

SEAM ARTICLE APPENDIX

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Refer to the applicable SEAM Article to determine whether a process outlined in this Appendix is required or discretionary.

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APPENDIX I – DISCIPLINE CHECK

- (a) For each applicant, the HR designee will submit a written request to the Office of Professional Review (OPR) for a disciplinary history for the previous 18 months from the posting closure date and a criminal background check.
- (b) An applicant will be deemed “not qualified” if:
 - 1. They received discipline resulting in suspension(s) of a total of four or more days for a single infraction within the previous 18 months;
 - 2. They are de-deputized or have received discipline as outlined in this Appendix at the time of the appointment to the transfer or promotional position;
 - 3. They have a criminal conviction involving a crime that reflects negatively on their character, honesty or integrity;
 - 4. They have been found to be untruthful by OPR, a court of law, or an administrative body unless superseded by a final decision through an official process (e.g., grievance process, arbitration ruling, settlement, court ruling); or
 - 5. They have received discipline resulting in a demotion or a recommendation for demotion or termination.
- (c) If an applicant has a pending disciplinary case of more than four days, the HR designee will submit a request to the Executive Director of OPR and/or Employee Discipline to expedite resolution. Applicants with open disciplinary cases may continue through the evaluation process, but no applicant will be considered “qualified” for an employment action until a conclusion is reached or the Executive Director of OPR has released a hold due to an ongoing investigation.
- (d) Applicants who fail to meet the minimum disciplinary standard shall be marked, “not qualified” on the Applicant List along with a description. An updated copy of the Applicant List will be forwarded to the Director of Compliance and the Executive Director of HR.
- (e) Appeals of disqualifications based on discipline must be based on an error, not attributable to the applicant, or an error that has already been corrected pursuant to Cook County Sheriff's Office policy. Appeals must be supported with documentation.

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APPENDIX II – ATTENDANCE CHECK

- (a) For each applicant, the HR designee will conduct an attendance review. The HR designee shall request:
 - 1. Copies of attendance records from the prior 24 months preceding the ending date of the last pay period from the posting closure date; and
 - 2. An Attendance Analysis Report which includes seniority dates and any attendance violations.
- (b) The applicant will be considered “not qualified” if they have incurred two or more of any of the following unpaid/unauthorized activities within the period under review:
 - 1. No sick time;
 - 2. Absent late call;
 - 3. Absent no call;
 - 4. No vacation time;
 - 5. No personal time;
 - 6. No compensatory time;
 - 7. No holiday time;
 - 8. Unauthorized Family Medical Leave Act (FMLA) time;
 - 9. Unauthorized Injured on duty (IOD) time.
- (c) The applicant will be considered “not qualified” if they have incurred seven or more instances of tardiness/docked time within the review period.
- (d) Applicants who fail to meet the minimum attendance standard shall be marked, “not qualified” on the Applicant List along with a description. An updated copy of the Applicant List will be forwarded to the Director of Compliance and the Executive Director of HR.
- (e) Appeals of disqualifications based on attendance must be based on an error, not attributable to the applicant, or an error that has already been corrected pursuant to Cook County Sheriff's Office Policy. Appeals must be supported with documentation.

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APPENDIX III – PERFORMANCE EVALUATION SCORE

When bargained for and if applicable, performance evaluation scoring shall be as follows:

- (a) An applicant will be deemed “not qualified” if they do not meet the minimum performance standards by receiving a performance evaluation total score of at least 30 on the most recent evaluation if the max evaluation score is 50. If the max score is not 50, the min performance score will be stated in the posting requirements.
- (b) A performance evaluation score is only applicable when an evaluation has been completed within the prior six months of the job posting date.
- (c) Performance evaluation scoring should only be used if the applicable unit bargained for the evaluation.
- (d) For purposes of calculating this score for the final scoring and ranking of the applicant, the total points will be doubled and added to the other category scores.

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APPENDIX IV – PHYSICAL TESTING

- (a) The requesting department head may require all applicants to complete a physical test (e.g., POWER Test, Pre-POWER Test, Physical Ability Test) in order to be considered “qualified” for the SEAM action. If physical testing is required, the requesting department head shall:
1. Determine the specific physical testing standards in advance and ensure that such standards are included in the Posting Announcement. Testing standards will be determined based on the job duties and requirements of the transfer or promotion. The standards will be sent to the Director of Compliance for review prior to inclusion on the Posting Announcement.
 2. Coordinate with the Executive Director of the Training Academy to schedule a date and time for the test. The Executive Director of the Training Academy shall assign Training Academy staff to administer the test.
 3. Notify the Director of Compliance of the dates, times and locations of the test and the Director of Compliance may observe the administration of some or all of the testing at their discretion.
 4. Send a Notification of Examination(s) Packet to each applicant, the Director of Talent and Employment Actions and the Director of Compliance via email, and include the following information:
 - a. Name and JDE Numbers of the applicant assigned to take the test;
 - b. Date, time and location of test;
 - c. Testing standard;
 - d. Testing preparation information, if applicable;
 - e. Appropriate attire for test;
 - f. Medical Release Form;
 - g. Detailed instructions; and
 - h. Items that must be brought to the test (e.g., credentials, completed medical release packet).
- (b) If an applicant fails to bring a completed medical release packet, they will not be allowed to take the test, will be marked “not qualified” on the Applicant List and

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will not be interviewed for the transfer or promotion.

- (c) Applicants that do not take the test or fail the test shall be marked "not qualified" on the Applicant List and will not be interviewed for the transfer or promotion.
- (d) The Training Academy shall forward testing results to the requesting department head, Director of Talent and Employment Actions and the Director of Compliance.
- (e) All testing schedules shall be forwarded to the Director of Compliance and to the Director of Talent and Employment Actions no less than 48 hours prior to the test(s) and the Director of Compliance may monitor any tests at their discretion.
- (f) Physical testing standards are as follows:

POWER Test and Pre-POWER Test Standards (ILETSB Standard)								
	Male (by age)				Female (by age)			
Test Standard	20-29	30-39	40-49	50-59	20-29	30-39	40-49	50-59
Sit and Reach	14.4"	13.0"	12.0"	10.5"	17.0"	16.5"	15.0"	14.8"
Sit Ups	33	30	24	19	24	20	14	10
Bench Press	88%	78%	72%	63%	51%	47%	43%	39%
1.5 Mile Run	14:00	14:34	15:24	16:58	16:46	17:38	18:37	20:44
<i>Note – For non-Sheriff's Police Department-related processes, the requesting department head may request the use of the Pre-POWER Test standard (this standard is not reportable to ILETSB).</i>								

Physical Ability Test (PAT) Standards		
Sit Ups	Bench Press	1.5 Mile Run
10	39%	20:44

1. SIT AND REACH TEST: This is a measure of the flexibility of the lower back and upper leg area. It is an important area for performing police tasks involving range of motion and is important in minimizing lower back problems. The test involves stretching out to touch the toes beyond the extended arms from the sitting position. The score is in the inches reached on a yard stick with 15" being at the toes.
2. ONE MINUTE SIT UP TEST: This is a measure of the muscular endurance of the

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abdominal muscles. It is an important area for performing police tasks that may involve the use of force and is an important area for maintaining good posture and minimizing lower back problems.

3. ONE REPETITION MAXIMUM BENCH PRESS: This is a maximum weight pushed from the bench press position and measures the amount of force the upper body can generate.
4. 1.5 MILE RUN: This is a timed run to measure the heart and vascular systems' capability to transport oxygen. It is an important area for performing police tasks involving stamina and endurance and to minimize the risk of cardiovascular problems. The score is in minutes and seconds.

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APPENDIX V – EDUCATION/OUTSIDE TRAINING/MILITARY POINTS

Points awarded for education, outside training, and/or military service are only applicable to merit rank promotional processes. For purposes of calculating this score for the final scoring and ranking of the applicant (based on the total number of category processes used), refer to Appendix X.

- (a) If the Director of Talent and Employment Actions elects to include points for education, outside training and military, the Director of Talent and Employment Actions shall follow the following and such inclusion must be indicated in the Posting Announcement.
1. Applicants may receive up to seven total points for the completion of post-secondary education in accordance with the following:
 - a. Associate Degree –1 point;
 - b. Undergraduate Degree – 2 points;
 - c. Post Graduate – 3 points;
 - d. The Applicant will receive credit for only the highest level of education achieved, not a cumulative total for all degrees;
 - e. Points will be awarded only for degrees verified by an original transcript or through primary source verification, such as an education clearing house.
 2. Applicants may receive up to a maximum of 2 points for work-relevant training received outside of the Sheriff's Office, regardless of the number of trainings completed (refer to "Outside Training" definition in the SEAM Glossary for eligibility requirements).
 - a. A maximum of 2 points will be awarded regardless of the number of trainings completed.
 3. Applicants will be given 2 points for an honorable discharge from at least two years of military service, verified through DD214 documentation.
 4. For applicants involved in a promotional process for the position of Department of Corrections sergeant or lieutenant, they may receive up to 2 points if they are a certified Field Training Officer (FTO), in good standing and have had full-time, successful service as an FTO and participated in at least half of the field training sessions held in the two years prior to their interview.
 - a. Applicants shall provide certification attesting to the applicant's successful

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service as an FTO in at least half of the classes during the two-year period prior to their interview.

- b. The Field Training program supervisor shall indicate whether applicants are in good standing, actively engaged in ensuring that probationary correctional officers are progressing in their training and have superior knowledge of Department of Corrections policies and procedures.
 - c. The Executive Director of the Training Academy and the current department head shall work with the Director of Talent and Employment Actions to review each certification to determine an applicant has met the requirements to earn FTO points.
- 5. The maximum number of points an applicant may receive in total for education, training and military service is 7 points.
- 6. The verification of education/training and military service documentation shall be placed in each respective applicant's file.
- 7. The Director of Talent and Employment Actions will enter the total points for education, training and military service on the Applicant List and forward a copy to the Director of Compliance.

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APPENDIX VI – WRITTEN OPERATIONAL EXAMINATION

- (a) The requesting department head may require all applicants to complete a writing operational examination, weighted at up to 100 total points.
- (b) The Director of Talent and Employment Actions will assign a monitor to oversee the testing. Their duties will include:
 - 1. Maintaining a log of the start and finish time;
 - 2. Verifying the applicants identity by checking their Sheriff's Office Photo Identification Card;
 - 3. Ensuring the work is completed without assistance or the use of outside resource materials; and
 - 4. Collecting examinations at the end of the allotted time.
- (c) The examination will consist of at least five operational questions selected from Sheriff's Office and department policies/procedures.
 - 1. Based on the policies and other information provided by the requesting department, the requesting department head will draft no less than 10 operational questions designed to determine the applicant's familiarity with Sheriff's Office operations. The Director of Talent and Employment Actions shall select at least five questions for the examination.
 - 2. The Director of Talent and Employment Actions will work collaboratively with the requesting department head and the Director of Compliance to assure that:
 - a. At least one question pertains to use of force;
 - b. All questions require answers, either in an essay format or multiple choice format;
 - c. Each question contains measurable benchmarks which will, without ambiguity, validate the applicants' subject matter expertise; and
 - d. Operational questions are updated for each employment action to ensure that the questions are consistent with current policy and to maintain the integrity of the examination.
 - 3. The Director of Talent and Employment Actions may request assistance from the requesting department head to review, edit and improve the clarity and content of the questions.

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4. The Director of Talent and Employment Actions will, in confidence, select from the approved list, the final questions to be used on the written operational examination and provide a written copy to the Director of Compliance.
 5. The Director of Talent and Employment Actions will be responsible for the scoring of all written exams. Scoring may be delegated to one or more content experts who are qualified to assess the applicant's responses.
 6. Applicants can receive up to 100 points for the written operational examination.
 7. Each question will include measurable benchmarks.
 - a. The minimum number of correct answers/benchmarks for the entire examination must be 20.
 - b. The value of each benchmark is determined by dividing the total possible points (100) by the total number of benchmarks.
 8. The Director of Compliance will audit a minimum of 5% of the written operational examinations to assure that consistent and objective standards have been applied to the grading of the examinations.
- (d) The Director of Talent and Employment Actions will enter the total points of the written operational examination on the Applicant List and forward a copy to the Director of Compliance.

NOTIFICATION AND SCHEDULING OF OPERATIONAL EXAMINATION

- (a) The requesting department head will determine if an operational examination is required.
- (b) The Director of Talent and Employment Actions shall notify all applicants who meet the minimum qualifications as set forth in this Appendix and the Posting Announcement shall be notified to report for an operational examination, via email. The Director of Talent and Employment Actions shall ensure that there are at least 14 calendar days from the date the notification of disqualification letters are emailed and the notices are sent out in the event a timekeeping error or other error is discovered.
 1. The Director of Compliance shall be copied on communications to applicant s who are on approved leave of absence or not currently in an active-duty status.
- (c) The notice/email will be sent by HR no earlier than 14 calendar days after the dissemination of disqualification letters to both the applicant and Director of Compliance.
- (d) The notice/email shall be in the form of a memo and contain:

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1. The date, time and location of the operational examination;
 2. The appropriate attire for the operational examination;
 3. Specific documents/credentials the applicant will present at the operational examination;
 4. Notification to provide documentation to prove eligibility for education, training and military service.
- (e) Applicants who will be unable to attend the operational examination due to previously scheduled time off must notify the HR designee of their inability to attend within three business days from the date the notice was sent advising of the date of the interview so an alternative date may be provided, if possible. Requests to reschedule received after the three-day period will not be considered. If HR is contacted within the three-day period and the process is still ongoing upon their return to work from the scheduled time off, the applicant will be ranked into the applicable list.
- (f) Applicants on a medically-related authorized leave of absence are allowed to participate in a transfer or promotional process if they meet the other qualifications within this appendix. The HR designee shall send their notice of interview via certified mail. The applicant may also be contacted by telephone. The HR designee is responsible for maintaining records of all communication.
1. If an employee is on an approved leave, it is their responsibility to contact the Director of Talent and Employment Actions at ccso.employmentaction@ccsheriff.org to advise the Sheriff's Office of their current duty status so that the Applicant List can be updated to remain current. Upon return, the employee shall again notify the Director of Talent and Employment Actions.
 2. Only applicants in active-duty status at the time of the transfer or promotion will be so transferred or promoted. All applicants to be transferred or promoted must be able to complete the essential functions of the position they are moving into with or without a reasonable accommodation at the time of the transfer or promotion.
- (g) Applicants who fail to appear for scheduled operational examinations will be considered "disqualified" and so noted on the Applicant List.
- (h) The Director of Compliance shall:
1. Receive written notice of the final schedule at least 48 hours in advance;

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2. Be copied on communication to applicants who are on approved leaves of absence; and
3. Receive and adjudicate appeals by applicants who fail to appear for scheduled operational examinations, provided such an appeal is received within 48 hours of the missed appearance.

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APPENDIX VII – WRITING SAMPLE EVALUATION

- (a) The requesting department head may require all applicants to complete a writing sample evaluation, weighted at up to 100 total points.
- (b) The Director of Talent and Employment Actions will assign a monitor to oversee the testing. Their duties will include:
 - 1. Maintaining a log of the start and finish time;
 - 2. Verifying the applicants identity by checking their Sheriff's Office Photo Identification Card;
 - 3. Ensuring the work is completed without assistance or the use of outside resource materials; and
 - 4. Collecting writing samples at the end of the allotted time.
- (c) The writing sample evaluation shall consist of writing a memorandum on a work-related topic that has been issued and authorized by the Director of Talent and Employment Actions in conjunction with the requesting department head and approved by the Director of Compliance.
 - 1. The Director of Talent and Employment Actions will determine the word and/or page limit for the writing sample evaluation.
 - 2. If a video is used as part of the exercise, the applicants will be allowed to take notes.
 - 3. A panel consisting of three people will be assembled by the Director of Talent and Employment Actions to score all writing samples, utilizing the applicant's Writing Sample Evaluation Form.
 - 4. The panel will be responsible for scoring writing samples from all applicants to assure consistent and objective standards are applied to all tests.
 - 5. Writing samples will be scored on the Writing Sample Evaluation Form in five categories:
 - a. Ability to follow instructions;
 - b. Spelling;
 - c. Grammar;
 - d. Legibility; and

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- e. Content.
- 6. Each category will be graded according to the following:
 - a. Below Average – 5 points.
 - b. Average – 10 points.
 - c. Good – 15 points.
 - d. Excellent – 20 points.
- 7. The highest possible score is 100 points. The final score awarded will be the average of the three scores received from each panel member. Each panel member shall sign the Writing Sample Evaluation Form.
- 8. The Director of Compliance will oversee the scoring process and audit a minimum of 5% of the writing samples to assure consistency and objectivity.

NOTIFICATION AND SCHEDULING OF WRITING SAMPLE

- (a) The requesting department head will determine if a writing sample is required.
- (b) The Director of Talent and Employment Actions shall notify all applicants who meet the minimum qualifications as set forth in this Appendix and the Posting Announcement shall be notified to report for a writing sample, via email. The Director of Talent and Employment Actions shall ensure that there are at least 14 calendar days from the date the notification of disqualification letters are emailed and the notices are sent out in the event a timekeeping error or other error is discovered.
 - 1. The Director of Compliance shall be copied on communications to applicant s who are on approved leave of absence or not currently in an active-duty status.
- (c) The notice/email will be sent by HR no earlier than 14 calendar days after the dissemination of disqualification letters to both the applicant and Director of Compliance.
- (d) The notice/email shall be in the form of a memo and contain:
 - 1. The date, time and location of the writing sample;
 - 2. The appropriate attire for the writing sample; and
 - 3. Specific documents/credentials (e.g., valid driver's license, valid FOID

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card, valid Sheriff's Office ID) the applicant will present at the writing sample.

- (e) Applicants who will be unable to attend the writing sample due to previously scheduled time off must notify the HR designee of their inability to attend within three business days from the date the notice was sent advising of the date of the writing sample so an alternative date may be provided, if possible. Requests to reschedule received after the three-day period will not be considered.
- (f) Applicants on a medically-related authorized leave of absence are allowed to participate in a transfer or promotional process if they meet the other qualifications within this appendix. The HR designee shall send their notice of writing sample via certified mail. The applicant may also be contacted by telephone. The HR designee is responsible for maintaining records of all communication.
 - 1. If an employee is on an approved leave, it is their responsibility to contact the Director of Talent and Employment Actions at ccso.employmentaction@ccsheriff.org to advise the Sheriff's Office of their current duty status so that the Applicant List can be updated to remain current. Upon return, the employee shall again notify the Director of Talent and Employment Actions.
 - 2. Only applicants in active-duty status at the time of the transfer or promotion will be so transferred or promoted. All applicants to be transferred or promoted must be able to complete the essential functions of the position they are moving into with or without a reasonable accommodation at the time of the transfer or promotion.
- (g) Applicants who fail to appear for the scheduled writing sample will be considered "disqualified" and so noted on the Applicant List.
- (h) The Director of Compliance shall:
 - 1. Receive written notice of the final schedule at least 48 hours in advance;
 - 2. Be copied on communication to applicants who are on approved leaves of absence; and
 - 3. Receive and adjudicate appeals by applicants who fail to appear for scheduled writing samples, provided such an appeal is received within 48 hours of the missed appearance.

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APPENDIX VIII – INTERVIEW

GENERAL INTERVIEW GUIDELINES

- (a) The requesting department head will determine if an interview is required.
- (b) The Director of Talent and Employment Actions shall create a script for panel members which will include:
 - 1. A greeting and introduction;
 - 2. Verification of the applicant's identification and credentials;
 - 3. Explanation of the interview format and process;
 - 4. Specific instructions about the interviews; and
 - 5. Advisement to the applicant that they will be notified in writing whether they have been selected, their rank on the Applicant List, and total score.
- (c) The panel interview will consist of two tiers of questions: introduction/background questions and personal attribute questions. The requesting department head may also request operational questions to be included as part of the interview process.
- (d) The Director of Talent and Employment Actions shall create a list of introductory/background questions.
 - 1. The questions will be designed to solicit factual information about the applicant's employment history, previous assignments, military experience, training and recognition.
 - 2. The questions presented by the panel shall be consistent for every applicant.
- (e) The requesting department will create at least 14 personal attribute questions to be used in the interview. The Director of Talent and Employment Actions shall select seven personal attribute questions for the interview.
 - 1. The attribute questions shall be relevant to the position, avoid any language that might imply discriminatory intent, and aid the interview panel in determining the overall suitability of the applicant.
 - 2. Questions presented at panel interviews shall be consistent for all applicants.
- (f) If included in the interview process, the requesting department will create at least 14 operational questions to be used in the interview. The Director of Talent and Employment Actions shall select seven operational questions to be used in the

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interview.

1. Questions used should be based on department operations and Sheriff's Office/department policies/procedures.
 2. Questions presented at panel interviews shall be consistent for all applicants.
- (g) The requesting department head will work collaboratively with the Director of Talent and Employment Actions to define the five attributes on which each applicant will be rated. These will be placed on an Interview Evaluation Form.
1. Appropriate attributes may include, but not be limited to:
 - a. Knowledge;
 - b. Confidence;
 - c. Organized thoughts;
 - d. Appropriate attire/appearance; and
 - e. Energy.
 2. The attributes will be rated as:
 - a. Poor – 2 points.
 - b. Below Average – 4 points.
 - c. Average – 6 points.
 - d. Above Average – 8 points.
 - e. Excellent – 10 points.
 3. The Director of Talent and Employment Actions and/or the Director of Compliance will be responsible for assuring that the selected attributes are not in violation of Title VII of the Civil Rights Act of 1964, Age Discrimination in Employment Act, Americans with Disabilities Act, Immigration Reform and Control Act, National Labor Relations Act, Uniformed Services Employment and Reemployment Rights Act, Bankruptcy Act and/or the Child Support Enforcement Amendments.
 4. The highest possible score from each panel member is 100.
 5. The final Interview Evaluation Form shall be forwarded to the Director of

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Compliance for review and final approval.

(h) Acknowledgement:

1. At the conclusion of each interview, the applicant will be asked to sign and date a copy of the original Posting Announcement acknowledging that they have read and understand all information pertaining to the transfer or promotion.
2. If the applicant refuses to sign the Posting Announcement, a notation will be made on the Posting Announcement and each of the panel members will initial next to the notation. The applicant will be automatically deemed "not qualified".

NOTIFICATION AND SCHEDULING OF INTERVIEW

- (a) The requesting department head will determine if an interview is required.
- (b) The Director of Talent and Employment Actions shall notify all applicants who meet the minimum qualifications as set forth in this Appendix and the Posting Announcement shall be notified to report for an interview, via email. The Director of Talent and Employment Actions shall ensure that there are at least 14 calendar days from the date the notification of disqualification letters are emailed and the notices are sent out in the event a timekeeping error or other error is discovered.
 1. The Director of Compliance shall be copied on communications to applicants who are on approved leave of absence or not currently in an active-duty status.
- (c) The notice/email will be sent by HR no earlier than 14 calendar days after the dissemination of disqualification letters to both the applicant and Director of Compliance.
- (d) The notice/email shall be in the form of a memo and contain:
 1. The date, time and location of the interview;
 2. The appropriate attire for the interview;
 3. Specific documents/credentials the applicant will present at the interview;
 4. Notification to provide documentation to prove eligibility for education, training and military service.
- (e) Applicants who will be unable to attend an interview due to previously scheduled time off

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must notify the HR designee of their inability to attend within three business days from the date the notice was sent advising of the date of the interview so an alternative date may be provided, if possible. Requests to reschedule received after the three-day period will not be considered.

- (f) Applicants on a medically-related authorized leave of absence are allowed to participate in a transfer or promotional process if they meet the other qualifications within this appendix. The HR designee shall send their notice of interview via certified mail. The applicant may also be contacted by telephone. The HR designee is responsible for maintaining records of all communication.
 - 1. If an employee is on an approved leave, it is their responsibility to contact the Director of Talent and Employment Actions at ccso.employmentaction@ccsheriff.org to advise the Sheriff's Office of their current duty status so that the Applicant List can be updated to remain current. Upon return, the employee shall again notify the Director of Talent and Employment Actions.
 - 2. Only applicants in active-duty status at the time of the transfer or promotion will be so transferred or promoted. All applicants to be transferred or promoted must be able to complete the essential functions of the position they are moving into with or without a reasonable accommodation at the time of the transfer or promotion.
- (g) Applicants who fail to appear for the scheduled interview will be considered "disqualified" and so noted on the Applicant List.
- (h) The Director of Compliance shall:
 - 1. Receive written notice of the final schedule at least 48 hours in advance;
 - 2. Be copied on communication to applicants who are on approved leaves of absence; and
 - 3. Receive and adjudicate appeals by applicants who fail to appear for scheduled interviews, provided such an appeal is received within 48 hours of the missed appearance.

INTERVIEW PANELS

- (a) The following procedures will be followed when setting up an interview panel:
 - 1. All interviews shall be conducted by a panel(s) of three members. Two of those members must be from the requesting department. The third panel member will be from HR.

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2. The panel members must be of a higher rank than the applicants being interviewed.
 3. No person may participate in or observe an interview without first receiving SEAM interview training.
 4. The requesting department head will work with the Director of Talent and Employment Actions to create interview panels. The number of panels convened shall be determined by the number of applicants with the objective of ensuring that all applicants are interviewed in a timely fashion.
 5. The Director of Compliance will receive the approved list of panel members. The Director of Compliance may, at their discretion:
 - a. Selectively audit the panel members' understanding of the interview process and address knowledge gaps in advance of the applicant interview.
 - b. Disqualify a panel member and work with the Director of Talent and Employment Actions to identify an alternate panelist.
- (b) Duties of the panel members include:
1. Verifying each applicant's Sheriff's Office Identification Card;
 2. Accepting all education, military, outside training, and/or field training (Department of Corrections only) documentation;
 3. Making copies of documents presented for inclusion in the applicants' promotional file; and
 4. Completing all applicant evaluation forms, including a No Political Consideration Certificate (NPCC) at the conclusion of the interview.
 5. Score sheets are completed unilaterally by panel members.
 - a. Panel members are prohibited from any discussion about the applicant or non-verbal gestures that may influence the scoring and/or evaluation of an applicant.
 - b. The applicant's final score is the average of each of the three scores from each panel member.

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- (c) If a conflict of interest is discovered prior to or during the interview, The Director of Compliance will be notified.
1. A conflict of interest is any circumstance that creates a risk that professional judgment or actions regarding an applicant will be unduly influenced by a secondary interest.
 2. In the event a conflict of interest is discovered or disclosed, the impacted panel member will be excused from that applicant's interview and replaced with an alternative panel member.

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APPENDIX IX – BACKGROUND CHECKS

Background checks may be mandatory based on a requirement already outlined in a SEAM Article.

- (a) When not mandatory as part of a SEAM Article, the requesting department head shall work with the Director of Talent and Employment Actions to determine what background checks, if any, will be required for a particular SEAM process based on the specific operational duties of the position. Those requirements shall be outlined in the Posting Announcement.
- (b) Background checks (both required and discretionary) may include, but not be limited to:
 - Discipline check
 - Attendance check
 - Financial background check
 - Criminal history check
 - Home check
 - Reference check
 - FOID card check
 - Driver's license check
 - Any other appropriate check as determined by the requesting department head, HR or the Director of Compliance
- (c) The Director of Talent and Employment Actions shall oversee the background check review process and update the respective lists, as appropriate.

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APPENDIX X – SCORING AND RANKING OF QUALIFIED APPLICANTS

- (a) Upon conclusion of all interviews, the Director of Talent and Employment Actions shall use a score sheet for each applicant and update the Applicant List numerically ranking all applicants from highest qualified (number one) to least qualified (the last position) according to the total number of points from the following categories:
1. Annual performance evaluation score – up to 100 total points, if applicable;
 2. Written operational exam – up to 100 total points, if applicable;
 3. Writing sample – up to 100 total points, if applicable;
 4. Interview (if this category is used, it must be combined with at least one of the following categories: annual performance evaluation score, written operational examination, and/or writing sample) – up to 100 total points ; and
 5. Higher Education/Outside Training/Military (for promotional merit rank processes only):

	1 Category Used	2 Categories Used	3 Categories Used	4 Categories Used
	TOTAL POINTS AWARDED			
Associate Degree	1	2	3	4
Bachelor's Degree	2	4	6	8
Master's Degree or higher	3	6	9	12
Outside Training	2	4	6	8
Military	2	4	6	8
Maximum Points Awarded	7	14	21	28
• Applicable to promotional merit rank processes only. • The categories used to determine total points awarded are the annual performance evaluation score, written operational exam, writing sample, and interview. • For educational points, points will only be awarded for the highest level of education submitted.				

- (b) If a performance evaluation was completed within the prior six months of the posting date, an applicant will be deemed "not qualified" if they do not meet the minimum performance standards by receiving an annual performance evaluation total score of at least 30 on the most recent evaluation, if the maximum evaluation score is 50. If the maximum performance score is not 50, the minimum performance score required will be stated in the posting requirements. The most recent evaluation score will be doubled when calculating the final score.

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- (c) The Director of Talent and Employment Actions shall total all scores pursuant to this Appendix utilizing a score sheet, which is tailored to the applicable employment process, and assign an authorized designee to proof the completed score sheet, which will include the NPCC language. Both scorers shall sign the score sheet, which will include the NPCC language. The scoring process identified in this Appendix must be consistent for each applicant.
- (d) If more than one applicant receives the same score, those applicants will be placed on the Applicant List in order of seniority.
- (e) If more than one applicant receives the same score and/or has the same seniority date, those applicants will be placed on the applicant List in order of their JDE Number. The applicant with the lowest JDE Number will be placed first.
- (f) All applicants deemed "qualified" based on the standards listed in the minimum qualifications section of the Posting Announcement shall remain on the Applicant List in numerically ranked order. All applicants deemed "not qualified" based on the standards listed in the minimum qualifications sections of the Posting Announcement shall remain on the bottom of the applicant List and a notation of "not qualified", along with the general reason for disqualification, shall be placed next to the applicant's name.
- (g) A copy of the updated Applicant List, along with all related tests and scores, shall be forwarded to the Director of Compliance for review.

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APPENDIX XI – NOTIFICATION OF DISQUALIFICATION AND APPEAL PROCESS

- (a) All notifications of disqualification shall be sent via email. The Director of Talent and Employment Actions shall notify each applicant deemed “not qualified” using the Notification of Disqualification Template Letter including the general reason for disqualification and referencing the applicable SEAM Article.
- (b) The Director of Talent and Employment Actions shall send a copy of each letter to the Director of Compliance and the Executive Director of HR.
- (c) The Director of Talent and Employment Actions shall ensure that there are at least 14 calendar days from the date the notice of disqualification letters and the interview notices are disseminated.
- (d) In the event the Applicant is disqualified due to an attendance violation or discipline, the Applicant may appeal the disqualification by contacting the Director of Compliance in writing and submitting any supporting documentation within seven calendar days of the date specified on their disqualification letter.
- (e) The Director of Compliance shall contact Payroll, HR, the Legal Department and/or the Office of Professional Review (OPR) as soon as practical. Any reversal of the applicant's status must be supported by documentation. The final determination should be made as soon as practicable.
- (f) Appeals must be based on an error, not attributable to the applicant, or an error that has already been corrected pursuant to Cook County Sheriff's Office policy.
- (g) If the applicant is deemed “qualified” after the appeal, the Director of Compliance will submit their findings in writing to the applicant, the Director of Talent and Employment Actions and the Executive Director of HR.
- (h) The Applicant List will be corrected to reflect the reversal of the dismissal and the Director of Talent and Employment Actions will ensure that the applicant receives an interview notification.

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APPENDIX XII – FINAL EVALUATION PROCESS/SELECTED APPLICANTS

- (a) The top applicants who have been deemed “qualified” will be identified as selected applicants in rank order based of a number equal to the number of approved vacancies to be filled. The remaining applicants who have been deemed “qualified” shall remain on the Applicant List in rank order.
- (b) Qualified applicants will be moved into selected applicant positions in the event a previously selected applicant is deemed “not qualified”.
- (c) The HR designee shall submit a written memorandum to the Executive Director of OPR and the Director of Employee Discipline requesting an updated criminal, discipline, and attendance histories for selected applicants, which shall be provided to HR within five business days.
- (d) If during the final evaluation it is learned that that any part of the evaluation reflects negatively on the selected applicant’s character, honesty or integrity, the applicant will be deemed “not qualified”.
 - 1. HR shall ensure that if the above denial criteria is used, a thorough review of the applicant’s Sheriff’s Office files is conducted to ensure that if there is a correlating violation, that the violation has not been superseded by a final decision through an official process (e.g., grievance process, arbitration ruling, settlement, court ruling). If a violation has been superseded through an official process, it shall not be used as a denial criteria.
- (e) In the event of a pending discipline case, the Executive Director of OPR shall make the decision whether or not to release the pending hold on the transfer or promotion and send a written notice to both the HR designee and the Director of Compliance.
- (f) In the event of new unauthorized attendance issues, the applicant will be deemed “not qualified.”
- (g) Upon the request of the HR designee, the respective department head from the promoting department shall provide a current driver’s license abstract for each of the selected applicants within five business days. The abstract shall identify any selected applicants who in the previous five years from the date of the job posting:
 - 1. Has/had their driver’s license suspended pursuant to 625 ILCS 5/11-501.1 (statutory summary suspension) or revoked, for any reason, at any time within the last five years;

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2. Has been convicted of or pled guilty to nolo contendere to a traffic violation involving an alcohol-related offense or an offense involving controlled substances; or
 3. Has been convicted of or pled guilty or nolo contendere to a traffic violation involving serious injury or death will be deemed "not qualified".
- (h) The HR designee will obtain verification that the applicants have a valid FOID and a current weapons qualification. De-deputized applicants will be deemed "not qualified" and removed from consideration.
- (i) The HR designee may institute additional background checks at the recommendation of the respective department head.
1. If the HR designee has questions regarding the results of the additional background checks, the applicant will be notified to report for a second-round interview to clarify the results. The second-round interview will be conducted by the respective department head and individuals designated by the respective Executive Office Chief.
- (j) If disqualified for any reason listed above in this subsection, an applicant may file an appeal within two business days of the disqualification, by contacting the Director of Compliance in writing and submitting supporting documentation
- (k) The HR designee shall create a final Applicant List containing the names of all selected applicants who remain "qualified" after the final evaluation process.
- (l) The final Applicant List, including scores, will be forwarded to the Chief of Staff, the respective Executive Office Chief, the promoting department head and the Director of Compliance.

Note: The following is not applicable to the processes in SEAM Article H.

- (m) The Chief of Staff should, at their discretion, select up to 25% of the qualified applicants out of the total number of positions to be transferred or promoted regardless of their rank on the final Applicant List.
1. If the total number of positions to be promoted is less than five but more than one, the Chief of Staff may select one qualified applicant.
 2. The discretionary selection may be rounded up if 25% of the total number of positions to be promoted is five or above.

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3. The Chief of Staff may use a discretionary selection with each cycle within the merit board certification.
 4. Written justification must be provided to the Director of Compliance citing the rationale for the discretionary selection (e.g., performance, leadership, acts of valor).
 5. The Chief of Staff shall complete and sign an NPCC and forward a copy to The Director of Compliance.
- (n) The Chief of Staff shall give final approval of the final Applicant List to the respective department head.
- (o) In the event that the Chief of Staff elects to increase or decrease the number of positions to be promoted, they shall submit a written request, including justification to the Director of Compliance. The Director of Compliance shall approve or deny the request.