibility, and Administrative Services. This report details the quarter's recruitment activities and outlines the CCJTDCHRD's ongoing efforts to maintain full compliance with all Employment Plan requirements.

II. Employment Plan Training

Employment Plan training sessions² for new hires were conducted in person at the CCJTDC on January 26, 2026, and February 23, 2026. In addition, an updated comprehensive training module was released in CCJTDC's PolicyTech³ to ensure continuous access for employees working across varied schedules.

Training materials remain available through the designated link- [CCJTDC.EmploymentPlan.2026](#).

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 At the time of writing this report, the supervisor Employment Plan training module was uploaded in PolicyTech. An attestation report will be made available and included in next quarter's compliance report. The Employment Plan mandates four annual trainings: interviewer training, supervisor training, HR training, and employee training to ensure employees are aware of and knowledgeable about this Employment Plan. Receipt of each training must be certified in writing by the Human Resources Director and made accessible for DOC review.

³ A searchable database that enables CCJTDC to manage policies, procedures, and other critical documents in a centralized location. The platform promotes transparency by facilitating clear and consistent communication between administrators and the workforce. As of writing of this report 79 percent of the workforce has viewed the employee Employment Plan training module.

The Human Resources Department delivered annual interviewer training this quarter with a strong focus on panelist responsibilities, structured interviewing practices, and implicit bias mitigation. The Human Resources Director and/or their designee is responsible for fully operationalizing both the Interviewer 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 HR training materials and interviewer training materials are subject to review by the Director of Compliance.

III. Recruitment Process

During this quarter, recruitment efforts were initiated for the following non-exempt Shakman vacancies: Youth Detention Specialist⁶, Recreation Specialist⁷, PREA Compliance Officer⁸, Rapid Response Team⁹, Registered Dietician¹⁰, Cook, and Food Service Worker.

A. Randomization Meeting¹¹

- PREA Compliance Officer occurred without notification to the DOC
- Rapid Response Team occurred without notification to the DOC

B. Validation Meetings¹²

- March 4, 2026, Food Service Worker
- March 25, 2025, Registered Dietician
- April 1, 2026, PREA Officer and Youth Detention Specialist

⁴ Completion of all required training must be documented identifying the date of the training and the name of each attendee. At the time of writing this report training certifications were not 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 Detention Specialist supervises, guides, and counsel's residents through daily activities within the JTDC's residential and educational programs.

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 PREA Compliance Officer is responsible for ensuring compliance with PREA standards at the Cook County JTDC and directing all PREA-related functions to maintain a zero-tolerance environment for sexual abuse and harassment. This is a confidential position. Recruiting efforts are underway to fill two vacancies.

⁹ The Rapid Response Team Specialist functions as a first responder. Specialists rotate as staff in the RESET Center. RESET is a structured support center within the facility designed to provide short-term, therapeutic intervention and behavioral stabilization for youth. The role carries responsibility for the safety of employees, visitors, and residents.

¹⁰ As of the writing of this report the registered dietician position remains vacant.

¹¹ Applicants selected through randomization are placed on a pre-validation list until a formal validation meeting is conducted with the Human Resources Director or their designee. This process is designed to ensure fairness and equity by removing discretion from applicant selection and applying a consistent, standardized method to all candidates.

¹² 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.

C. Monitored Interviews¹³

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

- January 21 and 28, 2026 – Recreation Specialist¹⁴
- February 11 and 18, 2026 – Youth Detention Specialist¹⁵
- March 18, 2026-Food Service Worker¹⁶
- March 19, 2026– Cook
- April 1, 2026-Registered Dietician

D. Monitored Ranking Sessions

Candidate ranking discussions for the vacancies listed below were conducted with formal oversight in person at CCJTDC.

- March 11, 2026, Youth Detention Specialist¹⁷
- March 25, 2026, Food Service Worker¹⁸
- April 1, 2026, Cook¹⁹

E. Compliance Meetings

- February 5, 2026, with Director of Human Resources via the TEAMS platform.
- February 19, 2026, with Acting Superintendent William Steward at CCJTDC.
- March 26, 2026, with Acting OCJ Human Resources Administrator, CCJTDCHR Director, and CCJTDC Chief of Staff via the TEAMS platform.

IV. Auditing Posting Files

The primary recommendation for CCJTDCHRD is to establish consistent organization of posting files. Currently, recruiters manage the applicant list, pre-validation list, randomization list, validation list, and interview list in varying ways. The posting file should uniformly include the applicant list, randomization list, pre-validation list, validation list, and interview list. The

¹³ Shakman non-exempt interviews are monitored to ensure compliance with merit-based hiring requirements, prevent improper influence, and maintain transparency and accountability in the selection process.

¹⁴ Two candidates who did not possess the minimum qualifications were nevertheless extended interviews—one lacked the required educational credentials and the other did not have the requisite years of experience. This occurred despite the DOC's directive to remove both individuals from the HR pre-validation list.

¹⁵ Reading the preamble is a required step before each interview to ensure consistency and maintain compliance with non-exempt Shakman merit-based hiring requirements. In this instance, the preamble was not read.

¹⁶ The preamble was read after the first interview, representing an improvement from not being read at all however this remains inconsistent with required procedures.

¹⁷ Interviews occurred on February 18, 2026. Delays in the ranking process increase the risk of diminished recollection. Under the Employment Plan, ranking meetings must occur within a three-day window to ensure timely and accurate evaluations.

¹⁸ The DOC was not given adequate time to conduct the required audit prior to the ranking meeting. Required documentation—including interview evaluation forms, tabulated scores, and the ranking of candidates—was not in the electronic posting file before the meeting. Sufficient time must be provided for auditing prior to meetings.

¹⁹ Interviews conducted March 19, 2026.

applicant list should serve as the principal record identifying all individuals who applied for the position and documenting their final disposition. Standardizing the structure and sequencing of these documents will enhance accuracy, transparency, and compliance with Employment Plan requirements.²⁰ This quarter, several posting files contained documentation uploaded to the incorrect posting file or missing documentation. These deficiencies impede effective compliance efforts.

V. Employment Plan Alignment: Corrective Actions and Recommendations

In previous quarterly reports, the DOC issued target recommendations to CCJTDC to enhance adherence to the Employment Plan. These recommendations emphasized the need to: (1) provide the DOC with timely notification of all new job descriptions and any revisions to previously approved job descriptions and interview evaluation forms (2) timely access to candidate ranking data for meaningful review, (3) finalized and timely preliminary validation lists prior to scheduled validation meetings, (4) 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 CCJTDCHR (7) clear and timely communication of any changes to the scoring framework used to evaluate interview candidates. (8) enhance documentation accessibility within the posting files to ensure comprehensive availability for auditing and compliance review.

A. Corrective Action

1. Following the DOC's audit of the interview evaluation forms, the CCJTDCHR conducted interview evaluation training for all members of the interview panel. These training sessions will continue to be administered annually to ensure sustained adherence to and compliance with the Employment Plan.
2. The CCJTDCHR has successfully implemented a new standard operating procedure designed to strengthen the validation of external applicant screenings and ensure a consistent, compliant process for extending interview invitations²¹.
3. The CCJTDCHR has expanded electronic posting files for transparency to include access to the ineligible-for-hire/rehire lists²².
4. CCJTDCHR ensured clear and timely communication of each interview scoring framework with accessibility in the electronic posting file.²³

²⁰ The applicant list and the procedural steps used to screen applicants, randomize, validate, and interview should be organized within the posting file in that corresponding sequence.

²¹ The Randomization Standard Operating Procedure has been uploaded to the electronic posting file in draft form and should now be finalized.

²² The ineligible-for-hire or rehire list encompasses former employees who were terminated or who resigned in lieu of an investigation or termination. Inclusion on this list carries significant policy implications, as it ensures that individuals separated under disqualifying circumstances are not reconsidered for employment in violation of established HR policies, Collective Bargaining Agreements, and Employment Plan requirements.

²³ This action fulfills the requirement that any revisions to scoring methodologies be communicated promptly and in an accessible manner.

5. Candidate tabulated interview scores for the quarter were accurate, and majority-vote panel recommendations were properly documented based on assessed candidate competencies.²⁴

B. Recommendations in Compliance with the Employment Plan Guidelines

1. Revisions to job descriptions are recommended for positions that require specific credentials.²⁵
2. Ranking meetings²⁶ should be held within three business days of the final interview to ensure timely evaluation and informed decision making.
3. Updates to interview evaluation guides must be communicated to the DOC and made available prior to interviewing candidates.
4. Annual Employment Plan HR training should emphasize the proper maintenance of posting files, the consistent management of applicant lists, and adherence to the ranking-meeting requirements established by the Employment Plan.
5. The notification of employment actions—both positive and negative—must be improved to provide the DOC a reasonable opportunity to monitor.²⁷

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 documentation²⁸ and notification deficiencies. While such issues are not uncommon, they underscore the ongoing need for improved operational transparency and strict adherence to established protocols. A significant

²⁴ This demonstrates progress relative to deficiencies identified in previous audits.

²⁵ There is inconsistency in how specific credentials and certifications are addressed across job descriptions. Some positions designate the credential as a prerequisite for hire, while others require it only upon commencement of employment. Additionally, certain employment applications ask candidates to indicate whether they possess the credential, whereas other positions require formal proof of the credential for validation to move forward in the hiring sequence, i.e. interview. Greater consistency is necessary to ensure clarity, fairness, and alignment throughout the recruitment process.

²⁶ Adhering to the requirement that ranking meetings be held within three business days helps ensure that evaluations are based on fresh, accurate impressions of candidate performance. This timeliness supports equitable decision-making and reinforces the integrity and efficiency of the hiring process.

²⁷ The issuance of written or electronic notices regarding employment actions must be strengthened to ensure greater completeness, and consistency. The DOC was not informed of two terminations, one resignation, and one retirement that occurred between January and March until after the quarter had concluded. In accordance with the Employment Plan, and to provide the DOC with a reasonable opportunity to monitor Employment Actions, the Human Resources Director or his or her designee is required to provide the DOC with written or electronic notice of all Employment Actions, other than overtime for direct care staff, no fewer than **two days in advance**.

²⁸ The department must ensure that posting files, pre-validation lists, and interview lists are maintained in a clear, organized, and consistent manner to support accurate documentation and effective auditing. Particular emphasis must be placed on the applicant list, as it serves as the primary record for documenting each applicant's disposition and the justification for that disposition in accordance with the Employment Plan.

concern persists regarding the lack of timely access to required documentation in advance of procedural meetings and for auditing purposes.²⁹

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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²⁹ Updated interview evaluations, updated job descriptions, candidate ranking scores, interviewer training certificates, training materials, justifications to hire, and association forms.