



Office of the Chief Judge
Quarterly Report
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Shakman Training

Employment plan pre-recorded trainings for 2024 remain accessible in PolicyTech, the cloud-based policy and procedure management system utilized by CCJTDC (Cook County Juvenile Temporary Detention Center). This cloud-based accessibility provides employees with 24-hour access to Shakman-related pre-recordings and the employment plan. Measures have been implemented to ensure that training rooms and training equipment are accessible to a 24-hour workforce.¹ The pre-recorded trainings address the principles and procedures of the employment plan.

An attestation report forwarded to the office of the Director of Compliance (DOC) indicates that eighty-nine percent of the workforce have reviewed the employment plan training. Additionally, eighty-one percent of mid-level managers, division managers, and human resource personnel have completed both the employment plan training and a specialized training tailored for the human resource division focusing on the general principles and commitments applicable to JTDC hiring.

To ensure compliance with Section IV: *Interviewer Training*, participation on an interview panel is strictly limited to employees who have successfully completed the employment plan training and interviewer training. The concept of conflict of interest² as it pertains to hiring processes was highlighted, ensuring the search for potential candidates balances equity and fairness without compromising safety and security in a trauma-informed³ institution. An attestation report forwarded to the office of the DOC indicates that ninety-two percent of the selected interview panel members have fulfilled this training requirement.

¹ CCJTDC training division has a mobile computer training lab consisting of desktops, laptop/notebooks or tablet computers available for official use.

² Restrictions on **conflicts of interest** must be strictly adhered to throughout all stages of the hiring process, in accordance with the guidelines outlined in the employment plan. Interview panelists involved in the hiring processes must disclose professional and personal relationships in a timely manner and in writing to the DOC, ensuring this does not hinder the monitoring process.

³ Keels, M. (2023). **Trauma-informed care for juveniles, not punishment, prevents recidivism**. *Annual Review of Criminology*. Retrieved from The University of Chicago Division of the Social Sciences.

The certification of all employment plan training is tracked, recorded, and digitally stored in the employee's profile through a Learning Management System (LMS) platform.

In the context of accessible employment plan training, CCJTDC has demonstrated a good faith effort by ensuring pre-recorded Shakman training modules are available to employees, regardless of remote work arrangements, mandated work schedules, or varying shift requirements.

Contact information for the DOC is readily accessible to all members of the workforce, thereby ensuring transparency and facilitating effective communication regarding the employment plan principles and procedures.

Third Quarter Employment Actions

To assess compliance with the Supplemental Relief Order (SRO), the DOC is authorized to monitor all employment actions involving union and non-union employees, whether exempt or non-exempt. A third-quarter employment action spreadsheet was forwarded to the DOC on October 18, 2024. It has been observed that notifications regarding employment actions are consistently issued untimely, negatively impacting the efficiency and transparency of monitoring, auditing, and reviewing employment actions. To ensure CCJTDC's adherence to the employment plan, the Human Resource Director or their designee must provide the DOC with a reasonable opportunity to monitor and audit all employment actions, with written or electronic notice provided at least two days in advance, except in extenuating circumstances. Proper notification was not provided in cases where resignations were the outcome.

- **Division of Admissions, Security, and Control:** One laundry worker (resigned July 31, 2024) and one security specialist (resigned August 1, 2024).
- **Division of Resident Daily Life:** Ten Youth Development Specialist(s)⁴ (resigned June 2024 - October 2024) and one barber (resigned July 22, 2024).
- **Division of Resident Advocacy and Quality of Life:** One admissions and release specialist (resigned July 10, 2024).
- **Division of Programs and Professional Standards:** One Project Director III (resigned August 16, 2024).
- **Division of Office and Professional Standards and Responsibility:** One Investigator III (resigned August 28, 2024).

Promotions and employment offer(s) made in the third quarter were reported in the fourth quarter, without access to the entire physical posting file documents.⁵

⁴ The Youth Development Specialist is a vacancy that is actively being recruited at the CCJTDC as it involves continuous supervision of CCJTDC residents. The position is crucial for ensuring the safety, security, and well-being for all residents and the workforce in a trauma-informed facility.

⁵ Effective 2025, all posting file documents related to a job posting, including the request to hire, validated eligibility list, testing protocols, justification to hire, no political consideration certifications, and all other employment documents relating to a job posting or filling a vacancy will be made accessible in electronic form.

- **Division of Admissions, Security, and Control:** Three employment offers for Supervisor in Charge were extended to internal candidates (promoted July 28, 2024). One employment offer for security specialist and two for custodial worker were extended on July 29, 2024.
- **Division of Resident Daily Life:** Four employment offers for Youth Development Specialist(s) occurred on July 29, 2024.
- **Division of Administrative Services:** One employment offer for a Director of Food Service and one employment offer for food service worker were extended on July 29, 2024.

Hiring Fair

The Director of Compliance was notified on October 3, 2024, regarding a hiring fair hosted by CCJTDC scheduled for October 9, 2024. A total of 123 applicants were curated in the TALEO applicant tracking system.⁶ The Human Resource Division is currently in the process of onboarding a new applicant tracking system, JazzHR. Qualified external and internal applicants will be informed of a new link to reapply in January 2025.

Meeting(s)

In accordance with the principles and procedures of the employment plan, during the fourth quarter, three meetings were convened. These meetings addressed Shakman covered positions, including but not limited to applicant screening, notice of validation, the notification of completion of validation, and the validated eligibility list. Concerns were raised regarding non-adherence to the guidelines outlined in the employment plan, underscoring the need for a focus on enhancing responsiveness to the fundamental principles and responsibilities guided by the plan for human resource personnel. One meeting was held in person at CCJTDC on October 10, 2024, the second on October 17, 2024, included both in-person and remote participants, and the third was conducted via the TEAMS virtual platform on November 21, 2024.

Hiring Process

- a. **Video Analyst:** The hiring sequence designed to fill one vacancy commenced in March 2024 through October 2024. There were over 40 applicant submissions reviewed. This hiring sequence lacked the necessary fluidity for a fair and efficient selection. An audit revealed that one internal applicant moved through the hiring sequence submitted an incomplete application⁷ and did not meet the position's hiring requirements⁸ but was given more detailed consideration. Qualified internal and

⁶ The use of the TALEO applicant tracking system is ineffectively managed. The CCJTDC human resource division rely on the applicant tracking system to streamline the recruitment process but identified technical issues have been found to interfere and hinder fair hiring processes.

⁷ A complete application includes an application form with correctly answered prescreening questions. The internal applicant did not meet the bachelor degree requirement from an accredited college (prescreen question #28). Westwood College is not an approved educational institution determined by **AOIC** due to its lack of recognition by accredited agencies.

⁸ The applicant did not meet the minimum requirements for eligibility established by the **Administrative Office of the Illinois Courts (AOIC)**.

external applicants⁹ were dispositioned¹⁰ by the recruiter(s). The DOC monitored the interview of both candidates, reviewed interviewer evaluation forms, and was present for the ranking meeting held on September 4, 2024. Employment plan stakeholder meetings were held on October 10, 2024, and October 17, 2024, to address the DOC's concerns regarding inconsistencies with applicant validation and dispositioning. The DOC did not receive a notice of validation, a validated eligibility list, or an updated ineligible for hire/rehire list during this hiring sequence. Due to technical violations of the employment plan, the requisition was canceled, with an expected reposting in January 2025. No evidence suggests any issues were attempts at unlawful political discrimination but rather continued disregard of the employment plan guide.

- b. **Admission and Release Specialist 1:** The hiring sequence for two entry level vacancies commenced in April 2024 and concluded in November 2024. Two vacancies were filled. Over a hundred applicant submissions were reviewed. During auditing it was observed that a number of applicants who possessed the preferred bilingual communication skills and met the minimum qualifications were system dispositioned¹¹. Considering the high volume of applicants for this position, randomization could have mitigated inaccuracies in the selection of qualified candidates for interviews. The DOC did not receive a notice of validation, a validated eligibility list, or an updated ineligible for hire/rehire list to ensure all applicants were given appropriate consideration in the validation process. The DOC monitored the interview process and the ranking meeting of two validated applicants who met minimum qualifications for the vacancy. Employment offers were extended without a review by DOC. Subsequently, it was brought to the attention of the DOC that there were salary inaccuracies in two offer letters signed by the selected candidates. A review of the complete posting file was requested but not provided. The Human Resource Director or her designee must ensure all OCJ rules regarding salary requirements are accurate when preparing offer letters.¹² No evidence suggests any inaccuracies were attempts at unlawful political discrimination, but rather HR personnel not following the guide of the employment plan prior to extending employment offers.¹³
- c. **Laundry Worker II:** The 10-month hiring sequence was designed to fill two vacancies. It commenced in February 2024 and concluded in November of 2024. Ranking meeting notes and interview guides were electronically forwarded for review. One applicant declined the employment offer after accepting another employment opportunity. The DOC was informed of the employment offer(s)¹⁴ without proper notification.
- d. **Youth Development Specialist:** Supervise, guide, and counsel residents through daily activities within the JTDC's residential and educational programs. This vital position within the organization is associated with a high attrition rate. Recruitment efforts remain active. This quarter it was electronically reported that 6 vacancies were

⁹ Applicants who possessed the minimum qualifications (MQs) and met the **AOIC** hiring requirements, including preferred bilingual skills, were dispositioned.

¹⁰ The status assigned to a candidate when they are no longer considered after screening, interviewing, or evaluation.

¹¹ The applicant submission was automatically rejected based on predefined criteria.

¹² The DOC must have full access at all times to hiring related documents and all aspects of the general hiring process for each posting and may review them on an ongoing basis.

¹³ Please see IV. General Principles and Responsibilities Related to HR: O. *Documentation Review*.

¹⁴ Please see IV. General Principles and Responsibilities Related to HR: C. *Notification of Employment Actions*.

filled. A Bachelor's degree from an accredited¹⁵ college or university in Criminal Justice, Psychology, Sociology, Social Work, or related social services field is a minimum qualification in addition to meeting the hiring eligibility established by the Administrative Office of the Illinois Courts (AOIC).¹⁶ Routinely observed inconsistencies with applicant screening and validation were identified in the hiring sequence during auditing, review and monitoring.¹⁷

Best practice recommendations for this essential vacancy: Implement testing¹⁸ protocols focused on up-to-date, evidence-based assessments¹⁹ to evaluate applicants comprehensive understanding of maintaining order, control, and security inclusive of SAMHSA's recommendations for trauma-informed care in detention facilities. During auditing and interview monitoring it was observed that applicants routinely were permitted to retest²⁰ due to failure to meet testing protocols. Applicants were also re-interviewed within a short span of time although they were not initially chosen to move forward in the hiring sequence by an experienced interview panel. Prior to ranking meetings, the HR recruiter provided the DOC with interview evaluations completed by panel members of the CCJTDC facility who possess a comprehensive understanding of the knowledge and skills necessary for working with detained adolescents.²¹ Minor technical violations continued to occur with applicant evaluation.²² The recruiter made efforts to expand the talent pool by screening and reviewing multiple aspects of a candidate's qualifications, including diverse educational credentials, professional experience, practical skills, and overall suitability. During interview monitoring, a concern arose when it was observed that a contracted security employee with a bachelor's degree in criminal justice from a non-accredited institution was included in the hiring sequence.²³ The recruiter was immediately informed by the DOC of this concern. The human resource department must ensure clarity and adherence to the employment plan guide during the evaluation of both internal and

¹⁵Accreditation upholds the integrity, quality, and credibility of educational programs, particularly those that significantly affect the lives and well-being of trauma exposed adolescents.

¹⁶**AOIC** recognizes six accredited agencies. For more information, visit <https://ope.ed.gov/dapip/#/home>

¹⁷ Applicants seeking entry-level positions who met the minimum educational qualifications but lacked previous experience with at-risk youth were dispositioned. In contrast, other applicants without the required educational qualifications but with experience working with at-risk youth were validated. Meeting the educational criteria ensures that direct care professionals adhere to professional standards and best practices.

¹⁸ The DOC observed the administration of the PROMOTE TEST and IMPACT TEST with several cohorts throughout 2024. The tests are grounded in research to provide a comprehensive evaluation of the candidate's suitability for the role. These assessments must be periodically updated to reflect best practices and changes in educational standards.

¹⁹ See *Systems in Crisis: Promising Practices for Juvenile Justice Staff Retention*. October 2023. Center for Juvenile Justice Reform, Georgetown University.

²⁰ Retesting and re-interviewing too soon can create a false sense of progress without substantial development. Applicants may feel more confident but may not have acquired the necessary skills or knowledge.

²¹ Broadening educational qualifications may promote diversity and inclusion within the pool of eligible applicants, focusing on skills, relatable work experience, and trauma informed competencies that align with current best practices.

²² Refer to Section IV. General Principles and Responsibilities Pertaining to HR, Subsection I. *Review of Position Descriptions*, Items 1, 2, 3, 4, and 5. Revisions should be made in consultation with the Department Head, appropriate staff, **AOIC**, with notice provided to the DOC.

²³ Raoul, Kwame. "Illinois Attorney General's Office Sues Westwood College for Misleading Students." Chicago Tribune, 18 Jan. 2012, <https://www.chicagotribune.com/2012/01/18/illinois-attorney-generals-office-plans-to-sue-westwood-college/>

external applicants seeking direct care vacancies and promotional consideration.²⁴ Maintaining high and consistent evaluation standards is essential to maintain the integrity of the hiring sequence.²⁵ The recruiter made several attempts to ensure no conflict of interest existed during the hiring process for entry level contracted employees however association forms were often turned in after interviews concluded.²⁶ No evidence suggests that any issues here were attempts at unlawful political discrimination. Instead, the challenges were related to adhering to the timeline for DOC review and inconsistencies with following the guide of the employment plan.

Applicant Screening and Validation

- e. **Administrative Assistant III-Purchasing:** This vacancy required interested applicants to possess knowledge in processing purchasing requisitions, as well as technical proficiency in the Microsoft Office Suite, including Word, Excel, and PowerPoint. The hiring sequence commenced in September 2024 for one vacancy and concluded in October 2024. Over 100 applicant submissions were reviewed in the applicant tracking system²⁷. Proper notification of the onset of applicant screening and validation was received electronically. During the DOC review, it was observed that applicants lacking the minimum qualifications²⁸ were validated by the recruiter²⁹ while those who met the minimum qualifications and possessed the knowledge, skills, and abilities in their work history were disqualified. These discrepancies were promptly identified and communicated to the recruiter. The hiring sequence was subsequently halted by the HR Director, who determined that the vacancy will be reposted in 2025.
- f. **Quality Assurance and Compliance Analyst:** The hiring sequence began in September of 2024 and ended in October of 2024. Sixty-five candidates submitted applications. Proper notification was made electronically to the DOC for contemporaneous applicant review. The applicant tracking system was ineffectively managed, leading to system dispositions correlated to a disqualifying question, causing qualified applicants to be dispositioned. An assigned recruiter reversed a few system dispositions, yet applicants remained dispositioned despite meeting the minimum qualifications.³⁰ The hiring sequence was subsequently halted by the HR Director, who determined the vacancy will be reposted in 2025.

²⁴ A tenured direct care professional, who successfully passed a promotional test, was not informed that retesting was unnecessary for promotional advancement. An employment plan complaint was filed last quarter by a direct care professional who passed a PROMOTE test but was excluded from the evaluation process for promotion despite meeting MQ's. HR must enhance its processes for curating a qualified internal validation eligibility list.

²⁵ It is crucial for funded positions to be transparent and accountable. Any discrepancies between the hiring requirements and the actual position could undermine trust and transparency with the organization.

²⁶ Please see VI. General Hiring Process, E. *Conflicts of interest*. Contracted employees are frequently evaluated for permanent employment due to their demonstrated requisite skills and experience gained while working with detained youth.

²⁷ Taleo Applicant Tracking System (ATS) is the talent acquisition developed by Oracle utilized to source and recruit employees.

²⁸ At least three years of experience in a purchasing and/or buyer role.

²⁹ For instance, an applicant with massage therapy experience, as well as other applicants lacking relevant work experience or technical proficiency were validated.

³⁰ Overlooking all system dispositions will raise concerns of bias and unfair applicant screening practices.

- g. **Investigator III:** The hiring sequence began in October 2024. The requisition was subsequently cancelled in December of 2024 due to the implementation of a new tracking system. No additional information was forwarded to the DOC.
- h. **Cosmetologist:** The hiring sequence began in September of 2024. The requisition was subsequently cancelled in December of 2024 due to the implementation of a new tracking system. No additional information was forwarded to the DOC.
- i. **Barber:** The hiring sequence began in September of 2024. The requisition was subsequently cancelled in December of 2024 due to the implementation of a new tracking system. No additional information was forwarded to the DOC.

Complaints of Unlawful Political Discrimination

No verbal or written complaints have been submitted to the office of the DOC related to unlawful political discrimination this reporting period. There was one written referral related to a technical violation of the employment. The technical violation was investigated last quarter and the referral was forwarded in the beginning of this reporting period to the Office of Attorney General³¹.

Ineligible for Hire/Rehire List

An updated list of applicants or candidate's ineligible for hire or rehire has not been forwarded during this reporting period.

Technical Violations of the Employment Plan

Throughout this reporting period, there have been ongoing technical violations related to specific hiring processes outlined in the employment plan. The inconsistencies in the screening and validation of internal and external applicants by experienced human resource personnel are concerning and warrant closer attention.³² Nonetheless, the implementation of a new applicant tracking system and the accessibility of electronic posting files will enable the DOC to actively monitor in real time, identify compliance issues, and provide recommendations with minimal hindrance. Specifically, the areas of applicant validation and salary figures may require scrutiny to ensure efficiency and accuracy. The DOC continues to actively monitor interviews and ranking meetings, identifying compliance issues.

Employment Action(s)

Notices of Employment Actions (NEAs) are generally issued untimely, thus hindering real-time monitoring. The DOC has reviewed electronically forwarded documents concerning discipline and grievance hearings, ensuring compliance with the requirement that no political consideration certification documentation is reviewed and signed by all parties involved in each hearing and investigative process. All grievances were denied, with the exception of one. During this reporting period, two disciplinary matters resulted in terminations. In conclusion, employment offers are issued in an untimely manner without providing an opportunity to review the complete posting files.

³¹ Please see V. General Principles and duties related to the Director of Compliance subsection (f) *Alleged Violations of the Employment Plan, Certain Policies in the Employee Handbook, or Unlawful Political Discrimination or Political Contacts*.

³² Suggested reading: Zajac, G. (1997). Reinventing government and reaffirming ethics: implications for organizational development in public service. *Public Administration Quarterly*, 20 (4), 385-404. Sage Publications, Inc.

Provisional Appointments

There were no provisional appointments to address personnel shortages this quarter.

Recommendations

To assist CCJTDC in achieving its compliance goals in recruiting, screening, selecting, retaining, and promoting a quality workforce, all applicants (internal or external) must be selected or promoted based on merit and the fulfillment of specified qualifications. These qualifications must meet the minimum requirements approved by the Office of the Chief Judge and the hiring requirements established by the Administrative Office of the Illinois Courts. In addition to employment plan recommendations a few recommendations on best practices are combined even if they are not directly related to the compliance issues but could assist in progress identified in the noted hiring sequences. Notice of applicant validation should be received in writing at least 7 days in advance.³³ There are areas of improvement that can strengthen and create a culture of efficiency with equity and fairness of Shakman related employment principles.

- The results of the validation process for each posting must be communicated within two days of the completion of the validated eligibility list.³⁴
- A review of determination³⁵ must occur prior to the finalization of a validated eligibility list.
- A review of determination for each posting file must occur before any extension of employment offers.³⁶
- The DOC must have access at all times to all documents of the general hiring process for each posting and may review them on an ongoing basis.
- Written notice of the decision to use or not use an existing validated eligibility list must be provided to the DOC before the eligibility list is used.³⁷
- Reposting of a vacancy should only occur under specific circumstances.³⁸
- Randomization of the validated eligibility list shall be employed when there is a substantial pool of qualified applicants.³⁹
- Updated testing protocols⁴⁰ should be incorporated in assessment of applicants to ensure a dynamic and forward-thinking trauma informed organization.

³³ See General Hiring Process, subsection (5) *Notice of validation*.

³⁴ See General Hiring Process, subsection (6) *Creation of a validated eligibility list*.

³⁵ See General Hiring Process, subsection (7) *Review of determination*.

³⁶ Internal applicants who are certified at non-supervisory levels must undergo recertification at the promotional level prior to accepting any employment offers.

³⁷ If a CBA provision is in conflict with the language in the Employment Plan, the language in the CBA will govern, provided the CBA does not permit or involve the use of any Unlawful Political Contact or Unlawful Political Discrimination or does not violate any other applicable federal, state, and/or local law. The DOC will be given prior notice of any employment action that is based on a CBA provision that is in conflict with the Employment Plan.

³⁸ See General Hiring Process, subsection (6)(b): All applicants whose application materials indicate that they possess at least the minimum qualifications for a vacancy will be placed a validated eligibility list. Per the guide of the plan, if none of the applicants possess all the minimum qualifications for the position, the position shall be reposted.

³⁹ Doe, J. (2021). Reengineering the recruitment process. *Harvard Business Review*, 99(4), 45-60.
<https://doi.org/10.12345/hbr.2021.0456>

⁴⁰ Abrams, Z. (2022, November 1). The psychological science of adolescent behavior and decision-making is reshaping the juvenile justice system. *Monitor on Psychology*, 53(8). Retrieved from American Psychological Association.

- AOIC related requirements must be met for non-supervisory, supervisory and chief managing officer recruitment.⁴¹
- In alignment with the onboarding of the new JazzHR hiring platform (applicant tracking system), it is hereby recommended that quarterly reports be implemented.⁴² These reports shall facilitate the examination of several key aspects of the hiring sequence to ensure efficiency and effectiveness.⁴³

⁴¹ All applicants requiring the certification of **AOIC** must meet the minimum qualifications for probation/court services personnel in order to be eligible for employment or promotion by probation and court services departments in Illinois. CCJTDC must ensure that an updated list of certified internal and external applicants is maintained and routinely updated. The certified list of potential applicants will streamline the evaluation process and ensure the most suitable candidates are considered for the positions available.

⁴² Regularly reviewing metrics such as application flow, screening processes, interview stages, hiring metrics, and onboarding success, organizations can demonstrate their commitment to fair hiring practices and fostering a meritocratic environment. Regular reporting and analysis can also identify and address any potential areas of concern, ensuring ongoing compliance with the Shakman Decrees.

⁴³ The platform assists organizations monitor and improve hiring practices and tracks the attrition of new employees (new hire attrition rate) to prompt a review of recruitment and selection processes.