

Quarterly Report

Volume 1, Issue 1, 31 July 2023

COOK COUNTY JUVENILE TEMPORARY DETENTION CENTER



AGREED ORDER

On July 19, 2022 the Federal District Court for the Northern District of Illinois ended litigation and entered an agreed order approving the employment plan for the Cook County Juvenile Temporary Detention Center.

On March 27, 2023 a position of Director of Compliance for the CCJTDC, as required by *Shakman v. Democratic Organization of Cook Co.*, 69C2145 (N.D. ILL.) was established. The director is responsible for monitoring the CCJTDC's compliance with the employment plan approved by the court.



Employment Plan

The employment plan is intended to create transparent and workable processes and procedures that meet the business needs of the CCJTDC and comply with legal requirements. The Director of Compliance (DOC) has the right to monitor any and all employment actions in order to assess the CCJTDC's compliance with the supplemental relief order and progress toward substantial compliance with the supplemental relief order.

June 2023 Quarterly Report

This is the first quarterly report issued pursuant to the Cook County Juvenile Temporary Detention Center Employment Plan filed on July 19, 2022 in the United States District Court for the Northern District of Illinois Eastern Division, with a status of activities during the past three months. This report will be posted on the Office of the Chief Judge website as required by the employment plan.

Employment Plan Amendments

There were no employment plan amendments during this reporting period.

Employment Plan and Unlawful Political Discrimination Training

The OCJ must provide comprehensive mandatory employment plan training to all employees, including management, interview panelists, and the Cook County Juvenile Temporary Detention Center Human Resource Department (CCJTDC HRD), to ensure they are aware of and knowledgeable of the employment plan, as well as the general principles and responsibilities related to the Human Resource Department. All employees are required to receive such training within 90 days of employment or promotion, and on an annual basis thereafter. Employment plan trainings were conducted by the (CCJTDC) General Counsel Zenaida Alonzo, through the Microsoft Teams platform and a recorded training was released by the CCJTDC training department on the Learning Management System (LMS) for staff members who were not able to attend any in person or virtual training sessions. General Counsel Zenaida Alonzo conducted a total of eight training sessions in 2022 with a combination of in-person and virtual options.

On August 29, 2022 the **Political Discrimination, Reporting and Retaliation Policy** was made available on the CCJTDC management policy and procedure software, PolicyTech. The software is the policy and procedure manager utilized by CCJTDC to assure every employee may have access to the most current policies. A recent PolicyTech report indicates as of July 26, 2023, 87.43% of staff have read and understood the policy. The employment plan is also easily accessible for workforce review in the application by searching the term, *Employment Plan*.

On March 27, 2023 the Director of Compliance was hired assuming responsibilities related to monitoring, investigating, and auditing employment actions to ensure compliance with the employment plan and policies in the employee handbook referenced in the employment plan. The Director of Compliance completed an employment plan training video to ensure new employees, the Human Resource Department, and all employees including management, followed the annual training requirement. The recorded training was forwarded to the CCJTDC training department, the Human Resource Director and the CCJTDC Chief of Staff on May 5, 2023. In person training for all CCJTDC staff will be coordinated by the DOC with sessions scheduled to begin in August 2023 to assist with the annual training requirements.

The employment plan describes four comprehensive training sessions in Section IV, *HR Personnel Training, Supervisor Training, annual Employee Training, and Interviewer Training*. Such training for HR personnel is to be conducted no less than once a year, and no later than 30 days after an individual becomes an employee of the Human Resources Department. Newly appointed supervisors must receive training no later than 60 days following their appointment as a supervisor. All new employees must receive training no later than 60 days following the beginning of employment. No requirement was placed in the employment plan for interviewer training however it is a necessary annual requirement for those chosen to be a part of CCJTDC's interview panel. Each training must be certified in writing by the Human Resource Director and the certification must be placed in the employee's personnel file for verification. Comprehensive training for the Human Resources Department will assure third quarter monitoring, training, and auditing of employment actions and practices will follow the employment plan.

The Human Resource Department training was scheduled and completed for the Chief of Staff and Human Resource employees including the Human Resource Director on August 11, 2023 by the DOC and General Counsel. This was a refresher training for tenured employees and new training for newly hired and newly promoted personnel assigned to the Human Resource Department. Proper validation and review protocols were detailed in the employment plan training. The comprehensive training and training material will be identified in the third quarterly report and will also be made available on the OCJ website. Attempts were made to audit and monitor specific hiring processes that were either not made available through written or electronic notice or made available with less than a reasonable opportunity to monitor. Section IV of the Employment Plan, *Notification of Employment Actions*, discusses the reasonable opportunity notification (2 days prior) except where circumstances are outside of the control of the Human Resources Director. The DOC must be provided a reasonable opportunity to monitor all employment actions and the hiring processes for the proceeding quarter. Requests were made to audit first quarter employment actions (prior to the appointment of the DOC) but no information was forwarded by the Human Resource Director (or designee).

Section IV of the Employment Plan, *Employee Handbook*, identifies one general principle and responsibility of the Human Resource Director to create and maintain an employee handbook that is to be distributed to all employees. As of July 19, 2023, the DOC has not received any draft of the employee handbook for review despite several inquiries on its status.

Meetings

The DOC and the Human Resources Administrator for the Office of the Chief Judge began indoctrination on the CCJTDC Employment Plan March 29, 2023 and continued with a follow-up meeting April 17, 2023 for further review. The indoctrination included internal investigation

training, employment law training, Shakman Litigation, Unlawful Political Discrimination training, and Taleo Training.

On May 25, 2023 the first in person meeting with the CCJTDC Chief of Staff, CCJTDC HR Director, CCJTDC Project Director, OCJ HR Administrator, and the DOC convened at the Cook County Juvenile Center to review sections of the Employment Plan. On June 29, 2023 a follow up meeting with CCJTDC was canceled. A virtual Teams meeting was held on July 6, 2023 with the CCJTDC Chief of Staff, CCJTDC General Counsel, CCJTDC HR Director, OCJ HR Administrator, OCJ Director of Legal Research, and the DOC to discuss employment plan responsibilities with CCJTDC HR Director to improve the required auditing, monitoring, and overall processes associated with the employment plan. This meeting and its outcome will be documented in the July-September 2023 quarterly report for review by the OCJ.

Hiring Fairs

Section VI of the Employment Plan, *Employee Recruitment and Hiring-Related Outreach Event Participation*, provides employees involved in employee recruiting participation in a variety of events including, but not limited to, job fairs, school sponsored campus recruitment events, community-based employment and outreach program forums. The CCJTDC is ordered to provide prominent written notice at any such event to attendees that the CCJTDC does not hire or accept recommendations for non-exempt positions based on political reasons or factors.

No hiring fair processes were reported during this quarter to the DOC.

Recommendation Letters

No written recommendation letters for any applicant or candidate were presented to the DOC for this quarter.

Monitoring

In order to provide the DOC with a reasonable opportunity to monitor employment action(s), the Human Resources Director or his or her designee must 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. Electronic notifications were often not provided, or shared weeks after the employment action took place. The Human Resource Director established a shared folder to improve communication between her personnel and the DOC. Although emails, and separate shared folder communication was utilized by the DOC, personnel communication was minimal, preventing the DOC from routine electronic auditing processes per the Employment Plan.

Monitoring of the panel interview process was conducted in month of July. The shared folder improved transparency in this area. It is apparent that this form of communication will progress the ability for the DOC to continue monitoring in real time. Over 15 hours of observations were conducted and will be documented in the third quarterly report with recommendations for additional transparency in the hiring continuum beginning with the validation of applicants and candidates, interview processes, training, and all employment actions.

It is imperative for the DOC, Human Resource Director in conjunction with the Director of Training to develop a pro-active and transparent interviewer training to prevent any negative effects associated with bias. Monitoring interview panels in real time serves as a form of training to prevent future non-compliance. During the monitoring process, the DOC can provide guidance when observable practices do not technically violate the employment plan, but do not fully conform with best practices.

Section IV, *Interviewer Training*, indicates only employees who have been certified in interviewing will be eligible to participate in any interview panel. The DOC recommends each interviewer complete an interviewer training with a supplement on six unconscious biases associated with interviewing. The professional development training plan for each interviewer should focus material on confirmation bias, affect heuristics, expectation anchor, the halo effect, gender bias, and affinity bias. There is an interview panelist and candidate/applicant association disclosure form inserted for OCJ review.

None of the interview panelist indicated they completed any comprehensive interviewer training prior to being selected for the interview panel. The personnel selected for the panel were observably subject matter experts, but require an additional certification per the employment plan.

It has become apparent that despite a general overview of the employment plan provided by the CCJTDC General Counsel since 2022 (eight trainings), a recorded training provided on the learning management system (LMS), along with the accessible employment plan, substantial compliance in establishing procedures to mirror the employment plan guide has not been reached.

Notification of Validation

No notification to monitor any validation process was provided to the DOC during this quarter. The DOC was able to access information on candidates/applicants in TALEO however no eligibility list was provided.

Emergency Hires or Temporary Hires

There was no information provided this quarter regarding emergency or temporary hires.

Ineligible for Rehire List

No ineligible for rehire list was presented to the DOC.

Quarterly Employment Action Reports

The Director of Compliance (DOC) has the right to monitor any and all Employment Actions in order to assess CCJTDC's compliance with the Supplemental Relief Order. This shall include, but not limited to, the right to monitor any and all employment actions involving both union and non-union employees, whether in exempt positions or in non-exempt positions.

The DOC requested information for the previous quarter (January-March 2023) in an attempt to audit the 8 resignations reported during the first quarter. No electronic documents were forwarded to audit the resignation of one attorney in the Legal Department, the resignation of one Team Leader in the department of Resident Daily Life, the resignation of one Admissions and Release Specialist in Resident Advocacy and Quality Life, three Youth Development Specialist assigned to the department of Resident Daily Life, one Security Specialist, and one Custodial Worker for the Environmental Services Department.

The DOC is scheduled to conduct a comprehensive training alongside the CCJTDC General Counsel for the Director of HR, Chief of Staff, and HR personnel on 8-10-2023 to refresh sections IV and VI of the employment plan. This will be reported in the quarterly report for July-September 2023 along with any progress toward compliance.

Disciplinary Actions

Discipline employment actions were audited electronically but proper notification was not received to monitor such actions. The DOC notes that there were no complaints associated with unlawful political discrimination in the area of discipline and political consideration certification forms were signed by the chain of command in this area.

Investigations/Complaints

There were no complaints under my authority to investigate. There currently is no hotline to allow individuals to call the DOC on an anonymous credited basis. However, the Human Resource Director has indicated that the DOC information is conspicuously placed on a bulletin board. In addition, the OCJ Shakman Compliance page was created on July 24, 2023. The JTDC's website which provides information regarding the CCJTDC on a public on-line format includes, court orders, access to the Employment Plan, the exempt list, training material, and should provide access to the Director of Compliance first quarterly report.

Conclusion

This first quarterly report is emphasizing the need for CCJTDCHR to successfully implement the employment plan general principles and responsibilities in a reasonable and consistent manner. The Director of Compliance functions as the employment plan compliance officer for the CCJTDC by assuming responsibilities related to monitoring, investigating, and auditing employment actions and policies only when provided consistent and continual access. Hiring, terminations, interviewing and other employment actions were routinely occurring this quarter without notification to the DOC.

The DOC has responded by updating training material, creating training material to be distributed for all employees on Unlawful Political Discrimination and the employment plan, initiating electronic communication for general reminders on the principles and responsibilities of the employment plan to the Human Resource Department, and conducting and co-facilitating a Human Resource Department training with the General Counsel. If reasonable notifications and routine transparency are granted, CCJTDC will be able to establish and follow procedures moving in the direction of substantial compliance of this Employment Plan.

COOK COUNTY JUVENILE TEMPORARY DETENTION CENTER



JANUARY-MARCH 2023

Employment Action	Department	Employment Title	Effective Date	Shakman Exempt	Emergency Hire
Resignation	Environmental Services	Custodial Worker	1/3/23	No	No
New Hire	Environmental Services	Laundry Worker	2/14/23	No	No
New Hire	Environmental Services	Laundry Worker	2/14/23	No	No
New Hire	Security	Security Specialist	2/14/23	No	No
New Hire	Security	Security Specialist	2/14/23	No	No
New Hire	Security	Security Specialist	2/14/23	No	No
Resignation	Security	Security Specialist	2/24/23	No	No
Resignation	Resident Daily Life (RDL)	Youth Development Specialist	1/5/23	No	No
Resignation	Resident Daily Life (RDL)	Youth Development Specialist	1/16/23	No	No
Resignation	Resident Daily Life (RDL)	Youth Development Specialist	2/2/23	No	No

COOK COUNTY JUVENILE TEMPORARY DETENTION CENTER



JANUARY-MARCH 2023

Employment Action	Department	Employment Title	Effective Date	Shakman Exempt	Emergency Hire
Resignation	Resident Daily Life (RDL)	Team Leader	2/7/23	No	No
Promotion	Resident Daily Life (RDL)	Quality Assurance and Compliance Analyst	2/12/23	No	No
New Hire	Resident Daily Life (RDL)	Youth Development Specialist	2/14/23	No	No
New Hire	Resident Daily Life (RDL)	Youth Development Specialist	2/14/23	No	No
New Hire	Resident Daily Life (RDL)	Youth Development Specialist	3/27/23	No	No
Resignation	Resident Advocacy and Quality of Life (RAQL)	Admissions and Release Specialist I	1/31/23	No	No
Promotion	Resident Advocacy and Quality of Life (RAQL)	Project Director	3/12/23	No	No

COOK COUNTY JUVENILE TEMPORARY DETENTION CENTER

JANUARY-MARCH 2023

Employment Action	Department	Employment Title	Effective Date	Shakman Exempt	Emergency Hire
Resignation	Legal	Attorney	3/30/23	No	No
Promotion	Human Resources	Project Director II	2/12/23	No	No
Termination	Food Services	Food Service Worker	1/25//23	No	No

TERMINATIONS: 1
PROMOTIONS: 3
RESIGNATION: 8
HIRE: 8

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APRIL-JUNE 2023

Employment Action	Department	Employment Title	Effective Date	Shakman Exempt	Emergency Hire
Resignation	Environmental Services	Laundry Worker	5/6/23	No	No
New Hire	Environmental Services	Custodial Worker II	5/19/23	No	No
Resignation	Environmental Services	Custodial Worker	6/5/23	No	No
Resignation	Admissions, Security & Control	Rapid Response Team Specialist	5/24/23	No	No
New Hire	Resident Daily Life (RDL)	Youth Development Specialist	5/15/23	No	No
New Hire	Resident Daily Life (RDL)	Youth Development Specialist	5/15/23	No	No
New Hire	Resident Daily Life (RDL)	Youth Development Specialist	5/15/23	No	No

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APRIL-JUNE 2023

Employment Action	Department	Employment Title	Effective Date	Shakman Exempt	Emergency Hire
Resignation	Resident Daily Life (RDL)	Team Leader	4/26/23	No	No
Resignation	Resident Daily Life (RDL)	Assistant Team Leader	4/26/23	No	No
Resignation	Resident Daily Life (RDL)	Team Leader	4/26/23	No	No
Resignation	Resident Daily Life (RDL)	Youth Development Specialist	4/26/23	No	No
Resignation	Resident Daily Life (RDL)	Youth Development Specialist	4/26/23	No	No
New Hire	Food Service	Food Service Worker	5/19/23	No	No
Promotion	Human Resources	Administrative Assistant	6/18/23	No	No

TERMINATIONS: 0

PROMOTIONS: 1

RESIGNATION: 8

NEW HIRE: 5

Current Shakman Exempt Employees of the JTDC

Superintendent Leonard Dixon

Assistant Superintendent Jeffrey Holmes
Assistant Superintendent Tangelise S. Porter
Assistant Superintendent Rhonda Ramos

Assistant Superintendent Diane Ransom McGhee
Assistant Superintendent Gene Robinson
Special Assistant Jeanette Scroggins

General Counsel Zenaida Alonzo
Assistant General Margaret Olesnavage

