

## **THE OFFICE OF THE COOK COUNTY CLERK ASSUMPTION OF DUTIES HIRING PLAN**

### **STATEMENT OF PURPOSE**

The Office of County Clerk (“Clerk’s Office”) is as old as the State of Illinois, and the Cook County Clerk’s Office predates most current Cook County Government Offices. Though the duties have changed greatly over the last 200 years, its core functions – ensuring government transparency and safeguarding our most vital records – remain the same.

The Clerk’s Office records and publishes the proceedings of the Cook County Board, ensuring accountability and access for citizens and residents. The Office also ensures that local governments correctly calculate property tax rates and publishes them to ensure fairness.

Free and fair elections being vital to our system of government, the County Clerk administers elections in suburban Cook County and participates in voter registration, with a commitment to constant vigilance against any efforts to undermine our democracy.

The Cook County Clerk also maintains birth, death, and marriage records, keeping them private, and helping maintain a system of trust that allows us to prove our identities when needed, a necessity for participating in commerce and daily life.

The Clerk’s Office maintains all publicly filed documents affecting ownership of real estate in Cook County, the backbone of an open and accountable system that allows residents to purchase real estate using installment loans and to secure those properties to build stronger families and communities.

# **THE OFFICE OF THE COOK COUNTY CLERK**

## **ASSUMPTION OF DUTIES HIRING PLAN**

### **I. GENERAL PRINCIPLES.**

As to the Assumption of Duties (“AOD”), the Cook County Clerk’s Office will adhere to the employment-related policies, practices, and procedures referenced herein when filling Shakman Non-Exempt positions. This Assumption of Duties Hiring Plan (“AOD Hiring Plan”) shall expire on December 1, 2021.

### **II. DEFINITIONS**

The following definitions apply to specific terms used in this AOD Hiring Plan:

**Assumption of Duties (“AOD”):** Duties previously performed by the Cook County Recorder of Deeds office that will be assumed by the cook County Clerk’s Office as prescribed by ordinance on December- 07-2020.

**AOD Craft Positions:** The following AOD Positions are considered Craft Positions based on their heightened professional skill and training required as Minimum Qualifications: Accountant I, GIS Analyst, Property Fraud Investigator and Senior Accountant.

**AOD Manager Positions:** Director of Veterans Affairs, Manager of Recording Operations, Assistant Manager of Recording Operations, Assistant Manager of Bulk Recording, Assistant Manager of eRecording and Indexing and Security Manager.

**Applicant:** A person who has submitted an application for an AOD Position to the Recruiting Consultant during the Posting Period via the designated web-based electronic platform listed on the Notice of Job Opportunity.

**Candidate:** An Applicant who after review and validation of their application materials has been found to possess the Minimum Qualifications required in the Job Description.

**Clerk (or Clerk’s Office):** The Cook County Clerk.

**Collective Bargaining Agreement (“CBA”):** Same definition as in the Manual.

**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 clash between a person’s self-interest and his or her professional or public interest.

**Contact Form:** A form wherein an Employee describes in detail the communication(s) and any known relationship the Applicant, prospective Applicant or Candidate has with any Employee, pursuant to Section IV.G.

Designee: A Clerk employee in the same Department as, and subordinate to, the person designating him or her to perform duties as set forth in this AOD Hiring Plan.

Disqualifying Question: A question designed to identify whether an Applicant possesses the Minimum Qualifications contained in the Job Description.

Employee: A person holding a full-time or part-time Position within 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, Cross-Training, Promotion, Transfer, assignment of Overtime and Compensatory Time and other benefits of employment, Discipline, and/or Termination.

General Hiring Process: The hiring process described in detail in Section IV.

Interview List: The Candidates who have been advanced to the interview process pursuant to Section IV.O.

Interviewer Evaluation Form: Same definition as in the Manual.

Job Description: Same definition as in the Manual.

Minimum Qualifications: Same definition as in the Manual.

No Unlawful Conduct Certification (“NUCC”): A certification that no unlawful conduct has been or will be taken into consideration or have or will influence the Employment Action involved. Unlawful conduct and consideration includes but is not limited to factors related to: race, color, religion, sex (gender), gender identity and gender expression, age, disability, national origin, ancestry, sexual orientation, marital status, parental status, military service, or discharge status, political party affiliation or lack of political party affiliation, and political activity or lack of political activity, Political Reasons or Factors as required by this AOD Hiring Plan and/or the Manual.

Non-Exempt Position: Same definition as in the Manual.

Notice of Job Opportunity: Same definition as in the Manual.

Preferred Qualification: Same definition as in the Manual.

Preliminary Eligibility List: The list created pursuant to Section IV.I of all Applicants who have submitted complete applications during the Posting Period via the designated web-based electronic platform contained on the Notice of Job Opportunity and whose responses to the Disqualifying Questions indicate that they meet all of the Minimum Qualifications listed on the Job Description.

Policy Manual (or “Manual”): The Policy Manual of the Cook County Clerk (effective January 2020).

**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.

**Prescreening Question:** The same definition as in the Manual.

**Randomized Preliminary Eligibility List:** A computer-based randomized list that assigns a random number to each Applicant on the Preliminary Eligibility List.

**Recruiting Consultant:** A third-party entity or individual retained by the County Clerk, and any entity or individual retained by that third-party, who will perform certain duties as described in Section IV of this Hiring Plan.

**Scored Interview List:** The same definition as in the Manual.

**Sorted Preliminary Eligibility List:** The list created by the Recruiting Consultant pursuant to Section IV.L.

**Vacancy:** The same definition as in the Manual.

### **III. GENERAL PRINCIPLES AND COMMITMENTS**

A. **Commitment.** The Clerk's Office, Recruiting Consultant, and any other third party entity procured by the Clerk's Office who engages in any activity covered in this AOD Hiring Plan, will implement proactive and transparent employment-related policies, practices, and procedures that will prevent and remedy the negative effects of all forms of discrimination, including but not

limited to: race, color, religion, sex (gender), gender identity and gender expression, age, disability, national origin, ancestry, sexual orientation, marital status, parental status, military service, or discharge status, political party affiliation or lack of political party affiliation, and political activity or lack of political activity, as required by this AOD Hiring Plan, the Manual, ordinance, statute or other applicable law. The Clerk's Office, the Recruiting Consultant and any other third-party entity procured by the Clerk, will not consider Political Reasons or Factors regarding any Employment Action related to any Shakman Non-Exempt Position.

B. Equal Employment, Harassment and Discrimination. The Clerk's Office is an Equal Employment Opportunity ("EEO") employer. The Clerk's Office is committed to keeping its workplace free from discrimination and harassment, and to maintaining an environment in which every person is treated with dignity and respect. Harassment is unacceptable in all work-related settings, including, but not limited to, email, telephone communications, social media, or through other electronic communication. The Clerk's Office further extends this prohibition to all interactions between employees and the public, including vendors.

C. No Retaliation. The Clerk's Office shall continue to prohibit retaliation, punishment, or penalty for reporting or initiating a complaint related to any alleged discrimination or harassment, or cooperating with or assisting the Chief Ethics Officer, the Office of the independent Inspector General ("OIIG"), the County Clerk Compliance Administrator ("CCCA"), or any other authorized investigative official or authority, in connection with any such report or complaint.

D. Clerk's Office to Support OIIG Functions. Per the OIIG Enabling Ordinance, the Clerk's Office has an enduring commitment to ensuring fair and equitable employment practices and procedures, and will require vigilance and cooperation with the OIIG when it conducts investigations and reviews in regard to discrimination and harassment investigations. To this end, the Clerk's Office will provide the OIIG reasonable and fair resources to independently, effectively and expeditiously carryout such duties and functions as required in this Assumption of Duties Hiring Plan.

E. Union Relations. The Clerk's Office respects its relationships with its employees' legally-recognized collective bargaining representatives and the provisions of the CBAs it has negotiated with such representatives. Those relationships are governed by the Illinois Public Labor Relations Act, 5 ILCS 315, et seq., as amended.

F. Recruiting Consultant. The Clerk's Office may retain a Recruiting Consultant pursuant to Procurement Code for the purpose of recruiting Applicants for Assumption of Duties positions, and other functions as described in Section IV below.

G. No Unlawful Conduct Certification. All Clerk's Office employees and Vendors will be required to sign, in hard copy or electronically, as applicable, a No Unlawful Conduct Certification ("NUCC") whenever they initiate or are involved in any Employment Action. For purpose of this AOD Hiring Plan an Employment Action will be limited to the validation, randomization, exclusion, advancement, interviewing and hiring of any Applicant or Candidate.

H. Interpretation of the AOD Hiring Plan. All portions and provisions of this AOD Hiring Plan will be interpreted as being in furtherance of the above principles and commitments, as well as applicable laws or ordinances.

I. Conflicts of Interest. No individual or entity authorized under this AOD Hiring Plan, including Clerk's Office employees, recruiting consultants, vendors, or other third-party contractors, may be involved with or influence any activity governed by this AOD Hiring Plan, where that individual or entity has a Conflict of Interest as defined above and in Manual Section 4.2. Activities governed by this Hiring Plan shall include, but not be limited to: design, preparation, or posting of Notices of Job Opportunities, submission or screening of applications, or recruiting, screening, interviewing of Candidates, or having any role in the selection of successful Candidates for AOD Positions. If at any time an Employee who is involved in any way with an AOD hiring process discovers that any Employee has had, or currently has, a personal or professional relationship with an Applicant, prospective Applicant or Candidate, that Employee must disclose immediately in writing the details of the relationship to the Chief Ethics Officer and Legal Counsel. 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 hiring process. 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 Deputy Clerk of HR shall notify the alternate interview panelist of the date and time of the interview.

J. Recommendations. The Clerk's Office, Recruiting Consultant and any other third-party entity procured by the Clerk's Office who engages in any activity covered in this AOD Hiring Plan will not consider any written or oral recommendations on behalf of any Applicant or Candidate for an AOD Position. If anyone involved in an AOD hiring process receives a written or oral recommendation for an Applicant or Candidate or potential Applicant or potential Candidate for an AOD Position, he or she will memorialize the recommendation and submit it to the Deputy Clerk of HR. The Deputy Clerk of HR will provide a copy of the recommendation to the CCCA within one business day of receiving the same but will otherwise not share the recommendation with any other Clerk employee or any third party involved in the hiring process. If the recommendation is not from a Politically Related Person or Organization, the Deputy Clerk of HR will place the recommendation into the Posting File after the hiring process has been completed. If the recommendation is from a Politically Related Person or Organization, the Deputy Clerk of HR will provide the recommendation to the OIIG within one business day of receipt so the OIIG for its review consistent with the OIIG Enabling Ordinance.

K. Role of the CCCA. The CCCA, while acting, has the right to monitor any and all aspects of this AOD Hiring Plan. All Clerk's Office employees, the Recruiting Consultant and any other third-party entity procured by the Clerk's Office who engages in any activity covered in this AOD Hiring Plan, will cooperate fully and at all times with the CCCA by providing the CCCA with the opportunity to monitor all steps of the AOD Hiring Plan and providing documents and information relating positions posted under the AOD Hiring Plan.

L. Contacts between Recruiting Consultant and Clerk's Office: After a position is posted, the Recruiting Consultant will only communicate with the Clerk's Office as detailed in this AOD Hiring Plan. If the Recruiting Consultant needs to communicate with the Clerk's Office regarding a current or prospective AOD hiring process for any reason, the Recruiting Consultant

will initiate the contact exclusively to the Deputy Clerk of HR via email and will copy the CCCA on that communication. The CCCA will be permitted to monitor the entire exchange between the Recruiting Consultant and the Deputy Clerk of HR.

#### **IV. General HIRING PROCESS.**

##### **A. Recruiting Consultant.**

1. Certification. All Recruiting Consultants retained to recruit Applicants for AOD Positions and any individuals retained by such Recruiting Consultants who perform activities on behalf of Clerk's Office will be trained by HRD and the Director of Training on the hiring practices and prohibitions of the Clerk's Office and shall be required to execute a UCC.

2. Recruiting Consultant and Screening Activities. Recruiting Consultants retained to recruit Applicants for AOD Positions may: (a) assist the Clerk's Office in developing Job Descriptions; (b) develop screening questions; (c) post the AOD positions on a web-based electronic application system; (d) conduct the validation process and prepare the final interview lists with a written report; and (e) verify licenses, certifications and educational credentials.

B. Requests to Hire. This hiring process will not require the approval of a Request to Hire prior to the posting of the position. The Cook County Budget Department will provide the Chief Deputy Clerk or Deputy Clerk of Finance and Deputy Clerk of Human Resources with the final approval process prior to the formal extension of an offer of employment by the Clerk's Office.

C. Preparation of Notice of Job Opportunity. The Notice of Job Opportunity will be prepared in accordance with the Policy Manual Section 4.5 (d) except that the Recruiting Consultant will conduct all duties assigned to HR in Section 4.5(d).

D. Posting of Notice of Job Opportunity. All Notices of Job Opportunity will be posted on the Clerk's Office website and at least one commercial job posting site. The posting will also be emailed to all current County Clerk employees. The Recruiting Consultant will provide the CCCA with notice of all postings within one business day of posting a Position under this AOD Hiring Plan.

E. Posting Period. All AOD Positions will be posted for a period of ten (10) calendar days. The Recruiting Consultant will ensure that the Notice of Job Opportunity clearly and prominently states that the positions will be posted for 10 calendar days and will clearly and prominently state the date and time that the posting will expire. In the event vacancies remain after the initial posting and after all Candidates have been exhausted pursuant to Section IV.V., the Consultant will repost the position for five calendar days at the request of the Deputy Clerk of HR.

F. Submission of Applications. To be eligible, Applicants must submit an application and resume during the Posting Period via the designated web based electronic platform contained in the Notice of Job Opportunity.

G. 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 an AOD Position or (b) an Employee not otherwise involved in the hiring process about a current or prospective AOD 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 AOD Hiring Plan (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.
- H. Application Screening. Each Applicant will be required to answer Disqualifying and Prescreening Questions. Applicants whose answers indicate they do not have all of the Minimum Qualifications will not be considered eligible for the AOD Position. The same Disqualifying and Prescreening Questions will be asked of all Applicants applying for the same AOD Position.
- I. Creation of Preliminary Eligibility List. While the posting is active, the Recruiting Consultant and CCCA may review Applicants' responses to Disqualification and Prescreening Questions. After the final posting closing date, the Recruiting Consultant will create a Preliminary Eligibility List containing the names of all Applicants who complete the application process on the designated web-based electronic platform and who indicate in their responses to the Disqualifying Questions that they possess all Minimum Qualifications for the Position. If no Applicant is eligible for inclusion on the Preliminary Eligibility List, the position shall be reposted. The Recruiting Consultant will provide the CCCA with a copy of the Preliminary Eligibility List within one business day of completion.
- J. Creation of Disqualification List. For each Applicant that is not included in the

Preliminary Eligibility List, the Recruiting Consultant will create a separate Disqualification List that includes the names of all disqualified Applicants and will document the specific Disqualifying Question(s) each Applicant failed to satisfy. The Recruiting Consultant will provide the CCCA with a copy of the Disqualification List within one business day of completion.

- K. Randomization of Preliminary Eligibility List. Using a computerized randomization program, the Recruiting Consultant shall create the Randomized Preliminary Eligibility list and provide it to the CCCA. The Recruiting Consultant shall permit the CCCA to monitor in real- time its creation of the Randomized Preliminary Eligibility List.
- L. Sorting of Randomized Preliminary Eligibility List. The Recruiting Consultant shall create the Sorted Preliminary Eligibility List in the order described below:
  - 1. Preferred Qualifications: If the Job Description includes Preferred Qualifications, the Recruiting Consultant will sort the names of all Applicants who indicated that they possess one or more Preferred Qualifications into groups based on the number of Preferred Qualifications (e.g. 4 of 4 Preferred Qualifications, 3 of 4, etc.). The Recruiting Consultant shall put the names of the Applicants in each group in the order of each Applicant's randomly assigned number created in Section IV.K.
  - 2. All other Applicants. The Recruiting Consultant shall add all other Applicants from the Randomized Preliminary Eligibility List to the Sorted Preliminary Eligibility List based on their randomly assigned number created in Section IV.K and shall provide a copy of the Sorted Preliminary Eligibility List to the CCCA within one business day of completion.
- M. Access to the Preliminary Eligibility List, Randomized Preliminary Eligibility List, and Sorted Preliminary Eligibility List. Only the Recruiting Consultant and CCCA may access the web based electronic application system while the posting is active and only the Recruiting Consultant and CCCA will have access to the Preliminary Eligibility List, Randomized Preliminary Eligibility List, and Sorted Preliminary Eligibility List until the completion of the hiring process at which point the Recruiting Consultant will provide these lists to the Deputy Clerk of HR for inclusion in the Posting File.
- N. Creation of the Validated Eligibility List. The Recruiting Consultant shall create a Validated Eligibility List in accordance with this Section IV.N, to determine which Candidate(s) may be placed on the Interview List. The Recruiting Consultant will validate the applications and resumes of all Applicants on the Sorted Preliminary Interview List in the order they appear on the List.
  - 1. Validation of Experience/Education. The validation process will consist of the Recruiting Consultant 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 possess the Minimum Qualifications of the Position, the Applicant will be considered ineligible for the Position and his or her name will be removed from the Sorted Preliminary Interview List and will be placed on the Disqualification List as required by this plan. For each Applicant removed from the Preliminary Interview List, the Recruiting Consultant will document the specific Minimum Qualification(s) the Applicant failed to satisfy. After the validation, the Recruiting Consultant will place the names of the successful validated Applicants on the Final Interview List. These individuals will be considered Candidates for the position.

2. Finalization of Validated Eligibility List. The Recruiting Consultant will validate Applicants in the order they appear on the Sorted Preliminary Eligibility List so that there are at least 3 eligible Candidates per vacancy, if possible. If the Recruiting Consultant determines that an Applicant does not meet as many (or any) of the Preferred Qualifications as purported in his or her application, the Recruiting Consultant will put that Applicant's name in the appropriate group pursuant to Section IV.L above. The Recruiting Consultant will provide the CCCA with a copy of the Validated Eligibility List within one business day of completion.

**O. Creation of Interview List**

1. The Recruiting Consultant shall create the Interview List by adding the names of the Candidates in the order they appear on the Validated Eligibility List so that there are 3 Candidates per vacancy.
2. After completion, the Recruiting Consultant shall provide a copy of the Interview List as well as any applications and resumes for Candidates on the Interview List to the Deputy Clerk of HR or Designee and shall copy the CCCA on that correspondence, and place a copy of the list in the posting file.

**P. Use of Sorted Preliminary Eligibility List and Validated Eligibility List.** The Sorted Preliminary Eligibility List and Validated Eligibility List shall be valid and may be used for purposes of filling vacancies for AOD positions posted while this AOD Hiring Plan remains in effect.

**Q. Interview Preparation.** Interview preparation will be done as follows:

1. Appointment of an Interview Panel. For non - managerial AOD positions the Deputy Clerk of HR will select an interview panel consisting of two or three approved and trained members of management with knowledge of the requirements for each non- managerial AOD Position. For managerial AOD Positions, the Deputy Clerk of HR will select of three approved and trained members of management with knowledge of the requirements for each managerial AOD position. All panelists must have a general understanding of the job duties and Minimum Qualifications of the Position such that they can effectively serve as a panelist. 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 person involved in the screening or validation processes described above may also serve on the Interview Panel for that same Position.

2. Interview Scheduling. The Deputy Clerk of HR or his or her Designee, will 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 for the AOD position. If at any point a Candidate scheduled for an interview does not appear for an interview or declines the offer of an interview the Recruiting Consultant shall provide the Deputy Clerk of HR the name of the next candidate on the Validated Eligibility list who shall be offered an interview. This process will continue as necessary to ensure that a minimum of three (3) Candidates are interviewed for each AOD position, or until there are no remaining Candidates on the validated eligibility to list, whichever comes first.

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.

3. Interview Questions. The Deputy Clerk of HR, or his or her Designee, will prepare a list of a minimum of five (5) interview questions relating to the open non-managerial positions, and a minimum of ten (10) questions relating to open AOD Manager Positions and AOD Craft Positions. The weighted values of the questions shall equal 100. The Deputy Clerk of HR will send the list of interview questions with the assigned weights to the CCCA at least three business (3) days before the interviews for review and comment. All questions will be considered and treated as confidential, and they may not be disclosed to anyone other than the Deputy Clerk of HR, his or her Designee, and the CCCA prior to the interviews for the Position. The Recruiting Consultant will provide the Interview Panelists with a copy of the

interview questions on the morning of the first interviews for the applicable AOD Position. The questions will be designed to establish, at a minimum, the Candidate's: (a) willingness and ability to do the job; (b) availability for work hours and willingness to work at the location(s) where the job is located; (c) prior job performance; (d) knowledge and understanding of the AOD position; (e) experience; (f) relative qualifications for the AOD Position as compared with other Candidates; and (g) overall credibility. The questions asked will not violate any employment/labor laws or regulations, including those laws or regulations pertaining to employment discrimination. The questions must be based on the specific job duties of the position and designed to assess the Candidate's job-related qualifications, skills, and suitability for employment. Candidates will be advised to maintain the confidentiality of the questions they are asked during the interview. The interview questions developed for a particular AOD position may be used for subsequent vacancies for that AOD position, provided appropriate precautions are taken to prevent advance dissemination of interview questions and answers to Candidates, and provided the interview questions remain related to the duties of the AOD position.

R. Interview of Candidates. The following will apply to the interview of Candidates:

1. Notification. At least 48 hours prior to the date of every interview the Deputy Clerk of HR or Designee will notify the CCCA in writing of the time and place of each interview and method of monitoring the interview remotely (including a link so the CCCA may monitor the interview online). The Deputy Clerk of HR or Designee shall provide the Chief Ethics Officer and Legal Counsel with the interview questions and names of interviewees.
2. Conducting the Interview. The interview panel will interview each Candidate on the Interview List in accordance with the following:
  - a. The Deputy Clerk of HR or Designee, will facilitate the conducting of interviews by being available while interviews are being conducted, requesting that any applicable forms be completed, and picking up completed forms at the conclusion of each interview, if applicable.
  - b. Prior to the first interview, the Deputy Clerk of HR or his or her Designee will provide the members of the Interview Panel the list of interviewee names and Candidate materials to review and to determine whether a Conflict of Interest exists.
  - c. 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. 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 competing 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.

- d. The interview questions selected in accordance with Section IV.Q.3 will be used to evaluate Candidates and will be included on the Interviewer Evaluation Form.
  - e. All candidates interviewed for the same Position will be asked to respond to the same pre-approved interview questions. Follow up questions are permitted, provided they relate to a determination of the Candidate's suitability for the Position.
3. **Evaluation Form.** Each interviewer will independently and personally complete and sign an Interviewer Evaluation Form at the conclusion of each interview and will 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 Interviewer Evaluation Form. No person may alter, add to or delete from any Interviewer Evaluation Form other than the interviewer who completes and signs it. The interviewer panelists will submit the original completed Interviewer Evaluation Forms to the Deputy Clerk of HR or his or her 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. Candidates who apply for multiple Positions that (a) have the same Minimum Qualifications, (b) the same interview questions, (c) the same Interview Panelists, and who are selected for interviews for two or more such Positions will only be required to sit for one interview covering all such Positions. The Recruiting Consultant will ensure the Interview Panelists complete and sign identical Interviewer Evaluation Forms for all such Positions the Candidate is selected to interview for and will include the same in the respective Interview Files for each Position.
4. **Creation of Scored Interview List.** The Recruiting Consultant will tabulate the scores on the Interviewer Evaluation Forms and will place Candidates in order from the highest to lowest score, constituting the Scored Interview List. Any Candidate who receives a combined overall average score of less than 3 will not be eligible for

further consideration. The Recruiting Consultant shall provide the CCCA with a copy of the Scored Interview List within one business day of completion.

5. Breaking of Scoring Ties. If two or more Candidates receive the same overall weighted scoring average for the same non-AOD Manager or non-AOD Craft Position, the Recruiting Consultant shall break the tie via use of a computerized randomization program. The Recruiting Consultant will provide the CCCA with one business day notice so she may monitor such randomization.

3. No Unlawful Conduct. Each interviewer must sign an NUCC affidavit attesting that no unlawful conduct occurred during their participation in the interview process.

S. Final Selection and Justification to Hire

1. General Hiring Process. The Deputy Clerk of HR or Designee will complete a Justification to Hire for all Candidates awarded positions under the General Hiring Process in this AOD Hiring Plan and provide a copy of the same to the CCCA within one business day. The Deputy Clerk of HR shall offer non-managerial, non-Craft vacancies to Candidate(s) in the order they appear on the Scored Interview List.

2. AOD Manager Positions and AOD Craft Positions. For all AOD Manager Positions and AOD Craft Positions, final selections will follow this process: Within three (3) business days following the last Candidate interview, (extensions may be mutually agreed upon by the Deputy Clerk of HR and CCCA) interviewers will conduct a 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 his or her opinion regarding the Candidates. The Interview Panel will discuss all Candidates who interviewed for the Position and who each scored a combined overall average score of 3.0 or above. The panelists will identify all Candidates they recommend for hire and rank them on the Interview Panel Ranking Form. The Deputy Clerk of HR or her designee will attend to provide advice and will create the ranked Candidate list based on the discussion. 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 Selection Meeting. At the conclusion of the Selection Meeting, the Deputy Clerk of HR will complete a Justification to Hire for all Candidates awarded an AOD Manager Position or AOD Craft Position and will provide a copy of the same to the CCCA within one business day. The Deputy Clerk of HR or Designee will make offers consistent with the order of the final ranked Candidate list and Section IV.T below.

T. Offers of Employment. The Clerk's Office Human Resources Department will extend formal written employment offers consistent with Section 4.5 of the Manual and will provide the CCCA with written notice of such offers (and Candidates' responses) within

two business days of making an offer and receiving any response. HR will clearly instruct Candidates in writing that they are required to provide proof of their credential consistent with Section III.T below in order to be approved to begin employment with the Clerk's Office.

- U. Unaccepted Offer. If a selected Candidate does not accept the offer of employment, the next highest scoring Candidate on the Scored Interview List will be offered the position. Any communication from a Candidate declining an offer of employment, whether written or verbal, shall be documented and included in the Posting File and communicated to the CCCA within one business day of receipt.
- V. No Acceptance. If no Candidate on the Interview List is eligible or accepts the offer of employment the Recruiting Consultant will create another Interview List pursuant to Section IV.O, and so on until the Candidates on the Validated Eligibility List are exhausted. Recruiting Consultant may validate additional Applicants who had not yet been validated on the Sorted Preliminary Interview List with Candidates deemed minimally qualified based on that validation.
- W. Credential Validation. Successful candidates will be required to provide proof of the most advance educational credential and certifications relied upon to qualify for the Minimum and Preferred Qualifications prior to their start date. Any Candidates who do not provide the required documentation at that time will be deemed disqualified for the position.
- X. Posting File. The Deputy Clerk of HR or Designee shall maintain a Posting File consistent with Section 4.5(l) of the Manual. All forms and correspondence concerning an AOD Position shall be maintained in that respective Posting File. The Deputy Clerk of HR will provide the CCCA with a copy of all documents included in the Posting File at the conclusion of a hiring process.