

MERIT RANK PROMOTIONAL PROCEDURES

B.1 PURPOSE

This Sheriff's Employment Action Manual (SEAM) Article establishes the policy and procedures that govern the Cook County Sheriff's Office process for evaluating all promotional candidates for the purpose of filling any vacancy. The goal is to identify and select the most qualified candidates for positions within the Court Services Department, Sheriff's Police Department and the Department of Corrections.

B.2 POLICY

- (a) The Department of Human Resources (HR) in collaboration with the respective department head or authorized designee will guide the promotional process and assure that selection and advancement will be determined solely on the basis of relative ability, knowledge and skills after a fair and open competition, which assures that all receive equal opportunity.
- (b) The Sheriff's Office respects its relationship with its employees' legally recognized collective bargaining representatives and the provisions of applicable collective bargaining agreements (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, and SEAM will be construed and administered consistent with that Act to the extent that the construction or administration does not conflict with the United States Constitution or federal civil rights laws. If the CBA does not contain specific procedure or is otherwise silent, the relevant procedure in the SEAM must be followed.
- (c) Notification to candidates for scheduling of interviews, testing and other qualifying events will be done in accordance with operational needs.
- (d) The Sheriff's Office Compliance Officer shall monitor all steps of the promotional process as outlined in this Article.

B.3 APPLICABILITY AND ELIGIBILITY

- (a) This SEAM Article is applicable to all Sheriff's Office sworn members in merit ranked positions and is to be strictly construed.
- (b) In every circumstance involving the execution of this Article, any procedural step or requirement that is to be fulfilled by a specific employee of the Sheriff's Office may also be fulfilled by an authorized designee.
- (c) Candidates for promotion to a different department from the one to which he/she is

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currently assigned must have been assigned to the current department for a period of no less than three years from the date of appointment or two years for newly appointed Sheriff's Police Department Police Officers.

- (d) If the respective department head or the authorized designee from the department in which the promotional candidate is currently assigned requests that the promotional candidate remain in the department due to operational needs, he/she must submit a written request including justification to the Executive Director of HR and the Compliance Officer. If the request is approved by both the Executive Director of HR and the Compliance Officer, it will be forwarded to the respective Executive Office Chief for approval. If no request is made or if the request is denied, the employee shall be eligible for a promotion, bid or non-bid transfer.

B.4 CERTIFICATION FOR PROMOTION

- (a) Every two years, the Sheriff's Merit Board may conduct testing to qualify candidates for promotion. The testing will include:
1. One test each for the qualification of Department of Corrections sergeants;
 2. One test for the qualification of Department of Corrections lieutenants;
 3. One test each for the qualification of Courts Services Department sergeants;
 4. One test each for the qualification of Courts Services Department lieutenants;
 5. One test each for the qualification of Sheriff's Police Department police officers;
 6. One test each for the qualification of Sheriff's Police Department police sergeants; and
 7. One test each for the qualification of Sheriff's Police Department police lieutenants.
- (b) Employees who meet the criteria may choose to take any of the tests for which they are otherwise qualified. Employees who fail to pass any test will be disqualified as a promotional candidate for that respective position.
- (c) Any eligible promotional candidate who meets the criteria for promotion may decline a promotion by submitting a memorandum, declining consideration for promotion, to the affected department head or the authorized designee. The affected department head will forward the memorandum to the Executive Director of HR and Compliance Officer. Upon receipt, the promotional candidate shall be deemed "not qualified" for the applicable cycle.
- (d) The Merit Board will generate a Merit Board Promotional Certification List for each merit rank listed above that lists those candidates who are certified for promotion.

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B.5 INITIATION OF THE PROMOTIONAL PROCEDURE

B.5.1 REQUEST TO BEGIN PROMOTIONAL PROCESS

- (a) The respective department head or the authorized designee shall submit a written request to the respective Executive Office Chief to begin the promotional process upon issuance of the Merit Board Promotional Certification List. The respective Executive Office Chief shall approve or deny the request.

- (b) Upon approval by the respective Executive Office Chief, the respective department head or the authorized designee shall forward a copy of the completed written request to the Executive Director of HR and the Compliance Officer. The Executive Director of HR or the authorized designee shall assign an HR designee to coordinate the process in a thorough and expeditious manner.

B.5.2 CREATION OF THE PROMOTIONAL CANDIDATE LIST

- (a) The authorized HR designee shall create the promotional candidate list (in the form of an excel spreadsheet), which shall contain the names of those individuals listed, in alphabetical order, including JDE number, on the Merit Board Promotional Certification List.

- (b) The promotional candidate list is a working document which will be maintained and updated at each stage of the promotional process and amended as required by law.

B.6 DISQUALIFICATION OF PROMOTIONAL CANDIDATES

- (a) HR shall oversee the review of disqualification factors noted throughout this Article.

- (b) The following individual performance related information will be reviewed and assessed uniformly and consistently for each promotional candidate in determining whether he/she is qualified for the promotion:
 - 1. Physical Ability Test (PAT), if applicable;
 - 2. Discipline history;
 - 3. Attendance history;
 - 4. Criminal history;
 - 5. Driving record/valid driver's license, if applicable;

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6. FOID and weapons qualification, if applicable;
 7. Achievement of a passing score on the Pre-POWER (Police Officers Wellness Evaluation Review) test (Sheriff's Police Department Police Officer test only); and
 8. Passing all components of the POWER Test (Sheriff's Police Department Police Officer test only).
- (c) Any promotional candidate who fails to meet minimum standards for each of the individual performance criteria will be considered "disqualified", however, he/she will remain on the promotional candidate list, and the reason for disqualification will be documented next to his/her respective name.
- (d) A disqualification may occur at any point in the promotional process.
- (e) The HR designee shall notify each promotional candidate deemed "not qualified" using the Notification of Disqualification Letter, which may be sent via email and shall include the general reason for disqualification and references the applicable SEAM articles.
1. The HR designee shall send a copy of each letter to the Compliance Officer.
 2. The HR designee shall ensure that there is at least a one week time period from the date the letter and disqualification notices are disseminated.
- (f) In the event the promotional candidate is disqualified, the candidate may appeal the disqualification by contacting the HR designee, in writing, and submitting any supporting documentation within seven calendar days of notification of disqualification.
- (g) The HR designee shall conduct due diligence by contacting Payroll, the Legal Department and/or the Office of Professional Review (OPR). Any reversal of the candidate status must be supported by documentation.
- (h) If the candidate is deemed "qualified" after the appeal, the HR designee shall submit his/her findings in writing to both the promotional candidate and the Compliance Officer.
- (i) The Promotional Candidate List will be corrected to reflect the reversal of the dismissal and the HR designee shall ensure that the promotional candidate is permitted to continue through the promotional process.

B.6.1 PHYSICAL ABILITY TEST (PAT)

- (a) The respective department head or the authorized designee will determine whether a candidate is required to pass PAT in order to be considered "qualified" for a merit rank promotion. The use of a PAT as a prerequisite is based on job duties and requirements.

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This determination will be made at the time the request to begin the promotional process is made, and the respective department head will forward the specific PAT standards to the HR designee and the Compliance Officer for review in advance of the administration of the test.

- (b) The HR designee shall coordinate the dates and times of the PAT test, for certified candidates, with the Sheriff's Office Training Academy and notify the Compliance Officer who may, at his/her discretion, observe all or part of the testing.
- (c) The Executive Director of the Training Academy or the authorized designee shall administer the PAT.
- (d) The HR designee shall ensure that all promotional candidates are notified in writing of the dates, times and locations of the PAT test and the requirement to bring completed medical release packets on the assigned date of the PAT.
- (e) The Executive Director of the Training Academy or the authorized designee shall promptly forward the PAT results to the HR designee.
- (f) Candidates who fail the PAT, fail to bring a completed medical release packet or do not show up for the test shall be marked "not qualified" on the Promotional Candidate List along with a description. An updated copy of the Promotional Candidate List shall be forwarded to the Compliance Officer.

B.6.2 POWER TEST

- (a) The Sheriff's Office requires that all promotional candidates for the position of Sheriff's Police Officer pass a pre-POWER test. Any promotional candidate who fails any part of the pre-POWER test will be disqualified as a promotional candidate for the Sheriff's Police Department Police Officer.
- (b) Any promotional candidate who passes the pre-POWER test and becomes a selected candidate through the promotional process will be additionally required (by State law) to pass the POWER test within 45 days of the scheduled start date at the Training Academy.
 - 1. A promotional candidate who fails any part of the POWER test will have 48 hours to make-up and pass the failed part of the test.
 - 2. Any promotional candidate who does not pass a previously failed part of the POWER test will be disqualified as a promotional candidate for the position of Sheriff's Police Department Police Officer.
- (c) Candidates who fail the pre-POWER or POWER test shall be marked "not qualified" on

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the Promotional Candidate List along with a description. An updated copy of the Promotional Candidate List will be forwarded to the Compliance Officer.

B.6.3 DISCIPLINARY AND ATTENDANCE HISTORY REVIEW

- (a) HR shall oversee the disciplinary and attendance review of promotional candidates.
- (b) For each promotional candidate who remains “qualified” after the PAT and/or pre-POWER/POWER tests, the HR designee shall submit a written request to OPR for a disciplinary history for the previous 18 months and shall simultaneously submit a request to the Attendance Review Unit in collaboration with any other department as needed for an attendance history for the previous 24 months.
- (c) A Candidate will be deemed “not qualified” based on discipline if:
 - 1. He/she has received discipline resulting in suspensions of a total of three or more days for one or multiple infractions within the previous 18 months. This includes discipline resulting in a demotion or an recommendation for demotion or termination;
 - 2. He/she is de-deputized at the time of the appointment; or
 - 3. The candidate has been found to be untruthful by OPR, a court of law or an administrative body.
- (d) In the event that a candidate has a pending disciplinary case, the HR designee shall submit a request to the Executive Director of OPR to expedite a resolution. Candidates with open disciplinary cases may continue through the evaluation process, but no candidate will be considered “qualified” for an employment action until a conclusion is reached by OPR.

B.6.4 ATTENDANCE REVIEW

- (a) A Candidate will be deemed “not qualified” based on attendance if he/she has incurred one 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

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6. No compensatory time
 7. No holiday time
 8. Unauthorized FMLA
 9. Unauthorized IOD
- (b) Candidates who fail to meet the minimum discipline and attendance standards shall be marked “not qualified” on the Promotional Candidate List along with a description. An updated copy of the Promotional Candidate List will be forwarded to the Compliance Officer.

B.7 EVALUATION OF PROMOTIONAL CANDIDATES

- (a) The following criteria will be utilized to determine which promotional candidates will be selected for the promotion and to rank them in order of their eligibility:
1. Higher education/outside training/military (20%);
 2. Operational written exam (40%); and
 3. An oral interview (40%).
- (b) Education/Outside Training/Military Points
1. Promotional candidates may receive up to 60 points for the completion of post-secondary education in accordance with the following:
 - a. Associate degree - 20 points
 - b. Undergraduate degree - 40 points
 - c. Post graduate degree - 60 points
 - d. The candidate will receive credit for only the highest level of education achieved and not a cumulative total for all degrees.
 - e. Points will only be awarded for degrees verified by an original transcript or through primary source verification, such as an education clearing house; copies or degrees/diplomas will not be accepted.
 2. Promotional candidates may receive up to 20 points for work-relevant training received outside of the Sheriff's Office.

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- a. The training must be for a minimum of 40-hours and be verified by a certificate or credential.
 - b. A maximum of 20 points will be awarded regardless of the number of trainings completed.
 3. Promotional candidates shall be given 20 points for an honorable discharge from at least two years of military service, verified through DD214 documentation.
 4. Copies of all documents verifying education/training and military service shall be placed in the promotional candidate's file.
 5. The HR designee shall enter the total points for education, training and military service on the Promotional Candidate List and forward a copy to the Compliance Officer.
- (c) Operational Written Examinations and Oral Interviews
1. Scheduling of the examination will be determined based on operational needs.
 2. The examination and interview notice shall be in the form of a memo and contain:
 - a. A period of time the interview and operational exam will occur;
 - b. The appropriate attire for the exam and interview;
 - c. A list of the policies and procedures that will make up the source material for the operational questions on the written exam. The list should contain at least twice as many of polices/procedures than what will be used for questions;
 - d. Specific documents/credentials the candidate will present at the exam and interview;
 - e. Notification to provide documentation to prove eligibility for education, training and military service;
 - f. A statement advising the candidate that he/she will be provided an opportunity to complete the written examination at a date and time to be determined by the respective department head and that the candidate will be notified via email or direct order through the chain of command on the day of the examination.

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3. The notification may be delivered to candidates, in active duty status, via email to the candidate's Sheriff's Office electronic mail account.
4. Day of notification of interview and examination dates, times and locations will be sent to promotional candidates via email or direct order through the chain of command. The Compliance Officer will be copied on all communications.
5. Qualified promotional candidates on a medically related authorized leave of absence are allowed to participate in the promotional process if they are otherwise qualified. The HR designee shall send their notice of interview via certified mail. The candidate may also be contacted by telephone. The HR designee is responsible for maintaining records of all communication.
6. Candidates who fail to appear for scheduled testing and/or interviews will be considered "disqualified" and so noted on the Promotional Candidate List.
7. The Compliance Officer shall be copied on communication to candidates who are on approved LOAs.
8. The Compliance Officer shall receive and adjudicate appeals by candidates who fail to appear for scheduled testing/interviews, provided such an appeal is received within 24 hours of the missed appearance.

B.7.1 Operational Written Exam

- (a) The respective department head or the authorized designee shall work collaboratively with the HR designee to schedule the operational written exam.
- (b) All promotional candidates must complete an operational test, weighted at 40% of the total score.
- (c) The HR designee shall assign a monitor to oversee the testing. Duties of the monitor include:
 1. Maintaining a log of the start and finish time;
 2. Verifying the promotional candidate's identity by checking his/her Sheriff's Office Identification Card;
 3. Ensuring the work is completed without assistance or the use of outside resource materials;
 4. Providing dictionaries; and
 5. Collecting exams at the end of the allotted time.

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- (d) All promotional candidates shall sit for a written exam and be given at least five operational questions culled from department policies and procedures.

- (e) The respective department head or the authorized designee will submit to the HR designee no less than 10 questions designed to determine the candidate's familiarity with Sheriff's Office operations.
 - 1. The HR designee will work collaboratively with the respective department head or the authorized designee and the Compliance Officer to assure that:
 - a. At least one question pertains to use of force;
 - b. All questions require answers in essay format;
 - 1. Each question contains measureable benchmarks which will, without ambiguity, validate the candidates' subject matter expertise.
 - 2. The preference is to have multiple benchmarks for each question to ensure that each question can be evenly weighted.
 - c. The HR designee may additionally select additional Sheriff's Office stakeholders to review, edit and improve the clarity and content of the questions.
 - d. The HR designee shall, in confidence, select from the approved list, the final questions to be used on the written exam and provide a written copy to the Compliance Officer.

- (f) The HR designee shall be responsible for the scoring of all operational written exams. Scoring may be delegated to one or more content experts who are qualified to assess the promotional candidate's responses.
 - 1. Promotional candidates can receive up to 100 points for the operational written test.
 - 2. Each question shall include measureable benchmarks.
 - a. The minimum number of correct answers/benchmarks for the entire test must be 20.
 - b. The value of each benchmark is determined by dividing the total possible points (100) by the total number of benchmarks.
 - 3. The Compliance Officer shall audit a minimum of 5% of the written tests to assure that consistent and objective standards have been applied to the grading of the exams.

- (g) The HR designee shall enter the total points of the written exam on the Promotional

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Candidate List and forward a copy to the Compliance Officer.

B.7.2 ORAL INTERVIEWS

- (a) Oral interviews shall be scheduled within two weeks of the compilation of the qualified applicant list. The respective department head or the authorized designee shall work collaboratively with the HR designee to schedule oral interviews, create a list of introductory, background and personal attribute questions designed to solicit factual information about the candidate's employment history, previous assignments, military experience, training and recognition. The Compliance Officer will receive and approve all personal attribute questions.
- (b) The panel interview shall consist of two tiers of questions: introduction/background questions and personal attribute questions.
- (c) The respective department head or the authorized designee shall create at least 14 personal attributes questions to be used in the oral interview.
- (d) The HR designee shall select at least seven questions to use during the Interviews. The Compliance Officer will receive and approve all personal attribute questions.
 - 1. At least one question must pertain to candidate's discipline record.
 - 2. The questions presented by the panel shall be consistent for every candidate.
- (e) The respective department head or the authorized designee will also work collaboratively with the HR designee to define the 10 characteristics/attributes on which each candidate will be rated. These will be placed on a Candidate Interview Evaluation Form. The characteristics/attributes will be germane to the position, avoid any language that might imply discriminatory intent, and be appropriate to the breadth and body of panel interview question the overall suitability of the candidate.
 - 1. The characteristics/attributes will be rated as follows:
 - a. Poor - Two points;
 - b. Below Average - Four points;
 - c. Average - Six points;
 - d. Above average - Eight points; and
 - e. Excellent - 10 points.
 - 2. Appropriate characteristics/attributes may include:
 - a. Knowledge
 - b. Confidence

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- c. Organized thought
 - d. Appropriate Attire/Appearance
 - e. Energy
- 3. The HR designee and/or the Compliance Officer shall be responsible for assuring that the selected characteristics/attributes are not in violation of the law.
- (f) The HR designee shall create a script for panel members which will include:
 - 1. A greeting and introduction;
 - 2. Verification of the candidates' identification and credentials;
 - 3. Explanation of the interview format and process; and
 - 4. Specific instructions about the interviews:
 - a. Procedural instructions about the interview.
 - b. Closing statements that includes notification to the candidate that he/she will be notified in writing whether or not selected and their rank on the Certified Promotional List and total score.
- (g) The highest possible score from each panel member is 100.

B.7.3 ORAL INTERVIEW PANELS

- (a) The respective department head or the authorized designee will work with the HR designee to appoint interview panels. The number of panels convened shall be determined by the quantity of promotional Candidates with the objective of ensuring that all Candidates are interviewed in a timely fashion.
 - 1. Interview panels shall consist of three members;
 - 2. No more than two members shall be from the promoting department;
 - 3. Sworn members of the panel must hold a rank higher than the rank for which the candidate is applying;
 - 4. At least one additional panel member should be selected in the event of a conflict of interest; and
- (b) The Compliance Officer shall receive the approved list of panel members. The Compliance Officer may, at his/her discretion:
 - 1. Selectively audit the panel members' understanding of the interview process and

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address knowledge gaps in advance of the candidate interview.

2. Submit names of panelists to the respective Executive Office Chief for reconsideration in the event that said panelist has been named in a prior compliance complaint, has a known conflict of interest or does not meet the minimum standards for a panel member.
3. If the respective Executive Office Chief or the authorized designee disqualifies a panel member after a challenge by the Compliance Officer, the alternate panelist will be called into service.

B.7.4 PANEL MEMBER RESPONSIBILITIES

(a) Duties of the panel members include:

1. Verifying each candidate's Sheriff's Office Identification Card;
2. Accepting all education/training/military documentation;
3. Making copies of documents presented for inclusion in the candidates' promotional file; and
4. Completing all candidate 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 promotional candidate or non-verbal gestures that may influence the scoring and/or evaluation of a candidate.
 - b. The candidate's final score is the average of each of the three scores from each panel member.

(b) If a conflict of interest is discovered prior to or during the interview, the Compliance Officer will be notified.

1. A conflict of interest is any circumstance that creates a risk that professional judgment or actions regarding a candidate will be unduly influenced by a secondary interest.
2. In the event that a conflict of interest is discovered or disclosed, the impacted panel member will be excused from that candidate's interview and replaced with

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an alternative panel member.

B.7.5 SCORING AND RANKING PROMOTIONAL CANDIDATES

- (a) At the conclusion of all interviews, the HR designee shall collect and score all candidates according to the following:

Area of Assessment	Possible	Weighting
Higher Education/Outside Training/Military	100	20%
Operational Exam	100	40%
Oral Interview	100	40%

- (b) The Compliance Officer shall receive copies of all scoring sheets and shall ensure that the accuracy of the tabulations.
- (c) The HR designee shall update the Promotional Candidate List. Candidates will be ranked from “highest qualified” (with the greatest number of points) to “least qualified” (the last position).
1. If more than one promotional candidate receives the same score, they will be placed on the Promotional Candidate List in order of Sheriff’s Office-wide seniority.
 2. If more than one candidate receives the same score and has the same seniority date, they will be placed on the Promotion Candidate List in order of their employee number (JDE number). The promotional candidate with the lowest number will be placed first.
- (d) A copy of the updated Promotional Candidate List, along with all related tests and scores, will be forwarded to the Compliance Officer for review.

B.7.6 VERIFICATION OF VACANCIES AND FUNDING

- (a) The respective department head or the authorized designee shall request via email, from the Executive Director of HR, verification of the availability of positions. The written request shall include the SEAM Article, job title, number of positions requested, justification and tentative date to fill positions.
- (b) The Executive Director of HR or the authorized designee shall initiate a Budget Funding Report listing, in an excel spreadsheet, for the available positions being sought and email the request to the Chief Financial Officer or authorized designee for completion.
- (c) The Chief Financial Officer or the authorized designee will complete the spreadsheet,

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indicating whether or not there is funding for each designated position and email the completed report to both the Executive Director of HR and the respective department head.

- (d) This process may be initiated multiple times during the same promotional period depending on operational need.

B.7.7 FINAL EVALUATION PROCESS AND IDENTIFICATION OF SELECTED CANDIDATES

- (a) The top promotional candidates who have been deemed 'qualified" will be identified as selected candidates in rank order based of a number equal to the number of approved vacancies to be filled. The remaining promotional candidates who have been deemed "qualified" shall remain on the Promotional Candidate List in rank order.
- (b) Qualified candidates will be moved into selected candidate positions in the event that a previously selected candidate is deemed "not qualified".
- (c) The HR designee shall submit a written memorandum to the Executive Director of OPR requesting an updated criminal and discipline histories for selected candidates, which shall be provided to HR within five business days.
- (d) Any selected candidate with a criminal conviction that reflects negatively on the selected candidate's character, honesty or integrity will be deemed "not qualified".
- (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 promotion and send a written notice to both the HR designee and the Compliance Officer.
- (f) Upon the request of the HR designee, the respective department head from the promotional department shall provide a current driver's license abstract for each of the selected candidates within five business days. The abstract shall identify any selected candidates who in the previous 10 years:
 - 1. Has/had his or her driver's license suspended for a serious violation or revoked at any time;
 - 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".

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4. Candidates for promotion to Sheriff's Police Officer, Sheriff's Police Sergeant or Sheriff's Police Lieutenant must possess a valid driver's license. Candidates without a valid driver's license will be deemed "not qualified".
- (g) The HR designee will obtain verification that the candidates have a valid FOID and a current weapons qualification. De-deputized promotional candidates will be deemed "not qualified" and removed from promotional consideration.
 - (h) The HR designee may institute additional background checks at the recommendation of the respective department head or the authorized designee.
 1. If the HR designee has questions regarding the results of the additional background checks, the promotional candidate 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 or the authorized designee and individuals designated by the respective Executive Office Chief.
 - (i) If disqualified for any reason listed above in this subsection, a candidate may file an appeal within two business days of the disqualification.
 - (j) The HR designee shall create a Final Promotional List containing the names of all selected candidates who remain "qualified" after the final evaluation process.
 - (k) The Final Promotional List including scores will be forwarded to the Sheriff or the authorized designee, the respective Executive Office Chief, the promoting department head and the Compliance Officer.
 - (l) The Sheriff or the authorized designee should, at his/her discretion, select up to 25% of the qualified candidates out of the total number of positions to be promoted regardless of their rank on the Final Promotional List.
 1. If the total number of positions to be promoted is less than five but more than one, the Sheriff or the authorized designee may select one qualified candidate.
 2. The discretionary selection may be rounded up if 25% if the total number of positions to be promoted is five or above.
 3. The Sheriff or the authorized designee may use a discretionary selection with each promotional cycle within the merit board certification.
 4. Written justification must be provided to the Compliance Officer citing the rationale for the discretionary selection (i.e., performance, leadership, acts of valor).

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5. The Sheriff or authorized designee shall complete and sign an NPCC and forward a copy to the Compliance Officer.
- (m) The Sheriff or the authorized designee shall give final approval of the Final Promotional List to the respective department head.
- (n) In the event that the Sheriff or the authorized designee elects to increase or decrease the number of positions to be promoted, he/she shall submit a written request, including justification to the Compliance Officer. The Compliance Officer shall approve or deny the request.

B.7.8 APPOINTMENT

- (a) The respective department head or the authorized designee, upon receiving final approval of the Final Promotional List, shall submit a completed Request to Hire (RTH) to the Executive Director of HR and Compliance Officer.
1. The RTH must include the names of the highest ranked selected candidates.
 2. The RTH or attached memorandum must be signed by the respective Executive Office Chief.
- (b) A copy of all department appointment notifications shall be forwarded to the Director of the Sheriff's Drug Testing Unit.
1. All selected candidates must comply with a mandatory drug test.
- (c) If a selected candidate fails the mandatory drug test, fails to report for the mandatory drug test as instructed or declines to attend the mandatory drug test, he/she will be deemed "not qualified" and the next ranked promotional candidate shall be identified as a selected candidate, subject to the same background checks and screening.
- (d) The promoting department is responsible for notifications regarding selected candidates. The promoting department in coordination with the HR designee shall send written notification to the:
1. Applicable collective bargaining unit;
 2. Compliance Officer; and
 3. The department head and Executive Office Chief of the selected candidate's current department if it is different from the promoting department.

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4. The notice will include the names of the selected candidates, the promotion effective date and the date, time and location to report.
 5. At least five days' notice should be given.
- (e) The HR designee will additionally post a memorandum listing all selected candidates identified by either name or JDE number on the Sheriff's website.
- (f) The promoting department is responsible for notifications to all candidates on the promotional list. Only those employees required pursuant to this SEAM Article will receive notice.
- (g) Each promotional candidate deemed "not qualified" will be sent a Notification of Disqualification Letter.
1. The letter will include a general reason for disqualification.
 2. The letter will reference the applicable SEAM article.
 3. The HR designee shall ensure receipt of the notification.
- (h) Each promotional candidate deemed qualified will be sent a Notification of Qualification Letter. The letter will include:
1. The candidate's individual rank on the Final Promotional List;
 2. The total number of ranked qualified candidates; and
 3. The candidate's individual final score.
- (i) Selected candidates for promotion to the position of Sheriff's Police Officer must complete a leave of absence request prior to their first day at the Sheriff's Police Department Training Academy.
- (j) The Executive Director of HR or the authorized designee shall submit credentials with the newly appointed merit rank to the respective department on the first day of the appointment.
- (k) The respective department head or the authorized designee will be responsible for distributing new credentials and collecting and returning of credentials to HR.
- (l) Selected candidates promoted to the Sheriff's Police Department will be issued new credentials on the first day they attend the Training Academy, which identifies them as

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police recruits that are not authorized to carry a firearm.

- (m) The Executive Director of the Training Academy or the authorized designee shall be responsible for collecting and returning all previously issued credentials to HR.

B.7.9 PROBATIONARY PERIOD

- (a) Newly appointed selected candidates shall be in a probationary status for a period of one year of active duty in that rank from the date of appointment.
- (b) In the event that a selected candidate wishes to return to his/her previous merit rank during the probationary period, he/she will be required to:
 - 1. Submit a signed written notification to the respective department head, which includes the date and reason for the return; and
 - 2. Report to HR to complete paperwork to resign the merit rank.
- (c) In the event that the immediate supervisor and the respective department head or the authorized designee agree that the selected candidate has failed to meet the requirements of the position, the respective department head or the authorized designee shall notify the Executive Director HR via written memorandum to request that the affected employee return to the previous merit rank.
 - 1. The specific reason for the demotion must be documented and signed off by the respective department head or the authorized designee and the immediate supervisor.
- (d) In the event that a selected candidate resigns or fails to meet the requirements of the position during the probationary period, he/she may be eligible to return to his/her previous department if a position is available.
 - 1. The respective department head or the authorized designee of that department will determine the candidate's assignment based on the department's operational needs.
 - 2. If the candidate's previous position is filled, the respective department head or the authorized designee shall assign the candidate to the next available lower merit rank during the interim until an opening becomes available.

B.7.10 PROMOTIONAL LIST MAINTENANCE

- (a) The Executive Director of HR, Compliance Officer and the respective department head shall maintain the Promotional Candidate List, Final Promotional List and all other promotional documentation for the duration of the Merit Board certification period.

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- (b) So long as the promotional candidate's Merit Board certification remains valid, the respective department will utilize the same lists for subsequent promotional cycles within the current cycle.
 - 1. The HR designee will update attendance records, disciplinary and criminal history and driving records should the list be called into use for a subsequent promotional cycle within the current cycle.
 - 2. The HR designee will send copies of updated lists to the Compliance Officer.
- (c) No documentation pertaining to interviews or rankings from previous promotional processes shall be utilized after the expiration of a Merit Board Eligibility List.
- (d) The HR designee, promoting department head, panel members and all other individuals involved in any aspect of the promotional process will complete and sign an NPCC on all lists, and promotional documentation affirming that all promotional decisions were made in accordance with the procedures set forth in this article and SEAM.
- (e) All promotional candidates will complete and sign an Applicant Certification affirming that all employment decisions were made in accordance with the procedures set forth in this Article and SEAM.