



**OFFICE OF INSPECTOR GENERAL**  
*City of Chicago*



***REPORT OF THE OFFICE OF INSPECTOR GENERAL:***

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***QUARTERLY REPORT OF THE  
OFFICE OF INSPECTOR GENERAL  
2ND QUARTER 2015***

**JULY 15, 2015**

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July 15, 2015

To the Mayor, Members of the City Council, the City Clerk, the City Treasurer, and the residents of the City of Chicago:

Enclosed for your review is the public report on the operations of the City of Chicago Office of Inspector General (OIG) during the second quarter of 2015, filed with the City Council pursuant to Section 2-56-120 of the Municipal Code of Chicago.

This report includes details of OIG's recently expanded oversight responsibilities. First, during the quarter, OIG fully took on oversight relating to the operations of the Public Building Commission (PBC). After an initial round of transition and orientation activities, which began in February of 2015, we began building our relationship with PBC through investigative and program review activities focusing on PBC and its contractors. Second, the report details the first OIG-initiated matter adjudicated to final decision by the Board of Ethics (BOE) under the 2013 Ethics Ordinance.

Also included in this quarterly report is OIG's annual review of the City's list of *Shakman* Exempt employees and titles. Notably, the second quarter marked the anniversary of the dissolution of federal court monitoring of the City's hiring and employment practice.

Finally, OIG released two audit reports relevant to the City's ongoing struggle with financial sustainability and its aspirations to more efficiently deliver City services. Our audit of water service installation and billing highlighted incremental and practical changes to processes that can help build efficiency and increase revenue. Although savings or revenue generated by such changes alone will not solve the City's financial crisis, similar improvements aggregated across multiple departments could amount to a major win for the City's budget. In addition, our audit of loading zone sign installation described a process that is ripe for innovation. Whatever political and operational barriers may exist, the fiscal challenges facing the City should spur reform of outdated, burdensome, and inefficient operations. We will continue to deliver work that identifies those opportunities for reform.

As always I encourage you to send OIG your complaints, concerns, and ideas for audits. Do not hesitate to alert our office if you have suggestions for improving the City or OIG.

Respectfully,

A handwritten signature in blue ink, appearing to read 'J. Ferguson', with a stylized flourish at the end.

Joseph M. Ferguson  
Inspector General  
City of Chicago

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This quarterly report provides an overview of the operations of the Office of Inspector General (OIG) during the period from April 1, 2015, through June 30, 2015. The report includes statistics and narrative descriptions of OIG’s activity as required by the City’s Municipal Code.

**A. MISSION OF THE OFFICE OF INSPECTOR GENERAL**

The mission of OIG is to promote economy, effectiveness, efficiency, and integrity in City government<sup>1</sup> by rooting out misconduct, waste, and mismanagement. OIG accomplishes its mission through investigations, audits, and other reviews. OIG issues summary reports of investigations to the appropriate agency authority or the Mayor and appropriate management officials, with investigative findings and recommendations for corrective action and discipline. Narrative summaries of sustained investigations are released in quarterly reports. OIG’s Audit Reports and Advisories are directed to the appropriate agency authority or management officials for comment and then are released to the public through publication on the OIG website. OIG’s Department Notifications are sent to the appropriate agency authority or management officials for attention and comment and are summarized, along with any management response, in the ensuing quarterly report. Finally, OIG issues reports as required by the Hiring Plan and as otherwise necessary to carry out its hiring oversight functions.

**B. INVESTIGATIONS**

The OIG Investigations Section conducts both criminal and administrative investigations into the performance of governmental officers, employees, departments, functions, and programs, either in response to complaints or on the office’s own initiative.

**1. Complaints**

OIG received 703 complaints during the preceding quarter. The following table outlines the actions OIG has taken in response to these complaints.<sup>2</sup>

**Table #1 – Complaint Actions**

Status	Number of Complaints
Declined	511
Opened Investigation	23
Referred	92
Pending	77
<b>Total</b>	<b>703</b>

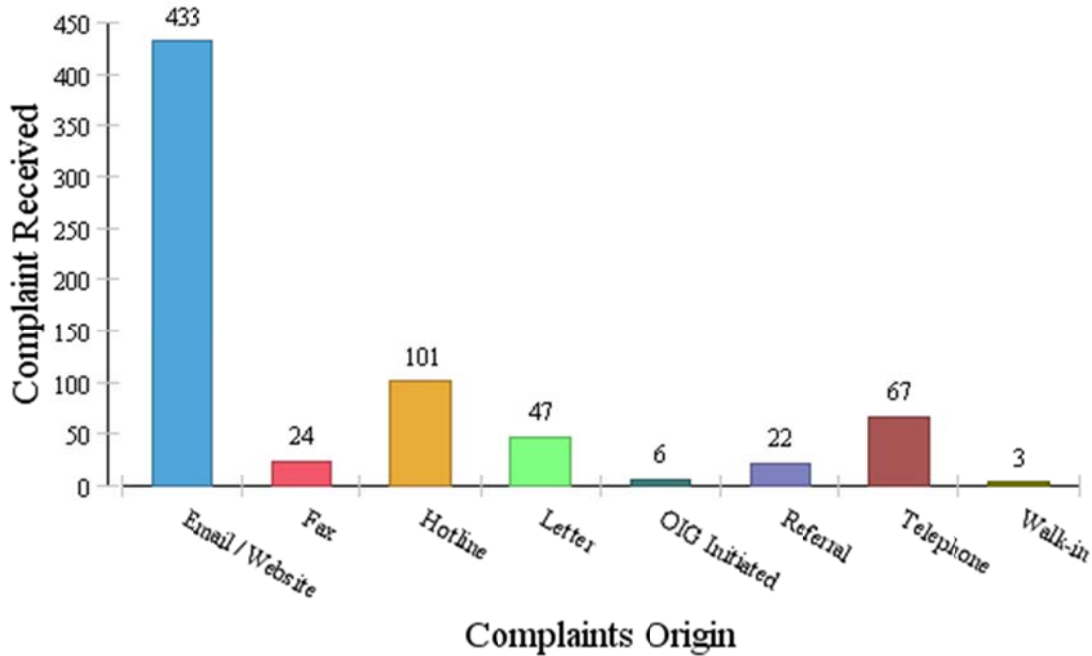
Among other factors OIG evaluates complaints to gauge the investigative viability and potential magnitude or significance of the allegations—both individually and programmatically. The chart

<sup>1</sup> “City government” includes the City of Chicago and any sister agency which enters into an Intergovernmental Agreement (IGA) with the City for the provision of oversight services by OIG. During the quarter just concluded, the City and the Public Building Commission (PBC) entered into such an IGA.

<sup>2</sup> OIG also took action on complaints received in earlier quarters by declining 37 complaints, opening OIG administrative or criminal investigations based on 8 complaints, and referring 15 complaints.

below breaks down the complaints OIG received during the past quarter by the method in which the complaint was reported.

**Chart #1 – Complaints by Reporting Method**



**2. Newly Opened Matters**

During the quarter, OIG opened 138 matters, including 23 based on complaints received in earlier quarters. Of the opened matters, 135 centered on allegations of misconduct, 2 centered on waste and inefficiency and 1 centered on an allegation of “other.” There were six OIG-initiated complaints this quarter. Of the 138 opened matters, 107 were immediately referred to other departments or investigative agencies. A total of 31 cases proceeded to an OIG investigation and remained open at the end of the quarter.<sup>3</sup>

The following table categorizes the 138 matters opened by OIG based on the subject of the investigation.

<sup>3</sup> Opened investigations may include complaints received in prior quarters.

**Table #2 – Subject of Investigations and Referrals**

<b>Subject of Investigations and Referrals</b>	<b>Number of Investigations</b>
Employees	107
Contractors, Subcontractors, and Persons Seeking Contracts	8
Elected Officials	3
Other	20
<b>Total</b>	<b>138</b>

**3. Cases Concluded in Quarter**

During the quarter, OIG concluded 121 opened matters, 107 of which were the aforementioned referrals to City departments or other investigative agencies. Of the 107 referred matters, 89 were referred to a City department, and 18 were referred to a sister agency. Of the remaining 14 concluded matters, three were closed as “sustained.” A case is “sustained” when the evidence sufficiently establishes that either an administrative or criminal violation has occurred. A total of eight cases were closed as “not sustained.” A case is “not sustained” when OIG concludes that the available evidence is insufficient to prove a violation under applicable burdens of proof. A total of three cases were closed “administratively.” A case is closed “administratively” when the matter, in OIG’s assessment, has been or is being appropriately treated by another agency or department, the matter was consolidated with another investigation, or the investigation was sustained but did not result in a disciplinary recommendation.

**4. Pending Investigations**

At the close of Second Quarter, 2015, OIG had a total of 141 pending investigations, including the 31 investigations opened during this quarter.

**5. Investigations Not Concluded in Twelve Months**

Under the Municipal Code of Chicago (MCC) § 2-56-080, OIG must provide quarterly statistical data on pending investigations open for more than twelve months. Of the 120 pending investigations, 48 investigations have been open for at least twelve months.

The following table shows the general reasons that these investigations remain active.

**Table #3 – Reasons Investigations Were Not Concluded in Twelve Months**

<b>Reason</b>	<b>Number of Investigations</b>
Complex investigation. Generally involve difficult issues or multiple subjects.	45
On hold, in order not to interfere with another ongoing investigation.	1
Under review by the Legal Section or the DIG-Investigations prior to closing.	2
<b>Total</b>	<b>48</b>

## **6. Ethics Ordinance Complaints<sup>4</sup>**

Included in the 703 complaints received during this quarter, OIG received 3 ethics ordinance complaints.

## **7. Public Building Commission Complaints and Investigations**

Included in the 703 complaints received and 138 matters opened during this quarter, OIG received 6 complaints related to PBC and opened 1 investigation related to PBC.

## **C. SUSTAINED ADMINISTRATIVE CASES**

OIG investigations can result in administrative sanctions, criminal charges, or both. Investigations leading to administrative sanctions involve violations of City rules, policies or procedures, and/or waste or inefficiency. For “sustained” administrative cases, OIG produces summary reports of investigation<sup>5</sup>—a summary and analysis of the evidence and recommendations for disciplinary or other corrective action. These reports are sent to the appropriate agency authority or the Office of the Mayor, the Corporation Counsel, and the City departments affected or involved in the investigation.

Criminal investigations may uncover violations of local, state, or federal criminal laws, and may be prosecuted by the Cook County State’s Attorney’s Office, the U.S. Attorney’s Office, or the Illinois Attorney General’s Office, as appropriate. OIG may issue summary reports of investigation recommending administrative action based on criminal conduct.

The following are brief synopses of investigations completed and reported as “sustained” matters. These synopses are intended to illustrate the general nature and outcome of the cases for public reporting purposes and thus do not contain all allegations and/or findings for each case.

In addition to OIG’s findings, each description includes the action taken by the department in response to OIG’s recommendations. City departments have 30 days to respond to OIG recommendations. This response informs OIG of what action the department intends to take. Departments must follow strict protocols, set forth in City’s Personnel Rules, Procurement Rules, and/or applicable collective bargaining agreements, prior to imposing disciplinary or corrective action.<sup>6</sup>

In deference to the deliberative processes of City departments and the contractual rights of employees relating to discipline, OIG does not report on cases regarding current City employees until the subject’s department has acted on and/or responded to OIG’s report. For cases in which a department has failed to respond in full within 30 days (or 60 days if a full extension has been granted), the response will be listed as late.

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<sup>4</sup> Effective July 1, 2013, the OIG ordinance, MCC § 2-56-120, was amended establishing a new requirement that OIG report the number of ethics ordinance complaints declined each quarter and the reasons for declination.

<sup>5</sup> Per MCC § 2-56-060, “Upon conclusion of an investigation the inspector general shall issue a summary report thereon. The report shall be filed with the mayor, and may be filed with the head of each department or other agency affected by or involved in the investigation.”

<sup>6</sup> PBC has 60 days to respond to a Summary Report of Investigation by stating a description of any disciplinary or administrative action taken by the Commission. If PBC chooses not to take action or takes an action different from that recommended by OIG, PBC must describe that action and explain the reasons for that action.



**Table #4 – Overview of Cases Completed and Reported as Sustained Matters**

<b>Case Number</b>	<b>Department or Agency</b>	<b>Number of Subjects</b>	<b>OIG Recommendation</b>	<b>Department or Agency Action</b>
10-0922	Transportation/ Board of Ethics	1	Issue Finding of Probable Cause for Ethics Violation	Dismissed Case
12-0407	Streets and Sanitation	2	Appropriate Discipline up to and including Termination	Employees Resigned
12-0888	Streets and Sanitation	3	Appropriate Discipline up to and including Termination	29-day suspension, 7-day suspension
14-0548	Emergency Management and Communications	1	Termination	Employee Resigned

*(A) OIG Case # 10-0922*

An OIG investigation established that a former high-ranking Chicago Department of Transportation (CDOT) employee violated the City’s ethics code provisions on post-employment restrictions (MCC § 2-156-100). Specifically, the evidence established that the former CDOT employee, as Vice-President of a transportation consulting services firm, assisted the company in its hiring of a consultant who provided services to CDOT. The former CDOT employee did this despite the fact that, while working at CDOT, the former CDOT employee exercised contract management authority over the master consulting agreement under which the consultant provided services to the City.

OIG requested that the City of Chicago Board of Ethics (BOE) issue a finding of probable cause to believe that the former CDOT employee violated MCC § 2-156-100(b) and conduct proceedings as appropriate under the Ethics Ordinance.

BOE issued a finding of probable cause in the matter. However, BOE, after conducting a closed session meeting with the former CDOT employee and the employee’s attorney, voted unanimously, 6-0, that the former CDOT employee’s actions did not constitute a violation of the post-employment provisions of the Governmental Ethics Ordinance and therefore took no action and dismissed the case.

*(B) OIG Case #12-0407*

An OIG investigation established that two Department of Streets and Sanitation (DSS) employees violated a number of City Personnel Rules in connection with a 2012 on-duty traffic collision between a DSS vehicle and a private vehicle.

Following the collision, the first employee, a passenger in the car (“the Passenger”), filed a crash report with the Chicago Police Department (CPD) and submitted a damage report to the City which falsely identified the Passenger as the driver of the DSS vehicle. The Passenger subsequently admitted to OIG investigators that another employee was in fact the driver.

The investigation further established that the second employee, the driver of the DSS vehicle (“the Driver),” violated City Personnel Rules by driving a City vehicle with a suspended driver’s license and failing to report the accident by executing a City damage report, as required by City policy. The Driver also lied to OIG, claiming that the Passenger was driving at the time of the accident. In addition, both employees violated City policy by having the Passenger, rather than the Driver, submit to drug testing required for drivers involved in on-duty accidents.

OIG recommended that DSS impose discipline up to and including termination for both employees as is commensurate with the nature of the violations, department standards, and their respective work and disciplinary histories.

In response, DSS initiated the process to terminate the two employees and both employees subsequently resigned.

*(C) OIG Case #12-0888*

An OIG investigation established that a Sanitation Laborer with DSS violated the City’s Personnel Rules by committing an aggravated battery on a City resident and otherwise treating that resident discourteously during a July 2012 altercation. The altercation occurred while the Sanitation Laborer was on duty and ultimately resulted in the Sanitation Laborer’s arrest. OIG also found that the Sanitation Laborer, prior to the altercation, accepted cash from the same resident on a serial basis for at least eighteen months in exchange for picking up the resident’s bulk garbage, in violation of DSS policy. OIG therefore recommended that DSS impose discipline on the Sanitation Laborer, up to and including termination.

The investigation further established that a high-ranking DSS employee improperly authorized another employee to drive the Sanitation Laborer in a City vehicle to and from the court hearing that followed the Sanitation Laborer’s arrest while both were on duty. OIG recommended that DSS impose discipline upon the high-ranking DSS employee commensurate with the gravity of the employee’s respective violations, the employee’s past disciplinary and work history, and Department standards.

Finally, the evidence established that a DSS Refuse Collection Coordinator (RCC) present during the altercation did not take sufficient steps to de-escalate the confrontation. However, OIG did not make a disciplinary recommendation with respect to the RCC because DSS appeared to have provided little training for supervisors, including the RCC, on resolving conflicts with members of the public. OIG therefore recommended that DSS provide appropriate training to its staff on how to interact and communicate with City residents who complain about City employees or services.

In response, DSS issued a 29-day suspension to the Sanitation Laborer, noting that the Laborer reported having “no intention of pushing a resident and was responding to the resident’s aggressive behavior as well as the failure of the supervisor present to deescalate the situation.” DSS also issued a seven-day suspension to the high-ranking DSS employee. In addition, DSS stated that it would work with the Department of Human Resources (DHR) and DSS staff to coordinate a training session for employees regarding resident communications.

(D) *OIG Case #14-0548*

An OIG investigation established that a Supervising Police Communications Operator (PCO) with the Office of Emergency Management and Communications (OEMC), used a Computer Aided Dispatch (CAD) terminal to access and disseminate information from the Illinois State Police Law Enforcement Agencies Data System (LEADS) as part of a scheme to threaten a Cook County Corrections Officer and smuggle contraband into the Cook County Jail. This conduct violated multiple City of Chicago Personnel Rules. Accordingly, OIG recommended that OEMC terminate the Supervising PCO's employment and refer the individual for placement on the ineligible for rehire list maintained by DHR.

OIG's investigation also revealed lax practices with respect to OEMC supervisors accessing LEADS using other employees' accounts. OIG recommended that OEMC remind staff of the importance of strict adherence to LEADS log-in procedures and security measures in order to ensure that each individual user accesses LEADS only under his or her own user account.

OEMC agreed with OIG's findings and, four weeks after receiving OIG's report, initiated the process to terminate the Supervising PCO's employment. Two weeks later, the Supervising PCO resigned in lieu of discharge.

OEMC also reported that it would take several actions to reinforce existing OEMC policies and procedures related to the access and dissemination of LEADS data. OEMC stated it will issue a notice reminding all relevant OEMC employees that they are required to strictly adhere to the existing policies and procedures regarding LEADS access and information dissemination. OEMC pledged to read this notice at employee roll-calls for one week and to remind all Police Operations supervisors and managers of their responsibilities related to LEADS access and dissemination.

**D. CRIMINAL CASES, ADMINISTRATIVE APPEALS, GRIEVANCES, AND RECOVERIES**

In criminal cases, OIG partners with the U.S. Attorney's Office, the Illinois Attorney General's Office, or the Cook County State's Attorney's Office. For the purposes of OIG quarterly reports, criminal cases are considered concluded when the subject(s) of the case is publicly charged by complaint, information, or indictment.

In administrative cases, a City employee may be entitled to appeal or grieve a departmental disciplinary action, depending on the type of corrective action taken and the employee's classification under the City's Personnel Rules and/or applicable collective bargaining agreements. OIG monitors the results of administrative appeals before the Human Resources Board (HRB)<sup>7</sup> and grievance arbitrations concerning our disciplinary recommendations.

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<sup>7</sup> HRB definition: "The three-member board is appointed by the Mayor and is charged with the responsibility of conducting hearings and rendering decisions in instances of alleged misconduct by career service employees. The Board also presides over appeal hearings brought about by disciplinary action taken against employees by individual city departments." City of Chicago. Department of Human Resources – Structure. [http://www.cityofchicago.org/city/en/depts/dhr/auto\\_generated/dhr\\_our\\_structure.html](http://www.cityofchicago.org/city/en/depts/dhr/auto_generated/dhr_our_structure.html) (accessed July 9, 2015)

### **1. Synopses of Criminal Cases**

During this quarter, there were no criminal charges resulting from OIG cases.

### **2. Developments in Prior Charged Criminal Cases**

During this quarter, there were no significant developments in previously reported criminal cases.

### **3. Synopses and Results of Administrative Appeals or Grievances**

To date, OIG has been notified of no update of appeals to HRB occurring in the second quarter regarding discipline imposed as a result of an OIG investigation.

### **4. Recoveries**

This quarter OIG received one report of cost recovery actions or other financial recoveries related to an OIG investigation.

#### *(A) OIG Case #11-0537*

As reported in October 2014, an OIG investigation found that an elevator maintenance company breached its City contract in 2005 and 2006 by improperly invoicing the Department of Water Management (DWM). OIG recommended that DWM find that the City paid the company for services it did not actually perform, and that DWM accordingly refer its findings to the Law Department to take legal action. DWM agreed and referred the matter.

The Law Department subsequently identified a total of \$140,685 of overpayments the City made to the company, dating as far back as 2002. Following settlement negotiations between the Law Department and the company, the company agreed to settle the matter for the full amount of \$140,685. The City has received full payment from the company.

## **E. AUDITS AND REVIEWS**

In addition to confidential disciplinary investigations, OIG produces a variety of public reports including independent and objective analyses and evaluations of City programs and operations with recommendations to strengthen and improve the delivery of City services. These engagements focus on the integrity, accountability, economy, efficiency, and effectiveness of each subject.

The following summarizes two audits and one follow-up inquiry released this quarter.

#### *(A) Departments of Transportation and Finance Loading Zone and Residential Disabled Parking Sign Process Audit (June 4, 2015)*

OIG evaluated CDOT's process for loading zone signs and the Department of Finance's (DOF) process for residential disabled parking signs. Regarding loading zone signs, the audit found that the City failed to collect \$3.9 million of the renewal fees billed in 2013 (including amounts from previous years), inaccurately calculated the installation fees for each of 95 loading zones reviewed, and charged fees per sign instead of per zone, causing business owners in the sample to collectively overpay by \$10,550. In addition, CDOT did not maintain complete data for 88.4%

of loading zone applications and its existing process has significant inefficiencies due to the number of parties involved and the need to bill and collect sign fees.

Regarding residential disabled parking signs, the audit found that DOF collected all installation fees, but failed to collect 10% of annual renewal fees resulting in \$3,250 of uncollected fees for the period audited. CDOT and DOF agreed with OIG’s recommendations to make the current loading zone process more efficient and to examine potential wholesale changes to the program. The City also agreed with OIG’s recommendations that it segregate billing and collection functions, pursue past due collections, and credit loading zone sign applicants for the amount of the overpayments on their initial sign installation fees.

*(B) Departments of Water Management and Finance Water Service Account Inventory and Revenue Audit (June 16, 2015)*

OIG evaluated the City of Chicago’s water service account inventory, meter reading, and temporary water usage practices. The City’s water system currently serves over 490,000 accounts in the city and suburbs.

We found that DWM effectively executed two processes that are crucial to the billing process—account creation and timely meter reading. However, we also found that DWM allowed an estimated \$3.9 million in free water use at private construction sites from June 2008 through December 2014. The revenue loss occurred because a permit fee for water used during construction activities was eliminated and the Department did not require property owners to install meters immediately after receiving a DWM water service connection. DWM agreed with OIG’s recommendation to require meter installation at the time of a new water installation and committed to changing its business practices.

In addition, OIG found that gaps in DOF’s account status controls allowed some users to receive free water totaling \$330,981. In response to OIG’s finding, DOF stated that it created a weekly report identifying accounts that may have been inappropriately deactivated for further review.

*(C) Chicago Police Department Assault-Related Crime Statistics Classification and Reporting Follow-Up Inquiry (May 6, 2015)*

OIG completed a follow-up inquiry regarding its April 2014 audit of CPD’s classification and summary reporting for assault-related crimes in 2012. OIG concluded that CPD implemented corrective actions related to the original audit findings.

The 2014 audit found that CPD reported all required assault-related incidents in CompStat reports, but misclassified 3.1% of assault-related incidents, which was under the 10% rate that the Federal Bureau of Investigation Criminal Justice Information Services stated was acceptable for agencies participating in the Uniform Crime Reporting (UCR) program.<sup>8</sup>

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<sup>8</sup> OIG did not evaluate whether the 10% error rate deemed acceptable by the FBI for participating agencies constituted an acceptable error rate for other users of crime statistics. Our reference to it therefore should not be construed as an endorsement, validation, or rejection of it.

The audit also found that CPD did not follow the State of Illinois UCR (I-UCR) rules, resulting in a 21% error rate in incident reporting and a 24% underreporting of victim offenses in the incidents sampled. Finally, the audit found that CPD incorrectly applied the I-UCR reporting rule regarding crimes against protected persons, thereby underreporting aggravated assaults and aggravated batteries to I-UCR by 5.7% and 3.2%, respectively.

In March 2015, OIG inquired with CPD regarding the status of the corrective actions the Department committed to in response to OIG's audit and any other actions it may have taken. Based on the Department's follow-up responses, OIG concluded that CPD fully implemented the corrective actions it committed to in 2014.

#### **F. ADVISORIES AND DEPARTMENT NOTIFICATION LETTERS**

Advisories and department notification letters describe management problems observed by OIG in the course of other activities including audits and investigations. These are problems that OIG believes it should apprise the City of in an official capacity. OIG issued one advisory this quarter.

##### *(A) Advisory Concerning the Disposal Of Non-Hazardous Waste*

OIG issued an advisory regarding improper disposal of non-hazardous waste from City infrastructure projects. The report explained that the City, through its contract managers, failed to enforce its contract provisions regarding the proper disposal of construction waste by City vendors. Inadequate tracking, controls, and training created an opportunity for waste haulers to pocket City money specifically intended to pay a premium for waste disposal at contractually-specified, permitted facilities. OIG's inquiry further suggested that such lax regulatory compliance may extend to the disposal of hazardous waste. One program manager confirmed to OIG that while he tracked disposal of hazardous waste for payment purposes, he did not ensure disposal conformed with regulatory and contract requirements. In its response, the City stated it will now require contractors to submit an affidavit with each invoice certifying that waste has been disposed of correctly, perform random checks of waste disposal documentation, and retrain staff that oversee construction sites.

## **G. HIRING OVERSIGHT**

Under Chapter XII of the City of Chicago General Hiring Plan, Chapter XI of CPD Hiring Plan, and Chapter IX of the CFD Hiring Plan,<sup>9</sup> OIG is required to review and audit various components of the hiring process and report on them quarterly. The General Hiring Plan requires both reviews and compliance audits. The plan defines reviews as a “check of all relevant documentation and data concerning a matter,” and audits as a “check of a random sample or risk-based sample of the documentation and data concerning a hiring element.”

### **1. Hiring Process Reviews**

#### *(A) Contacts by Hiring Departments*

OIG reviews all reported or discovered instances where hiring departments contacted DHR or CPD Human Resources (CPD-HR) to lobby for or advocate on behalf of actual or potential Applicants or Bidders for Covered Positions or to request that specific individuals be added to any referral or eligibility list except as permitted by the Hiring Plan.<sup>10</sup>

During the second quarter of 2015, OIG received notice of three direct contacts:

- A department forwarded to DHR correspondence from an external applicant inquiring about the applicant’s application status.
- A department contacted a DHR Recruiter inquiring why an applicant was not on the referral list for a position. The department representative stated the candidate contacted the department’s Hiring Manager after the candidate was not referred for an interview. After DHR and department representatives discussed and clarified the minimum qualifications for the position, the DHR Recruiter re-examined the rejected candidates and referred three additional candidates to the department for interview.
- An applicant contacted a department after not being offered an opportunity to interview for a position. The department forwarded the correspondence to DHR for review.

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<sup>9</sup> On June 24, 2011, the City of Chicago filed the 2011 City of Chicago Hiring Plan (General Hiring Plan). The General Hiring Plan, which was agreed to by the parties and approved by the Court on June 29, 2011, replaced the 2007 City of Chicago Hiring Plan, which was previously in effect. This Hiring Plan was refiled, though not amended, on May 15, 2014. The City of Chicago also filed an amended Chicago Police Department Hiring Plan for Sworn Titles (CPD Hiring Plan) and an amended Chicago Fire Department Hiring Plan for Uniformed Positions (CFD Hiring Plan) on May 15, 2014, which were approved by the Court on June 16, 2014. Collectively, the General Hiring Plan, the CPD Hiring Plan, and the CFD Hiring Plan will be referred to as the “City’s Hiring Plans.”

<sup>10</sup> Chapter II, C(1) of the General Hiring Plan provides that Hiring departments shall not contact DHR to lobby for or advocate on behalf of actual or potential Applicants or Bidders for Covered Positions, nor may hiring departments request that specific individuals be added to any referral or eligibility list except as permitted in this Hiring Plan. Hiring departments may contact DHR to inquire about the status of selected Candidates. Any DHR employee receiving a contact violating this section shall report it to the DHR Commissioner and OIG Hiring Oversight within forty-eight (48) hours.

*(B) Political Contacts*

OIG reviews all reported or discovered instances where elected or appointed officials of any political party or any agent acting on behalf of an elected or appointed official, political party, or political organization contact the City attempting to affect any hiring for any Covered Position or Other Employment Actions.

Additionally, City employees often report contacts by elected or appointed officials that may be categorized as inquiries on behalf of their constituents but not an attempt to affect any hiring decisions for any Covered Position or Other Employment Actions.

During the second quarter of 2015, OIG received notice of six political contacts:

- An elected official directed an applicant to contact and schedule a meeting with representatives from DHR regarding the applicant's below standard performance on the December 2014 CFD Firefighter examination.
- An agent of an elected official forwarded correspondence to DHR from an applicant inquiring about the random assignment of lottery numbers for the December 2014 CFD Firefighter examination. DHR's response to the candidate included an explanation of the randomization process noting that OIG had monitored the process.
- An elected official contacted DHR inquiring about the application status of a constituent for the position of DOB Elevator Inspector.
- An elected official contacted CPD to recommend a candidate to be nominated for the Sergeant Merit selection process.
- An elected official contacted DHR for information regarding the appeals process for candidates who are disqualified when applying for the position of CPD Police Officer.
- An elected official attempted to contact employees in CPD to obtain rescission of a decision to transfer an employee.



### (C) Exemptions

OIG reviews adherence to exemption requirements, Exempt Lists,<sup>11</sup> and the propriety of Exempt List modifications. OIG receives and reviews notifications of all *Shakman* Exempt appointments and modifications to the Exempt List<sup>12</sup> on an ongoing basis from DHR. OIG received one notice of an Exempt List modification, and 37 notifications of exempt appointments in the second quarter.

In addition to these ongoing reviews, OIG conducts an annual review of the Exempt List to ensure that the City is complying with the *Shakman* requirements to determine whether DHR is maintaining an accurate record of *Shakman* Exempt employees and titles. This year's annual review was based on DHR's Exempt List as updated on February 5, 2015. The List included 1,288 City positions to be classified as *Shakman* Exempt. These positions cover various titles with a specific number of slots, which the City is allowed to fill using the *Shakman* Exempt Position Hiring Process outlined in Chapter VIII of the General Hiring Plan. The review also used DHR's Exempt List database and a report from the Chicago Integrated Personnel and Payroll System (CHIPPS). DHR's database tracks *Shakman* Exempt employees and *Shakman* Exempt titles (DHR List). The CHIPPS List includes all employees who have a *Shakman* Exempt status.

Our review found DHR's records of Exempt employees and titles to be thorough and substantially accurate; OIG did, however, identify issues during the course of our review that included instances in which existing titles on the Exempt List were assigned to departments that had been dissolved or merged within the City. Additionally, OIG recommended that DHR create an explanatory coversheet to the posted Exempt list to increase the public's understanding of its intended purpose.

In its response, DHR provided justifications for the various discrepancies, and stated that it updated the City's personnel database, as well as its own personnel tracking system, to reconcile identified discrepancies. DHR agreed with OIG's recommendation to include the explanatory coversheet to the Exempt list. After reviewing DHR's response, OIG had no further substantive comments or concerns regarding the City's Exempt List.

### (D) Senior Manager Hires

OIG reviews hires pursuant to Chapter VI covering the Senior Manager Hiring Process.<sup>13</sup>

Of the 38 hire packets<sup>14</sup> OIG reviewed in the second quarter, nine pertained to Senior Manager positions and none of those contained errors.

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<sup>11</sup> "The Exempt List" is a list of all City Positions that are exempt from the requirements governing Covered positions (*Shakman* Exempt). *Shakman* Exempt Positions are those for which any factor may be considered in actions covered by the City's Hiring Plans and Other Employment Actions, unless otherwise prohibited by law.

<sup>12</sup> The current Exempt List can be viewed [here](#) or on DHR's website

<sup>13</sup> Senior Manager Classes are not covered by a collective bargaining agreement; not career service positions (i.e. they are employees-at-will); not Exempt; and involve significant managerial responsibilities.

<sup>14</sup> A "Hiring Packet" is the file maintained at DHR that includes all of the documents utilized in a hiring sequence, including, but not limited to, all forms, certifications, and notes maintained by individuals involved in the selection process by which candidates are selected for positions with the City. This may include a copy of the job posting, any and all lists of selected or Pre-Qualified Candidates, any and all test scores, any and all lists of candidates referred to the department, interview notes, evaluation forms,

*(E) Written Rationale*

When no consensus selection is reached during a Consensus Meeting, a Written Rationale must be provided to OIG for review.<sup>15</sup>

During the second quarter of 2015, OIG received and reviewed one Written Rationale for a Consensus Meeting that did not result in a consensus selection. In this instance, the interviewers were unable to reach a consensus decision as to whether an interviewed candidate should be placed on a Pre-Qualified Candidate (PQC) list. Therefore, the Hiring Manager made the final decision to include the candidate on the PQC list.

*(F) Emergency Appointments*

OIG reviews circumstances and written justifications for emergency hires made pursuant to the Personnel Rules and MCC § 2-74-050(8).

The City reported no emergency appointments during the second quarter of 2015.

*(G) Review of Contracting Activity*

Prior to offering any contract or other agreement terms to any not-for-profit agency, for-profit contractor, or other organization or entity to provide services for the City, the requesting department shall give OIG advance notification. OIG is also required to review City departments' compliance with the City's "Contractor Policy" (Exhibit C to the City's Hiring Plan). Per the Contractor Policy, OIG may choose to review draft contract or agreement terms to assess whether they are in compliance with the Policy. In addition to contracts, pursuant to Chapter X of the Hiring Plan, OIG must receive notification of the procedures for using volunteer workers at least 30 days prior to implementation. The following chart details these contract and volunteer program notifications.

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screening and hiring criteria, consensus notes, justification letters, notes to file, and original signed and executed Hire Certifications.

<sup>15</sup> A "Consensus Meeting" is a discussion that is led by the DHR Recruiter at the conclusion of the interview process. During the Consensus Meeting, the interviewers and the Hiring Manager review their respective interview results and any other relevant information to arrive at a hiring recommendation.

**Table #5 – Contract and Volunteer Opportunity Notifications**

<b>Contractor, Agency, Program, or other Organization</b>	<b>Contracting Department</b>	<b>Duration of Contract or Agreement</b>
World Business Chicago	Budget Management	1/1/2015 - 12/31/2015
World Business Chicago	Budget Management	1/1/2015 - 12/31/2015
Professional Dynamics	City Clerk	5/11/2015 - 8/31/2015
One Summer Chicago 2015	City Wide	6/29/2015 - 8/14/2015
Ravenswood Special Events Inc.	Cultural Affairs and Special Events	5/1/2015 - 5/1/2016
Request for Proposals	Cultural Affairs and Special Events	60 Months
Individual Volunteer	Emergency Management and Communications	8 - 12 Months
Request for Proposals	Emergency Management and Communications	60 Months
M3 Medical Management	Family and Support Services	6/6/2015 - 9/4/2015
Request for Qualifications	Family and Support Services	12 Months
Chicago Summer Business Institute	Finance	6/22/2015 - 7/31/2015
Request for Proposals	Finance	60 Months
Rotocraft Support, INC	Fire Department	60 Months
Roosevelt Institute Summer Academy	Innovation and Technology, Public Health, Transportation	6/1/2015 - 7/31/2015
M3 Medical Management	Mayor's Office for People with Disabilities	6/6/2015 - 9/4/2015
Request for Proposals	Police Department	60 Months
Individual Volunteer	Public Health	Unknown
M3 Medical Management	Public Health	4/28/2015 - 7/28/2015
M3 Medical Management	Public Health	4/20/2015 - 6/22/2015
Request for Proposals	Transportation	60 Months
Request for Qualifications	Water Management	8/16/2015 - 12/31/2016
Request for Qualifications	Water Management	8/16/2015 - 12/31/2016

## 2. Hiring Process Audits

### (A) *Modifications to Class Specifications,<sup>16</sup> Minimum Qualifications, and Screening and Hiring Criteria*

OIG audits modifications to Class Specifications, minimum qualifications, and screening/hiring criteria. In the last quarter, OIG received notification that the City changed the minimum qualifications or included equivalencies for six hiring sequences within the Department of Public Health, Department of Law, Department of Finance, Department of Aviation, Chicago Public Library, and the City Clerk. OIG did not object to the modifications.

DHR continues to submit to OIG a report of updated or newly created Class Specifications.

### (B) *Referral Lists*

OIG audits the lists of Applicants/Bidders who meet the predetermined minimum qualifications generated by DHR for the position. Each quarter, OIG examines a sample of referral lists and provides commentary to DHR whenever potential issues arise. OIG recognizes that aspects of candidate assessment can be subjective and that there can be differences of opinion in the evaluation of a candidate's qualifications. Therefore, our designation of "error" is limited to cases, in which applicants based on the information provided,

- were referred and did not quantitatively meet the minimum qualifications;
- were referred and failed to provide all of the required information and/or documents listed on the job posting; or
- were not referred and quantitatively met the minimum qualifications.

In the last quarter, OIG audited 5 referral lists, none of which contained errors.

DHR self-identified a referral list error resulting from a Recruiter's misinterpretation of terminology in the position's minimum qualifications. As the hiring sequence was in process, DHR corrected the referral list.

### (C) *Testing*

OIG also audited testing administration materials<sup>17</sup> for 18 completed test administrations<sup>18</sup> from the first quarter of 2015.

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<sup>16</sup> "Class Specifications" are descriptions of the duties and responsibilities of a Class of Positions that distinguish one Class from another. They are, in effect, the general descriptions utilized to determine the proper level to which a Position should be assigned, and they include the general job duties and minimum qualifications of the Position. Class Specifications shall include sufficient detail so as to accurately reflect the job duties.

<sup>17</sup> "Testing administration materials" include (1) the test booklet (or booklets, if multiple versions of the test were administered); (2) the sign in/sign out sheets; (3) the answer key; (4) the final cut score(s) and any documentation regarding the change of a cut score(s); (5) the individual test scores for each candidate for each test that was administered; (6) the finalized test results sent to the DHR Recruiter; (7) the answer sheets completed by the candidates; (8) the rating sheets completed by the interviewers as part of the Foreman Promotional Process; (9) any additional emails or notes identifying issues surrounding the test administration or scoring (e.g. documentation identifying the individual test score changes for tests that are rescored, memos to file regarding non-scheduled candidates being allowed to test, etc.); and (10) the Referral List

OIG found and reported 11 errors to DHR. These errors did not affect any candidates' placement on position eligibility lists or any final candidate selection decisions and did not constitute a violation of the Hiring Plan. The individual errors and DHR's response to each error are detailed below.

i. Chicago Department of Transportation – Lamp Maintenance Worker, Written Test

OIG determined that the grading of two candidates' answer sheets did not conform to the answer key. The DHR Testing Manager agreed with our assessment and rescored the tests. Ultimately, the rescore did not affect the candidates' placement on the eligibility list or the final selection decision for the position.

ii. Chicago Department of Transportation – Lamp Maintenance Worker, Skills Assessment

OIG determined that the grading of two candidates' answer sheets did not conform to the answer key. The DHR Testing Manager agreed with our assessment and rescored the tests. Ultimately, the rescore did not affect the candidates' placement on the eligibility list or the final selection decision for the position. Additionally, the testing administration materials provided did not include a cut score, which was requested as part of OIG's audit.

iii. City Clerk's Office – Proofreader, Written Test

OIG determined that the grading of two candidates' answer sheets did not conform to the answer key. The DHR Testing Manager agreed with our assessment and rescored the tests. Ultimately, the rescore did not affect the candidates' placement on the eligibility list or the final selection decision for the position.

iv. Department of Streets and Sanitation – Equipment Dispatcher, Listening Exam

OIG determined that the grading of a candidate's answer sheet did not conform to the answer key. The DHR Testing Manager agreed with our assessment and rescored the test. Ultimately, the rescore did not affect the candidate's placement on the eligibility list or the final selection decision for the position.

v. Department of Transportation – Foreman of Linemen, Foreman Part III

OIG determined that a candidate who failed the exam was incorrectly marked as qualified in the results sent to the DHR Recruiter. The DHR Testing Manager agreed with our assessment and corrected and resent the results page. A different candidate was selected for hire and therefore this change in testing results did not affect the final selection decision for the position.

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<sup>18</sup> A "test administration" is considered to be completed when a test has been administered and the final candidate scores have been sent from the DHR Testing Division to the DHR Recruiting Division for candidate selection and processing.

vi. Fleet and Facilities Management – Garage Attendant in Charge, Foreman Part I

OIG determined that the grading of a candidate's answer sheet did not conform to the answer key. The DHR Testing Manager agreed with our assessment and rescored the test. Ultimately, the rescore did not affect the candidate's placement on the eligibility list or the final selection decision for the position.

vii. Department of Finance – Payment Services Representative, Math Test

OIG found that the grading of a candidate's answer sheet appeared to not conform to the answer key. The DHR Testing manager confirmed that the candidate's score was recorded on the test booklet incorrectly and that it therefore appeared that the candidate received credit for an incorrect answer, but explained that the candidate's score on file is correct.

In addition to the errors identified above, OIG made the following recommendations:

- DHR should update all tests that reference the Federal Monitor, including the Foreman Part I exam, to reflect the current process and the role of OIG in hiring oversight; and
- In order to ensure consistency in grading assessments, OIG recommended that answer keys reflect all accepted answers.

DHR agreed to implement the recommendations.

*(D) Selected Hiring Sequences*

Each quarter, the Hiring Plan requires OIG to audit at least 10% of the aggregate of in-process and at least 5% of completed hiring sequences from the following departments or their successors: DSS, DWM, CDA, CDOT, Department of Buildings, 2FM, and six other City departments selected at the discretion of OIG.

Hire packets include all documents and notes maintained by City employees involved in the selection and hiring process. As required by the Hiring Plan, OIG examines some hire packets prior to the hires being completed and others after the hires have been completed.

During the second quarter of 2015, OIG completed an audit of hire packets for 29 hiring sequences. OIG selected these packets based on risk factors such as past errors, complaints, and historical issues with particular positions. These 29 hiring sequences involved 13 departments and 223 selected candidates. Of the 29 hire packets audited, there were five errors across four hiring packets. One error related to Hire Certification Forms, two related to Candidate Assessment Forms, and two related to other documentation issues. Specifically, one error related to missing Drug Results Test page and the other related to a missing annotated and closed out referral list. DHR included the corrected versions of the Hire Certification Forms and Candidate Assessment Forms and the other missing documentation in the hire packets. None of the errors affected the candidate selection process.

Additionally, in our review of the hire packets, OIG found that one hire packet contained copies, but not originals, of Candidate Assessment Forms for several candidates. Therefore, OIG recommended that DHR require each packet to include original Candidate Assessment Forms and Hire Certifications completed by each participant; DHR agreed with OIG. In another hiring sequence, OIG found that the packet did not contain the test results that are used to determine each candidate’s rank order. Therefore, OIG recommended that DHR include the rank order or randomized list of test results for all test-only positions; DHR agreed with OIG.

*(E) Monitoring Hiring Sequences*

In addition to auditing hire packets, OIG checks hiring sequences through in-person monitoring of intake meetings, interviews, tests, and consensus meetings. Monitoring involves observing and detecting compliance anomalies in real time with a primary goal of identifying gaps in the internal controls.

OIG identifies the hiring sequences to be monitored based on risk factors such as past errors, complaints, and historical issues with particular positions. During the past quarter, OIG monitored 4 intake meetings, 3 test administrations, 12 sets of interviews, and 13 consensus meetings. The table below shows the breakdown of monitoring activity by department.<sup>19</sup>

**Table #6 – First Quarter 2015 OIG Monitoring Activities**

<b>Department</b>	<b>Intake Meetings Monitored</b>	<b>Tests Monitored</b>	<b>Interview Sets Monitored</b>	<b>Consensus Meetings Monitored</b>
Transportation	1	0	0	1
Fire	0	1	3	3
Buildings	0	0	1	0
Innovation and Technology	0	0	1	1
Procurement Services	0	0	0	1
City Clerk	0	0	1	1
Public Health	0	0	0	1
Public Libraries	0	0	2	1
Police	1	2	3	2
Finance	0	0	1	1
Streets and Sanitation	1	0	0	1
Administrative Hearings	1	0	0	0
<b>Total</b>	<b>4</b>	<b>3</b>	<b>12</b>	<b>13</b>

<sup>19</sup> If a department is not included in this table, OIG did not monitor any elements of a hiring sequence for that department.

(F) *Hiring Certifications*

Hiring Certifications are the required certifications attesting that no political reasons or factors or other improper considerations were taken into account in the applicable action.

Of the 38 hire packets audited in the last quarter, one contained an error of a clerical nature related to Hiring Certification.

(G) *Acting Up*<sup>20</sup>

OIG audits the City’s compliance with Chapter XI of the General Hiring Plan,<sup>21</sup> the Acting Up Policy, and all Acting Up waivers processed by DHR.

The following chart details waivers to the City’s 90-Day Acting Up limit approved by DHR in the last quarter.

**Table #7 – Acting Up Waivers**

<b>Department</b>	<b>Position</b>	<b>Number of Employees</b>	<b>Date of Response</b>	<b>Duration of Waiver</b>
Water Management	Chief Water Rate Taker	1	4/29/2015	until 7/22/2015
Water Management	Assistant Chief Operating Engineer	1	4/29/2015	until 6/12/2015
Transportation	General Foreman of Painters	1	4/29/2015	until the end of 2015 construction season
Water Management	Supervising House Drain Inspector	1	5/4/2015	until 7/30/2015
Water Management	Foreman of Pipe Yard	1	5/4/2015	until 7/29/2015
Fleet and Facility Management	Foreman of Carpenters	1	5/29/2015	until 8/31/2015
Fleet and Facility Management	Foreman of Blacksmiths	1	6/9/2015	until 8/31/2015
Water Management	Assistant Chief Operating Engineer	1	6/17/2015	until 9/13/2015

<sup>20</sup> Acting Up is where an employee is directed to, and does perform, or is held accountable for, substantially all of the responsibilities of a higher position.

<sup>21</sup> Chapter VIII of the CFD Hiring Plan and Chapter X of the CPD Hiring Plan follow the same guidelines as Chapter XI of the General Hiring Plan.



(H) *Arbitrations and Potential Resolution of Grievances by Settlement*

OIG is required to conduct audits of all arbitration decisions and grievance settlement agreements that may impact procedures under the City’s Hiring Plans or Other Employment Actions.

During the second quarter of 2015, OIG did not receive notice of any settlement agreements.

**3. Reporting of Other OIG Hiring Oversight Activity**

(A) *Escalations*

Recruiters and Analysts in DHR and CPD-HR must escalate concerns regarding improper hiring by notifying OIG. In response to these notifications, OIG may take one or more of the following actions: investigate the matter, conduct a review of the hiring sequence, refer the matter to the DHR Commissioner or appropriate Department Head for resolution, or refer the matter to the Investigations Section of OIG.

OIG received one escalation notification during the second quarter of 2015. OIG had three escalations pending from the previous quarter that were concluded within the second quarter. The details of the completed escalations are outlined below.

i. Department of Police

On January 14, 2015, CPD-HR forwarded written documentation to OIG regarding a Unit conducting an assignment selection process contrary to the procedures outlined in Appendix E of the CPD Hiring Plan. The Unit posted a notice of a vacancy, accepted applications, and conducted interviews without proper notification to CPD-HR or OIG. After conducting its review, OIG concluded the Unit was unaware of the changes to the CPD Hiring Plan. OIG recommended the Unit continue the Assignment Selection process after providing the proper notice of interviews and the required documentation as required by Appendix E.

OIG also recommended CPD-HR develop and conduct CPD Hiring Plan training specific to Appendices D and E. CPD-HR agreed to implement the recommendation and collaborated with OIG and DHR to create training and forms specific to the Assignment process.

In a joint effort with CPD-HR, OIG has been actively participating in training CPD members who have the responsibility of implementing both Appendices D and E of the CPD Hiring Plan. These appendices cover Non-Bid Duty and Non-Bid Unit Assignments within CPD. The first session took place on June 15, 2015, and will continue being offered once a month through the end of the year, at which time the training will be offered on a quarterly basis.

ii. Chicago Public Library

On March 17, 2015, DHR reported that both interviewers’ notes on the Overall Candidate Rating page of the Candidate Assessment Forms appeared to be strikingly similar. Based on their near identical terminology, DHR inferred that the interviewers plausibly could have discussed candidates prior to the Consensus Meeting, which is prohibited by the Hiring Plan. OIG received

conflicting information and was unable to determine whether the interviewers deviated from required procedures. However, during review, OIG learned that interviewers were unsure of all of the steps required of them in the interview process. OIG recommended that DHR Recruiters remind departments' Human Resource Liaisons that they should meet with interviewers prior to the initiation of interviews to ensure that they understand their roles, responsibilities, and requirements. DHR agreed with our recommendation.

iii. Department of Public Health

On March 26, 2015, a DHR Recruiter reported that CDPH personnel alerted DHR that an internal candidate alleged that while taking a required written skills assessment, she overheard the Hiring Manager making disparaging comments pertaining to her candidacy. After reviewing the matter, OIG was unable to determine whether the Hiring Manager actually made the alleged statements. However, during the review, OIG found that the skills assessment was conducted in a relatively open area and recommended that DHR instruct all City departments that test examinations should be conducted in a private and reasonably secure testing environment to avoid any potential disruptions or distractions. DHR agreed with our recommendations.

iv. Department of Innovation and Technology

On April 3, 2015, a DHR Recruiter reported to OIG that due to an operational emergency, an interviewer had to leave an interview prior to its conclusion. As part of the escalation to OIG, DHR proposed rescheduling the interview. After reviewing, OIG found that this interruption was justified and did not object to DoIT rescheduling the interview. OIG monitored the interview and Consensus Meeting and recommended that DoIT complete a memorandum documenting the necessity of the rescheduled interview to be included in the hire packet. DHR agreed with our recommendations and requested that DoIT complete the memorandum.

(B) *Modifications to the Chicago Police Department Hiring Plan for Sworn Titles*

On June 15, 2015, a modified version of the Chicago Police Department Hiring Plan for Sworn Titles went into effect. The changes modified the Merit Selection Process, and were made in response to testing vendor recommendations. DHR provided public notice of the changes as required via newspaper and its website for a period 30 days. The updated version of the plan is available on DHR's website.

(C) *Processing of Complaints*

OIG receives complaints regarding the hiring process, including allegations of unlawful political discrimination and retaliation and other improper considerations in connection with any aspect of City employment. All complaints received by OIG are reviewed as part of OIG's complaint intake process. Hiring-related complaints may be resolved in several ways depending upon the nature of the complaint. If there is an allegation of a Hiring Plan violation or breach of a policy or procedure related to hiring, OIG may open a case into the matter to determine if such a violation or breach occurred. If a violation or breach is sustained, OIG may make corrective

recommendations to the appropriate department or may undertake further investigation. If, after sufficient inquiry, no violation or breach is found, OIG will close the case as not sustained. If, in the course of inquiry, OIG identifies a non-hiring-related process or program that could benefit from a more comprehensive audit, OIG may consider a formal Audit and Program Review.

OIG closed one sustained case with a recommendation memo to CFD regarding the processing of applicants for a certification training that is a minimum qualification for other positions within CFD. During the review, OIG found CFD did not include an accurate description of the selection criteria in the training announcement, and CFD did not afford an adequate amount of time to contact candidates prior to the commencement of the training. Additionally OIG found evidence that an eligible candidate may have been overlooked due to human error. Based on our findings, OIG made several recommendations to the hiring department regarding the administration of trainings. CFD agreed with our recommendations.

OIG received eight hiring complaints in the past quarter. The chart below summarizes the disposition of these complaints as well as the complaints and cases from the previous quarter that were not closed when OIG issued its last report.

**Table #8 – Disposition of Hiring Oversight Complaints Received in the Second Quarter 2015**

Status	Number of Complaints
Cases Pending at the End of the 1 <sup>st</sup> Quarter of 2015	22
Complaints Pending at the End of the 1 <sup>st</sup> Quarter 2015	5
Complaints Received in the 2 <sup>nd</sup> Quarter of 2015	8
Complaints Referred by OIG Investigations in the 2 <sup>nd</sup> Quarter 2015	0
Total Complaints Closed without Inquiry in the 2 <sup>nd</sup> Quarter of 2015	0
Total Cases Closed in the 2 <sup>nd</sup> Quarter 2015	11
Closed by Referral to OIG Investigations	0
Closed by Referral to DHR	1
Closed with Recommendations to the Hiring Department and/or DHR	1
Pending with OIG-HO as of 6/30/2015	24

**CITY OF CHICAGO OFFICE OF INSPECTOR GENERAL**

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<b>To Suggest Ways to Improve City Government</b>	Visit our website: <a href="https://chicagoinspectorgeneral.org/get-involved/help-improve-city-government/">https://chicagoinspectorgeneral.org/get-involved/help-improve-city-government/</a>
<b>To Report Fraud, Waste, and Abuse in City Programs</b>	Call OIG's toll-free hotline 866-IG-TIPLINE (866-448-4754). Talk to an investigator from 8:30 a.m. to 5:00 p.m. Monday-Friday. Or visit our website: <a href="http://chicagoinspectorgeneral.org/get-involved/fight-waste-fraud-and-abuse/">http://chicagoinspectorgeneral.org/get-involved/fight-waste-fraud-and-abuse/</a>

**MISSION**

The City of Chicago Office of Inspector General (OIG) is an independent, nonpartisan oversight agency whose mission is to promote economy, efficiency, effectiveness, and integrity in the administration of programs and operations of City government. OIG achieves this mission through,

- administrative and criminal investigations;
- audits of City programs and operations; and
- reviews of City programs, operations, and policies.

From these activities, OIG issues reports of findings, disciplinary, and other recommendations to assure that City officials, employees, and vendors are held accountable for the provision of efficient, cost-effective government operations and further to prevent, detect, identify, expose, and eliminate waste, inefficiency, misconduct, fraud, corruption, and abuse of public authority and resources.

**AUTHORITY**

The authority to produce reports and recommendations on ways to improve City operations is established in the City of Chicago Municipal Code § 2-56-030(c), which confers upon the Inspector General the following power and duty:

*To promote economy, efficiency, effectiveness and integrity in the administration of the programs and operations of the city government by reviewing programs, identifying any inefficiencies, waste and potential for misconduct therein, and recommending to the mayor and the city council policies and methods for the elimination of inefficiencies and waste, and the prevention of misconduct.*