

Quarterly Report

Volume 1, Issue 2, 31 October 2023



Cook County Juvenile Temporary Detention Center

Employment Plan Training

The Human Resource Director, Chief of Staff, and personnel analyst(s) were provided comprehensive mandatory employment plan training on August 10, 2023. The training provided by the DOC and General Counsel of the Cook County Juvenile Temporary Detention Center (CCJTDC) is required annually to assure human resource personnel tasked with reviewing and validating applications follow the employment plan guide associated with recruitment, screening, selecting, and retaining personnel based on merit and fulfillment of specified qualifications. This quarter, an assigned Designee is scheduled to assist the DOC to assure effective collaboration with the Human Resource Department in an effort to reach progressive compliance with the employment plan.

CCJTDC utilize PolicyTech, a policy management software, to effectively communicate and manage policy updates, circulate internal employment opportunities, and provide 24-hour policy and procedure accessibility to personnel with a hybrid model schedule, nontraditional work schedule and personnel on a temporary leave. A PolicyTech attestation report was forwarded to the DOC by the General Counsel confirming 80 percent of CCJTDC personnel have reviewed and understand the definition of political discrimination, reporting and retaliation policy, the employment plan, Shakman training presentation prepared by the DOC, as well as the contact information for anonymously reporting or filing an alleged employment plan complaint. The Human Resource Director has advised that the department/division head will assure overdue, incomplete policy review, and employment plan review is completed by remaining personnel in their division. In addition, the Director of Training forwarded a training hours report confirming a total of 307 CCJTDC personnel received training hours for viewing the pre-recorded Shakman and Employment Plan training prepared by the DOC.

Screening and Validation of Candidate(s)

Candidate lists are curated in TALEO, a cloud-based software suite that assists the Cook County Juvenile Temporary Detention Center Human Resources (CCJTDCHR) with the screening and validating processes of qualified applicants. Sorting the applicants is a fluid process shared by personnel analysts and the Human Resource Director. The personnel analysts and Human Resource Director memorialize and

track qualified candidates in the hiring continuum with the software. For the purposes of this report, an applicant is defined as a person who has submitted their application in TALEO, answered pre-screening questions, and uploaded necessary credentials for a position. A qualified candidate is an applicant who after review and validation of submitted materials has been found to possess the minimum qualifications for the required position description.

The Cook County Juvenile Temporary Detention Center (CCJTDC) Director of Information Services and Technology provided the DOC with access to the TALEO software. On September 22, 2023 personnel analyst(s) provided the DOC with an overview of their practical use of TALEO to identify a pool of candidates that meet minimum and preferred qualifications for selected positions. Intermittent auditing of the tracking system and selection processes were performed for the following recruited positions this quarter: Team Leader, Assistant Team Leader, Management Analyst IV, Supervisor in Charge, Security Specialist I, Recreation Specialist, Administrative Assistant III, and Youth Development Specialist.

In Section VI of the Employment Plan, *Application Screening*, a complete application includes answering prescreening questions correctly, inclusive of a cover letter, updated resume, and a list of references. The employment submissions by internal and external applicants routinely did not attach updated resumes and cover letters. Internal and external candidates must have an updated resume, cover letter, and other credentials prior to their interview in order to move through the validation process and hiring continuum or risk being ineligible for consideration.



Recruitment and Outreach Event Participation

The Human Resource Director, General Counsel, and her Designee notified the DOC of the following recruitment events:

Pathways to Cook County Expo

August 8, 2023UIC Dorin Forum

Circuit Court of Cook County Job Fair

October 16, 2023Circuit Court of Cook County

The DOC was given prior notice of the Circuit Court of Cook County outreach event and was in partial attendance. Interested applicants were able to meet with recruiters, the Human Resource Director and participate in pre-employment testing.

Recommendation Letters

The employment plan explicitly states that written recommendations for any applicant, candidate or employee shall be reviewed for compliance with the plan and placed in the individual's employment file if selected for employment or promotion. Recommendation letters that meet the requirements of the employment plan should be shared with the interview panel at the ranking meeting.

This quarter, no recommendation letters were submitted to the DOC.

Provisional Appointments

The emergency provision of Section IX of the Employment Plan, *Provisional Appointments*, allowing the Superintendent to hire full time, part time, or temporary employees in emergency situations or to address personnel shortages in accordance with CCJTDC or Circuit Court policies was not utilized or reported to the DOC this period.

Ineligible for Rehire List and Validated Eligibility

An applicant list of former employees and candidates deemed ineligible for employment pursuant to Section IV of the Employment Plan, *Ineligible for Hire/Rehire List* and pursuant to Section VI of the Employment Plan, *Validation of Disciplinary History for Internal Applicants or Former Employees* whether the position is Non-Exempt or Exempt has not been received by the DOC.

Auditing Dispositions in TALEO (Youth Development Specialist)

In July two requisitions posted in TALEO for Youth Development Specialists were audited. One requisition curated one hundred interested applicants. Ninety-three applicants were dispositioned; several applicants withdrew from the screening process and five of the one hundred were eligible to be interviewed. Three out of the five candidates were extended an offer of employment, and one candidate declined an offer of employment. A significant number of dispositions were associated with applicants not meeting educational requirements. Applicants were dispositioned for failure to sign the electronic application in TALEO, inability to pass the required **pre-employment testing (IMPACT)**, and failing to report to CCJTDC for **pre-employment testing**. A second screening of eighty-five candidates for the position of Youth Development Specialist resulted in only one candidate validation and eligibility for the interview phase. The final outcome of the interview has not been updated in TALEO as of the typing of this report nor has the DOC received notification of an offer for employment.

Auditing Dispositions in TALEO (Team Leader)

The DOC audited dispositions in TALEO for the position of Team Leader in July. The DOC was extended one invite to monitor a set of interviews that occurred on July 12, 2023. Other interviews were scheduled July 5, 2023 without proper notification to the DOC.

There were sixteen internal candidates and four external candidates combined in the cohort. Six candidates were eligible for the interview phase after meeting validation requirements. The six candidates included one external candidate who declined an employment offer. The remaining five candidates resulted in two dispositions (not selected) and three promotional employment offers.

The candidate ranking forms and interview guides were provided electronically two weeks post the interviews. Several attempts were made to monitor the Team Leader ranking meeting however the Human Resource Director indicated this particular debriefing of candidates was an impromptu meeting with the division head/hiring manager. There was no documentation of the ranking meeting per the guide of the employment plan.



Internal Candidate Preference List and Impact Promote Testing

An internal candidate preference is defined in the employment plan as an internally experienced candidate who possesses both minimum and preferred qualifications and is given priority over qualified external candidates. External candidates who possess preferred qualifications are to be considered in a separate cohort; following a third cohort of candidates sorted by the number of preferred qualifications and the remaining cohort consisting of candidates who possess minimum qualifications.

Following the guide of the employment plan, the Human Resource Director, Division Head(s), and the DOC must create and maintain an internal candidate preference list and designate a position “Internal Candidate Preference”. The notice of job opportunity for identified positions must designate the position as internal candidate preferred. Designating a position “Internal Candidate Preference” does not preclude an external applicant from applying.

The superintendent encourages promotion of internal candidates with preferred qualifications and leadership potential. A competitive number of qualified internal candidates with professional tenure express interest in career mobility and routinely apply, re-apply, test and re-test for middle management and administrative opportunities. A number of strongly qualified internal candidates are proficient in meeting the requirements for specialized positions however many continue to face a barrier with employment testing and interviewing.

The IMPACT Promote Supervisory Exam consists of a video-based employee observation component and a series of written situational judgment questions. It is an evidence-based assessment tool used by the CCJTDCHR to measure specific leadership skills necessary to become an effective supervisor or manager. The DOC was able to review a portion of the dated video and recommends CCJTDC consider a customized evidence-based leadership assessment tool for evaluating trauma informed leaders.

The interview process is competitive for many qualified internal candidates interested in upward mobility. Section VI, of the Employment Plan, *Interview Panel Ranking Form*, openly states the ranking of candidates may be used for purposes of filling future vacancies for a period of 12 months. During this quarter a validated internal candidate preference list or qualified ranking list has not been submitted to the DOC for review but it is highly recommended.

Interview Monitoring

The DOC monitored candidate interviews for the position(s) of Team Leader, Assistant Team Leader, Management Analyst IV, Supervisor in Charge, Security Specialist I, Recreation Specialist, Administrative Assistant III, and Youth Development Specialist from the time period of July-September 2023.

Interview Panelists

Tenured mid-level managers and division managers were selected as interview panelists. Interview panelists discussed the potential for upward mobility as they described beginning their careers as Youth Development Specialists, Caseworkers, and Assistant Team Leaders. Mid-level managers were subject matter experts (SME) in their divisions. Following the guide of the employment plan the interview panel(s) observed in July consisted of the Human Resource Director, Department/Division Head, and two to three employees who possess knowledge and competence in the skills and abilities sought of the position to be filled.

A structured interview guide was provided to the DOC for both the Youth Development Specialist position and the Team Leader position. The interview guides provided to the DOC on the day of interviewing included an acknowledgement signature of the NPCC (No Political Consideration Certification) language on each interview guide signed by all panelists involved in the interview processes for internal and external candidates. It should be noted that Section VI of the Employment Plan, *Interview Questions*, requires the Human Resources Director or his or her designee to forward the final list of interview questions three days prior to the interview for review and comment. The interview questions were not shared within this timeframe during the second quarter or third quarter of reporting. The interview guides are routinely shared with the DOC the day of the interview or one day before interviewing candidates.

The interview guides were utilized objectively by the interview panelists and both internal and external candidates interviewed for each requisition were asked to respond to a carefully selected set of interview questions that measured their ability to work as a team, effective engagement with youth, behavior management techniques, conflict resolution, and a comprehensive understanding of working in a secure setting that may require rotating shifts, mandates, and compliance standards. Team Leader and Youth Development Specialist interview guides including ranking forms were forwarded to the DOC for auditing in the month of July.

Interviewer Guide Audit

A shared folder is utilized with the Human Resource Department and appointed Designee to provide the DOC with scored interview guides, interview questions, and ranking forms. For this reporting period the Management Analyst IV interview guide required editing and updates and one Administrative Assistant III interviewer evaluation final scores were not added and a recommendation for hire was not forwarded to the DOC. The interview occurred on September 27, 2023.



Ranking Meetings

The DOC requested to monitor the TEAM LEADER ranking meeting in order to monitor the sequence and various phases of the hiring processes in the month of July however the Team Leader ranking meeting occurred impromptu and the DOC was not notified of any other scheduled debriefings. No ranking meeting notes were submitted for auditing purposes in the month of July despite repeated requests. Section VI of the Employment Plan, *Documentation of Ranking Meeting*, requires notation of these debriefings for the hiring managers review with panel recommendations that must be placed in a posting file or electronic file folder for future auditing. Each interview panel member has an opportunity, “without fear of retaliation, to express his or her objective opinion regarding candidates”. A **majority vote** listing in order of preference for hire is required per the employment plan. No invitation to monitor debriefings were extended to the DOC for the Team Leader and Youth Development Specialist requisitions in the month of June or July.

Ranking meetings were monitored by the DOC in September and improved documentation of the meetings occurred in the month of September and October.

Meetings

Several meetings have occurred with the CCJTDC Human Resource Director, personnel analysts, a CCJTDC Designee, and the Chief of Staff for compliance updates, review of the general employment plan principles, job fair planning, OCJ website and compliance page, job description updates, TALEO training, and comprehensive Human Resource training.

Request to Hire/Job Descriptions

The Request to Hire (RTH) is used to initiate the hiring process when departments determine the operational need to fill a vacancy and/or create a new position. The previous reporting period and this current reporting period there were no (RTH) for review by the DOC.

Revised job descriptions were brought to my attention electronically and an invite to monitor a meeting was extended for October 11, 2023 by the Human Resource Director.

Complaints/Investigations

Complaints under my authority are not limited to unlawful political discrimination but also include allegations of a violation of the employment plan. CCJTDC personnel have access to the employment plan in PolicyTech. The contact information for the DOC is also uploaded in PolicyTech. The following (2) employment plan written complaints were forwarded to my office:

Complaint #2023CCJTDC1: An employee of CCJTDC alleged an employment plan complaint regarding the **selection process** for a position developed in response to the public health crisis. The employee was temporarily assigned for a 3-year interim during the pandemic to assist with virtual court coordination. The employee noted in the written complaint that minimum qualifications were met due to previous court coordination training, shadowing subject matter experts, and a 3-year period of on the job development and on boarding. The employee noted 2 openings were internally posted however 3 internal candidates were selected for promotion. The interim employee was granted an interview for potential consideration but was not the preferred candidate.

The DOC conducted an internal audit of the posting file. The top three ranked candidates met the minimum and preferred qualifications. The interviewer evaluation forms indicated candidate(s) responses to guided interview questions supported an objective recommendation for hire. Each interviewer independently and personally tabulated their own scores and a majority vote was submitted. The selection(s) were evaluated as merit-based decisions by the selected panel members however an internal

audit revealed discrepancies pursuant to the employment plan documentation and notification requirements of ranking meetings.

Complaint #2023CCJTDC2: An employee of CCJTDC alleged an employment plan complaint regarding the **selection process** for a position developed in response to the public health crisis. The employee along with division managers and team members were trained to assist with virtual court coordination. The employee noted in the written complaint submitted on October 4, 2023 that minimum and preferred qualifications were met for the posted position.

The DOC conducted an internal audit of the posting file. The top three ranked candidates met the minimum and preferred qualifications. The interviewer evaluation forms indicated candidate(s) response to guided interview questions supported an objective recommendation for hire. Each interviewer independently and personally tabulated their own scores and the majority vote was submitted. The selection(s) were merit based decisions.

This investigation is pending due to a secondary concern related to the written complaint by the employee. The employee indicated various application submissions were submitted in TALEO and despite meeting minimum qualifications, no interview invite was extended. The employee indicated possessing both minimum and preferred qualifications for many of the internal submissions. An audit of these submissions will be conducted and the conclusion of the investigation will be forwarded to the Office of Chief Judge and reported in the October-December quarterly report.

Discipline

The employment plan defines discipline as any action taken by the CCJTDC in response to an employee's conduct or performance, including verbal or written reprimands, suspensions, or terminations. Fourteen written reprimands, eight suspensions and six verbal warnings were reviewed electronically. The DOC was not provided any electronic notification(s) of grievances.

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.

Recommendations for CCJTDC

The following recommendations were made by the DOC to the Human Resource Director related to the employment plan:

Ranking Meeting notes must be included in each posting file per the employment plan guide.

Interview panel selection must be reviewed by the DOC per the employment plan guide.

Offers of employment must be shared with the DOC per the employment plan guide.

The DOC should be informed of approvals for RTH (request to hire).

The DOC should be informed of all exempt and non-exempt interviews.

Additional Observations:

Internal candidates often meet both minimum and preferred qualifications for various positions and routinely submit interest for several openings at one time. Internal candidates should be encouraged to tailor their resume and highlight how their experience within the facility aligns with the various recruited positions. Internal candidates traditionally have lengthy tenure and have historically participated in blended assignments due to operational need during the public health crisis. These experiences should be highlighted on resumes and incorporated in cover letters.

An updated evidenced based supervisory assessment tool for CCJTDC should be considered. An assessment tool centered in complex-trauma research and leadership, restorative discipline, team development, career development and performance metrics that are culturally relevant for leadership pathways could enhance the pool of applicants. Qualified community trainers and tenured mid-level managers of the CCJTDC have extensive professional experience and training in multiple disciplines of behavioral science. Internal candidates who exemplify leadership characteristics in the area(s) of vicarious trauma, compassion fatigue, complex trauma specific to the cultural experiences of brown and black youth on the South and Westsides of Chicago, generational trauma, adolescent development, and somatic healing beneficial for coping with racialized trauma make a conscious effort in decision making that resist re-traumatization of employees and detained youth. Measurement of leadership resiliency across dimensions of vision, composure, reasoning, tenacity, collaboration, health, emotional intelligence, and decision making are important inventory factors in a human centered organizational setting.

Conclusion

Familiarity and consistency with the employment plan guide are vital in reaching substantial compliance. The Human Resource Director and personnel analyst(s) received comprehensive human resource training and will move forward with following the employment plan guide in the area of documentation and notification.

Lastly, a meeting with the superintendent, an appointed Designee, and the support of a newly hired personnel analyst, has improved transparency and collaboration as I continue compliance related activities and reporting for the next quarter.

Exempt Employees of the Cook County Juvenile Temporary Detention Center



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

Quarterly Employment Actions

Division	New Hires	Promotions	Demotions	Transfers	Reclassification	Termination/Sep aration	Layoff	Resignation
Admissions, Security and Control	Security Specialist I August 28, 2023	No	No	No	No	No	No	Security Specialist I September 11, 2023
Admissions, Security and Control	Custodial Worker II August 28, 2023	No	No	No	No	No	No	Custodial Supervisor July 10, 2023
Admissions, Security and Control	N/A	No	No	No	No	No	No	Security Specialist II September 11, 2023
Resident Daily Life	(2) Youth Development Specialist July 5, 2023	No	No	No	No	No	No	Youth Development Specialist July 31, 2023
Resident Daily Life	Barber July 5, 2023	No	No	No	No	No	No	Youth Development Specialist August 10, 2023
Resident Daily Life	Youth Development Specialist August 28, 2023	No	No	No	No	No	No	Caseworker I August 23, 2023
Resident Daily Life	N/A	(3) Assistant Team Leader July 16, 2023	No	No	No	No	No	N/A
Resident Daily Life	N/A	(2) Team Leader August 28, 2023	No	No	No	No	No	N/A
Resident Daily Life	N/A	Caseworker II August 28, 2023	No	No	No	No	No	N/A
Resident Advocacy and Quality of Life	No	No	No	No	No	No	No	No
Office of Legal Affairs, Compliance and Public Media	No	No	No	No	No	No	No	No
Administrative	Analyst IV/Recruiter	Administrative Asst. IV	No	No	No	No	No	No

Services	July 5, 2023	July 16, 2023						
Administrative Services	N/A	Food Service Supervisor July 30, 2023	No	No	No	No	No	No
Programs and Professional Standards	No	(4) Project Director III July 16, 2023	No	No	No	No	No	No
Office of Professional Standards and Responsibility	No	No	No	No	No	No	No	No
Office of Superintendent	No	No	No	No	No	No	No	No

FLSA Exempt Employees of the CCJTDC

Allen, Jocelyn J	Assistant Team Leader
Barnett, Jamie S	Team Leader
Blakney, Shonda	Project Director III
Campos, Olegario	Assistant Team Leader
Dowdy, Kenneth M	Assistant Team Leader
Ferrolì, Jacqueline R	Team Leader
Fowlin, Michael	Team Leader
Gilyard-Robinson, Tenae A	Project Director III
Hatcher, ShaRonda	Project Director III
Henry Johnson, Vicky	Food Service Supervisor
Hernandez, Roxanna	Assistant Team Leader
Humphrey, Roshanda L	Assistant Team Leader
Jones, Shumika	Supervisor of Resident Affairs
Komendacka, Aldona	Information Technology Manager
Lavigne, Grace	Assistant Team Leader
Leon, Jose	Assistant Team Leader
Little, Jason N	Supervisor In-Charge
Lowery, Darrin E	Team Leader
Manney, Harold S	Supervisor In-Charge
Matthews, Geneva	Team Leader

Mattison, Bobby	Barber Supervisor
McCain-Mason, Vanessa D	Director of Food Services
Miner, Shawn	Team Leader
Mitchell, Melissa J	Team Leader
Montgomery, Tyrese	Business Manager IV
Moore II, Ronald	Assistant Team Leader
Murdock Jr, James	Food Service Supervisor
Pawinski, Michael	Manager- Computer Operations
Reed, Yolanda	Manager of Lab/Employee Relations
Ruben, Deon	Team Leader
Sajdak, Brian A	Supervisor In-Charge
Schauf, Jennifer L	Supervisor In-Charge
Sutherland, Sean	Project Director III
Swain, Alisa L	Director-Facility Support Services
Tellis, Wayne E	Assistant Team Leader
Vergara, Jose	Director of Training
West, Lynne C	Supervisor In-Charge
Wiechec, Daniel	Project Director III
Wilson, Indu	Project Director III
Wilson, Terry	Supervisor In-Charge

Woods, Angelette N	Food Service Supervisor
Young, Qiana	Project Director III