

**CITY OF CHICAGO POLICE DEPARTMENT  
HIRING PLAN FOR SWORN TITLES**

**Table of Contents**

CHAPTER I GOALS AND PRINCIPLES.....3

    A.    Organization of this Hiring Plan .....3

    B.    Definitions.....4

    C.    Department of Human Resources .....8

    D.    Chicago Police Department .....9

    E.    Office of the Inspector General.....9

CHAPTER II EMPLOYEE DUTY TO REPORT, TRANSPARENCY OF CITY  
HIRING, AND GOVERNING RULES .....10

    A.    Employee Duty to Report .....10

    B.    Transparency of City Hiring .....10

    C.    Rules Governing All Hires Made Pursuant to the General Hiring  
        Process .....11

CHAPTER III GENERAL HIRING PROCESS - CAREER SERVICE SWORN  
TITLES .....13

CHAPTER IV GENERAL HIRING PROCESS - NON-CAREER SERVICE  
SWORN TITLES.....15

    A.    Detective .....16

    B.    SES Captain .....17

    C.    Other Non-Career Service Sworn Titles .....19

CHAPTER V MERIT SELECTION .....22

CHAPTER VI INTERVIEW PROTOCOLS.....25

CHAPTER VII SENIOR MANAGER HIRING PROCESS.....28

CHAPTER VIII EXEMPT POSITION HIRING PROCESS .....29

CHAPTER IX PRIVATE SECRETARIES OR ASSISTANTS AND SECURITY  
SPECIALISTS .....30

CHAPTER X ACTING UP .....31

    A.    General Considerations .....31

    B.    Exceptions.....32

CHAPTER XI COMPLIANCE AND GOVERNANCE.....33

    A.    Complaints .....33

B.	Escalations Procedure .....	33
C.	Reviews and Audits of Hiring Data .....	35
D.	IGO Hiring Oversight Monitoring and IGO Investigation of Hiring Processes .....	36
E.	Reporting Requirements .....	37
CHAPTER XII APPLICABILITY TO OTHER EMPLOYMENT ACTIONS NOT DETAILED IN THIS HIRING PLAN .....		38
A.	Layoff Lists .....	38
B.	Reinstatement .....	38
C.	Limited Duty .....	38
D.	Demotion .....	38
E.	Reasonable Accommodations .....	38
F.	Reclassifications .....	39
G.	Discretionary Non-Bid Positions .....	39
H.	Approved City Training Programs .....	39
I.	City Affirmative Action Plans .....	39
J.	Veterans Preference .....	39
K.	Line of Duty Preference .....	39
L.	Emergency Appointments .....	39
M.	Settlements, Awards, Judgments, and Decisions .....	39

## **CHAPTER I GOALS AND PRINCIPLES**

The City of Chicago 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 Hiring Plan for Sworn Titles (“Hiring Plan”) was developed by the City of Chicago as required under section I.F. of the Settlement Order and Accord in case number 69 C. 2145 captioned *Shakman et al. v. City of Chicago, et al.*, before Judge Wayne R. Andersen in the United States District Court for the Northern District of Illinois (“the Accord”)

This Hiring Plan applies to sworn titles within the Chicago Police Department (“CPD”). The principles presented here apply equally to Candidates who are external or internal job Applicants and Candidates for promotion. All other titles in CPD shall be hired under the applicable provisions of the City of Chicago Hiring Plan.

Violations of this Hiring Plan may result in disciplinary action, up to and including discharge and ineligibility for future hire.

### **A. Organization of this Hiring Plan**

This Hiring Plan sets out the principles and procedures for the hiring of all CPD sworn titles. The hiring for all other CPD titles shall be done pursuant to the General Hire Process outlined in the City of Chicago Hiring Plan except for hiring for Exempt Positions, which are covered by Chapter VIII, and hirings effected through Other Employment Actions, which are covered by Chapter XI.

Additionally, the City has created a separate policy governing the use of contractors and other non-City employees (“Use of Non-City Employees to Perform Services for the City”), which will be made publicly available as detailed in Chapter II.

This Hiring Plan is not an exhaustive document and cannot contemplate every variation that could occur in hiring. This Hiring Plan is intended to provide a framework for CPD hiring for sworn titles that will survive changes in collective bargaining agreements, technology, management practice and law. The principles of this Hiring Plan should be

construed broadly.

The City may modify this Hiring Plan so long as the modifications are not contrary to applicable law. Prior to the effective date of any modification of this Hiring Plan, the Commissioner of the Department of Human Resources (“DHR”) shall give thirty (30) days’ public notice in one or more newspapers of general circulation. Such public notice shall include information concerning where the rules can be reviewed and where comments may be directed. The City will also post on its publicly available internet site any modifications to this Hiring Plan.

In addition, prior to sunset of the Accord, thirty (30) days’ advance written notice of any modification of this Hiring Plan shall be given to the *Shakman* Plaintiffs and the court appointed Monitor. The Monitor and *Shakman* Plaintiffs may comment on the modifications and make written objections. Impasses shall be resolved as provided in Section II.D. of the Accord.

## **B. Definitions**

**Acting Up** – Acting Up is where an employee is directed to, and does perform, or is held accountable for, substantially all of the responsibilities of a higher-ranked, covered Class.

**Applicant** – An Applicant is an individual who completes an Application for a specific open City Position.

**Application** – An Application is an electronic or paper document that is completed by a prospective Applicant to apply for an open Position. The Application contains information about the prospective Applicant, such as his or her education, previous employment history, and other relevant information to be considered for employment with the City.

**“Appointed As” Class** – An “Appointed As” Class is a non-career service sworn position that is filled through a process defined by the Department Directive. Police Officers, Sergeants, and Lieutenants who are in an “Appointed As” Class retain their career service status in their respective Class.

**Candidate** – A Candidate is an Applicant who meets the minimum qualifications of the job for which he or she applied and is eligible to be referred.

**Class of Positions** – A Class of Positions is a category of Position(s), each of which is sufficiently similar in respect to duties and responsibilities such that the same word(s) may be used to designate each Position in the group, the same salary range may be equitably applied, the same qualifications required, and the same examination used to select qualified employees. A Class of Positions is equivalent to a job title.

**Class Specifications** – Class Specifications are descriptions of the duties and responsibilities of a Class of Positions that distinguish one Class from another. They are,

in effect, the general descriptions utilized to determine the proper level to which a Position should be assigned, and they include the general job duties and minimum qualifications of the Position. Class Specifications shall include sufficient detail so as to accurately reflect the job duties.

**Consensus Meeting** – A Consensus Meeting is a discussion that is led by a CPD Human Resources Division (“CPD-HR”) member held at the conclusion of the interview process. During the Consensus Meeting, the interviewers and the Hiring Manager review their respective interview results and any other relevant information to arrive at a hiring recommendation. DHR may elect to participate in the process.

**Covered Position** – A Covered Position is any City Position other than an Exempt Position as listed on the Exempt List, which is attached as Exhibit D to the City of Chicago Hiring Plan.

**Department Directive** – A Department Directive is a method of giving notice to CPD employees that applications are being accepted for a specific non-career service Position. The Department Directive is posted on the RMS during the time the application period is open and defines the duties, eligibility requirements, Application process, selection procedures, and any other relevant information for the Position.

**Eligible Candidate** – An Eligible Candidate is a Candidate who has successfully met the predetermined requirements outlined in the posting, and if applicable has passed a test and/or completed an interview, and thus is eligible for hire.

**Eligibility List** – An Eligibility List is a list of all Candidates who are eligible for hire.

**Escalation Procedure** – The Escalation Procedure is a process that requires a DHR Recruiter or Analyst or a CPD-HR member involved in a hiring process who has reason to believe that any individual involved in a hiring sequence may have committed a violation of this Hiring Plan or may have allowed Political Reasons or Factors or other Improper considerations to influence the hiring process to suspend the process and immediately notify IGO Hiring Oversight, the Superintendent of Police or his or her designee, and the DHR Commissioner for further review and action.

**Exempt Position** – In this Hiring Plan, an Exempt Position is a City Position that is excepted from the requirements governing Covered Positions and is listed on the “Exempt List”, which is attached as Exhibit D to the City of Chicago Hiring Plan. The term Exempt Position as used in this Hiring Plan is not reflective of rank or structure.

**Hiring Authority** – The Hiring Authority is the individual who has the ultimate responsibility and authority for the hiring of a Candidate. This role is typically held by the Superintendent of Police.

**Hire Certification** – The Hire Certification is a form filled out by (1) selected Candidates and (2) all City employees involved in any hiring process, other than for

Exempt Positions. This form shall certify under penalty of perjury, that no Political Reasons or Factors or other Improper considerations were considered in the action taken. DHR, with notice to IGO Hiring Oversight, may modify the form from time to time.

**Hiring Criteria** – The Hiring Criteria are factors which elicit job-related knowledge, skills and abilities that are used to evaluate Candidates to determine which Candidates will be offered the Position.

**Hiring Manager** – The Hiring Manager is responsible for managing the selection process for Positions requiring an interview. This individual will typically be the manager to whom the new hire will report, but may be a higher level manager in the department reporting structure.

**Hiring Unit** – The Hiring Unit is the division where a specific vacancy exists.

**Improper** – Improper describes a consideration constituting preferential treatment which is not job related.

**Intake Meeting** – An Intake Meeting is a meeting where CPD-HR shall work with the Hiring Unit to create a Department Directive for non-career service titles. For Career Service titles, the Intake Meeting will be held between DHR and CPD-HR to determine the pre-defined selection criteria and create the Notice of Job Opportunity.

**Management Rights** –Under the collective bargaining agreements, CPD has retained the right to operate and manage its affairs in its sole discretion, including the right to make assignments and promotions. Through agreements with the unions, past practice and arbitration decisions, CPD has agreed to limit its discretion to 20% per round of promotions for non-career service positions (e.g., “Appointed As” Class), without regard to seniority. This process is used to ensure a balance of experience and qualifications in department operations, but cannot be arbitrary, capricious, retaliatory, or discriminatory.

**Merit Eligibility List** – A Merit Eligibility List is a list of Candidates who have met the requirements to be eligible for consideration for Merit Selection.

**Merit Selection** –Merit Selection is a process that allows supervisory employees in CPD to nominate employees for promotion to the Position of Detective, Sergeant, and Lieutenant.

**Merit Selection Board** – The Merit Selection Board is responsible for evaluating and recommending Eligible Candidates for merit promotion. The Merit Selection Board consists of the Director of Human Resources, the Assistant Superintendents of Operations and Administration, and the Deputy Superintendents of the Bureaus of Patrol, Investigative Services, Professional Standards, and Administrative Services.

**Notice of Job Opportunity** - The Notice of Job Opportunity, which is posted on the RMS during the time the application period is open, shall include the Position's

predefined job duties; predefined eligibility standards; predefined application procedures; predefined selection process; whether or not an interview and/or test will be conducted; whether or not the position will be filled through random selection, rank order or seniority; whether a Merit Selection process will be used; the terms of any evaluation period; procedures for removal; and any other relevant information.

**Other Employment Action** – An Other Employment Action is any change in the terms and conditions of employment in addition to those detailed in this Hiring Plan and includes, but is not limited to: firing, promotion, demotion, lay-off, reinstatement, reemployment, transfer, reclassification, granting overtime, assignment, withholding of any job benefit and imposition of any employment sanction or detriment.

**Political Reasons or Factors** – Where this Hiring Plan refers to Political Reasons or Factors this shall include:

1. Recommendations for hiring, promotion or any other employment term for specific persons from public office holders (and/or their staffs) or political party officials that are not based on actual knowledge of the person's work skills, work experience or other job-related qualifications.
2. Recommendations for hiring, promotion or any other employment term based on the fact that the person worked in a political campaign or belongs to a political organization or political party; or the fact that the person chose not to work in a political campaign or to belong to a political organization or a political party. The mere fact that a person worked for a political campaign for elective office does not prohibit consideration of a recommendation related to that person insofar as the basis for that recommendation relates to the person's relevant work experience.
3. Recommendations for hiring, promotion or any other employment term based on the fact that the person contributed money, raised money or provided something else of value to a candidate for public office or a political organization; or the fact that the person chose not to contribute or raise money for a candidate for public office or a political organization.
4. Recommendations for hiring, promotion or any other employment term based on the fact that a person is a Democrat or a Republican or a member of any other political party or group; or the fact that the Applicant is not a member.
5. Recommendations for hiring, promotion or any other employment term based on the fact that the person expressed views or beliefs on political matters such as what candidates or elected officials he or she favored or opposed, what public policy issues he or she favored or opposed, or what views on government actions or failures to act he or she expressed.

**Position** – A Position is a job to be performed by the full or part time employment of one

individual. A Position exists whether it is filled or unfilled, unless otherwise defined by a CBA.

**Pre-Qualified Candidate** – A Pre-Qualified Candidate is an Applicant who meets the minimum qualifications and Hiring Criteria, is found to be suitable for the Position and would have been hired as the result of a hiring sequence but for the lack of a vacancy.

**Promotion** – A Promotion is the appointment of a current City employee to a higher paid and/or ranked Position than their current Position.

**Recruiting Management System (“RMS”)** – The RMS is an electronic system that selects or sorts Applicant data according to designated criteria and otherwise processes and presents information for the hiring process.

**Requisition Form** – A Requisition Form is an electronic document requesting approval to hire for a particular Position which describes relevant information about the Position including minimum qualifications, Screening and Hiring Criteria.

**Screening Board** – The Screening Board is a committee responsible for reviewing the Applications submitted for the SES Captain Position, based on pre-established criteria included in the Department Directive. The Screening Board is appointed by the Superintendent of Police and is composed of at least two (2) current Captains, two (2) District Commanders, and two (2) Deputy Chiefs of Patrol.

**Screening Criteria** – Screening Criteria consist of the preferred qualifications and are factors that CPD may use to screen minimally qualified Candidates to determine which Candidates will be further considered.

### **C. Department of Human Resources**

This Hiring Plan depends on a robust DHR which shall act as the gatekeeper to the City’s processes governing actions covered by this Hiring Plan and Other Employment Actions. Although the responsibility for hiring decisions rests with CPD, DHR’s Employment Services Division (“Employment Services”) shall be responsible for facilitating City hiring. In addition, DHR, in conjunction with CPD and as needed, outside consultants, shall periodically analyze existing Classes to determine minimum qualifications, testing requirements, and appropriateness of Class Specifications.

The DHR Commissioner has the authority to act on recommendations made by IGO Hiring Oversight or on his or her own initiative to impose remedial actions as they relate to a hiring sequence, which can include, but are not limited to the following: suspending a hiring sequence, terminating the hiring sequence and/or ordering that the hiring sequence be restarted. Also, DHR Recruiters and Analysts have the authority to suspend a requisition at any point in the hiring process pursuant to the Escalation procedures detailed in Chapter XI. Other Employment Actions, however, remain under the authority and responsibility of the Superintendent of Police.



In implementing this Hiring Plan, the City shall also ensure that all Applicants have equal employment opportunities and shall use all resources at its disposal to fulfill its commitment to diversity as an equal employment opportunity employer. In furtherance of this goal, DHR shall file quarterly reports with the City Council Committee on Budget and Government Operations identifying the race, ethnicity and gender of the City's hires during the quarter and the current workforce. Nothing in this section authorizes deviations from the provisions of this Hiring Plan.

**D. Chicago Police Department**

The Superintendent of Police retains the powers and duties granted to him by section 2-84-050 of the Municipal Code of the City of Chicago. These powers include, but are not limited to, the power to organize the department; to make appointments, promotions, transfers of and to take disciplinary action against employees of the department; to discharge employees of the department; and to issue instructions to members of the department, subject to the restrictions set forth in the City's Municipal Code, applicable collective bargaining agreements ("CBAs"), the City of Chicago Hiring Plan, and this Hiring Plan. The Superintendent of Police may also release a suspended hiring sequence when a public safety issue exists so long as the Superintendent supplies written notification to DHR and IGO Hiring Oversight within three (3) days of the release.

This Hiring Plan also depends on an active CPD-HR, which shall oversee the selection and promotion decisions for sworn titles by CPD Hiring Units and act as the liaison between CPD and DHR. CPD-HR, in conjunction with DHR and outside vendors, shall create directives and announcements, selection standards, and monitor the creation and administering of written examinations, skills assessments, and interviews for Positions. Also, CPD-HR members have the authority to suspend a requisition at any point in the hiring process pursuant to the Escalation procedures detailed in Chapter XI. In addition, CPD-HR shall maintain all documentation surrounding the hiring and promotional processes for sworn titles.

**E. Office of the Inspector General**

The City's Office of the Inspector General (IGO) shall be responsible for overseeing, monitoring, and auditing City hiring. The IGO has established a Hiring Oversight section ("IGO Hiring Oversight") which shall oversee this Hiring Plan's Compliance and Governance system as outlined in Chapter XI.

**CHAPTER II**  
**EMPLOYEE DUTY TO REPORT, TRANSPARENCY OF CITY HIRING, AND**  
**GOVERNING RULES**

**A. Employee Duty to Report**

Any CPD employee who knows or should know that a Hiring Manager, Hiring Authority, or other City or CPD employee may have allowed Political Reasons or Factors or other Improper considerations to influence any term or aspect of employment shall report the incident to IGO Hiring Oversight directly and without delay. Any CPD employee who knowingly fails to report such a potential violation to IGO Hiring Oversight may be subjected to discipline, up to and including termination.

**B. Transparency of City Hiring**

1. DHR

In order to promote transparency, DHR shall post quarterly reports on the City's website detailing: (1) the total number of hires/promotions for all Covered Positions; (2) the department where the hire(s) occurred; and (3) the ward where the hired/promoted employee(s) reside(s).

DHR shall also post the following information on the City's publicly available website for the public to review:

- a. The Class Specification for each Class, including the minimum qualifications.
- b. A list of all Classes for which interviews are not required prior to hire.
- c. A list of all Classes for which interviews are required prior to hire.
- d. A list of all Classes for which testing is required prior to hire.
- e. A list of all Classes that may be filled using the Senior Manager Hiring Process.
- f. A list of all Classes that may be filled using the Exempt Position Hiring Process.
- g. A list of all Classes that may be filled using the non-career service, "Appointed As" process.
- h. All of the City's policies governing actions covered by this Hiring Plan and Other Employment Actions.

This information shall be updated on a quarterly basis.

2. IGO Hiring Oversight

IGO Hiring Oversight shall post the following on its website, which shall be linked to the City's website, and will be made available for the public to review:

1. Quarterly reports as detailed in Chapter XI.
2. The Use of Non-City Employees to Perform Services for the City Policy.
3. The Acting-Up Policy.

**C. Rules Governing All Hires Made Pursuant to the General Hiring Process**

1. Contacts by CPD Hiring Units. CPD Hiring Units shall not contact DHR or CPD-HR to lobby for or advocate on behalf of actual or potential Applicants for Covered Positions, nor may CPD Hiring Units request that specific individuals be added to any referral or Eligibility List except as permitted in this Hiring Plan. CPD Hiring Units may contact DHR or CPD-HR to inquire about the status of selected Candidates. Any DHR or CPD-HR employee receiving a contact violating this section shall report it to the DHR Commissioner, the Superintendent of Police or his or her designee, and IGO Hiring Oversight within forty-eight (48) hours.
2. Non-Political and Impartial Employment Actions. For actions covered under this Hiring Plan and Other Employment Actions concerning all Positions other than Exempt Positions, Political Reasons or Factors or other Improper considerations may not be considered. No CBA or other agreement shall provide otherwise.
3. Recommendations from Elected and Appointed Officials. Nothing in this Hiring 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 City. 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.
4. Reporting of Contacts by Elected and Appointed Officials. All contacts, whether in person, in writing, by telephone, by facsimile, by e-mail, or any other means from any elected or appointed official of any political party or any agent acting on behalf of an elected or appointed official, political party, or political organization, attempting to affect any hiring for any Covered Position or Other Employment Actions shall be reported to IGO Hiring Oversight within forty-eight (48) hours. IGO Hiring Oversight shall maintain a file documenting all such contacts.

5. Internal Candidate Performance Evaluations as Part of Hiring Criteria. Written performance evaluations of internal Candidates shall be used as part of the Hiring Criteria to the extent required by the terms of any CBA, and also in all cases where all internal Applicants in the hiring sequence have been subject to a uniform performance evaluation system.
6. Use of Seniority. Seniority may be used as part of the selection process if such criteria are applied uniformly and identified as one of the criteria in the Department Directive or Notice of Job Opportunity, subject to the terms of any applicable CBA.
7. Requirements for Appointment. All sworn members must meet all selection standards and must successfully complete any drug screen, medical or psychological examinations, background investigation or inquiry; or other tests, examinations, assessments or training programs required before being employed for the Position in question.
8. Consistency of Interviewers. The same individuals should interview all Candidates for any interview Position, including Senior Manager Positions. If an interviewer must change during the hiring process, the Hiring Unit must provide advance notification to CPD-HR, who shall forward the information to DHR and IGO Hiring Oversight.
9. Advance Notice of Hiring Activity to IGO Hiring Oversight. To facilitate IGO Hiring Oversight's monitoring of hiring processes, Hiring Units shall provide the scheduled time and locations of intake meetings, tests, non-Senior Manager interviews, Consensus Meetings, Merit Selection Board meetings, and Screening Board meetings to IGO Hiring Oversight at least seven (7) days in advance of the activity. Hiring Units shall provide IGO Hiring Oversight four (4) days' notice for all Senior Manager interviews.
10. Notifications to the Monitor. Until termination of the Accord, IGO Hiring Oversight shall promptly forward all notifications and other information it receives pursuant to this Hiring Plan to the *Shakman* Monitor.

### **CHAPTER III GENERAL HIRING PROCESS - CAREER SERVICE SWORN POSITIONS**

CPD's sworn career service Positions are Police Officer, Sergeant, and Lieutenant. The Positions of Sergeant and Lieutenant will be filled from the rank below. Examinations shall be administered for all career service sworn Positions.

1. Requesting Approval to Test. DHR shall submit a request to the City's Office of Budget and Management ("OBM") to release funds for testing for career service titles.
2. Intake Meeting. DHR and CPD shall review any previously used Screening and Hiring Criteria for the Position and work together to create a Notice of Job Opportunity, which shall include the Position's predefined Class Specification, predefined minimum qualifications, Hiring Criteria, predefined minimum testing score when applicable and interview requirements, whether or not an interview will be conducted, whether or not the Position will be filled through random selection, basis for any Applicant ranking, and any other relevant information. If there are no preexisting Screening or Hiring Criteria, or if CPD wishes to modify the existing Screening or Hiring Criteria, the Recruiter or Analyst will work with CPD to create or modify them (unless, in the case of no preexisting Screening Criteria, CPD chooses not to use them). In addition, the Recruiter/Analyst will determine whether a classification review is needed. Any changes to the minimum qualifications or Class Specification shall promptly be sent to IGO Hiring Oversight before posting, and any changes to Screening and Hiring Criteria, including the justifications, shall be documented in the hiring file.
3. Notice of Job Opportunity. DHR, in conjunction with CPD and/or an outside testing administrator, will create the Notice of Job Opportunity.
4. Posting of the Notice of Job Opportunity. Except in cases where a Position will be filled from an existing Eligibility List, DHR shall post the Notice of Job Opportunity for Police Officer for at least fourteen (14) days on DHR's internet job site and any other sites as required by the terms of a CBA. DHR shall post the Notice of Job Opportunity for Sergeant and Lieutenant for at least fourteen (14) days on DHR's intranet job site or any other sites as required by the terms of a CBA. CPD may also post notices on their internet and intranet sites.
5. Applications. Interested Applicants shall submit their Applications for the posted Position electronically to the RMS within the applicable period listed on the Notice of Job Opportunity. DHR shall forward all information on the Applicants, who either paid the testing fee or have been given a fee waiver, to the outside testing administrator.
6. Use of Outside Testing Administrators. CPD, in conjunction with the DHR Testing Manager, may use a vendor to administer tests. The DHR Testing

Manager and CPD-HR will oversee the outside testing administrator and shall certify that the testing process has been followed.

7. Cut-off Scores. The cut-off score of any written examination will be set based on the standards set forth by Title VII and the Society of Industrial and Organizational Psychologists ("SIOP"). DHR and CPD may consider recommendations from the vendor hired to create or select the examination when setting cut off scores.
8. Random Order Selection. For Police Officer, the test shall be pass/fail. The vendor shall prepare a list of the Candidates' test scores and forward it to DHR. DHR shall compile a list of all candidates who passed the test in random order. All Eligible Candidates shall be considered for the Position in random order from the Eligibility List, unless otherwise required by the terms of a CBA or some other exception detailed in Chapter XII of this Hiring Plan is used.
9. Rank Order Selection. For Sergeant and Lieutenant, the test will be a rank-ordered. The vendor shall prepare a list in descending rank order of those Candidates who attain or exceed the predetermined minimum test score. All Eligible Candidates will be considered for the Position in rank order from the Eligibility List unless otherwise required by a CBA or a Merit Selection process or some other exception detailed in Chapter XII of this Hiring Plan is used.
10. Test Scores Availability and Useful Life; Retesting. Test scores shall be made available to individual Candidates when a final Eligibility List is completed. If a test includes more than one component, the Applicant shall receive his/her test score for each component, as well as a cumulative score. Test scores shall be valid during the time an Application remains active and Candidates may only test one time during a twelve (12) month period for a Position, unless otherwise required by the terms of a CBA.
11. Requesting Approval to Fill Vacancies. CPD shall submit a Request for Hire Form to OBM identifying the Position and the number of vacancies to be filled.
12. Merit Selection. Merit Selection may be used. If Merit Selection is used, CPD shall fill no more than 30% of the recognized career service vacancies with the Merit Selection process in each round of promotions. The vacancy in question must be filled by a Candidate on the Merit Eligibility List.
13. Hire Certification. Every person who participated in the selection process shall execute a Hire Certification. The successful Candidate(s) shall also execute a Hire Certification.
14. Removal from Career Service Positions. Individuals may be removed from career service Positions in accordance with the applicable CBA or the Rules and Regulations of the Chicago Police Board.
15. Retiring of Eligibility Lists. Eligibility Lists may be retired at the discretion of the Superintendent of Police, with notice to the DHR Commissioner, provided

that no eligibility list shall be used for less than one (1) year nor longer than six (6) years unless there is a lack of available funds for testing, in which case the Eligibility List will be retired as soon as practicable after funding has been made available for a new examination.

**CHAPTER IV**  
**GENERAL HIRING PROCESS - NON-CAREER SERVICE SWORN POSITIONS**

CPD-HR has the primary role in the hiring process for non-career service titles. Unless otherwise noted, DHR is only responsible for the review and processing of the hires.

**A. Detective**

Candidates for this non-career service Position must hold the career service rank of police officer.

1. Requesting Approval to Test. CPD shall request approval from OBM to fund a detective test.
2. Intake Meeting. CPD-HR and the Hiring Unit shall review the previously used Department Directive for the Position and work together to create a Department Directive, which shall include the Position's predefined duties, eligibility requirements, Application process, selection procedures, basis for any Applicant ranking, and any other relevant information for the Position. Any substantive changes to the Department Directive from the previous posting shall promptly be sent to DHR and forwarded to IGO Hiring Oversight before posting and shall be documented in the hiring file with justification for the changes. DHR and IGO Hiring Oversight will be notified of the Intake Meeting and may attend at their discretion.
3. Department Directive. CPD and DHR, in consultation with an outside testing administrator if applicable, shall create a Department Directive.
4. Posting the Department Directive. Except in cases where a Position will be filled from an existing Eligibility List, CPD will post the Department Directive for at least fourteen (14) days on CPD's or DHR's intranet site. The Department Directive will also specify whether a Merit Selection process will be used.
5. Applications. Interested Applicants shall submit their Applications for the posted Position to either the outside testing administrator or electronically to the RMS within the applicable period listed in the Department Directive.
6. Use of Outside Testing Administrators. CPD, in consultation with the DHR Testing Manager, may use a vendor to administer tests. The DHR Testing Manager and CPD-HR will oversee the vendor who administers tests and shall certify that the testing process has been followed.
7. Cut-off Scores. The cut-off score of any written examination will be set based on the standards set forth by Title VII and SIOP. CPD may consider recommendations from the vendor hired to create or select the examination when setting cut off scores.
8. Rank Order Selection. Candidates will be administered a rank-ordered test. The vendor shall prepare an Eligibility List in descending rank order of those



Candidates who attain or exceed the predetermined minimum test score. The vendor shall be responsible for creating the rank order Eligibility List and forwarding it to DHR and CPD-HR. All Eligible Candidates will be considered for the Position in rank order from the Eligibility List unless otherwise required by a CBA or a Merit Selection process or an exception detailed in Chapter XII of this Hiring Plan is used.

9. Requesting Approval to Fill Vacancies. CPD shall submit a Request for Hire Form to OBM identifying the Position and the number of vacancies to be filled.
10. Merit Selection. Merit Selection may be used. If Merit Selection is used, CPD shall fill no more than 20% of the recognized Detective vacancies with the Merit Selection process in each round of promotions. The vacancy must be filled by a Candidate on the Merit Eligibility List.
11. Test Scores Availability and Useful Life; Retesting. Test scores shall be made available to individual Candidates when a final Eligibility List is completed. Test scores shall be valid during the time an Application remains active, and Candidates may only test one time during a twelve (12) month period for a Position, unless otherwise required by the terms of a CBA.
12. Hire Certification. Every person who participated in the selection process shall execute a Hire Certification. The successful Candidate(s) shall also execute a Hire Certification.
13. Removal from Position of Detective. Individuals may be removed from Detective Positions and returned to their career service rank at the discretion of the Superintendent of Police, subject to any restrictions in the applicable CBA.
14. Retiring of Eligibility Lists. Eligibility Lists may be retired at the discretion of the Superintendent of Police, with notice to the DHR Commissioner, provided that no eligibility list shall be used for less than one (1) year nor longer than six (6) years unless there is a lack of available funds for testing in which case the Eligibility List will be retired as soon as practicable after funding has been made available for a new examination.

**B. SES Captain**

Candidates for this Position must hold the career service rank of lieutenant.

1. Intake Meeting. CPD-HR and the Hiring Unit shall review the previously used Department Directive for the Position and work together to create a Department Directive, which shall include the Position's predefined duties, eligibility requirements, Application process, selection procedures, and any other relevant information for the Position. Any substantive changes to the Department Directive from the previous posting shall promptly be sent to DHR and forwarded to IGO Hiring Oversight before posting and shall be documented in the hiring file with justification for the changes. DHR and IGO Hiring Oversight will be

notified of the Intake Meeting and may attend at their discretion.

2. Department Directive. CPD and DHR, in consultation with an outside testing administrator if applicable, shall create a Department Directive in accordance with the collective bargaining agreement between the City of Chicago and the applicable bargaining unit.
3. Posting the Department Directive. Except in cases where a Position will be filled from an existing Eligibility List, CPD will post the Department Directive for at least fourteen (14) days on CPD's or DHR's intranet site.
4. Applications. Interested Applicants shall submit their Applications for the posted Position electronically to the RMS. CPD-HR will review the Applications for completeness and forward to DHR.
5. Screening for Positions. DHR will review applications for completeness and screen applications to determine whether a Candidate meets the minimum qualifications for the Position in accordance with pre-established eligibility criteria delineated within the Department Directive.
6. Referral List. DHR will compile a list of all minimally qualified Candidates and forward the list to CPD-HR. CPD-HR will review the list to determine if the Candidates meet the appointment requirements and remove Candidates, if necessary.
7. Screening Board. Eligible Candidates will be further screened by the Screening Board, in accordance with the CBA. The applications of Candidates referred by the Screening Board will then be submitted to the Merit Selection Board.
8. Merit Selection Board. The Merit Selection Board will review all the submissions and make recommendations to the Superintendent of Police.
9. Requesting Approval to Start the Hiring Process. CPD shall submit a Request for Hire Form to OBM identifying the Position and the number of vacancies to be filled.
10. Candidate Selection. The Superintendent of Police will have sole discretion to select Candidates for promotion to SES Captain. The Superintendent may elect to conduct interviews, make decisions based on documents submitted by the Candidate, seek additional information from supervisors, or any combination thereof. The Superintendent will select which Candidates shall be promoted and those Candidates will have to complete the SES Captain training. Promotion will be contingent on successful completion of the training. The Superintendent may choose to send more Candidates than available vacancies to the SES Captain training and make final decisions after the completion of the training. Completion of the training does not guarantee appointment to SES captain.

11. Hire Certification forms. Every person who participated in the selection process shall execute a Hire Certification form. The successful Candidate(s) shall also execute a Hire Certification form.
12. Removal from Position of Captain. Individuals may be removed from Captain Positions and returned to their career service rank at the discretion of the Superintendent of Police, subject to any restrictions and procedures outlined in the applicable CBA.

### **C. Other Non-Career Service Sworn Titles**

This Section is limited to “Appointed As” Classes. Positions within these Classes may or may not be covered by a CBA. Incumbents of Positions within these Classes retain career service status in their respective Class of Police Officer, Sergeant, or Lieutenant. CPD-HR will maintain and post a list of all non-career service Classes to be filled using this process. CPD may add or delete Classes from this list as conditions warrant, provided that notification is given to DHR and IGO Hiring Oversight and the posted list is promptly updated. This process shall be used for all “Appointed As” Classes that result in an increase in rank or pay grade.

1. Intake Meeting. CPD-HR and the Hiring Unit shall review the previously used Department Directive for the Position and work together to create a Department Directive, which shall include the Position’s predefined duties, eligibility requirements, Application process, selection procedures including requirements to move through each stage of the process, basis for candidate selection, and any other relevant information for the Position. If interviews are conducted, they shall be conducted pursuant to Chapter VI of this Hiring Plan. Any substantive changes to the Department Directive from the previous posting shall promptly be sent to DHR and forwarded to IGO Hiring Oversight before posting and shall be documented in the hiring file with justification for the changes. DHR and IGO Hiring Oversight will be notified of the Intake Meeting and may attend at their discretion. Development of the selection process will consist of preparing a Job Task Analysis (JTA) by CPD-HR that outlines the job tasks performed by the specific job title; consultation with senior subject matter experts; development of assessment tests; development of training programs; and other tasks as appropriate.
2. Department Directive. CPD and DHR, in consultation with an outside testing administrator if applicable, shall create a Department Directive in accordance with the collective bargaining agreement between the City of Chicago and the applicable bargaining unit.
3. Posting the Department Directive. Except in cases where a Position will be filled from an existing Eligibility List, CPD will post the Department Directive for at least fourteen (14) days on CPD’s intranet site. The posting will specify whether Management Rights will be used as part of the selection process.

4. Applications. Interested Applicants shall submit their Applications electronically to the RMS for the posted Position.
5. Screening for Positions. CPD-HR will screen applications to determine whether a Candidate meets the minimum qualifications for the Position in accordance with pre-established eligibility criteria delineated within the Department Directive.
6. Referral List. CPD-HR shall forward the referral list to the Hiring Unit. The Hiring Unit will notify members in writing of the date, time, and location of the various phases of the selection process.
7. Eligibility Lists. The names of Applicants who successfully complete all phases of the selection process will be placed on a promotional Eligibility List. Placement on the Eligibility List is not a guarantee of appointment to the specific Position.
8. Rank Order Selection. All Eligible Candidates will be considered for the Position in rank order from the promotional Eligibility List unless Management Rights or an exception as detailed in Chapter XI of this Hiring Plan is used.
9. Requesting Approval to Fill Vacancies. CPD shall submit a Request for Hire Form to OBM identifying the Position and the number of vacancies to be filled.
10. Management Rights. Management Rights may be used. If Management Rights is used, selections will be made in accordance with the applicable CBA. CPD shall fill no more than 20% of the recognized vacancies with Management Rights in each round of promotions. The position in question must be filled by a Candidate on the promotional Eligibility List.
11. Pre-Appointment Training for Positions. If Candidates are required to complete training before promotion, the Candidates will be selected in rank order from the Eligibility List. The Candidate will not be eligible for promotion until he or she has successfully completed all phases of training and fulfilled all other requirements set forth in the posting. The Candidate will not be eligible for payment at the higher rate, nor will the Candidate accrue seniority or other benefits in the higher rank until he or she is actually promoted. No Candidate may be promoted without prior approval by OBM and DHR.
12. Hire Certification. Every person who participated in the selection process shall execute a Hire Certification. The successful Candidate(s) shall also execute a Hire Certification.
13. Removal from Non-Career Service Position. Any non-career service appointee who demonstrates a lack of knowledge, skills, or abilities necessary for the assignment; is unable to perform the essential duties of the Position; or exhibits problematic behavior is subject to review and removal from the Position and returned to their career service rank at the discretion of the Superintendent of Police, subject to any restrictions in the applicable CBA.

14. Retiring of Eligibility Lists. The Eligibility List may be retired at any time, at the discretion of the Superintendent of Police, with notice to the DHR Commissioner, provided that no Eligibility List shall be used for less than one (1) year nor longer than six (6) years unless there is a lack of available funds for testing in which case the Eligibility List will be retired as soon as practicable after funding has been made available for a new examination.

## **CHAPTER V MERIT PROMOTIONS**

- A. Number. Currently, up to 30 % of each round of promotions to Sergeant and Lieutenant and up to 20% of each round of promotions to Detective may be based on merit.
- B. Nomination Period. The nomination period will be set by the Chairman of the Merit Board. The minimum nomination period will be two weeks. Notice will be sent to Department members announcing the nomination period and procedures for submitting nominations.
- C. Nominees. Nominees must be listed on the applicable Merit Eligibility List. Nominees must have an overall performance rating of meets or exceeds expectations; must meet applicable education standards; and must meet applicable disciplinary and medical roll use standards.
- D. Nominators. Any command staff member below the rank of Deputy Superintendent may nominate individuals for consideration for merit promotion to the titles of Detective, Sergeant or Lieutenant. Nominators must complete the required nominator training in order to be eligible to make nominations. Nominators must have knowledge of the nominee's work performance, either through personal observations or based on recommendations from the nominee's supervisors. Nominators must sign and date a Hire Certification for each nominee. Nominators are encouraged to consider members of the nominator's own command before nominating a member from another command. The ranks of those eligible to make nominations is subject to change. Changes will be published in the appropriate Department Directive.
- E. Nomination Forms and Timing. Nominators are required to complete a nomination form online by the deadline set forth in the notice. The nomination form must provide specific examples of behavior that is typical of the nominee for each of the applicable dimensions. It must also include on what factors the nominator is basing his/her decision (i.e. discussions with the nominee, discussions with other CPD personnel, written materials) and a brief description of those factors. Nominators must deliver the required number of hard copies for distribution to the Merit Board and all required documentation by the deadline set forth in the notice. No late submissions will be accepted.
- F. Nomination Packets. Nominators must include the nomination form, the certificate of educational attainment and the Hire Certification for each nominee. A list of acceptable documentation supporting the nomination will be included in the notice. No other documentation will be accepted. CPD-HR will accept all nominating packets, check them for completeness and ensure that all deadlines are met. Late or incomplete packets will be ineligible for further consideration. CPD-HR will distribute the nominating packet, including the synopsis, the

disciplinary history and complimentary history, of each eligible nominee to each member of the Merit Board.

- G. Assessment Dimensions. The assessment dimensions are the skills, abilities and personal characteristics that subject matter experts and senior members of the Department have identified as critical in performing the job of Detective, Sergeant and Lieutenant. The assessment dimensions are subject to change as new tests are developed. The current dimensions for each title and their definitions will be posted on CPD-HR's web page and may be posted on other appropriate websites.
- H. Nominee's History and Synopsis. CPD-HR will obtain the eligible nominees' complimentary history. The Internal Affairs Division will provide CPD-HR with the Disciplinary History of each eligible nominee. CPD-HR will check the relevant medical roll use of the eligible nominees. CPD-HR will prepare a synopsis on each eligible nominee, including complimentary history, disciplinary record, educational attainment and other pertinent information, as part of the nominating packet.
- I. Merit Board. The Merit Board is comprised of the First Deputy Superintendent, the Assistant Superintendents, the Deputy Superintendents and the Director of CPD-HR. The composition of the Merit Board is subject to change. Changes to the composition of the Merit Board will be published in the appropriate Department directive.

Merit Board members will review the nominating packet of each nominee prior to the Merit Board Meeting. There shall be no discussion between the Merit Board members regarding the nominees until the Merit Board Meeting. During the Merit Board Meeting, Merit Board members may raise any relevant issues pertaining to a nominee. Each member may vote (yes, no or abstain) on each nominee. A Merit Board member may abstain on any or all votes. The Secretary of the Merit Board will record and tabulate all votes. The Merit Board will make recommendations to the Superintendent of Police. Each member of the Merit Board will sign a Hire Certification form.

- J. Department of Human Resources. One or more representatives from the Department of Human Resources (DHR) will attend the Merit Board Meeting. Each DHR representative will sign a hire certification form.
- K. IGO Hiring Oversight. Representatives from IGO Hiring Oversight may attend the Merit Board Meeting at their discretion.
- L. Superintendent of Police. The Superintendent will select members for merit promotions at his or her discretion. The Superintendent is not bound by the recommendation of the Merit Board when making his or her selections. If the Superintendent selects members other than those recommended by the Merit Board, he or she will provide a written justification. The Superintendent will also

sign a Hire Certification form.



## **CHAPTER VI INTERVIEW PROTOCOLS**

Interviews will be conducted for those Positions where an interview is identified as part of the selection process in the Department Directive or Notice of Job Opportunity described in Chapters III and IV, above.

1. Selection of Candidates for Interview; Non-Tested Positions. For interviewed Positions not requiring testing prior to hire, CPD-HR shall include all Eligible Candidates, based on their relative match to Screening Criteria, on the interview list, unless otherwise required by the terms of a CBA. The Hiring Unit shall offer interviews to Candidates in the order they appear on the interview list.
2. Selection of Candidates for Interview; Tested Positions. For interviewed Positions requiring testing prior to hire, interviews will be granted in accordance with the applicable directive or job announcement. CPD-HR shall include all Eligible Candidates, who met the minimum threshold score, on an interview list, unless otherwise required by the terms of a CBA. The Hiring Unit shall offer interviews to Candidates in the order they appear on the interview list.
3. Scheduling of Interviews. The Hiring Unit shall schedule interviews and notify CPD-HR of the interview schedule. CPD-HR will notify IGO Hiring Oversight and DHR of all CPD interviews no later than seven (7) days prior to the interview.
4. Interview Questions. Interview questions shall be developed by CPD-HR and the Hiring Unit from job specific content related to the Hiring Criteria for the vacant Position. Interviews shall be designed to assess the Candidates' match to the Hiring Criteria.
5. 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.
6. Interview Training. Interviewers shall be trained by DHR on proper interviewing procedures prior to conducting interviews.
7. Interviewers; Evaluations. At least two (2) CPD employees from the Hiring Unit who are familiar with the Position's requirements shall interview each Candidate. Under special circumstances, CPD may invite representatives from outside law enforcement agencies or other government agencies to participate in the interview process. All instances where the CPD invites non-City employees to participate in the interview process must be approved by DHR. Each interviewer shall independently and personally complete an evaluation form for the Candidate at the conclusion of the interview. There shall be no discussion between the interviewers regarding the Candidates until the Consensus Meeting.
8. Interview Notes. Interview notes shall be recorded on each interviewer's evaluation form (and attached pages if necessary) and preserved and provided to

CPD-HR at the conclusion of the interview.

9. Interviewers Recommendations and Documentation. Immediately following the interview, each interviewer shall independently and personally identify on the evaluation form whether or not the Candidate shall be subject to further consideration in the hiring process. Each interviewer shall provide all documentation from the interview to CPD-HR. CPD-HR will retain all original interview documents. Interview evaluation forms shall not be altered or revised once completed. However, omissions or errors of a clerical nature which are not substantive may be corrected with written justification from the interviewer.
10. Consensus Meetings; Selection; Creation of Pre-Qualified Candidate List. After the interviews for the vacancy are completed, the selection process for interviewed Positions shall be based on a Consensus Meeting led by a member from CPD-HR and attended by all interviewers, along with the Hiring Manager for the Position. IGO Hiring Oversight and DHR will be notified of the Consensus Meeting and may attend at their discretion. The participants in the Consensus Meeting shall make a selection decision at the meeting and shall create a ranked list of those interviewed Candidates who are determined to be suitable for the vacancy regardless of the number of vacancies available ("Pre-Qualified Applicant lists"). The member of CPD-HR shall not vote but shall keep detailed notes of the events at the meeting which shall be added to the hire packet. If no selection consensus can be reached, the Hiring Manager shall make the final selection decision and shall provide a written rationale for the selection decision for review and approval by the Superintendent of Police or his/her designee before extending an offer of employment. If the Hiring Manager's selection is rejected, the Superintendent of Police or his/her designee will provide a written explanation for the rejection. If the interviewers decide that more information is needed before they can make a successful decision, they may choose to conduct second interviews with all or some of the Candidates who were interviewed in the first round. The second round of interviews shall proceed per the requirements of this Chapter.
11. CPD-HR and DHR's Monitoring of Selection Process; Records. CPD-HR and DHR shall ensure that the selection is based on the Hiring Criteria, the interviewers' evaluation forms, test results, the applicable terms of a CBA, if any, and other relevant factors and not on any Political Reasons or Factors or other Improper considerations. CPD-HR shall maintain the notes of Consensus Meeting discussions and decisions in accordance with the record keeping requirements of the Local Records Act.
12. Pre-Qualified Candidates as Eligible Candidates. The Pre-Qualified Candidates shall remain on the Pre-Qualified Candidate list created under paragraph 10 above as long as their Applications have not been withdrawn but not to exceed twelve (12) months from the date of Application, unless otherwise required by the terms of the CBA. However, a Pre-Qualified Candidate list shall be retired and thus

considered inactive when a new eligible list for the same Position is created as described above.

13. Priority for Pre-Qualified Candidates. If a Hiring Unit chooses to utilize an active Pre-Qualified Candidate list, the Position will not be reposted, and the Pre-Qualified Candidates will be hired in order of their respective ranking on the list while their Applications remain active, subject to the terms of a CBA.
14. Extension of Pre-Qualified Candidate Lists. The Superintendent of Police may extend a Pre-Qualified Candidate list for one additional twelve (12) month period, unless otherwise required by the terms of the CBA, and will prepare in writing a justification for the extension that shall be sent to IGO Hiring Oversight.
15. Hire Certification. Every person who participated in the selection process shall execute a Hire Certification. The successful Candidate(s) shall also execute a Hire Certification.

**CHAPTER VII**  
**SENIOR MANAGER HIRING PROCESS**

Senior Manager Positions in CPD may be filled by sworn or non-sworn members. Sworn members appointed through the Senior Manager process may be removed from their Senior Manager Positions and returned to their career service Positions or senior executive service title at the discretion of the Superintendent of Police. Senior Manager Positions in CPD will be filled pursuant to the procedures detailed in Chapter VI of the City of Chicago Hiring Plan.

**CHAPTER VIII**  
**EXEMPT POSITION HIRING PROCESS**

Exempt Positions are those where any factor may be considered in hiring and Other Employment Actions unless otherwise prohibited by law and are listed on the Exempt List, which is attached as Exhibit D to the City of Chicago Hiring Plan. Exempt Sworn Positions in CPD will be filled pursuant to the procedures detailed in Chapter VIII of the City of Chicago Hiring Plan. Sworn members appointed through the Exempt Position Hiring Process may be removed from their Exempt Positions and be returned to their Career Service Positions at the discretion of the Superintendent.

**CHAPTER IX**  
**SECURITY SPECIALISTS & PRIVATE SECRETARIES\_OR ASSISTANTS**

One private secretary or assistant may be appointed for the Superintendent of Police and for each person holding an Exempt Position. Thirty Security Specialists may be appointed pursuant to a Security Specialist Process. The process for hiring private secretaries or assistants and Security Specialists shall follow the City of Chicago Hiring Plan, Chapter IX. CPD may provide, in its directives, implementing procedures for the selection of Security Specialists which shall not be inconsistent with the City of Chicago Hiring Plan, Chapter IX.

Sworn employees selected under either of these processes may be removed from their Position and returned to their career service title at the discretion of the Superintendent of Police or in accordance with the applicable directive.

## **CHAPTER X ACTING UP**

### **A. General Considerations**

1. Acting Up Is the Exception, Not the Rule. Acting Up for temporary periods is sometimes unavoidable. However, it should never be the option of first resort and departments are expected to take every reasonable step to ensure that vacancies are filled in a timely and appropriate fashion. Violating the Acting Up Policy can lead to discipline, up to and including termination.
2. No Political Considerations. The Acting Up Policy relates to Covered Positions. Because of this, it is never appropriate for Political Reasons or Factors or other Improper considerations to play any part in determining whether an employee will act up.
3. Implementation Procedures. DHR shall create implementing procedures for the use of Acting Up. DHR may modify these implementing procedures as necessary so long as the modifications are not contrary to the provisions of this Hiring Plan. DHR will post on the City's publicly available internet site the Acting Up implementing procedures and any updates to the procedures.
4. Time Limit. Acting Up is a temporary appointment. The implementation procedures for Acting Up shall set a specified time limitation for an acting appointment that shall not exceed ninety (90) continuous days in a calendar year.
5. Waivers. In limited circumstances, a Department Head may seek an extension allowing an employee to continue in an acting appointment beyond the time limit set forth in the policy. DHR must approve all requests for waivers, which must be submitted prior to an employee reaching the time limit.
6. Rotation. The Acting Up Policy shall set forth requirements for the rotation of Acting Up opportunities among eligible employees.
7. Violations of Law or Rules and Regulations. No person may be selected to act up to the extent that the selection would violate any City ordinance, rule, or regulation, including the Governmental Ethics Ordinance. For example, no person may be selected to act up if selecting that employee would cause them to exercise supervisory authority with respect to a relative.
8. Reporting. All departments must fully report all acting up into covered Classes on a monthly basis to DHR.

**B. Exceptions**

1. Exempt Positions. The Acting Up Policy does not apply to Exempt Positions. Acting into existing Exempt Positions is at the discretion of the Department Head or his/her designee.
  
2. Collective Bargaining Agreement Employees. If a CBA contains specific provisions detailing the use of Acting Up, the department shall use those procedures and adhere to any limitations as long as the department does not take Political Reasons or Factors or other Improper considerations into account. If the CBA is silent with respect to any specific acting up rule or procedure, the specific provisions of this chapter and of the Acting Up Policy must be followed.



## **CHAPTER XI COMPLIANCE AND GOVERNANCE**

A strong and effective compliance and governance system is critical to the success of this Hiring Plan. This Hiring Plan grants oversight to the City's Office of the Inspector General (IGO). The IGO has established a Hiring Oversight Section ("IGO Hiring Oversight") which shall oversee this Hiring Plan's compliance and governance system. IGO Hiring Oversight shall work collaboratively with the Department of Law and DHR to redress any and all issues regarding City hiring.

IGO Hiring Oversight reviews, monitors, and audits key processes in this Hiring Plan and receives complaints regarding the hiring process, including allegations of unlawful political discrimination and retaliation and other Improper influence in connection with any aspect of City employment. IGO Hiring Oversight shall, when appropriate, refer complaints and other instances of non-compliance to the Investigations Section of the IGO.

### **A. Complaints**

The City shall designate a telephone number complainants may call to register complaints regarding the hiring process (the "Complaint Line"). The Complaint Line shall be staffed during normal City business hours and shall either be staffed during non-business hours or the City shall provide for voice mail recording. The IGO or a City vendor may staff the Complaint Line. CPD shall post information pertaining to the Complaint Line and the IGO on its intranet website.

Calls to the Complaint Line shall be logged (the "Call Log") by IGO Hiring Oversight. The Call Log shall contain the caller's name (or noted as anonymous should the caller elect not to provide his or her name), the title of the Position for which the complaint is being registered, the division in which the Position is located, the nature of the complaint, the approximate date the alleged violation took place, the identity(ies) of any party(ies) alleged to have caused or to have knowledge of the violation, contact information for the complainant if provided, and any other relevant information, and the resolution of the complaint. Confidential information that may relate to official IGO investigations shall be protected pursuant to Section 2-56-110 of the Chicago Municipal Code.

Any CPD employee who knows or should know that Political Reasons or Factors or other Improper considerations may have influenced any term or aspect of employment shall report the incident to IGO Hiring Oversight directly and without delay. Any CPD employee who knowingly fails to report such a potential violation to IGO Hiring Oversight may be subjected to discipline, up to and including termination.

### **B. Escalation Procedure**

This Hiring Plan shall include an escalation procedure which requires DHR Recruiters and Analysts and CPD-HR members to report any actual or potential violations of this Hiring Plan or the possible influence of any Political Reasons or Factors or other

Improper considerations by a Hiring Manager, Hiring Authority or other City employee to IGO Hiring Oversight for resolution. The DHR Recruiter or Analyst or CPD-HR member shall suspend a requisition at any point in the hiring process when he or she has reason to believe that a Hiring Manager, Hiring Authority or other City employee may have committed a violation of this Hiring Plan or may have allowed Political Reasons or Factors or other Improper considerations to influence the hiring process. The escalation shall proceed in the following manner.

1. Initiating Escalation. Upon suspending a requisition, the DHR Recruiter or Analyst or CPD-HR member shall immediately notify IGO Hiring Oversight, the DHR Commissioner, and the Superintendent of Police or his/her designee, of the suspension and the reasons for escalation.
2. Review of Escalation. IGO Hiring Oversight shall evaluate the circumstances surrounding the escalation and may do one or more of the following: investigate the matter, conduct a review of the hiring sequence, and/or refer the matter to the DHR Commissioner or the Superintendent of Police for resolution, and/or refer the matter to the Investigations Section of the IGO.
3. Escalation Log. Escalations shall be logged (the “Escalation Log”) by IGO Hiring Oversight. The Escalation Log shall contain the name of the DHR Recruiter or Analyst or CPD-HR Division member who escalated the matter, the Class of the Position for which the escalation is being made, the Hiring Unit in which the Position is located, the nature of the violation, the approximate date any alleged violation took place, the identity(ies) of any party(ies) alleged to have caused or to have knowledge of the violation, any other relevant information, and the resolution of the escalation.
4. Release of Suspension of Hiring Process. During further review or inquiry by IGO Hiring Oversight, the DHR Commissioner, in consultation with the Superintendent of Police, shall have the authority to continue the temporary suspension of the requisition until the review or inquiry is completed or to release the suspension and allow the hiring process to proceed. The DHR Commissioner may release any suspension notwithstanding the fact that such matter is being examined by IGO Hiring Oversight. In the event that a suspension of a requisition threatens public safety, the Superintendent of Police shall notify DHR and IGO Hiring Oversight and have the right to release the requisition.
5. Report by IGO Hiring Oversight. After review or inquiry, any findings and recommendations of IGO Hiring Oversight shall be reported to the DHR Commissioner and, when appropriate the Superintendent of Police. IGO Hiring Oversight shall maintain confidentiality as required by Sections 2-56-070 and 2-56-110 of the Chicago Municipal Code. The Superintendent of Police shall review with the Corporation Counsel all such findings and recommendations. The Superintendent of Police has the authority and responsibility for Employment Actions in the Chicago Police Department.

6. Report of Action Taken. The DHR Commissioner and/or the Superintendent of Police must report to IGO Hiring Oversight within 30 days of receipt of the IGO Hiring Oversight's recommendation what action, if any, he or she took on the recommendation and provide a written explanation of the reasons for the action taken if it is other than that recommended by IGO Hiring Oversight.
7. Notice to IGO Hiring Oversight of Self-Initiated Action Taken. If the DHR Commissioner or the Superintendent of Police, on his or her own initiative, imposes remedial actions as they relate to a hiring sequence, he or she will provide immediate written notification with justification to IGO Hiring Oversight of the action taken.

**C.     Reviews and Audits of Hiring Data**

IGO Hiring Oversight shall perform quarterly reviews and audits of data regarding the hiring processes. For the purpose of this section;

***Review*** means a check of all relevant documentation and data concerning a matter;

***Audit*** means a check of a random sample or risk-based sample of the documentation and data concerning a hiring element.

Each quarter IGO Hiring Oversight shall conduct the following reviews:

1. Chicago Police Department Intervention. Review of all reported or discovered instances where CPD Hiring Units contacted DHR or CPD-HR Division to lobby for or advocate on behalf of actual or potential Applicants for Covered Positions or to request that specific individuals be added to any referral or Eligibility List except as permitted in this Hiring Plan.
2. Exemptions. Review of adherence to exemption requirements and Exempt Lists and propriety of Exempt List modifications.
3. Senior Manager Hires. Review of hires using Chapter VII, the Senior Manager Hiring Process.
4. Written Rationale. Review of any written rationale when no consensus selection was reached during a Consensus Meeting.
5. Emergency Appointments. Review of circumstances and written justifications for any emergency appointments made pursuant to the Personnel Rules and Section 2-74-050(8) of the Chicago Municipal Code.

Each quarter IGO Hiring Oversight shall conduct audits of the following matters to

ensure compliance with the hiring process:

1. Modifications to Class Specifications, Minimum Qualifications and Screening and Hiring Criteria. Modifications of Class Specifications, minimum qualifications, or Screening and Hiring Criteria.
2. Candidate Lists. Candidate lists.
3. Testing. Test administration and scoring.
4. Selected Hiring Sequences. 10% in the aggregate of in-process and completed CPD hiring sequences.
5. Merit Selections. CPD employees hired through the Merit Selection Process.
6. Hiring Certifications. The required certifications attesting that no Political Reasons or Factors or other Improper considerations were taken into account in the applicable action.
7. Acting Up. The City's compliance with Chapter X and any implementing procedures.
8. Arbitrations and Resolution of Grievances by Settlement. Audit of all arbitration decisions arising out of Accord complaints, as well as any other arbitration decisions and grievance settlement agreements that may impact the procedures under this Hiring Plan.

**D. IGO Hiring Oversight Monitoring and IGO Investigation of Hiring Processes**

If at any point IGO Hiring Oversight identifies any actual or potential violations of this Hiring Plan or the possible influence of any Political Reasons or Factors or other Improper considerations by a Hiring Manager, Hiring Authority or other City employee, IGO Hiring Oversight may refer the matter to the DHR Commissioner or the Superintendent of Police or make recommendations for appropriate corrective actions to the DHR Commissioner, the Department of Law, and the Superintendent of Police. IGO Hiring Oversight may also directly refer the matter to the Investigations Section of the IGO for the opening of an official IGO investigation. The IGO will develop internal protocols for the referral of such matters by IGO Hiring Oversight to the Investigations Section of the IGO.

IGO Hiring Oversight shall regularly participate in random, in-person monitoring of intake meetings, tests, interviews, Consensus Meetings, Merit Selection Board meetings, and Screening Board meetings. To facilitate such monitoring, the scheduled time and locations of all such activities shall be provided to IGO Hiring Oversight at least seven (7) days in advance of non-Senior Manager activity and four (4) days in advance of

Senior Manager activity unless otherwise provided for by this Hiring Plan.

**E. Reporting Requirements**

IGO Hiring Oversight shall issue quarterly and annual reports that include statistics on the number of escalations and complaints newly initiated, pending, closed with investigation and closed without investigation. The quarterly and annual reports shall also include a description of the outcomes, findings, recommendations, and actions taken on the recommendations of any investigation of an escalation or complaint, and IGO Hiring Oversight's comments on the Superintendent of Police and/or DHR Commissioner's responses to the action taken on IGO Hiring Oversight reports.

IGO Hiring Oversight shall redact any personal identifying information prior to publicly disseminating such reports.

In addition, IGO Hiring Oversight shall report on the reviews and audits of hiring data and monitoring of hiring processes undertaken pursuant to Sections C and D of this Chapter.

**CHAPTER XII**  
**APPLICABILITY TO OTHER EMPLOYMENT ACTIONS NOT DETAILED IN**  
**THIS HIRING PLAN**

Other Employment Actions not detailed in this Hiring Plan, including those listed below, shall not require the posting of Department Directives or Notices of Job Opportunities or screening requirements described in Chapters III & IV above, unless otherwise required by the terms of a CBA. The City, however, shall not take into account Political Reasons or Factors or other Improper considerations and shall adhere to the other Goals and Principles outlined in Chapter I in filling Positions pursuant to Other Employment Actions. The procedures for filling Positions pursuant to Other Employment Actions not detailed in this Hiring Plan shall be codified in the Personnel Rules and/or applicable City policies and procedures, unless otherwise required by the terms of a CBA. Individuals employed under any such Other Employment Actions, including those listed below, must meet all minimum qualifications for the Positions in order to be given priority for hire over general Applicants. IGO Hiring Oversight shall be provided notice of the name, Position, and particular action for any person hired under any of the Other Employment Actions and shall monitor and audit these actions as it deems necessary to ensure compliance with this Hiring Plan. The Personnel Rules and applicable City policies and procedures shall not be contrary to the Goals and Principles in Chapter I of this Hiring Plan.

In addition, prior to the sunset of the Accord, thirty (30) days' advance written notice of any substantive modifications of the Personnel Rules and/or applicable City policies and procedures that relate to Other Employment Actions shall be given to the *Shakman* Plaintiffs and the court appointed Monitor. The *Shakman* Plaintiffs and the Monitor may comment on the modifications and make written objections. Impasses shall be resolved as provided in Section II.D. of the Accord.

- A. Assignments
- B. Terminations
- C. Layoff Lists
- D. Reinstatement
- E. Duty Disability
- F. Limited Duty
- G. Demotion
- H. Reasonable Accommodations
- I. Reclassifications

- J. Discretionary Non-Bid Positions
- K. Approved City Training Programs
- L. City Affirmative Action Plans
- M. Veterans Preference
- N. Line of Duty Preference
- O. Emergency Appointments
- P. Settlements, Awards, Judgments and Decisions

**EXHIBIT A**  
**ADDENDUM TO CHAPTER V OF THE CPD HIRING PLAN**

*To the extent that this Exhibit conflicts with Chapter V of the CPD Hiring Plan, this Exhibit will control.*

I. NOMINATION PROCESS

- A. Each Merit Board member must complete required Merit Board member training, which explains the Merit Board's roles and responsibilities in the Merit Selection process.
  - i. The composition of the Merit Board can be found in a department directive.
  - ii. CPD-HR will conduct the training, and each Merit Board member must complete training on a yearly basis. Attendance and training materials will be memorialized, maintained, and made available to the Inspector General's Hiring Oversight Section ("Hiring Oversight") upon request.
- B. Any command staff member below the rank of Chief may nominate individuals for consideration for Merit Selection for the ranks of Lieutenant and below.
  - i. Nominators must complete required nominator training to be eligible to make nominations.
    - 1. CPD-HR will conduct the training, which occurs each time notice of a nomination period is announced. Attendance and training materials will be memorialized, maintained, and made available to Hiring Oversight upon request.
    - 2. At the nominator training, nominators will be provided a Nominator's Manual, which explains the Merit nomination and selection process and provides the "Merit Selection Assessment Dimensions" for the rank being filled.
      - a. Assessment Dimensions will measure a nominee's experience as they relate to the knowledge, skills, abilities, and/or personal characteristics that subject matter experts and senior members of the Department have identified as critical in performing the job. Senior members of the Department examine the Assessment Dimensions and designate the assessment dimensions identified by the job



analysis that can be appropriately measured by a structured interview. These “Merit Selection Assessment Dimensions” with accompanying definitions are provided to nominators and the Merit Board members at the start of the nomination period.

- b. The Nominator’s Manual will be made available to all CPD employees.
  - ii. Nominators must have knowledge of the nominee’s work performance, either through personal observations or based on recommendations from the nominee’s supervisors.
  - iii. Nominators are required to consider members within their command before nominating members assigned to units outside their command.
- C. The nomination period, which must be a minimum of two (2) weeks, will be set by the Chairman of the Merit Board.
  - i. The Chairman of the Merit Board will determine how many nominations will be accepted.
  - ii. The Chairman of the Merit Board will also set a date or dates for the Merit Board to conduct interviews. Prompt notice of the dates of Merit Board Interviews must be provided to Hiring Oversight and DHR. Hiring Oversight may monitor Merit Board Meetings at its discretion.
- D. Notice of the nomination period, which will include the procedures for submitting nominations, will be distributed to all department members using available methods of communication including, but not limited to: the Administrative Message Center, which is administered through CLEAR, the CO book, roll calls, the Daily Bulletin, and/or bulletin boards.
- E. CPD-HR shall create an electronic nomination form that nominators must complete. This form must require the nominator to provide specific examples of the nominee’s work and articulate the factors on which the nomination is based.
- F. In addition to the nomination form, the following materials must also be compiled and submitted by the nominator:
  - 1. The nominee’s resume
  - 2. Certificates of educational attainment

3. Two (2) letters of recommendation utilizing a form created by CPD-HR that requires the recommender to provide specific examples of the nominee's work and articulate the factors on which the recommendation is based
  4. A Hire Certification Form filled out by the nominator
  5. If the nominee is outside the nominator's command, a written justification for the nomination
- G. These items comprise a complete nomination packet, and the complete packet must be submitted to CPD-HR by the deadline set forth in the notice. In addition, the required number of hard copies of the packet for distribution to the Merit Board members must also be submitted by the deadline set forth in the notice. No late submissions will be accepted.
- H. CPD-HR will review each original copy of the submitted packet to check for completeness and timeliness. Late or incomplete packets will be returned to the nominator, and the nominee will no longer be considered. CPD-HR will compile and add the following documents to the nomination packets:
1. Complimentary history
  2. Disciplinary history as permitted by the relevant CBA.
  3. Performance evaluations
  4. Use of medical roll
  5. Verification of Merit eligibility

## II. MERIT BOARD MEETINGS

- A. The Merit Board Meeting(s) will consist of individual nominee interviews, , and scoring or assessment of each nominee on the "Merit Selection Assessment Dimensions."
- i. The Merit Board Meeting(s) may be extended over the course of multiple days to allow sufficient time for nominee interviews to be conducted. Interview notes and scoring must be complete at the end of each interview.
  - ii. Advance notice of the Merit Board Meeting(s) will be provided to Hiring Oversight and DHR, and the interview questions will also be provided for

comment and review. Hiring Oversight may monitor Merit Board Meeting(s) at its discretion.

- B. On the day of each nominee's respective merit interview, CPD-HR will provide each Merit Board member with copies of the nomination packets for each eligible nominee. If a Merit Board member believes that he/she may have reason to abstain from the selection process for a nominee, he/she shall make a request to abstain to the CPD General Counsel immediately after reviewing the nomination packets. The General Counsel will document the request and record the decision on the request to abstain and provide that documentation to CPD-HR. If an abstention is deemed appropriate, the Merit Board member will recuse him/herself from proceeding in the selection process for that nominee.
- C. CPD-HR will work with senior members of the department, DHR, and the test developer to develop interview questions based on the Merit Selection Assessment Dimensions as identified by the job analysis which can be appropriately measured through a structured interview process.
- D. The interview questions will be provided to each of the nominees at least one week prior to the start of the Merit Board Meeting(s). In addition, each nominee will be provided with an interview preparation guide. DHR, and CPD-HR, in conjunction with the test developer, will develop interview forms and/or scoring sheets for the interviews that will require the Merit Board members to take notes. Merit Board members shall personally and independently complete interview forms and/or scoring sheets during and/or immediately following each interview. There shall be no discussion between the interviewers regarding the nominees.
- E. DHR, and CPD-HR, in conjunction with the test developer, will establish a scoring rubric for the interviews. The scoring rubric will allow for candidates to be grouped in bands or tiers that are defined by the test developer in consultation with the subject matter experts from the job analysis and will be based on either a numerical or categorical scoring method. The test developer will define the standards for each band or tier. The scoring rubric will allow interviewers to take into account the materials in the nomination packet, and the nominee's interview performance.
- F. Merit Board members are prohibited from discussing the nominees *prior* to the Merit Board Meeting(s). Any such discussion will constitute a violation of CPD's Hiring Plan and may result in disciplinary action.
- G. In addition to the nomination packets, CPD-HR will provide each Merit Board member with an interview form and/or scoring sheet to be filled out for each

nominee immediately at the conclusion of each interview. The interview form and/or scoring sheet shall contain a score for each of the “Merit Selection Assessment Dimensions.”

- i. A copy of the definitions of the applicable “Merit Selection Assessment Dimensions” will also be attached to the scoring sheet.
- ii. The scoring sheet shall be filled out immediately at the conclusion of each interview and will take into account the materials in the nomination packet, and the nominee’s interview performance.
- iii. Once CPD-HR has confirmed that all of the scoring sheets have been submitted, CPD-HR will designate the appropriate band or tier for each of the nominees based on the established scoring rubric. If the interviews occur over the course of multiple days, CPD-HR will collect the final scoring sheets from that day and designate the appropriate band or tier for each of the nominees based on the established scoring rubric. CPD-HR will create a master list of the nominees in the appropriate band or tier based on the established scoring rubric. The scoring sheets and the designated bands or tiers of the nominees will be kept strictly confidential and cannot be shared with anyone outside CPD-HR, DHR, the Superintendent’s Office, and Hiring Oversight.

H. Each Merit Board member will fill out a Hire Certification Form before the meeting is adjourned, and the forms will be attached to the tally sheet.

### III. SUPERINTENDENT SELECTION PROCESS

A. CPD-HR will submit the tally sheet to the Superintendent. The Superintendent will make the final selections as follows:

- i. If the Superintendent has elected to interview nominees, the Superintendent shall interview those nominees in the top band or tier first. The Superintendent may choose to have members of management staff participate in the interviews.
- ii. If after completing interviews for all nominees in the top band or tier, the Superintendent determines that additional nominees should be interviewed, he/she may interview those nominees in the next lower band or tier. The Superintendent shall provide a written justification for conducting such additional interviews. If after completing interviews for all nominees in the next lower band or tier, the Superintendent determines that additional nominees should be interviewed, he/she may proceed to

interview nominees in lower bands or tiers, provided that no nominee in a band or tier is interviewed until all nominees in higher bands or tiers are interviewed. The Superintendent shall provide a written justification for conducting such additional interviews.

- iii. After the selections have been made, the Superintendent will complete a written Justification Memorandum explaining the basis for his/her selections. The Superintendent and any members of management who participated in the interviews, must fill out Hire Certification Forms. The Justification Memorandum and Hire Certification Forms will be provided to CPD-HR and Hiring Oversight.

#### IV. DOCUMENTATION

- A. CPD-HR will maintain all documents generated from the Merit Selection Process and make them available to Hiring Oversight upon request.
- B. CPD-HR will also maintain in a sortable electronic format, such as an Excel spreadsheet or other means that CPD-HR chooses, a record of each Merit Selection process conducted. This electronic record will be made available to Hiring Oversight upon request and will include, but is not limited to, the following:
  - i. The rank being filled
  - ii. The nominees' names and City Employee ID numbers
  - iii. For each nominee, the name of the nominator and the nominator's City Employee ID number
  - iv. The nominee's interview date
  - v. If applicable, the name(s) of any Merit Board Member(s) who abstained from participating in an interview or otherwise did not participate, including the reason for abstention or non-participation.
  - vi. The date(s) of the Merit Board Meeting
  - vii. Each nominee's average score
  - viii. Whether the nominee was promoted

## **EXHIBIT B ASSIGNMENTS**

### **Police Officer**

1. Initial Assignment upon Graduation from the Police Academy. Initial assignments from the Police Academy are made at management's discretion based on the operational needs of CPD.
2. Recognized Vacancies.
  1. A recognized vacancy is defined by the CBA.
  2. CPD shall post recognized biddable vacancies (Appendix A) on CLEAR.
  3. Police Officers may bid on one recognized vacancy within their rank by submitting a Personnel Action Request (PAR) by the deadline stated in the posting.
  4. The Management and Labor Affairs Section (MLAS) shall select bidders who completed their PAR on time in seniority order as defined by the CBA.
  5. CPD may fill twenty percent (20%) of the recognized vacancies within its discretion, provided that, if the Employer does not utilize any or all of its twenty percent (20%) exception in any personnel order, the remainder of the unused exception may be carried forward and used to fill future recognized vacancies within a twelve (12)-month period. For Airport Law Enforcement North and South and the Traffic Section/Detail Unit, fifty percent (50%) of all recognized vacancies in each of these units shall be filled by bid and the other fifty percent (50%) by management discretion.
  6. A successful bidder may not bid for another position for one (1) police period calendar year unless reassigned by the Employer. (For specific reasons cited in the CBA.)
  7. Any time there are no qualified bidders, CPD may fill the recognized vacancy within its discretion.

### **Sergeants**

1. Initial Assignment upon Promotion. Initial assignments upon promotion are made at management's discretion based on the operational needs of CPD.

Prior to the assignment of newly promoted Sergeants, CPD will post management positions in District Law Enforcement. Incumbent Sergeants shall be eligible to

request up to three (3) management positions, which may be granted on the basis of seniority or management discretion.

2. Recognized Vacancies.

1. A recognized vacancy is defined by the CBA.
2. CPD shall post recognized biddable vacancies (Appendix B) on CLEAR.
3. Sergeants may bid on up to three (3) recognized vacancies within their rank by submitting a Personnel Action Request (PAR) by the deadline stated in the posting.
4. The Management and Labor Affairs Section (MLAS) shall select bidders who completed their PAR on time in seniority order as defined by the CBA.
5. Any time there are no qualified bidders, CPD may fill the recognized vacancy within its discretion.

**Lieutenants**

1. Initial Assignment upon Promotion. Initial assignments upon promotion are made at management's discretion based on the operational needs of CPD.

Prior to the assignment of newly promoted Lieutenants, CPD will post the number of management positions in District Law Enforcement equal to, but not greater than, seventy-five percent (75%) of the total complement of newly-promoted Lieutenants. Incumbent Lieutenants shall be eligible to request up to three (3) management positions, which shall be granted on the basis of seniority provided the Lieutenant possesses the present ability to perform the duties of the position. In the event the most senior incumbent Lieutenant submitting such a request is a Unit Bid Lieutenant, that Lieutenant shall surrender his or her Unit Bid position as a precondition to becoming the management Lieutenant in the District in which the management position exists.

2. Recognized Vacancies.

1. A recognized vacancy is defined by the CBA.
2. CPD shall post recognized biddable vacancies (Appendix C) on CLEAR.
3. Lieutenants may bid on up to three (3) recognized vacancies within their rank by submitting a Personnel Action Request (PAR) by the deadline stated in the posting.

4. The Management and Labor Affairs Section (MLAS) shall select bidders who completed their PAR on time in seniority order as defined by the CBA.
5. Any time there are no qualified bidders, CPD may fill the recognized vacancy within its discretion.

#### Bureau of Professional Standards Selection Process

1. CPD shall post recognized vacancies in Lieutenant positions within the Bureau of Professional Standards for a period of at least seven (7) business days. The posting may be published either electronically or in print and shall identify the required knowledge, skills, and abilities for successful performance in the position as established by the Employer.
2. To be considered for a posted vacancy, a Lieutenant shall submit an application, resume or curriculum vitae, and other required documentation to the designated exempt Commanding Officer by the deadline established in the posting.
3. The Employer shall review the documentation submitted by each Lieutenant and shall interview at least five (5) Lieutenants who satisfy the minimum qualifications for successful performance in the position.
4. After the interviews are completed, the Employer shall evaluate the qualifications of each candidate interviewed and shall offer the position to the most qualified Lieutenant. The Employer's offer to the Lieutenant is subject to any internal and external review procedures applicable to such selection processes.

#### Management Transfers within District Law Enforcement

Prior to transferring a Lieutenant from a management position in one District to a management position in another District, the Chief of Patrol shall request volunteers for the transfer from within the District identified by him/her as the appropriate District for requesting volunteers and shall consider any volunteers for the transfer before selecting the Lieutenant to be transferred.

#### Captains

1. Initial Assignment upon Promotion. Initial assignments upon promotion are made at management's discretion based on the operational needs of CPD.

Prior to the assignment of newly promoted Captains, CPD will post management positions in District Law Enforcement. Incumbent Captains shall be eligible to request up



to three (3) management positions, which may be granted on the basis of seniority or management discretion.

**Operational Deployments**

An Operational Deployment occurs when a member is temporarily deployed to a unit outside his/her assigned unit. It may be used, but not limited to, the following circumstances: pending an internal investigation, maintaining effective staffing, and training at the academy.

1. For intra-Bureau Operational Deployments, the Commander of the Unit will make the request for an Operational Deployment via memorandum through the chain of command to the Chief. For inter-Bureau Operational Deployments, the Commander of the Unit will make the request to the First Deputy Superintendent.
2. If approved, the Operational Deployment shall last no more than ninety (90) days. If it is needed for beyond ninety (90) days, the Commander of the Unit will submit a request for an extension through the chain of command to the First Deputy Superintendent.

**Non-Bid Duty Assignments**

Outlined in Appendix D

**Non-Bid Unit Assignments**

Outlined in Appendix E

**Appendix A**

1. Police Officer biddable districts and units:
  - a. Public Transportation Section including the Public Transportation Canine Unit
  - b. Special Activity Section
  - c. Traffic Section/Detail Unit
  - d. Traffic Enforcement Unit
  - e. Traffic Court/Records Unit
  - f. Traffic Safety & Training Unit
  - g. Major Accident Investigation Unit
  - h. Loop Traffic
  - i. District Law Enforcement
  - j. Airport Law Enforcement North and South
  - k. Mounted Unit
  - l. Marine Unit
  - m. Gun Registration Section
  - n. Records Inquiry Section
  - o. Field Inquiry Section
  - p. Evidence & Recovered Property Section
  - q. Police Document Services Section
  - r. Central Detention Section
  - s. Auto Pound Section (D-1 Officers)
  - t. Electronics and Motor Maintenance Division (D-1 Officers)
  - u. Office of Emergency Communications (excluding the Alternate Response Section)
  - v. Area Criminal Investigations
  - w. Missing Persons Section
  - x. Juvenile Court Liaison Section
  - y. Youth Investigation Group Areas (excluding Youth Investigation Group Special Investigation Unit and Youth Investigation Group Administration)
  - z. Bomb and Arson Section (except bomb technicians), excluding the immediate staff of each exempt commanding officer not to exceed two (2) staff members
  
2. Police Officer Unit Biddable Duty Assignments in the above-referenced units:
  - a. Warrant Clerk
  - b. Summary Investigation Detective
  - c. Review Investigation Detective
  - d. Review Officers
  - e. Detective Division Administrative Desk Duty Assignment
  - f. District Desk (only non-probationary officers within the same watch and within the same D-1 salary grade shall be eligible to bid)
  - g. District Watch Relief (only non-probationary officers within the same watch and within the same D-1 salary grade shall be eligible to bid)

- h. The District Watch Secretary position may be filled at the Employer's discretion. These positions are limited to one (1) position per watch in each district. If the Employer decides to fill the District Watch Secretary position, the daily unit duty assignment sheets will identify the officer assigned to the District Watch Secretary position. The duties and responsibilities of the District Watch Secretary are to be determined by the Employer provided that the lockup, review, and desk officer bid positions as set forth in the Agreement shall be filled by either the bid officer or District Watch Relief personnel prior to filling these positions with the District Watch Secretary.

**Appendix B**

1. Sergeant biddable district assignments – each district has twelve (12) bid positions
2. Unit Bid assignments:
  - a. Three (3) Sergeant Unit assignments in Airport Law Enforcement South
  - b. Three (3) Sergeant Unit assignments in Airport Law Enforcement North
  - c. Four (4) Sergeant Unit assignments in Public Transportation Section
  - d. Three (3) Sergeant Unit assignments in the Traffic Enforcement Section
  - e. Three (3) Sergeant Unit assignments in the Central Detection Section

**Appendix C**

1. District Law Enforcement Bidding Process - Each District will have three (3) bid assignments.
2. One (1) Unit Bid Position in Public Transportation Section and Traffic Section

## Appendix D

### CPD NON-BID DUTY ASSIGNMENTS

#### DEFINITIONS

A. Non-Bid Duty Assignments are duty assignments located within a District/Unit and not covered by a Collective Bargaining Agreement. Examples of these assignments are Tactical Teams and Foot Patrol Units such as the Entertainment Venue Teams.

1. Non-Bid Duty Assignments lasting more than a period of ninety (90) days will be filled under the process described below.

B. Job Specific Criteria are the categories in which each applicant will be assessed against based upon the competencies directly related to the assignment and will be used uniformly to assess all applicants.

C. A Relevant District/Unit is the District/Unit with a vacant Non-Bid Duty Assignment.

1. Process for Filling Non-Bid Duty Assignments at the Police Officer Level

a. Notice of Vacancy. Notice of a vacancy in a Non-Bid Duty Assignment will be distributed to all department members using: the Administrative Message Center, which is administered through CLEAR, and/or other appropriate methods of communication. The notice shall contain the name of the Relevant District/Unit, the title of the vacancy, Job Specific Criteria, desired characteristics and the required application materials upon which a District Commander will make selections (*e.g.*, resumes or letters of recommendation from recent supervisors). CPD may include additional information in the posting at its discretion. Postings shall remain active for at least fourteen (14) days.

i. Job Specific Criteria may include, but are not limited to: seniority, law enforcement activity, disciplinary and complimentary history, medical roll use, and performance evaluations.

ii. Desired characteristics are directly related to the criteria for Tactical Teams and/or Foot Patrol Units. For example, core desired characteristics for a Tactical Team may include, but are not limited to, Candidates who are hardworking and adaptable law enforcement officers who possess the ability to be a team player, follow directions, execute quality arrests, and generate accurate, high-quality written reports. Additional criteria may be utilized depending on each District's specific need, such as fluency in a foreign language.

- iii. Written recommendations from supervisors shall be used to provide support that the candidate meets the Job Specific Criteria and desired characteristics.
- b. Application. Application materials shall be submitted to District/Unit personnel designated by the affected District/Unit Command Staff Member or Commanding Officer. Applicants shall be given documentation of receipt of application indicating date and time received. CPD will work with the Department of Innovation and Technology with the objective of developing an electronic system for administering the selection process under this section, which includes the receipt of applications.
- c. Hiring Decision. The District Commander shall determine who is suitable for the vacancy and make a selection decision. The District Commander may choose to confer with the applicants' supervisors.
- d. Justification Memorandum. The District Commander will promptly complete a Justification Memorandum, which will, at minimum, provide: the total number of applications received; the Job Specific Criteria and desired characteristics considered in making the selection decision for the Candidate(s) selected; and the identification of any Candidate(s) selected and any Candidate(s) who will be placed in an eligibility pool. The memorandum will also confirm that all Candidates were considered and that his/her selections were based on the Job Specific Criteria and desired characteristics set forth in the Notice of Vacancy. Finally, the District Commander may add additional comments relating to his/her selection decision at his/her discretion.
- e. Creation of an Eligibility Pool. If there are more suitable Candidates than vacancies at the completion of the selection process, the District Commander may create an eligibility pool consisting of the remaining suitable Candidates.
  - i. The District Commander may choose to select a Candidate from an active eligibility pool instead of posting for new vacancies for the same Non-Bid Duty Assignment. The District Commander shall prepare a Justification Memorandum for the selection.
  - ii. An eligibility pool will be active for a period of no longer than thirty-six (36) months unless there is written justification from the District Commander to extend the life of the list for up to an additional twelve (12) months. Such written justification will be

sent to Hiring Oversight. An eligibility pool may be retired at any time at the District Commander's discretion.

- iii. An eligibility pool will be retired and thus considered inactive when a new Notice of Vacancy for the same Non-Bid Duty Assignment is issued.
  - f. Hiring Certification Forms. The District Commander and Selected Candidate(s) shall execute Hire Certification Forms.
  - g. Specialized Need Exception. If a vacancy in a Non-Bid Duty Assignment requires a special skill set or expertise (*e.g.*, fluency in a foreign language or specialized knowledge of accounting), specialized training or licensing (*e.g.*, a commercial drivers license or CDL), unique personal attributes (*e.g.*, a particular age and/or ethnicity), or another characteristic so specific that it is unlikely that an applicant pool will contain individuals possessing that characteristic, then CPD may fill the vacancy with an individual possessing that characteristic without following the process and procedures described herein. In such cases the District Commander of the Relevant District/Unit shall provide a written Justification Memorandum describing the unique characteristic, explaining why an applicant pool is unlikely to contain individuals possessing such characteristic, and justifying the reasons for selecting the individual chosen to fill the vacancy. Once completed, the Justification Memorandum shall be promptly provided to Hiring Oversight.
2. Addressing Immediate Staffing Needs for Non-Bid Duty Assignments Pending Selection of a Candidate
- a. The operational needs of CPD will sometimes require immediate filling of a Non-Bid Duty Assignment lasting more than ninety (90) days while the appointment process is pending.
  - b. In such instances, the District Commander may make a temporary appointment to the assignment.
    - i. The District Commander will write a Justification Memorandum explaining the need for an immediate appointment and the basis for the appointment and will execute a Hire Certification Form. CPD shall promptly send the Justification Memorandum to Hiring Oversight.
    - ii. Upon commencement of the temporary appointment, CPD will promptly initiate the selection process for Non-Bid Duty Assignments.



- iii. The temporary appointment will terminate when a selection is made.
  - iv. If the officer who was temporarily appointed chooses to apply for the assignment, the experience gained during the temporary assignment shall not be considered in the selection process.
3. Filling Non-Bid Duty Assignments Above the Police Officer Level and Personal Staff Assignments of Command Staff Members
- a. Non-Bid Duty Assignments at the managerial level and Personal Staff Assignments of Command Staff Members require greater management discretion in selection.
  - b. Therefore, CPD may choose to, but is not required to, use any specific selection process in filling Non-Bid Duty Assignments at managerial levels and Personal Staff Assignments of Command Staff Members.
    - i. The District Commander who participated in the selection shall execute a Hire Certification Form. The successful Candidate(s) shall also execute a Hire Certification Forms.
4. Documentation. Each District shall serve as the repository for and maintain documentation created as part of the above process for filling Non-Bid Duty Assignments in accordance with the record keeping requirements of the Local Records Act and provide this documentation to DHR and Hiring Oversight upon request. CPD-HR will provide a list of all non-bid duty assignment positions held during the prior quarter that were filled through this process, or that were not filled through this process but lasted more than thirty (30) days, including the name, Employee ID Number, date of assignment, and Unit to Hiring Oversight in an electronic format each quarter.

## Appendix E

### CPD NON-BID UNIT ASSIGNMENTS

#### DEFINITIONS

- A. Non-Bid Unit Assignments are assignments to units not designated by the relevant CBA as a bid unit.
- B. Job Specific Criteria are the categories in which each applicant will be assessed against based upon the competencies directly related to the assignment and which will be used uniformly to assess all applicants during the interview process.
- C. The Relevant Unit is the unit in which there is a vacancy.

#### 5. Process for Filling Non-Bid Unit Assignments at the Police Officer Level

- a. Notice of Vacancy. Notice of a vacancy in a Non-Bid Unit will be distributed to all department members using: the Administrative Message Center, which is administered through CLEAR, and/or other appropriate methods of communication. The notice shall contain the name of the unit in which the vacancy is located, the title of the vacancy, and application materials required (*e.g.*, resumes or letters of recommendation from recent supervisors). CPD may include additional information in the posting at its discretion. Postings shall remain active for at least fourteen (14) days.
- b. Application. Application materials shall be submitted to CPD-HR. CPD will work with the Department of Innovation and Technology with the objective of developing an electronic system for administering the selection process under this section, which includes the receipt of applications.
- c. Screening Criteria. Subject matter experts from the Relevant Unit shall establish screening criteria used to determine which applicants to interview. The screening criteria may include, but are not limited to: law enforcement activity, seniority, disciplinary and complimentary history, medical roll use, performance evaluations, and any other special skills or characteristics upon which the Unit Commander will base a selection. The Unit Commander shall approve the screening criteria. The screening criteria shall be maintained and provided to Hiring Oversight upon request. Written recommendations from supervisors shall be used to provide support that the Candidate meets the screening criteria.
- d. Screening of Applicants. At least two (2) supervisors from the Relevant Unit shall screen all applications submitted. Screeners shall include Candidates on the interview list based on the Candidate's relative match to

screening criteria and will refer at least two (2) Candidates per vacancy, subject to the number of applications submitted. In any event, the number of referred Candidates shall exceed the number of vacancies. Screeners shall determine who should be interviewed and send the interview list to the Unit Commander and CPD-HR.

- e. Interviews. CPD shall offer interviews to all employees who have been placed on an interview list. The CPD shall notify DHR and Hiring Oversight of the interview schedule and provide the interview list no later than seven (7) calendar days before the interviews begin.
- f. Interview Questions. CPD subject matter experts from the Relevant Unit shall develop Job Specific Criteria and interview questions from the Job Specific Criteria.
- g. Conduct of Interviews. Candidates for the same Non-Bid Unit assignment shall be asked the same core questions. Follow-up questions are permitted if they relate to the previous questions asked in order to draw out more detailed information from the Candidate.
- h. Interview Training. Interviewers shall be trained by DHR on the proper interviewing procedures prior to conducting interviews.
- i. Interviewers; Evaluations. At least two supervisors from the Relevant Unit, one of whom will be a subject matter expert, shall interview each Candidate. Each interviewer shall independently and personally complete an evaluation form for the Candidate at the conclusion of the interview.
- j. Interview Notes. All interview notes shall be recorded on each interviewer's evaluation form.
- k. Interviewer Recommendations and Documentation. Immediately following the interview, each interviewer shall independently and personally state on the evaluation form whether the Candidate shall be subject to further consideration. Each interviewer shall provide all documentation from the interviews to the Unit Commander. Interview evaluation forms shall not be altered or revised once completed. However, omissions or errors of a clerical nature, which are not substantive, may be corrected with written justification from the interviewer.
- l. Hiring Recommendation. The Unit Commander shall determine who is suitable for the vacancy and make a recommendation. The Unit Commander may choose to confer with the interview panel; utilize the interview notes provided by the interview panel; and/or interview all Candidates who have passed the screening process. The Unit Commander

may also use other job related information in making a recommendation. If the Unit Commander's recommendation conflicts with the interviewers' recommendation; or if the Unit Commander uses means other than the Candidate's application materials, the interviewers' notes, or a conversation with the interviewers to make a recommendation, then the Unit Commander shall document the reasons for the recommendation in a Justification Memorandum.

- m. Creation of an Eligibility Pool. If there are more suitable Candidates than vacancies at the completion of the selection process, the Unit Commander may create an eligibility pool consisting of the remaining suitable Candidates.
  - i. The Unit Commander may choose to select a Candidate from an active eligibility pool instead of posting for new vacancies for the same Non-Bid Unit Assignment. The Unit Commander shall prepare a Justification Memorandum for the selection.
  - ii. An eligibility pool will be active for a period of no longer than thirty-six (36) months unless there is written justification from the Unit Commander of the Relevant Unit for extending the life of the list for up to an additional twelve (12) months. Such written justification will be sent to Hiring Oversight. An eligibility pool may be retired at any time at the Unit Commander's discretion.
  - iii. An eligibility pool will be retired and thus considered inactive when a new Notice of Vacancy for the same Non-Bid Unit Assignment is issued.
- n. Monitoring of Selection Process. The Bureau Chief, or such other CPD official at the position of Bureau Chief or higher as may be designated by the Superintendent, shall ensure that the selection is based upon the Job Specific Criteria, the interviewers' evaluation forms, the applicable terms of the CBA, if any, and any other relevant, non-Political Reasons or Factors. Political Reasons or Factors or other Improper considerations may not be considered.
- o. Hiring Certification Forms. Every employee who participated in the selection process for non-bid assignments shall execute a Hire Certification Form. The successful Candidate for these assignments shall execute a Hire Certification Form.
- p. Specialized Need Exception. If a vacancy in a Non-Bid Unit requires a special skill set or expertise (e.g., fluency in a foreign language or specialized knowledge of accounting), specialized training or licensing

(*e.g.*, a commercial drivers license or CDL), unique personal attributes (*e.g.*, a particular age and/or ethnicity), or another characteristic so specific that it is unlikely that an applicant pool will contain individuals possessing that characteristic, then CPD may fill the vacancy with an individual possessing that characteristic without following the process and procedures described herein. In such cases the Unit Commander shall provide a written Justification Memorandum describing the unique characteristic, explaining why an applicant pool is unlikely to contain individuals possessing such characteristic, and justifying the reasons for selecting the individual chosen to fill the vacancy. Once completed, the Justification Memorandum shall be promptly provided to Hiring Oversight. If required for the purpose of officer safety, the Unit Commander may designate that the Justification Memorandum be sealed and unavailable for review until the assignment for which the individual was selected is completed as determined by the Unit Commander or his/her designee or successor.

6. Filling Non-Bid Unit Assignments Above the Police Officer Level and Personal Staff Assignments of Command Staff Members

- a. Non-Bid Unit Assignments at the managerial level and Personal Staff Assignments of Command Staff Members require greater management discretion in selection.
- b. Therefore, CPD may choose to, but is not required to, use any specific selection process in filling Non-Bid Unit Assignments at managerial levels and Personal Staff Assignments of Command Staff Members.
  - i. Every employee who participated in the selection shall execute a Hire Certification Form. The successful Candidate shall also execute a Hire Certification Form.

7. Documentation. CPD-HR shall serve as the repository for and maintain documentation created as part of the above process for filling Non-Bid Unit Assignments in accordance with the record keeping requirements of the Local Records Act and provide this documentation to DHR and Hiring Oversight upon request.

Memorandum of Understanding

Inspector General's Office - Jurisdiction and Procedures  
With Respect to Hiring Oversight of the Chicago Police Department

WHEREAS, the Office of the Inspector General (OIG) has jurisdiction over hiring oversight, including disciplinary investigations and compliance with respect to "employment actions," pursuant to the City's OIG ordinance, the Shakman Accord, and subsequent federal court orders, and

WHEREAS, such jurisdiction extends to the Chicago Police Department (CPD), including jurisdiction for the investigation of complaints involving alleged misconduct with respect to "employment actions", as defined in Chapter 2-56-035 of the Municipal Code of the City of Chicago, by police officers and other CPD employees, and

WHEREAS, CPD has authority, pursuant to the collective bargaining agreements entered into with the representatives of its Police Officers, Sergeants, Lieutenants Captains, AFSCME employees and SEIU employees, and to the City ordinances approving such agreements, to investigate and respond to all employee grievances filed which allege misconduct and/or a violation(s) of the applicable collective bargaining agreement with regard to employment actions implemented by CPD, and

WHEREAS, the parties to this Memorandum intend hereby to establish procedures which provide for their mutual cooperation in the performance of their respective obligations concerning the investigation of complaints involving allegations of improper influence, favoritism or prejudice in the administration of any employment actions, and the monitoring/oversight of such matters by OIG.

Accordingly, the parties agree as follows:

1. Employee Grievances. Represented CPD employees have a right, through their collective bargaining agreements and the City ordinances approving those agreements, to grieve any complaint concerning an employment action. Accordingly, such grievances shall continue to be investigated and resolved through the contractual grievance process. The OIG will have notice of such grievances and their handling and resolution through its previously-granted access to CPD's database for tracking all employee grievances. In addition, to facilitate such notice and the OIG's monitoring of grievances relating to employment actions, the Management and Labor Affairs Section (MLAS) of the CPD will create a new code that is specific to such grievances and will regularly update information concerning such grievances in the data base in order to enable OIG Hiring Oversight to monitor all such matters.

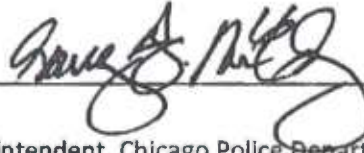
2. Complaints to CPD Bureau of Internal Affairs (BIA). Complaints concerning employment actions can also be filed with BIA. Such complaints can be filed by police officers and other CPD employees or by citizens and other non-department members. BIA has a table of complaint categories that it uses to categorize the various complaints that it receives. It shall create a new subcategory within Group 10 on this table (Operation/Personnel Violations) for complaints relating to "employment actions" -- 10 CC. Upon receipt of such complaints from BIA, OIG Hiring Oversight, shall in consultation with BIA, determine whether the matter warrants administration as a compliance issue or an investigation, and inform BIA whether OIG will act on the complaint itself, or refer it for action at the discretion of BIA.
  - a) CPD's Collective bargaining agreements with the FOP, Sergeants, Lieutenants and Captains require that any investigation that may result in disciplinary action against a represented employee, where the complaint in question was not submitted by a member of the Police Department, must be accompanied by an affidavit affirming under oath that the allegations in the complaint are true. Such agreements further provide that where such an affidavit cannot be obtained from a citizen complainant, the head of either BIA or the Independent Police Review Authority (IPRA) may sign an appropriate affidavit that based upon review of verifiable objective information, it is necessary and appropriate for such investigation to continue. These collective bargaining requirements and provisions apply equally to disciplinary investigations by the OIG as well, including such investigations of employment actions. The affidavit requirement is limited to and does not apply to matters other than disciplinary investigations. It is anticipated that the great majority of complaints concerning employment actions will be made by department members, and in such cases no affidavit will be required in order to complete an investigation. However, in those cases where an affidavit from a citizen complainant is necessary and has not been obtained by or forwarded to the OIG, it may be provided by the head of either BIA or IPRA.
  - b) In the event the investigation of an employment action is conducted by BIA, BIA shall advise OIG Hiring Oversight of BIA's findings and any disciplinary action taken, and copies of records and information concerning the investigation shall be made available to the OIG upon request.
  - c) In the event the investigation of an employment action is conducted by OIG Hiring Oversight, the OIG shall follow the same procedures that it follows with respect to such investigations as to other City departments, as specified in the Municipal Code of Chicago, Chapter 2-56. This includes:
    - Pursuant to MCC Section 2-56-060, OIG provision of a confidential summary report of its investigations and any disciplinary recommendations to the Superintendent;

- Pursuant to MCC Section 2-56-065, Superintendent provision of a written response to the OIG's recommendation within 30 days (extendable for up to 30 additional days), and in such response describe any disciplinary action taken with respect to the employee in question, and provide specific reasons for action taken at variance with the recommendation of the OIG.

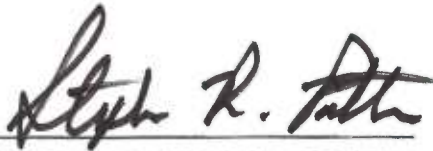
DATED: 5/14/14



Inspector General, City of Chicago



Superintendent, Chicago Police Department



Corporation Counsel, City of Chicago