Minutes of the Meeting of the Human Resources Committee of the Board of Directors of the Cook County Health and Hospitals System (CCHHS) held Friday, February 19, 2021 at the hour of 8:30 A.M. This meeting was held by remote means only, as permitted by the Illinois Open Meetings Act.

I. **Attendance/Call to Order**

Chair Driscoll called the meeting to order.

Present: Chair Mary Driscoll, RN, MPH and Directors Robert Currie and Heather M. Prendergast, MD, MS, MPH (3)

Board Chair M. Hill Hammock (ex-officio) and Directors Ada Mary Gugenheim, Joseph M. Harrington, Mike Koetting and Robert G. Reiter, Jr.

Absent: Director Raul Garza (1)

Additional attendees and/or presenters were:

Jennifer Koehler – Senior Director – Covid-19 Contact Tracing Initiative, Cook County Department of Public Health

Jeff McCutchan – General Counsel

Carrie Pramuk-Volk – Interim Chief Human Resources Officer

Israel Rocha, Jr. – Chief Executive Officer

Deborah Santana – Secretary to the Board

The next meeting of the Committee will be held on Friday, May 21, 2021 at 8:30 A.M.

II. **Electronically Submitted Public Speaker Testimony** (Attachment #1)

The Secretary read the public speaker testimony submitted from the following individual into the record:

1. Dian Palmer – President, SEIU Local 73

Following the reading of the testimony, Director Reiter referenced the section of the testimony in which Ms. Palmer alleges that President Preckwinkle and the County’s Bureau of Human Resources pursued criminal contempt charges against the union in federal court; he requested further information relating to that allegation. Chair Driscoll indicated that she will ask Israel Rocha, Jr., Chief Executive Officer, to follow up on that request.

III. **Action Items**

A. **Minutes of the Human Resources Committee Meeting of November 20, 2020**

Director Currie, seconded by Director Prendergast, moved to accept the minutes of the Meeting of the Human Resources Committee of November 20, 2020. A roll call vote was taken, the votes of yeas and nays being as follows:

Yeas: Chair Driscoll and Directors Currie and Prendergast (3)

Nays: None (0)

Absent: Director Garza (1)

THE MOTION CARRIED UNANIMOUSLY.

B. Any items listed under Sections III and V
IV. **Report from Interim Chief Human Resources Officer** (Attachment #2)

- 13th Semi-Annual Report from the Employment Plan Officer

Carrie Pramuk-Volk, Interim Chief Human Resources Officer, reviewed the report, which included information on the following subjects:

- Impacting the Strategic Plan – Staffing to Align HR to Strategic Initiatives
- Exit Survey – Summary
- Covid-19 Response – Contact Tracing and Staff/Volunteers/Unpaid Workforce
- Covid-19 Vaccination – CCH Staff Program
- Metrics:
  - HR Activity Report through 1/31/21 and Hiring Snapshot
  - Cook County Health HR Activity Report – Improve/Reduce Average Time to Hire
- Employment Plan Update – 13th Semi-Annual Report (included in Attachment #2)

Director Currie requested information on the approximate percentage of separating employees who complete the exit survey. Ms. Pramuk-Volk responded that she will follow-up with that information.

V. **Closed Meeting Items**

A. **Report from Interim Chief Human Resources Officer**
B. **Discussion of personnel matters**
C. **Update on labor negotiations**
D. **Discussion of litigation matters**

Director Prendergast, seconded by Director Currie, moved to recess the open meeting and convene into a closed meeting, pursuant to the following exceptions to the Illinois Open Meetings Act: 5 ILCS 120/2(c)(1), regarding “the appointment, employment, compensation, discipline, performance, or dismissal of specific employees of the public body or legal counsel for the public body, including hearing testimony on a complaint lodged against an employee of the public body or against legal counsel for the public body to determine its validity,” 5 ILCS 120/2(c)(2), regarding “collective negotiating matters between the public body and its employees or their representatives, or deliberations concerning salary schedules for one or more classes of employees,” and 5 ILCS 120/2(c)(11), regarding “litigation, when an action against, affecting or on behalf of the particular body has been filed and is pending before a court or administrative tribunal, or when the public body finds that an action is probable or imminent, in which case the basis for the finding shall be recorded and entered into the minutes of the closed meeting.”

On the motion to recess the open meeting and convene into a closed meeting, a roll call was taken, the votes of yeas and nays being as follows:

**Yeas:** Chair Driscoll and Directors Currie and Prendergast (3)

**Nays:** None (0)

**Absent:** Director Garza (1)

THE MOTION CARRIED UNANIMOUSLY and the Committee convened into a closed meeting.
V. **Closed Meeting Items (continued)**

Chair Driscoll declared that the closed meeting was adjourned. The Committee reconvened into the open meeting.

VI. **Adjourn**

As the agenda was exhausted, Chair Driscoll declared the meeting ADJOURNED.

Respectfully submitted,
Human Resources Committee of the
Board of Directors of the
Cook County Health and Hospitals System

XXXXXXXXXXXXXXXXXXXXXXXXX
Mary Driscoll, RN, MPH, Chair

Attest:

XXXXXXXXXXXXXXXXXXXXXXXXX
Deborah Santana, Secretary

Requests/Follow-up:

Follow-up: The administration will follow-up on the request for information made by Director Reiter following the presentation of public testimony. Page 1

Request: A request was made for information on the approximate percentage of separating employees who complete the exit survey. Page 2
TO: Cook County Health Human Resources Committee  
RE: Update on labor negotiations

Statement from Dian Palmer, President Local 73

Chairwoman Driscoll and distinguished members of the Cook County Health Human Resources Committee. SEIU Local 73 represents the largest number of workers within the Cook County Health System. Our members are frontline essential workers who have put their health and safety on the line throughout the pandemic to ensure Cook County residents receive quality care.

Our union and our members are committed to the Cook County Health and Hospital System. We believe that a well-funded, quality, public health system is essential for our community. Particularly the marginalized communities CCH serves and those left behind by the private healthcare system. It is in the best interest of both our organizations to work together as strategic partners advocating for a more robust health system.

Unfortunately, our relationship with Cook County President Toni Preckwinkle and the Bureau of Human Resources (BHR) have become obstacles to that strategic partnership. The County has largely ignored the concerns and difficult situation our members faced as they worked throughout the pandemic. As a result, our members voted by a 90% majority to strike for one day to draw attention to the issues of short staffing, lack of PPE, and the need for pandemic pay for at-risk workers. It was particularly hurtful to our members when CCH agreed to pay $5 per hour to our registered nurse colleagues in pandemic pay but ignored the housekeepers, nursing assistants, and other workers, working side-by-side with nurses, taking the same risks. Especially considering that most of our members are Black and Brown and paid lower wages, this raises serious questions about disparate treatment.

In response to our members’ 12-hour strike at CCH, President Preckwinkle chose to spend over a million dollars on strikebreakers from high-risk COVID states, rather than address the immediate concerns of our members. After the strike, Preckwinkle and BHR pursued criminal contempt charges against our union in Federal court. Additionally, BHR has conducted a witch hunt threatening these workers with disciplinary action for their participation in the 12-hour strike. Lastly, the County has continued to refuse to negotiate at a single table for CCH workers, dividing us into four separate bargaining tables, and unnecessarily dragging out the process for months without resolution.

Based on these actions, it is hard not to interpret President Preckwinkle’s actions as union-busting and anti-worker. She continues to treat our members and union as enemies in the name of the Cook County Health and Hospital System.

We urge the CCH Board to not stay silent on this matter and join us in working towards a solution. Every day our members are working to save and protect the lives of their patients. All we are asking is for Cook County Health to protect our workers’ lives. I am confident that by working together we can find the solutions and make Cook County Health strong enough to see us through this pandemic and beyond.

Thank you.

Dian Palmer  
President
Impacting the Strategic Plan

Staffing to Align HR to Strategic Initiatives
Impact 2023 Strategic Plan

Human Resources Focus Area

**Recruitment Team**

1.2 Deliver High Quality Care

3.2 Foster Fiscal Stewardship

4.1 Leverage & Invest in Assets

**Tasks**

1.2B – Develop comprehensive cultural competency strategy
  - Increase hiring of bilingual employees

3.2B – Control costs and maximize efficiencies
  - Streamline hiring process
  - Improved use of Job Tracker / Taleo System
  - Implement Primary Source Verification

4.1 – Recruit, hire and retain the best employees
  - Revisit/re-engineer hiring processes to develop an industry-based class & compensation strategy.
  - Reduce time to hire & complexity of hiring

**Learning & Development Team**

1.2 Deliver High Quality Care

4.1 Leverage & Invest in Assets

**Tasks**

1.2B – Develop comprehensive cultural competency strategy
  - Develop cultural competency of workforce
  - Train 100% of CCH Employees
  - Create CCH Training Council
  - Align Training Initiatives across CCH
  - Formalize training across organization

4.2 – Strengthen the CCH Workforce
  - LMS Just-in-Time, Instructor-led courses
  - Implement Performance Management
  - Succession Planning
  - Employment Engagement

**Operations Team**

3.2 Foster Fiscal Stewardship

**Tasks**

3.2B – Control costs and maximize efficiencies
  - Leverage Human Resources Information Systems
    - Electronic Document Management System
  - Enhance Absence Compliance Tracker (ACT)
Staffing to Align HR to Strategic Initiatives

HR Total FTEs 35

CCH High Performing HR

Deliver High Quality Care

1.2 Ensure that patients receive Culturally and Linguistically Appropriate Services

Foster Fiscal Stewardship

3.2 Demonstrate fiscal Responsibility with limited resources by controlling costs and maximizing efficiency.

Leverage & Invest in Assets

4.1 Recruit, hire and retain the best employees, who are committed to the CCH mission

4.2 Strengthen CCH Workforce

Current State by Division

- Recruitment - 11 FTEs
- Compensation & Classification - 2 FTEs
- EEO - 3 FTEs
- Learning & Development - 5 FTEs
- Operations - 8 FTEs
- Operations Counsel - 3 FTEs
- Administration - 4 FTEs

Future State

<table>
<thead>
<tr>
<th>Description</th>
<th>FTEs</th>
<th>Factor</th>
<th>HR Personnel per 100</th>
<th>FTEs/100</th>
<th>Benchmark</th>
<th>Budget HR</th>
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<td>Staff based on 12/4/20 Payroll</td>
<td>6054</td>
<td>100</td>
<td>1.4</td>
<td>61</td>
<td>85</td>
<td>35</td>
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<tr>
<td>Budget FTE</td>
<td>6787</td>
<td>100</td>
<td>1.4</td>
<td>68</td>
<td>95</td>
<td>35</td>
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</tbody>
</table>

CCH High Performing HR

Deliver High Quality Care

1.2 Ensure that patients receive Culturally and Linguistically Appropriate Services

Foster Fiscal Stewardship

3.2 Demonstrate fiscal Responsibility with limited resources by controlling costs and maximizing efficiency.

Leverage & Invest in Assets

4.1 Recruit, hire and retain the best employees, who are committed to the CCH mission

4.2 Strengthen CCH Workforce
Exit Survey

Summary
CCH Employee Exit Survey

Year to Date Summary

CCH SEPARATIONS

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Retirement</td>
<td>65%</td>
</tr>
<tr>
<td>Resignation</td>
<td>29%</td>
</tr>
<tr>
<td>Termination</td>
<td>4%</td>
</tr>
<tr>
<td>Deceased</td>
<td>1%</td>
</tr>
</tbody>
</table>

EXIT SURVEY BY POSITION TYPE

<table>
<thead>
<tr>
<th>Position Type</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nurse/RN/APN</td>
<td>42%</td>
</tr>
<tr>
<td>Other</td>
<td>22%</td>
</tr>
<tr>
<td>Administrative Support</td>
<td>13%</td>
</tr>
<tr>
<td>Physician/Psychologist/Psychiatrist/Dentist/PA</td>
<td>13%</td>
</tr>
<tr>
<td>Clinician</td>
<td>7%</td>
</tr>
<tr>
<td>Service/Maintenance/Skilled Craft Worker</td>
<td>2%</td>
</tr>
</tbody>
</table>

Thru 01/31/2021
CCH Employee Exit Survey

Employee Resignation Details

Jan 2020 to Jan 2021

- Retirement: 53%
- New Opportunity: 24%
- Family/Personal: 12%
- Other: 11%

[Pie chart showing the above percentages]
COVID 19 Response

Contact Tracing
Staff/Volunteers/Unpaid Workforce
Contact Tracing – Hiring Snapshot

CCH & Hektoen Positions YTD Hires 285

As of 01/31/2021

44% | 228 of 514 Positions in Process

<table>
<thead>
<tr>
<th>Pre-Recruiting</th>
<th>To Be Posted</th>
<th>Currently Posted</th>
<th>In Validation</th>
<th>Awaiting Referral/RePost</th>
<th>Interviews In Process</th>
<th>Offer Being Extended</th>
<th>Candidate In Process</th>
<th>Hire Date Set</th>
<th>Vacancies Filled</th>
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</thead>
<tbody>
<tr>
<td>Hektoen</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>20</td>
<td>0</td>
<td>0</td>
<td>10</td>
</tr>
<tr>
<td>Cook County Health</td>
<td>0</td>
<td>1</td>
<td>10</td>
<td>19</td>
<td>2</td>
<td>111</td>
<td>1</td>
<td>5</td>
<td>49</td>
</tr>
</tbody>
</table>

CCH & Hektoen Positions YTD Hires 285
Contact Tracing – Hiring Snapshot

Year to Date Hires - 285

Thru 01/31/2021
CCH Volunteer Program

**Foster Fiscal Stewardship:** Control costs and maximize efficiencies

Workforce Development is developing an improved volunteer program to maximize efficiencies.

- **Request for Volunteer:** Submit to CCH Workforce Development
- **Source Volunteer:** Screen & Match
- **Onboard Volunteer:** Priority given to Emergency Preparedness
- **Orientation:** Volunteer Assignment Complete

**VALIDATION FRAMEWORK**

- Department Focused
- Skill Focused
- Episodic
- Long Term
### CCH Unpaid Workforce

#### Vaccination Personnel:
- **NATIONAL GUARD**
  - **304 On Boarded**
  - **Administer Vaccine**
  - 24,717 Community Vaccinated

#### COVID-19 HOT LINE VOLUNTEERS
- **34 On Boarded**

#### Dissemination of COVID-19 test results
- Telework
- Launched: 12/21/2020

### As of 1/31/2021

<table>
<thead>
<tr>
<th>Location</th>
<th># of Volunteers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tinley Park Convention Center</td>
<td>143</td>
</tr>
<tr>
<td>Triton College</td>
<td>36</td>
</tr>
<tr>
<td>North Riverside Health Center/Morton College</td>
<td>35</td>
</tr>
<tr>
<td>Robbins &amp; Cottage Grove Health Center</td>
<td>18</td>
</tr>
<tr>
<td>Arlington Heights Health Center</td>
<td>18</td>
</tr>
<tr>
<td>Blue Island Health Center</td>
<td>18</td>
</tr>
<tr>
<td>Stroger/Provident/CORE</td>
<td>18</td>
</tr>
<tr>
<td>ISP McCormick Place POD [2/26/21]</td>
<td>18</td>
</tr>
</tbody>
</table>

## Community Vaccination Program

![COVID-19 Community Vaccination Program Logo]
COVID-19 Vaccination
CCH Staff Program
COVID-19 CCH Vaccination Reporting

CCH Staff Vaccination Summary

CCH Staff vaccinated
~70%

5,089

CCH Employees vaccinated
~56%

3,384

As of 02/16/2021
COVID-19 CCH Vaccination Reporting

CCH Employees Vaccinated by Race/Ethnicity

As of 02/16/2021

<table>
<thead>
<tr>
<th>Race/Ethnicity</th>
<th>Vaccinated</th>
<th>Not Vaccinated</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unknown</td>
<td>91%</td>
<td>9%</td>
</tr>
<tr>
<td>Asian</td>
<td>76%</td>
<td>24%</td>
</tr>
<tr>
<td>American Indian/Alaskan Native</td>
<td>74%</td>
<td>26%</td>
</tr>
<tr>
<td>White</td>
<td>72%</td>
<td>28%</td>
</tr>
<tr>
<td>Hispanic or Latino</td>
<td>59%</td>
<td>41%</td>
</tr>
<tr>
<td>Two or More Races</td>
<td>52%</td>
<td>48%</td>
</tr>
<tr>
<td>Black or African-American</td>
<td>40%</td>
<td>60%</td>
</tr>
</tbody>
</table>

Vaccinated (56%)
Not Vaccinated (44%)

As of 02/16/2021
COVID-19 CCH Vaccination Reporting

CCH Employees Vaccinated By Age

As of 02/15/2021
COVID-19 CCH Vaccination Reporting

CCH Employees Vaccinated By Job Category

As of 02/16/2021

Vaccinated (56%)
Not Vaccinated (44%)

- Unknown
- Public Health
- Pharmacy
- Non-Clinical Leadership
- Administrative/Clerical Support
- Doctors
- Pharmacists
- Healthcare Professionals
- Hospital Police/Security
- Trades
- Nursing
- Technicians and Technologists
- Public Health Professionals
- Service and Maintenance
- Clinical Support
- Management/Administrative Support/Clerical

Vaccinated percentages:
- Unknown: 100.0%
- Public Health: 100.0%
- Pharmacy: 100.0%
- Non-Clinical Leadership: 100.0%
- Administrative/Clerical Support: 100.0%
- Doctors: 83.6%
- Pharmacists: 66.3%
- Healthcare Professionals: 65.4%
- Hospital Police/Security: 61.1%
- Trades: 60.4%
- Nursing: 54.6%
- Technicians and Technologists: 49.3%
- Public Health Professionals: 41.0%
- Service and Maintenance: 38.5%
- Clinical Support: 35.5%
- Management/Administrative Support/Clerical: 30.0%

Total vaccinated: 49.3%
Total not vaccinated: 50.7%

As of 02/16/2021
COVID-19 CCH Vaccination Reporting

CCH Employees Vaccinated By Union vs. Non-Union

As of 02/16/2021

**UNION**
- Vaccinated (2769) 53%
- Not-Vaccinated (2424) 47%

**NON-UNION**
- Vaccinated (615) 71%
- Not-Vaccinated (251) 29%

Union (5193) 86%
Non-Union (866) 14%

As of 02/16/2021
Metrics
Fiscal Year 2021
FY 2021 CCH HR Activity Report
Thru 01/31/2021

FILLED POSITIONS
2020 Filled (30) | Externals (23)
2021 Filled (172) | Externals (148)

SEPARATIONS
2020 Separations (133)
2021 Separations (147)

NET
FY21 External Hire - 148 | 50%
FY21 Separations - 147 | 50%

Deceased  Discharged  Resignation  Retirement
FY20 (133)  2   14   36   81
FY21 (147)  2   6   43   96

Does not include Consultants, Registry and House Staff
FY 2021 Cook County Health HR Activity Report – Hiring Snapshot

Thru 1/31/2021

671 Positions in Recruitment

Clinical Positions 368 | 55%
Non-Clinical Positions 303 | 45%

391 (58%) of the positions in process, are in the post-validation phase

Count of positions

Shared Responsibility
Human Resources
Management
Finance / Human Resources
Shared Responsibility

Does not include Consultants, Registry and House Staff

148 / 86% Externals
FY 2021 Cook County Health HR Activity Report Nursing Hiring: CNI, CNII
Thru 1/31/2021

118 Positions in Process

- Pre-Recruiting: 2
- To be posted: 5
- Currently posted: 59
- In validation: 4
- Awaiting referral/post: 0
- Interviews in Process: 38
- Offer being extended: 0
- Candidates in process: 3
- Hire date set: 9
- Vacancies Filled: 10

50 (72%) of the positions in process are in the post-validation phase

Count of positions

Shared Responsibility
Human Resources
Management
Human Resources
Shared Responsibility

Does not include Consultants, Registry and House Staff
FY 2021 Cook County Health HR Activity Report

Improve/Reduce Average Time to Hire*

Thru 01/31/2021

Average Time to Fill
(Without Credentialed\(^1\))

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Goal</th>
<th>Actual</th>
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<tr>
<td>FY14</td>
<td>140</td>
<td>203</td>
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<tr>
<td>FY15</td>
<td>139</td>
<td></td>
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<td>FY16</td>
<td>110</td>
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<td>FY17</td>
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<td>FY18</td>
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<td>FY20</td>
<td>90</td>
<td>91</td>
</tr>
<tr>
<td>FY21</td>
<td>90</td>
<td>92</td>
</tr>
</tbody>
</table>

\(^1\)Credentialed Positions: Physicians, Psychologist, Physician Assistant I and Advanced Practice Nurses.
Employment Plan Update

13th Semi-Annual Report
What’s New

Reporting Period: July 1- December 31, 2020

Department Focus:

- Contract Tracing Initiative Grant – hiring
  - Worked with Interim CHRO and OIIG on hiring process modifications
  - Monitored all of the leadership process for the CTI Grant
  - Contact Tracers specifically:
    - 8 Requisitions
    - 1500 applicants
    - ~450 interviews by 84 panels
    - Monitored: ~52 panel processes
  - Emergency Hiring Process

- Discipline Policy adherence
  - No departmental audits
  - Audited 50% of the disciplinary actions issued, including all terminations

- Supplemental Policies
  - Grade 24 Salary policies
  - Layoff
  - Desk Audits
Monitoring Activity

Hiring Processes and Policies

Supplemental Policies & Appointments

<table>
<thead>
<tr>
<th>Policy</th>
<th>Volume</th>
</tr>
</thead>
<tbody>
<tr>
<td>Approved Interim Assignments</td>
<td>21</td>
</tr>
<tr>
<td>Department/Division Chair Appointments</td>
<td>5</td>
</tr>
<tr>
<td>Direct Appointments</td>
<td>5</td>
</tr>
<tr>
<td>Grade 24 Salary Determinations</td>
<td>7*</td>
</tr>
<tr>
<td>Grade 24 Salary Adjustments</td>
<td>3</td>
</tr>
<tr>
<td>Layoffs</td>
<td>10</td>
</tr>
</tbody>
</table>

*81 total Salary Determinations reviewed – included historical packets

Monitored Hiring Processes

- Requisitions Posted
  1st Half: ~250 (30%)
  2nd Half: ~270 (29%)

This number does not include the 64 interview packet reviews for the Contact Tracers
### Discipline Policy

EPO Monitoring of Discipline

#### Discipline Statistics

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
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</thead>
<tbody>
<tr>
<td>Attendance Discipline:</td>
<td>28%</td>
</tr>
<tr>
<td>Terminations*:</td>
<td>7%</td>
</tr>
<tr>
<td>Ineligible For Hire List:</td>
<td></td>
</tr>
<tr>
<td>Added -</td>
<td>4</td>
</tr>
<tr>
<td>Removed -</td>
<td>14</td>
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*Terminations for Cause are added to the Ineligible For Hire List.

---

**Total Discipline Issued:** 150

**Total Monitored:** 74 (50%)

13 issues
Investigations

<table>
<thead>
<tr>
<th>Statistics</th>
<th>12th Report</th>
<th>13th Report</th>
</tr>
</thead>
<tbody>
<tr>
<td>Complaints</td>
<td>28</td>
<td>11</td>
</tr>
<tr>
<td>Closed Cases</td>
<td>12</td>
<td>16</td>
</tr>
<tr>
<td>cases referred out</td>
<td>8</td>
<td>4</td>
</tr>
<tr>
<td>Non-Compliance Notices</td>
<td>5</td>
<td>24</td>
</tr>
<tr>
<td>Incident Reports</td>
<td>0</td>
<td>5</td>
</tr>
<tr>
<td>Rollover</td>
<td>33</td>
<td>15+</td>
</tr>
</tbody>
</table>

+ from 12th reporting period only

Allegations

- Discipline: 6%
- Harassment: 27%
- Discrimination: 20%
- Hostile Environment: 6%
- Retaliation: 20%
- Hiring: 7%
- Workplace Violence: 7%
- Working out of Class: 7%

Incident Reports Issued: 5
Not Sustained: 5
Sustained: 0
Thank you.