



**Sheriff's Office
COOK COUNTY, ILLINOIS
SHERIFF'S ORDER**

ISSUANCE
DATE
1/27/2017

EFFECTIVE DATE
1/27/2017

NO.

SUBJECT:
**SEAM Article A: Merit-Based
Recruitment and Selection Plan**

RECINDS
**SEAM Article A
(Revised 3/25/15)**

RELATED DIRECTIVES

AMENDS

I. PURPOSE

This Order establishes the policy and procedures that govern the Cook County Sheriff's Office ("CCSO") employment practice and are a reiteration of standing practice, which prevents any political influence on the hiring process.

II. POLICY

The Bureau of Human Resources will guide the hiring process and assure that recruitment will seek qualified individuals from appropriate sources in an endeavor to achieve a work force from all segments of society. 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.

The CCSO, in the recruitment and selection process, will assure equal employment opportunity to all applicants without regard to race, religion, color, national origin, sex (including pregnancy), age, marital status, citizenship status, military status, disability, genetic history, sexual orientation, gender identity and/or expression, political affiliation and/or influence, basing all recruitment and selection decisions on solely job-related criteria.

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IV. DEFINITIONS

Reference S.E.A.M. Glossary (updated 11/06/13)

V. RESPONSIBILITY

- A. Due to the inherent link between the process of merit-based recruitment and selection and the involvement of all parties concerned, this policy prescribes the responsibilities, roles and expectations of the key stakeholders.
- B. The Merit Board is empowered by statute to conduct tests, background checks, interviews and other examinations or processes deemed necessary to prepare the Merit Board Eligibility List for all posted Non-Exempt Sworn Positions.
- C. Hiring managers, supervisors and/or designated individuals charged with making hiring decisions for their respective divisions and/or department of the CCSO are responsible for basing those hiring decisions on the principles of merit.
- D. All employees and/or contractors involved in the hiring process are responsible for adhering to the Merit-Based Recruitment and Selection Plan and for signing a No Political Consideration Certification.
- E. Human Resources staff has the responsibility of ensuring that all recruitment and selection practices are applied equitably and consistently by:
 - 1. Creating job descriptions that accurately identify qualifications and essential job functions for all requested positions;
 - 2. Securing approval through designated channels prior to posting any position;
 - 3. Assuring that all recruitment material, advertisement, media, notices, job postings, and communication to recruitment sources, Applicants, hiring manager's stakeholders are in keeping with merit hiring principals;
 - 4. In conjunction with the Compliance Officer, training hiring managers and individuals involved in interviewing and screening, monitoring compliance, and/or reporting non-compliance;
 - 5. Serving as the exclusive contact point for all Applicants for employment;
 - 6. Maintaining recruitment and selection data in order to conduct employment trend analysis; and
 - 7. Providing data and analysis to executive leadership of the CCSO.
- F. The Compliance Officer is responsible for:
 - 1. Monitoring the employment practices to assure that all recruitment and selection is in keeping with the principal of merit hiring;
 - 2. Identifying conflicts of interest and implementing remedies;
 - 3. Conducting periodic and random audits;
 - 4. Completing and disseminating quality and process improvement reports that identify employment practice deficits and opportunities for process improvement.
 - 5. Serving as a decision maker, as needed, in the hiring process.
- G. The Office of Professional Review (OPR) is responsible for investigating and recommending discipline for any employee who is suspected or accused of violating the Merit-Based Recruitment and Selection Plan.

VI. SWORN RECRUITMENT PROCEDURE

- A. All positions must receive approval through the designated chain of command before posting,
 - 1. The Chief of the Bureau of Human Resources /Designee, will secure a request from the Department Head/ Designee including job title, number of positions requested, justification and tentative date to start the process; and
 - 2. Email a Budget Funding Report listing the available positions in the form of an Excel spreadsheet to the Chief Financial Officer/Designee for completion/ approval;
 - 3. The Chief of Staff/Designee approves the request to hire, via Request to Hire memorandum, which contains the No Political Consideration language, and emails a copy to the Chief of the Bureau of Human Resources/Designee, the requesting Department Head/Designee and the Compliance Officer.
 - 4. In the event that the number of positions available is not filled and/or attrition during the process creates additional open positions of the same job title, the hiring cycle may be repeated, as needed without a new Request to Hire memorandum, until all open positions have been filled.
- B. Minimum qualifications and screening criteria and standards for all Sworn Positions will be in keeping with statutory requirements and best practices in law enforcement culled from surveys of similar agencies, synthesis of literature and analysis of employment data.
 - 1. The Bureau of Human Resources recommends minimum screening and hiring criteria and standards.
 - 2. The Legal Department will review screening and hiring criteria to ensure compliance with all laws, statutes, and mandates and to assure consistency with all standing General Orders and CCSO policy.
 - 3. The Compliance Officer will review screening and hiring criteria to assure that it meets the principals of merit hiring.
 - 4. Screening and hiring criteria will be reviewed at such a time as legislation or standards in law enforcement change but at least annually.
- C. The Merit Board posts notice of open positions, minimally, on the Cook County Sheriff's Office website and manages the initial candidacy for all applicants for sworn positions.
 - 1. The Merit Board collects all applications, releases, transcripts, reports and verifications needed to accurately and completely assess the viability of the candidacy.
 - 2. The Merit Board conducts tests and interviews to assure that Applicants for sworn positions meet the minimum qualifications and hiring criteria for the position in accordance with the Merit-Based Recruitment and Selection Plan
 - 3. The Merit Board prepares the Merit Board Eligibility List upon completion of their screening process and forwards that list and all files of qualified applicants to the Bureau of Human Resources.
 - 4. An Applicant whose name is not included on the Merit Board Eligibility List will not be considered for employment in a sworn capacity.
 - 5. Any Applicant whose name is not included on the Merit Board Eligibility List may reapply at a later date provided they meet the minimum qualifications for the position.

- D. Upon receipt of the Merit Board Eligibility List, the Bureau of Human Resources conducts or coordinates all further pre-employment testing and background checks.
1. The Bureau of Human Resources will screen for criminal history which impacts their suitability for employment as a Sworn Officer. Applicants who fail to meet the hiring criteria will be disqualified.
 2. Applicants will be given a polygraph test conducted and scored by a state licensed polygraphist. The scope of the polygraph will be within the hiring criteria established by the CCSO.
 3. If more than 6 months have elapsed since the first physical ability test, a second physical ability test will be conducted and scored by the Sheriff's Training Academy. Each Applicant is afforded two (2) separate attempts to pass the test. Failure to pass after 2 attempts will result in the disqualification of the Applicant.
 4. The Bureau of Human Resources will notify all Applicants who are disqualified. The Chief of the Bureau of Human Resources /Designee will advise the Compliance Officer of any disqualification of an applicant and document the reasons for the disqualification.
- E. Applicants who are deemed to have met the minimum qualifications for the position will be scheduled for a Panel interview
1. The Panel will consist of:
 - a.2 Employees from the hiring department who are familiar with the job duties and minimum qualifications
 - b.1 licensed Clinician who is a subject matter expert in behavioral health. The clinician may be an employee or contractor.
 - c.1 Representative from the Bureau of Human Resources.
 - d.All Panel Members must have completed merit- based interview training and executed a No Political Consideration Certification prior to interviewing prospective Applicants.
 2. The Bureau of Human Resources, in conjunction with the Hiring Department and a staff psychologist will develop a list of at least 10 questions. The questions will, at minimum, establish the Applicant's:
 - a. Willingness and ability to do the job,
 - b. Availability for work hours and willingness to work at the location where the job is located,
 - c. Prior job performance,
 - d. Knowledge and understanding of the position,
 - e. The extent to which the Applicant matches the relative qualifications for the position.
 3. All Applicants will be asked to respond to each of the approved interview questions.
 - a. Additional follow-up questions by panel members are permitted, provided they are related to the determination of the Applicant's suitability for the position.
 - b. Each Applicant is required to execute a No Political Consideration Certification which will be collected by the Human Resources Representative on the Panel.
 4. If a Panelist has a conflict of interest with a particular Applicant, they will

- excused from that interview and either a substitute panelist will be brought in or the interview will be rescheduled.
5. Each interviewer shall independently complete an Interview Evaluation Form for each Applicant.
 - a. The interviewer shall indicate whether he/she had “recommended” or “not recommended” the Applicant.
 - b. He/she will also indicate the reasons for their conclusions and sign the form.
 - c. All forms must be completed in ink and no person may alter, add to or delete from the form other than the originator.
 6. At the conclusion of all interviews for the particular day, the Panel members will conduct a Selection Meeting. In discussing the Applicant, panel members may:
 - a. discuss their respective position freely without fear of retaliation,
 - b. review notes and materials in the Applicant’s file,
 - c. Change their position on the Applicant and amend their Interview Evaluation Form accordingly.
 7. The Chief of the Bureau of Human Resources/designee will collect and review all Interview Evaluation Forms.
 - a. Applicants identified as “Recommended” by all interviewers will be included on the list of Recommended Applicants
 - b. Applicants listed as “Not Recommended” by all interviewers will be disqualified from consideration.
 8. If any non-Consensus Applicants remain, within 10 days following the last Applicant interview, the Chief of the Bureau of Human Resources/Designee, the Department Head/Designee, the Compliance Officer and all members of the Panel will convene to discuss the Applicant.
 - a. The Chief of the Bureau of Human Resources/Designee and the Department Head/Designee, upon reviewing all information will decide whether to recommend or not recommend an Applicant.
 - b. If the Chief of the Bureau of Human Resources/Designee and the Department Head/Designee cannot reach consensus, the Compliance Officer will make the final determination.
- F. The Bureau of Human Resources will compile a final list of all recommended Applicants. A background investigation will be conducted to review all applicants’ criminal history, work history and all documentation. Additional documentation, substantiation of compliance or other information may be required to be provided by the Applicant or other parties. At the conclusion of the background investigation, all information and documentation will undergo a final review to determine the Applicant’s continued eligibility.
1. If there are more qualified Applicants than available positions, the Executive Director of the Bureau of Human Resources and/ or designee will make the determination of which qualified Applicants will be selected to attend orientation. Any applicant with current of previous honorable service in any branch of the United States Military may be given first preference.
 2. Qualified Applicants who are not selected to attend an Orientation at the time they

qualify will remain on the final list of recommended Applicants. Qualified Applicants with certification dates due to expire within six (6) months will be given preference to avoid expiring certifications.

- G. Subject to changes to their initial eligibility, such as new or changed criminal background information, Applicants selected to attend the Sheriffs' Training Institute will be listed on a Decision to Hire Memorandum.
 - 1. The Chief of Staff/Designee must approve hiring the selected Applicant(s) before any offer can be made, after which the Bureau of Human Resources will extend a conditional offer of employment.
 - 2. Conditional offers of employment include;
 - a. The date of orientation and start date with the Academy.
 - b. The Applicant's submission to and passing a drug test prior to employment, and
 - c. The Applicant's submission of a physical exam and clearance by their personal physician.
- H. Applicants who are disqualified at any stage of the process prior to the creation of the Decision to Hire Memorandum may write a letter requesting reconsideration the Chief of the Bureau of Human Resources. The Chief of the Bureau of Human Resources will:
 - 1. Convene a Review Panel consisting of representation from the Legal Department, the Head of the Training Academy/designee and the Compliance Officer to approve or deny the request or
 - 2. Send the Applicant back to the Merit Board for reconsideration.
 - 3. The Compliance Officer will maintain a list of all reconsidered Applicants.

VII. CIVILIAN RECRUITMENT PROCEDURE

- A. Prior to posting for open positions, the Chief of the Bureau of Human Resources /Designee, will assess the hiring need through an intake process with the hiring manager that includes:
 - 1. A job analysis and review of current positions, including the relationship to current positions in collective bargaining agreements and determining whether the job can be completed through existing staff,
 - 2. The creation of a job description that accurately details the knowledge, skills and abilities needed, the essential job functions and responsibilities;
 - 3. The availability of open positions in the budget to accommodate the hire.
- B. The Chief of the Bureau of Human Resources/ Designee will forward the job description and Budget Funding Report to the Chief Financial Officer/Designee for approval.
 - 1. The Chief Financial Officer/Designee will, upon approval, forward to the Chief of Staff for final approval.
 - 2. The Chief of Staff forwards his/her approval to the Chief of the Bureau of Human Resources/ Designee.
- C. Pipeline Recruitment: The Chief of the Bureau of Human Resources may authorize the posting of positions in advance of available funding in order to facilitate the seamless replacement of departing employees, create eligibility lists for key positions, or for other reasons deemed necessary for the smooth operation of the CCSO.
- D. The Chief of the Bureau of Human Resources /Designee will meet with the Hiring

Manager to finalize:

1. Minimum and preferred qualifications,
 2. Screening criteria, such as tests, and qualifying questions appropriate to the position, and
 3. Sourcing strategies including whether to post externally and recruitment sites to utilize, distribution to schools, professional organizations and social media sites and other recruitment methods.
- E. The Chief of the Bureau of Human Resources /Designee will create a Notice of Job Opportunity which will be approved (electronically) by the Hiring Manager before posting. The posting will include:
1. the job title,
 2. the Job Description,
 3. minimum qualifications and preferences, if any,
 4. required Licenses and certifications,
 5. directions on how and where to apply,
 6. a list of additional documents required by the applicant,
 7. a description of any tests that will be administered,
 8. the union name and bargaining unit (if applicable),
 9. the time period during which applications will be accepted,
 10. a non-discrimination clause,
 11. a non-political hiring statement, and
 12. if the posting is open to internal Applicants only.
- F. Copies of Notices of Job Opportunity will be posted at each place where individuals may make application for employment and on the Sheriff's website.
1. Applicants, unless requesting an alternative as an accommodation under the Americans with Disabilities Act, are required to complete the application process through the CCSO's online recruitment system (Taleo).
 2. Applicants must complete all screening questions, complete the application in its entirety, and include all requested documents in order to be considered for the posted position.
 3. All positions, both internal and external, will be posted for a period of no less than two (2) weeks.
 4. In the event that the hiring manager deems the Applicant pool to be unsubstantial after the initial two (2) week posting, they may, in conjunction with the Chief of the Bureau of Human Resources/Designee, amend the job posting, screening questions or other aspects of the posting and extend the position posting for an additional period of time. Any extended posting will not disqualify applicants from the initial posting.
- G. After the posting closes, the Chief of the Bureau of Human Resources/Designee will screen all applications to determine which are qualified and create the Screening Spreadsheet/Eligibility List. The list will be based on:
1. Whether the application was complete and submitted in a timely manner,
 2. Whether the application indicates the Applicant possesses all of the Minimum Qualifications stated in the Notice of Job Opportunity,
 3. Whether all supporting documentation has been provided,
 4. Whether the Applicant is internal, and

5. Whether the Applicant is in a union (if applicable).
- H. Internal Applicants will be excluded from the process if they have been subject to (a) three (3) written warnings, including for attendance, (b) a disciplinary Demotion or (c) a suspension during the eighteen (18) months prior to the application.
- I. In order to narrow the field of external Applicants when the response to the posting is substantial or to differentiate between Applicants who are “minimally” and “most” qualified, the Chief of the Bureau of Human Resources/Designee, may phone screen “qualified” Applicants using an identical standard set of screening questions. The Hiring Manager may request additional clarifying questions that will further differentiate between “qualified” and “most qualified.”
- J. A final ranking list will be created by Chief of the Bureau of Human Resources/Designee and submitted for review by the Hiring Manager. A notice will be sent, via Taleo, to all Applicants deemed not qualified for the position.
- K. For positions that involve a high degree of technical expertise or for professional specialties that require assessment above and beyond normal screening, the Hiring Manager may request to view all resumes not disqualified through the Taleo screening function.
 1. The Chief of the Bureau of Human Resources/Designee will designate the position as “Professional/ Technical.”
 2. The Compliance Officer will be notified and provided a copy of the job posting and will add the position to the Professional Technical list.
 3. The Hiring Manager will evaluate the applicants using professional/technical criteria specific to the position and select the “most qualified” from the list of “qualified” applicants.
 4. The final interview list will be provided to both the Chief of the Bureau of Human Resources/Designee and the Compliance Officer.
- L. The Chief of the Bureau of Human Resources/Designee coordinates in- person interviews for a minimum of 5 Applicants starting with the “most” qualified.
 1. The Hiring Manager may request to interview more than 5 Applicants based on the number of open positions and/or the number of applicants deemed “highly qualified”.
 2. The Chief of the Bureau of Human Resources/Designee is the main point of contact for all applicants and will communicate all information to the Applicant regarding the interview, additional requirements and next steps.
- M. The Chief of the Bureau of Human Resources/Designee in conjunction with the Hiring Manager will complete a list of at least ten (10) interview questions that will establish the Applicant’s suitability for the position including:
 1. Willingness and ability to do the job,
 2. Availability for work hours and willingness to work at the location where the job is located,
 3. Prior job performance,
 4. Knowledge and understanding of the position,
 5. The extent to which the Applicant matches the relative qualifications for the position.
- N. Interviews will be conducted by at least 3 people:
 1. The Department Head /Designee will select two (2) employees from the Hiring

- Department who are familiar with the minimum job duties and Minimum Qualifications, both of whom are in a supervisory position.
2. The Chief of the Bureau of Human Resources/Designee will also participate as one of the three (3) panel members.
 3. Panel Members must have completed merit-based interview training and executed a No Political Consideration Certificate prior to interviewing prospective Applicants.
 4. When the Applicant interviews are held on different days, in as much as possible, the same employees will interview all Applicants for the position.
- O. At the completion of each interview, panelists will complete a written score sheet.
1. At the end of the interview process, all panelists will regroup to hold a Selection Meeting.
 2. The panelists will discuss the qualifications of the Applicants and reach consensus on ranking as 1st , 2nd , 3rd choice, and so on. An Applicant may also be deemed “not qualified” and excluded from consideration if there is consensus among the panelists to so rank.
 3. If the Applicant(s) selected by the panelists as the top Applicant(s) are not the Applicants with the overall highest total score, the Department Head/Designee will write a brief summarizing of the reasons for selecting the Applicant(s) and submit to the Compliance Officer.
 - a. The Compliance Officer will review the justification and assess whether the reasons for hire meet the principals of merit hiring.
 - b. The Compliance Officer may convene a Consensus Meeting with panel members to further assess the recommendation to hire.
 - c. In the event that the Compliance Officer is satisfied that the reasons for hire are non-political and consistent with merit principles, the Panel recommendation to hire will be affirmed.
 - d. If the Compliance Officer is not satisfied with the reasons presented, the Applicant(s) with the highest overall score will be selected to hire.
- P. The Chief of the Bureau of Human Resources/Designee will make a conditional offer of employment contingent on the successful completion of required background checks and medical screening, including a pre- employment drug test.
1. If that Applicant is not cleared for employment or if the Applicant declines the position, an offer is made to the 2nd Applicant.
 2. If the second Applicant is not cleared for employment or if that Applicant declines the position, the Department Head may choose to move to the next Applicant or to begin the hiring process again.
- Q. Once Applicant has accepted the position and cleared all pre-employment tests and background checks, the Chief of the Bureau of Human Resources/Designee will send a notice of position filled to all qualified Applicants.

VIII. SWORN SENIOR MANAGERS

Unique expertise is required to manage sworn personnel in the Bureau of Corrections and the Bureau of Law Enforcement. Sworn Senior Managers include Corrections Commanders and Sheriff’s Police Commanders and must be filled by sworn personnel who have the requisite

operational experience in corrections and/or law enforcement. Selections for these positions will not be based on Political Reasons or Factors.

- A. When a Sworn Senior Manager vacancy occurs, the Hiring Manager can elect to select from an internal pool, an external pool or a mixed pool. The Hiring Manager will notify the Compliance Officer and the Chief of the Bureau of Human Resources/Designee of the election, provide a copy of the job description and will provide the NPCC certification.
- B. The Hiring Manager will request submissions for applications via the SheriffNet and/or www.cookcountysheriff.org. Such requests will include the job description and a NPCC certification.
- C. The Hiring Manager will review the submissions and will evaluate the applicants using the Sworn Senior Manger criteria specific to the position and the select the most qualified applicants to interview.
- D. The final interview list with accompanying written justification will be provided by the Hiring Manager to both the Chief of the Bureau of Human Resources/Designee and the Compliance Officer.
 - 1. The final interview list will include at least three applicants to interview provided there is a sufficient pool of qualified applicants.
 - 2. The Hiring Manager will certify the final interview list with NPCC certification.
- E. A panel of at least three persons, including the Hiring Manger, will conduct the interviews and review all relevant materials.
 - 1. The panel will select the final candidate for the position and provide a written justification for their decision.
 - 2. The hiring manger will submit the written justification to the Compliance Officer with a copy to the Chief of the Bureau of Human Resources/Designee. The Hiring Manger will certify the justification for hire with NPCC certification.
 - 3. The Bureau of Human Resources/Designee will submit the final candidate and the justification for selection to the Undersheriff/Designee for final approval.
- F. The Compliance Officer and the Undersheriff/Designee, will, within 72 hours of receipt of the selection, approve or deny the selection and will provide written notification to the Hiring Manager and the Chief of the Bureau of Human Resources/Designee.
 - 1. For denials, the Compliance Officer and/or the Undersheriff/Designee will provide a written justification to the Hiring Manager and the Chief of the Bureau of Human Resources/Designee.
 - 2. The Compliance Officer will certify the approval or denial with NPCC certification.
 - 3. In the event the Compliance Officer and/or the Undersheriff/Designee denies the selection, the Hiring Manger, with consent of the Interview Panel, may submit an alternative selection to the Compliance Officer and the Undersheriff/Designee as outlined above or move to repost the position.
- G. The Bureau Chief of Human Resources/Designee will be responsible for communicating the final selection through the distribution of a memorandum to the designated mailing list.
 - 1. When the selected candidate is external, the Bureau Chief of Human Resources/Designee will communicate the selection through a New Hire Memorandum.

2. If the selected candidate is internal, the Bureau Chief of Human Resources/Designee will draft a memorandum in accordance with SEAM Article Q Sworn Non-Merit Rank Promotion.
- H. A Sworn Senior Manager is considered an “at will” position and may be terminated for any lawful reason and not based on political reasons or factors.
1. Employees holding a Sworn Senior Manager Position may be disciplined in any manner up to and including a 29-day suspension.
 2. If an employee appointed to a Sworn Senior Manager position holds a merit rank, discipline that exceeds 29-days, up to and including termination, must be sought through filed complaint pursuant to the Cook County Sheriff’s Merit Board Act, 7 ILCS 5/3-7 et seq.
 3. Merit-rank employees holding Sworn Senior Manger Positions may at any time be demoted to their respective merit rank.
 4. All documentation relating to such termination should include an NPCC certification.

IX. EXCEPTIONS TO MERIT HIRING

- A. Limited exceptions to the merit-based hiring system include a class of positions that involve policy –making or that require confidentiality to an extent that political affiliation is an appropriate consideration for the effective performance of the position. Examples include:
1. Senior or Executive Staff,
 2. Personal and administrative assistants to the executive office,
 3. Licensed attorneys in positions as legal or technical advisors, and
 4. Designated professional positions including bureau chiefs and department heads.
- B. Recruiting Consultants may be retained for the purpose of recruiting professional/technical positions on behalf of the CCSO.
1. All contracts for recruitment consultants will contain a provision that prohibits participation in Unlawful Political Discrimination and requires the reporting of Political Contacts
 2. All potential Applicants identified by the Recruiting Consultant will be required to complete all applications, background checks, testing and validation required confirming they meet the minimum qualifications for the position.
- C. Other limited exceptions to the Merit-Based Recruitment and Selection Plan may include:
1. Settlements and awards required for compliance with any judgment, negotiated settlement, and complaint or arbitration award.
 2. Employment actions required by Collective Bargaining Agreements including layoffs, recall, reemployment, promotion, demotion, reclassification, upgrade, transfers and transitional assignments.
- D. The Compliance Officer will maintain lists of all exceptions to the Merit- Based Recruitment and Selection Plan and make such lists available for public review. The list available for public review will include:
1. Position
 2. Department

X. PROHIBITED PRACTICES

- A. No employee of the CCSO may engage in prohibited personnel practices in the selection and hiring process. These practices include:
1. Discrimination against any employee or applicant based on protected status including but not limited to race, religion, color, national origin, sex, age, marital status, disability, sexual orientation, gender identity and/or expression, political affiliation and/or influence;
 2. Solicitation or consideration of employment recommendations based on factors other than personal knowledge or records of job-related abilities or characteristics;
 3. Coercing the political activity of any person or requiring political connections in order to be hired, promoted, retained or rewarded;
 4. Lowering minimum requirements , manipulating interviews or test scores to favor or accommodate any individual;
 5. Withdrawing or delaying a posting to accommodate any Applicant;
 6. Deceiving or willfully obstructing anyone from competing for employment;
 7. Influencing anyone to withdraw from competition for any position so as to improve or injure the employment prospects of any other person;
 8. Giving unauthorized preference or advantage to anyone so as to improve or injure the prospects of any particular employee or applicant;
 9. Engaging in nepotism (ie. hire, or advocate for the hiring of relatives);
 10. Engaging in reprisal for whistleblowing- i.e , take , fail to take or threaten to take or fail to take personnel action with respect to any applicant because of any disclosure of information by the Applicant that he or she reasonably believes evidences a violation of a law, rule or regulation ; gross mismanagement ; gross waste of funds, an abuse of authority; or substantial and specific danger to public health or safety;
 11. Taking or threatening to take a personnel action against an applicant for exercising an appeal, complaint, or grievance right, or refusing to obey an order that would require the individual to violate a law;
 12. Take or fail to take, recommend or approve a personnel action if taking or failing to take such an action would violate an applicant's rights.
- B. Any employee who engages in a prohibited practice will be subject to discipline.