



## **COOK COUNTY BOARD OF REVIEW EMPLOYMENT PLAN**

### **I. Objective**

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

The CCBOR 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 Managers 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 Managers request that specific individuals be added to any referral or eligibility list except as permitted in this Employment Plan.

Hiring Managers 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 CCBOR 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 CCBOR. 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 or reclassify all CCBOR positions. Requisitions must be initiated by the department Hiring Manager, and then forwarded to the Human Resources Department.

Personnel requisitions should indicate the following:

- District/Department
- Position ID
- Job code / Title
- Grade and step
- Proposed salary
- Requisition reason and justification
- Essential job functions and qualifications (or a current job description may be attached)

#### ***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 CCBOR. All job openings will be posted concurrently on the CCBOR website and externally (as necessary) with sources appropriate for the position being filled.

The Human Resources Department shall post all employment opportunities for a minimum of fourteen (14) days.

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 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 CCBOR. 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. The Human Resources Department and the Hiring Manager will interview all candidates together using a structured interview process. An Interviewer Evaluation Form must be completed by the Hiring Manager and Human Resources for each candidate.

### ***Interview Questions***

Interviews shall be designed to assess the candidates' match to the hiring criteria. A minimum of three (3) interview questions shall be developed by the Human Resources Department and the Hiring Manager. The interview questions must assess the candidate's job-related qualifications, skills and suitability for employment. The interview questions developed for a particular position may be used for subsequent vacancies for that position, provided appropriate precautions are taken to prevent advance dissemination of questions and answers to candidates and provided the questions remain related to the duties of the position.

All questions shall be considered and treated as confidential, and they may not be disclosed to anyone other than the Hiring Manager or Human Resources.

### ***Conduct of Interviews***

All candidates interviewed for the same position will be asked to respond to at least three (3) of the same pre-approved interview questions. Additional and follow-up questions by the interviewers are permitted and encouraged, provided they are related to a determination of the candidate's suitability for the position.

### ***Interviewers; Evaluations***

At least two CCBOR employees shall interview each candidate. One interviewer shall represent the Hiring Department and shall be familiar with the position's requirements. At least one interviewer shall represent the Human Resources Department. Each interviewer shall independently and personally complete an Interviewer Evaluation Form for the candidate at the conclusion of the interview.

No person may alter, add to or delete from any Interviewer Evaluation Form other than the interviewer who completes it. The interviewers will submit the original completed Interviewer Evaluation Forms to the Human Resources Department.

### ***Interview Notes***

Interview notes shall be recorded on each Interviewer Evaluation Form (and attached pages if necessary) and preserved and provided to the Human Resources Department.

### ***Interviewer Recommendations and Documentation***

Immediately following the interview, each interviewer shall independently and personally identify on the Interviewer Evaluation Form whether the candidate shall be subject to further consideration in the hiring

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process. Each interviewer shall provide all documentation from the interview to the Human Resources Department.

### ***Consensus Meetings; Selection***

Following the last candidate interview, the interviewers will conduct a consensus meeting at which all of the interviewers are present and at which each interviewer has an opportunity to freely and without fear of retaliation express their opinion regarding the candidates. The opinions must be based exclusively on candidates' responses to interview questions and candidates' application materials. The interviewers will discuss the candidates in the order they were interviewed. Participants of 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 hiring decision.

### ***Decision to Hire***

Following the final selection of a candidate, the Hiring Manager shall prepare the Decision to Hire Form, which will be sent to the Human Resources Department along with the Interview Evaluation Forms and any other documentation regarding the selection and ranking of the candidates.

### ***Reference checks***

The Human Resources Department will conduct professional reference checks before extending an offer to the candidate identified on the Decision to Hire Form.

### ***Job offers***

After a hiring decision has been made, an employment offer will be extended to the candidate by the Human Resources Department. The applicant must accept the job offer within (5) five business days. The offer will be contingent on the candidate completing the Notice of Employee Residency Affidavit and passing a mandatory background check. The CCBOR may rescind an offer of employment if a candidate does not accept within (5) five calendar days.

### ***Background Checks***

The successful candidate must complete a background check within (5) five business days. If the candidate fails to complete the background check within the required time, the offer may be rescinded by the CCBOR.

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

### ***Future Vacancies***

The Hiring Manager may select candidates for subsequent vacancies for a similar position for a period of (6) six months from the date the Interviewer Evaluation Form was complete. The candidates must meet the minimum qualifications for the position.

## **IV. Hiring Process and Procedures for Shakman Exempt Positions**

### ***Applicability and Principles***

Shakman 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 Shakman Exempt List.

### ***Modifications to the Exempt List***

The CCBOR will post and maintain a current list of Shakman Exempt positions on the CCBOR website. The Human Resources Department shall send written notice to Commissioners of any proposed change to the Shakman Exempt List due to the position description not meeting proper Exempt designation.

***No specific selection process required.***

The employing department or official is not required to use any specific selection process in filling an Shakman 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***

A Shakman 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 training shall be conducted at regular intervals of approximately every (12) twelve months. New Human Resources employees shall receive this training no later than (30) thirty days after being hired 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. Quarterly Report**

The Human Resources Department will send a quarterly report to Commissioners detailing the total number of hires and terminations by department during the preceding three-month period.

**VII. Conclusion**

The participation of any CCBOR employee in any hiring activity who has not received training on

the Employment Plan is strictly prohibited.

The CCBOR 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 CCBOR and adhere to legal requirements.