

CITY OF CHICAGO FIRE DEPARTMENT HIRING PLAN FOR UNIFORMED POSITIONS

Table of Contents

CHAPTER I GOALS AND PRINCIPLES	3
A. Organization of this Hiring Plan.....	3
B. Definitions	4
C. Department of Human Resources	4
D. Fire Commissioner.....	4
E. Office of the Inspector General	5
CHAPTER II EMPLOYEE DUTY TO REPORT, TRANSPARENCY OF CITY HIRING, AND GOVERNING RULES	6
A. Employee Duty to Report	6
B. Transparency of City Hiring	6
C. Rules Governing All Hires Made Pursuant to the Hiring Process for Uniformed Positions	7
CHAPTER III HIRING PROCESS FOR UNIFORMED POSITIONS – INITIAL STEPS.....	9
CHAPTER IV GENERAL HIRING PROCESS FOR UNIFORMED POSITIONS NON-INTERVIEWED POSITIONS	11
A. Applicability	11
B. Process	11
CHAPTER V GENERAL HIRING PROCESS FOR UNIFORMED POSITIONS REQUIRING AN INTERVIEW	13
A. Applicability	13
B. Process	13
CHAPTER VI GENERAL HIRING PROCESS – SENIOR MANAGERS	16
CHAPTER VII EXEMPT POSITION HIRING PROCESS	17
CHAPTER VIII ACTING UP	18
CHAPTER IX COMPLIANCE AND GOVERNANCE.....	19
A. Complaints.....	19
B. Escalations Procedure.....	19
C. Reviews and Audits of Hiring Data.....	21

D.	IGO Hiring Oversight Monitoring and IGO Investigation of Hiring Processes.....	22
E.	Reporting Requirements	22
CHAPTER XII APPLICABILITY TO OTHER EMPLOYMENT ACTIONS NOT DETAILED IN THIS HIRING PLAN		24
A.	Assignments.....	24
B.	Terminations.....	24
C.	Layoff Lists.....	24
D.	Reinstatement	24
E.	Duty Disability.....	24
F.	Transfers	24
G.	Demotion	24
H.	Reclassifications	24
I.	Promotions and Career Progressions.....	24
J.	Reasonable Accommodations.....	24
K.	Return of Seasonal Employees	24
L.	Approved City Training Programs	24
M.	City Affirmative Action Plans.....	24
N.	Veterans Preference	24
O.	Line of Duty Preference.....	24
P.	Emergency Appointments	24
Q.	Settlements, Awards, Judgments, and Decisions.....	24

CHAPTER I GOALS AND PRINCIPLES

The City of Chicago is committed to hiring practices that:

- Base employee selection on a Candidate's knowledge, skills and ability to perform effectively on the job;
- Provide equal employment opportunity to all qualified Applicants;
- Prohibit the entry of Political Reasons or Factors and other Improper considerations into any stage of the selection and hiring processes for Covered Positions;
- Provide the Hiring Authority with maximum lawful discretion in making selection decisions; and
- Create a transparent hiring system that minimizes the ability to manipulate employment decisions.

This CFD Hiring Plan for Uniformed Positions ("Hiring Plan") was developed by the City of Chicago as required under section I.F. of the Settlement Order and Accord in case number 69 C. 2145 captioned *Shakman et al. v. City of Chicago, et al.*, before Judge Wayne R. Andersen in the United States District Court for the Northern District of Illinois ("the Accord").

This CFD Hiring Plan sets forth the principles which will govern hiring for Covered, Uniformed Positions in the Chicago Fire Department ("CFD"). The principles presented here apply equally to Candidates who are external or internal job Applicants and Candidates for promotion. This CFD Hiring Plan applies to Covered, Uniformed Positions within the CFD. All other Positions in CFD shall be hired under the applicable provisions of the City of Chicago Hiring Plan.

Violations of this Hiring Plan may result in disciplinary action, up to and including discharge and ineligibility for future hire.

A. Organization of this CFD Hiring Plan

This CFD Hiring Plan is not an exhaustive document and cannot contemplate every variation that could occur in hiring. This CFD Hiring Plan is intended to provide a framework for CFD hiring for Uniformed Positions that will survive changes in collective bargaining agreements, technology, management practice and law. The principles of this CFD Hiring Plan should be construed broadly.

The City may modify this CFD Hiring Plan so long as the modifications are not contrary to applicable law. Prior to the effective date of any modification of this CFD Hiring Plan, the Commissioner of the Department of Human Resources ("DHR") shall give thirty (30) days' public notice in one or more newspapers of general circulation. Such public notice shall include information concerning where the rules may be reviewed and where comments may be directed. The City will also post on its publicly available internet site any modifications to this CFD Hiring Plan.

In addition, prior to sunset of the Accord, thirty (30) days' advance written notice of any modification of this CFD Hiring Plan shall be given to the *Shakman* Plaintiffs and the court-appointed Monitor. The *Shakman* Plaintiffs and Monitor may comment on the modifications and make written objections. Impasses shall be resolved as provided in Section II.D of the Accord.

B. Definitions

Capitalized terms not herein otherwise defined shall have the definitions set forth in Chapter I of the City of Chicago Hiring Plan.

Eligibility List – An Eligibility List is a list of Candidates who have met the requirements for a Position and are considered eligible for hire.

Uniformed Position – A Uniformed Position is any Position that is included in CFD's Uniformed Service as defined by the City of Chicago Municipal Code section 2-36-020 (Membership of the Uniformed Service).

C. Department of Human Resources

This CFD Hiring Plan depends on a robust DHR which shall act as the gatekeeper to the City's processes governing actions covered by this CFD Hiring Plan and Other Employment Actions. Although the responsibility for hiring decisions rests with CFD, DHR's Employment Services Division ("Employment Services") shall be responsible for facilitating City hiring. In addition, DHR, in conjunction with CFD and outside consultants, as needed, shall periodically analyze existing Classes to determine minimum qualifications, testing requirements, and appropriateness of Class Specifications.

The DHR Commissioner has the authority to act on recommendations made by IGO Hiring Oversight or on his or her own initiative to impose remedial actions as they relate to a hiring sequence, which can include, but are not limited to the following: suspending a hiring sequence, terminating the hiring sequence and/or ordering that the hiring sequence be restarted. Also, DHR Recruiters and Analysts have the authority to suspend a requisition at any point in the hiring process pursuant to the Escalation procedures detailed in Chapter IX. Other Employment Actions, however, remain under the authority and responsibility of the Fire Commissioner.

In implementing this CFD Hiring Plan, the City shall also ensure that all Applicants have equal employment opportunities and shall use all resources at its disposal to fulfill its commitment to diversity as an equal employment opportunity employer. In furtherance of this goal, DHR shall file quarterly reports with the City Council Committee on Budget and Government Operations identifying the race, ethnicity and gender of the City's hires during the quarter and the current workforce. Nothing in this paragraph authorizes deviations from the provisions of this CFD Hiring Plan.

D. Fire Commissioner

The Fire Commissioner retains the powers and duties granted to him by section 2-36-040 of the Municipal Code of the City of Chicago, which includes having the management and control of all matters and things pertaining to the fire department and of all of the persons employed therein, subject to any applicable restrictions set forth in state law, the City's Municipal Code, applicable collective bargaining agreements ("CBAs"), the City of Chicago Hiring Plan, and this CFD Hiring Plan.

E. Office of the Inspector General

The City's Office of the Inspector General ("IGO") shall be responsible for overseeing, monitoring and auditing City hiring. The IGO has established a Hiring Oversight Section ("IGO Hiring Oversight") which shall oversee this CFD Hiring Plan's Compliance and Governance system as outlined in Chapter IX.

CHAPTER II
EMPLOYEE DUTY TO REPORT, TRANSPARENCY OF CITY HIRING, AND
GOVERNING RULES

A. Employee Duty to Report

Any City employee who knows or should know that a Hiring Manager, Hiring Authority, or other City employee may have allowed Political Reasons or Factors or other Improper considerations to influence any term or aspect of employment shall report the incident to IGO Hiring Oversight directly and without delay. Any employee who knowingly fails to report such a potential violation to IGO Hiring Oversight may be subjected to discipline, up to and including termination.

B. Transparency of City Hiring

1. DHR

In order to promote transparency, DHR shall post quarterly reports on the City's website detailing: (1) the total number of hires/promotions for all Covered Positions; (2) the department where the hire(s) occurred; and (3) the ward where the hired/promoted employee(s) reside(s).

DHR shall also post the following information on the City's publicly available website for the public to review:

- a. The Class Specifications for each Class, including the minimum qualifications.
- b. A list of all Classes for which interviews are not required prior to hire.
- c. A list of all Classes for which interviews are required prior to hire.
- d. A list of all Classes for which testing is required prior to hire.
- e. A list of all Classes that may be filled using the Senior Manager Hiring Process.
- f. A list of all Classes that may be filled using the Exempt Position Hiring Process.
- g. All of the City's policies governing actions covered by this CFD Hiring Plan and Other Employment Actions.

This information shall be updated on a quarterly basis.

2. IGO Hiring Oversight

IGO Hiring Oversight shall post the following on its website, which shall be linked to the City's website, and will be made available for the public to review:

- a. Quarterly reports as detailed in Chapter IX.
- b. The Use of Non-City Employees to Perform Services for the City Policy.
- c. The Acting Up Policy.
- C. **Rules Governing All Hires Made Pursuant to the Hiring Process for Uniformed Positions**

1. Contacts by CFD. CFD employees shall not contact DHR to lobby for or advocate on behalf of actual or potential Applicants or Bidders for Covered Positions, nor may CFD request that specific individuals be added to any referral or Eligibility List except as permitted in this CFD Hiring Plan. CFD 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 IGO Hiring Oversight within forty-eight (48) hours.
2. Non-Political and Impartial Actions. For actions covered under this CFD Hiring Plan and Other Employment Actions concerning all Covered Positions, Political Reasons or Factors or other considerations otherwise prohibited by law or the City's Personnel Rules may not be considered. No CBA or other agreement shall provide otherwise.
3. Recommendations from Elected and Appointed Officials. Nothing in this CFD Hiring Plan shall limit the right of any citizen, including elected officials, to make recommendations not based on Political Reasons or Factors or other Improper considerations to personnel involved in making employment decisions on behalf of the City. In the case of hiring for Covered Positions, recommendations from public office holders or political party officials that are based on their personal knowledge of the person's work experience, skill or other job-related qualifications are permitted and may be considered, to the extent that the department considers any recommendations for a particular Position.
4. Reporting of Contacts by Elected and Appointed Officials. All contacts, whether in person, in writing, by telephone, by facsimile, by e-mail, or any other means from any elected or appointed official of any political party or any agent acting on behalf of an elected or appointed official, political party, or political organization, attempting to affect any hiring for any Covered Position or Other Employment Actions shall be reported to IGO Hiring Oversight within 48 hours. IGO Hiring Oversight shall maintain a file documenting all such contacts.
5. Internal Candidates Attendance and Disciplinary Policy. The City shall require internal Candidates to meet certain attendance and disciplinary criteria at the time of selection, to the extent such a requirement does not violate the terms of any applicable CBA. The

City must apply any such attendance and disciplinary criteria uniformly. The City shall post its attendance and disciplinary policy on the City's website. The City may modify such attendance and disciplinary criteria as necessary as long as such criteria are applied uniformly and are posted on the City's website. If an internal Candidate is passed over for selection based solely on the application of the attendance and disciplinary criteria referred to above, such Candidate shall remain in the Pre-Qualified pool, and may be considered for later vacancies if the Candidate then meets the attendance and disciplinary criteria.

6. Consistency of Interviewers. The same individuals should interview all Candidates for any Position filled under Chapters V and VI of this Plan. If an interviewer must change during the hiring process, the hiring department must provide advance notification to DHR, which shall forward the information to IGO Hiring Oversight
7. Advance Notice of Hiring Activity to IGO Hiring Oversight. To facilitate IGO Hiring Oversight's monitoring of hiring processes, CFD shall provide the scheduled time and locations of Intake Meetings, examinations, tests, non-Senior Manager interviews, Consensus Meetings, and Performance Selection Board Meetings to IGO Hiring Oversight at least seven (7) calendar days in advance of the activity. CFD shall provide IGO Hiring Oversight four (4) calendar days' notice for all Senior Manager intake meetings and interviews.
8. Notifications to the Monitor. Until termination of the Accord, IGO Hiring Oversight shall promptly forward all notifications and other information it receives pursuant to this CFD Hiring Plan to the *Shakman* Monitor.

CHAPTER III

HIRING PROCESS FOR UNIFORMED POSITIONS – INITIAL STEPS

The initial steps in the hiring process detailed in this chapter apply to *all* hires made pursuant to the Hiring Process for Uniformed Positions. Once these steps have been completed, the hiring process will differ depending on the Position being filled.

The subsequent chapters, which lay out the rest of the Hiring Process for Uniformed Positions, are organized as follows: (1) Career Service Uniformed Positions (Chapter IV); (2) Non-Career Service Uniformed Positions (Chapter V); and (3) Positions designated Senior Managers (Chapter VI).

INITIAL STEPS IN THE HIRING PROCESS FOR UNIFORMED POSITIONS

1. Requesting Approval to Start the Hiring Process. CFD shall submit a request to the City's Office of Budget and Management ("OBM") identifying the Position and the number of vacancies to be filled. A Requisition Form for the Position shall be submitted to DHR.
2. Intake Meeting. DHR and CFD shall review any previously used Screening and Hiring Criteria for the Position and work together to create a Notice of Job Opportunity or Bid Announcement (for those Positions covered by a CBA) which shall include the Position's predefined Class Specification, predefined minimum qualifications, predefined Hiring Criteria, the types of tests and assessments used in the selection process, how various portions of the examination process will be weighted if applicable, predefined minimum testing score when applicable, whether or not an interview will be conducted, whether or not the Position will be filled through random selection, application fee requirements when applicable and any other relevant information. If there are no preexisting Screening or Hiring Criteria, or if CFD wishes to modify the existing Screening or Hiring Criteria, the Recruiter or Analyst will work with CFD to create or modify them (unless, in the case of no preexisting Screening Criteria, CFD chooses not to use them). Any changes to the minimum qualifications or Class Specification shall promptly be sent to IGO Hiring Oversight before posting, and any changes to Screening and Hiring Criteria, including the justifications, shall be documented in the hiring file.
3. Notice of Job Opportunity. DHR, in conjunction with CFD and/or an outside testing administrator, will create a Notice of Job Opportunity.

4. Posting the Notice of Job Opportunity/Bid Announcement. All Positions filled through the General Hiring Process require the Position be posted, except in cases where a Position will be filled from an existing Eligibility List, through the Performance Selection Process, or from a list of Pre-Qualified Candidates as described in this CFD Hiring Plan. DHR shall post the Notice of Job Opportunity/Bid Announcement for at least fourteen (14) days, or at least seven (7) days for Senior Manager Positions, on the City's publicly available internet job site and any other sites where CFD chooses to post such Notice of Job Opportunity or as required by the terms of a CBA. The Notice of Job Opportunity/Bid Announcement will be posted on the RMS during the time the application period is open.
5. Applications. Interested Applicants and/or Bidders shall submit their Applications and/or bids for the Position electronically to the RMS within the applicable period listed in the Notice of Job Opportunity or Bid Announcement.
6. Application Fees. Pursuant to City of Chicago Ordinance 2-74-020, the Commissioner of DHR may impose fees for the preparation, administration, and processing of entry level and promotional examinations.
7. Notice of Meeting Minimum Qualifications. Once an Application or bid is submitted electronically, the Applicant or Bidder shall receive prompt electronic notification of whether or not he or she meets the minimum qualifications based on their self-assessment for the Position for which he or she applied or bid.

From this point forward, the Hiring Process for Uniformed Positions will differ based upon whether the Position requires an interview and whether the Position is a Senior Manager.

CHAPTER IV

GENERAL HIRE PROCESS FOR UNIFORMED POSITIONS – NON-INTERVIEWED POSITIONS

A. Applicability

The CFD's Uniformed Positions that do not require an interview include Firefighter, Firefighter/EMT-B, Firefighter/EMT-P, Engineer, Engineer/EMT-B, Engineer/EMT-P, Lieutenant, Lieutenant/EMT-B, Lieutenant/EMT-P, Captain, Captain/EMT-B, Captain/EMT-P, Battalion Chief, Battalion Chief/EMT-B, Battalion Chief/EMT-P, Paramedic, Paramedic-in-Charge, Ambulance Commander, and Paramedic Field Chief. These Positions will be filled from the classification immediately below, except that the Class of Engineer may be skipped over, and subject to the applicable testing, education, skills and other requirements listed in the applicable directive or Notice of Job Opportunity. Examinations shall be administered for these positions, with the exception of Paramedic and Paramedic-in-Charge. This shall not, however, preclude the possibility of testing for these Classes in the future. DHR will maintain a list of all Classes to be filled using this process and may add or delete Classes from this list at the request of CFD and shall provide notification to IGO Hiring Oversight of any modifications.

B. Examination Protocols

CFD, in conjunction with DHR, may use external vendors to develop and administer examinations and the DHR Testing Manager or her designee shall oversee the vendors. The vendors shall be responsible for conducting a job analysis and developing appropriate testing protocols for the examination process as outlined in the addendum attached to this Hire Plan as Exhibit A.

C. Process

1. Certification of Application Requirements. DHR will verify that Applicants/Bidders meet the predetermined application requirements for the Position.
2. Examinations. Applicants who meet the application requirements for the Position shall proceed to the examination phase.
3. Creation of Eligibility List. The external test vendor(s), or the DHR Testing Manager if no test vendor was used, shall be responsible for creating list of Eligible Candidates in rank order of all Applicants who completed all required portions of the examination and forwarding the Eligibility List to the Department of Law, which will then forward the list to the United States Department of Justice ("DOJ") for approval, if necessary. Upon approval by the DOJ, if necessary, the vendor shall provide the rank order Eligibility List to DHR. The DHR Commissioner, in consultation with the Fire Commissioner, shall order the establishment of a new Eligibility List.
4. Use of Eligibility List. All Eligible Candidates shall be considered for vacancies in rank order from the applicable Eligibility List unless otherwise provided for by the CBA or unless some other exception, such as DOJ's directives, a court order, grievance decision, arbitration decision or a processing or hiring preference, set forth in the Notice of Job Opportunity, is used.

5. Performance Selection Process. The Performance Selection Process described in Exhibit B is provided for in the CBA and is an exception to rank order selection. If a Performance Selection Process is used to fill any vacancies, any such selections shall be made in accordance with the procedures set forth in the CBA.
6. EMS Personnel – Appointment to Candidate Firefighter/EMT-P. Each Candidate Firefighter/EMT-P Class certified by DHR from a Firefighter/EMT Eligibility List shall include a minimum percentage of Emergency Medical Services (EMS) Personnel as determined by the CBA, provided that the EMS Personnel meet the requirements specified in the Notice of Job Opportunity, the CBA and any applicable City Ordinance. EMS Personnel selected for any Firefighter/EMT-P Class shall be selected in seniority order unless otherwise provided by the CBA.
7. Retiring Eligibility Lists. Eligibility Lists may be retired at the discretion of the Fire Commissioner, in consultation with the DHR Commissioner, provided that no Eligibility List shall be used for longer than eight (8) years after it has been established unless there is a lack of available funds for testing and/or low utilization of the Eligibility List due to the lack of promotional opportunities, in which case the Eligibility List will be retired as soon as practicable after funding has been made available for a new examination. The Fire Commissioner's justification for the retirement of the Eligibility List shall be documented in the hiring file.
8. Paramedics – Creation and Use of Eligibility List. Applicants who meet the minimum qualifications for the Entry Level Position of Paramedic shall be placed on the Eligibility List in random order. All Eligible Candidates shall be considered for vacancies in the order they appear on the Eligibility List unless otherwise provided for by the CBA or unless some other exception, such as a court order, grievance decision, arbitration decision, DOJ directive or processing or hiring preference, set forth in the Notice of Job Opportunity, is used.
9. Selection of Paramedics-in-Charge. DHR will verify that Applicants/Bidders meet the requirements, including the predetermined Minimum Qualifications, for the Position. Candidates will be placed on an Eligibility List in random order. All Eligible Candidates shall be considered for vacancies in order from the Eligibility List unless otherwise provided for by the CBA or unless some other exception, such as a court order, grievance decision, arbitration decision, DOJ directive or processing or hiring preference, set forth in the Notice of Job Opportunity, is used.
10. Hire Certification Forms. Every person who participated in the selection process shall execute a Hire Certification Form. The successful Candidate(s) shall also execute a Hire Certification Form.

CHAPTER V

GENERAL HIRING PROCESS FOR UNIFORMED POSITIONS REQUIRING AN INTERVIEW

A. Applicability

Positions within these Classes may or may not be covered by a CBA. Incumbents of Positions within any non-career service Classes retain career service status in their respective Class of Firefighter, Firefighter/EMT-B, Firefighter/EMT-P, Engineer, Engineer/EMT-B, Engineer/EMT-P, Lieutenant, Lieutenant/EMT-B, Lieutenant/EMT-P, Captain, Captain/EMT-B, Captain/EMT-P, Battalion Chief, Battalion Chief/EMT-B, Battalion Chief/EMT-P, Paramedic, Paramedic-in-Charge, Ambulance Commander, and Paramedic Field Chief, while serving in the non-career service Classes. DHR will maintain a list of all Classes to be filled using this process and may add or delete Classes from this list at the request of CFD and shall provide notification to IGO Hiring Oversight of any modifications.

B. Process

1. Certification of Minimum Qualifications. DHR will verify that Applicants/Bidders meet the predetermined minimum qualifications for the Position. If there are no additional criteria, a list of minimally qualified Candidates shall be created in random order by DHR, unless otherwise required by the applicable terms of the CBA.
2. Screening for Non-Tested Positions. For interviewed Positions not requiring testing prior to hire, DHR shall include Candidates on the interview list based on the Candidates' relative match to Screening Criteria, unless otherwise provided by the terms of the CBA, or unless the list of all minimally qualified Candidates has been created in random order by DHR as described in paragraph 1 above. CFD shall offer interviews to Candidates in the order they appear on the interview list and shall notify DHR and IGO Hiring Oversight of the interview schedule no later than seven (7) days before the interviews begin.
3. Testing. If the Position requires a test and an interview, DHR shall determine the number of Candidates that shall proceed to the testing phase based on providing a good range of choice for the selecting party and the number of vacancies to be filled. DHR shall work with CFD to schedule testing of those Candidates in the order they appear on the list described in paragraphs 1 or 2 above, unless otherwise required by the CBA.
4. Screening for Tested Positions. For interviewed Positions requiring testing prior to hire, DHR shall include Candidates on the list of Candidates to be tested based on their relative match to the Screening Criteria. DHR shall then create an interview list of everyone who passed the test in the case of pass/fail tests or, in the case of ranked order tests, of everyone who meets a predefined minimum threshold score, unless otherwise required by the terms of the CBA. CFD shall offer interviews to Candidates in the order they appear on the interview list and shall notify DHR and IGO Hiring Oversight of the interview schedule no later than seven (7) days before the interviews begin.

5. Interview Questions. Interview questions shall be developed by DHR and CFD from job-specific content related to the Hiring Criteria for the vacant Position. Interviews shall be designed to assess the Candidates' match to the Hiring Criteria.
6. Conduct of Interviews. Candidates for the same Position shall be asked the same core interview questions. Follow-up questions are permitted so long as they relate to previous questions asked to draw out more detailed information from the Candidate.
7. Interview Training. Interviewers shall be trained by DHR on proper interviewing procedures prior to conducting interviews.
8. Interviewers; Evaluations. At least two CFD employees who are familiar with the Position's requirements shall interview each Candidate. Each interviewer shall independently and personally complete an evaluation form for the Candidate at the conclusion of the interview. There shall be no discussion between the interviewers regarding the Candidates until the Consensus Meeting.
9. Interview Notes. Interview notes shall be recorded on each interviewer's evaluation form (and attached pages if necessary) and preserved and shall be provided to DHR at the conclusion of the interviews.
10. Interviewer Recommendations and Documentation. Immediately following the interview, each interviewer shall independently and personally identify on the evaluation form whether or not the Candidate shall be subject to further consideration in the hiring process. Each interviewer shall provide all documentation from the interview to DHR. Interview evaluation forms shall not be altered or revised once completed. However, omissions or errors of a clerical nature which are not substantive may be corrected with written justification from the interviewer.
11. Consensus Meetings; Selection; Creation of Pre-Qualified Candidate List. After the interviews for the vacancy are completed, the selection process for interviewed Positions shall be based on a Consensus Meeting led by a DHR Recruiter and attended by all interviewers, along with the Hiring Manager for the Position. The participants in the Consensus Meeting shall make a selection decision at the meeting and shall create a ranked list of those interviewed Candidates (i) who are determined to be suitable for the vacancy and (ii) who would have been selected but for the lack of a vacancy (Pre-Qualified Candidate list). If no selection consensus can be reached, the Hiring Manager shall make the final selection decision and shall provide written rationale for the selection decision for review and approval by the DHR Commissioner before extending an offer of employment. The DHR Recruiter facilitating the hiring process shall take detailed notes of the discussion at the meeting which shall be added to the Hire Packet. If the interviewers decided that more information is needed before they can make a successful decision, they may choose to conduct second interviews with all or some of the Candidates who were interviewed in the first round. The second round of interviews shall proceed per the requirements of this Chapter.

12. DHR Monitoring of Selection Process; Records. The DHR Recruiter shall ensure that the selection is based on the Hiring Criteria, the interviewers' evaluation forms, test results, the applicable terms of the CBA, if any, and any other relevant, non-Political Reasons or Factors or other Improper considerations. The DHR Recruiter shall maintain the notes of Consensus Meeting discussions and decisions in accordance with the record keeping requirements of the Local Records Act.
13. Pre-Qualified Candidates as Eligible Candidates. The Pre-Qualified Candidates shall remain on the Pre-Qualified Candidate list created under paragraph 11 above as long as their applications have not been withdrawn but not to exceed twelve (12) months from the date of application, unless otherwise required by the terms of the CBA. However, a Pre-Qualified Candidate list shall be retired and thus considered inactive when a new Eligibility List for the same Position is created as described above.
14. Priority for Pre-Qualified Candidates. If CFD chooses to utilize an active Pre-Qualified Candidate list, the Position will not be reposted and the Pre-Qualified Candidates will be hired in order of their respective ranking on the list while their applications remain active, subject to the terms of the CBA.
15. Extension of Pre-Qualified Candidate Lists. The DHR Commissioner may extend a Pre-Qualified Candidate list for one additional twelve (12) month period, unless otherwise required by the terms of the CBA, and will prepare in writing a justification for the extension that shall be sent to IGO Hiring Oversight.
16. Hire Certification Forms. Every person who participated in the selection process shall execute a Hire Certification Form. The successful Candidate(s) shall also execute a Hire Certification Form.

CHAPTER VI
GENERAL HIRING PROCESS – SENIOR MANAGERS

Senior Manager Uniformed Positions in CFD will be filled pursuant to the procedures detailed in Chapter VI of the City of Chicago Hiring Plan. Uniformed members appointed through the Senior Manager Process may be removed from their Senior Manager Positions and returned to their Career Service Positions at the discretion of the Fire Commissioner.

CHAPTER VII
EXEMPT POSITION HIRING PROCESS

Exempt Positions are those where any factor may be considered in hiring and Other Employment Actions unless otherwise prohibited by law and are listed on the Exempt List, which is attached as Exhibit D to the City of Chicago Hiring Plan. Exempt Uniformed Positions in CFD will be filled pursuant to the procedures detailed in Chapter VIII of the City of Chicago Hiring Plan. Uniformed members appointed through the Exempt Position Hiring Process may be removed from their Exempt Positions and be returned to their Career Service Positions at the discretion of the Fire Commissioner.

CHAPTER VIII ACTING UP

The City of Chicago Hiring Plan provides general considerations for administering of Acting Up. CFD shall manage Acting Up in accordance with these considerations as well as guidelines provided in the City's Acting Up Policy and the CBA.

CHAPTER IX COMPLIANCE AND GOVERNANCE

A strong and effective compliance and governance system is critical to the success of this Hiring Plan. This CFD Hiring Plan grants oversight to the City's Office of the Inspector General (IGO). The IGO has established a Hiring Oversight Section ("IGO Hiring Oversight") which shall oversee this CFD Hiring Plan's compliance and governance system. IGO Hiring Oversight shall work collaboratively with CFD, the Department of Law, and DHR to redress any and all issues regarding City hiring.

IGO Hiring Oversight reviews, monitors, and audits key processes in this CFD Hiring Plan and receives complaints regarding the hiring process, including allegations of unlawful political discrimination and retaliation and other Improper influence in connection with any aspect of City employment. IGO Hiring Oversight shall, when appropriate, refer complaints and other instances of non-compliance to the Investigations Section of the IGO.

A. Complaints

The City shall designate a telephone number complainants may call to register complaints regarding the hiring process (the "Complaint Line"). The Complaint Line shall be staffed during normal City business hours and shall either be staffed during non-business hours or the City shall provide for voice mail recording. The IGO or a City vendor may staff the Complaint Line. CFD shall post information pertaining to the Complaint Line and the IGO on its intranet website.

Calls to the Complaint Line shall be logged (the "Complaint Log") by IGO Hiring Oversight. The Complaint Log shall contain the caller's name (or noted as anonymous should the caller elect not to provide his or her name), the Class of the Position for which the complaint is being registered, the department in which the Position is located, the nature of the complaint, the approximate date the alleged violation took place, the identity(ies) of any party(ies) alleged to have caused or to have knowledge of the violation, contact information for the complainant if provided, any other relevant information, and the resolution of the complaint. Confidential information that may relate to official IGO investigations shall be protected pursuant to Section 2-56-110 of the Chicago Municipal Code.

Any City employee who knows or should know that Political Reasons or Factors or other Improper considerations may have influenced any term or aspect of City employment shall report the incident to IGO Hiring Oversight directly and without delay. Any employee who knowingly fails to report such a potential violation to IGO Hiring Oversight may be subjected to discipline, up to and including termination.

B. Escalations By Recruiters and Analysts

As the gatekeepers of the hiring process, Recruiters and Analysts in DHR have a special responsibility to report any actual or potential violations of this CFD Hiring Plan or the possible influence of any Political Reasons or Factors or other Improper considerations by a Hiring Manager, Hiring Authority or other City employee and escalate those concerns to IGO Hiring

Oversight for resolution. The Recruiter or Analyst shall suspend a requisition at any point in the hiring process when he or she has reason to believe that a Hiring Manager, Hiring Authority or other City employee may have committed a violation of this CFD Hiring Plan or may have allowed Political Reasons or Factors or other Improper considerations to influence the hiring process. The escalation shall proceed in the following manner.

1. Initiating Escalation. Upon suspending a requisition, the Recruiter or Analyst shall immediately notify IGO Hiring Oversight, the Fire Commissioner, and the DHR Commissioner of the suspension and the reasons for the escalation.
2. Review of Escalation. IGO Hiring Oversight shall evaluate the circumstances surrounding the escalation and may do one or more of the following: investigate the matter, conduct a review of the hiring sequence, refer the matter to the DHR Commissioner or Fire Commissioner for resolution, and/or refer the matter to the Investigations Section of the IGO.
3. Escalation Log. Escalations shall be logged (the "Escalation Log") by IGO Hiring Oversight. The Escalation Log shall contain the name of the Recruiter or Analyst who escalated the matter, the Class of the Position for which the escalation is being made, the department in which the Position is located (CFD), the nature of the violation, the approximate date any alleged violation took place, the identity(ies) of any party(ies) alleged to have caused or to have knowledge of the violation, any other relevant information, and the resolution of the escalation.
4. Release of Suspension of Hiring Process. During further review or inquiry by IGO Hiring Oversight, the DHR Commissioner shall have the authority to continue the temporary suspension of the requisition until the review or inquiry is completed or to release the suspension and allow the hiring process to proceed. The DHR Commissioner may release any suspension notwithstanding the fact that such matter is being examined by IGO Hiring Oversight.
5. Report by IGO Hiring Oversight. After review or inquiry, any findings and recommendations of IGO Hiring Oversight shall be reported to the DHR Commissioner and, when appropriate, the Fire Commissioner. IGO Hiring Oversight shall maintain confidentiality as required by Sections 2-56-070 and 2-56-110 of the Chicago Municipal Code.
6. Report by the DHR Commissioner of Action Taken. The DHR Commissioner or the Fire Commissioner must report to IGO Hiring Oversight within thirty (30) days of the receipt of a recommendation what action, if any, he or she took on the recommendation and provide a written explanation of the reasons for the action taken if it is other than that recommended by IGO Hiring Oversight.
7. Notice to IGO Hiring Oversight of Self-Initiated Action Taken. If the DHR Commissioner, on his or her own initiative, imposes remedial actions as they relate to a

hiring sequence, he or she will provide immediate written notification with justification to IGO Hiring Oversight of the action taken.

C. Reviews and Audits of Hiring Data

IGO Hiring Oversight shall perform quarterly reviews and audits of data regarding the hiring processes. For the purpose of this section:

Review means a check of all relevant documentation and data concerning a matter;

Audit means a check of a random sample or risk-based sample of the documentation and data concerning a hiring element.

Each quarter IGO Hiring Oversight shall conduct the following reviews:

1. Contacts by Fire Department. Review of all reported or discovered instances where CFD contacted DHR 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 in this CFD Hiring Plan.
2. Exemptions. Review of adherence to exemption requirements and Exempt Lists and propriety of Exempt List modifications.
3. Senior Manager Hires. Review of hires using Chapter VI, the Senior Manager Hiring Process.
4. Written Rationale. Review of any written rationale when no consensus selection was reached during a Consensus Meeting.
5. Emergency Appointments. Review of circumstances and written justifications for any emergency hires made pursuant to the Personnel Rules and Section 2-74-050(8) of the Chicago Municipal Code.

Each quarter IGO Hiring Oversight shall conduct audits of the following matters to ensure compliance with the hiring process:

1. Modifications to Class Specifications, Minimum Qualifications and Screening and Hiring Criteria. Modifications of Class Specifications, Minimum Qualifications, or Screening and Hiring Criteria.
2. Referral Lists. The lists of Applicants/Bidders who meet the predetermined minimum qualifications for the Position that are generated by DHR.
3. Testing. Test administration and scoring.

4. Selected Hiring Sequences. 10% in the aggregate of in-process and completed CFD hiring sequences.
5. Performance Selection Process. CFD employees hired through the Performance Selection Process.
6. Hiring Certifications. The required certifications attesting that no Political Reasons or Factors or other Improper considerations were taken into account in the applicable action.
7. Acting Up. The City's compliance with Chapter XI of the City of Chicago Hiring Plan and any implementing procedures.
8. Arbitrations and Potential Resolution of Grievances by Settlement. Audit of all arbitration decisions arising out of Accord complaints, as well as any other arbitration decisions and potential grievance settlement agreements that may impact the procedures under this CFD Hiring Plan.

D. IGO Hiring Oversight Monitoring and IGO Investigation of Hiring Processes

If at any point IGO Hiring Oversight identifies any actual or potential violations of this CFD Hiring Plan or the possible influence of any Political Reasons or Factors or other Improper considerations by a Hiring Manager, Hiring Authority or other City employee, IGO Hiring Oversight may refer the matter to the DHR Commissioner or make recommendations for appropriate corrective actions to the DHR Commissioner, the Department of Law, and/or the Fire Commissioner. IGO Hiring Oversight may also directly refer the matter to the Investigations Section of the IGO for the opening of an official IGO investigation. The IGO will develop internal protocols for the referral of such matters by IGO Hiring Oversight to the Investigations Section of the IGO.

IGO Hiring Oversight shall regularly participate in random, in-person monitoring of Intake Meetings, examinations, tests, interviews, and Consensus Meetings. To facilitate such monitoring, the scheduled time and locations of all such activities shall be provided to IGO Hiring Oversight at least seven (7) days in advance of non-Senior Manager activity and four (4) days in advance of Senior Manager activity unless otherwise provided for by this CFD Hiring Plan.

E. Reporting Requirements

IGO Hiring Oversight shall issue quarterly and annual reports that include statistics on the number of escalations and complaints newly initiated, pending, closed with investigation and closed without investigation. The quarterly and annual reports shall also include a description of the outcomes, findings, recommendations, and actions taken on the recommendations of any investigation of an escalation or complaint, and IGO Hiring Oversight's comments on the DHR Commissioner's responses to actions taken on IGO Hiring Oversight reports.

IGO Hiring Oversight shall redact any personal identifying information prior to publicly disseminating such reports.

In addition, IGO Hiring Oversight shall report on the reviews and audits of hiring data and monitoring of hiring processes undertaken pursuant to Sections C and D of this Chapter.

CHAPTER X APPLICABILITY TO OTHER EMPLOYMENT ACTIONS NOT DETAILED IN THIS HIRING PLAN

Other Employment Actions not detailed in this CFD Hiring Plan, including those listed below, shall not require the posting of Bids or Notices of Job Opportunities or screening requirements described in Chapter III above, unless otherwise required by the terms of a CBA. The City, however, shall not take into account Political Reasons or Factors or other Improper considerations and shall adhere to the Goals and Principles outlined in Chapter I in filling Positions pursuant to Other Employment Actions. The procedures for filling Positions pursuant to Other Employment Actions not detailed in this CFD Hiring Plan shall be codified in the Personnel Rules and/or applicable City policies and procedures, unless otherwise required by the terms of a CBA. Individuals employed under any such Other Employment Actions, including those listed below, must meet all minimum qualifications for the Positions in order to be given priority for hire over general Applicants/Bidders. IGO Hiring Oversight shall be provided notice of the name, Position, and particular action for any person hired under any of the Other Employment Actions and shall monitor and audit these actions as it deems necessary to ensure compliance with this CFD Hiring Plan. The Personnel Rules and applicable City policies and procedures shall not be contrary to the Goals and Principles in Chapter I of this CFD Hiring Plan.

In addition, prior to sunset of the Accord, thirty (30) days' advance written notice of any substantive modifications of the Personnel Rules and/or applicable City policies and procedures that relate to Other Employment Actions shall be given to the *Shakman* Plaintiffs and the court-appointed Monitor. The *Shakman* Plaintiffs and Monitor may comment on the modifications and make written objections. Impasses shall be resolved as provided in Section II.D of the Accord.

- A. Assignments
- B. Terminations
- C. Layoff Lists
- D. Reinstatement
- E. Duty Disability
- F. Transfers
- G. Demotion
- H. Reclassifications
- I. Promotions and Career Progressions
- J. Reasonable Accommodations
- K. Return of seasonal employees
- L. Approved City Training Programs
- M. City Affirmative Action Plans
- N. Veterans Preference
- O. Line of Duty Preference
- P. Emergency Appointments
- Q. Settlements, Awards, Judgments, and Decisions

EXHIBIT A EXAMINATION PROTOCOLS

As described in Chapter IV of the City of Chicago Fire Department Hiring Plan for Uniformed Positions, certain non-interview positions will be filled through an examination process. CFD, in conjunction with DHR, may use external vendors to develop and administer examinations and the DHR Testing Manager or her designee shall oversee the vendors. The test development vendor, or the DHR Testing Manager if no vendor is used, shall be responsible for conducting a job analysis and developing a valid, reliable, and fair examination that is consistent with industry best practices and the standards set forth by the Uniform Guidelines on Employee Selection Procedures (UGESP) issued by the Equal Employment Opportunity Commission (EEOC). While specific testing protocols will be established by the test vendor(s) following the job analysis, the City will require that the test vendor(s), or the DHR Testing Manager if no vendor is used, provide for the following:

1. Exam Components/ Weighting. The weights accorded to different exam components of any administered examination may be subject to change based on the results of the job analysis but shall be in accordance with the CBA. In addition, the weights of each of the components shall be posted on the official examination announcement.
2. Written Examinations/Challenge Process. If the selected vendor proposes a written examination as part of the examination process, the vendor will also provide for an appropriate challenge process for the written examination.
3. Oral Examinations/Assessors. If the vendor proposes an oral examination or simulation exercises as part of the process, the vendor shall determine the appropriate number of Assessors for the oral examination but must provide for a minimum of two (2) Assessors. In addition, the selection of the Assessors shall be done by the vendor and will be blind to both the Assessors and the Applicants until the day of the oral examination.
4. Oral Examinations/Recording. If the vendor proposes an oral examination or simulation exercises, the oral examinations or simulation exercises shall be audio recorded.
5. Auditing/Monitoring. IGO Hiring Oversight may monitor the examination process and may audit any examination materials, including audio recordings of oral examinations or simulation exercises.
6. Score Breakdowns. Upon request, IGO Hiring Oversight will be provided with score breakdowns of the examination criteria and may ask questions of the vendor regarding the scoring process.
7. Study Guide. The vendor will be responsible for creating a study guide for the examination process which will be provided to applicants at the time of application after any applicable application fees have been paid. The study guide will also be posted on-line on CFD's publicly available website.

EXHIBIT B

PERFORMANCE NOMINATION AND SELECTION PROCESS

The Performance Selection Process is provided for in the CBA and is an exception to rank order selection. This Exhibit B may be amended to reflect any changes to the Performance Selection Process and shall not conflict with the CBA.

I. NUMBER

- A. Up to sixteen percent (16%) of the promotions to the rank of Lieutenant, up to sixteen percent (16%) of the promotions to the rank of Captain, and up to sixteen percent (16%) of the promotions to the rank of Battalion Chief on each promotional order may be made by the Fire Commissioner on the basis of performance, pursuant to the process set forth below.

II. REQUIREMENTS FOR PROMOTION UNDER THE PERFORMANCE SELECTION PROCESS

- A. In order to be promoted under the Performance Selection Process, a selected nominee must meet the following criteria:
 - i. Passing the appropriately administered written examination with a grade of seventy (70) or better; and
 - ii. Meeting the following time in rank requirements *at the time of promotion*:
 - 1. One hundred and twenty (120) months in the classification of Firefighter and/or Engineer for promotion to the position of Lieutenant.
 - 2. Seventy-two (72) months in the classification of Lieutenant for promotion to the position of Captain.
 - 3. Seventy-two (72) months in the classification of Captain for promotion to the position of Battalion Chief.

III. NOMINATION PROCESS

- A. Nominations shall be made after the administered promotional written examination is announced, but before the examination is held.
- B. Nominators:

- i. Battalion Chiefs may nominate nominees for the ranks of Lieutenant, Captain, and Battalion Chief.
 - ii. Exempt rank personnel in the positions of Deputy District Chief, District Chief, and Bureau Heads may nominate nominees for the ranks of Lieutenant, Captain, and Battalion Chief.
- C. Nominators must complete required nominator training to be eligible to make nominations.
 - i. CFD-HR will facilitate the training, which occurs each time notice of a nomination period is announced. Attendance and training materials will be memorialized, maintained, and made available to Hiring Oversight upon request.
 - ii. During the nominator training, nominators will be provided a Nominator's Manual, which explains the Performance Selection Nomination and Selection Process and provides the "Performance Selection Assessment Dimensions" for the rank being filled.
 - 1. Assessment Dimensions are the skills, abilities, and personal characteristics that subject matter experts and Senior Members of the Department have identified as critical in performing the job. Senior Members of the Department examine the Assessment Dimensions and designate a subset to be used to evaluate nominees for Performance Selection. These "Performance Selection Assessment Dimensions," with accompanying definitions, are provided to nominators and the Performance Selection Board Members at the start of the nomination period.
 - 2. The Nominator's Manual will be made available to all CFD employees.
 - iii. Nominators must have knowledge of the nominee's work performance, either through personal observations or based on recommendations from the nominee's supervisor.
 - iv. Nominators are required to consider Members of their command before nominating Members assigned to units outside their command.
 - v. Notice of the nomination period, which will include the procedures for submitting nominations, will be distributed to all Department Members using available methods of communication.

- vi. CFD-HR shall create an electronic nomination form that nominators must complete. This form must require the nominator to provide specific examples of the nominee's work and articulate the factors on which the nomination is based.
- vii. In addition to the nomination form, the following materials must also be compiled and submitted by the nominator:
 - 1. The nominee's resume.
 - 2. Two (2) letters of recommendation utilizing a form created by CFD-HR that requires the recommender to provide specific examples of the nominee's work and articulate the factors on which the recommendation is based.
 - 3. A Hire Certification Form completed by the nominator.
 - 4. If the nominee is outside the nominator's command, a written justification for the nomination.
- D. These items comprise a complete nomination packet, which must be submitted to CFD-HR by the deadline set forth in the notice. Late or incomplete submissions will not be accepted.
- E. CFD-HR will review each of the submitted packets to check for completeness and timeliness. Late or incomplete packets will be returned to the nominator, and the nominee will no longer be considered.
- F. CFD-HR will provide the Union with a list of nominees before the written administered examination is held.
 - i. Those nominees with complete and timely submitted nomination packets will comprise the initial nominee pool.
- G. After the written administered exam results have been released, any nominees who did not score seventy (70) or above will be removed from the initial nominee pool.
- H. After the initial nominee pool has been revised as described in Section II.2.G above, CFD-HR will compile and add the following documents to the remaining nomination packets:
 - 1. Awards and commendations

2. Relevant education documentation
3. Disciplinary history as permitted by the CBA
4. Performance evaluations, if available
5. Specialized training certification(s)

IV. SELECTION PROCESS

- A. The Performance Selection Board consists of the First Deputy Fire Commissioner, the Deputy Fire Commissioners, and the Deputy Commissioner of CFD-HR.
- B. If CFD intends to use the Performance Selection Process, each Performance Selection Board Member must complete required Performance Selection Board Member training prior to commencement of the Performance Selection Process.
 - i. The training will be conducted by CFD-HR and will explain the Performance Selection Board's roles and responsibilities in the Performance Selection Board Selection Process.
 - ii. Attendance and training materials will be memorialized, maintained, and made available to Hiring Oversight upon request.
- C. When CFD elects to use the Performance Selection Process, advance notice will be given to Hiring Oversight.
- D. CFD-HR will provide each Performance Selection Board Member with a list of the nominee pool and maintain copies of nomination packets for each eligible nominee for review by the Performance Selection Board Members.
- E. Each Performance Selection Board Member shall review all nomination packets and independently choose five (5) nominees from the nominee pool for interview before the Performance Selection Board Members.
 - i. Each Performance Selection Board Member will draft a Justification Memorandum explaining each of their choices.
- F. If the Fire Commissioner intends to conduct interviews after receiving the tally sheet from the Performance Selection Board, he/she will determine the number of interviews that he/she will conduct as part of this process at this time and advise CFD-HR in writing.

- G. The Performance Selection Board Meeting will consist of individual nominee interviews, potential discussion of nominees' qualifications, and scoring of each nominee on the "Performance Selection Assessment Dimensions."
 - i. The Performance Selection Board Meeting may be extended over the course of multiple days to allow sufficient time for nominee interviews to be conducted. In such cases, interview notes and scoring must be complete at the end each day that the Performance Selection Board meets.
- H. CFD-HR will be responsible for scheduling the interviews of all nominees selected for interview by the Performance Selection Board Members.
 - i. Advance notice of the Performance Selection Board Meeting(s) will be provided to Hiring Oversight and DHR, and the interview questions will also be provided for comment and review. Hiring Oversight may monitor Performance Selection Board Meeting(s) at its discretion.
- I. On the day of each nominee's respective Performance interview, CFD-HR will provide each Performance Selection Board Member with copies of the nomination packets for each eligible nominee. If a Performance Selection Board Member believes that he/she may have reason to abstain from the selection process for a nominee, he/she shall make a request to abstain to the CFD General Counsel. CFD General Counsel will document the request and record the decision on the request to abstain and provide that documentation to CFD-HR. If an abstention is deemed appropriate, the Performance Selection Board Member will recuse him/herself from proceeding in the selection process for that nominee.
- J. CFD-HR will work with senior members of the department to develop scenario-based interview questions.
 - i. A pool of at least 20 interview questions will be developed by senior members of the Department, and on each day that interviews are conducted, a random selection of five (5) questions will be asked of the nominees interviewed that day.
 - ii. CFD-HR will administer the interview questions but not make an assessment of the nominee's performance.
- K. CFD-HR will develop interview forms for each question that will require the Performance Selection Board members to take notes. Each question will identify the key elements that the nominees are expected to articulate in their responses to each question. Performance Selection Board members shall personally and

independently complete interview forms during and/or immediately following each interview.

- L. Performance Selection Board members are prohibited from discussing the nominees prior to the Performance Selection Board Meeting(s). Any such discussion will constitute a violation of CFD's Hiring Plan and may result in disciplinary action.
 - i. Discussion of the nominees is permitted and encouraged during the Performance Selection Board Meetings after an interview is conducted and/or after all interviews have been completed that same day.
- M. In addition to the nomination packets, CFD-HR will provide the Performance Selection Board members with a scoring sheet to be filled out for each nominee at the conclusion of a day of interviews. The scoring sheet shall contain a score for each of the "Performance Selection Assessment Dimensions."
 - i. A copy of the definitions of the applicable "Performance Selection Assessment Dimensions" will also be attached to the scoring sheet.
 - ii. The scoring sheet shall be filled out at the conclusion of a day of interviews and take into account the materials in the nomination packet, the nominee's interview performance, and any discussion of the nominee's qualification amongst the Performance Selection Board members occurring that day.
 - iii. Once CFD-HR has confirmed that all of the scoring sheets have been submitted, CFD-HR will tally and average the scores. If the interviews occur over the course of multiple days, CFD-HR will collect the final scoring sheets from that day and tally and average the scores at the end of each day. CFD-HR will create a tally sheet listing the nominees in descending rank order based on the average assessment scores. The scoring sheets and the average scores will be kept strictly confidential and cannot be shared with anyone outside CFD-HR and Hiring Oversight.
- N. Each Performance Selection Board Member will fill out a Hire Certification Form before the meeting is adjourned, and the forms will be attached to the tally sheet.
- O. The tally sheet will then be submitted to the Fire Commissioner. The Fire Commissioner will make the final selections as follows:
 - i. If he/she has decided to conduct interviews, the Fire Commissioner shall interview the number of nominees indicated prior to the Performance

Selection Board Meeting, and the nominees interviewed shall be those with the highest average assessment scores as calculated by CFD-HR, provided that if there is more than one nominee with the lowest average assessment score in the pool of interviewees, the Fire Commissioner shall interview all nominees with such score. The Fire Commissioner may choose to have Members of management staff participate in the interviews.

1. If after completing the number of interviews designated at the start of the nomination period, the Fire Commissioner determines that additional nominees should be interviewed, he/she may interview additional nominees from the tally sheet. . The Fire Commissioner shall provide a written justification for conducting such additional interviews.
 2. When the Fire Commissioner has made selections, CFD-HR shall verify that the selected nominees either meet the applicable time in rank requirement for promotion as outlined in Section II.A.ii or will meet the requirement by the time the promotion will be made.
 - ii. After the selections have been finalized, the Fire Commissioner will complete a written Justification Memorandum explaining why each nominee was selected. The Fire Commissioner, and any Members of management who participated in the interviews, must fill out Hire Certification Forms. The Justification Memorandum and Hire Certification Forms will be provided to CPD-HR and Hiring Oversight.
 - iii. CFD-HR will apprise the Union, in writing, of the identity of the selected nominees.
 - iv. The Fire Commissioner's Performance Selection Decisions shall be final and not subject to the grievance procedure.
 - v. Nominees not selected will be returned to the nominee pool.
- P. If CFD elects to use the Performance Selection Process for a future round of promotions from the same eligibility list, the Performance Selection Process must be re-commenced.

V. RECORD-KEEPING

- A. CFD-HR will maintain all documents generated from the Performance Selection Process and make them available to Hiring Oversight upon request.

B. CFD-HR will also maintain in a sortable electronic format, such as an Excel spreadsheet or other means that CFD-HR chooses, a record of each Performance Selection Process conducted. This electronic record will be made available to Hiring Oversight upon request and will include, but is not limited to, the following:

- i. The rank being filled
- ii. The names and City Employee ID numbers of nominees chosen for interview by a Performance Selection Board Member
- iii. The name of the Performance Selection Board Member who chose the nominee for interview
- iv. For each chosen nominee, the name of the nominator and the nominator's City Employee ID number
- v. The date of the nominee's interview
- vi. If applicable, the name(s) of any Performance Selection Board Member(s) who abstained from participating in an interview selection process or otherwise did not participate, including the reason for abstention or non-participation
- vii. The date(s) of the Performance Selection Board Meeting
- viii. Each nominee's average score
- ix. Whether the nominee was promoted

EXHIBIT C
ASSIGNMENTS, TRANSFERS AND DETAILS

Definitions:

1. Assignment is the location and position, within rank and classification, in which a currently employed uniformed person performs his or her job and is in compliance with Sections 16.4 and 16.7 of the Collective Bargaining Agreement (CBA).
2. Initial Assignment Upon Promotion is specific to uniformed available budgeted positions, within rank and classification, which are randomly assigned and are not considered a permanent assignment, pursuant to Sections 16.4 and 16.7.D of the CBA.
3. Lateral Transfer is a bid/seniority transfer to a permanent assignment, within rank and/or classification, which is offered three (3) times annually, pursuant to Sections 16.4 and 16.7.C.3 of the CBA.
4. Specialized Unit Assignments are those assignments requiring (1) specialized training, skills and experience based upon predetermined reasonable minimum job qualifications determined by the department, (2) an interview and (3) then seniority.
5. Minimum Qualifications are the predetermined required minimum qualifications, which are advertised through posting to potential applicants in order to be considered for a position.
6. Job Specific Criteria are the categories in which each applicant will be assessed against based upon the competencies directly related to the assignment and which will be used uniformly to assess all applicants during the interview process.
7. Selection (or Consensus) Meeting is convened after the interviews for the vacancy are completed, is led by the CFD Human Resources Supervisor and attended by all interviewers who shall determine who is suitable for the vacancy. The participants shall create a list of all suitable candidates ranked in seniority order from which the assignment shall be granted.
8. A Temporary Assignment is the temporary lending of an employee, 30 days or longer, to a position or location other than the employee's present position or location for a specific purpose, finite period of time and requires written justification, which shall be approved by the Fire Commissioner or his designee.
9. Detail is generally considered the temporary lending of an employee for the purpose of maintaining the appropriate staffing on Fire/EMS apparatus during platoon rotation (24 hours) as required in Section 16.4 of the CBA.

10. A Certification Form is a form used to attest that no Political Reasons or Factors or other Improper considerations played a role in the assignment.
11. The Hiring Manager is the manager responsible for the final selection of the candidate. CFD shall designate one interviewer as the final decision maker in case no consensus selection can be made.

A. Assignments

1. Initial Assignment Upon Graduation from the Fire Academy. Initial assignments from the Fire Academy are made using an electronic random selection process. Vacant assignments are identified by CFD and randomized using a software program. Without the use of names, employee file numbers are entered into the program, randomized and matched with an assignment. The random selection process is witnessed by a Deputy Fire Commissioner (DFC) and the results are printed and signed by the DFC and program operator. The signed copy is forwarded to CFD Human Resources and DHR and filed. CFD Human Resources shall maintain the results in an Excel (or similarly sortable) electronic format and provide the results in this format to DHR and the Inspector General's Office Hiring Oversight Section ("Hiring Oversight").
 - a. Exception. The top five (5) candidates in an academy class, who are identified using criteria determined by the Training Division, shall be the only exception to the above process. These five (5) individuals will have their choice of assignment prior to the implementation of the aforementioned random selection process. The criteria for determining the top five candidates will be distributed to the promotional class.
 - b. Determining the Top Five (5) Candidates. No candidate could win more than one (1) award. If a candidate is selected for more than one (1) award, he/she will be given the highest-ranking award only. The following awards are listed from highest to lowest ranking.
 - i. Highest scoring overall candidate based on academic scores of both the EMS training at the Fire Academy South and the fire training at the Robert J. Quinn Fire Academy.
 - ii. Eugene Blackman Award selected by candidate class for the candidate demonstrating outstanding leadership and devotion in the finest tradition of the Chicago Fire Department.
 - iii. Highest scoring candidate of the fire training at the Quinn Fire Academy based on academic scores.

- iv. Highest scoring candidate of the EMS training at the Fire Academy South based on academic scores.
 - v. Top physically fit candidate based on the Physical Fitness Test.
- 2. Initial Assignment Upon Promotion. Initial assignments upon promotion are made using an electronic random selection process. Assignment upon promotion vacancies are identified by the department and randomized using a software program. Without the use of names, employee file numbers are entered into the program, randomized and matched with an assignment. The random selection process is witnessed by a DFC and the results are printed and signed by the DFC and program operator. The signed copy is forward to CFD Human Resources and filed. CFD Human Resources shall maintain the results in an Excel (or similarly sortable) electronic format and provide the results in this format to Hiring Oversight.
 - a. Exceptions.
 - i. At the beginning of each promotional class, candidates are informed by the Instructor that they may volunteer for the positions detailed below, if available, or they will be placed into the electronic random selection process.
 - ii. Prior to the random selection process above, rank-appropriate assignment upon promotion vacancies in the Bureau of Fire Prevention are offered to and filled by promoted employees on a volunteer basis in seniority order. Successful volunteers are then omitted from the random selection process. Any unfilled rank-appropriate assignment upon promotion vacancies in the Fire Prevention Bureau are then placed into the random selection process as set forth above.
 - iii. Prior to the random selection process above, available rank-appropriate Assignment Upon Promotion vacancies in the Bureau of Operations, District 3 (Airports) shall be offered to and filled by promoted employees with a Federal Aviation Administration “Red Stripe” certification on a voluntary basis in seniority order. Successful volunteers are then omitted from the random selection process. Any unfilled rank-appropriate vacancies in the Bureau of Operations, District 3 (Airports), are then placed into the random selection process as set forth above.
 - b. Notice/Tracking of Assignment Upon Promotion Vacancies.
 - i. CFD Human Resources shall announce to all candidates in a promotional class the Assignment Upon Promotion vacancies that

are available to be filled on a volunteer basis and instructions on how to volunteer.

- ii. CFD Human Resources shall maintain, in Excel (or similarly sortable) electronic format, a list of the names and employee ID numbers of all volunteers, the date they volunteered, and which position(s) they volunteered for.
2. Lateral Transfers. A Lateral Transfer is a transfer from a non-specialized Fire or EMS Company to another and is determined by seniority, within rank, when vacancies are posted. Lateral Transfers shall be posted on SharePoint and all transfer requests shall be submitted through SharePoint. Lateral Transfers are provided to employees pursuant to Section 16.7C.3 of the CBA.
3. Specialized Unit Assignments. Specialized Unit vacancies are posted per Section 16.7C of the CBA and are identifiable on Vacancy Orders with the use of an asterisk (*). Vacancies that have an asterisk (*) require special qualifications which are determined by the department, pursuant to Section 16.7C1 of the CBA and are specific to the type of Specialized Unit. These vacancies shall be posted on Sharepoint, and interested candidates for such vacancies shall submit the transfer request along with a resume and the specified, applicable supporting documentation through SharePoint. Further, the following process applies:
 - a. CFD shall maintain a list of each Specialized Unit positions subject to this process. CFD shall establish pre-determined Minimum Qualifications for each Specialized Unit position. Notice shall be given to Hiring Oversight of any changes or modifications to the minimum qualifications.
 - b. Certification of Minimum Qualifications. CFD Human Resources shall verify that the employee meets the department's Minimum Qualifications for the specific Specialized Unit(s) for which the employee is requesting a transfer. Qualified candidates shall be placed in seniority order on interview lists specific to the unit(s) for which the employee is requesting a transfer.
 - c. DHR and Hiring Oversight. CFD shall offer interviews to all employees who have been placed on an interview list. CFD shall notify DHR and Hiring Oversight of the interviews and Selection Meeting schedule no later than seven (7) calendar days before the interviews or Selection Meeting(s) begin.
 - d. Interview Questions. Interview questions shall be developed by CFD Human Resources and CFD subject matter experts, utilizing the Minimum Qualifications and Job Specific Criteria required for each type of Specialized Unit.

- e. Conduct of Interviews. Candidates for the same Specialized Unit assignment shall be asked the same core questions. Follow-up questions are permitted if they relate to the previous questions asked in order to draw out more detailed information from the candidate.
- f. Interview Training. Interviewers shall be trained by DHR on the proper interviewing procedures prior to conducting interviews.
- g. Interviewers; Evaluations. At least two (2) CFD employees shall interview each candidate, one (1) of whom will be a subject matter expert to the Specialized Unit. Each interviewer shall independently and personally complete an evaluation form for the candidate at the conclusion of the interview. There shall be no discussion between the interviewers regarding the candidates until the Selection Meeting.
- h. Interview Notes. All interview notes shall be recorded on each interviewer's evaluation form and attached pages, if necessary, to be preserved by CFD Human Resources and provided to DHR or Hiring Oversight upon request.
- i. Interviewer Recommendations and Documentation. Immediately following the interview, each interviewer shall independently and personally state on the evaluation form whether or not the Candidate shall be subject to further consideration. Each interviewer shall provide all documentation from the interview to CFD Human Resources. Interview evaluation forms shall not be altered or revised once completed. However, omissions or errors of a clerical nature, which are not substantive, may be corrected with written justification from the interviewer.
- j. Selection (Consensus) Meeting. Selection for Specialized Unit Assignments shall be based on a meeting led by a CFD Human Resources Supervisor and attended by all interviewers. The interviewers shall determine who is suitable for the vacancy and make a selection decision at the meeting. Participants shall create a list of suitable candidates ranked in seniority order from which Specialized Unit Assignments shall be granted. If consensus cannot be reached, the Hiring Manager shall make the final decision and provide a written justification.
- k. CFD Human Resources Monitoring of Selection Process; Records. The CFD Human Resources Supervisor shall ensure that the selection is based upon the assignment criteria, the interviewers' evaluation forms, the applicable terms of the CBA, if any, and any other relevant, non-Political Reasons or Factors. Political Reasons or Factors or other Improper considerations may not be considered. The CFD Human Resources Supervisor shall maintain the notes of Selection (Consensus) Meeting discussions and decisions in accordance with the record keeping requirements of the Local Records Act.

5. Temporary Assignment. A Temporary Assignment is the temporary lending of an employee, 30 days or longer, to a position or location other than the employee's present position or location for a specific purpose, finite period of time and requires written justification, which shall be approved by the Fire Commissioner or his designee. The department shall temporarily assign employees using the following process when feasible:
 - a. Opportunity. The department shall post Temporary Assignment opportunities on Sharepoint for employees who meet the department's minimum qualifications for the assignment.
 - b. Selection. Employees who meet the minimum qualifications for the Temporary Assignment opportunities shall be listed and ranked in seniority order from which the assignments shall be granted.
 - c. Public Safety Exceptions. Emergencies and large-scale events, planned or unplanned, require the department to direct employees to positions and locations as a matter of public safety when authorized by the Fire Commissioner or his/her designee. These assignments shall be made at the discretion of the department and shall not be subject to the aforementioned selection process.
 - d. Limit. If the assignment will last more than 90 days, the Fire Commissioner must approve the extension in writing, renewable every 90 days.
4. Detail. A Detail is generally considered the temporary lending of an employee for the purpose of maintaining the appropriate staffing on Fire/EMS apparatus, as required in Section 16.4 of the CBA.
5. Hiring Certification Forms. Every employee who participated in the selection process for assignments that require an interview and temporary assignments who do not go through a selection process shall execute a Hire Certification Form. The successful candidate for these assignments shall execute a Hire Certification Form.
6. Documentation. CFD Human Resources shall maintain all documentation related to Assignments, Temporary Assignments and Details and provide documentation to DHR and Hiring Oversight upon request.