



COOK COUNTY BOARD OF REVIEW EMPLOYMENT PLAN

I. Objective

The Employment Plan of the Cook County Board of Review (BOR) sets forth the general principles which will govern BOR hiring policies and procedures. This Employment Plan applies to all BOR employees as well as applicants and candidates for BOR positions.

The BOR is committed to hiring practices that:

- Base employee selection on a candidate's knowledge, skills and ability to perform effectively on the job;
- Provide equal employment opportunity to all qualified applicants;
- Prohibit the entry of Political Reasons or Factors and other Improper considerations into any stage of the selection and hiring processes for covered positions;
- Provide the hiring authority with maximum lawful discretion in making selection decisions; and
- Create a transparent hiring system that minimizes the ability to manipulate employment decisions.

This Employment Plan was developed by the Cook County Board of Review in compliance with the Cook County Office of the Independent Inspector General Report IIG18-0344.

II. Rules Governing All, Hires Made Pursuant to the General Hiring Process

Contacts by Hiring Departments

Hiring departments shall not contact the Human Resources Department with the Office of the Secretary of the Board of Review (“Human Resources Department”) to lobby for or advocate on behalf of actual or potential applicants for non-exempt/covered positions, nor may hiring departments request that specific individuals be added to any referral or eligibility list except as permitted in this Employment Plan.

Hiring departments may contact the Human Resources Department to inquire about the status of selected candidates.

Non-Political and Impartial Actions

For actions covered under this Employment Plan concerning all non-exempt/covered positions, political reasons or factors or other considerations otherwise prohibited by law or the BOR Personnel Rules may not be considered.

Recommendations from Elected and Appointed Officials

Nothing in this Employment Plan shall limit the right of any citizen, including elected officials, to make recommendations not based on political reasons or factors or other improper considerations to personnel involved in making employment decisions on behalf of the BOR. In the case of hiring for covered positions, recommendations from public office holders or political party officials that are based on their personal knowledge of the person's work experience, skill or other job-related qualifications are permitted and may be considered, to the extent that the department considers any recommendations for a particular position.

III. Hiring Process and Procedures Non-Exempt/Covered Positions

Personnel requisitions

Personnel requisitions must be completed to fill BOR positions. Requisitions must be initiated by the department Hiring Manager, and then forwarded to the Human Resources Department.

Personnel requisitions should indicate the following:

- Position name
- Job code and description
- Grade and step
- Proposed salary
- Essential job functions and qualifications (or a current job description may be attached)

Intake meetings

The Human Resources Department will arrange a meeting with the department Hiring Manager to conduct an intake meeting prior to posting a job opening to learn more about the position, the requirements, and the profile of the ideal candidate.

Job postings

The Human Resources Department will create job postings that briefly describe the job opening and communicate the hiring goals and objectives of the BOR. All job openings will be posted concurrently on the BOR website, and externally with sources appropriate for the position being filled.

The Human Resource Department shall post an employment opportunity for a maximum of thirty (30) days, or at least fourteen (14) days for Exempt positions.

With the approval of the Secretary of the Board, positions may be posted for an indefinite and ongoing basis, provided they are posted at least fourteen (14) days.

The Human Resources Department will be responsible for tracking all applicants and retaining applications and resumes as required.

Applications

Interested applicants shall submit their applications for the position electronically to the Human Resources Department within the applicable period listed in the notice of job opportunity.

Internal applicants

Current employees with a satisfactory employment status may apply for internal job openings. The consents of the employee's Hiring Manager and the Human Resources Department may be necessary for employees with less than one year of service with the BOR. All applicants for a posted vacancy will be considered based on their qualifications and ability to perform the job successfully.

Certification of Minimum Qualifications

The Human Resources Department and the Hiring Manager will verify that applicants meet the predetermined minimum qualifications for the position.

Interview Process

The Human Resources Department and the Hiring Manager will screen applications and resumes prior to scheduling interviews. Initial interviews are generally conducted by the Human Resources Department and the Hiring Manager using a structured interview process. Candidate evaluation forms will be completed after each interview and retained with the application.

Interview Questions

Interview questions shall be developed by the Human Resources Department and the hiring department from job-specific content related to the vacant position. Interviews shall be designed to assess the candidates' match to the hiring criteria.

Conduct of Interviews

Candidates for the same position shall be asked the same core interview questions. Follow-up questions are permitted so long as they relate to previous questions asked to draw out more detailed information from the candidate.

Interviewers; Evaluations

At least two BOR employees shall interview each candidate. One interviewer shall come from the hiring department and shall be familiar with the position's requirements. At least one interviewer shall come from the Human Resources Department. Each interviewer shall independently and personally complete an evaluation form for the candidate at the conclusion of the interview.

Interview Notes

Interview notes shall be recorded on each interviewer's evaluation form (and attached pages if necessary) and preserved and provided to the Human Resources Department at the conclusion of the interviews.

Interviewer Recommendations and Documentation.

Immediately following the interview, each interviewer shall independently and personally identify on the evaluation form whether the candidate shall be subject to further consideration in the hiring process. Each interviewer shall provide all documentation from the interview to the Human Resources Department.

Consensus Meetings; Selection

After the interviews for the vacancy are completed, the selection process for interviewed positions shall be based on a Consensus Meeting led by the Human Resources Department and attended by all interviewers, along with the Hiring Manager for the position. The participants in the Consensus Meeting shall make a consensus selection at the meeting. If no selection consensus can be reached, the Hiring Manager shall make the final selection decision and shall provide written rationale for the selection.

Reference checks

The Human Resources Department will conduct professional reference checks and employment verification on the top candidates based on the results of the candidate evaluation forms completed by the interviewers.

Job offers

After a hiring selection has been made, an employment offer will be extended to the candidate. The applicant must accept the job offer within five business days. The offer will be contingent on the candidate passing a mandatory background check. The BOR may rescind an offer of employment if a candidate does not accept it within 5 calendar days.

Background checks will vary depending on the position. The candidate must complete the background check within 5 business days. If the candidate fails to complete the background check within 5 business days, the offer may be rescinded by the BOR.

The Human Resource Department will determine a start date upon receipt of satisfactory background check results.

IV. Hiring Process and Procedures Exempt Positions

Applicability and Principles

Exempt positions are those where any factor may be considered in actions covered by this Employment Plan unless otherwise prohibited by law and are listed on the Exempt List.

Modifications to the Exempt List

The Human Resources Department shall maintain a list of Exempt positions where use of the process detailed in this section is allowed. The BOR may from time to time add or delete positions from the list of Exempt positions.

No specific selection process required.

The employing department or official is not required to use any specific selection process in filling an Exempt position. The employing department or official may consider any factor in making its decision, so long as it is not an illegal factor.

Removal

An Exempt employee may be terminated for any reason or without reason, so long as it is not an illegal reason.

V. Training and Employee Education

Human Resources Personnel Training

The Secretary of the Board, or a Designee shall administer comprehensive, mandatory education training for all personnel within the Human Resources Department to ensure that they are aware of and knowledgeable about this Employment Plan, are able to administer relevant portions of this Employment Plan and are able to answer any questions they may receive.

The HR Personnel training described above shall be conducted at regular intervals of approximately every 12 months. New Human Resources employees shall receive this training no later than 30 days after they become an Employee in HR and as necessary between annual training sessions.

Hiring Manager Training

The Secretary of the Board or Designee shall provide comprehensive mandatory training (including through a learning management system) for all Hiring Managers to ensure they are aware of and knowledgeable about this Employment Plan. Hiring Managers shall receive this training initially no later than 30 days following their employment as a Hiring Manager. After the initial training, Hiring Managers shall receive this training at regular intervals of approximately every 12 months.

The Secretary of the Board or a Designee, may provide or oversee the training, or implementation of training (including through a learning management system) to Hiring Managers regarding changes to this Employment Plan as necessary between annual training sessions. Receipt of training shall be certified in writing by the Secretary of the Board and the certification shall be placed in a training file readily accessible to the Human Resources Department.

Employee Applicability

The Human Resources Department shall provide new employees with a copy of the Employment Plan as part of their onboarding packet.

VI. Conclusion

The participation of any BOR employee in any hiring activity who has not received training on the Employment Plan is strictly prohibited.

The BOR is committed to continuing its practices of being an equal opportunity employer, hiring qualified candidates and prohibiting unlawful political discrimination with respect to all employment actions. The purpose of this Employment Plan is to establish transparent and functional processes and procedures that meet the business needs of the BOR and adhere to legal requirements.