

## INTERIM CLERK HIRING POLICY FOR CERTAIN NON-EXEMPT POSITIONS

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### 1.1 PURPOSE

The purpose of this section is to define general hiring principles, and duties of the Human Resources Division. These procedures and processes are provided to ensure that hiring and employment at the CCCO is fair, and free of political influence, reasons, or factors. While the following is reflective of general hiring principles for non-*Shakman* Exempt Positions, it is specifically only applicable to the filling of vacancies for the Covered Positions defined below, and will expire on May 31, 2022 or upon completion of a revised Policy Manual and training on the same, whichever comes first.

### 1.2 DEFINITIONS

The following definitions apply to specific words and terms used in this Hiring Policy:

Applicant: A person who has submitted an application to the Human Resources Division for a Position.

Applicant List: The list of all applications received for a Position prior to review and validation.

Candidate: An Applicant who after review and validation of their application materials has been found to possess the Minimum Qualifications required by the Job Descriptions

Chief Deputy Clerk: The lead Deputy Clerk over all divisions of the CCCO and Chief of Staff.

Classification: A position or group of positions as defined by Job Code.

Clerk: The Cook County Clerk.

Clerk's Website: The Clerk's Office website which provides information regarding the Clerk's Office on a public online format and includes, among other things, access to the Clerk's Annual Appropriation Ordinance, Exempt List, Executive Assistant List, Notices of Job Opportunities, HR Quarterly Reports.

Collective Bargaining Agreement ("CBA"): The applicable collective bargaining agreement between the Clerk's Office and any legally recognized collective bargaining representative of Employees.

Conflict of Interest: A situation in which impartiality and judgment may be compromised or may appear to be compromised because of an actual or potential inconsistency between a person's self-interest and their professional or public interest.

Covered Positions: The positions of Leave of Absence Coordinator, Vital Records Clerk V, Election Support Clerk, GIS Chief Analyst, Technology Engineering Manager, Field Coordinator, Data Scientist, Election Judge Township Coordinator, Election Supervisor – Mail Supervisor, Supervisor of Mail Ballot Applications and Coordinator of Special Projects, Mail Ballot Clerk, Elections Operation Center (“EOC”) Clerk, Administrative Assistant II – Vitals, Assistant Manager of Recording Operations, Legal Support Coordinator, Senior HR Generalist, Accountant IV, Administrative Assistant III (COB) and HR Generalist may use this Interim Hiring Process to fill vacant positions unless the revised Policy Manual (and training on the revised Manual) is completed prior to the posting of these Positions.

Designee: An Employee selected, authorized, and assigned to perform duties on behalf of another Employee.

Division: An operational unit headed by a Deputy Clerk. Includes Elections, Vital Records, Administration, Real Estate and Taxes, Clerk of the Board, Security, and Communications.

Electronic Application System (“EAS”): An electronic employment application system that may be used in the hiring of Employees.

Eligibility List: A listing of those Applicants whose application materials support the Applicant's claim to possess the Minimum Qualifications of the applied for Position.

Employee: An employee of the Clerk's Office.

Employment Action: Any action (positive or negative) related to any aspect of employment, including, but not limited to, hiring, training, change in job assignment, Temporary Assignment, Cross-Training, Promotion, Demotion, Transfer, Reclassification, Layoff, assignment of Overtime (and other benefits of employment), Discipline, and Termination

Exempt Position/Employee: A Position that is included on the Exempt List because it is a job that involves policy making to an extent or is confidential in such a way that political party affiliation is an appropriate requirement for the effective performance of the job.

External Applicant: An Applicant who applies for a Position and is not an Employee of the Clerk's Office at the time of application.

Interview List: The list of Candidates to be interviewed for a Position.

General Hiring Process: The process used to hire all non-exempt and non-Executive Assistant Employees.

Hiring Department: The Department to which a Candidate who is hired will be assigned to work.

Human Resources Division (“HR”): The Human Resources Division of the Clerk’s Office.

Ineligible for Hire/Rehire List: A list of individuals who have been determined to be ineligible for hire or rehire by the Clerk’s Office.

Internal Applicant: An Applicant who is employed by the Clerk’s Office at the time of application.

Interview File: A subset of the Posting File that includes the Interview Evaluation Forms, the Scored Interview List, notes from the Ranking Meeting, the Interview Panel Ranking Form, permitted recommendations, and any other documentation regarding the selection for interviewing and conducting of interviews.

Interview List: The list of Candidates to be interviewed for a Position.

Interview Panel: The group of three to four individuals selected to interview Candidates.

Interview Panel Ranking Form: The form used by an Interview Panel to rank Candidates after all of the interviews are conducted.

Interviewer Evaluation Form: The form used by interviewers during the interview process to document interviews and score individual Candidates for Positions.

Job Code: A numeric code assigned to each job title.

Job Description: A written document that describes the Position’s typical duties and current responsibilities, Minimum Qualifications, Preferred Qualifications (if applicable), the knowledge, skills, and abilities needed to perform those responsibilities, and any testing protocols (if applicable).

Layoff: The involuntary, temporary, or permanent separation of one or more Employees from employment with the Clerk’s Office for reasons other than termination.

Minimum Qualifications: The minimum requirements listed on the Job Description that an Applicant must possess to be considered for employment in that Position.

No Political Consideration Certification (“NPCC”): The certification that, to the signer’s knowledge and agreement, no Political Reasons or Factors have been or will be taken into consideration or have or will influence the Employment Action involved. A copy of the current No Political Consideration Certification language (which must accompany or be included on forms relating to any Employment Action) is attached.

Non-Exempt Position: Any Position that is not included on the Exempt List.

Notice of Job Opportunity: The publicly available notice of a Position opening.

Personnel File: A file maintained by HR for each employee, including personal information and information about the employee's work history, such as the employee's application, resume, licenses, recommendations, training, rate of pay, salary history, and benefits. Discipline and medical files are kept separately.

Political Contact: Any contact of any kind whatsoever (oral or written, direct or indirect) from any Politically Related Person or Organization to an Employee regarding an Employment Action relating to any person known likely to be an Applicant or Employee holding or applying for a Non-Exempt Position.

Political Reasons or Factors: Any reasons or factors relating to political matters in connection with any Employment Action, including, but not limited to: (1) any recommendation for or against the hiring, Promotion, Transfer or the taking of any other Employment Action with respect to any Applicant, potential Applicant or Clerk Employee from any Politically-Related Person or Organization that is not based on that Politically-Related Person's or Organization's personal knowledge of the Applicant's, potential Applicant's or Clerk Employee's skills, work experience or other job related characteristics; (2) the fact that an Applicant, potential Applicant or Clerk Employee works or worked for a Politically-Related Person or Organization, or works or worked on a political campaign, unless related to a recommendation based on an Applicant's potential Applicant's, or Clerk Employee's skills, work experience or other job related characteristics, (3) the fact that an Applicant, potential Applicant or Clerk Employee is or was, or is not or was not, a member of any political party or a Politically-Related Organization; (4) the fact that an Applicant, potential Applicant or Clerk Employee contributed or raised money, or provided anything of monetary value, to a Politically-Related Person or Organization, or refrained from doing so; (5) the fact that an Applicant is a Democrat or a Republican or a member of any other political party or group, or the fact that the Applicant, potential Applicant, or Clerk Employee is not such a member; or (6) the fact that an Applicant, potential Applicant or Clerk Employee may express any views or beliefs on political matters.

Politically Related Person or Organization: Any elected or appointed public official, any person acting as an agent of or representing any elected or appointed public official, or any person employed by, acting as an agent of, or representing any political organization or politically-affiliated group.

Position Identification Number: The unique number assigned to each Position by the Cook County Bureau of Human Resources.

Position: A defined role that includes a list of duties.

Posting File: A file containing a copy of all documents related to a job posting.

Preferred Qualifications: The criteria listed in the Job Description that are preferred (but not required) in an Applicant for a Position.

Prescreening Questions: Questions designed to identify whether an Applicant possesses specific Preferred Qualifications contained in the Job Description.

Ranking Meeting: The meeting at which the Interview Panel completes the Interview Panel Ranking Form.

Request to Hire (“RTH”): The process completed by the Human Resources Division requesting recruitment and hiring activities to fill a Vacancy.

Scored Interview List: The list of interviewees, listed in descending order, based on their average interview scores from the completed and scored Interview Evaluation Forms.

Termination: The involuntary separation of an Employee from employment with the Clerk’s Office.

Transfer: The movement of an Employee from one Position to another Position without changing the payroll designation (*i.e.*, step, grade, or compensation).

Vacancy: An unfilled Position.

### **1.3 GENERAL HIRING PRINCIPLES**

The Clerk’s Office will adhere to the following general employment-related principles with respect to employment:

- a) Commitment: The Clerk’s Office hereby implements pro-active and transparent employment-related policies, practices, and procedures that will prevent the negative effects of any Unlawful Political Contacts and Unlawful Political Discrimination. No CBA or other agreement between the Clerk’s Office and any other individual or entity shall provide otherwise.
- b) No Employment Actions Influenced by Political Reasons or Factors: No Employment Action affecting an Employee holding a Non-Exempt Position shall be influenced by any Political Reasons or Factors.
- c) Notice of Exemption: An Employee holding a Non-Exempt Position that is to become an Exempt Position will be given a minimum of 30 days’ advance notice of such change and will be given the opportunity to Transfer to any then available funded non-union, Non-Exempt Position for which they are qualified in lieu of remaining in their Position and holding an Exempt Position.

- d) Human Resources Division Staff: The Clerk will maintain an HR staff of experienced and knowledgeable professionals who meet the Minimum Qualifications contained in the Job Descriptions for their Positions. Such persons will be responsible for fulfilling the Clerk's Office's obligations under the Policy Manual.
- e) Role of the CCCA. The CCCA, while acting, has the right to monitor any and all aspects of this Hiring Policy. All Clerk's Office employees and any other third-party entity procured by the Clerk's Office who engages in any activity covered in this Hiring Policy, will cooperate fully and at all times with the CCCA by providing the CCCA with the opportunity to monitor all steps of the hiring processes for non-Exempt positions and providing documents and information relating to positions posted under the hiring processes for non-Exempt positions.
- f) Contacts about Hiring Process.
  - 1. HRD. Applicants and prospective Applicants may contact HR with any questions they may have with respect to the application process. Applicants and prospective Applicants with disabilities may contact HRD to request an accommodation during the application process. HRD employees must complete a Contact Form for each contact.
  - 2. Employees Involved in the Hiring Process. Employees involved in the hiring process who have or have had any communication(s), either directly or indirectly, with (a) an Applicant, prospective Applicant or Candidate about his or her application for a Covered Position or (b) an Employee not otherwise involved in the hiring process about a current or prospective hiring process must complete a Contact Form. Employees involved in a hiring process who make contact with Applicants or Candidates that are explicitly permitted in this Hiring Policy (e.g. HR employees scheduling interviews) need not complete Contact Forms for such contacts.
  - 3. Other Employees. Employees who have or have any communication(s), either directly or indirectly, with an Employee involved in the hiring process about a current or prospective hiring process must complete a Contact Form. The Clerk may request from the Deputy Clerk of HR general updates on a hiring process and these contacts need not be included on a Contact Form.
  - 4. Contact Form. The Contact Form must describe in detail the communication(s) and any known relationship the Applicant, prospective Applicant or Candidate has with any Employee and must be provided to the Deputy Clerk of HR immediately. The Deputy Clerk of HR will provide copies of all Contact Forms to the CCCA and the Chief Ethics Officer and Legal Counsel within one

business day of receipt and will not permit anyone else involved in the hiring process to review the Contact Form. All completed Contact Forms will be included in the Posting File at the conclusion of the hiring process.

#### **1.4 NON-EXEMPT GENERAL HIRING PROCESS**

The specific elements of the General Hiring Process, which apply equally to External Applicants and Internal Applicants are described in detail below. All Applicants will be required to go through this General Hiring Process.

- a) Recruitment: HR will take steps to ensure that all employee recruitment efforts are conducted in a manner that maximizes the pool of Applicants and avoids any Unlawful Political Contacts or Unlawful Political Discrimination including, but not limited to, the following:
  1. Employee Recruitment and Hiring-Related Outreach Training: Any Employees who engage in any employee recruitment and/or hiring-related outreach activity will receive training in proper practices that comply with the General Hiring Process by HR prior to engaging in any such activity. Such training will be certified in writing by the Director of Training or Designee and included in the Employee's Personnel File. All training materials used shall be submitted to the Chief Legal Counsel or their Designee for comment and a good faith exchange of best practices prior to use. Employees who send notifications of postings to schools and community organizations shall not be considered as engaging in recruitment or outreach activities for purposes of the General Hiring Process based on those activities alone.
  2. Employee Recruitment and Hiring-Related Outreach Event Participation: All Employees involved in employee recruiting may participate in a variety of events including, but not limited to, job fairs, school sponsored campus recruitment events and community-based employment and outreach program forums. The Clerk's Office shall provide prominent written notice at any such event to attendees that the Clerk's Office does not hire or accept recommendations for Non-Exempt Positions based on Political Reasons or Factors. The Deputy Clerk of HR or their Designee will document all employee recruitment and hiring-related outreach events attended by representatives of the Clerk's Office.
- b) Job Postings: All Non-Exempt Positions which the Clerk's Office is seeking to fill shall be posted in highly visible areas at the Clerk's main office, the Clerk's Office satellite offices, on job search websites, and prominently on the main page of the Clerk's Website under the Jobs tab. Positions may also be posted at locations required by any

CBA, schools, professional organizations, labor organizations, professional publications, online job posting sites, and other appropriate locations in order to generate a large pool of qualified Applicants. The methods of posting as well as posting locations will be documented in the Posting File.

- c) Requests to Hire: All hiring for Positions shall be initiated by submission of a RTH in accordance with the following:
1. Submission of RTH: The RTH, including a copy of the current Job Description and written justification for filling or creating the Position, must be completed and signed by the Deputy of the Hiring Department and submitted to HR. On the RTH, the Deputy of the Hiring Department must receive written approval to fill the Position from the Deputy Clerk of Human Resources Division and the Deputy Clerk of HR. If the RTH is approved, the remainder of this section shall apply.
  2. Current Job Description: The Deputy Clerk of HR or their Designee shall review with the Deputy of the Hiring Department the current Job Description containing a list of all Minimum Qualifications and, if applicable, Preferred Qualifications, as well as a description of the knowledge, skills, and abilities relating to the Position. The Deputy Clerk of HR and the Deputy of the Hiring Department will confirm that any such Minimum Qualifications, Preferred Qualifications, and knowledge, skills and abilities are, in fact, related to the Position's requirements. If no Job Description exists or the Deputy of the Hiring Department claims the current Job Description is not accurate, the Deputy of the Hiring Department, and the Deputy Clerk of HR or their Designee shall draft a new or update the current Job Description to accurately reflect the requirements of the Position. Before the Position is posted, copies of the final new or updated Job Description and the previous Job Description, if applicable, shall be given to the Chief Deputy Clerk for comment.
  3. Internal Candidate Preference: The Deputy Clerk of HR, working with the Deputies, may assign an Internal Hiring Preference to certain Positions.
- d) Preparation of Notice of Job Opportunity: The Deputy Clerk of HR or their Designee shall prepare the Notice of Job Opportunity in accordance with the following:
1. Confirmation of Accuracy: The Deputy Clerk of HR or their Designee shall take steps to ensure that all information, including, but not limited to, all Minimum Qualifications and Preferred Qualifications, if applicable, included in the Notice of Job Opportunity, are accurate and relate to the duties of the Position described in the Job Description.
  2. Contents of Notice of Job Opportunity: The Notice of Job Opportunity shall be prepared based on information contained in the RTH and applicable Job Description. The Notice of Job Opportunity shall include, but not be limited to: (a) the job title and Job Code; (b) the deadline for applying; (c) the Job Description,



including the Minimum Qualifications and Preferred Qualifications, if applicable; (d) whether the Position is designated as Internal Candidate Preference; (e) the amount or range of compensation; (f) directions on how and where to apply; (g) the time period during which applications will be accepted; (h) a list of all certifications, licenses, and documents that the individual must produce in order to be considered eligible for the Position and the time period for producing such information; (i) a description of any testing protocols that will be administered for an Applicant to be considered eligible for the Position, (j) if applicable, a nondiscrimination clause; (k) a statement that the Clerk does not hire for Non-Exempt Positions based on Political Reasons or Factors, and (l) a statement that any Applicant who fails to comply with any of the requirements of the Notice of Job Opportunity will not be considered eligible for the Position.

- e) Posting of Notice of Job Opportunity: All Notices of Job Opportunity shall be posted in compliance with the following:
1. Posting Locations: All Notices of Job Opportunity shall be posted as described on all publication outlets.
  2. Union Postings: The Notice of Job Opportunity for a Position covered by a CBA shall be posted pursuant to any applicable provisions of the CBA, Union bulletin boards, and bulletin boards in employee break rooms.
  3. Posting Period: All Notices of Job Opportunity shall be posted for a minimum of 14 days. If HR decides to extend the final date for posting, a notice of such extension shall promptly be added to the Notice of Job Opportunity posted on EAS.
  4. Submission of Applications. To be eligible, Applicants must submit an application and any other required documents included on the Notice of Job Opportunity during the Posting Period and via the Clerk's designated EAS (JazzHR).
- f) Conflicts of Interest: No individual or entity subject to the provision of this Policy Manual, including Clerk's Office Employees, recruiting consultants, vendors, or other third-party contractors, may be materially involved with (*i.e.* conducting non-clerical tasks) or influence any Hiring process or decision, where that individual or entity has a Conflict of Interest. If at any time an Employee who is materially involved with a Hiring process or decision, realizes that he or she has a potential Conflict of Interest, or discovers that any other Employee has had, or currently has, a personal or professional relationship with an Applicant, prospective Applicant or Candidate, that Employee must immediately notify the Chief Ethics Officer and Legal Counsel, in writing. (This provision does not apply to professional relationships arising out of employment with the CCCO.) The Chief Ethics Officer and Legal Counsel will provide the CCCA a copy of the same within one business day of receipt. The Chief Ethics Officer and Legal Counsel will determine whether the relationship rises to the level of a Conflict of Interest and what restrictions (if any) shall be placed on the

Employee's continued involvement in the Employment Action. The Chief Ethics Officer and Legal Counsel shall communicate his or her determination to the Deputy Clerk of Human Resources and CCCA in writing. If the Chief Ethics Officer and Legal Counsel determines that a Conflict of Interest exists, the Chief Ethics Officer shall include in the written decision a recommendation to the Deputy Clerk of HR that either restricts the involvement of the conflicted Employee or relieves the conflicted Employee from any future obligations required by the Employment Action. If the Deputy Clerk of HR does not adopt the recommendation of the Chief Ethics Officer and Legal Counsel, the Deputy Clerk of HR shall submit a written rationalization to the Chief Ethics Officer and Legal Counsel and shall be placed in the Posting File and provided to the CCCA. If either the Chief Ethics Officer or the Deputy Clerk of HR has a Conflict of Interest, the non-conflicted Employee shall carry out the respective duties where applicable. If both the Chief Ethics Officer and Deputy Clerk of HR have a Conflict of Interest, the Deputy Chief of Staff and Labor Counsel shall carry out the respective duties where applicable. All documentation concerning a Conflict of Interest disclosure and deliberation shall be included in the Posting File. The Chief Ethics Officer or Deputy Clerk of HR/Deputy Chief of Staff and Labor Counsel will ensure that the CCCA is provided the opportunity to monitor all deliberations concerning a potential Conflict of Interest in accordance with this Hiring Policy.

- g) Review and Randomization of Applicants After Posting Period: Each Applicant that submits an application in response to a Posting of Notice of Job Opportunity will be required to answer the same Disqualifying/Prescreening Questions. Applicants whose answers indicate that they do not have all of the Minimum Qualifications, or if they fail to answer a Disqualifying/Prescreening Question, will not be considered for the position.
1. Creation of Applicant List. After the closing date for the Posting of Notice of Job Opportunity, the Deputy Clerk of Human Resources or Designee will create a list of names of Applicants that, in completing their application, indicate in their responses to the disqualifying/prescreening questions that they meet all of the Minimum Qualifications for the position ("Applicant List"). If no Applicant indicates that they meet all of the Minimum Qualifications for the Position, the Position shall be reposted. The Deputy Clerk of Human Resources or Designee will provide the CCCA with a copy of the Applicant List after completion and the Deputy Clerk of Human Resources or Designee and the CCCA will set a mutually agreed upon time to hold the randomization, as described below.
  2. Creation of Randomized Applicant List. In instances where there are more than three (3) Applicants that are contained on the Applicant List, the Deputy Clerk of Human Resources or Designee will create a Randomized Applicant List using [www.randomizer.org](http://www.randomizer.org) (a computerized randomization program) to randomize the names of all Applicants contained on the Applicant List. The Deputy Clerk of Human Resources or Designee shall provide the CCCA with at least one business day notice of such randomization so the CCCA may monitor the randomization in real-time. The Deputy Clerk of Human Resources or Designee shall provide the

CCCA with a copy of the Randomized Applicant List within one business day of completion.

3. Creation of Randomized Sorted Applicant List. If the job description for the position includes Preferred Qualifications, the Deputy Clerk of Human Resources or Designee will sort the names of the Applicants who indicated that they meet one or more Preferred Qualifications into groups based on the number of Preferred Qualifications the Applicant claims to meet (e.g. 4 of 4 Preferred Qualifications, 3 of 4 Preferred Qualifications, etc.) The Deputy Clerk of Human Resources or Designee will put the names of the Applicants in each group in the order of each Applicant's randomly assigned number created during the randomization process. ("Randomized Sorted Applicant List"). The Deputy Clerk of Human Resources or Designee shall provide the CCCA with a copy of the Randomized Sorted Applicant List within one business day of completion.
4. Creation of Validated Eligibility List. Once the Randomized Sorted Applicant List is created, the Deputy Clerk of Human Resources or Designee will create a Validated Eligibility List by validating the applications of the Applicants on the Randomized Applicant List in the order they appear on the Randomized Sorted Applicant List.

The validation process will consist of reviewing the background information concerning the Applicant's work experience, education and skills contained on the online application and resume and compare it with the Applicant's responses to the disqualifying questions. If there is a material conflict or inconsistency between the information provided by the Applicant and the Applicant's response to any disqualifying question, or if the information does not support the Applicant's claim to meet the Minimum Qualifications for the Position, the Applicant will be considered ineligible for the Position. For each Applicant deemed ineligible, the Deputy Clerk of Human Resources or Designee shall document the reason for disqualification, including the specific Minimum Qualification(s) the Applicant failed to satisfy, and move the Applicant's name to the bottom of the Validated Eligibility List. If there are Preferred Qualifications and the validation doesn't support all of the Applicant's responses, the Deputy Clerk of Human Resources or Designee will move the Applicant to the appropriate group. The Deputy Clerk of Human Resources or Designee will provide the CCCA with a copy of the Validated Eligibility List within one (1) business day of completion for review and comment.

5. Creation of Interview List. After validation, the Deputy Clerk of Human Resources or Designee will place the names of successfully validated Candidates on the Interview List in the order they appear on the Validated Eligibility List. For the purposes of this process, the Deputy Clerk of Human Resources or Designee may stop validating additional Applicants once the number of successfully validated Candidates reaches three times the number of vacancies being filled. For example, if a posting is intended to fill two (2) vacancies, the number of successful Candidates that the Deputy Clerk of Human Resources or Designee is required to

validate and include on the Interview List would be six (6). The Deputy Clerk of Human Resources or Designee will provide the CCCA with a copy of the Interview List within one business day of completion for review and comment. HR will utilize the Interview List to schedule interviews pursuant to Section 1.4(h)(1).

h) Interview Preparation:

1. Interview Scheduling: The Deputy Clerk of HR or their Designee shall schedule interviews of all Candidates listed on the Interview List. All offers for interviews will be sent to the Candidates in writing at least 48 hours in advance via electronic mail to the email address the Candidate provided with his/her application materials. The CCCA will be copied on any email sent to schedule interviews, forwarded any Candidate responses, and all correspondence will be placed in the Posting File. If a Candidate fails to respond to an interview offer within 24 hours, the Candidate will be disqualified and will no longer be considered for the Position, unless the candidate communicates exigent circumstances to the Chief Ethics Officer and Legal Counsel, as soon as practicable. The Chief Ethics Officer and Legal Counsel will document the exigent circumstance(s) and communicate to the Deputy Clerk of HR that the Candidate's interview should be rescheduled. The Deputy Clerk of HR shall provide a copy of the Chief Ethics Officer and Legal Counsel's findings to the CCCA prior to the Candidate's interview. If any Candidate is unavailable at the original prescribed time, an alternate date will be communicated to the Candidate. If the Candidate is not available on the alternate date the Candidate will be disqualified and no longer eligible to be hired. If at any point a Candidate scheduled for an interview does not appear for an interview or declines the offer of an interview, , the next eligible Candidate or Candidates on the Validated Eligibility List (if any) and then Randomized Sorted Applicant List shall be validated (if necessary), moved to the Interview List and contacted for an interview. This process will continue as necessary to ensure that a minimum of three (3) Candidates are interviewed for each Position, or until there are no remaining Candidates on the Randomized Sorted Applicant List.

If a candidate is denied entry to 69 West Washington or any other designated address for their interview because of COVID-19 related factors or if the Candidate contracts COVID-19 or is otherwise required to quarantine; the Candidate must immediately contact the Deputy Clerk of HR or his or her Designee to arrange for an alternate interview. The Candidate will be required to provide documentation (i.e. positive test results, quarantine order, signed affidavit of exposure or possible exposure, etc.) to the Deputy Clerk of HR within 24 hours of the scheduled interview. The Deputy Clerk of HR or his or her designee, shall provide applicable documentation to the CCCA upon receipt.

2. Interview Panel Selection: The Deputy Clerk of HR in consultation with the Deputy Clerk of the Hiring Department, shall select the Interview Panel consisting of (i) the Deputy of the Hiring Department and (ii) two additional management level Employees in the Hiring Department with knowledge and competence in the

skills and abilities sought of the Position to be filled. At least one of the members of the Interview Panel must have first-hand knowledge of the job duties and Minimum Qualifications of the Position. The Deputy Clerk of HR will also identify a substitute who can fill in for an interview in the event of a Conflict of Interest or other absence. No Employee, including the Deputy of the Hiring Department, may be assigned to the Interview Panel if a Conflict of Interest is determined via *Subsection 1.5, f*.

3. Interview Questions: The Deputy Clerk of the Division for which the vacancy is being filled shall prepare a list of a minimum of 10 interview questions relating to the open Position. The interview questions shall establish, at a minimum, the Candidate's: (i) willingness and ability to do the job; (ii) prior job performance; (iii) knowledge and understanding of the Position; (iv) relative qualifications for the Position as compared with other Candidates; and (v) overall credibility. The Deputy of the Hiring Department or their Designee shall send the list of interview questions, including proposed assigned weights for each question, to the Deputy Clerk of HR or their Designee. The Deputy Clerk of HR or their Designee, in conjunction with the Deputy of the Hiring Department, shall amend or approve the questions, select five or more questions to be used for interviews for that posting, and determine final scoring weights for each question. The weighted values of the questions shall equal 100. The Deputy Clerk of HR or Designee will send the list of interview questions with the assigned weights to the CCCA at least three (3) business days before the interviews for review and comment. The Chief Legal Counsel or their Designee shall verify that the questions asked will not violate any employment/labor laws or regulations, including those laws or regulations pertaining to employment discrimination. Candidates will be advised to maintain the confidentiality of the questions they are asked during the interview. All questions shall be considered and treated as confidential, and they may not be disclosed to anyone other than the Deputy Clerk of HR, their Designee prior to the interviews. The interview questions developed for a particular Position may be used for subsequent vacancies for that Position, provided appropriate precautions are taken to prevent advance dissemination of the questions or answers to Candidates and provided the questions remain related to the duties of the Position.
4. Pre-Interview License and Certification Verification: All Candidates must produce proof of the most advanced educational credential and certification relied upon to qualify for the Minimum and Preferred Qualifications (e.g. current driver's license, diploma or proof of graduation, certifications, etc.) and listed on the Notice of Job Opportunity by the conclusion of all of the interviews for the Position. An itemization of any and all required documentation must be included in the written offer of interview to the Candidate. Copies of all documents provided by the Candidates shall be included in the Interview File. Candidates who do not produce the required documents by the conclusion of all of the interviews for the Position shall be considered ineligible for further consideration. Any such ineligibility will be noted on the Interview List.

- i) Interview of Candidates: The following shall apply to the interview of Candidates:
1. Notification: At least 48 hours prior to any interview, the Deputy Clerk of HR or their Designee shall notify the Deputy of the Hiring Department in writing of the time and place of each interview, copying the CCCA.
  2. Pre-Employment Testing: Additional pre-employment tests may be given to Candidates based on the specific requirements of the Position for which they are applying and as described in the Notice of Job Opportunity. Each pre-employment test shall be administered, scored, considered, and weighted on a consistent basis for each Candidate.
  3. Conducting the Interview: The Interview Panel shall interview each Candidate on the Interview List in accordance with the following:
    - i. The Deputy Clerk of HR or their Designee shall facilitate the conducting of interviews by informing the Interview Panel and the Deputy of the Hiring Department of the interview process, being available while interviews are being conducted to answer any questions from the Interview Panel and Candidates, requesting that any applicable forms be completed, picking up completed forms and other required documentation at the conclusion of each interview, and reviewing forms for completeness.
    - ii. At least 48 hours prior to any interview, the Deputy Clerk of HR or their Designee shall circulate to the Interview Panel the list of interviewee names and applicant materials to review and to determine whether a Conflict of Interest exists.
    - iii. Panel members are required to disclose to the Chief Ethics Officer and Legal Counsel if they know any Candidates in any way. The Chief Ethics Officer and Legal Counsel will determine whether such knowledge constitutes a Conflict of Interest, consistent with Section 1.4(f). If a potential Conflict of Interest is reported prior to or during any interview, the Chief Ethics Officer and Legal Counsel will notify the Deputy Clerk of HR and will determine if there should be a panel substitution because of a Conflict of Interest. If it is determined that a Conflict of Interest exists, the panel member will then leave the interview room and will not participate in the interview or the selection process for that Candidate. A substitute panel member approved by the Deputy Clerk of HR or his or her Designee shall be contacted to replace the panel member for that interview. If no substitute is available, the interview will be rescheduled with a substitute panelist. The substitute panel member shall assume the panel member's duties (asking questions, completing the Interviewer Evaluation Form, etc.) for that interview. If a Conflict of Interest is discovered after an interview, the Deputy Clerk of HR along with the Chief Ethics Officer and Legal Counsel will make the determination of whether a second interview panel must be convened and

if any competed interviews must be rescheduled. The Chief Ethics Officer and Legal Counsel will copy the CCCA on all correspondence regarding potential Conflicts of Interest and will allow the CCCA to monitor in real-time and discussions concerning the same.

- iv. The interview questions selected shall be used to evaluate Candidates and complete the Interviewer Evaluation Form.
  - v. All Candidates interviewed for the same Position will be asked to respond to the same pre-approved interview questions. Follow-up questions by the panel members are permitted and encouraged, provided they are related to a determination of the Candidate's suitability for the Position.
  - vi. Candidates who fail to appear for interview within 15 minutes of the scheduled time may not be interviewed. Any such Candidate will not be considered for the Position during the current posting cycle. Also, any Candidate who cancels an interview less than 48-hours prior the scheduled time slot will not receive further consideration for the Position during the current posting cycle.
4. Interviewer Evaluation Form: Each interviewer shall independently complete and sign an Interviewer Evaluation Form for each Candidate at the conclusion of each interview and shall score each Candidate as 1 (unacceptable), 2 (marginally acceptable), 3 (acceptable), 4 (very good), or 5 (excellent) in each category listed on the Interviewer Evaluation Form. All scores must be explained by the interviewer on his or her Interview Evaluation Form. Upon conclusion of each interview, no person may alter, add to, or delete from any Interviewer Evaluation Form other than the interviewer who completes and signs it, and any changes must be clearly noted, initialed, and dated. The interviewers shall submit the original completed Interviewer Evaluation Forms to the Deputy Clerk of HR or their Designee after each interview and prior to the subsequent interview beginning. The Deputy Clerk of HR or Designee will provide the CCCA with copies of all Interviewer Evaluation Forms on the same day on which the interviews were conducted.
- j) Scored Interview List: The Deputy Clerk of HR or their Designee shall tabulate the scores of the Candidates and rank them in order from the highest to lowest score for the Scored Interview List. Any Candidate who receives a combined overall average score of less than 3.0 will not be eligible for further consideration and will not be included on the Scored Interview List. The Deputy Clerk of HR or Designee shall provide the CCCA with a copy of the Scored Interview List within one business day of completion and at least one business day before the Ranking Meeting. Candidate Ranking Procedure: Following completion of interviews with all eligible Candidates on the Scored Interview List, the final Candidate(s) shall be selected in accordance with the following:

1. Ranking Meeting: Within three days following the last Candidate interview, the Interview Panel shall conduct a Ranking Meeting at which all of the interviewers are present and at which each interviewer has an opportunity to freely and without fear of retaliation express their opinion regarding those Candidates on the Scored Interview List. The Interview Panel shall be provided with a copy of the Scored Interview List and will discuss the Candidates with a combined overall average score of 3.0 or above in the order they appear on the Scored Interview List. The Deputy Clerk of HR or their Designee shall be available to the panel to provide advice and create the Interview Panel Ranking Form. The Deputy Clerk of HR or Designee will also take notes during the meeting and will describe in detail the basis or bases on which any Candidate was recommended for selection by the panel, as well as the basis or bases on which any Candidate was not recommended for employment and deemed ineligible for ranking. If the final Candidate rankings differ from the rankings on the Scored Interview List, the Deputy Clerk of HR or Designee will include in the notes the basis or bases upon which the rankings were changed. All notes and the Final Interview Panel Ranking Form will be included in the Interview File. The Deputy Clerk of HR or Designee shall provide the CCCA and the Chief Ethics Officer and Legal Counsel with 48-hours' notice and the opportunity to monitor the Ranking Meeting. Members of the Interview Panel may not discuss Candidates prior to the Ranking Meeting.
  2. Interview Panel Ranking Form: The Human Resources Division shall create an Interview Panel Ranking Form, listing in order of preference for hire, those Candidates who are deemed suitable for hiring by a majority vote of the Interview Panel. The Interview Panel Ranking Form may be used for purposes of filling vacancies for the posted Position for a period of 12 months from the date created.
  3. Internship/Externship Weight: In the course of evaluating Applicants and Candidates for employment into Positions in the Clerk's Office, the Clerk shall give no consideration or weight to whether an Applicant has, at any point, performed an Internship or Externship with the Clerk.
- k) Final Screening: HR shall conduct a final screening of the Candidate or Candidates on the Interview Panel Ranking Form as follows:
1. Review of Interview Panel Ranking Form: The Deputy Clerk of HR or their Designee shall review the Interview File and verify that the Candidate or Candidates listed on the Interview Panel Ranking Form and recommended by the Interview Panel for selection are in compliance with the requirements of the Hiring Selection Process. If either the Deputy Clerk of HR (or their Designee) determines that the selection of a Candidate or Candidates listed on the Interview Panel Ranking Form was not in compliance with the Hiring Selection Process, the process shall be suspended until the issue is resolved to the satisfaction of the Deputy Clerk of HR.



2. Ineligible Candidate: If a selected Candidate is found to be ineligible after the final screening, the Deputy Clerk of HR shall remove the Candidate from the Interview Panel Ranking Form, and detail in writing the specific reason(s) the Candidate was determined to be ineligible. The Deputy Clerk of HR will notify the CCCA of the Candidate's ineligibility, including the written explanation, within one (1) business day of the determination.
- l) Final Selection; Justification to Hire: The Deputy Clerk of Human Resources Division or their Designee shall review the Interview File, including the Interview Panel Ranking Form and any other applicable materials, and will complete a Justification to Hire for all Candidates awarded positions under this General Hiring Process. The Deputy Clerk of HR shall authorize the hiring of the final Candidate, or Candidates if multiple vacancies.
  - m) Posting File: The Deputy Clerk of HR shall maintain the full Posting File. The Posting File shall include the Request to Hire, current Job Description, Notice of Job Opportunity, Validated Eligibility List, Preliminary Interview List, Final Interview List, a list of the persons on the Interview Panel, the interview questions, testing protocols, documented Conflicts of Interest, Interview Evaluation Forms, Scored Interview List, the Interview Panel Ranking Form, NPCC, and any other documentation regarding the selection and ranking of the selected Candidate, including all forms identified for the posting. The Deputy Clerk of HR or Designee will provide the CCCA with a copy of all documents included in the Posting File at the conclusion of a hiring process.
  - n) Offers of Employment: HR shall extend employment offers in accordance with the following:
    1. Extension of Offer: The Deputy Clerk of HR or their Designee shall extend a written offer of employment to the selected Candidate(s). All offers of employment shall be made in writing and copies shall be included in the Posting File and each Candidate's Personnel File. The Deputy Clerk of HR or their Designee shall notify the Deputy of the Hiring Department, the Chief Deputy Clerk and the CCCA of the disposition of the offer.
    2. Unaccepted Offer: If a Candidate does not accept the offer of employment, The Deputy Clerk of HR or their Designee shall make the offer to the next ranked Candidate on the Interview Panel Ranking Form and so on. Any communication from a Candidate declining an offer of employment, whether written or verbal, shall be communicated to the Deputy of the Hiring Department included in the Posting File, and notice of the same provided to the CCCA within one (1) business day.
    3. No Additional Candidates: If no interviewed Candidate on the Interview Panel Ranking Form is eligible and accepts the offer of employment, the remaining Candidates on the Randomized Sorted Applicant List may be interviewed,

scored, ranked, and considered until the Candidates on the Randomized Sorted Applicant List are exhausted.