EXHIBIT A

Office of the Shakman COMPLIANCE ADMINISTRATOR

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Jim Gleffe Chief Legal Counsel Cook County Recorder of Deeds 119 N. Clark St., Room 218 Chicago, IL 60602 James.gleffe@cookcountyil.gov

RE: Recorder Proposal to Reorganize HRD

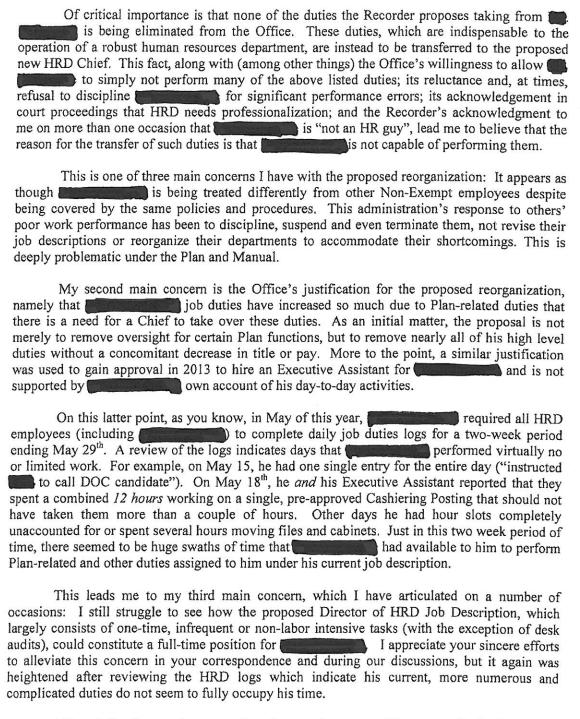
Dear Jim:

Thank you for your correspondence concerning the Recorder's proposal to reorganize the Human Resources Division ("HRD"). I very much appreciate the Recorder's recognition that a strong, professional, effective HRD is vital to reaching Substantial Compliance as it is key to ensuring long-term prevention of the use of impermissible political considerations in covered employment actions. I also appreciate the tone and content of the discussions we have had on this issue thus far.

I have carefully considered the Office's proposal to add an exempt HRD Chief, revise the job description for the Director of HRD, and tweak some job descriptions for other members of the HRD staff. As we discussed last week, in concept, I am not opposed to these changes. In practice, however, I must view the proposal with a focus on not just the *positions* at issue (as the Recorder's Office has urged me to do), but the reality of the intended effect on the *employees* currently filling those positions given the proscriptions contained in the various governing documents as well as the precedent set by this Office.

The lengthy discussions between our offices have centered on the proposed changes to the job description for the Director of HRD, a position currently occupied by The Recorder proposes eliminating nearly all of the high level "essential job duties" (and well over half of all job duties) assigned to under his current job description, which this administration created for him in June 2013. In no longer would have responsibility for, among other things, developing and directing the implementation of HRD goals, policies and procedures; administering employee relations programs; assisting with procedures related to employee grievance and dispute resolution; advising the Recorder and executive staff members

on sensitive and complex personnel matters; ensuring the duties assigned to the Head of HRD in the Plan are fulfilled including conducting training and revising the policy manual; assessing and communicating human resources needs; and recommending organizational changes.



Although for these main reasons I, unfortunately, cannot offer support for the Recorder's current reorganization proposal, I am committed to offering my assistance in exploring other ideas that would ensure the Recorder's HRD is sufficiently professional and robust to help move

it toward Substantial Compliance. The Recorder, for example, could engage an independent
contractor with substantial experience in human resource management and organization to
provide input and guidance on any future proposals. In fact, one of the reasons the Office has
given for wishing to hire an HRD Chief is that it needs a person with such expertise to help it
assess the needs of HRD including with respect to An independent contractor
with the requisite HR experience could serve that same function, although he or she, of course,
could not perform any substantive duties assigned to others in HRD.

As the Office previously acknowledged, such an assessment (whether performed internally or externally) may lead to the conclusion that does not have the skills to adequately perform all the duties in his job description and to ensure the professional and robust HRD necessary to achieve Substantial Compliance. I understand from a prior conversation with the Recorder's outside counsel that this would be a difficult reality for the Recorder in light of her belief in the value of institutional knowledge. It is important to note that such knowledge could be retained through an independent contractor relationship with

Thank you again for your continued engagement on this important subject. Please let me know if you would like to discuss.

Cardelle B. Spangler Cx.

Cardelle B. Spangler

Recorder Compliance Administrator