



CITY OF CHICAGO
OFFICE OF INSPECTOR GENERAL

20
26

Follow up to OIG's Evaluation of the Demographic Impacts of the Chicago Police Department's Hiring Process

May 20, 2026

I | Introduction

The Public Safety section of the City of Chicago Office of Inspector General (OIG) has completed a follow-up to its July 2021 Evaluation of the Demographic Impacts of the Chicago Police Department's (CPD or the Department) Hiring Process.¹ In its 2021 report, OIG evaluated the demographic impact of the CPD hiring process, examining demographic patterns of candidate attrition at each hiring stage. OIG made 17 recommendations for corrective actions to CPD and the Office of Public Safety Administration (OPSA). In this follow-up, OIG assessed the corrective actions taken by the agencies in response to each recommendation. OIG concludes that five recommendations have been fully implemented, five substantially implemented, four partially implemented, and three not implemented.

The purpose of the 2021 evaluation was to determine the demographic composition of the initial applicant pool for the position of CPD Probationary Police Officer (PPO), the entry position for CPD Police Officers, and to assess how the stages in CPD's hiring process impact the demographic composition of the candidates ultimately hired. Furthermore, the evaluation examined the quality and consistency of CPD's hiring data and its limitations for analyzing hiring trends.

In the original report, OIG found that the demographic representation among PPO candidates invited to the CPD Academy differed substantially from the initial applicant pool, mainly due to the disproportionate attrition of Black candidates, most prominently during the Chicago Police Officer Exam (CPOE), fitness pre-test (Pre-POWER), and background check phases. OIG recommended that CPD and OPSA clarify the diversity goals for CPD hiring (Recommendation 1). OIG's follow-up found this recommendation to be substantially implemented. Since OIG's original report, CPD established the Recruitment and Retention Unit (RRU) and created a recruitment strategic plan to increase workforce diversity.

In the original report, OIG found that some of CPD's hiring stages had disproportionately high attrition rates for Black and female candidates. In this follow-up, OIG finds that CPD has made substantial progress in assessing the hiring process for bias (Recommendation 2) and in speeding up the hiring process, particularly for the processing of background investigations (Recommendation 3). Additionally, CPD has improved communication with candidates and the accessibility of resource materials regarding test preparation (Recommendations 5, 6, and 7). Notably, CPD has allowed candidates to remain in the hiring process after the first fitness test (i.e., POWER Test) to give candidates time to improve towards the fitness standards (Recommendation 8). However, CPD has not increased the amount of information provided to candidates about what background factors may be potentially disqualifying (Recommendation 4).

The third finding in the original report emphasized that Chicago Public Schools (CPS) and veterans' preference statuses could improve racial diversity, while veterans' preference might increase gender imbalance. OIG recommended targeted recruitment of recent CPS graduates, particularly Black graduates; CPD substantially implemented this recommendation through various recruitment activities and partnerships like the "Path to Policing" program (Recommendation 9). Additionally, OIG found that CPD fully implemented its recommendation to continue investment in the

¹ City of Chicago Office of Inspector General, "Evaluation of the Demographic Impacts of the Chicago Police Department's Hiring Process," July 8, 2021, <https://igchicago.org/wp-content/uploads/2023/08/OIG-Evaluation-of-the-Demographic-Impacts-of-the-Chicago-Police-Departments-Hiring-Process.pdf>.

recruitment of female veterans (Recommendation 10), with initiatives such as outreach to military bases and participation in the 30x30 initiative aimed at increasing women’s representation in the Department to 30% by 2030.

OIG found that Academy recruits were clustered by race/ethnicity and neighborhood. As such, OIG originally recommended that CPD and OPSA engage City Council members in grassroots recruiting and allocate more resources to recruiting in underrepresented areas. In this follow-up, OIG found that CPD has collaborated with City Council, formed partnerships with numerous groups, including faith-based communities and social service agencies, and continued these efforts over several years, continuing to expand its recruitment activities (Recommendation 11). Additionally, CPD has made substantial efforts to recruit Black candidates by soliciting an external vendor to ensure its communication strategies engage with prospective candidates (Recommendation 12).

Lastly, OIG’s original report found that the failure to track individual candidates at each stage of the process, and other data quality concerns, impaired analysis of the equity of CPD’s hiring process. OIG recommended CPD and OPSA Human Resources (CPD and OPSA-HR) coordinate with the Department of Human Resources (DHR) to track applicants with a unique identifier across applications (Recommendation 13), to review processes to ensure applicants had consistent hiring status classifications applied, particularly for those removed from consideration (Recommendation 14), and to establish and implement consistent and appropriate race and ethnicity classifications across all forms and systems used in CPD hiring (Recommendation 15). OIG found that the agencies have substantially implemented unique tracking of candidates, have substantially implemented processes to ensure hiring status accuracy, but have not implemented consistent and appropriate race and ethnicity classifications across systems. OPSA reported that it has developed a new applicant tracking tool to improve data accuracy and transparency, with plans to align its collection of demographic information with DHR in Fall 2026. Additionally, OIG found that CPD and OPSA made some efforts to apply consistent and appropriate gender categories across forms by providing additional gender options (Recommendation 16). Lastly, CPD and OPSA reported that they do not record sex at birth in the Personal History Questionnaire (PHQ) (Recommendation 17). Figure 1 shows the status of corrective actions by CPD and OPSA for each recommendation.

Figure 1: Summary of Recommendations & Status of Corrective Actions

OIG Recommendation	Status of Corrective Actions
1. Clarify diversity goals in hiring	Substantially Implemented
2. Evaluate hiring stages for bias	Substantially Implemented
3. Seek to shorten the length of the hiring process	Substantially Implemented
4. Provide candidates more detail about disqualifying background factors	Not Implemented
5. Assess communication to address no-shows for CPOE and POWER Tests	Fully Implemented
6. Improve accessibility of prep materials and remove hurdles for CPOE and POWER Tests	Fully Implemented
7. Targeted outreach and training sessions for female candidate POWER Test preparation	Partially Implemented
8. Consider ways to improve CPOE and POWER test passing rates	Substantially Implemented

9. Consider targeted and regular recruitment activities for recent CPS graduates	Substantially Implemented
10. Consider further investment in female veterans' recruitment	Fully Implemented
11. Engage City Council members for grassroots recruiting	Fully Implemented
12. Expand existing community networks in predominantly Black communities	Fully Implemented
13. Track unique individuals across multiple applications	Substantially Implemented
14. Review the procedure for applying candidate hiring statuses, particularly for eliminated candidates	Substantially Implemented
15. Establish consistent and appropriate race and ethnicity classifications across all forms and systems for CPD hiring	Not Implemented
16. Apply consistent and appropriate gender categories	Partially Implemented
17. Assess whether it is informative and appropriate to collect data on sex assigned at birth	Partially Implemented

OIG thanks the staff and leadership of CPD and OPSA for their cooperation during the evaluation and responsiveness to OIG's follow-up inquiries.

II | Follow-Up Results

OIG followed up on recommendations made in its July 2021 Evaluation of the Demographic Impacts of the Chicago Police Department's Hiring Process.² CPD and OPSA responded jointly to the follow-up inquiry by describing corrective actions taken and providing supporting documentation. Below, OIG summarizes the findings and associated recommendations of its original evaluation and the status of any relevant corrective actions.

| Finding 1: The demographic makeup of hired police officers substantially differs from the initial applicant pool, primarily due to the decrease in Black candidate representation.

OIG Recommendation 1 |

CPD should clarify its stated goal of “look[ing] for candidates that reflect our communities' broad cross-sections” by specifying benchmarks for diversity in hiring.

State of Corrective Action 1 | Substantially Implemented

CPD provided OIG with its Recruitment Strategic Plan for 2023-2025, which outlines the goals of its RRU, a dedicated unit within CPD created in September 2021. The two primary goals of the Recruitment Strategic Plan are to:

1. Increase the number of diverse applicants to build a pool of qualified candidates for the position of Chicago Police Officer.
2. Increase the diversity in CPD to reflect the demographics of Chicago.

According to the plan, the first goal seeks to increase the number of “diverse” candidates who apply to be PPOs. This will be achieved through objectives such as increasing relationships with community organizations, military branches, historically Black colleges and universities (HBCUs), and Reserve Officers' Training Corps (ROTC) programs. Additionally, the Department will promote Police Officer hiring at Department sponsored events, City festivals, and local expos, improve online marketing, and create written promotional materials in multiple languages. The plan states, “This goal will rely on the relationships between the members of the Chicago Police Department and the neighborhoods they are sworn to protect and serve.” The second goal seeks to increase the diversity of the candidates ultimately hired or invited to the CPD Academy. Relevant to this goal, the plan specifically outlines an objective to “increase the representation of women in all ranks in the Chicago Police Department to 30% by 2030” through strategies such as joining the 30x30 initiative and creating female-focused recruiting efforts. To represent the diversity of Chicago, the plan details its CPD Lateral Hire and Rehire Programs, but does not explain which aspects of Chicago's demographics these programs will help the Department to reflect (e.g., race, ethnicity, age, gender). The plan further provides that the primary metrics for evaluating successful outcomes will be the count of diverse applicants (Goal #1) and the count of diverse candidates enrolled in the Academy (Goal #2), but does not define what constitutes a “diverse” applicant or candidate or how that definition would relate to the demographics of Chicago.

² City of Chicago Office of Inspector General, “Evaluation of the Demographic Impacts of the Chicago Police Department's Hiring Process.”

Through the creation of the Recruitment and Retention Unit and the Recruitment Strategic Plan, the Department has provided concrete objectives to achieve its diversity goals in hiring and has specified benchmarks for female representation within the Department. However, outside of goals for female representation as outlined in the 30x30 initiative, the Department has not established how it will measure success towards its goal to “reflect the demographics of Chicago” or what aspects of the city’s diversity it specifically seeks to represent, for example, such as race, ethnicity, age, or geographic background.

| Finding 2: Several hiring stages have disproportionately high attrition rates for Black and female candidates.

OIG Recommendation 2 |

CPD and OPSA HR should ensure that, as far as possible under applicable law, candidates are eliminated only on grounds relevant to their potential performance as Police Officers (POs) by evaluating the following hiring process stages for bias and accuracy in predicting job performance:

- a. the format and content of the Chicago Police Officer Exam (CPOE);
- b. the use of the Pre-POWER Test as a disqualifier;
- c. the questions in the Personal History Questionnaire (PHQ);
- d. the background investigation disqualifying conditions; and
- e. the minimum qualification conditions.

State of Corrective Action 2 | Substantially Implemented

In response to OIG's original report, CPD and OPSA jointly agreed to disqualify candidates only based on factors directly related to their potential performance as POs. They also committed to assessing the hiring process stages to address any bias and ensure accuracy in predicting job performance.

In response to this follow-up inquiry, CPD and OPSA reported that the CPOE's format and content are regularly evaluated for bias and accuracy through the external vendor that also developed the test, I/O Solutions.³ CPD and OPSA provided summary reports by the vendor for each CPOE administration from 2021-2023. The vendor’s analyses include the pass rate and adverse impact ratios by race/ethnicity and gender of test-takers for each test administration and for the year overall.⁴ In line with OIG’s original report, which examined CPOE administrations from 2016-2018, the test data for 2021-2023 revealed that Black test-takers continued to pass the exam at a comparatively lower rate than white test-takers. However, for the cumulative test administrations in each year, the adverse impact ratios for Black test-takers as reported by the external vendor did not indicate evidence of adverse impact according to Equal Employment Opportunity Commission (EEOC) guidelines.⁵ While the vendor’s reported measures do not indicate adverse impact, for two

³ City of Chicago Office of Inspector General, “Evaluation of the Demographic Impacts of the Chicago Police Department’s Hiring Process,” page 15.

⁴ Adverse impact ratio is a measure of fairness of a process which compares the selection rate of one group against that of the most-selected group. Regarding the CPOE, white test-takers generally have the highest pass rate and, as such, are used as the baseline group by which to compare adverse impact of the exam on other test-takers.

⁵ The guideline from the Equal Employment Opportunity Commission (EEOC) is that a selection rate with an adverse impact ratio of less than 0.80 may constitute evidence of adverse impact. For cumulative CPOE administrations in 2022 and 2023 respectively, I/O Solutions reported to CPD that compared to white test-takers, the ratio was 0.81 and 0.86 for Black test-takers, 0.91 and 0.93 for Hispanic/Latino test-takers, and 0.86 and 0.92 for Asian test-takers.

of the three administrations of the CPOE in 2021, the vendor found a statistically significant lower pass rate for Black test-takers compared to white test-takers. In its review of 2022 and 2023 CPOE administrations, the vendor no longer tested for statistical significance for the difference in pass rates by race/ethnicity. CPD continues to evaluate its administration of the CPOE through the external vendor, and did not report any changes to the exam stemming from these recent evaluations.

At the time of OIG's original inquiry, CPD administered an initial Peace Officer Wellness Evaluation Report (POWER) test to applicants, referred to as the (Pre-POWER Test), prior to a final POWER test administered prior to entry to the CPD Academy. Regarding the use of the Pre-POWER test as a disqualifier from hiring, CPD and OPSA reported that as of July 2021, the Pre-POWER physical assessment was no longer used to determine a candidate's eligibility to continue in the police hiring process. They reported that the Pre-POWER test, which occurs relatively early in the hiring process, is ungraded and used solely to predict a candidate's performance on the later, scored POWER test. CPD and OPSA reported that the Pre-POWER test provides candidates with performance feedback and suggestions for improvement. Additionally, CPD and OPSA reported that candidates are encouraged to attend free, optional preparatory sessions to improve their physical fitness before the final, scored POWER test.

Since the original OIG report, CPD and OPSA did not report making any changes to the background investigation disqualifying standards or analyzing those standards for bias. CPD and OPSA reported that they collaborate with DHR to ensure a lawful, fair, and nondiscriminatory recruitment, selection, and hiring process for PO candidates in accordance with the Chicago Diversity and Equal Employment Opportunity Policy. In a separate OIG inquiry, OPSA reported to OIG that the PHQ was revised in 2022 and was shortened from 94 to 53 questions and updated for relevancy.

In March 2022, CPD and OPSA broadened the minimum qualifying standards for applicants by expanding acceptable educational and professional experience criteria. Previously, candidates were required to have completed 60 semester hours or 90 quarter hours from an accredited college or university or have served at least three continuous years (36 months) on active duty in the Armed Forces of the United States. The revised standards now allow additional pathways, including completing 30 semester hours or 45 quarter hours combined with at least one continuous year (12 months) of active-duty military service, accumulating three years of continuous full-time employment in specific fields such as social services, health care, education, or trade industries, or working as a full-time peace officer, correctional officer, or in other law enforcement capacities for at least three years.

Overall, CPD and OPSA have made substantial efforts to evaluate and address potential bias across the hiring stages, eliminating the use of the Pre-POWER test as a disqualifying stage, revising and reducing the questions on the PHQ for relevancy, and modifying certain minimum qualifications. However, CPD and OPSA have not undertaken an analysis of the background investigation disqualifying standards for bias.

OIG Recommendation 3 |

CPD and OPSA-HR should seek ways to shorten the length of the nearly year-and-a-half long PO hiring process, to avoid losing qualified applicants who are unable or unwilling to wait so long to secure a position.

State of Corrective Action 3 | Substantially Implemented

CPD and OPSA reported several measures attempting to shorten the length of the background investigation, one of the lengthiest stages within the PPO hiring process. CPD and OPSA highlighted their efforts to review the background investigation process and standards, and to improve adjudication of background files while striving to ensure timely communication with applicants regarding adverse employment decisions resulting from the background investigation.

Specifically, CPD and OPSA reported to OIG that candidates now have 72 hours to complete the PHQ, compared to the one week previously allotted during the period of OIG's original evaluation. Further, OPSA has since filled 5 additional civilian investigator positions, increasing from 15 to 20 total investigators. In response to inquiries in this follow-up, OPSA asserted that this increase in staff would further expedite the hiring process. In April 2024, OIG published a separate inquiry, "Processing the Backlog of Background Investigations for Chicago Police Department Applicants," in which OPSA reported additional efforts to improve the timeliness of background investigation processing.⁶ In that inquiry, OPSA reported that in some cases, it will conduct "ground up" investigations—conducting investigations internally rather than sending to the vendor for processing—such as for candidates who are close to turning 40 and aging out of eligibility for the PPO position. According to OPSA, this in-house approach allows investigators to more quickly process candidates when necessary.

OPSA additionally reported that it has sunset legacy processes that have previously increased delays in the processing of candidates. OPSA reported that as of May 2026, its processing of candidates from the Pre-POWER test until clearance for hire was on average 4 to 6 months, indicating improvement for OPSA.⁷ Additionally, OIG identified that CPD's creation of the Recruitment and Retention Unit, with dedicated RRU recruiters assigned to each candidate, supports the overall goal of expediting the hiring process. These RRU recruiters guide candidates through the process and respond to candidate questions which could help to minimize delays in receiving necessary information and documentation from candidates.

OIG Recommendation 4 |

CPD and OPSA-HR should provide candidates more detail about disqualifying standards in the background investigations process, particularly around family members and acquaintances' personal and criminal histories.

State of Corrective Action 4 | Not Implemented

At the time of OIG's original report, CPD provided high-level information and examples of disqualifying conduct within a resource document titled, "Background Investigation for Prospective Applicants," available publicly on its website. Since OIG's original report, CPD created a new "Join CPD" page dedicated specifically to police recruitment. The recruitment site provides the following information to prospective candidates:

⁶ City of Chicago Office of Inspector General "Processing the Backlog of Background Investigations for Chicago Police Department Applicants.", April 8, 2024, <https://igchicago.org/wp-content/uploads/2024/04/Backlog-of-Background-Investigations-for-CPD-Applicants.pdf>

⁷ This timeframe does not include DHR's processing of candidates before and after the CPOE and thus does not represent the hiring process in its entirety.

You may be disqualified for engaging in certain activities or for exhibiting certain behaviors, whether or not you were ever arrested, convicted or questioned by police or other law enforcement agencies. The background investigation includes a thorough check of your character and activities over a substantial period of time. Evidence that you have engaged in certain activities that would constitute a felony will be disqualifying. Evidence of other activities may be disqualifying, depending on the circumstances.⁸

The “Join CPD” website provides some information on certain disqualifying standards for the background investigation in its FAQs. In response to this follow-up inquiry, CPD and OPSA additionally referred OIG to the public-facing directive, “Employee Resource E05-34: Department Recruitment, Selection, and Hiring,” which provides an outline of potentially disqualifying factors for the background investigation stage.⁹ However, candidates might not know to look to CPD’s Departmental directives system for information about the hiring process, limiting its effectiveness as an informative tool. OPSA reported plans to provide a link to this directive on the “Join CPD” website.

Additionally, OIG’s original report found that CPD does not inform candidates that the criminal history of their family members might be disqualifying.¹⁰ Currently, the Department provides even less detail on background disqualifying standards to prospective candidate than previously. As a result, candidates who may not pass the background investigation, such as those with relatives convicted of a felony, are prevented from making informed decisions before engaging in the application process.¹¹

OIG Recommendation 5 |

CPD and OPSA-HR should assess communication to candidates in advance of the CPOE and Pre-POWER test and should consider deploying targeted messaging to demographic groups with high attrition rates to encourage and enable candidates to show up on the test day.

State of Corrective Action 5 | Fully Implemented

In response to OIG’s original report, CPD and OPSA-HR committed to do “touches” with candidates throughout the hiring process. In response to this follow-up inquiry, CPD reported that it had modified the touches approach now carried out by RRU. CPD reported that it has nine touches, or points in the recruitment and hiring process in which RRU recruiters will engage with candidates. The nine touches include initial recruitment engagement events, exam preparation sessions, exam reminders, support during exams, post-exam coaching sessions, paperwork processing, Pre-POWER assessments, the POWER test, and a survey on the candidate’s first day at the Training Academy. According to CPD, these interactions allow RRU recruiters to educate candidates about the hiring stages, provide available preparation tools, and offer encouragement throughout the

⁸ Chicago Police Department, “Join CPD, FAQ,” accessed October 8, 2025, <https://join.chicagopolice.org/faq/>.

⁹ Chicago Police Department, “Employee Resource E05-24: Department Recruitment, Selection, and Hiring,” accessed October 8, 2025, <https://directives.chicagopolice.org/#directive/public/6868>.

¹⁰ City of Chicago Office of Inspector General, “Evaluation of the Demographic Impacts of the Chicago Police Department’s Hiring Process,” page 19.

¹¹ For more information about CPD’s Rule 47, which prohibits members from associating with any person convicted of a felony or misdemeanor, please see City of Chicago Office of Inspector General, “Recommendation to Inform and Improve the Chicago Police Department’s Rule 47.”, December 31, 2025, <https://igchicago.org/wp-content/uploads/2025/12/Recommendation-to-Inform-and-Improve-CPDs-Rule-47.pdf>

hiring process. The Department further reported that this approach allows candidates the chance to ask questions or seek guidance.

Additionally, CPD and OPSA reported efforts to ensure transparency regarding physical fitness standards for the POWER test. These standards are displayed on the revised “Join CPD” website and in CPD directive, Employee Resource E05-34. CPD and OPSA also reported that candidates are given the opportunity, though not required, to attend free POWER preparation sessions throughout the city to enhance their physical fitness before the POWER test. RRU recruiters communicate the details of these sessions with applicants through text messages and emails. Preparation session details are also posted on social media and the “Join CPD” website.

CPD has taken significant steps to engage candidates throughout the recruitment and hiring process. This includes the implementation of the nine touches approach, the provision of hiring information through the “Join CPD” website, and the opportunity for candidates to participate in preparation sessions for the POWER test.

OIG Recommendation 6 |

CPD and OPSA-HR should assess the equity of accessibility for test preparation sessions and materials for the CPOE and POWER tests and seek out additional ways to lower administrative hurdles for candidates, such as offering an online exam or make-up testing days for candidates who do not appear for the CPOE and/or Pre-POWER test.

State of Corrective Action 6 | Fully Implemented

For the CPOE, candidates now receive an exam study guide, information about free exam preparation sessions, and detailed next steps immediately after submitting an electronic application. These exam preparation sessions are held at CPD facilities, such as the Training Academy and CPD Headquarters, as well as virtually via Zoom, increasing accessibility. CPD reported that multiple preparation sessions are scheduled in the weeks leading up to the CPOE to accommodate diverse schedules and increase participation. Further, the RRU recruiter nine touches model ensures that all candidates receive consistent reminders and guidance about available preparation materials (see again Recommendation 5). Previously, resources such as the CPOE study sessions were posted online, but there was a risk that knowledge of these resources could depend on familiarity with CPD or connections to current employees. The RRU recruiter model addresses this gap by actively engaging with all applicants, ensuring they are informed about these resources and the steps needed to advance in the hiring process.

In 2021, CPD ceased use of the Pre-POWER test as an eliminating component of the hiring process (see again Recommendation 1). This change allows candidates, following their Pre-POWER test, to familiarize themselves with the physical fitness standards and identify areas in which to improve their performance before taking the second, scored POWER test. CPD encourages candidates to attend complimentary POWER preparation sessions. The voluntary physical fitness preparation sessions take place at the CPD Police Training Academy and are held multiple times a week. CPD reported that these preparatory sessions are designed to help candidates improve their physical fitness before taking the eliminating POWER test. These adjustments, combined with online resources and RRU recruiter support, reflect CPD’s efforts to minimize barriers in its test preparation. In OIG’s original report, CPOE and POWER tests were found to disproportionately eliminate Black and female candidates respectively. CPD’s efforts to reduce test preparation

barriers through candidate support and informational resources could improve equity in the hiring process and help retain diversity in the hiring pool.¹²

OIG Recommendation 7 |

CPD and OPSA-HR should consider recruitment, outreach, and informational and training sessions targeted to female applicants to help prepare them for the POWER tests.

State of Corrective Action 7 | Partially Implemented

As mentioned in Recommendation 1, CPD's recruitment strategic goals include increasing the representation of women across all ranks of the Department. These include initiatives such as participating in the 30x30 campaign, which aims to increase female recruit representation in police departments to 30% by 2030, and recruiting at women-centered job fairs and law enforcement expos.¹³ Further, with the adoption of a CPD recruiter model, female candidates along with all candidates now receive personal outreach from RRU recruiters about navigating the hiring process, including providing information on upcoming POWER Test preparation sessions. However, as of this follow up, CPD does not provide POWER Test preparation sessions specifically for female applicants. While all POWER test prep sessions are open to female applicants, the sessions are co-ed. As identified in OIG's original report, female applicants experienced higher attrition at the physical fitness stage than male candidates, with Black women most affected at this stage. OIG continues to recommend that the Department consider offering physical fitness preparation targeted to female applicants to encourage participation and potentially curb the disproportionate impact of the POWER Test on female applicants. Relevant to this, CPD reported plans for its RRU recruiters to receive Personal Trainer and Nutrition Coach certification from the American Council on Exercise (ACE) to support individual candidates with their health and fitness goals.

OIG Recommendation 8 |

CPD and OPSA-HR should consider ways to improve CPOE and POWER test passing rates. For example, CPD might consider allowing applicants who nearly meet the expected standards in the Pre-POWER test to remain in the candidate pool, providing an opportunity for these candidates to prepare and pass the final POWER test.

State of Corrective Action 8 | Substantially Implemented

In response to OIG's follow-up inquiry, CPD and OPSA reported that the results of the Pre-POWER test no longer automatically disqualify candidates. This change allows applicants who nearly meet the expected standards to remain in the candidate pool with time to improve their training and nutrition prior to the final, state-required POWER test. Since OIG's original report, CPD and OPSA reported that they have made changes to the structure of the CPOE. The agencies reported that in June 2021, the CPOE was broken into two components – Cognitive and Non-Cognitive, consisting of a total of 150 questions, with candidates receiving a short break between sections. However, the agencies did not report that this was done to improve passing rates or had any effect on passing rates.

¹² City of Chicago Office of Inspector General, "Evaluation of the Demographic Impacts of the Chicago Police Department's Hiring Process,"

¹³ 30x30 Initiative, "About 30x30," accessed October 8, 2025, <https://30x30initiative.org/about-30x30/>.

| Finding 3: Chicago Public Schools and veterans’ preference statuses may improve racial diversity, while veterans’ preference may increase the gender imbalance.

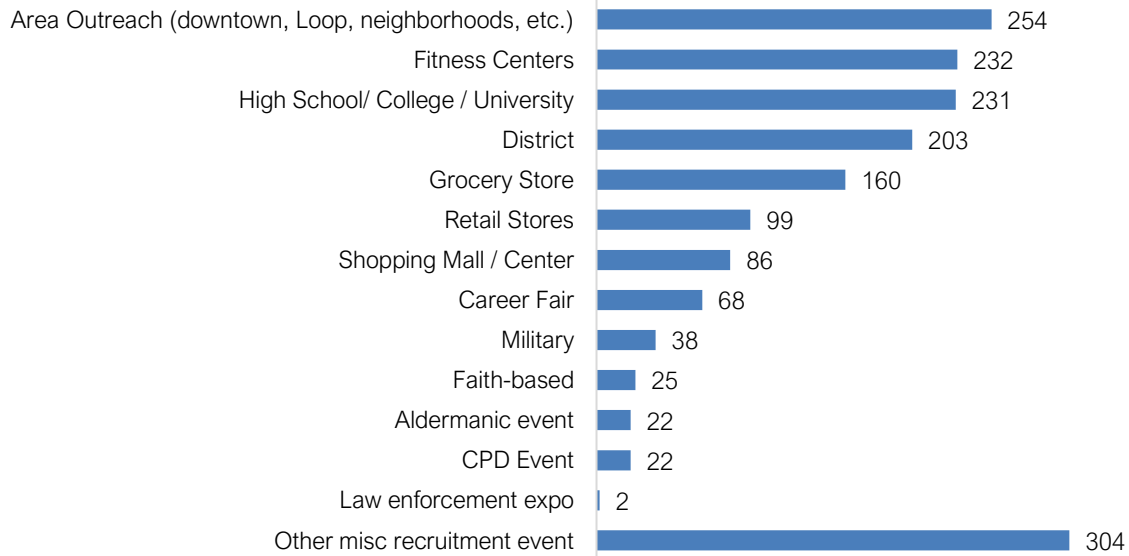
OIG Recommendation 9 |

CPD and OPSA-HR should consider targeted and regular recruitment activities for recent CPS graduates, particularly for Black graduates.

State of Corrective Action 9 | Substantially Implemented

In response to OIG's follow-up inquiry, CPD and OPSA reported that in 2023, CPD's RRU undertook 1,746 targeted recruitment activities, and in 2024, conducted over 1,567. CPD provided OIG with records of the individual recruitment events attended in 2023, of which included 231 events at high schools, colleges, and universities. Specifically, RRU recruiters visited 33 events at CPS high schools.¹⁴ Figure 2 below illustrates the various locations where CPD recruited in 2023. Upcoming recruitment events can be found on CPD’s Community Engagement Calendar on their website.¹⁵

Figure 2: Total Number of CPD Recruitment Activities and Location in 2023



Source: OIG Analysis

Further, CPS continues to offer the Chicago Police and Firefighter Training Academy (CPFTA) program for juniors and seniors in high school.¹⁶ According to the CPS website, “The program recruits and trains up to 125 public and non-public high school students each year” with the goal

¹⁴ Chicago Police Department, “2023 Annual Report,” accessed October 17, 2025, <https://www.chicagopolice.org/wp-content/uploads/2023-Annual-Report.pdf>; Chicago Police Department, “2024 Annual Report,” accessed October 17, 2025, <https://www.chicagopolice.org/wp-content/uploads/2024-CPD-Annual-Report-Final-For-Publishing.pdf>

¹⁵ Chicago Police Department, “Community Engagement Calendar,” accessed October 15, 2025, <https://www.chicagopolice.org/community-engagement-calendar/>.

¹⁶ Chicago Public Schools, “Chicago Police and Firefighter Training Academy (CPFTA),” accessed October 15, 2025, <https://www.cps.edu/academics/work-based-learning/chicago-police-and-fire-training-academy/>.

“to provide a pool of qualified applicants for the city’s police and fire academies.” The program allows participating students to “progress seamlessly from high school directly into any City College of Chicago.” Additionally, since OIG’s original report, CPD partnered with Olive-Harvey College to develop a one-year criminal justice program called “Pathway to Policing,” designed to attract students aspiring to be Chicago police officers.¹⁷ However, CPD and OPSA have not reported any targeted recruitment efforts specifically aimed at Black graduates as previously recommended.

OIG Recommendation 10 |

CPD and OPSA-HR should consider further investment in female veterans’ recruitment.

State of Corrective Action 10 | Fully Implemented

In response to OIG’s follow-up inquiry, CPD and OPSA reported taking additional measures to recruit female veterans and military-affiliated female applicants. These measures include conducting outreach at U.S. military bases across multiple states, visiting Army and National Guard reserve armories within Illinois, and developing a “school to career” pipeline with students at the 43 schools in Chicago that have a U.S. Army Junior Reserve Officer Training Corps (JROTC) program on campus. Additionally, the risk of the veteran’s preference increasing the gender imbalance of the PPO hiring pool may be lessened, given the more frequent CPOE administrations and smaller rank eligibility lists for the PPO position. OPSA reported that since at least 2021, all qualified applicants on the lists have been called to the Academy at the same time, reducing the risk that veteran’s preference would result in male candidates being selected for the Academy before female candidates. However, if the size of CPD applicant pools were to increase, the risk of the veteran’s preference contributing to a gender imbalance in CPD hiring may return.

| Finding 4: Academy recruits are clustered by race/ethnicity and neighborhood, with some neighborhoods strongly represented and others little represented.

OIG Recommendation 11 |

Engage City Council members across the city to participate in grassroots recruiting and allocate additional resources to community areas that currently are underrepresented among CPD’s recruits.

State of Corrective Action 11 | Fully Implemented

In September 2021, CPD sent letters to all Aldermen to encourage collaboration with CPD in recruiting a “diverse group of Police Officer applicants” by providing “promotional materials, in-person event support, and guidance regarding the application and hiring process.” Additionally, RRU recruiters attend local events, recruiting at 22 aldermanic events in 2023 (see again Figure 2).

In addition, since OIG’s original report, CPD has worked to build relationships with local organizations. In its 2021 annual report, CPD detailed the partnerships it formed with various community-based organizations with the goal to support CPD recruitment efforts.¹⁸ These

¹⁷ City Colleges of Chicago, “Pathway to Policing,” accessed October 15, 2025, <https://success1.ccc.edu/ohc-criminal-justice-program/>.

¹⁸ Chicago Police Department, “2021 Annual Report,” accessed October 17, 2025, <https://www.chicagopolice.org/wp-content/uploads/legacy/2021-Annual-Report.pdf>

organizations included the Theta Zeta Chapter of Kappa Alpha Psi, the Most Worshipful Prince Hall Grand Lodge, the Chicago Association of Women in Law Enforcement, Blue Cross Blue Shield of Illinois, Communities of Woodlawn, BUILD, the Westside Health Authorities, and members of faith-based communities. In 2022, CPD reported that it maintained these partnerships, in addition to reaching out to local businesses, social service agencies, aldermanic ward offices, and community contacts to promote the police officer position through their websites and listservs.¹⁹ In 2023, CPD reported new partnerships with organizations such as the Chicago Urban League, the Asian American Law Enforcement Association, the Chicago Housing Authority, Hyde Park Summer Fest, and the Illinois Department of Employment Security.²⁰ In 2024, the Department reported maintaining these same relationships with community groups.²¹ Since OIG's original report, CPD has made efforts to engage locally with alderpersons and community-based organizations.

OIG Recommendation 12 |

Expand existing community networks in predominantly Black communities that are already represented among Academy recruits in order to bolster recruitment of Black candidates.

State of Corrective Action 12 | Fully Implemented

In 2022, CPD contracted an external vendor, Purpose Brand, to conduct research to verify that communication and advertising platforms effectively engage key audiences and encourage applicant registrations. The vendor provided CPD with research that included focus groups with new Black recruits, focus groups of Black Chicago residents who meet CPD's minimum requirements, testing of campaign advertisements, and a community online survey.

As mentioned in Recommendations 9 and 11, CPD provided OIG a list of recruitment events attended by RRU members in 2023, which includes events held in predominantly Black neighborhoods. RRU's recruiting efforts have included community meetings, town halls, resource fairs, and job fairs. CPD reported that the RRU recruiters have also attended major City events such as the Pride Parade, Bud Billiken Parade, the Auto Show, Juneteenth celebrations, the NASCAR Chicago Street Race, and Lollapalooza. Taken together, CPD has improved its efforts to bolster recruitment of diverse candidates, including Black candidates specifically.

| Finding 5: The failure to track individual candidates at each stage in the process and other data limitations impair analysis of the equity of CPD's hiring process.

OIG Recommendation 13 |

CPD and OPSA-HR should coordinate with DHR to track individuals across multiple applications and CPOE administrations, and through every stage of the process, with a unique individual identifier.

¹⁹ Chicago Police Department, "2022 Annual Report," accessed October 17, 2025, <https://www.chicagopolice.org/wp-content/uploads/legacy/2022-Annual-Report-FOR-PUBLICATION.pdf>

²⁰ Chicago Police Department, "2023 Annual Report," accessed October 17, 2025, <https://www.chicagopolice.org/wp-content/uploads/2023-Annual-Report.pdf>

²¹ Chicago Police Department, "2024 Annual Report," accessed October 17, 2025, <https://www.chicagopolice.org/wp-content/uploads/2024-CPD-Annual-Report-Final-For-Publishing.pdf>

State of Corrective Action 13 | Substantially Implemented

OPSA reported that in April of 2024, it implemented a new software system that tracks candidates' progress through the hiring stages once referred to OPSA from DHR following the exam. In December 2025, OPSA reported to OIG that if a candidate is referred as a result of multiple applications or exams, the software system flags the duplicate record and OPSA resolves the records to keep an accurate track of individuals with multiple applications. OPSA-HR personnel stated that they check to see whether the candidate is currently being processed for hire and will continue processing them from that point, or, if the candidate's previous applications are no longer active and the candidate is eligible to re-apply, OPSA will restart them under a new application. Since applications are still initially processed by DHR within Taleo, there remains the risk that candidates with multiple applications may not be tracked accurately, specifically before they are referred to OPSA. For example, because duplicate records are not addressed until after the exam, any analysis of demographic trends in attrition for OPSA's minimum qualification screening stage or the exam stage would continue to face limitations in controlling for individuals who apply and are rejected in multiple instances. For all stages beyond the exam, OPSA's implementation of the new candidate tracking system is a substantial improvement, enabling any demographic analysis of attrition in CPD hiring stages to control for repeat applicants.

OIG Recommendation 14 |

CPD and OPSA-HR should coordinate with DHR to review the procedure for applying status classifications to candidates and ensure that all candidates who are definitively out of consideration for a PO position are assigned a status classification that reflects that fact.

State of Corrective Action 14 | Substantially Implemented

In a December 2025 interview, OPSA reported to OIG that it implemented a new system to track the processing of candidates after referral from DHR following the exam (see again Recommendation 13). In the new system, OPSA reported that candidates are tracked through the various stages of the hiring process, can login and view their status and outstanding action items for the hiring process, and are notified of missed deadlines or other errors through the system at certain stages. OPSA personnel stated that they communicate and work with candidates to rectify any issues, such as missing application materials, to keep their application on track.

OIG Recommendation 15 |

CPD and OPSA-HR should work with City DHR to establish and use consistent and appropriate race and ethnicity classifications in all CPD and DHR forms used throughout the PO hiring process (e.g., collecting data on race and ethnicity separately and tracking "Hispanic" as an ethnicity classification, not a race classification).

State of Corrective Action 15 | Not Implemented

In response to OIG's original report, the agencies reported that OPSA-HR had been collaborating with DHR, OPSA-IT, and CPD to resolve issues with the consistency of race and ethnicity data categories across systems. In response to OIG's follow-up inquiry, OPSA-HR reported plans to align the race and ethnicity classifications recorded in its applicant tracking portal with race and ethnicity recorded by DHR in its Personnel Contact and Data Form, to be implemented in Fall 2026.

OIG Recommendation 16 |

CPD and OPSA-HR should apply consistent and appropriate gender categories (“man”, “woman”, “transgender”, “a gender not listed here”) when asking about gender on data collection and reporting forms.

State of Corrective Action 16 | Partially Implemented

In response to OIG's original report, OPSA-HR committed to working with DHR to ensure the consistency of gender categories in data collection and reporting forms during police officer hiring, and noted that DHR has added "non-binary" as a gender option to the Taleo system in late 2020. In response to OIG's follow-up inquiry, OPSA-HR reported plans to align the gender classifications recorded in its applicant tracking portal with race and ethnicity recorded by DHR in its Personnel Contact and Data Form, to be implemented in Fall 2026.²²

OIG Recommendation 17 |

CPD and OPSA-HR should assess whether it is informative and appropriate to collect data on sex assigned at birth in addition to gender.

State of Corrective Action 17 | Partially Implemented

In response to OIG's follow-up inquiry, OPSA reported that it does not collect sex information in the PHQ completed by candidates which will be used in its applicant tracking portal. CPD and OPSA did not report on any assessment regarding the collection of sex data in other Department forms or systems.

²² Since the publication of OIG's original report, City Council enacted Municipal Code of Chicago (MCC) § 6-10-025, requiring all City forms to include the gender options of “male”, “female”, and “nonbinary.” As of this writing, DHR's Personnel Contact and Data Form offers these gender identification categories. In addition to reviewing for consistency, OPSA and the Department should review all forms in the hiring process for compliance with this ordinance.

III | Conclusion

OIG followed up with two agencies, CPD and OPSA, on recommendations made in its July 2021 Evaluation of the Demographic Impacts of the Chicago Police Department's Hiring Process. In this follow-up assessment, OIG identified areas of progress as well as opportunities for further improvement. For example, the establishment of CPD's Recruitment and Retention Unit appears to have driven many of the reported corrective actions relevant to OIG's recommendations. Through initiatives such as the "nine touches" approach and targeted recruitment activities, the Recruitment and Retention Unit has improved communication and engagement with candidates throughout the hiring process. These efforts, coupled with process changes such as making the Pre-POWER test non-disqualifying constitute meaningful improvements to CPD's recruitment and hiring efforts. CPD and OPSA have reported improvement to the collection of candidate demographic information across systems and forms used in the CPD hiring process. The implementation of a new tracking tool has allowed OPSA to improve its tracking of and communication with candidates. However, the new tool does not address the tracking of candidates at the early stages of the application process, managed by DHR in a separate system.

While CPD has made substantial progress, there remain some opportunities for improvement in ensuring a diverse candidate pool. OIG suggests that CPD and OPSA consider further efforts to reduce the impact of the POWER test on female applicants, such as by offering preparation classes targeted to female applicants to address the higher attrition for women at that stage (Recommendation 7). Additionally, CPD and OPSA should evaluate the potential risks and benefits of providing candidates with more information about disqualifying factors for the background investigation stage to make informed decisions about participating in the hiring process (Recommendation 4) and complete an analysis of the background investigation disqualifying standards specifically for potential bias (Recommendation 2).

Appendix A | CPD Response



Brandon Johnson
Mayor

Department of Police · City of Chicago
3510 S. Michigan Avenue · Chicago, Illinois 60653

Larry Snelling
Superintendent of Police

May 19, 2026

VIA ELECTRONIC MAIL

Tobara Richardson- Deputy Inspector General
Office of Inspector General- Public Safety Section
231 S. LaSalle Street, 12th Floor
Chicago, Illinois 60604

Re: *Follow up on OIG's Evaluation of the Demographic Impacts of the Chicago Police Department's Hiring Process*

Dear Deputy Inspector General Tobara Richardson:

The Chicago Police Department has prepared the following responses to Recommendations #1, #3, #5-#12 to the Office of Inspector General regarding the Follow up to OIG's Evaluation of the Demographic Impacts of this Chicago Police Department's Hiring Process. Responses to Recommendations #2, #4, #13-#17 will be provided by OPSA HR.

- Recommendation #1, Page 4-CPD should clarify its stated goal of "look[ing] for candidate that reflect our communities' broad cross-sections" by specifying benchmarks for diversity in hiring. (Please see attached documents)
- Recommendation #3, Page 6-CPD and OPSA HR should seek ways to shorten the length of the nearly year and-a-half long PO hiring process, to avoid losing qualified applicants who are unable or unwilling to wait so long to secure a position.(Please see attached documents)
- Recommendation #5, Page 8. CPD and OPSA HR should assess communication to candidates in advance of the CPOE and Pre-POWER test and should consider deploying targeted messaging to demographic groups with high attrition rates to encourage and enable candidates to show up on the test day. (Please see attached documents)
- Recommendation #6, Page 9: CPD and OPSA HR should assess the equity of accessibility for test preparation sessions and materials for the CPOE and POWER tests and seek out additional ways to lower administrative hurdles for candidates, such as offering an online exam or make-up testing days for candidates who do not appear for the CPOE and/or Pre-POWER test. (Please see attached documents)
- Recommendation #7, Page 10: CPD and OPSA HR should consider recruitment, outreach, and informational and training sessions targeted to female applicants to help prepare them for the POWER tests. (Please see attached documents)
- Recommendation #8, Page 10: CPD and OPSA HR should consider ways to improve CPOE and POWER test passing rates. For example, CPD might consider allowing applicants who nearly meet the expected standards in the Pre-POWER test to remain in the candidate pool, providing an opportunity for these candidates to prepare and pass the final POWER test. (Please see attached documents)
- Recommendation #9, Page 10: CPD and OPSA HR should consider targeted and regular recruitment activities for recent CPS graduates, particularly for Black graduates.(Please see attached documents)
- Recommendation #10, Page 12: CPD and OPSA HR should consider further investment in female veterans' recruitment. (Please see attached documents)

Emergency and TTY: 9-1-1 · Non Emergency and TTY: (within city limits) 3-1-1 · Non Emergency and TTY: (outside city limits) (312) 746-6000

E-mail: police@cityofchicago.org · Website: www.cityofchicago.org/police

- Recommendation #11, Page 12: Engage City Council members across the city to participate in grassroots recruiting and allocate additional resources to community areas that currently are underrepresented among CPD's recruits. (Please see attached documents)
- Recommendation #12, Page 13: Expand existing community networks in predominantly Black communities that are already represented among Academy recruits in order to bolster recruitment of Black candidates. (Please see attached documents).

Sincerely,



Scott Spears
General Counsel
Office of the Superintendent
Chicago Police Department

Appendix B | OPSA Response



Office of Public Safety Administration
City of Chicago

May 19, 2026

VIA ELECTRONIC MAIL

Tobara Richardson
Interim Inspector General
City of Chicago Office of Inspector General
231 S. LaSalle St., 12th Floor
Chicago, IL 60604
TRichardson@igchicago.org

Re: Follow Up to OIG's Evaluation of the Demographic Impacts of the Chicago Police Department's Hiring Process – OPSA Response

Dear Interim Inspector General Richardson,

The Office of Public Safety Administration (OPSA) respectfully submits the responses below to Recommendations 2, 3, 4, 13, 14, 15, 16, and 17 of the report *Follow Up to OIG's Evaluation of the Demographic Impacts of the Chicago Police Department's Hiring Process*, released to OPSA on May 7, 2026. Under its ordinance, OPSA is authorized to manage personnel administration for the Public Safety Departments, including human resource management, recruitment, and processing of promotions. Municipal Code of Chicago § 2-96-040(7). To date, the Chicago Police Department has retained management responsibilities over its own recruitment process, and therefore OPSA will forego its own response to Recommendations 1, 5, 6, 7, 8, 9, 10, 11, and 12.

Recommendation 2: CPD and OPSA HR should ensure that, as far as possible under applicable law, candidates are eliminated only on grounds relevant to their potential performance as POs by evaluating the following hiring process stages for bias and accuracy in predicting job performance: (a) the format and content of the Chicago Police Officer Exam (CPOE); (b) the use of the Pre-POWER Test as a disqualifier; (c) the questions in the Personal History Questionnaire (PHQ); (d) the background investigation disqualifying conditions; and (e) the minimum qualification conditions. OIG Status: Substantially Implemented.

Response: Since 2021, OPSA HR has taken several steps to reduce the risk of potential bias in its disqualifying standards. OPSA revised its background standards in 2021. These standards include a shorter “look back” period for certain criminal offenses and criminal organization affiliations, broaden the scope of the acceptable use of cannabis, and provide exceptions for the unprescribed use of prescription drugs under certain conditions. These standards contemplate an individualized assessment based on specific proven conduct, not the fact of a conviction alone. OPSA is committed to continuously reviewing CPD officer background standards to eliminate barriers in the hiring process. OPSA submits Recommendation 2 is Fully Implemented.

3510 S. Michigan Avenue, 3rd Floor, Chicago, IL 60653

Recommendation 3: CPD and OPSA HR should seek ways to shorten the length of the nearly year-and-a-half long PO hiring process, to avoid losing qualified applicants who are unable or unwilling to wait so long to secure a position. **OIG Status:** Partially Implemented.

Response: OPSA is committed to implementing a transparent, streamlined, efficient hiring process, and sunseting legacy processes that in the past have increased processing delays. Assuming normal circumstances and non-complex individual applicant factors, the current applicant clearance process on average takes 4-6 months once an applicant passes the pre-POWER test. This represents substantial improvement since 2021. OPSA submits Recommendation 3 is Fully Implemented. Attachment 1.

Recommendation 4: CPD and OPSA HR should provide candidates with more detail about disqualifying standards in the background investigations process, particularly around family members and acquaintances' personal and criminal histories. **OIG Status:** Not Implemented.

Response: OPSA will evaluate CPD's website <https://join.chicagopolice.org/process/> to determine the best placement for a link to public CPD "Employee Resource E05-34: Department Recruitment, Selection, and Hiring." OPSA will develop an FAQ and response for placement within <https://join.chicagopolice.org/faq/> to elaborate on criminal organization association disqualification as articulated in Employee Resource E05-34. These recommendations will be communicated by June 5, 2026. Additionally, OPSA Human Resources personnel have regular contact with applicants throughout the application process, refer applicants to available public resources on disqualification criteria, and timely communicate disqualification decisions.

Recommendation 13: CPD and OPSA HR should coordinate with DHR to track individuals across multiple applications and CPOE administrations, and through every stage of the process, with a unique individual identifier. **OIG Status:** Substantially Implemented.

Response: OPSA acknowledges the limitations in the Taleo system resulted in duplicate records for certain applicants. Beginning in the fall 2026, OPSA's new applicant tracking portal will be populated with responses to a revised Personal History Questionnaire (PHQ) which will request applicants provide information on previously submitted applications, withdrawals, disqualifications, removals, and conditional offers. This information will allow OPSA HR to deduplicate applicant identifiers and streamline applicant records.

Recommendation 14: CPD and OPSA HR should coordinate with DHR to review the procedure for applying status classifications to candidates and ensure that all candidates who are definitively out of consideration for a PO position are assigned a status classification that reflects that fact. **OIG Status:** Partially Implemented.

Response: With the implementation of new applicant tracking portal and processes, OPSA Human Resource personnel continuously evaluate whether applicants are properly on track and categorized to aid in an efficient hiring process. The use of one system, Taleo, to track applicant progress has transitioned to a new applicant tracking portal that substantially aids timely

3510 S. Michigan Avenue, 3rd Floor, Chicago, IL 60653



communication and notifications to applicants of status classifications. OSPA disputes the characterization that “it has not revised its data entry or review processes to ensure that individual candidate statuses are accurately or timely updated upon disqualification from consideration.” Upon the importation of an initial referral list from Taleo to the new applicant tracking portal, disqualification statuses, once a final determination has been made and entered, are communicated instantaneously and automatically. Given this improvement, OSPA submits Recommendation 14 is Fully Implemented.

Recommendation 15: CPD and OSPA HR should work with City DHR to establish and use consistent and appropriate race and ethnicity classifications in all CPD and DHR forms used throughout the PO hiring process (e.g., collecting data on race and ethnicity separately and tracking “Hispanic” as an ethnicity classification, not a race classification). OIG Status: Not Implemented.

Response: Data on race and ethnicity is collected by the City’s Department of Human Resources (DHR) and stored in ChiPPS, the official City personnel system of record. All City applicants, including applicants for public safety agencies, may enter data in a standardized Personnel Contact and Data Form, which asks, “What is your race and/or ethnicity” and provides a standardized list of options for an applicant to select. This is a voluntary form. OSPA Human Resources defers to DHR to establish and use consistent and appropriate race and ethnicity classifications in its Personnel Contact and Data Form. Beginning in the fall 2026, OSPA’s new applicant tracking portal will be populated with responses to a revised PHQ. As part of the PHQ revision, OSPA will align race and ethnicity classification with the Personnel Contact and Data Form classifications. OSPA submits Recommendation 15 is Partially Implemented. Attachment 2.

Recommendation 16: CPD and OSPA HR should apply consistent and appropriate gender categories (“man”, “woman”, “transgender”, “a gender not listed here”) when asking about gender on data collection and reporting forms. OIG Status: Partially Implemented.

Response: Similar to OSPA’s response to Recommendation 15, data on gender categories is collected by DHR and stored in ChiPPS, the official City personnel system of record. All City applicants, including applicants for public safety agencies, may enter data in a standardized Personnel Contact and Data Form, which asks, “Which of the following best describes you personally?” and provides a standardized list of options for an applicant to select. This is a voluntary form. OSPA Human Resources defers to DHR to establish and use consistent and appropriate gender categories through its Personnel Contact and Data Form. Beginning in the fall 2026, OSPA’s new applicant tracking portal will be populated with responses to a revised PHQ. As part of the PHQ revision, OSPA will align gender categories with the Personnel Contact and Data Form. Attachment 2.

Recommendation 17: CPD and OSPA HR should assess whether it is informative and appropriate to collect data on sex assigned at birth in addition to gender. OIG Status: Not Implemented.

3510 S. Michigan Avenue, 3rd Floor, Chicago, IL 60653



Response: The DHR Personnel Contact and Data Form does not collect data on sex assigned at birth, but rather, asks, “Which of the following best describes you personally?” and provides a standardized list of options for an applicant to select. This is a voluntary form. The current revised PHQ does not include a question on sex provided at birth and OPSA has no intention of adding one. OPSA submits Recommendation 17 is Partially Implemented. Attachment 2.

OPSA is committed to ensuring its management of the Chicago Police Department’s hiring process is fair, transparent, efficient, and free from bias. Should you need additional information, please do not hesitate to contact me.

Sincerely,

/s/ Sandra Talbott

General Counsel, Office of Public Safety Administration

CC: Era Patterson, Executive Director, OPSA
Tenaya Williams, Managing Deputy Director of Human Resources, OPSA
Joy Brown, Director of Human Resources, OPSA
Scott Spears, General Counsel, Chicago Police Department

3510 S. Michigan Avenue, 3rd Floor, Chicago, IL 60653





Nathan Wilson
Performance Analyst

Dana Westley
Chief Performance Analyst

The City of Chicago Office of Inspector General 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's authority to produce reports of its findings and recommendations is established in the City of Chicago Municipal Code §§ 2-56-030(d), -035(c), -110, -230, and -240.

For further information about this report, please contact the City of Chicago Office of Inspector General, 231 S. LaSalle St., Chicago, IL 60604, or visit our website at igchicago.org.

Talk to Us
(833) TALK-2-IG/(833) 825-5244
talk2ig@igchicago.org
lgchicago.org/talk2ig

OIG Business Office
(773) 478-7799

Cover photo courtesy of the Department of Fleet and Facilities Management.
Alternate formats available upon request.

