COOK COUNTY HEALTH

EMPLOYMENT PLAN

Revised February 18, 2026

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I. INTRODUCTION

This Employment Plan sets forth the principles, procedures and policies governing hiring and employment by the Cook County Health and Hospitals System, doing business as Cook County Health ("CCH"). This Employment Plan applies to all current Employees of the County who are assigned to CCH ("Employees"), as well as to all Applicants and Candidates for Positions with CCH. All undefined terms in this Section I will have the meanings given them in Section II below.

The mission of CCH is to provide quality healthcare to the residents of Cook County with dignity and respect regardless of their ability to pay. No Employment Action covering any Position in CCH may be based on any Political Reasons or Factors.

II. DEFINITIONS

The following definitions apply to specific words and terms used in this Employment Plan:

ACP: See Advanced Clinical Professional

Actively Recruited Position: A high ranking or technical/professional Position for which the Applicant's academic credentials, licensure, certification, or experience are important determinants for differentiation among Applicants. Actively Recruited Positions must meet specified Minimum Qualifications, including a Bachelor's Degree or higher, except in the case of Certified/Licensed Healthcare Professional Positions and Medical Assistants. Actively Recruited Positions are not Direct Appointment Positions. Actively Recruited Positions fall into one of four categories:

A. Positions for which a Minimum Qualification is a M.D., D.O., D.D.S., Ph.D., D.Sc., Dr.PH, J.D. or a Doctorate or Master's Degree;

B. Positions that are Certified/Licensed Healthcare Professional Positions working within CCH;

C. Medical Assistants working within CCH; or

D. Positions that (1) are not covered by any CBA; (2) are exempt from career service as defined in the CCH Personnel Rules and are at-will (unless the employee in the Position was hired into that Position prior to July 1, 2010); and (3) are either (a) responsible for the day-to-day performance of a high-level technical or professional function, or (b) responsible for the day-to-day supervision of at least three employees.

Accelerated Hiring Position: A Position that may be filled utilizing the Accelerated Hiring Process.

Accelerated Hiring Process: An expedited recruitment process used when multiple vacancies exist under a single job posting and the Department Head has provided approval.

It includes shortened posting periods, targeted sourcing, and faster screening and selection timelines.

Actively Recruited Positions List: The list of all Actively Recruited Positions kept and maintained by the Employment Plan Officer pursuant to Section IX.T. A copy of the current Actively Recruited Positions List, which may be amended from time to time, is attached as Exhibit 1.

Advanced Clinical Professional Position: Clinical positions requiring licensure that qualifies an Employee to make independent decisions concerning diagnosis and/or treatment of patients. ACP Positions are not Direct Appointment Positions or Actively Recruited Positions. All ACP Positions must require one or more of the following licenses as a Minimum Qualification: Doctor of Medicine (M.D.), Doctor of Osteopathy (D.O.), Doctor of Podiatric Medicine (D.P.M.), Doctor of Dental Surgery (D.D.S.), Doctor of Dental Medicine (D.M.D.), Doctor of Psychology (Psy.D.), Advanced Practice Nurse (APN), Certified Registered Nurse Anesthetist (CRNA), Clinical Nurse Specialist, Nurse Midwife, Doctor of Nursing Practice, Nurse Practitioner, and Physician Assistant (PA). All persons selected for an ACP Position must possess the Minimum Qualifications for the ACP Position. A copy of the current ACP Position List, which may be amended from time to time, is attached as Exhibit 13.

Applicant: A person who has completed and submitted an online application for a Position within CCH and whose name appears on the Preliminary Eligibility List.

Applicant Pool: All Applicants who apply for a particular Requisition in the same posting period.

Applicant Tracking and Application System ("ATAS"): The electronic employment application system implemented by the County and CCH to be used in the hiring of Employees within CCH.

Application Review Panel: A panel assembled to review applications for Actively Recruited Positions.

Asset Question: A question contained in an ATAS posting that is designed to identify whether an Applicant possesses a specific Preferred Qualification contained in the Job Description for that Position.

ATAS: See Applicant Tracking and Application System.

Attendee: A person who goes to a CCH Hiring Fair for the purpose of obtaining information about and/or applying and interviewing for a Position who has not previously submitted an application via ATAS.

BHR: See Bureau of Human Resources.

Board: The Board of Commissioners of the County.

Bureau of Human Resources ("BHR"): The Cook County Bureau of Human Resources.

Candidate: An Applicant whose name is validated as eligible for a Position.

Career Service: A uniform system of recruitment, selection, promotion, discipline, and compensation set forth in certain Cook County Health's Personnel Rules designated as Career Service provisions and encompassing all Positions under the jurisdiction of the Cook County Health's Board that are not Exempt Positions under the Cook County Health's Personnel Rules.

Career Service Employee: An Employee who is in a Career Service Position and who has successfully completed the Probationary Period, including any extension thereto.

Career Service Position: A Position that is not an Exempt Position. Career Service Positions are covered by the Employment Plan and Personnel Rules.

CBA: See Collective Bargaining Agreement.

CCH: See Cook County Health.

CCH Personnel Rules: Rules promulgated and published by CCHCCH establishing its policies and procedures, as amended from time to time.

CCH Supplemental Policies Manual (the "Manual"): The manual of employment policies and procedures developed and maintained by DHR that explains the requirements of and procedures for conducting Employment Actions other than hiring covered in this Employment Plan, as amended from time to time.

CEO: See Chief Executive Officer.

CEO Report: The report issued by the CEO or his or her designee pursuant to Section IV.M.2.

Certified/Licensed Healthcare Professional Position: A CCH Position that involves the day-to-day performance of a high level technical health care-related function and requires post-high school education and a state-issued or other accredited organization's license or certification in a health care-related field.

Certified/Licensed Healthcare Professional Positions List: The list of all Certified/Licensed Healthcare Professional Positions, which may be amended from time to time, a current copy of which is attached as Exhibit 2.

Chief Executive Officer: The Chief Executive Officer of CCH.

CHRO: See Chief Human Resources Officer.

Chief Human Resources Officer ("CHRO"): The Chief of Human Resources for CCH, also known as the CHRO.

Chief Medical Officer ("CMO"): The Physician responsible for the medical operations throughout the Cook County Health & Hospitals System.

Collective Bargaining Agreement ("CBA"): Any current collective bargaining agreement between the County and any legally-recognized collective bargaining representative applicable to designated Employees.

Compensatory Time: Time off earned by an Employee pursuant to the CCH Personnel Rules, the Manual, the rules of any applicable CBA, or any applicable law.

Conflict of Interest: A situation in which impartiality and judgment may be compromised or may appear to be compromised because of an actual or potential clash between a person's self-interest and his or her professional or public-interest.

Consolidated Ranked List: A single listing of all Candidates interviewed, but not receiving an initial offer, during the course of a Hiring Fair by all of the interview panels that are ranked in order of the Candidates' weighted average interview scores.

Contact Log: The log maintained by the Office of the Independent Inspector General (the "OIIG") recording all Political Contacts from any Politically-Related Person or Organization or his, her or its representative regarding any Applicant, Candidate or Employee. A current copy of the Contact Log Reporting Form is attached as Exhibit 3.

Cook County Health ("CCH"): The agency of the County established by Ordinance of the Board which constitutes the County's public health system.

Cook County Offices Under the President ("Offices under the President"): Any office, department or agency of Cook County that is under the jurisdiction and control of the President of the Board.

Corporate Compliance and Privacy Officer: The Employee in charge of corporate compliance for CCH.

County: The County of Cook, Illinois.

County Compliance Officer: The Employee who is in charge of compliance with the County's Employment Plan.

Day or day: A calendar day unless otherwise indicated.

Decision to Hire: The form completed by the Hiring Manager upon completion of a Candidate selection process, a current copy of which is attached as Exhibit 4 or the form completed by DHR upon completion of an Accelerated Hiring Process, a current copy of which is attached as Exhibit 15.

Demotion: The Transfer of an employee from a Position in one classification to a different Position in another classification which is associated with a lower range of salary rates (i.e. a lower grade).

Department: A discrete area or group of services, either clinical or non-clinical, which the Chief Executive Officer or his/her designee identifies as a Department for purposes of this Employment Plan. A list of Departments is attached hereto as Exhibit A.

Department Head: An Employee assigned to head or direct a Department.

Department of Human Resources ("DHR or HR"): The Department of Human Resources of CCH.

Direct Appointment Position: A high level, specialized professional Position for which academic credentials and total accumulated experience (or specialized experience) are important determinants for differentiating among Applicants, and: (1) has Minimum Qualifications requiring a Bachelor's Degree or higher and a minimum of three years of work experience related to the Position, (2) is appointed by the CEO, (3) reports directly to the CEO or Executive Chief or reports to someone who is within two reporting levels of the CEO or Executive Chief as reflected on the CCH organizational charts, (4) is not covered by any CBA, (5) is exempt from career service under the CCH Personnel Rules and are at-will (unless the Employee in the Direct Appointment Position was hired prior to July 1, 2010 and was appointed to the Direct Appointment Position prior to March 12, 2013), (6) is responsible for the day-to-day performance of a high-level and specialized professional function, and (7) is not an Actively Recruited Position.

Direct Appointment Positions List: The list of all Direct Appointment Positions, which may be amended from time to time pursuant to Section VIII.J, a current copy of which is attached as Exhibit 5.

Discipline: An action taken by CCH in response to an Employee's behavior or performance pursuant to the applicable provisions of this Employment Plan, the CCH Personnel Rules, the Manual, or the rules of any applicable CBA.

Disqualifying Question: A question contained in an ATAS posting that is designed to identify whether an Applicant possesses a specific Minimum Qualification contained in the Job Description for a Position.

Emergency: A situation which has been certified pursuant to Section VII.E that involves a significant threat to public safety or health or patient care (e.g., a natural disaster, a weather-related event, a terrorist attack or similar event), but not including budgetary or financially-caused situations (e.g., a hiring freeze, a grant application deadline or similar event).

Employee: An individual employed by the County and assigned to work at CCH (whether probationary, full-time or part-time, permanent or temporary) regardless of whether the employment is paid for by federal funds.

Employment Action: Any action (positive or negative) related to any aspect of employment, including, but not limited to, hiring, Promotion, Demotion, Transfer, assignment of Overtime, assignment of Compensatory Time and other benefits of employment, Discipline and Termination.

Employment Plan Officer ("EPO"): The Employee in charge of compliance who will perform all tasks and responsibilities as described in this Employment Plan and as may be assigned from time to time.

Employment Plan: This Employment Plan, which may be amended from time to time.

Executive Assistant Position: A Position that reports directly to a Direct Appointment Position, the primary duties of which include the performance of executive-level secretarial and clerical services for the Employee holding the Direct Appointment Position. Executive Assistant Positions are (1) not covered by any collective bargaining agreement, (2) exempt from career service under the Personnel Rules, and (3) at-will.

Executive Assistant Supervisor: The Employee holding the Direct Appointment Position to whom the Executive Assistant reports.

Exempt Employee: As defined in the Cook County Health's Personnel Rules, an individual employed by the County to work in an Exempt Position.

Exempt Position: As defined in the CCH's Personnel Rules, a Position listed as Exempt from either the Career Service provisions of CCH's Personnel Rules or the Classification and Compensation Provisions of CCH's Personnel Rules, or both.

External Applicant: An Applicant who applies for a Position and is not an Employee at the time of application.

General Hiring Process: The hiring process described in detail in Section V.

Governmental Employment: Any employment relationship that constitutes employment at common law (whether probationary, full-time or part-time, permanent or temporary, and regardless of whether the employment is paid for by federal funds by or for the County).

Grant Funded Position: A County-employed position within CCH that is funded by a source other than the County.

Grant of Authority: The form signed by the CHRO, or his or her designee, authorizing the making of an offer of employment to a Candidate selected for hire. A copy of the current Grant of Authority, which may be amended from time to time, is attached as Exhibit 6.

Hiring Department: The Department in which a Candidate who is hired will be assigned to work.

Hiring Fair: A CCH recruitment event held either on its own or in conjunction with other employers in which persons who have not yet applied for a Position through ATAS but who wish to be considered for an open Position may appear with their resume and be considered for the Position.

Hiring Manager: The individual within a Department, who may also be the Department Head, responsible for processing the required documentation and following the procedures for hiring an Employee and for making a recommendation to hire pursuant to this Employment Plan.

Incident Report: The report prepared by the EPO upon completion of his or her investigation pursuant to Section IV.L.2.

Intern: A student of an accredited academic institution who is receiving credit from such institution for performing work at CCH, who may or may not receive compensation for such work.

Internal Applicant: An Applicant who (1) is an Employee in the relevant Department(s) at the time of application or (2) is considered an Internal Applicant subject to the terms of any applicable CBA.

Internal Candidate Preference: A Position designated by a Department Head and approved by DHR where the applications of Internal Applicants within the relevant Department for the Position will not be subject to computer-based randomization because of the advantages of employing internally experienced Applicants in carrying out the duties and responsibilities of the Position being posted.

Interview File: A file which contains a copy of the Job Description, Interview List, Interviewer Evaluation Forms, Interview Panel Ranking Forms, a list of the persons on the interview panel, notes of the selection meeting, the list of interview questions and all other applicable documents relating to the potential filling of a Position.

Interview List: The list of Candidates who have been advanced to the interview stage pursuant to Sections V.I-J.

Interview Panel Ranking Form: The form used by interview panels to rank Candidates that includes a summary indicating the objective basis or bases on which any Candidate was recommended or not recommended for final selection by the interview panel, pursuant to Section V.O.2. A copy of the current Interview Panel Ranking Form is attached as Exhibit 7.

Interviewer Evaluation Form: The form used by interviewers during the interview process to document interviews and score individual Candidates for Positions as described in Section V.M.3. A copy of the current Interviewer Evaluation Form is attached as Exhibit 8.

Job Code: A code assigned to each job title.

Job Description: The written document that describes the day-to-day essential duties, related knowledge, skills and abilities required to perform those duties, Minimum Qualifications, Preferred Qualifications, if applicable, and any testing protocols. A copy of the current Job Description format is attached as Exhibit 9.

Minimum Qualifications: The objectively ascertainable qualifications that an Applicant must possess to be considered minimally eligible and qualified for employment in a Position. The Minimum Qualifications are specified in the Job Description.

No Political Consideration Certification ("NPCC"): The certification that, to the signer's knowledge and agreement, no Political Reasons or Factors have been or will be taken into consideration or have or will influence the Employment Action involved. A copy of the current No Political Consideration Certification language (which must accompany or be included on forms relating to all Employment Actions) is attached as Exhibit 10.

Notice of Job Opportunity: The publicly available notice of a Position opening on ATAS and on CCH's website.

NPCC: See No Political Consideration Certification.

Office of the Independent Inspector General ("OIIG"): The Office of the Cook County Independent Inspector General.

Offices Under the President: See Cook County Offices under the President.

OIIG: See Office of the Independent Inspector General.

OIIG Summary Report: The report issued by the OIIG pursuant to Section IV.M.1.

Ordinances: The County Code of Ordinances, as amended from time to time.

Overtime: Time worked by an Employee beyond the regularly-assigned schedule, for which additional compensation is earned in accordance with the CCH Personnel Rules, the Manual, any applicable CBA, or any applicable law.

Performance Review: A formal written review of an Employee's performance.

Political Contact: Any contact of any kind whatsoever (oral or written, direct or indirect) from any Politically-Related Person or Organization regarding an Employment Action relating to any Employee or any Applicant, potential Applicant or Candidate for a Position.

Political Reasons and Factors: Any reasons or factors relating to political matters in connection with any Employment Action, including, but not limited to: (1) any recommendation for or against the hiring, Promotion, Transfer or the taking of any other

Employment Action with respect to any Applicant, potential Applicant, or Employee from any Politically-Related Person or Organization that is not based on that Politically-Related Person's or Organization's personal knowledge of the Applicant's, potential Applicant's or Employee's skills, work experience or other job-related characteristics; (2) the fact that an Applicant, potential Applicant or Employee works or worked for a Politically-Related Person or Organization, or works or worked on a political campaign, unless related to a recommendation based on an Applicant's, potential Applicant's or Employee's known skills, work experience or other job-related characteristics; (3) the fact that an Applicant, potential Applicant or Employee is or was, or is not or was not, a member of any political party or a politically-related organization; (4) the fact that an Applicant, potential Applicant or Employee contributed or raised money, or provided anything of monetary value, to a Politically-Related Person or Organization, or refrained from doing so; (5) the fact that an Applicant, potential Applicant or Employee is a Democrat or a Republican or a member of any other political party or group, or is not a member; or (6) the fact that an Applicant, potential Applicant-or Employee may express any views or beliefs on political matters.

Politically-Related Person or Organization: Any elected or appointed public official or any person employed by, acting as an agent of, or representing any elected or appointed public official or any political organization or politically-affiliated group.

Position: Any County employment position within CCH.

Posting File: A file for each Requisition which contains a copy of the Notice of Job Opportunity, Randomization documents, Preliminary Eligibility List (ATAS generated), Sorted Preliminary Eligibility List, Validated Eligibility List, Decision to Hire form(s), Pre-employment Testing documents, the Grant of Authority, all documents required by the Notice of Job Opportunity for a Candidate to produce to demonstrate possession of Minimum Qualifications, Offer tracking, and all other applicable documents connected to the recruitment for the applicable Position.

Preferred Qualifications: The objectively ascertainable qualifications contained in the Job Description that are preferred in an Applicant (but not required) for a Position.

Preliminary Eligibility List: The list of Applicants who have submitted complete applications for a Position through ATAS and whose responses to the Disqualifying Questions indicate that they possess the Minimum Qualifications of the Position, also referred to as the "Completed Submission List" on ATAS.

Promotion: The appointment of a current Employee to a higher-graded Position than his or her current Position.

Randomization: An objective computer-based function to place Applicants in a random order prior to Validation.

Recall Candidate: An individual who has been laid off from a Position and is eligible for recall in accordance with the CCH Personnel Rules, the Manual, or an applicable CBA.

Reclassification: The process by which a Position is reclassified to another classification pursuant to the Personnel Rules, the Manual, or applicable CBA provisions.

Recruiting Consultant: An outside third-party consulting company or individual retained by the County through CCH for the purposes of recruiting Applicants or the performance of other efforts including screening of Candidates, conducting verifications including but not limited to, professional reference verification, verification of current and/or previous employment, verification of education, certifications, licenses, credentials, etc.

Request to Hire ("RTH"): The form completed by a Department Head and submitted to DHR, in hard copy or through ATAS, which initiates recruitment and hiring activities to fill a Position. A current copy of the RTH, which may be amended from time to time, is attached as Exhibit 11.

Requisition: The number assigned to a Notice of Job Opportunity that is used for tracking and maintaining records of recruitment activity for all approved vacancies assigned to be filled for the applicable Position.

RTH: See Request to Hire.

Sorted Preliminary Eligibility List: The Preliminary Eligibility List once Applicant names have been sorted in the order dictated by the applicable hiring process. A current copy of the Sorted Preliminary Eligibility List Form, which may be amended from time to time, is attached as Exhibit 16.

Supervisor: Any Employee who, among other managerial duties, has the authority to perform all of the following duties: interview Candidates, identify/select Candidates, execute discipline of Employees, and recommend separation of Employee(s).

Termination: The involuntary separation of an Employee from employment.

Transfer: The transfer of an Employee from one Position to another Position within the Employee's current Department without changing the Grade or title held by the Employee.

Unlawful Political Contact: Any contact of any kind whatsoever (oral or written, direct or indirect) from any Politically-Related Person or Organization that is intended to affect or influence, based on Political Reasons or Factors, any Employment Action involving an Applicant, potential Applicant or Employee applying for, being considered for, or holding a Position.

Unlawful Political Discrimination: Any positive or negative Employment Action involving an Applicant or Employee who is applying for, being considered for or holding a Position that is based on any Political Reasons or Factors.

Upgrade: The process by which a Position is upgraded from one pay grade to a higher pay grade pursuant to the CCH Personnel Rules.

Validated Eligibility List: A list of Applicants for a particular Notice of Job Opportunity who have been Validated by the CHRO or his or her designee and determined to be eligible for a Position. A current copy of the Validated Eligibility List, which may be amended from time to time, is attached as Exhibit 17.

Validation: The process utilized to screen Applicants to each Notice of Job Opportunity to determine whether an Applicant is eligible for the Position.

Veteran: A person who has served in the United States Armed Forces on active duty for a period of not less than six months of continuous service and who was not dishonorably discharged.

Written or in writing: Written or in writing in hard copy or electronically, unless otherwise indicated.

III. GENERAL PRINCIPLES AND COMMITMENTS APPLICABLE TO COOK COUNTY HEALTH HIRING

CCH will adhere to the following general employment-related policies, practices and procedures with respect to Governmental Employment:

A. Commitment. CCH will implement proactive and transparent employment-related policies, practices and procedures that will prevent and remedy the negative effects of Unlawful Political Contacts and Unlawful Political Discrimination as required by Ordinances and applicable law. No CBA or other agreement between the County or CCH and any other individual or entity will provide otherwise.

B. No Employment Actions Influenced By Political Reasons or Factors. No Employment Action affecting any Position may be influenced by any Political Reasons or Factors.

C. Unlawful Political Discrimination Reporting. Any Employee who learns of or has a reasonable belief that Unlawful Political Discrimination has occurred or is occurring is required to report such matter to the OIIG directly and without delay, on an anonymous or credited basis, in person, by phone or in writing. All Employees are required to cooperate fully in any investigation of such matter conducted by OIIG. Any Employee who fails to report and/or cooperate as required will be subject to disciplinary action, up to and including Termination, provided such reporting and cooperation are not required if either would violate the Employee's constitutional rights.

D. Political Contact Reporting. Any Employee who receives a Political Contact or has reason to believe a Political Contact has occurred or is occurring is required to complete a Contact Log Reporting Form and submit it to the OIIG immediately, regardless of whether the Employee believes that the Political Contact constitutes an Unlawful Political Contact

or Unlawful Political Discrimination. All Employees are required to cooperate fully in any investigation of such contact conducted by OIIG. Any Employee who fails to submit a Contact Log Reporting Form and cooperate as required will be subject to disciplinary action, up to and including Termination, provided that such submission and cooperation are not required if either would violate the Employee's constitutional rights.

The above notwithstanding, an Employee is not required to complete a Contact Log Reporting Form if (1) the contact is from an Employee who holds a political position or office who is authorized to engage in departmental or Employee reviews or inquiries that are required in conjunction with such individual's general management duties and (2) the contact concerns the normal day-to-day operations of CCH and does not concern Political Reasons or Factors. Nothing in this Section III.D will affect any Employee's obligation to report Unlawful Political Discrimination.

E. Equal Employment Opportunity. The County and CCH are committed to diversity and to providing equal employment opportunity regardless of race, sex, sexual orientation, age (40 and over), religion, gender identity, national origin, disability or any other legally protected status.

F. No Retaliation. The County and CCH, will continue to prohibit retaliation, punishment or penalty for reporting a Political Contact, initiating a complaint related to any alleged Unlawful Political Contact, Unlawful Political Discrimination, or violation of this Employment Plan or the Manual, or cooperating with or assisting the EPO, the County Compliance Officer, BHR, DHR, the OIIG or any other person or authority in connection with any such report or complaint.

G. HR Staff. CCH will maintain a staff of experienced and knowledgeable professionals who meet the Minimum Qualifications contained in the Job Descriptions for the Positions. Such persons will be responsible for fulfilling CCH's obligations under this Employment Plan.

H. Commitment to Support OIIG Functions. It is further understood that CCH' enduring commitment to ensuring fair and equitable practices and procedures will require vigilance and cooperation with the OIIG when it conducts investigations and reviews, performs compliance monitoring duties, and conducts general oversight functions. To this end, CCH expressly acknowledges its commitment to supporting the mission of the OIIG to independently, effectively and expeditiously carry out such duties and functions.

I. Union Relations. The County and CCH respect their relationships with their Employees' legally-recognized collective bargaining representatives and the provisions of the CBAs it has negotiated with such representatives. Those relationships are governed by the Illinois Public Labor Relations Act, 5 ILCS 315, et seq., as amended, and this Employment Plan, and the CCH Personnel Rules will be construed and administered consistently with that Act to the extent that the construction or administration does not conflict with the United States Constitution or federal civil rights laws. If a CBA conflicts with the language in this Employment Plan or the CCH Personnel Rules, the language in the CBA will govern provided it does not permit or involve the use of any Unlawful

Political Contact or Unlawful Political Discrimination. If any provision in a CBA allows for management discretion involving any Employment Action, such management discretion must be exercised subject to the Ordinances, applicable law, the Employment Plan and the CCH Personnel Rules. If the CBA does not contain a specific procedure or is otherwise silent, the relevant procedure in this Employment Plan or the CCH Personnel Rules must be followed.

J. NPCC. All Employees are required to sign, in hard copy or electronically, as applicable, an NPCC whenever they initiate or are involved in any Employment Action. Such NPCC will be incorporated into or attached to all applicable forms and ATAS as described in this Employment Plan.

K. Interpretation of Employment Plan. All portions and provisions of this Employment Plan will be interpreted as being in furtherance of the above principles and commitments, as well as applicable law, policies, and Ordinances.

L. Cooperation. All Employees must cooperate with any investigation or inquiry conducted by the EPO, DHR or OIIG. Failure to cooperate with any such investigation or inquiry may result in Disciplinary Action up to and including Termination.

IV. GENERAL PRINCIPLES AND RESPONSIBILITIES RELATED TO COOK COUNTY HEALTH DEPARTMENT OF HUMAN RESOURCES

DHR is responsible for establishing, directing, coordinating and overseeing the human resources processes, policies and procedures of CCH relating to all Employment Actions. Nothing herein prohibits CCH from fulfilling these responsibilities by delegating some or all of them to BHR on a temporary or ongoing basis, provided BHR complies with all provisions of this Employment Plan.

The following will apply to activities of DHR and to BHR, to the extent it is fulfilling these responsibilities on behalf of CCH:

A. Employment Plan Policies and Procedures Manual. DHR will draft and maintain the Manual that is consistent and complies with and effectuates all provisions of this Employment Plan. DHR may revise and update the Manual as required, provided DHR will not revise or update any policy or procedure without first sending a copy of the proposed revision or update to the EPO and OIIG for comment and approval. If approved or if no comment is received within 10 calendar days, DHR will post and update as necessary the Employment Plan and the Manual on the CCH website. If not approved by the EPO or OIIG, the revision or update will not be made.

B. Quarterly Report. DHR will post on the CCH website quarterly reports of the total number of hires, Promotions, Demotions, Transfers, Terminations and resignations by Department during the preceding three-month period, including: (1) the number and type of each such Employment Action; (2) the dates of each Employment Action; (3) the title of the Position; and (4) whether such Employment Action was pursuant to Section V or a specific exception to the General Hiring Process identified in Sections VII-XII.

C. Employment Plan Officer.

1. Selection and Reporting. The EPO will be hired pursuant to the processes set forth in Section IX.C except that the EPO will be selected by the CEO after considering the recommendation of an interview panel consisting of the Cook County Independent Inspector General, the CHRO, and the CCH General Counsel. The EPO will report to the CEO.

2. Responsibilities. The EPO's primary responsibilities will include, but not be limited to: (a) overseeing compliance with this Employment Plan; (b) actively developing strategies for CCH Employment Plan compliance as well as any necessary policies and procedures to achieve Plan compliance; (c) understanding the CCH organization, its business and operational objectives and needs, and its staffing needs; (d) subject to the provisions of Section IV.L.1, accepting and investigating complaints related to Employment Actions and this Employment Plan; (e) taking appropriate steps to evaluate, eliminate, remedy and report instances of Political Contacts and Unlawful Political Discrimination; (f) implementing training programs, preparing training materials and conducting training; (g) reviewing and overseeing compliance with the portions of the Manual concerning Employment Actions; (h) conducting auditing activities in a manner that minimizes interference with or hindrance of operations; (i) maintaining the Direct Appointment Positions List; and (i) working directly with DHR and Department Heads, as necessary, on all of the above. The EPO will also issue semi-annual reports by March 15 and September 15 each year to the CEO, CHRO, and the OIIG describing his or her activities during the prior six months, including, but not limited to: (i) auditing activities as required by this Employment Plan; (ii) any violations of this Employment Plan discovered; (iii) any remedial actions recommended; and (iv) any corrective action taken by CCH to address the violations. This corrective action can include, but is not limited to, revocation of an Employee's authority to make hiring decisions for a set period of time. The EPO's semi-annual reports will be posted on the CCH website.

3. Termination. The EPO will be an Employee, will be exempt from career service as set forth in the CCH Personnel Rules, and will be an at-will employee serving at the pleasure of the CEO. Termination of the EPO is subject to 90 days' prior written notice of termination or 90 days' salary continuation in the event of involuntary Termination for any reason other than cause and subject further to the CEO sending written advance notice to the OIIG describing the reasons for Termination. The OIIG will review the facts and circumstances of the Termination to determine if it is based on Political Reasons and Factors or otherwise in violation of this Employment Plan or the Ordinances. The OIIG will memorialize its findings and provide the same to DHR. DHR shall post the OIIG's written findings on CCH' website.

D. DHR Personnel Training. The EPO will provide comprehensive mandatory training programs for all personnel within DHR to ensure that they are aware of and knowledgeable about this Employment Plan and the Manual and will be able to administer

relevant portions of this Employment Plan and the Manual and answer questions they may receive. The EPO, in conjunction with the CHRO or his or her designee, will also conduct mandatory comprehensive training of all DHR Employees who will review and validate applications for any Position before they conduct such review and validation. Such training will include information concerning proper validation and review protocols. Such training will be conducted no less frequently than once a year and no later than 90 days after any individual becomes an Employee in DHR. Receipt of such training must be kept by the Employment Plan Officer and recorded in CCH's learning management system. DHR will continue to provide training to DHR personnel regarding changes to this Employment Plan and the Manual as necessary.

E. Supervisor/Interviewer Training. The EPO, in conjunction with DHR, will provide comprehensive mandatory training for all Supervisors to ensure they are aware of and knowledgeable about this Employment Plan and the Manual. The EPO, in conjunction with DHR, will conduct mandatory comprehensive training of all Supervisors on proper interviewing conduct, techniques and requirements, as well as the prohibition of Unlawful Political Contacts and Unlawful Political Discrimination. The CHRO or his or her designee will maintain a list of all Employees who have been certified as completing such training and make the list available to a Hiring Manager when he or she is assembling an application review or interview panel. Only Supervisors who have been certified will be eligible to participate in any such review or interview panel. All Supervisors will receive such training no later than 90 days following their appointment as a Supervisor and no less frequently than annually thereafter. The EPO, in conjunction with DHR, will continue to provide training to Supervisors regarding changes to this Employment Plan and the Manual as necessary.

F. Employee Training. The EPO, in conjunction with DHR, will conduct comprehensive mandatory training of all Employees to ensure they are aware of and knowledgeable about this Employment Plan, the Manual and Unlawful Political Discrimination. All Employees will receive such training no later than 90 days following the beginning of employment and no less frequently than annually thereafter. The EPO, in conjunction with DHR, will continue to provide training to Employees regarding changes to this Employment Plan and the Manual as necessary. All current Employees will receive such Employment Plan training within one year of the date this Employment Plan is filed with the Court.

G. Access to Information Regarding Applicants. The CHRO or his or her designee will take steps to ensure that no information about any Applicant or Candidate is available to or shared with any party unless he or she is specifically authorized to receive such information. The CHRO or his or her designee, with written notice to the EPO, will designate specific Employees of DHR who will be authorized to access and input information concerning Applicants and Candidates from or on ATAS. Such authority will be given only after such Employees have received training in the appropriate use of ATAS and the provisions of this Employment Plan, and all Employees will be required to execute a NPCC whenever they access ATAS.

H. Review of Job Descriptions. All Job Descriptions must include: (a) day-to-day essential duties, (b) related knowledge, skills and abilities required to perform those duties; (c) a list of all Minimum Qualifications, (d) a list of any Preferred Qualifications, if applicable; and (e) any testing protocols, if applicable. Job Descriptions must be accurate and readily available to the public. Accordingly, the CHRO or his or her designee will: (1) consult with the Department Head of the Hiring Department or his or her designee and appropriate staff, if necessary, and review the Job Description for each Position for which the DHR receives a RTH to ensure that it is accurate and reflects the current duties, Minimum Qualifications and Preferred Qualifications, if applicable, necessary to perform the job; (2) conduct an evaluation of Job Descriptions as vacancies are posted to ensure they accurately describe all Minimum Qualifications, Preferred Qualifications, if applicable, and testing protocols, if applicable, and reflect the actual duties of the Positions; (3) update and revise any Job Descriptions that are not accurate; (4) Job Descriptions will accompany all postings on ATAS; and (5) Job Descriptions will be added to the CCH website on a rolling basis as they are posted on ATAS. The CHRO, or his or her designee, may consult with the EPO and outside consultants as needed. The CHRO, or his or her designee, will make available all revised Job Descriptions to the EPO. DHR may review and update Job Descriptions independent of whether there is an anticipated posting. DHR may not consider the particular qualifications of an anticipated Applicant or Candidate when modifying a Job Description. Department heads shall promptly notify the CHRO of any material changes to the duties and responsibilities of Positions within his or her Department and any changes to the required licenses or certifications for a Position to allow DHR to determine if the Job Descriptions should be updated.

I. Cooperation with the EPO, Corporate Compliance and Privacy Officer, and OIIG. All staff of DHR will cooperate fully and at all times with the EPO, the Corporate Compliance and Privacy Officer, and the OIIG and will immediately report any allegations of Unlawful Political Discrimination or Political Contacts, provide documents and information regarding any such allegations and provide any information or assistance requested by the OIIG, Corporate Compliance and Privacy Officer or EPO in furtherance of their missions and assist in any investigation, unless specifically prohibited by applicable law.

J. Complaint Line. DHR will post the hotline telephone number of the OIIG and CCH at all places where individuals apply for employment with CCH, on its bulletin boards, and on the CCH website. CCH will include a link to OIIG's and CCH's hotline on its website. The hotlines will allow individuals to call the OIIG or the Corporate Compliance and Privacy Officer on an anonymous or credited basis.

K. Forwarding of Complaints. DHR will forward all calls and information alleging that an Employment Action involves Unlawful Political Discrimination or reporting a Political Contact (or a written transcript of the message) to the OIIG for investigation pursuant to Section IV.M. If the allegation involves a violation of this Employment Plan or the Manual (other than a report of a Political Contact or allegation of Unlawful Political Discrimination), DHR will forward the calls and information to the EPO, who will handle it in accordance with Section IV.L.

L. Violations of the Employment Plan Not Involving Unlawful Political Discrimination or Political Contacts. If any Employee becomes aware of or receives a complaint that involves an allegation of a violation of this Employment Plan, the CCH Personnel Rules, or the Manual in connection with an Employment Action which has not been reported as a Political Contact or Unlawful Political Discrimination, the Employee will report the complaint to the EPO. The EPO will do the following upon receipt of such complaint or in the event he or she becomes aware of such a violation or has reason to believe such a violation has or may have occurred or may occur:

1. Employment Plan Officer Investigation. Upon receipt of a reported complaint pursuant to Sections IV.L-M, the EPO shall investigate the matter. Such investigation will include, but not be limited to, a review of all relevant documents and interviews with witnesses. The EPO will make every effort to conclude all investigations within 180 days of receiving a complaint. However, the EPO may close the investigation, with written notice to the complainant, if known, detailing the basis for the closure at any time the EPO or designee determines that any of the following circumstances is present:

a. The complainant fails to assert a bona fide employment action;

b. The complaint is not related to the Employment Plan, Supplemental Policies, or CCH Personnel Rules;

c. The facts or circumstances in the complaint were the subject of a previous EPO investigation and report which determined the complaint was unfounded;

d. The investigation is no longer viable due to the absence of key witnesses or evidence;

e. The complainant elects in writing to withdraw the complaint; or

f. The complaint is, in the judgment of the EPO or designee, after consideration of the issues in the complaint and the preferences of the complainant, if known, more properly referred to another body (e.g. EEO, EAP, OIIG, BHR Labor, management, etc.).

If an investigation cannot be completed within 180 days, the EPO must provide the complainant with written notice of the delay. If at any time during an investigation, the EPO determines that there is reason to believe a Political Contact or Unlawful Political Discrimination is involved or the matter is otherwise within the jurisdiction of OIIG, he or she will immediately log the Political Contact, as applicable, and refer the matter in writing to the OIIG for investigation. The EPO may coordinate with the OIIG to investigate further any aspect of the violation that does not involve a Political Contact or Unlawful Political Discrimination. The EPO may consult with the CHRO or his or her designee during the investigation as necessary. In the event the EPO has a Conflict of Interest involving the individual

who is the subject of the investigation or the individual is a direct report to the EPO, the matter shall be referred to the OIIG for independent review and investigation.

2. Preparation of Incident Report. Upon conclusion of his or her investigation, the EPO will prepare an Incident Report, which will include the following:

a. A description of the complaint, a description of the investigation, and any other relevant information;

b. A description of any violation of or non-compliance with this Employment Plan, the CCH Personnel Rules or the Manual discovered or a confirmation that no violation or non-compliance was discovered;

c. A recommendation either that no action be taken or that a specific corrective action be taken, and a full explanation of the basis for such recommendation; and

d. Such other information as the EPO may deem relevant to the investigation or resulting recommendations.

3. Submission of Incident Report to OIIG. The EPO will submit a copy of the Incident Report to the OIIG for review. The EPO will maintain a copy of the Incident Report in his or her files.

4. Preparation of Redacted Incident Report and Submission to DHR. The EPO will also submit a copy of the Incident Report to the CHRO or his or her designee and the CEO. Before doing so, the EPO will redact from the Incident Report the names of any informants, complainants, witnesses, and, when no violation or non-compliance was found, the names of persons accused or implicated, except to the extent necessary to implement the proposed recommendations. The EPO may also redact from the Incident Report all information that is protected by statute or other applicable law or privilege (e.g., Health Insurance Portability and Accountability Act of 1996, law enforcement privilege, etc. Should the CCH General Counsel determine that obtaining any information redacted in an EPO Incident Report is necessary to defend CCH in connection with a grievance, administrative charge, litigation, arbitration or any other legal matter, the CCH General Counsel will specify the information in the redacted Incident Report he or she is requesting to be produced by the EPO; the EPO shall provide the requested information to the CCH General Counsel.

5. Review and Disposition of Incident Report and Preparation of DHR Report. If the Incident Report finds that no violation or non-compliance occurred, DHR will file the Incident Report, including the disposition, and no DHR Report will be required. DHR will provide the OIIG with a copy of the Incident Report and disposition. If the Incident Report contains a finding of a violation or non-compliance with this Employment Plan and/or includes a recommendation of corrective action, the CEO or his or her designee and the CHRO or his or her designee will review the Incident Report with the Department Head of the

Department involved in the complaint, and the CEO will determine what action will be taken. The CHRO or his or her designee will prepare a DHR Report within 30 days of receiving the Incident Report: (a) confirming implementation of the EPO's recommended action, or (b) explaining why the recommended action was not implemented and describing the alternative action the CEO has elected to take and the specific reasons for such alternative action. The CHRO or his or her designee may suspend or terminate the hiring process (if applicable) and impose other remedial actions pending completion of the Incident Report and DHR Report. The CHRO or his or her designee may send a written request to the EPO for an extension of up to 30 days to issue the DHR Report. Such a request will be approved unless it would create an undue burden for the EPO. If the Personnel Rules or a CBA contains a shorter time period for initiating disciplinary action, DHR will take any steps necessary to comply with those shorter time limits.

6. Availability of Reports. The DHR Report will be sent to the EPO and OIIG, and made available to the public upon request to the EPO. Such request made to the EPO may be made in person, via e-mail, or by mail. The EPO will provide the requested Incident Report and/or DHR Report in the same manner as requested within 10 days of the request. CCH will place notice of such availability and procedure for requesting Incident Reports and DHR Reports on its website. Incident Reports and DHR Reports that are available to the public will not include any names or other personally-identifiable information, and the EPO will redact from Incident Reports and—DHR Reports the names of any informants, complainants, witnesses and persons investigated prior to releasing any Incident Report or DHR Report to the public. The EPO shall provide a copy of the redacted Incident Report and redacted DHR Report to the employee who submitted the original complaint to the EPO, unless the complaint was made on an anonymous basis.

7. Violations of the Employment Plan. Violations of this Employment Plan may result in Discipline up to and including Termination.

M. Violations of the Employment Plan Involving Unlawful Political Discrimination or Unlawful Political Contacts. If any Employee becomes aware of or has reason to believe a Political Contact or Unlawful Political Discrimination has or may have occurred or receives a complaint that involves an allegation of Unlawful Political Discrimination or a Political Contact, he or she will do the following:

1. Referral to the OIIG and OIIG Summary Report. The EPO or DHR will refer, or Employees will report, all such incidents of Political Contacts and allegations of Unlawful Political Discrimination to the OIIG. The OIIG will receive such reports and referrals, or any other complaint or report of potential Unlawful Political Discrimination or Political Contact, in accordance with the OIIG Ordinance and act in accordance with its authority. Should the report, referral or complaint warrant an investigation, at the conclusion of any such investigation by OIIG, the OIIG will submit an OIIG Summary Report containing its findings, if

any, as to the merit of the allegations and recommended actions to the CEO, with a copy to the CHRO or his or her designee and the EPO .

2. CEO's Review and Report. The CEO or his or her designee and the CHRO or his or her designee will review the OIIG Summary Report with the Department Head of the Department involved in the complaint. If the OIIG Summary Report contains a finding that an Unlawful Political Contact or Unlawful Political Discrimination has occurred and/or includes a recommendation of corrective action related to an Employment Action or an OIIG finding of a violation of the Employment Plan, within 30 days of receipt of the OIIG Summary Report, the CEO or his or her designee will prepare a CEO Report, which will include the following:

a. A description of the complaint and any other information received pertinent to the investigation;

b. A description of the findings discovered in the course of the investigation;

c. Recommendations of the OIIG for correction of the Unlawful Political Contact or Unlawful Political Discrimination, and, if applicable;

d. Such other information as the CEO may deem relevant to the investigation or resulting recommendation; and

e. A statement (i) confirming implementation of OIIG's recommended action or (ii) an explanation of why the recommended action was not implemented and a description of any alternative action the CEO has elected to take and the specific reasons for such alternative action.

The CEO or his or her designee may send a written request to the OIIG for an extension of up to 30 days to issue the CEO's Report. The OIIG will approve such a request unless it would create an undue burden for the OIIG. If the Personnel Rules or a CBA contains a shorter time period for initiating disciplinary action, DHR will take any steps necessary to comply with those shorter time limits.

3. Availability of Reports. CEO Reports will be sent to the EPO and OIIG. The CEO Report will also be posted on the CCH website. CEO Reports that are posted on the CCH website will not include any names or other personally-identifiable information, and the EPO will redact from the CEO Report the names of any informants, complainants, witnesses and persons investigated prior to posting the CEO Report to the public. The EPO shall provide a copy of the redacted CEO Report to the OIIG. OIIG shall provide a copy of the redacted CEO Report to the individual who submitted the original complaint to the OIIG, unless the complaint was made on an anonymous basis.

N. Recordkeeping. DHR will keep Interview Files for a minimum of three years following the date of a Notice of Job Opportunity posting, unless longer retention is required by law. DHR will also keep personnel files for Employees for a minimum of three

years after the date the Employee is no longer employed by CCH, or longer, if required by law or under any applicable CBA.

O. General Principles and Responsibilities Related to ATAS. The implementation and use of ATAS will comply with CCH's commitments and obligations under this Employment Plan, Ordinances, applicable law, and as follows:

1. Training. DHR, in consultation with outside consultants, if necessary, will develop a written training program and provide on-site training for all Employees who will have access to and use ATAS, and will provide expertise to respond to questions as needed.

2. NPCC. All Employees who have access to and/or use ATAS will be required to execute an electronic NPCC when taking any Employment Action using ATAS.

3. Monitoring of Electronic Employment Action Activities. The EPO and the OIIG will have full and continual access to review and monitor all Employment Action-related activities of Employees using ATAS, Cook County Time (CCT), and Oracle EBS Human Capital Management (HCM) to ensure the policies and procedures are being followed and to assist in any investigation of violations of the same.

P. Ineligible for Hire List.

1. The CHRO, or his or her designee, shall create and maintain a list of individuals who were previously employed with CCH, contracted to perform work for CCH, or who applied for employment with CCH and who would be considered disqualified or ineligible for employment for five (5) years if the individual was terminated or deemed ineligible for consideration for employment as a result of the following:

a. any of the reasons listed in the CCH Personnel Rules (Rule 3.04(b)(1), (5), (6), (8), (9), (10), (11), (12), (13), (14) and (15);

b. a finding by the OIIG that the individual engaged in Unlawful Political Discrimination or engaged in prohibited Political Activity (as described in the Cook County Ethics Ordinance)

c. a finding by the OIIG or EPO that the individual intentionally provided materially false information to the OIIG or EPO or otherwise obstructed or refused to cooperate with an investigation of the OIIG or EPO; or

d. a finding by the OIIG or EPO that the individual falsified a County document concerning any County Employment Action.

2. The CHRO shall disqualify or deem an individual ineligible for employment for five (5) years and placed on the Ineligible for Hire List if an individual resigned or retired in lieu of discipline up to and including termination and it was determined by the CHRO that said individual would have otherwise been disciplined or deemed ineligible from consideration for employment as a result of the following:

a. any of the reasons listed in Personnel Rules (Rule 3.04(b)(1), (5), (6), (8), (9), (10), (11), (12), (13), (14) and (15);

b. a finding by the OIIG that the individual engaged in Unlawful Political Discrimination or engaged in prohibited Political Activity (as described in the Cook County Ethics Ordinance); or

c. a finding by the OIIG or EPO that the individual intentionally provided materially false information to the OIIG or EPO or otherwise obstructed or refused to cooperate with an investigation of the OIIG or EPO; or

d. a finding by the OIIG or EPO that the individual falsified a document concerning any CCH Employment Action.

3. Process for Placement on Ineligible for Hire List. Individuals whose names are added to the Ineligible for Hire List will be given notice by the CHRO or his or her designee prior to being added, which notice will include a copy of the applicable Personnel Rule(s) upon which the action is based. Such individuals may appeal the decision in writing to the CHRO within 30 days of the date the notice is sent. Unless reversed by the CHRO in writing, with a copy of the justification for the reversal to the EPO and the OIIG, such individuals will remain on the Ineligible for Hire List for five (5) years.

4. List Requirements and Usage. The Ineligible for Hire List shall include the following: (1) name of the former employee, contractor, or Applicant; (2) title of last position; (3) reason for placement on the Ineligible for Hire List (i.e. "Termination Disciplinary" for Career Service Employees or Employees covered under a CBA, "Resignation in lieu of Discharge" for Employees that resign after having been served with charges or after having been otherwise informed by CCH that the Employee had committed a major cause infraction, and "Discharge" for at-will Employees); (4) date of placement on the Ineligible for Hire List; and (5) date for removal from the Ineligible for Hire List.

The Ineligible for Hire List will be maintained by HR, and HR will promptly provide copies of the Ineligible for Hire List and any revisions to the EPO, BHR, and the OIIG within 10 days of any changes. HR will use the Ineligible for Hire List during the validation process for all hiring processes in this Employment Plan. Any Applicant who is ineligible for consideration for any CCH or County hiring

process, will have such ineligibility confirmed by the CHRO or designee and the EPO before being excluded from further consideration for that hiring process. The basis for such ineligibility will be documented on ATAS by the CHRO or his or her designee. Failure of the CHRO or designee or the EPO to confirm or document ineligibility will not bar later action to remove an ineligible individual if hired in violation of this Section.

5. Changes to the Ineligible for Hire List. The EPO and the OIIG will be notified in writing at least five (5) business days in advance of an individual being removed from the Ineligible for Hire List in order to permit the EPO and the OIIG the opportunity to consult the CHRO or his or her designee to determine whether the appropriate time period for ineligibility has been instituted and/or expired.

The EPO will maintain a copy of the Ineligible for Hire List which will be made available to the public upon request to the EPO. The Ineligible for Hire List shall be provided to the requesting party within 10 days of the request.

V. GENERAL HIRING PROCESS

The specific elements of the General Hiring Process, which applies equally to External and Internal Applicants, are described in detail below. Except as specifically provided in Sections VII-XI, CCH will process all Applicants and Candidates through the General Hiring Process.

A. Recruitment. DHR will take steps to ensure that all recruitment efforts are conducted in a manner that maximizes the pool of qualified Applicants and avoids any Unlawful Political Contacts or Unlawful Political Discrimination, including, but not limited to, the following:

1. Job Postings. All Positions which CCH is seeking to fill will be posted on CCH' website and on ATAS. Positions may also be posted at any location(s) in accordance with any applicable CBA. In addition, CCH may publicize Positions to schools, professional organizations, labor organizations, professional publications, online job posting sites, community organizations and post in any other appropriate location(s) in order to generate as large a pool of qualified Applicants as possible. All information contained in any publications regarding a Position, including ATAS, must be consistent with the approved Job Description for that Position.

2. Recruiter Training. All Employees who engage in any recruitment activity on behalf of CCH as part of their job duties, will receive training in proper recruitment practices that comply with this Employment Plan prior to engaging in such recruitment activity. Such training will be certified in writing by the CHRO or his or her designee and included in the Employee's personnel records. All training materials used must be approved in writing by the EPO prior to use. Sending notifications of postings to schools, professional organizations, labor organizations, professional publications, online job posting sites, and community

organizations, and posting in any other appropriate location(s) to generate a large pool of qualified Applicants will not be considered engaging in recruitment activities for purposes of this Employment Plan.

3. Recruitment Event Participation. All Employees of DHR involved in recruiting may participate in a variety of recruiting events, including, but not limited to, job fairs, school-sponsored campus recruitment events and community-based employment programs. Such Employees will provide prominent written notice to attendees at such events that CCH does not hire or accept recommendations for Positions based on Political Reasons or Factors.

B. Requests to Hire. All hiring for Positions will be initiated by submission of a RTH in accordance with the following:

1. Submission of RTH. The RTH, approved by the Department Head responsible for recruiting the Position, must be submitted to the CHRO or his or her designee, along with the corresponding Job Description, an NPCC and documentation from the Chief Financial Officer of CCH or his or her designee, that the Position is approved and funded.

2. Current Job Description. The RTH must be accompanied by a copy of the current Job Description containing a list of the day-to-day essential duties, related knowledge, skills and abilities required to perform those duties, Minimum Qualifications, Preferred Qualifications, if applicable, and any testing protocols. DHR will review the Job Description as provided in Section IV.H. If no Job Description exists, the Hiring Manager is requesting a material alteration of the previous Job Description, or the Hiring Manager claims the current Job Description is not accurate, the Hiring Manager and the CHRO or his or her designee, with notice to the EPO, will draft a new or updated Job Description that accurately reflects the requirements of the Position. The updated Job Description will be included with the RTH packet and placed on the shared drive. The CHRO or his or her designee will conduct a review of the Job Description, if applicable, in compliance with Section IV.H.

3. Internal Candidate Preference. A Department Head may request on a RTH that a Position be designated as eligible for an Internal Candidate Preference, and that Internal Applicants holding Positions within that Department seeking to fill the Position be excluded from the randomization procedures described in Section V.I.4. Such request will include a description of the specific basis or bases for such requested designation on the RTH and be submitted in accordance with this Section V.B. The request must also include: (a) the number of employees in the department; (b) the number of internal candidates who may qualify for the position; (c) an identification of the specific skills, training, experience, etc. internal candidates possess that is unique to the department and would provide an advantage in carrying out the duties and responsibilities of the Position; (d) provide, in detail, why internal candidate preference is beneficial to the department; and (e) in the event internal candidate preference is not approved, provide, in detail, how having a non-

department employee (who could be a CCH employee or an external candidate) fill the role will impact the department. The CHRO or his or her designee will review all requests that a Position be designated as eligible for an Internal Candidate Preference and will determine whether the request is appropriate based on the Department Head's justification, the nature and level of the Position, and the likelihood that the experience of the current Employees in the Department seeking to fill the Position will be beneficial in carrying out the duties and responsibilities of the Position being posted. The CHRO or his or her designee may request in writing that the Department Head provide additional information. If the CHRO or his or her designee determines the Position is not appropriate for eligibility for an Internal Candidate Preference, the Department Head's request will be denied. The CHRO or his or her designee will notify the Department Head of his or her decision and send a copy to the EPO and the OIIG.

4. Preferred Qualification Preference. A Department Head may request on a RTH that a Position be designated as eligible for Preferred Qualification Preference and Applicants screened pursuant to Section V.I.4. Such request will include a description of the specific basis or bases for such requested designation on the RTH and be submitted in accordance with this Section V.B. The CHRO or his or her designee will review all requests that a Position be designated as eligible for an Preferred Qualification Preference and will determine whether the request is appropriate based on the Department Head's justification, the nature and level of the Position, and the likelihood that use of this preference will be beneficial to CCH. The CHRO or his or her designee may request in writing that the Department Head provide additional information. If the CHRO or his or her designee determines the Position is not appropriate for eligibility for a Preferred Qualification Preference, the Department Head's request will be denied. The CHRO or his or her designee will notify the Department Head of his or her decision and send a copy to the EPO and the OIIG.

5. CCH Intern and Extern Preference. A Department Head may request on a RTH that a Position be designated as eligible for an Intern/Extern Preference, and that former or current CCH Intern and Extern Applicants, whether paid or unpaid, within that Department seeking to fill the Position be excluded from the randomization procedures as described in Section V.I.5. Such request will include a description of the specific basis or bases for such requested designation on the RTH and be submitted in accordance with this Section V.B. The request must also include: (**a**) the number of Intern and/or Externs in the department; (**b**) an identification of the specific skills, training, experience, etc. Intern and/or Extern candidates possess that is unique to the department and would provide an advantage in carrying out the duties and responsibilities of the Position; and (**c**) confirmation that the Intern and/or Extern Applicants have completed, or will have completed by the time of the start date should an Intern and/or Extern receive an offer pursuant to Section V.Q., a minimum of a three (3) month internship or externship at CCH that is in compliance with this Plan by (*i*) identifying the name of the potential Applicant(s) from that Department, (*ii*) the Intern or Extern Position which potential Applicant(s) filled at CCH within the last 12 months (or the relevant

education agreement by which the Applicant(s) was placed in the Department within the last 12 months, (*iii*) when the potential Applicant(s) began the internship or externship, and (*iv*) the date the internship or externship is scheduled to end. In cases where there is a gap in service rendered to CCH by the Inter/Extern, the gap must not exceed 12 months. The CHRO or his or her designee will review all requests that a Position be designated as eligible for an Intern/Extern Preference and will determine whether the request is appropriate based on the Department Head's justification, the nature and level of the Position, and the likelihood that the experience of the Intern/Extern at CCH will be beneficial in carrying out the duties and responsibilities of the Position being posted. The CHRO or his or her designee may request in writing that the Department Head provide additional information. If the CHRO or his or her designee determines the Position is not appropriate for eligibility for an Intern/Extern Preference, the Department Head's request will be denied. The CHRO or his or her designee will notify the Department Head of his or her decision and send a copy to the EPO and the OIIG.

6. Vendor (Contractor or Agency Worker) Preference. A Department Head may request on a RTH that a Position be designated as eligible for a Vendor Preference, and that former (performed services for CCH with the 12 months prior to the date the Notice of Job Opportunity was publicly posted) or current Vendor Applicants within that Department seeking to fill the Position be excluded from the randomization procedures as described in Section V.I.6. Such request will include a detailed description of the specific basis or bases for such requested designation attached to the RTH and be submitted in accordance with this Section V.B. The request must include: (**a**) the number and identity of Vendors (Contractors or Agency Workers) that currently (and within the last 12 months) work in the department; (**b**) identification of the source of the Vendor (company/agency name) and whether or not the Vendor is a single contract worker (i.e. sole-source contract recipient); (**c**) an identification of the specific skills, training, experience, etc. Vendor Applicants possess that is unique to the department and would provide an advantage in carrying out the duties and responsibilities of the Position; and (**d**) confirmation that the Vendor Applicants have completed a minimum of a 12 months of directly related work at CCH by (*i*) identifying the name of the potential Vendor Applicant(s), (*ii*) the work performed by each potential Vendor Applicant at CCH within the last 12 months for a minimum of 12 months of work at CCH, (*iii*) the date potential Vendor Applicant(s) began work in the Department at CCH, and (*iv*) the date the work is scheduled to end, if applicable. The CHRO and EPO or their designees will review all requests that a Position be designated as eligible for a Vendor Preference and will determine whether the request is appropriate based on the Department Head's justification, the nature and level of the Position, and the likelihood that the experience, training and resources provided by CCH to the Vendor Applicant(s) will be beneficial in carrying out the duties and responsibilities of the Position being posted. The CHRO and the EPO or their designees may request in writing that the Department Head provide additional information. If the CHRO or EPO or their designees determine the Position is not appropriate for eligibility for Vendor Preference, the Department Head's request will be denied.

The CHRO or his or her designee will notify the Department Head of the decision and send a copy to the EPO and the OIIG.

7. Distribution of Completed RTHs. The CHRO or his or her designee will provide written copies of all completed RTHs to the EPO within fifteen days of receipt.

C. Recommendations. The following will apply to certain recommendations of individuals being considered or applying for any Position:

1. Prohibited Contacts. Except as provided in Section V.C.2, no Employee, County employee, or actual or potential Applicant may contact any Employee involved in any Employment Action and attempt to influence any Employment Action unless he or she is an authorized participant in the Employment Action and such contact is within the scope of the Employee's authorization.

2. Permitted Recommendations. The prohibitions of Section V.C.1, do not limit the right of any person, including any Politically-Related Person or Organization, or any Employee to submit a written recommendation not based on Political Reasons or Factors on behalf of any individual applying for any Position where such recommendation is based on such person's personal knowledge of the individual's work, skill, experience or other job-related qualifications; provided the following procedures are followed:

a. All written recommendations for any Applicant or Employee will be reviewed by the CHRO or his or her designee, and the EPO for compliance with this Section V.C.2. Only recommendations that comply with Section V.C.2 will be included in the individual's application materials.

b. The EPO will immediately forward a Contact Log Reporting Form and copies of all such written recommendations made by any Politically-Related Person or Organization to the OIIG.

c. The EPO will review the recommendation from the Politically-Related Person or Organization and conduct an investigation to determine whether the recommendation complies with this Section V.C. The EPO will document the reasons for his or her determination of whether the Political Contact complies with this Section V.C. A copy of the EPO's determination will be provided to OIIG.

d. Pursuant to Section IV.M, the OIIG will act in accordance with his or her authority and advise the EPO whether the contact constitutes an Unlawful Political Contact within five days of the date the OIIG makes a determination regarding the recommendation.

e. If the OIIG determines the contact constitutes an Unlawful Political Contact, the OIIG will take appropriate action, and the recommendation will not be considered and will not be included in the Applicant's application

materials. Recommendations that are not determined to be Unlawful Political Contacts will be included in the individual's application materials absent other recorded reasons for their exclusion.

D. Preparation of Notice of Job Opportunity. The CHRO or his or her designee will prepare the Notice of Job Opportunity on ATAS in accordance with the following:

1. Mandatory Training. Employees of DHR assigned to prepare the Notice of Job Opportunity will receive advanced training on the proper use and operation of ATAS.

2. Confirmation of Accuracy. Employees of DHR assigned to prepare the Notice of Job Opportunity will complete a Notice of Job Opportunity based on information contained in the RTH and the current Job Description. The Employees of DHR assigned to prepare the Notice of Job Opportunity will take steps to ensure that all information, including, but not limited to, the Job Description, the Notice of Job Opportunity, and all Disqualifying Questions and Prescreening Questions, if applicable, are accurate and relate to the duties of the Position as described in the Job Description.

3. Contents of Notice. The Notice of Job Opportunity and the ATAS posting, will include, but not be limited to: (a) the job title and Job Code; (b) a summary or copy of the Job Description; (c) Grade or indication of competitive salary; (d) directions on how and where to apply; (e) whether the posted Position is open to Internal Applicants only; (f) the union name (if applicable); (g) the time period during which applications will be accepted; (h) a non-discrimination clause; (i) a list of all certifications, licenses and documents that the individual must produce in order to be considered eligible for the Position; (j) a request for professional references; (k) a description of any tests that will be administered and the scores or proficiency level that must be achieved on those tests for an Applicant to be considered eligible for the Position; and (l) a statement to the effect that CCH does not hire based on Political Reasons or Factors.

E. Posting of Notice of Job Opportunity. All Notices of Job Opportunity will be posted in compliance with the following:

1. Posting Location(s). All Notices of Job Opportunity will be posted as described in Section V.A.1.

2. Union Postings. The Notice of Job Opportunity for a Position covered by a CBA will be posted pursuant to the provisions of any applicable CBA.

3. Posting Period.

a. Standard Posting Period. All Notices of Job Opportunity will be posted for a minimum of 14 calendar days. If DHR decides to extend the final date for posting, a notice of such extension and a revised posting closing date will be added to the Notice of Job Opportunity posted on

ATAS. Notice of the extension will immediately be given to the EPO and will include an explanation of the reason for the extension.

b. Indefinite Posting Period. A Department Head may submit a written request to the CHRO asking that a Position be posted for an indefinite period. A copy of the request will be provided to the EPO. With the approval of the CHRO/designee, Positions may be posted for an indefinite and ongoing basis, provided they are posted for a minimum of 14 calendar days and provided that at least five (5) calendar days prior to the termination of any such Notice of Job Opportunity, DHR amends the posting to provide potential Applicants with notice of the pending expiration of the posting. The posting period will close after the last vacancy has been filled or after 12 months from the initial posting date. In the event that all vacancies have not been filled after a 12 month period from the date of posting, a new requisition will be posted pursuant to this Section.

c. Creating the Preliminary and Interview Lists. While the posting is active, DHR may access the Applicant pool for the Position no sooner than 14 calendar days to create the Preliminary and Interview Lists in accordance with Sections V.I, V.J, and V.K. DHR may access additional Applicants that apply to the Position after creation of the initial Preliminary and Interview Lists, as needed, to determine if there are additional applicants to consider for the vacancy/vacancies and update the Preliminary and Interview Lists in accordance with Sections V.I, V.J, and V.K.

F. Submission of Applications. All applications must be submitted to DHR through ATAS. Any individual who does not complete the online application for a Position through ATAS will not be considered eligible for that Position, and his or her name will not be included on the Preliminary Eligibility List.

G. Permitted Contacts from Applicants. Applicants may contact DHR with any questions they may have with respect to the application process. Applicants with disabilities may contact DHR to request an accommodation during the application process. In the event DHR has delegated certain hiring functions to BHR, applicants may contact BHR as set forth in this Section V.G.

H. Application Screening. Each Applicant will be required to answer Disqualifying Questions and Asset Questions, if applicable, on ATAS. Applicants who indicate they do not have all Minimum Qualifications will not be considered eligible for the Position. The same Disqualifying Questions and Asset Questions, if any, will be asked of all Applicants applying for the same Position.

I. Creation of Preliminary Eligibility List and Interview List. After the final posting closing date, DHR will prepare a Preliminary Eligibility List using the procedures in Sections V.I and an Interview List using the procedures in Sections V.I.2-4 and V.J.

1. Review of ATAS Submissions. The Preliminary Eligibility List will contain the names of all Applicants in alphabetical order who completed submissions and whose application information on ATAS indicated they possess all of the Minimum Qualifications for the Position. If no Applicant is eligible for inclusion on the Preliminary Eligibility List, the Position will be reposted if requested by the Department.

2. Internal Candidate Preference. This Section applies only to Positions that are approved as eligible for an Internal Candidate Preference pursuant to Section V.B.3. The applications for all Internal Applicants, including any Internal Applicant who is eligible for a Veteran's Preference, (i) who appears on the Preliminary Eligibility List; (ii) who works in the Hiring Department or related Bureau seeking to fill the Position; and (iii) whose application indicates the Applicant possesses the Minimum Qualifications, will be validated and, if eligible, added to the Interview List pursuant to Sections V.I-J without any computer-based randomization. If after validating applications from Internal Applicants, there are 10 or more Candidates for a single vacancy or five or more Candidates per vacancy for multiple Vacancies on the Interview List, DHR will not validate the applications of any other Applicants on the Preliminary Eligibility List for such vacancy. If after this validation there are less than 10 Candidates on the Interview List for a single vacancy or less than five Candidates per vacancy for multiple vacancies, DHR will proceed to validate the additional applications following the procedures in Sections V.K.3 and 4.

3. Veterans' Preference. For all Positions that have not been designated by DHR as eligible for Internal Candidate Preference, DHR will first validate all Applicants eligible for the Veterans' Preference. To be considered for the Veterans' Preference, Applicants must (a) be a Veteran, (b) submit a copy of the DD Form 214 on ATAS at the time of application, and (c) meet the Minimum Qualifications for the Position. DHR will review all DD Forms 214 submitted on ATAS. If the DD Form 214 confirms the Applicant is a Veteran as defined in this Plan and meets (c) above, the Applicant will be eligible for the Veterans' Preference. Eligible Veteran Applicants will be validated and added to the Interview List pursuant to Section V.J without any computer-based randomization. If after validating applications from Applicants eligible for Veterans' Preference, there are 10 or more Candidates for a single vacancy or five or more Candidates per vacancy for multiple vacancies on the Interview List, DHR will not validate the applications of any other Applicants on the Preliminary Eligibility List. If after validating the Applicants eligible for the Veterans' Preference there are less than 10 Candidates on the Interview List for a single vacancy or less than five Candidates per vacancy for multiple vacancies, DHR will proceed to validate additional applications following the procedures in Sections V.I.4 and V.K.

4. Preferred Qualification Preference. This Section applies only to Positions that are approved as eligible for Preferred Qualification Preference pursuant to Section V.B.4. The applications for all Applicants reviewed under this provision, including any Applicant who is eligible for a Veteran's Preference, (i) who appears

on the Preliminary Eligibility List; and (ii) whose application indicates the Applicant possesses the Minimum Qualifications, will be validated in the following manner:

a. Categories of preliminarily eligible Applicants. There will be four categories of Applicants that will be reviewed by sorting the Preliminary Eligibility List by the number of Preferred Qualifications met as indicated on the application:

i. Category 1: All Applicants that indicate they are a Veteran in compliance with Section V.I.3 and that indicate on the application by answering the pre-screening questions in ATAS that they meet all of the Minimum and at least one (1) of the Preferred Qualifications for the position will be validated by DHR. All Applicants that are determined eligible by DHR to proceed to interview will be placed on the Interview List.

ii. Category 2: All non-Veteran Applicants that indicate on the application by answering the pre-screening questions in ATAS that they meet all of the Minimum and Preferred Qualifications for the position will be placed in random order through a computer-based randomization function on the randomized PEL. DHR will proceed to validate the applications in the order they appear on the randomized PEL until there are 10 Candidates per vacancy for a single vacancy or five Candidates per vacancy for multiple vacancies on the Interview List or until all applications of Category 2 Applicants on the randomized PEL have been validated, whichever comes first.

iii. Category 3: After Category 1 and 2 Applicants have been exhausted, DHR will create a PEL with of the Applicants that indicate on the application by answering the pre-screening questions in ATAS that they meet all of the Minimum Qualifications and some of the Preferred Qualifications for the position. These Applicants will be placed in random order through a computer-based randomization function onto the randomized PEL. DHR will proceed to validate the applications in the order they appear on the randomized PEL until there are 10 Candidates per vacancy for a single vacancy or five Candidates per vacancy for multiple vacancies on the Interview List or until all applications of Category 3 Applicants on the randomized PEL have been validated, whichever comes first.

iv. Category 4: After Category 1, 2, and 3 Applicants have been exhausted, DHR will create a PEL with the remaining Applicants that indicate on the application by answering the pre-screening questions in ATAS that they meet all of the Minimum Qualifications for the position. These Applicants will be placed in random order through a computer-based randomization function onto the randomized

PEL. DHR will proceed to validate the applications in the order they appear on the randomized PEL until there are 0 Candidates per vacancy for a single vacancy or five Candidates per vacancy for multiple vacancies on the Interview List or until all applications of Category 4 Applicants on the randomized PEL have been validated, whichever comes first. Veteran Preference will apply as required in Section V.3.

5. Intern and Extern Preference. This Section applies only to Positions that are approved as eligible for an Intern/Extern Preference pursuant to Section V.B.4. The applications for all Intern/Extern Applicants, including any Intern/Extern Applicant who is eligible for a Veteran's Preference, (i) who appears on the Preliminary Eligibility List; (ii) who works or worked in the Hiring Department seeking to fill the Position within the last 12 months as of the date of the application; and (iii) whose application indicates the Applicant possesses the Minimum Qualifications, will be validated and, if eligible, added to the Interview List pursuant to Sections V.I-J without any computer-based randomization. If after validating applications from Intern/Extern Applicants identified by the Department as meeting the criteria of Section V.B.4, there are 10 or more Candidates for a single vacancy or five or more Candidates per vacancy for multiple Vacancies on the Interview List, DHR will not validate the applications of any other Applicants on the Preliminary Eligibility List for such vacancy. If after this validation there are less than 10 Candidates on the Interview List for a single vacancy or less than five Candidates per vacancy for multiple vacancies, DHR will proceed to validate the additional applications following the procedures in Sections V.K.3 and 4.

6. Vendor Preference. This Section applies only to Positions that are approved as eligible for a Vendor Preference pursuant to Section V.B.5. The applications for all Vendor Applicants, including any Vendor Applicant who is eligible for a Veteran's Preference, (i) who appears on the Preliminary Eligibility List; (ii) who works or worked in the Hiring Department seeking to fill the Position for at least last 12 months prior to the date of the application; and (iii) whose application indicates the Applicant possesses the Minimum Qualifications, will be validated and, if eligible, added to the Interview List pursuant to Sections V.I-J without any computer-based randomization. If after validating applications from Vendor Applicants identified by the Department as meeting the criteria of Section V.B.5, there are 10 or more Candidates for a single vacancy or five or more Candidates per vacancy for multiple Vacancies on the Interview List, DHR will not validate the applications of any other Applicants on the Preliminary Eligibility List for such vacancy. If after this validation there are less than 10 Candidates on the Interview List for a single vacancy or less than five Candidates per vacancy for multiple vacancies, DHR will proceed to validate the additional applications following the procedures in Sections V.K.3 and 4.

7. Non-Veteran Applicants. If the Interview List prepared pursuant to Sections V.I.2 and/or V.I.3 contains the names of less than 10 Candidates for a single vacancy or less than five Candidates per vacancy for multiple vacancies, the applications of any Applicants left on the Preliminary Eligibility List will be placed

in random order through a computer-based randomization function (which is part of ATAS or another computer program). DHR will proceed to validate additional applications in the order they appear on the randomized Preliminary Eligibility List until there are 10 Candidates per vacancy for single vacancies or five Candidates per vacancy for multiple vacancies on the Interview List or until all applications of Applicants on the randomized Preliminary Eligibility List have been validated, whichever comes first.

8. Notice of Randomization. The EPO will be notified at least 24 hours in advance of any randomization of names pursuant to this Section V.I and may be present during any such randomization process.

J. Validation Procedures. DHR will validate applications by reviewing the information contained on the applications and resumes of Applicants listed on the Preliminary Eligibility List as follows. All Applicants validated and deemed eligible pursuant to this Section V.J, will be placed on the Interview List.

1. Validation of Experience/Education/Licensure. DHR will review the background information concerning the Applicant's work experience and education contained on the online application, resume and copies of any licenses, diplomas and certifications submitted on ATAS and compare them with the Applicant's responses to the Disqualifying Questions. In the case of Positions for professionals licensed by the State of Illinois, DHR or its Designee will conduct online verification of this licensure. Proof of required licensure will be considered sufficient proof of the minimum educational requirements necessary to obtain such license. In the case of Positions for which a college degree is required, proof of a related higher degree may be considered sufficient proof of the minimum educational requirements.

2. Telephone Screening by DHR. A Department Head may request in writing with the Request to Hire that DHR validate the Interview List by conducting a Telephone Screening Process prior to distributing the Interview List to the Hiring Manager. Such request will include a description of the specific basis or bases for the request. The CHRO or his or her designee will review all requests to utilize the Telephone Screening Procedure and will determine whether the request is appropriate based on the Department Head's justification, the nature and level of the Position, and the impact on DHR and CCH. The CHRO or his or her designee may request in writing that the Department Head provide additional information. If the CHRO or his or her designee determines this procedure is not appropriate for the particular Position at that time, the Department Head's request will be denied. The CHRO or his or her designee will notify the Department Head of his or her decision and send a copy of the request and the final determination to the EPO and the OIIG.

a. Telephone Screening Procedure. The following procedure will be used if the CHRO or his or her designee has approved Telephone Screening pursuant to Section V.J.2:

i. Candidate Contact. After the Interview List has been created, DHR will contact each Candidate via telephone.

ii. Screening. DHR will ask the same set of approved screening questions to each Candidate and score the Candidate's responses with a numerical value on the Telephone Screening Form. The screening questions will relate to the Minimum Qualifications, Preferred Qualifications, and the Candidate's application materials. The Candidate will be asked to respond to at least four screening questions.

iii. Final Interview List. All Candidates that confirm they meet the Minimum Qualifications and have provided accurate and acceptable application materials during the Telephone Screening will remain on the Interview List. If the Preferred Qualification Preference process has been approved for use in conjunction with this Section.V.J.2, an Applicant that meets all of the Minimum Qualifications and at least one Preferred Qualification will remain on the List; all other Applicants will be handled pursuant to Section V.I.4. If a pre-employment test is required pursuant to the Notice of Job Opportunity incompliance with Section V.D.3, all Candidates on the Interview List will be tested prior to Telephone Screening. Candidates must achieve the passing score or proficiency level as required by the Job Description to remain on the Interview List.

b. Monitoring the Telephone Screening Process. The EPO will be notified at least four (4) hours in advance of any Telephone Screening pursuant to this Section V.J.2 and may be present during such Telephone Screening.

3. Material Conflicts in Application Materials. In the event there is a material conflict or inconsistency between the information provided by the Applicant on ATAS and the Applicant's response to any Disqualifying Question, or if the information submitted on ATAS does not support the Applicant's claim to possess the Minimum Qualifications of the Position, the Applicant will be considered ineligible for the Position and his or her name will be removed from the Preliminary Eligibility List and will not be included on the Interview List.

4. Validation of Disciplinary History for Internal Candidates and Former Employees of CCH and of Offices Under the President. Following the validation procedure described in Sections V.J.1-2, DHR will conduct the following review. DHR will review the personnel files of those Candidates who are (a) Internal Applicants or (b) External Applicants who indicated on their applications that they were employed by CCH or Offices Under the President at any time during the 12 months preceding the Applicant's application for hire.

a. Internal Applicants' Disciplinary History Validation. Any Internal Applicant who was suspended while working in CCH or at Offices Under the President during the 12-month period prior to his or her application for a Position will not be considered eligible for the Position, and his or her name will not be included on the Interview List, subject to the terms of any applicable CBA. In the event an Internal Applicant's disciplinary suspension is reversed pursuant to the CCH Personnel Rules' grievance process or any applicable CBA, DHR will return the name of the Internal Applicant to the Preliminary Eligibility List and/or Interview List.

b. Former CCH or County Employees' Disciplinary History Validation. DHR will review the disciplinary record of any External Applicant who was an Employee of CCH or the Offices Under the President during the 12 months preceding his or her application. Any External Applicant employed by CCH or the Offices Under the President during the last 12 months of such employment who was subject to a disciplinary suspension or who was involuntarily terminated from employment with CCH or the Offices Under the President during the 12-month period prior to his or her application will not be considered eligible for the Position, and his or her name will not be included on the Interview List. Prior to making an offer of employment pursuant to Section V.Q, to an External Applicant who was employed by CCH or the Offices Under the President within the 12 months preceding his or her application, DHR, as applicable, will provide the EPO with a copy of such External Applicant's disciplinary record. In the event an External Applicant's disciplinary suspension or involuntary termination is reversed pursuant to the CCH Personnel Rules' grievance process or any applicable CBA, DHR will return the name of the External Applicant to the Preliminary Eligibility List and/or Interview List.

c. Ineligible for Hire List. DHR will review the Ineligible for Hire Lists for CCH, Offices Under the President as well as any elected official and any other relevant governmental agency that is publicly available, prior to interviewing any Candidate for any Position. Should the name of a Candidate for a Position appear on an Ineligible for Hire List, DHR will take whatever measures are necessary to confirm the identity of the Candidate is the same as the person on the Ineligible for Hire List and, if so confirmed, will not interview that Candidate for the Position.

5. Record of Determinations. On ATAS, DHR will record the specific reason for a decision to exclude any Applicant's name from the Interview List and will notify the EPO when the validation process has been completed for each posting within 48 hours of completion.

6. Review by EPO. The EPO and the CHRO or his or her designee will have access to the validation process for each posting and may review and monitor it on an ongoing basis. If the EPO concludes during the validation process that a validation decision was in error, the EPO will make a written request to the CHRO

or his or her designee to revise the Interview List including the reason(s) why such a revision is necessary. The CHRO or his or her designee will revise the Interview List in accordance with the EPO's request.

K. Use of Preliminary and Interview Lists. The Preliminary and Interview Lists, minus any names removed for any reason, will be valid and may be used for purposes of filling subsequent vacancies for the posted Position for a period of 12 months from the date the initial posting closes.

L. Interview Preparation.

1. Interview Scheduling. Upon receipt of the Interview List from DHR, the Department Head or his or her designee will schedule interviews and provide the schedule to the CHRO or his or her designee and the EPO at least 48 hours prior to the date of the first interview. If any Candidate declines an interview, or otherwise drops out at any time, the Department Head or his or her designee will document why the Candidate was not interviewed.

2. Interview Panel Selection. The Hiring Manager will select the interview panel consisting of at least two Employees including (a) at least one Supervisor in the Hiring Department or from a related Department, which may include the Hiring Manager and (b) at least one qualified Employee with first-hand knowledge of the essential job duties and Minimum Qualifications of the Position. Not later than 48 hours before the scheduled interviews, the Hiring Manager will send a list of the names of the Employees who will make up the interview panel to the CHRO or his or her designee for approval prior to the interviews.

3. Interview Questions. The Hiring Manager will prepare a list of a minimum of 10 interview questions relating to the open Position. The Hiring Manager will send the list of interview questions to the CHRO or his or her designee, who will review and amend or approve the questions. The Hiring Manager will assign weighted values to the draft questions so that the total weighted value of all questions equals 100. All questions will be considered and treated as confidential, and they may not be disclosed to anyone other than the CHRO or his or her designee and the EPO prior to the interviews. The questions must be based on the specific job duties of the Position and designed to assess the Candidate's job-related qualifications, skills and suitability for employment. The interview questions developed for a particular Position may be used for subsequent vacancies for that Position, provided appropriate precautions are taken to prevent advance dissemination of questions and answers to Candidates and provided the questions remain related to the duties of the Position. Follow-up questions by the panel members are permitted and encouraged, provided they are related to a determination of the Candidate's suitability for the Position. All documents provided by a Candidate during an interview will be included in the Interview File.

M. Interview of Candidates. The following will apply to the interview of Candidates:

1. Notification. At least 48 hours prior to any interview, the CHRO or his or her designee, the OIIG, and the EPO will be notified in writing of the time and place of each interview, any or all of whom may be present to monitor any interview.

2. Conducting the Interview. The interview panel will interview each Candidate on the Interview List in accordance with the following:

a. The CHRO or his or her designee, the Employee in charge of personnel matters for the Department, if applicable, or a member of the Interview Panel will facilitate the conducting of interviews by informing the interview panel and the Department Head or his or her designee of the interview process, being present while interviews are being conducted, requesting that any applicable forms and notes be completed, and picking up completed forms and notes after the interviews.

b. If any panel member becomes aware that he or she has a Conflict of Interest prior to or during any interview, the panel member will, as soon as possible, notify the CHRO or his or her designee or the Employee in charge of personnel matters for the Department, if applicable, the EPO and the other members of the panel, that a Conflict of Interest exists and that a substitution is needed. In the event any panel member becomes aware that any other panel member has a Conflict of Interest prior to or during any interview, he or she will advise the CHRO or his or her designee, who will determine whether a Conflict of Interest exists. If a Conflict of Interest is determined to exist, the conflicted panel member will be removed from the interview panel and will not participate in the interview or the selection process for that Candidate. A substitute panel member approved by the CHRO or his or her designee will be contacted to replace the conflicted panel member. If no substitute is available, the interview will be rescheduled or may proceed if there are at least two remaining panel members and the requirements set forth in Section V.L.2 are satisfied. The substitute panel member will assume the conflicted panel member's duties (asking questions, completing the Interviewer Evaluation Form, etc.). If a Conflict of Interest is discovered after an interview, the EPO must be notified and he or she will make the determination of whether a second interview panel must be convened.

c. The interview questions selected in accordance with Sections V.L.3 and V.M.2.d will be used to evaluate Candidates and complete the Interviewer Evaluation Form.

d. All Candidates interviewed for the same Position will be asked to respond to at least five of the same pre-approved interview questions. Follow-up questions by the panel members are permitted and encouraged, provided they are related to a determination of the Candidate's suitability

for the Position. Excepting follow-up questions, all questions asked of any one Candidate will be asked of all Candidates and said questions must be pre-approved by DHR.

3. Interviewer Evaluation Form. Each interviewer will independently and personally complete and sign an Interviewer Evaluation Form for each Candidate at the conclusion of each interview or at the conclusion of all interviews on that day for a particular Position and will score each Candidate as: (1) unacceptable, (2) marginally acceptable, (3) acceptable, (4) very good, or (5) excellent in each category listed on the Interviewer Evaluation Form. The basis of any score of (5) or (1) must be explained by the interviewer on his or her Interviewer Evaluation Form. No person may alter, add to or delete from any Interviewer Evaluation Form other than the interviewer who completes and signs it. The interviewers will submit the original completed Interviewer Evaluation Forms to the CHRO or his or her designee and a copy to the Employee in charge of personnel matters for the Hiring Department, if applicable.

4. Preparation of the Interview Panel Ranking Form. The CHRO or his or her designee or the Employee in charge of personnel matters for the Hiring Department, if applicable, will tabulate the scores of the Candidates and place them in order from the highest to lowest score on the Interview Panel Ranking Form. The names of Candidates who receive a combined overall average score of less than 3 (acceptable) on the Interviewer Evaluation Forms will not be included on the Interview Panel Ranking Form nor will they be eligible for further consideration.

N. Pre-Employment Testing. Additional pre-employment tests may be given by the DHR to Candidates based on the specific requirements of the Position for which they are applying and as described in the Notice of Job Opportunity, provided all Candidates for any Position are subject to the same test. Pre-employment tests may be given before or after the interviews. Each pre-employment test must be standardized and job-related, and must be administered, scored, considered, and weighted on a consistent basis for each Candidate. A passing score for such tests must be established in writing before any test is administered to a Candidate. Motor vehicle testing (if applicable) may occur on site. The names of Candidates who do not achieve a passing score will be removed from the Ranked Interview List.

O. Candidate Selection Procedure. Following completion of interviews, the interview panel will select Candidates for employment in accordance with the following:

1. Selection Meeting. Within three business days following the last Candidate interview, the interviewers will conduct a selection meeting at which all of the interviewers are present (in person, by telephone or by video conferencing) and at which each interviewer has an opportunity to freely and without fear of retaliation express his or her opinion regarding the Candidates whose names are contained on the Interview Panel Ranking Form. Should the interview panel not be able to complete the Selection Meeting within three days, the interview panel may request additional time in writing from the EPO, with a copy to HR. The EPO will respond

to any such request in writing. The interview panel will discuss the Candidates interviewed in the order they appear on the Interview Panel Ranking Form. The CHRO or his or her designee will be available to the panel to provide advice and expertise. The EPO may also attend selection meetings.

2. Interview Panel Ranking Form. The interview panel will rank all Candidates it recommends for employment in order of preference on the Interview Panel Ranking Form. The interview panel will provide a detailed written explanation of any differences in the order of candidates by average score and the final ranking order. The completed Interview Panel Ranking Form will be valid and may be used for purposes of filling subsequent vacancies for the posted Position for a period of 12 months from the date the initial posting closes.

3. Documentation of Selection Meeting. An interview panel member designated by the Hiring Manager will complete all sections of the Interview Panel Ranking Form. Selection Meeting Notes will accompany the Interview Panel Ranking Form and will include how each Candidate was ranked by the Interview Panel. The Interview Evaluation Forms, the Selection Meeting Notes and the Interview Panel Ranking Form will be included in the Interview File. If the ranked order of Candidates on the Interview Panel Ranking Form is different than the listed order of eligible Candidates on the Interview Panel Ranking Form, the interview panel must explain the basis or bases for the ranking change in the Selection Meeting Notes. If the panel consists of two panel members and they do not agree on the selected Candidate(s), the Interview Panel Ranking Form and Selection Meeting Notes will reflect this, and the Interview File will be made available to the Hiring Manager who will make the final selection decision.

4. Final Selection. The Hiring Manager will review the Interview File and the panel's recommendations and make the final selection. If the Candidate(s) selected is other than the Candidate ranked highest by the interview panel in the case of a single vacancy, or Candidates ranked among the top Candidate(s) equal to the number of vacancies to be filled by the interview panel in the case of multiple vacancies, the Hiring Manager will prepare a written explanation of the basis or bases on which he or she made the selection and include it in the Hiring Packet, along with a NPCC.

5. Decision to Hire. The Hiring Manager will prepare the Decision to Hire, which will be sent to the CHRO or his or her designee along with the Interview Evaluation Forms, Interview Panel Ranking Form, the Ranked Interview List, notes from the selection meeting and any other documentation regarding the selection and ranking of the Candidate or Candidates. In the event the Hiring Manager's final selection is a Candidate or Candidates other than the one(s) described in Section V.O.4, copies of such documentation will also be sent to the EPO.. Subject to final screening pursuant to Section V.P and post-offer testing pursuant to Section V.R, the Hiring Manager's decision will be final.

P. Final Screening. DHR will conduct a final screening of the Candidate or Candidates selected by the Hiring Manager pursuant to Section V.O.4, as follows:

1. Review of Final Selection and Documentation. The CHRO or his or her designee will review the material forwarded pursuant to Section V.O.5 and verify the selection complies with the requirements of this Employment Plan. In the event the Hiring Manager's final selection is a Candidate or Candidates other than the one(s) ranked highest pursuant to Section V.O.2 and the Hiring Manager has selected another Candidate or other Candidates pursuant to Section V.O.4, the EPO will review the justification prepared by the Hiring Manager pursuant to Section V.O.4, and verify that the selection complies with the requirements of this Employment Plan as well. If either the CHRO or his or her designee or the EPO determines that the selection was not in compliance, the selected Candidate or Candidates will not be offered employment.

2. Professional Reference Verification. The CHRO or his or her designee will attempt to contact at least one professional reference (preferably the most recent employer) provided by the selected Candidates who are External Applicants to verify the accuracy of information contained on the application. Any Candidate who the CHRO or his or her designee confirms has provided misleading, incomplete or incorrect information (excluding minor discrepancies) on his or her application or resume will not be considered eligible, and the offer will be rescinded. The CHRO or his or her designee will document for the file the basis of his or her finding of ineligibility and notify the Hiring Manager and EPO that the selected Candidate is not eligible.

3. Grant of Authority. The CHRO or his or her designee will prepare and submit a Grant of Authority Form for signature by the CHRO or his or her designee. The Grant of Authority Form will include at least the name(s) of the selected Candidate(s) and the proposed salary.

Q. Offers of Employment. DHR will extend employment offers in accordance with the following:

1. Extension of Offer. The CHRO or his or her designee will extend a written offer of employment to the selected Candidate(s). All offers of employment will be made in writing. All offers of employment will be contingent upon the Candidate's satisfactory completion of all pre-employment requirements and post-offer tests described in Section V.R, and the CCH Personnel Rules and Manual and the execution of the Grant of Authority. If, due to critical need, a selected Candidate begins employment before the results of any pre-employment requirement and post-offer test has been received, the Candidate will be advised that his or her continued employment is contingent on the receipt of satisfactory results, and that he or she will be subject to immediate termination if and when an unsatisfactory result is received. If a Candidate accepts an offer of employment, the CHRO or his or her designee will notify the EPO in writing of the accepted offer and will include the anticipated first date of employment.

2. Grant of Authority. After a contingent offer of employment has been accepted by the Candidate, a fully-executed Grant of Authority will be prepared and signed in accordance with the applicable ordinance.

3. Ineligible Candidate or Unaccepted Offer. If a selected Candidate is found to be ineligible after the final screening or post-offer testing or does not accept the offer of employment, the next highest ranked Candidate on the Interview Panel Ranking Form, and if necessary, the other Candidate(s) in ranked order, will be screened pursuant to Section V.P and, if successfully screened, offered employment, if eligible.

4. No Acceptance. If no Candidate on the Interview Panel Ranking Form prepared in accordance with Section V.O.2 is eligible or accepts the offer of employment, DHR may prepare another Interview List pursuant to Sections V.I-J, and so on until the Preliminary Eligibility List is exhausted. If no Candidate is eligible or accepts the offer of employment, the Position may be reposted.

R. Post-Offer Testing. Upon acceptance of an offer of employment, the following will be conducted:

1. Drug Test. All Candidates selected to fill a Position will be required to submit to a drug test prior to the commencement of employment. Those whose drug tests indicate the use of a controlled substance other than a prescribed medication being taken as prescribed will not be considered eligible and the contingent offer of employment will be withdrawn, or, if applicable, the individual will be terminated.

2. Medical Examination. All selected Candidates for Positions designated by CCH as requiring a pre-employment medical examination prescribed by the CCH Personnel Rules 3.04(c) will be required to undergo a medical examination which may include medical tests and vaccinations and may include mental health screening. Candidates whose medical examination indicates that they are not able to perform the essential functions of the offered Position (with or without reasonable accommodation) will not be considered eligible and the contingent offer of employment will be withdrawn, or, if applicable, the individual will be terminated; provided CCH will comply with all applicable laws and regulations prohibiting discrimination based on disability in employment.

3. Background Check. All selected Candidates who accept an offer of employment will be required to submit to a criminal background check. If a criminal background check reveals that a selected Candidate has been convicted of a felony or misdemeanor that impacts or could impact his or her suitability for the Position, the matter will be referred to the CHRO or his or her designee for an investigation and determination. The CHRO or his or her designee will investigate the facts and circumstances, consult with legal counsel, if appropriate, and make a written determination of whether the conviction disqualifies the individual for employment, which will be sent to the EPO and the OIIG. Upon receipt of a

determination of ineligibility, the contingent offer of employment will be withdrawn or, if applicable, the individual will be terminated. If the background check reveals a selected Candidate has withheld or given materially inaccurate, incomplete or misleading information concerning his or her criminal record, the contingent offer of employment will be withdrawn or, if applicable, the individual will be terminated. CCH will also comply with the requirements of the Illinois Health Care Worker Background Check Act ("Background Check Act"), 225 ILCS 46/1 *et seq.* which provides, in relevant part, that no health care employer will knowingly hire any individual in a position with duties involving direct care for clients, patients, or residents who has been convicted of committing or attempting to commit certain offenses listed in the Background Check Act or of violating the Nurse Practice Act, unless the applicant or employee obtains a waiver pursuant to the Background Check Act.

S. Pre-employment License and Certification Verification. All Candidates selected to fill a General Hiring Process Position will be required to produce required documents (e.g. current driver's license, and proof of diploma, school transcript, certifications, licenses, etc.) listed on the Notice of Job Opportunity at least two weeks prior to their first day of employment. Copies of such documents will be included in the Candidate's hiring file and will be provided to the EPO two weeks prior to the Candidate's first day of employment. A Candidate's failure to provide such required documentation by two weeks prior to the Candidate's first day of employment will result in the disqualification of the Candidate for employment for that Position.

VI. APPLICANT, CANDIDATE AND EMPLOYEE CERTIFICATIONS.

All Employees involved in any Employment Action relating to an Applicant or Candidate or Employee must complete and sign a NPCC when participating in such Employment Action, and all Applicants and Candidates must complete an Applicant or Candidate NPCC upon application and upon hire on ATAS or in writing.

VII. EXCEPTIONS TO THE GENERAL HIRING PROCESS

The following limited exceptions apply to the General Hiring Process or portions thereof. No exception described in this Section VII will be interpreted to permit any Employment Action covering any Position to be based on any Political Reasons or Factors.

A. Statutory Appointments. State or County statutory appointments will be excepted from the General Hiring Process. Said appointments will be at the discretion of the responsible party and subject to the statutory requirements.

1. Appointment of Chief Executive Officer. Pursuant to the Cook County Code of Ordinances, specifically Section 38-81, the appointment of the CCH Chief Executive Officer is governed by County Ordinance.

2. Appointment of Chief Executive Officer of the Cook County Department of Public Health. Pursuant to the Cook County Code of Ordinances, specifically

Part 1, General Ordinances, Chapter 38, Health and Human Services, Section 38-32, Department powers and duties.

B. Department, Division and Section Chairs of the Medical Departments of the Medical Staff. The Department, Division and Section Chairs will be excepted from the General Hiring Process and will be filled following the procedures set forth in the applicable sections of the Medical Staff Bylaws of the John H. Stroger, Jr. Hospital of Cook County and Provident Hospital of Cook County are set forth on Exhibit 12 to this Employment Plan.

C. Resident Physicians and Fellows. Resident Physicians and Fellows will be excepted from the General Hiring Process and will be selected pursuant to the National Resident Matching Program.

D. Interns. CCH will follow the General Hiring process for all Internships regardless of whether the Intern will receive compensation (monetary or otherwise) from Cook County for his or her employment except when the Intern is provided directly by an academic institution or other non-political organization with a bona fide internship program and CCH has no discretion or input in recommending or selecting the Intern; in which case, CCH will follow the placement procedures of the academic institution or other non-political organization with a bona fide internship program. In situations where CCH receives an Intern from an academic institution or other non-political organization with a bona fide internship program prior to the hiring, CCH will obtain an NPCC from the academic institution or other non-political organization with a bona fide internship program. CCH will not require as a basis for employment that any Applicant has, at any point, performed an Internship with Cook County. Internships relating to the observation or study of the provision of direct patient care services or the supervised performance of direct patient care services will not be subject to the hiring process set forth in this Section VII.D.

E. Emergencies

1. Temporary Positions. CCH is not required to comply with the General Hiring Process in the event of an Emergency and upon the prior written certification of the CEO. Such certification will include, but not be limited to, statements to the effect that: (1) there is an Emergency (including a description of the specific emergency); (2) the approximate number of individuals required to be hired during the Emergency; and (3) the estimated duration of the Emergency (which may be no longer than 120 days). CCH must file such certification with the EPO and the OIIG. Upon receipt of such certification, CCH may hire no more than 100 temporary employees to deal with the Emergency. No person may be hired on an emergency basis for more than 120 days in any calendar year. However, the CHRO may submit a request, with justification, to the CEO for a single extension of up to 60 days of employment under this provision for individuals holding a temporary employment position under Section VII.E of the Plan. The CHRO will submit the CEO's decision, the request, and justification to the OIIG and EPO. No individual

hired as the result of an Emergency may be hired based on any Political Reasons or Factors, and a NPCC will be completed as otherwise required by Section V.

Individuals hired on an emergency basis may neither be moved to any other non-emergency Position via Transfer, Interim Assignment or any other available Employment Action nor given the benefits of an Employee under the Internal Candidate Preference (Sections V.B.3 and V.I.2).

2. Permanent Positions. In the event of an Emergency, CCH may hire to fill Positions permanently so long as the following requirements are met:

a. CEO Certification. The CEO must certify and file an Emergency consistent with the requirements of VII.E.1 and may request an extension, via a subsequent Certification filed with the EPO and OIIG, justifying the extended Emergency.

b. Utilization of Plan Hiring Process. Once an emergency has been certified, the Accelerated Hiring Process (XIII) will become the default hiring process for the duration of the Emergency, with other Employment Plan hiring processes (Sections V,VII-XII) available for use as permitted by the Plan. The Advanced Clinical Positions Hiring Process (XI) will be allowable for Positions meeting Actively Recruited Position criteria (II-Definitions) subject to the following modifications for Positions that do not appear on the Advanced Clinical Positions List (Exhibit 13):

i. Identification and Selection of Candidates. The Hiring Manager's Decision to Hire Form(s) and supporting documentation (DTH packet) shall be sent directly to HR rather than to the CMO. CMO approval is not required for Positions that do not appear on Exhibit 13.

ii. Reference Checks. Reference checks may be conducted only by HR, consistent with V.P.2.

iii. Designated Email Address. CCH will create a designated email address, consistent with those required in XI.F.4, specifically for use when recruiting for Positions not appearing on Exhibit 13 during a certified Emergency.

F. Settlements and Awards. CCH may comply with any judgment, negotiated settlement of a claim, complaint or arbitral award that requires CCH to take an Employment Action with respect to a specific individual or individuals that would otherwise be contrary to the requirements of this Employment Plan.

G. Layoffs. CCH will follow the CCH Personnel Rules, any applicable CBA, and the Manual with respect to Layoffs.

H. Promotions and Demotions. CCH will follow the CCH Personnel Rules, any applicable CBA, and the Manual with respect to Promotions and Demotions.

I. Recall and Reemployment. CCH will follow the CCH Personnel Rules, any applicable CBA, and the Manual with respect to Recalls and Reemployment.

J. Reclassifications and Upgrades. CCH will follow the CCH Personnel Rules, any applicable CBA, and the Manual with respect to Reclassifications and Upgrades.

K. Transfers. CCH will follow the CCH Personnel Rules, any applicable CBA, and the Manual with respect to Transfers.

L. Grant Funded Positions. Grant Funded Positions will follow the hiring processes set forth in this Employment Plan applicable to the category of Position involved. If the time needed to secure the Grant or to hire positions under the Grant is not sufficient to complete procedures under the applicable hiring process, the DHR will submit a written exception request to the OIIG and the EPO. Such request will include: (1) a description of the Grant, (2) timelines required for application and hiring, (3) the identity of the specific grant funded position involved, and (4) the specific exceptions to portions of the applicable hiring process. With EPO and OIIG approval, the Accelerated Hiring Process may be used when the time required to secure a grant-funded position or hire under the grant is insufficient to complete the standard hiring procedures. If the OIIG or EPO deny the request, no exception will be made.

M. Volunteers. [PENDING]

VIII. DIRECT APPOINTMENT HIRING PROCESS

Positions in CCH listed on Exhibit 5, CCH Direct Appointment Positions List, will be filled through the following Direct Appointment Process. The Secretary of the Board will be appointed using this process, however, the System Board Chair will perform the duties of the CEO.

A. Applicability of Specific Portions of the General Hiring Process. All provisions of Section V, will apply to the recruiting, screening, interviewing and hiring of Direct Appointments except as specifically provided in this Section VIII.

B. No Political Reasons or Factors. The purpose of CCH is to provide quality healthcare to the residents of Cook County with dignity and respect regardless of their ability to pay. No Employment Action covering any Position in CCH may be based on any Political Reasons or Factors.

C. Positions Eligible for CCH Direct Appointment. Direct Appointment Positions are defined in Section II. All persons selected for Direct Appointment Positions must possess the Minimum Qualifications for the Direct Appointment Position in which they are being placed.

D. No Posting Required. Direct Appointment Positions are exempt from any posting requirements in this Employment Plan.

E. Submission of RTH and Job Description. The CEO or his or her designee must submit a completed RTH and Job Description for the Direct Appointment Position prepared in accordance with Section IV.H and pursuant to Sections V.B.1 and 2. The RTH must be signed by the CEO or his or her designee. The CEO or his or her designee must receive written verification from the County Budget Director that the Direct Appointment Position is funded and vacant.

F. Identification and Selection of Candidate. The CEO or his or her designee will send a written notification with the RTH and Job Description to the CHRO or his or her designee. Such notification will include the name and contact information of the Candidate the CEO has selected to fill the Direct Appointment Position and an NPCC signed by the CEO. The CHRO or his or her designee will submit a copy of the written notification with the RTH and Job Description to the EPO.

G. Pre-Employment Screening of Candidates. Candidates selected by the CEO to fill Direct Appointment Positions will be subject to pre-employment screening as follows:

1. Job Description. Job Descriptions for all Direct Appointment Positions will be prepared in accordance with Section IV.H. Any revision of a Direct Appointment Position Job Description will be done pursuant to Section V.B.2. Each such Job Description will meet the definition of Direct Appointment Position contained in this Employment Plan. A copy of such Job Description will be provided to the EPO by the CHRO or his or her designee.

2. Entry of Job Description on CCH Website. CCH will enter all Direct Appointment Position Job Descriptions on the CCH website. Such entry does not require public posting.

3. Submission, Screening and Verification of Application. The Candidate selected by the CEO to fill the Direct Appointment Position will complete an employment application in paper format. The CHRO or his or her designee will enter the identified Candidate's information into ATAS. Any application in paper format must contain all information requested and required on an ATAS application. The CHRO or his or her designee will validate the application and verify that the Candidate selected by the CEO, (a) possesses the Minimum Qualifications of the Direct Appointment Position; (b) has provided any licenses and certifications required; and (c) if he or she was or is an Employee of CCH or Offices Under the President, he or she was not terminated for cause by any CCH or Offices Under the President during the previous five years. If the CHRO or designee concludes that the selected Candidate does not meet any one of the three criteria, the CHRO or his or her designee will advise the CEO, that the selected Candidate is not eligible for the Direct Appointment Position, and he or she will not be offered employment. If the CHRO or designee determines that the Candidate selected by the CEO meets all three criteria and is eligible, he or she will record such determination on ATAS or in the employment file, execute a NPCC and

submit a copy of all information and the determination to the EPO and the OIIG.

H. Hiring. Upon verification of eligibility, DHR will send written notice (including a copy of all the required documents) to the EPO and the OIIG of the selected Candidate. The EPO and OIIG will have three (3) business days to review the submission and provide any objections to the CHRO. If no objections are received within three (3) business days, the CHRO will proceed with completing the hiring process.

I. NPCC. Individuals hired under this provision must sign a NPCC and those persons participating in the recruiting, interviewing, or hiring must also sign a NPCC certifying that no Political Reasons or Factors were considered in the hire.

J. Changes to the CCH Direct Appointment Positions. The CEO may from time to time change the Direct Appointment Positions by adding Direct Appointment Positions, deleting Direct Appointment Positions, or amending the titles or Job Descriptions of Direct Appointment Positions. The CEO or his or her designee will send written notice of any proposed change to the Direct Appointment Positions, along with supporting documentation, including but not limited to (i) the identity, Job Code and Position Identification Number of the Direct Appointment Position (including a copy of the current Job Description) and (ii) a description of the basis on which the change is proposed to the OIIG and the EPO. The OIIG will provide a written approval or objection to the proposed change within 10 days of receipt. If the OIIG provides an objection to the change, the CEO or designee and the OIIG will then meet to discuss the matter. If the OIIG does not rescind his or her objection following such discussion, the proposed change will not be implemented unless otherwise approved by a court of competent jurisdiction.

K. Removal of an Employee Holding a CCH Direct Appointment Position. An Employee holding a Direct Appointment Position may be terminated or subject to any action covered by this Employment Plan for any reason or without reason, so long as it is permitted under applicable law.

L. Maintenance of CCH Direct Appointment Position Status. Except as otherwise provided in Section VIII.C, an Employee who is appointed to a Direct Appointment Position will continue to be considered at-will and his or her status will not change unless he or she moves into a Position that is not a Direct Appointment Position or is not otherwise considered at-will. The EPO is responsible for maintaining a current copy of the Direct Appointment Positions List at all times.

IX. ACTIVELY RECRUITED HIRING PROCESS.

The following procedures may be used for hiring individuals to fill Actively Recruited Positions. If CCH elects not to follow the following procedures, CCH will follow the procedures in Section V when filling any Actively Recruited Position.

A. No Political Reasons or Factors. No Employment Action covering any Actively Recruited Position may be based on any Political Reasons or Factors.

B. Recruiting Consultant. The CHRO or his or her designee or the Hiring Department (with the approval of the CHRO or his or her designee) may retain a Recruiting Consultant pursuant to CCH' Procurement Code for the purpose of recruiting Applicants for Actively Recruited Positions in accordance with the following:

1. Certification. All Recruiting Consultants retained to recruit Applicants for Actively Recruited Positions and any individuals retained by such Recruiting Consultants who perform activities on behalf of CCH will be required to execute a NPCC. Additionally, the contracts between such Recruiting Consultants and the County on behalf of CCH will contain a provision that prohibits participation in Unlawful Political Discrimination and requires the reporting of Political Contacts.

2. Recruiting Consultant Recruiting and Screening Activities. Recruiting Consultants retained to recruit Applicants for Actively Recruited Positions may (a) assist CCH in developing a current Job Description as described in Section V.B; (b) locate and identify potential Applicants for Actively Recruited Positions, provided all such potential Applicants will be required to complete the ATAS application process described in Section V.F; (c) participate in recruitment events as described in Section V.A.3; (d) conduct the validation process and prepare the Lists as described in Sections V.I-J provided the Recruiting Consultant provides the CHRO or his or her designee and the EPO with a written report as described in Section V.J.4; and (e) verify licenses and certifications as described in Section V.S.

C. Procedures Not Performed by Recruiting Consultant. CCH will comply with all procedures described in Section IX.B that are not performed by a Recruiting Consultant or in the event a Recruiting Consultant is not retained.

D. Requests to Hire. All hiring for Actively Recruited Positions will be initiated by submission of a RTH in accordance with Section V.B.

E. Preparation of Notice of Job Opportunity. The Notice of Job Opportunity will be prepared in accordance with Section V.D.

F. Posting of Notice of Job Opportunity. All Notices of Job Opportunity will be posted in compliance with Section V.E.3(a)

G. Submission of Applications. All applications must be submitted to DHR through ATAS. Any individual who does not complete the online application for the Actively Recruited Position through ATAS will not be considered eligible for the Actively Recruited Position, and his or her name will not be included on the Preliminary Eligibility List.

H. Creating the Preliminary and Interview Lists for Indefinite Postings. While the posting is active, DHR may access the Applicant pool for the Position no sooner than 14 calendar days to create the Preliminary and Interview Lists in accordance with Sections IX.I-L. DHR may access additional Applicants that apply to the Position after creation of the initial Preliminary and Interview Lists to determine if there are additional applicants to consider for the vacancy/vacancies and update the Preliminary and Interview Lists in accordance with Sections IX.I-L.

I. Application Screening. Each Applicant will be required to answer Disqualifying Questions and any applicable Prescreening Questions on ATAS. Applicants whose answers indicate they do not have all of the Minimum Qualifications will not be considered eligible for the Actively Recruited Position. The same Disqualifying Questions and Prescreening Questions will be asked of all Applicants applying for the same Actively Recruited Position.

J. Creation of Preliminary Eligibility List. After the final posting closing date, DHR will create a Preliminary Eligibility List for each Actively Recruited Position posted containing the names of all Applicants who complete the application process on ATAS and whose responses indicate they possess all Minimum Qualifications for the Actively Recruited Position.

K. Appointment of an Application Review Panel. The Hiring Manager will appoint an Application Review Panel consisting of the Hiring Manager and at least one other Supervisor or another Employee who has knowledge of the requirements for the position who has received interviewer training pursuant to Section IV.E. Supervisors may come from outside the Hiring Department.

L. Creation and Validation of Interview List.

1. Creation of Interview List. DHR will send the Hiring Manager a copy of Job Description, the Preliminary Eligibility List and, for all Applicants whose names appear on the Preliminary Eligibility List, a copy of the applications and any documents any Applicant attached to his or her application. Upon receipt of these documents, the Application Review Panel will review the applications and resumes of all Applicants listed on the Preliminary Eligibility List and select at least three Applicants to put on the Interview List based on the extent to which each Applicant appears to have the work-related experience, education, knowledge, skills and abilities needed for the Actively Recruited Position. The Application Review Panel will place the names of those Applicants on the Interview List and may designate any alternates that would be interviewed should: (1) any of the Applicants on the Interview List be deemed ineligible for interview by DHR or (2) interviews of the top group of Candidates do not result in a hire and the Interview Panel requests to interview the alternate Candidates. In addition, the Application Review Panel may request DHR to contact references for the Applicants to inquire about the Applicants' past performance and competency for the Position prior to selecting the Candidates for the Interview List. If so requested, DHR will conduct the reference checks and the information acquired from references will be documented and included in the Interview File and provided to the Application Review Panel for consideration. If fewer than three Candidates are on the Preliminary Eligibility List, the Application Review Panel may request DHR to either repost the Actively Recruited Position or the Application Review Panel may place the Candidate(s) on the Interview List. The Application Review Panel will send the Interview List to DHR for validation. DHR will provide the EPO with a copy of the Interview List.

2. Validation of Interview List. DHR will validate the applications of all Applicants listed on the Interview List pursuant to Section V.J. The name of any Applicant deemed ineligible pursuant to Section V.J will be removed from the Interview List by DHR before sending the validated Interview List to the Hiring Manager.

M. Interview Preparation. Interview preparation will be done as follows:

1. Appointment of an Interview Panel. The Hiring Manager will select an interview panel consisting of the Hiring Manager or a Supervisor who reports to a Hiring Manager and one or more approved trained Employees with knowledge of the requirements for the Position who have been certified as trained pursuant to Section IV.E. At least one member of the interview panel will have first-hand knowledge of the job duties and Minimum Qualifications of the Position. The Supervisors may come from outside the Hiring Department. The Hiring Manager may choose the same panelists for the interview panel as he or she chose for the Application Review Panel. Not later than 48 hours before the scheduled interviews, the Hiring Manager will send a list of the names of the two or more Employees who will make up the interview panel to the CHRO or his or her designee.

2. Interview Scheduling. The Hiring Manager, or his or her designee, will schedule interviews of all Candidates listed on the Interview List and provide the schedule to the CHRO or his or her designee and the EPO. The CHRO or his or her designee will notify the OIIG at least 48 hours in advance of the date of the first interview.

3. Interview Questions. The Hiring Manager will prepare a list of a minimum of 10 interview questions relating to the open Position. The Hiring Manager will assign weighted values to the draft questions so that the total weighted value of all questions equals 100. All questions will be considered and treated as confidential, and they may not be disclosed to anyone other than the CHRO or his or her designee, the EPO and members of the Interview Panel prior to the conclusion of all interviews for the Position. The Hiring Manager will send the interview questions to the CHRO or his or her designee, who will review and amend or approve the questions. The questions will be designed to establish, at a minimum, the Candidate's: (a) willingness and ability to do the job; (b) availability for work hours and willingness to work at the location(s) where the job is located; (c) prior job performance; (d) knowledge and understanding of the Actively Recruited Position; (e) experience; (f) relative qualifications for the Actively Recruited Position as compared with other Candidates; and (g) overall credibility. The questions asked will not violate any employment/labor laws or regulations, including those laws or regulations pertaining to employment discrimination. The questions must be based on the specific job duties of the Actively Recruited Position and designed to assess the Candidate's job-related qualifications, skills and suitability for employment. Candidates will be advised to maintain the confidentiality of the questions they are asked during the interview. The interview questions developed for a particular Actively Recruited Position may be used for

subsequent vacancies for that Actively Recruited Position, provided appropriate precautions are taken to prevent advance dissemination of answers and provided the questions remain related to the duties of the Actively Recruited Position. Follow-up questions by the panel members are permitted and encouraged, provided they are related to a determination of the Candidate's suitability for the Position.

N. Interview of Candidates. The following will apply to the interview of Candidates.

1. Notification. At least 48 hours prior to the date of every interview the EPO and the OIIG, will be notified in writing of the time and place of each interview. The EPO and the OIIG may be present to monitor any interview.

2. Conducting the Interview. The interview panel will interview each Candidate on the Interview List in accordance with Section V.M.2.

3. Interviewer Evaluation Form. Each interviewer will independently and personally complete and sign an Interviewer Evaluation Form in accordance with Section V.M.3.

4. Preparation of Interview Panel Ranking Form. The Interview Panel Ranking Form will be prepared in accordance with Section V.M.4.

O. Candidate Selection Procedure. Following completion of interviews with all Candidates, the interview panel will select Candidates for employment in accordance with the following:

1. Interview Panel Meeting. Within three business days following the last Candidate interview, the interviewers will conduct a meeting at which all interviewers are present (in person, by telephone or by video conferencing) and at which each interviewer has an opportunity to freely and without fear of retaliation express his or her opinion regarding the Candidates. Should the interviewers not be able to complete the Interview Panel Meeting within three business days, the interviewers may request additional time in writing from the EPO.. The EPO will respond to any such request in writing. The interview panel will discuss the Candidates interviewed and identify Candidates they would recommend for hire and rank them on the Interview Panel Ranking Form. The CHRO or his or her designee will be available to the interview panel to provide advice and expertise. The interview panel will select a member to take notes at the interview panel meeting. The notes will indicate the objective basis or bases on which any Candidate was recommended for hire. The notes will be included in the Interview File. The CHRO or his or her designee, the EPO and the OIIG may also attend interview panel meetings.

2. Second Interview. After the interview panel meeting, the Hiring Manager may conduct second interviews of any or all the Candidates previously interviewed. Prior to conducting any second interviews, the Hiring Manager may appoint a Supervisor(s) or an individual(s) with knowledge of the requirements for the position to participate in the second interviews. The individual(s) appointed for the

second interviews must participate in all second interviews with the Hiring Manager. The Hiring Manager and other interviewer(s), if appointed, will complete Interview Evaluation Forms for each Candidate given a second-round interview.

3. Final Selection. After the interview panel meeting, the delivery to the Department Head or his or her designee of the interview panel notes, Interview Evaluation Forms, and Interview File, and any second interview, the Department Head will review the interview panel's recommendations and select the successful Candidate. The Department Head may choose to reject all the Candidates interviewed.

P. Decision. The Department Head or his or her designee will prepare the Decision to Hire in accordance with Section V.O.5.

Q. Final Screening. DHR will conduct a final screening of the Candidate selected for each open Actively Recruited Position in accordance with Section V.P.

R. Offers of Employment. DHR will extend employment offers in accordance with Section V.Q.

S. Post-Offer Testing. Post-Offer Testing will be conducted following acceptance of an offer of employment and preferably prior to the commencement of employment in accordance with Section V.R.

T. Pre-employment License and Certification Verification. DHR or its Designee will conduct pre-employment license and certification verification in accordance with Section V.S.

U. Changes to and Posting of Actively Recruited Positions List. Changes to the Actively Recruited Positions List will be made using the same procedures provided in Section VIII.J. The EPO will be responsible for maintaining a current Actively Recruited Positions List at all times.

V. Union Membership. Except for Actively Recruited Positions requiring M.D., D.O., D.D.S., Ph.D., D.Sc., Dr.PH, J.D. or a doctorate or master's degree and Certified/Licensed Healthcare Professional Positions and Medical Assistants within CCH, if a Actively Recruited Position becomes covered under a CBA, the Actively Recruited Position will be automatically removed from the Actively Recruited Positions List, and any vacancy for such Actively Recruited Position will be subject to Section V.

W. Credentialing and Verification. The CCH Credentialing and Verification Office may not initiate the credentialing and verification process for any Candidate for an Actively Recruited Position prior to receiving a completed DTH packet from DHR.

X. EXECUTIVE ASSISTANT HIRING PROCESS

In order to assist the CEO and individuals holding Direct Appointment Positions ("Executive Assistant Supervisor") in hiring direct-report administrative assistants who

possess the experience, skills and competence needed by them to perform their jobs effectively, CCH may use the following procedure for hiring individuals to fill Executive Assistant Positions.

A. No Political Reasons or Factors. No Employment Action covering an Executive Assistant may be based on any Political Reasons or Factors.

B. Applicability of Specific Portions of the General Hiring Process. All provisions of Section V. will apply to the recruiting, screening, interviewing and hiring of Executive Assistants except as specifically provided in this Section X.

C. Submission of RTH. The Executive Assistant Supervisor must submit a RTH to the CHRO or his or her designee. The RTH must be signed by the Executive Assistant Supervisor. If the Executive Assistant Supervisor is not a Department Head, the Department Head of the Department in which the Executive Assistant Supervisor works must also sign the RTH. The Executive Assistant Supervisor must receive written confirmation from the CCH Budget Director that the Position is fully funded and, subsequently, receive written approval to proceed with the hiring process from the CHRO or his or her designee. The CHRO or his or her designee will provide a copy of the RTH to the EPO pursuant to Section V.B.1.

D. Identification and Selection of Candidate. The Executive Assistant Supervisor will send a written notification with the RTH to the CHRO or his or her designee. The CHRO or his or her designee will submit a copy of the written notification with the RTH to the EPO and OIIG. Such notification will include: (1) the name of the individual he or she has selected to perform services as his or her Executive Assistant; (2) a description of the basis on which the Executive Assistant Supervisor has selected the individual (e.g., past knowledge of his or her employment history, past working relationship, etc.); (3) copies of any licenses or certifications required; (4) a NPCC signed by the Executive Assistant Supervisor; and (5) if the Executive Assistant Supervisor is not a Department Head, a NPCC signed by the Department Head of the Department in which the Executive Assistant Supervisor works.

E. Hiring Process. The following hiring process will apply for Executive Assistant Positions to document that all persons employed in Executive Assistant Positions possess the Minimum Qualifications for an Executive Assistant Position in which they are being placed:

1. Job Description. The CHRO or his or her designee and the Executive Assistant Supervisor will create a current and accurate Job Description for each Executive Assistant Position as described in Section V.B.2. Each such Job Description will meet the definition of Executive Assistant contained in this Employment Plan and be approved by the CHRO or his or her designee. A copy of the Job Description will be provided to the EPO.

2. Entry of Job Description on CCH Website. CCH will enter the Executive Assistant Job Description on the CCH website. Entry on the CCH website of the Executive Assistant Job Description does not require public posting.

3. Submission, Screening and Verification of Application. The individual selected by the Executive Assistant Supervisor to fill the Executive Assistant Position will complete an employment application on ATAS. The CHRO or his or her designee will validate the application as described in Sections V.J and S and verify that the individual selected by the Executive Assistant Supervisor: (i) possesses the Minimum Qualifications and, if applicable, Preferred Qualifications, if applicable, of the Executive Assistant Position; (ii) has provided any licenses and certifications required; and (iii) if he or she was or is an Employee or an employee of the County during the preceding 12 months, he or she was not terminated for cause during the previous five years. If the CHRO or his or her designee concludes that the selected individual does not meet any one of the three criteria, the CHRO or his or her designee will advise the Executive Assistant Supervisor that the selected individual is not eligible for the Executive Assistant Position, and he or she will not be offered employment as an Executive Assistant. If the CHRO or his or her designee determines that the individual selected by the Executive Assistant's Supervisor is eligible, he or she will record such determination on ATAS or in the employment file, execute a NPCC and submit a copy of all information and the determination to the EPO and the OIIG.

F. Hiring. Upon completion of the verification and testing described in Section X.E.3, DHR will take steps to complete the hiring process and send written notice (including a copy of all the required documents) to the EPO and OIIG.

XI. ADVANCED CLINICAL POSITION HIRING PROCESS

The following procedures may be used for hiring individuals to fill any ACP Position.

A. No Political Reasons or Factors. No Employment Action covering any ACP Position may be based on any Political Reason or Factors.

B. Recruiting Consultant. The CHRO or his or her designee or the Hiring Department (with the approval of the CHRO or his or her designee) may retain a Recruiting Consultant to assist in hiring ACPs in accordance with Section IX.B.

C. Mandatory Training. The EPO, in conjunction with DHR, will provide comprehensive mandatory training for all CCH personnel who will be involved in the ACP Hiring Process to ensure they are knowledgeable about the procedures necessary to comply with the ACP Hiring Process. Only CCH personnel who have been certified as trained in the ACP Hiring Process will be eligible to participate in the ACP Hiring Process. A list of certified CCH personnel will be maintained by the EPO.

D. Requests to Hire. The Hiring Manager or his or her designee must submit a completed RTH and Job Description for the ACP Position to DHR in accordance with Section V.B.

E. Preparation of Notice of Job Opportunity. DHR will prepare the Notice of Job Opportunity for any ACP Position in accordance with Section V.D.

F. Posting of Notice of Job Opportunity. All ACPs to be hired through the ACP Hiring Process shall be posted as required in this Section F. All Notices of Job Opportunity will be posted in compliance with the following:

1. Posting Location(s). All Notices of Job Opportunity for hiring non-union ACPs will be posted as described in Section V.A.1.

2. Union Postings. The Notice of Job Opportunity for an ACP Position covered by a CBA will be posted pursuant to the provisions of any applicable CBA.

3. Posting Period. All Notices of Job Opportunity for any ACP Position will be posted on ATAS for a minimum of seven (7) calendar days or as required by a CBA, if applicable. If the Hiring Manager decides to extend the final date for posting, a notice of such extension and a revised posting closing date will be added to the Notice of Job Opportunity posted on ATAS. Notice of the extension will immediately be given to DHR and the EPO and will include an explanation of the reason for the extension. The Hiring Manager may request that the posting be extended indefinitely with the approval of the CCH Chief Medical Officer (CMO) and the CHRO or his or her designee.

4. Application Instructions. All Notices of Job Opportunity for ACP Positions will provide clear instructions to potential Applicants on: (a) how they may apply for the ACP Position; and (b) what documents they must provide to be considered for the ACP Position. Applicants must submit an application and any required documentation via ATAS or send a resume and any required documentation to CCH at one of (4) four ACP Position-designated email addresses (Physicians, APNs/CRNAs, PAs, and Cermak Health Services), which may be monitored by the EPO and OIIG. The Hiring Manager must advise the CHRO if he or she elects this option.

5. Protocol for Receiving Applications via Email. Should the Hiring Manager permit Applicants to submit materials to ACP Position-designated email addresses, CCH will provide notice, and continuous access to such email addresses to the EPO and OIIG for auditing purposes. To ensure a complete electronic record of the electronic application process, CCH will not delete emails submitted to or sent from the ACP Position-designated email addresses at any time.

G. Recommendations. Recommendations will be received and reviewed in accordance with Section V.C.

H. Recruitment Activities. In cases where there is a vacant ACP Position, the Hiring Manager, or his or her designee, may solicit Applicants to apply for an ACP Position at any time. Such recruitment activity may occur before the ACP Position is posted. If there is no vacant ACP Position but the need for such ACP Position is identified, only the CEO or the CMO may participate in Recruitment Activities before the ACP Position is posted. In addition to or in lieu of retaining a Recruiting Consultant, the Hiring Manager or his or her designee may engage in the following recruitment activities: (1) solicit recommendations for potential Applicants for ACP Positions from likely recruitment sources; (2) contact Applicants (or potential Applicants) on the phone, by email or in person, to discuss and answer questions about the available ACP Position; (3) provide tours of CCH, the department and/or the facility to which the ACP Position is assigned; (4) discuss Applicants with ACP-trained personnel in the Department to which the ACP Position is assigned; and/or (5) allow Applicants to interact with members of the Department in which the ACP Position is assigned, or with academic peers in a partnering institution. Under no circumstances may a Hiring Manager or his or her designee extend an offer of employment to any Applicant for an ACP Position. CCH Employees involved in any recruitment activity will provide notice to the EPO as soon as practicable and shall try to give the EPO sufficient advanced notice to allow the EPO to monitor the recruitment activity.

I. Review of Applications. The Hiring Manager or his or her designee(s) shall appoint one or more Supervisors to review applications submitted for an ACP Position on ATAS and through any applicable ACP Position-designated email address and to select Candidates to be interviewed. Nothing shall prevent the Supervisor from reviewing submitted applications and interviewing Candidates while the posting is active.

J. Interviews. The Supervisor shall interview all selected Candidates. Interviews may include pre-screening telephone interviews, telephone interviews, in person interviews, and interviews via video conference. Interviewer(s) must take written notes during any such interview. If there are multiple interviewers, the Interviewers may discuss the Candidates at any time. Interviewer(s) shall rank the Candidates recommended for hire in the order of preference and shall include such ranking in their written notes. Interviewer(s) may elect to reject all Candidates. All interview notes, any notes taken during a discussion of the Candidates (if applicable), and a ranked list of recommended Candidates shall be provided to the Hiring Manager.

K. Identification and Selection of Candidates. The Hiring Manager or his or her designee shall recommend a Candidate for the ACP Position from the ranked list provided by the interviewer(s). The Hiring Manager or his or her designee shall complete a Decision to Hire and send the Decision to Hire, interviewer(s)' notes and rankings the RTH packet, and the Job Description to the CMO along with the following:

1. The name and contact information of anyone involved in the selection of the Candidate for the ACP Position, including but not limited to anyone who

contacted or was contacted by the Hiring Manager or his or her designee or the interviewer(s) as part of identifying the selected Candidate;

2. The ACP recruitment activity log that includes a detailed description of all recruiting activities for filling an ACP Position and a NPCC (including details of any activities conducted pursuant to Sections XI.F.5 and XI.G-J) completed by the Hiring Manager, his or her designee, and any other CCH Employee involved in the hiring process;

3. Copies of all documents relating to the application of the selected Candidate for the ACP Position, including, but not limited to, resumes, references, interview notes, and rankings (if applicable); and

4. Copies of any other documents considered by the Hiring Manager or his or her designee(s) concerning the recommended Candidate.

L. CMO Approval. The CMO will review the packet provided by the Hiring Manager. If the CMO approves the selected Candidate, the CMO shall sign a NPCC and provide the entire packet to the CHRO. If the CMO rejects the selected Candidate or the Candidate becomes ineligible after the processes described below in Sections M, O, P or Q, the CMO will consider any other Candidates ranked by the interviewer(s) before submitting the packet to the CHRO. If no Candidate is acceptable to the CMO, the CMO will provide notice of the same to the Hiring Manager and to DHR. The CMO will notify DHR if he or she would like the ACP Position to be reposted by DHR.

M. Pre-Employment Screening of Candidates. All Candidates approved by the CMO to fill the ACP Position will complete an employment application on ATAS, and submit it to the CHRO or his or her designee, along with any licenses or certifications required pursuant to the Notice of Job Opportunity. Any application in paper format must contain all information requested and required on an ATAS application. The CHRO or his or her designee will validate the application and verify that the Candidate approved by the CMO possesses the experience-related Minimum Qualifications of the ACP Position. If the Candidate was or is an Employee of CCH or any Office Under the President, the CHRO will verify that the Candidate was not terminated for cause by CCH or any Office Under the President during the previous five years, and the Candidate's name does not appear on the Ineligible for Hire list. If the CHRO or his or her designee concludes that the selected Candidate does not meet any one of these criteria, the CHRO or his or her designee will advise the Hiring Manager that the selected Candidate is not eligible for the ACP Position, and he or she will not be offered employment. If the CHRO or his or her designee determines that the Candidate approved by the CMO meets all these criteria and is eligible, he or she will record such determination on ATAS or in the employment file, execute a NPCC, and submit a copy of all information and the determination to the EPO and OIIG.

N. Offers of Employment. DHR will extend conditional employment offers in accordance with Section V.Q.

O. Reference Checks. Reference checks of all External Candidates selected to fill an ACP Position vacancy will be completed by the Hiring Manager or his or her designee or DHR pursuant to Section V.P.2; however, reference checks may be conducted at any time throughout the selection process at the discretion of the Hiring Manager or his or her designee.

P. Post-Offer Testing. Upon acceptance of an offer of employment, post-offer testing, if applicable, will be conducted in accordance with Section V.R.

Q. Credentialing and Verification. The CCH Credentialing and Verification Office will initiate the credentialing and verification process for any ACP Position Candidate only after DHR extends a contingent offer of employment.

XII. HIRING FAIR PROCESS

The procedures outlined within this Section XII must be used in order for CCH to hire individuals through a Hiring Fair process.

A. No Political Reasons or Factors. No Employment Action relating to the use of the Hiring Fair process may be based on any Political Reasons or Factors.

B. Requests to Hire. All hiring by means of a Hiring Fair will be initiated by submission of a RTH in accordance with Section V.B. The Department Head responsible for recruiting the Position may proceed with hiring by means of a Hiring Fair only after the appropriateness of the use of the Hiring Fair procedure for the Position has been approved in writing by both the CHRO and EPO.

C. Preparation of Notice of Job Opportunity. The Notice of Job Opportunity will be prepared in accordance with Section V.D. In addition, the Notice of Job Opportunity will include a statement that CCH will seek to fill the Position by means of the Hiring Fair process.

D. Posting of Notice of Job Opportunity. All Notices of Job Opportunity will be posted in compliance with Section V.E. and shall be posted for a minimum of 14 calendar days, unless otherwise required under a CBA. In the event a Position remains open following completion of the applicable Section V Internal Applicant and CBA processes (see Section XII.G below), the Notice of Job Opportunity shall be reposted for Hiring Fair purposes and the posting shall remain active until 11:59 p.m. on the date set for the Hiring Fair.

E. Submission of Applications. All applications must be submitted to DHR through ATAS. An Applicant attending a Hiring Fair, however, may submit a paper copy of his or her resume at the Hiring Fair provided that an Applicant selected for an interview at the Hiring Fair must submit his or her application through ATAS by the close of the posting period for the applicable Position. Any individual who does not complete a timely online application for the Position through ATAS will not be considered eligible for the Position, and his or her name will be removed from the Consolidated Ranked List, if applicable.

F. Application Screening. Each Applicant will be required to answer Disqualifying Questions and any applicable Prescreening Questions on ATAS. Applicants whose answers indicate they do not have all of the Minimum Qualifications will not be considered eligible for the Position. The same Disqualifying Questions and Prescreening Questions will be asked of all Applicants applying for the same Position. Applicants who submit their applications via ATAS following a Hiring Fair interview may answer the Disqualifying Questions and any Prescreening Questions at that time.

G. Internal Applicants. Following the initial closing of a posting (e.g., after the initial fourteen-day period), all Internal Applicants who meet the Minimum Qualifications shall be screened and interviewed in accordance with Section V and the provisions of any applicable CBA.

H. Creation of Preliminary Eligibility List. A minimum of five business days prior to the date of the Hiring Fair, DHR will create a Preliminary Eligibility List for the posted Position containing the names of all Applicants who completed the application process on ATAS and whose responses indicate they possess all Minimum Qualifications for the Position.

I. Appointment of an Application Review Panel. The Hiring Manager will appoint an Application Review Panel (ARP) consisting of the Hiring Manager and at least one other Supervisor or another Employee who has knowledge of the requirements for the Position who has received interviewer training pursuant to Section IV.E. Supervisors may come from outside the Hiring Department.

J. Creation and Validation of Interview List.

1. Creation of Interview List. DHR will send the Hiring Manager a copy of the Job Description, the Preliminary Eligibility List and, for all Applicants whose names appear on the Preliminary Eligibility List, a copy of the applications and any documents any Applicant attached to his or her application. Upon receipt of these documents, the ARP will schedule an Application Review meeting and provide at least 24 hour advance notice to the EPO and DHR of this meeting. The ARP will review the applications and resumes of all Applicants listed on the Preliminary Eligibility List and select Applicants to put on the Interview List based on the extent to which each Applicant appears to have the work-related experience, education, knowledge, skills and abilities needed for the posted Position. The Application Review Panel will place the names of those Applicants on the Interview List and will send the Interview List to DHR for validation. DHR will provide the EPO with a copy of the Interview List. Any Applicant that is not placed on the Interview List and meets the Minimum Qualifications for the Position(s) will not be disqualified after the ARP meeting but will be eligible for consideration should the Applicant attend the Hiring Fair.

2. Validation of Interview List. DHR will validate the applications of all Applicants listed on the Interview List pursuant to Section V.J. The name of any Applicant deemed ineligible pursuant to Section V.J will be removed from the

Interview List by DHR before sending the validated Interview List to the Hiring Manager. All Applicants on the validated Interview List will be scheduled for an Interview in advance of or on the date of the Hiring Fair.

3. An Attendee who is not on the Preliminary Eligibility List or Interview List but who is present for the Hiring Fair may submit an application or resume for review or re-review at the Hiring Fair and, if it is determined that the Attendee meets the Minimum Qualifications for the subject Position(s), the Attendee may be interviewed in the manner set forth in this Article XII.

K. Interview Preparation. Interview preparation will be done as follows:

1. Appointment of an Interview Panel. The Hiring Manager will select one or more interview panels for the Hiring Fair, each consisting of approved trained Employees with knowledge of the requirements for the Position who have been certified as trained pursuant to Section IV.E. At least one member of each interview panel will have first-hand knowledge of the job duties and Minimum Qualifications of each posted Position. The Employees may come from outside the Hiring Department. The Hiring Manager may choose the same panelists for an interview panel as he or she chose for the Application Review Panel. Not later than forty-eight hours before the scheduled interviews, the Hiring Manager will send a list of the names of the two or more Employees who will make up the interview panel(s) to the CHRO or his or her designee and the EPO. The number of Interview Panels shall be determined prior to the Hiring Fair by the Hiring Manager and DHR based upon the projected number of Attendees, the number of vacancies within the Position, and staffing availability for the Hiring Fair.

2. Interview Scheduling. The Hiring Manager, or his or her designee, will schedule interviews of all Candidates listed on the Interview List and provide the schedule to the CHRO or his or her designee and the EPO at least 48 hours prior to the start of the Hiring Fair.

3. Interview Questions. The Hiring Manager will prepare a list of a minimum of 5 interview questions relating to the open Position. The Hiring Manager will assign weighted values to the draft questions so that the total weighted value of all questions equals 100. All questions will be considered and treated as confidential, and they may not be disclosed to anyone other than the CHRO or his or her designee, the EPO and members of the Interview Panel(s) prior to the conclusion of all interviews for the Position. The Hiring Manager will send the interview questions to the CHRO or his or her designee, who will review and amend or approve the questions. The questions will be designed to establish, at a minimum, a Candidate's: (a) willingness and ability to do the job; (b) availability for work hours and willingness to work at the location(s) where the job is located; (c) prior job performance; (d) knowledge and understanding of the Position; (e) experience; (f) relative qualifications for the Position as compared with other Candidates; and (g) overall suitability. The questions asked will not violate any employment/labor laws or regulations, including those laws or regulations pertaining to employment

discrimination. The questions must be based on the specific job duties of the Position and designed to assess the Candidate's job-related qualifications, skills and suitability for employment. The interview questions developed for a particular Position may be used for subsequent vacancies for that Position, provided appropriate precautions are taken to prevent advance dissemination of answers and provided the questions remain related to the duties of the Position. Follow-up questions by the panel members are permitted and encouraged, provided they are related to a determination of the Candidate's suitability for the Position.

L. Registration at Hiring Fair. Attendees at a Hiring Fair shall be permitted to register for an interview at the Hiring Fair and will be accounted for in the following manner:

1. Candidates who were scheduled for an interview in advance of the Hiring Fair must be registered via ATAS.

2. Attendees who register for an interview during the course of a Hiring Fair must complete a check-in process with the Employees staffing the Hiring Fair and DHR must maintain the check-in list with the Interview File. Applicants who are selected for an interview at the Hiring Fair must register via ATAS by the close of the posting period for the applicable Position (*i.e.*, 11:59 p.m. on the night of the Hiring Fair).

Attendees who register at the Hiring Fair will be provided with documentation that describes the next steps in the process, including their obligation to register on ATAS should they be selected for an interview.

M. Hiring Fair Informational Resources. The Hiring Department and DHR will assign staff and leadership to attend the Hiring Fair to provide Attendees with information concerning CCH, the Department, and the Position(s). Assigned staff and leadership may schedule question and answer sessions during the Hiring Fair to address questions concerning CCH, the Department, and the Position(s).

N. Hiring Fair Interviews. The following will apply to the interview of Candidates and Attendees during the Hiring Fair:

1. Notification. At least 48 hours prior to the date of the Hiring Fair, the EPO and the OIIG, will be notified in writing of the date, time and place of each scheduled interview. The EPO and the OIIG may be present to monitor any interview. The Notification will indicate that the scheduled interviews are pursuant to Section XII.M.

2. Conducting the Interview. The interview panel(s) will interview each Candidate on the Interview List in accordance with Section V.M.2 at their prescheduled time.

3. Hiring Fair Registrants/Attendees. Attendees may bring their resumes to the Hiring Fair and register for consideration at that time. In such situations:

a. Each Attendee must check in with an Employee and be listed on the check-in log;

b. Assigned staff (at least two qualified CCH employees) shall review any resumes submitted by an Attendee at the Hiring Fair and, for those Attendees who appear to meet the Minimum Qualifications, the qualified staff may either conduct interviews with those Attendees at that time or assign the Attendee to an Interview Panel.

c. If an Attendee is a Veteran and brings proof of his or her Veteran status (DD214 or equivalent documentation), that Veteran Attendee will be screened by the Hiring Manager or his or her designee. If following screening it is determined that the Veteran Attendee meets the Minimum Qualifications for any Position advertised at the Fair, he or she will receive an interview with an Interview Panel.

d. Each Interview Panel shall conduct a brief interview of the Attendee, asking only the DHR-approved interview questions and relevant follow-up questions.

e. At the conclusion of the interview, the Attendee will be instructed that in order to be further considered for the Position, the Attendee must enter an application into ATAS for the Position by the close of the posting period.

4. Interviewer Evaluation Form. Each interviewer will independently and personally complete and sign an Interviewer Evaluation Form immediately following each interview in accordance with Section V.M.3.

5. Pre-Selection Process. Each Candidate or Attendee will be notified by the Interview Panel that he or she is being considered for the Position and DHR will contact the Candidate or Attendee within the next five to ten business days following the Hiring Fair. The Candidate or Attendee will also be informed that to be considered further for the Position, any Attendee who had not yet submitted an application into ATAS must do so before the close of the posting period (*i.e.*, 11:59 p.m. on the date of the Hiring Fair).

O. Selection Procedure. Following completion of the Hiring Fair, each interview panel will select Candidates and/or Attendees for employment in accordance with the following:

1. Interview Panel Meeting. At the conclusion of the Hiring Fair, each interview panel will conduct a meeting at which all interviewers are present (in person, by telephone or by video conferencing) and at which each interviewer has an opportunity to freely and without fear of retaliation express his or her opinion regarding the Candidates and Attendees who interviewed for a Position. Should the interviewers not be able to complete the Interview Panel Meeting at the conclusion of the Hiring Fair, the Interview Panel may request additional time in writing from the EPO. The EPO will respond to any such request in writing. The

interview panel will discuss the Candidates and Attendees interviewed and identify those they would recommend for hire and rank them on the Interview Panel Ranking Form. The CHRO or his or her designee will be available to the Interview Panel to provide advice and expertise. The Interview Panel will select a member to take notes at the interview panel meeting. The notes will indicate the objective basis or bases on which any person was recommended for hire, and, if the selected order deviates from the order of average weighted scores, why they were ranked in that order. The notes will be included in the Interview File. The CHRO or his or her designee, the EPO and the OIIG may also attend interview panel meetings.

2. Ranked Unassigned Candidates and Attendees. All Candidates and Attendees who were ranked by an interview panel but who are not assigned to a vacant Position will be placed on a consolidated list that includes all interview panels. This Consolidated Ranked List will be used if an offer is rejected or rescinded by or for a higher-ranked Candidate or Attendee, or if additional vacancies in the Position becomes available within the twelve months following the date of the Hiring Fair.

3. Final Selection. After the interview panel meeting, the delivery to the Department Head or his or her designee of the interview panel notes, Interview Evaluation Forms, and Interview File, the Department Head will review the interview panel's recommendations and select the successful Candidate(s) and/or Attendees.

a. The Department Head or designee may choose to reject any or all persons interviewed.

b. The Department Head or designee may request to review the personnel file of any current or former CCH employee on the Ranked List who has worked for CCH within the twelve months immediately preceding the Hiring Fair.

P. Decision. Following his or her review of the interview panel notes, Interview Evaluation Forms, and Interview File, and within two business days of the Hiring Fair, the Department Head or his or her designee will prepare the Decision to Hire form in accordance with Section V.O.5. If the Department Head chooses to reject any of the selected or ranked candidates, he or she must explain that determination on the Deviation from Panel Recommendation Form and provide it to CHRO or his or her designee with the completed Interview File.

Q. Final Screening. DHR will conduct a final screening of the person(s) selected for each open Position in accordance with Sections V.J.3.c & V.P.

R. Offers of Employment. DHR will review the hiring determinations and Decision to Hire forms and extend employment offers in accordance with Sections V.J.3, V.P.1, and V.Q-S.

S. Post-Offer Testing. Post-Offer Testing will be conducted following acceptance of an offer of employment and preferably prior to the commencement of employment in accordance with Section V.R.

T. Pre-employment License and Certification Verification. DHR or its designee will conduct pre-employment license and certification verification in accordance with Section V.S.

U. Credentialing and Verification. The CCH Credentialing and Verification Office may not initiate the credentialing and verification process for any Candidate or Attendee prior to receiving a completed DTH packet from DHR.

V. Monitoring. The EPO and OIIG may monitor any part of Section XII. Accordingly:

1. DHR will provide the EPO and OIIG at least thirty days advance notice of the date, time, and location of a Hiring Fair, along with a list of all eligible vacancies (by position identification number and requisition number);

2. At least forty-eight hours prior to the start of a Hiring Fair, the Department Head or designee or DHR will provide to the EPO and OIIG a list of Candidates who have been scheduled in advance for interviews during the Hiring Fair; and

3. Within forty-eight hours of its review under Section V.P.1, DHR will provide the EPO with all DHR-approved Decisions to Hire. When sending correspondence to the EPO concerning Decision to Hire under this Hiring Fair procedure, DHR will indicate that the Decision to Hire was made pursuant to the Hiring Fair process and, if applicable, whether a selected Candidate or Attendee is a current or former employee.

XIII. ACCELERATED HIRING PROCESS

This process is designed to expedite hiring for critical positions where delays could significantly impact operations or funding requirements. It applies equally to internal and external applicants unless any of these provisions contradict a provision in an applicable CBA. The Accelerated Hiring Process may be used when multiple or single vacancies exist under a single job posting and the Department Head has provided approval.

A. Recruitment. DHR will adhere to all requirements of Section V.A. to ensure that all recruitment efforts are conducted in a manner that maximizes the pool of qualified Applicants and avoids any Unlawful Political Contacts or Unlawful Political Discrimination.

B. Requests to Hire. All hiring for Positions will be initiated by submission of a RTH in accordance with the following:

1. Submission of RTH. The RTH, approved by the Department Head responsible for recruiting the Position, must be submitted to the CHRO or his or her designee, along with the corresponding Job Description, an NPCC and documentation from the Chief Financial Officer of CCH or his or her designee, that the Position is approved and funded. The RTH form must reflect requested use of the Accelerated Hiring Process.

2. Current Job Description. The RTH must be accompanied by a copy of the current Job Description containing a list of the day-to-day essential duties, related knowledge, skills and abilities required to perform those duties, Minimum Qualifications, Preferred Qualifications, if applicable, and any testing protocols. DHR will review the Job Description as provided in Section IV.H. If no Job Description exists, the Hiring Manager is requesting a material alteration of the previous Job Description, or the Hiring Manager claims the current Job Description is not accurate, the Hiring Manager and the CHRO or his or her designee, with notice to the EPO, will draft a new or updated Job Description that accurately reflects the requirements of the Position. The updated Job Description will be included with the RTH packet and placed on the shared drive. The CHRO or his or her designee will conduct a review of the Job Description, if applicable, in compliance with Section IV.H.

C. Distribution of Completed RTHs. The CHRO or his or her designee will provide written copies of all completed RTHs to the EPO within fifteen days of receipt.

D. Contacts & Recommendations. Section V.C, which governs Prohibited Contacts and Permitted Recommendations, applies.

E. Preparation of Notice of Job Opportunity. The CHRO or his or her designee will prepare the Notice of Job Opportunity on ATAS in accordance with Section V.D.

F. Posting of the Notice of Job Opportunity. The contents of a Notice of Job Opportunity ("Notice") will follow Section V.D of this Plan. In addition, the Notice will be posted in compliance with the following:

1. Posting Location(s). All Notices of Job Opportunity will be posted as described in Section V.A.1.

2. Union Positions. The Notice for a Position covered by a CBA will be posted pursuant to the provisions of the applicable CBA.

3. Posting Period. Once the Position has been processed in accordance with any applicable CBA, it will be posted for a period of at least 5 business days. The Requisition number assigned to the posting of the union position will not change once the position is posted to accept external candidates. For positions which prove very difficult to fill, an indefinite posting period may be used in accordance with Section V.E.3(b) but with review and processing of Applicants after the first five days and at appropriate intervals thereafter until the vacancy is/vacancies are filled.

G. Submission of Applications. All applications must be submitted to HR through its ATAS. Any questions that Applicants may have about the application and/or hiring process may be answered by HR; this includes any requests for accommodation during the hiring process.

H. Permitted Contacts from Applicants. The Chief Human Resources Officer or his or her designee will address contacts from Applicants in accordance with Section V.G.

I. Application Screening. The Chief Human Resources Officer or his or her designee will administer Application Screening in accordance with Section V.H.

J. Review of ATAS Submissions. After the final posting closing date, DHR will prepare a Preliminary Eligibility List using the procedures in Section V.I.

1. The Preliminary Eligibility List. The Preliminary Eligibility List will contain the names of all Applicants in alphabetical order who completed submissions and whose application information on ATAS indicated they possess all of the Minimum Qualifications for the Position. If no Applicant is eligible for inclusion on the Preliminary Eligibility List, the Position will be reposted if requested by the Hiring Department.

2. Sorted Preliminary Eligibility List. Prior to Validation, Applicants will be sorted into the following categories in the following order and listed on the Sorted Preliminary Eligibility List, with Randomization required to determine the order of Applicants within each category when there are fewer available vacancies than Applicants in the category.

a. Internal Candidates. Applicants (i) who appear on the Preliminary Eligibility List; (ii) who work in the CCH Hiring Department seeking to fill the Position; and (iii) whose application indicates the Applicant possesses the Minimum Qualifications for the Position.

b. Veterans. Applicants who are eligible for the Veterans' Preference per Section V.I.3. To be considered eligible for the Veterans' Preference, Applicants must (i) be a Veteran, (ii) submit a copy of the DD Form 214 on ATAS at the time of application, and (iii) meet the Minimum Qualifications for the Position. DHR will review all DD Forms 214 submitted on ATAS. If the DD Form 214 confirms the Applicant is a Veteran as defined in this Plan and meets (iii) above, the Applicant will be eligible for the Veterans' Preference.

c. Vendors. Applicants (i) who appear on the Preliminary Eligibility List; (ii) who work or worked as a Vendor at CCH for at least last 6 months prior to the date of the application, regardless of the department or job code where the work was performed; and (iii) whose application indicates the Applicant possesses the Minimum Qualifications.

d. Interns and Externs. Applicants (i) who appear on the Preliminary Eligibility List; (ii) who work or worked as an Intern or Extern at CCH within the last 6 months as of the date of the application regardless of department or job code where the work was performed; and (iii) whose applications indicate the Applicant possesses the Minimum Qualifications of the Position.

e. Other. Remaining Applicants who do not meet the criteria for the above categories but whose applications indicate the Applicant possesses the Minimum Qualifications of the Position.

3. Notice of Randomization. The EPO will be notified at least 24 hours in advance of any Randomization of Applicant names pursuant to this section and may be present during any such Randomization.

K. Validation of Sorted Preliminary Eligibility List to Create Validated Eligibility List. DHR will Validate applications by reviewing the information contained on the ATAS applications (and uploaded resumes) of Applicants listed on the Sorted Preliminary Eligibility List as follows.

1. Validation of Experience/Education/Licensure. DHR will review the background information concerning the Applicant's work experience and education contained on the online application, resume and copies of any licenses, diplomas and certifications submitted on ATAS and compare them with the Minimum Qualifications (MQs) listed in the job description for the position. In the case of Positions for professionals licensed by the State of Illinois, DHR or its Designee will conduct online verification of this licensure. Proof of required licensure will be considered sufficient proof of the minimum educational requirements necessary to obtain such license. In the case of Positions for which a college degree is required, proof of a related higher degree may be considered sufficient proof of the minimum educational requirements. If possession of any applicable Minimum Qualification is not demonstrated in the application materials on ATAS, this will be recorded on the Sorted Preliminary Eligibility List and the Applicant's name will not be included on the Validated Eligibility List.

2. Material Conflicts in Application Materials. In the event there is a material conflict or inconsistency between the information provided by the Applicant on ATAS and the Applicant's response to any Disqualifying Question, or if the information submitted on ATAS does not support the Applicant's claim to possess the Minimum Qualifications of the Position, the Applicant will be considered ineligible for the Position. DHR will record this determination on the Sorted Preliminary Eligibility List and his or her name will not be included on the Validated Eligibility List.

3. Validation of Disciplinary History for Internal Candidates and Former Employees of CCH. Following the Validation procedure described in Sections VIII.K.1-2, DHR will review the personnel files of those Candidates who are (a)

Internal Applicants or (b) External Applicants who indicated on their applications that they were employed by CCH at any time during the 12 months preceding the Applicant's application for hire.

a. Internal Applicants' Disciplinary History Validation. Any Internal Applicant who was suspended while working in CCH during the 12-month period prior to his or her application for a Position will not be considered eligible for the Position. This will be recorded on the Sorted Preliminary Eligibility List and his or her name will not be included on the Validated Eligibility List, subject to the terms of any applicable CBA.

In the event an Internal Applicant's disciplinary suspension is reversed pursuant to the CCH Personnel Rules' grievance process or any applicable CBA, DHR will document the reversal on the Sorted Preliminary Eligibility List, add the Candidate's name to the Validated Eligibility List and the Candidate will be eligible for an offer if a Vacancy remains.

b. Former CCH Employees' Disciplinary History Validation. DHR will review the disciplinary record of any External Applicant who was an Employee of CCH during the 12 months preceding his or her application. Any External Applicant employed by CCH during the last 12 months of such employment who was subject to a disciplinary suspension or who was involuntarily terminated from employment with CCH during the 12-month period prior to his or her application will not be considered eligible for the Position. DHR will record this on the Sorted Preliminary Eligibility List and his or her name will not be included on the Validated Eligibility List.

In the event an External Applicant's disciplinary suspension or involuntary termination is reversed pursuant to the CCH Personnel Rules' grievance process or any applicable CBA, DHR will document the reversal, add the Candidate's name to the Validated Eligibility List, and the Candidate will be eligible for an offer if a Vacancy remains.

c. Ineligible for Hire List. DHR will review the Ineligible for Hire Lists for CCH, Offices Under the President as well as any elected official and any other relevant governmental agency that is publicly available, prior to interviewing any Candidate for any Position. Should the name of a Candidate for a Position appear on an Ineligible for Hire List, DHR will take whatever measures are necessary to confirm the identity of the Candidate is the same as the person on the Ineligible for Hire List and, if so confirmed, will document the reason for ineligibility on the Sorted Preliminary Eligibility List and not add the Candidate's name to the Validated Eligibility List.

4. Notice of Determinations. DHR will notify the EPO when Validation has been completed within one business day of completion and will provide access to the paper and/or electronic Validated Eligibility List. Documentation of sorting and

validation must be maintained for each Applicant Pool (for each posting period and for each review group where an indefinite posting period has been approved) and maintained in the Posting File.

5. Review by EPO. If the EPO concludes that a Validation decision was in error, the EPO will make a written request to the CHRO or his or her designee to revise the Validated Eligibility List including the reason(s) why such a revision is necessary. The CHRO or his or her designee will revise the Validated Eligibility List in accordance with the EPO's request.

L. Use of Validated Eligibility List. The Validated Eligibility List will be valid and may be used for purposes of filling subsequent vacancies for the Requisition for a period of 12 months from the date the initial posting closes. DHR must provide notice to the EPO each time an Applicant Pool for a Requisition has been exhausted and provide access to the paper and/or electronic Posting File.

M. Pre-Employment Testing. Pre-employment tests may be given by DHR to Candidates based on the specific requirements of the Position for which they are applying and as described in the Notice of Job Opportunity, provided all Candidates for any Position are subject to the same test. Each pre-employment test must be standardized and job-related, and must be administered, scored, considered, and weighted on a consistent basis for each Candidate. A passing score for such tests must be established in writing before any test is administered to a Candidate. Motor vehicle testing (if applicable) may occur on site. DHR will record ineligibility of any Candidate that does not achieve a passing score on the Sorted Preliminary Eligibility List and remove the Candidate from the Validated Eligibility List.

N. Candidate Selection Procedure. Candidates are selected in the order of their appearance on the Validated Eligibility List without Interview or input from the Hiring Department. The CHRO or his or her designee will complete a Decision to Hire Form to be maintained with the Employee's Personnel File as well as the Posting File.

O. Professional Reference Verification. The CHRO or his or her designee will complete Professional Reference Verification consistent with V.P.2.

P. Grant of Authority. The CHRO or his or her designee will prepare and execute a Grant of Authority consistent with V.P.3.

Q. Offers of Employment. DHR will extend employment offers in accordance with the following:

1. Extension of Offer. The CHRO or his or her designee will extend an offer of employment to the selected Candidate(s) in accordance with the following:

a. Offers will be made in the order of the Candidates' appearance on the Validated Eligibility List until no Vacancy under the Requisition remains. The permissible addition of a later approved vacancy to a

Requisition must be identified. DHR must maintain documentation demonstrating compliance with these requirements in the Posting File.

b. A Candidate will have 24 hours from the time an Offer is made to accept or decline before DHR offers the Vacancy to the next Candidate on the Validated Eligibility List. DHR must maintain documentation demonstrating compliance with this requirement in the Posting File.

c. A Candidate seeking to accept an offer after 24 hours is eligible for a Vacancy remaining after offers have been made to all other Candidates on the Validated Eligibility List for the current Applicant Pool for that Requisition. DHR must maintain documentation demonstrating compliance with this requirement in the Posting File.

d. All offers of employment will be made in writing, contingent upon the Candidate's satisfactory completion of all pre-employment requirements and post-offer tests described in Section V.R, and the CCH Personnel Rules and Manual and the execution of the Grant of Authority.

e. If, due to critical need, a selected Candidate begins employment before the results of any pre-employment requirement and post-offer test has been received, the Candidate will be advised that his or her continued employment is contingent on the receipt of satisfactory results, and that he or she will be subject to immediate termination if and when an unsatisfactory result is received.

2. Repost. The CHRO or his or her designee may repost a Notice of Job Opportunity for an existing Requisition if a Vacancy remains after offers have been extended to all Candidates on the Validated Eligibility List for the current posting of the Requisition, subject to the time frame in XIII.I for use of the Validated Eligibility List.

R. Post-Offer Testing. Upon acceptance of an offer of employment, the CHRO or his or her designee will administer post-offer testing in accordance with V.R.

S. Pre-employment License and Certification Verification. All requirements of Section V.S apply.

XIV. MISCELLANEOUS POLICIES

A. Reclassifications/Promotions. Reclassifications, including Promotions, of Employees will be decided based on the operational and business needs and goals of CCH in accordance with this Employment Plan, the CCH Personnel Rules, any applicable CBA and the Manual. Reclassifications, including Promotions, of Employees will not be based on Political Reasons or Factors.

B. Temporary Assignments. A Temporary Assignment may not exceed 120 days in a calendar year. Changes in Assignments and work location(s) of Employees will not be made based on Political Reasons or Factors.

C. Transfers. Transfers of Employees will be decided based on the operational and business needs and goals of the CCH in accordance with the CCH Personnel Rules, any applicable CBA and the Manual. Transfers of Employees will not be based on Political Reasons or Factors.

D. Training. Training of Employees will be conducted in accordance with the CCH Personnel Rules, any applicable CBA and the Manual, and no training will be provided or denied to Employees based on Political Reasons or Factors.

E. Compensatory Time and Overtime. Compensatory Time and Overtime will be awarded and earned in accordance with the CCH Personnel Rules, any applicable CBA, the Manual and applicable law. Compensatory Time and Overtime for Employees will not be awarded or withheld based on Political Reasons or Factors.

F. Discipline. Discipline of Employees (including Termination) will be administered in accordance with the CCH Personnel Rules, any applicable CBA and the Manual. Discipline of Employees will not be based on any Political Reasons or Factors.

G. Desk Audits. Desk Audits will be performed in accordance with the CCH Personnel Rules, any applicable CBA and the Manual. Desk audits of Employees will be conducted in a uniform manner and will not be based on Political Reasons or Factors.

H. Demotions. Demotions will be given in accordance with the CCH Personnel Rules, any applicable CBA, the Manual and applicable law. Demotions of Employees will not be based on Political Reasons or Factors.

I. Layoffs/Recall. Layoffs and Recall of Employees will be conducted in accordance with the CCH Personnel Rules, any applicable CBA, the Manual and applicable law. Layoffs and Recall of Employees will not be based on Political Reasons or Factors.

J. Third Party Providers. Any third party vendor selected for the purposes described within this Employment Plan will be required by contract to follow all applicable laws, rules, and regulations applicable to services or products provided by such third party vendor to the County, including CCH.

XV. COOK COUNTY HEALTH EMPLOYMENT PLAN AMENDMENTS

The CEO may from time to time amend this Employment Plan following written notice of any proposed changes to this Employment Plan to the EPO and OIIG. The OIIG and the EPO will be given an opportunity to review and comment on the proposed amendment prior to implementation. If the EPO or the OIIG objects to the change, they must do so in writing within 10 business days and submit the same to the CHRO. The CEO, the CHRO, the EPO and the OIIG will then meet to discuss the matter. The decision of the CEO on any proposed change to this Employment Plan will be final. Proposed changes to this

Employment Plan will not be implemented until 10 business days after either the date the EPO and the OIIG were provided notice of the proposed changes or the date the CEO makes his or her decision resolving any objections to the proposed change, whichever is later.

XVI. CONCLUSION

CCH is committed to continuing its practices of being an equal opportunity employer, hiring qualified candidates and the prohibition of Unlawful Political Discrimination with respect to all Employment Actions. This Employment Plan is intended to create transparent and workable new processes and procedures that meet the business needs of the CCH and comply with legal requirements. It is not possible to anticipate and address every situation that may give rise to Unlawful Political Contacts or Unlawful Political Discrimination, and the CCH is prepared to comply with the spirit of the law to meet those situations in the future.