



Quarterly Report
April 1, 2026-June 30, 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 thirteenth 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, Resident Advocacy and Quality of Life, the Office of Professional Responsibility, and Administrative Services. This report details the quarter's recruitment activities and documents the CCJTDCHRD's adherence to Employment Plan procedures applicable to the hiring sequences conducted during the reporting period.

II. Employment Plan Training

Employment Plan (EP) training sessions were delivered in person to new-hire employees on April 20, 2026, May 27, 2026, June 1, 2026, and June 15, 2026. Training for Human Resources personnel was conducted in person on June 18, 2026, and via the TEAMS platform on June 30, 2026.

There are four mandated annual trainings tailored to distinct audiences: Employee Training, HR Training, Supervisor Training, and Interviewer Training. Maintaining separate trainings for employees and supervisors is essential, as their responsibilities, decision-making authority, and compliance obligations differ.

Among these trainings, HR Training and Interviewer Training are especially critical. HR personnel act as the primary gatekeepers to CCJTDCHR compliance, ensuring that application reviews, validations, and all employment actions follow required protocols.

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 of the CCJTDC. 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, procedural enhancements, and corrective measures implemented by the CCJTDC.

Human Resources personnel conducted EP Interviewer Training for interview panelists in March 2026, satisfying the annual training requirement for interview panel members.²

The Human Resources Director (or designee) is responsible for maintaining a current and accurate roster of all employees who have successfully completed and received certification³ in both Human Resources training and Interviewer training.⁴

Training materials remain available through the designated links- [EmploymentPlanTraining.2026](#)⁵ and [EmploymentPlanHumanResources.2026](#).

III. Recruitment Process

A. Randomization⁶

- April 17, 2026, Quality Assurance Compliance Analyst
- April 29, 2026, Security Specialist, Admissions and Release Specialist I & II, Administrative Assistant III and IV, Laundry Worker, and Recreation Specialist

B. Validation Meetings⁷

- April 1, 2026, PREA Compliance Officer and Youth Detention Specialist
- April 3, 2026, Rapid Response Team
- April 22, 2026, Security Specialist II
- April 29, 2026, Motor Vehicle Driver and Quality Assurance Compliance Analyst
- May 19, 2026, Security II
- May 28, 2026, Administrative Assistant III and Recreation Specialist

² Interviewer Training is equally vital, as it ensures all individuals involved in interviewing apply proper techniques, comply with legal requirements, and avoid Unlawful Political Contacts and Unlawful Political Discrimination. Interviewer training materials curated by HR personnel are subject to review by the Director of Compliance.

³ This quarter, a roster of panelists who completed Interviewer Training was not available for review. The absence of this required documentation constitutes a technical violation because it prevents verification of compliance with mandated interviewer training requirements. Additionally, without this roster, there is no way to confirm which panelists completed the required training before serving on an interview panel.

⁴ The newly appointed Director of Human Resources conducted a comprehensive review of existing recruitment and selection practices and identified opportunities to strengthen procedural consistency, documentation, training oversight, and compliance with Employment Plan (EP) requirements. The director is committed to enhancing training opportunities, increasing transparency, and establishing clear procedural guidance that aligns with EP requirements and organizational best practices.

⁵ An attestation report was submitted to the DOC indicating 100 percent of JTDC employees completed the required employment plan module, and 80 percent of supervisors completed the management-specific version of that module.

⁶ Randomization of applicants is the process of assigning applicants by chance to promote fairness, ensure equal opportunity for selection, and minimize bias in decision-making. Following randomization, applicants are screened to confirm they meet the established minimum qualifications.

⁷ During the validation meeting, the DOC and recruiters review applicant materials and position requirements in accordance with the standard operating procedure for applicant validation. Applicants meeting the minimum qualifications are advanced based on the established interview ratio and randomized selection process when the applicant pool exceeds available vacancies.

- June 1, 2026, Registered Dietitian
- June 10, 2026, SSI and Laundry Worker

C. Monitored Interviews⁸

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

- April 1, 2026-Registered Dietician
- April 8, 2026, and April 9, 2026-PREA Compliance Officer
- April 15, 2026, and April 22, 2026-Food Service Worker
- April 23, 2026-Team Leader
- April 29, 2026-Rapid Response Team and Food Service Worker
- April 30, 2026-Security Specialist II
- May 4, 2026-Security Specialist II
- May 11, 13, 15, 18, and 22, 2026-Youth Detention Specialist
- May 18, 2026-Youth Detention Specialist
- May 19, 2026-Motor Vehicle Driver
- May 22, 2026-Youth Detention Specialist
- June 1, 2026-Security Specialist II
- June 4, 2026, and June 11, 2026-Adminssion Release Specialist I
- June 9, 2026-Registered Dietician
- June 10, 2026-Administrative Assistant III
- June 17, 2026-Security Specialist II
- June 25, 2026-Recreation Specialist
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D. Monitored Ranking Sessions⁹

Candidate ranking discussions for the vacancies listed below were conducted with formal oversight in place:

- April 1, 2026-Registered Dietician
- April 22, 2026-Cook II
- April 27, 2026-Team Leader
- April 28, 2026-PREA Compliance Officer
- May 6, 2026-Youth Detention Specialist
- May 7, 2026-Security Specialist II
- May 8, 2026-Youth Detention Specialist
- May 11, 2026-Food Service Worker

⁸ 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.

⁹ The ranking meeting is formally monitored, and each panelist presents their assessment of every candidate in the sequence determined by the interview evaluation scores. Candidates are then recommended for hire through a majority vote, based on their demonstrated knowledge, skills, and abilities.

- May 15, 18, and 22, 2026-Youth Detention Specialist
- June 9, 2026-Registered Dietician
- June 12, 2026-Adminssion Release Specialist I
- June 18, 2026-Administrative Assistant III

E. Compliance Meetings

- May 8, 2026
- May 21, 2026
- June 4, 2026
- June 18, 2026

IV. Auditing Posting Files

During this quarter's audit, multiple posting files contained missing¹⁰, misplaced, or duplicate records. Consistent maintenance of posting files is essential to demonstrating compliance with Shakman requirements and established hiring procedures. These issues undermine the transparency essential for Shakman-related oversight.

V. Findings

A comprehensive review of recruitment, hiring, and documentation practices conducted during the April 1, 2026–June 30, 2026, reporting period reveals several operational strengths as well as persistent compliance vulnerabilities that merit heightened attention. The CCJTDCHRD continues to execute multiple hiring sequences across various divisions and demonstrates ongoing coordination with the Director of Compliance during applicant randomization, validation meetings, monitored interviews, and ranking sessions. Despite these efforts, recurring deficiencies indicate that critical procedural safeguards required under the Employment Plan and the Supplemental Relief Order (SRO) remain inconsistently applied. Documentation gaps across multiple posting files were noted, consistent with the deficiencies outlined in the audit section

Notification deficiencies also persisted throughout this quarter involving employment actions¹¹. Untimely or incomplete communication to the DOC regarding temporary assignments, interim

¹⁰ The posting files for the Cook and Food Service Worker positions are missing required licenses and certifications. The posting files for Administrative III and Motor Vehicle Driver are missing properly completed association forms from panel members. In addition, most posting files are missing key supporting documentation, including the Justification to Hire, Grant of Authority, and the Interview Panel List.

¹¹ An employment action is any action (positive or negative) related to any aspect of employment, including, but not limited to, hiring, training, change in job assignment, Temporary Assignment, Cross-Training, Promotion, Demotion, Transfer, Reclassification, Layoff, assignment of Overtime (and other benefits of employment), Discipline, including grievance hearings, and Termination.

assignments, or transfer¹² decisions¹³ restricted the ability to accurately monitor employment actions as required. These lapses point to ongoing operational misalignment between HR practices and mandated procedural requirements.

Training execution appears consistent, with Employment Plan (EP) modules, EP in-person Interviewer training and EP in-person HR training. However, the absence of centrally maintained certification records within electronic posting files limits the ability to verify eligibility of interview panel members.

Collectively, the documented issues signal systemic challenges in documentation management, interdepartmental communication, and consistent adherence to EP protocols. While many deficiencies are technical rather than intentional, their frequency highlights the need for more robust process controls and sustained monitoring. The newly appointed HR leadership—along with the Director of Compliance—has an ongoing opportunity to reinforce procedural alignment, strengthen transparency, and ensure operational practices fully support Substantial Compliance under the SRO and the Agreed Order.

VI. Employment Plan Alignment: Recommendations and Corrective Action

Targeted recommendations are provided to CCJTDCHR to enhance adherence to the Employment Plan. These recommendations emphasize the need to (1) provide the DOC with timely notification of all employment actions¹⁴; (2) establish, maintain, and routinely update a centralized Internal Candidate Preference List to ensure that all jobs designated for internal preference are consistently identified and afforded appropriate consideration in alignment with Employment Plan requirements; (3) ensure access to a current, real-time updated non-eligible applicant/candidate list; (4) ensure access to mandatory training certifications during the hiring sequence to verify all panelists have completed required Interviewer Training; (5) improve documentation accessibility within posting files to ensure complete availability for auditing and compliance review; and (6) ensure fairness, transparency, and equity in selecting employees for interim assignments, cross-training experiences, and internal transfer¹⁵ opportunities. This includes establishing consistent policies and procedures to ensure equal access and support organizational needs.¹⁶

¹² In order to provide the DOC with a reasonable opportunity to monitor employment action(s), the Human Resources Director or his or her Designee will provide the DOC with written or electronic notice of all employment actions, other than overtime for direct care staff, no less than 2 days prior, except where circumstances outside the control of the Human Resources Director preclude advanced notice.

¹³ All employees involved in any employment action—including the Human Resources Director, the Department Head initiating the action, and any other required participants, except those performing purely clerical functions—are required to complete and sign a **No Political Consideration Certification (NPCC)** for each employment action. The purpose of the NPCC is to affirm that the action is based solely on merit and job-related factors, and not on political affiliation, political support, or any other prohibited consideration. In this instance, no NPCC forms were completed or provided for audit, and no notification of the employee transfers was issued to the DOC.

¹⁴ Employment actions include temporary assignments, interim assignments or the movement of employees through a formal transfer process.

¹⁵ The DOC has the right to monitor all employment actions involving both union and non-union employees, whether in Exempt Positions or in Non-Exempt Positions.

¹⁶ These opportunities should function as structured, merit-based pathways that actively support employees' professional development and potential promotional advancement, and must be governed by a formal, standardized selection process to ensure fairness, transparency, and consistency across all divisions.

A. Corrective Action

1. CCJTDCHR must establish and implement a procedure to ensure the DOC receives at least two (2) business days' advance notice of all Employment Actions, including changes in job assignments, temporary assignments, cross-training opportunities, promotions¹⁷, and transfers.
2. CCJTDCHR must upload and maintain all interview panel and human resources training certifications¹⁸ in the electronic posting files. Training records must be kept current and made available for auditing and compliance reviews upon request. This requirement should be implemented for all current and future personnel involved in the hiring process.
3. CCJTDCHR must ensure that all posting files contain required Shakman documentation, and any documents including licenses, certifications and pre-employment testing results utilized for candidate selection.¹⁹

B. 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 documentation²⁰ and notification deficiencies in employment actions. While such issues are not uncommon, they underscore the ongoing need for improved operational transparency and strict adherence to established protocols. A significant concern persists regarding the lack of timely access to required Shakman related documentation in the electronic posting files.²¹

Respectfully Submitted,

Iris Rivera

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Director of Compliance

¹⁷ Before an Exempt applicant may be hired, the Human Resources Director or designee must obtain written confirmation from the DOC verifying that the position title is included on the approved Exempt List. No employment offer may be extended, and no hiring action may proceed until such confirmation has been received and documented.

¹⁸ It was discovered that several individuals serving as interview panel members had not completed the mandatory annual Interviewer Training required for panel participation.

¹⁹ The Human Resources Director or the designee must conduct a comprehensive review of the entire posting file to verify that all required documentation related to the posting has been received, completed, and properly maintained before any offer of employment is extended to a selected candidate.

²⁰ 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.