

# Office of the Independent Monitor

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## *Agency Overview*

### Agency Mission

The mission of the Office of the Independent Monitor is to provide oversight on behalf of the community to the Madison Police Department.

### Agency Overview

This Office will work to ensure the Madison Police Department is accountable and responsive to the needs and concerns of all segments of the community, thereby building and strengthening trust in the MPD throughout the community. This Office also includes the Police Oversight Board to serve as an independent body authorized to hire and supervise the Independent Police Monitor (“Monitor”), and required to work collaboratively with the Office of the Independent Police Monitor (“OIM”) and the community to review and make recommendations regarding police discipline, use of force, and other policies and activities, including related to rules, hiring, training, community relations, and complaint processes.

### 2021 Budget Highlights

The 2021 Executive Budget includes funding for:

- The full annual cost of the Office of the Independent Monitor. The recommended budget includes the following:
  - Funding for the Office’s three positions authorized in 2020, including non-personnel costs for new Office (\$371,169)
  - Funding for the Police Civilian Oversight Board (\$29,600)
  - Funding for legal services for residents wishing to bring a case to the Oversight Board (\$50,000)

*Budget Overview*

Agency Budget by Fund

	2019 Actual	2020 Adopted	2020 Projected	2021 Request	2021 Executive
General	-	-	-	-	450,769
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 450,769</b>

Agency Budget by Service

	2019 Actual	2020 Adopted	2020 Projected	2021 Request	2021 Executive
Independent Monitor	-	-	-	-	450,769
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 450,769</b>

Agency Budget by Major-Expenses

	2019 Actual	2020 Adopted	2020 Projected	2021 Request	2021 Executive
Salaries	-	-	-	-	221,238
Benefits	-	-	-	-	53,931
Supplies	-	-	-	-	30,000
Purchased Services	-	-	-	-	145,600
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 450,769</b>

*Service Overview*

Service: Independent Monitor

Citywide Element: Health &amp; Safety

*Service Description*

This service is responsible for providing oversight to the Madison Police Department. Creation of this new Office was approved by the Common Council in September 2020.

*Major Budget Changes*

- The Executive Budget includes the full operating costs for the creation of the new Office as called for in Resolution RES-20-00632 authorized by the Common Council on September 1st, 2020. Costs for the new office are broken into the following 3 activities:
  - o Staff Costs for the Independent Monitor: 3 Positions; Total Cost=\$371,169
  - o Police Civilian Oversight Board Costs: \$29,600
  - o Legal Costs: \$50,000
- The 2020 Adopted Budget included \$200,000 for the creation of Independent Monitor. That portion of funding has been transferred to the new agency. The overall increase from the 2020 Adopted Budget to the 2021 Executive Budget is \$250,769.

*Activities Performed by this Service*

- Office of the Independent Police Monitor: Provide civilian oversight of the Madison Police Department and provide support to the Civilian Oversight Board
- Police Civilian Oversight Board: Act as the supervisory body for the Independent Monitor and provide community forum to review and make recommendations regarding police discipline, use of force, and other policies and activities, including related to rules, hiring, training, community relations, and complaint processes
- Legal Representation: Provide funding for legal costs of individuals that bring complaints before the Police and Fire Commission, if the claims are deemed to have merit by the Independent Police Monitor.

*Service Budget by Fund*

	2019 Actual	2020 Adopted	2020 Projected	2021 Request	2021 Executive
General	-	-	-	-	450,769
Other-Expenditures	-	-	-	-	-
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 450,769</b>

*Service Budget by Account Type*

	2019 Actual	2020 Adopted	2020 Projected	2021 Request	2021 Executive
Revenue	-	-	-	-	-
Personnel	-	-	-	-	275,169
Non-Personnel	-	-	-	-	175,600
Agency Charges	-	-	-	-	-
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 450,769</b>

*Line Item Detail*

Agency Primary Fund: General

## Salaries

	2019 Actual	2020 Adopted	2020 Projected	2021 Request	2021 Executive
Permanent Wages	-	-	-	-	221,238
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 221,238</b>

## Benefits

	2019 Actual	2020 Adopted	2020 Projected	2021 Request	2021 Executive
Health Insurance Benefit	-	-	-	-	22,209
WRS	-	-	-	-	14,933
FICA Medicare Benefits	-	-	-	-	16,789
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 53,931</b>

## Supplies

	2019 Actual	2020 Adopted	2020 Projected	2021 Request	2021 Executive
Program Supplies	-	-	-	-	30,000
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 30,000</b>

## Purchased Services

	2019 Actual	2020 Adopted	2020 Projected	2021 Request	2021 Executive
Legal Services	-	-	-	-	50,000
Program Services	-	-	-	-	29,600
Other Services & Expenses	-	-	-	-	66,000
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 145,600</b>

*Position Summary*

Classification	CG	2020 Adopted Budget		2021 Budget		Executive	
		Adopted	Request	Request	Executive	FTEs	Amount
		FTEs	Amount	FTEs	Amount	FTEs	Amount
DATA ANALYST 2	18	-	-	-	-	1.00	65,988
NEW POSITION	21	-	-	-	-	1.00	104,000
PROGRAM ASST 2-20	20	-	-	-	-	1.00	51,250
<b>TOTAL</b>		-	-	-	-	<b>3.00</b>	<b>221,238</b>

Salary amounts recorded on this page are for total budgeted salaries; this amount may differ from budgeted permanent wages as presented in the Line Item Detail due to payroll allocations to other funding sources (capital projects, grants, etc.) or inter-agency services are not reflected in this summary page.

City Of Madison Police Civilian Oversight Board  
2021 Meeting Schedule

Recurring virtual meetings held at 5:00 pm twice monthly on  
Thursday

**Mission**

The purpose of the board is to provide a body that is independent from the Madison Police Department, authorized to hire and supervise the Independent Police Monitor and required to work collaboratively with the Office of the Independent Police Monitor and the community to review and make recommendations regarding police discipline, use of force, and other policies and activities, including related to rules, hiring, training, community relations, and complaint processes. (MGO 5.20)

- Thursday January 14, 2021
- Thursday January 28, 2021
- Thursday February 4, 2021
- Thursday February 18, 2021 – Canceled
- Thursday March 4, 2021
- Thursday March 18, 2021
- Thursday April 15, 2021
- Thursday April 29, 2021
- Thursday May 13, 2021
- Thursday May 27, 2021
- Thursday June 10, 2021
- Thursday June 24, 2021
- Thursday July 8, 2021
- Thursday July 22, 2021
- Thursday August 5, 2021
- Thursday August 19, 2021
- Thursday September 2, 2021
- Thursday September 16, 2021
- Thursday October 7, 2021
- Thursday October 21, 2021
- Thursday November 4, 2021
- Thursday November 18, 2021
- Thursday December 2, 2021
- Thursday December 16, 2021

## Recruitment Project Plan Plan/Timeline

Tip: You can change the order of these items or add/delete items depending on your recruitment. For example, if you will be testing applicants instead of having them write supplemental questions, work with your HR analyst to identify testing dates BEFORE you post the job and include them as a part of this timeline.

Tip: Have a target date for ALL Of these items BEFORE you post the job. It creates disproportionate impacts if you post a job and keep candidates waiting for months in between process steps. It would be better to wait to post the job so your process for the external applicant can flow seamlessly instead of making them wait.

Target Date	Item	Key People/Stakeholders
	Equitable Hiring Tool Meeting #1	
	Equitable Hiring Tool Meeting #2	
	Equitable Hiring Tool Meeting #3	
	Position Description and Job Posting Complete	
	Supplemental Questions and Benchmarks Complete	
	Identify Supplemental Question reviewers and block time on calendars	
	Identify interview panelists and block time on calendars	
	Position opens/posted	HR
	Interview questions and benchmarks complete	
	Position closes	
	Minimum qualifications review	HR *Tip – ask your HR analyst to estimate how long the minimum qualifications review will take and plan that time in to your process – give a couple of extra days for emergencies. They can often look at similar prior recruitments and give a great estimate.
	Orientation with supplemental question reviewers – go through benchmarks, make sure they are understood and equitable.	
	Supplemental question review	
	Orientation with Interview Panelists – go through benchmarks, make sure they are understood and equitable.	
	Interview – round 1	
	Interview – round 2	
	Reference checks	



# Racial Equity & Social Justice Initiative Training



**Our  
Madison:  
Inclusive,  
Innovative,  
Thriving for  
ALL**

## Equitable Hiring Tool





## Conversation Guidelines

Be here and  
be present

Intent v.  
Impact

Hard on  
systems, Kind  
to people

Share the  
space

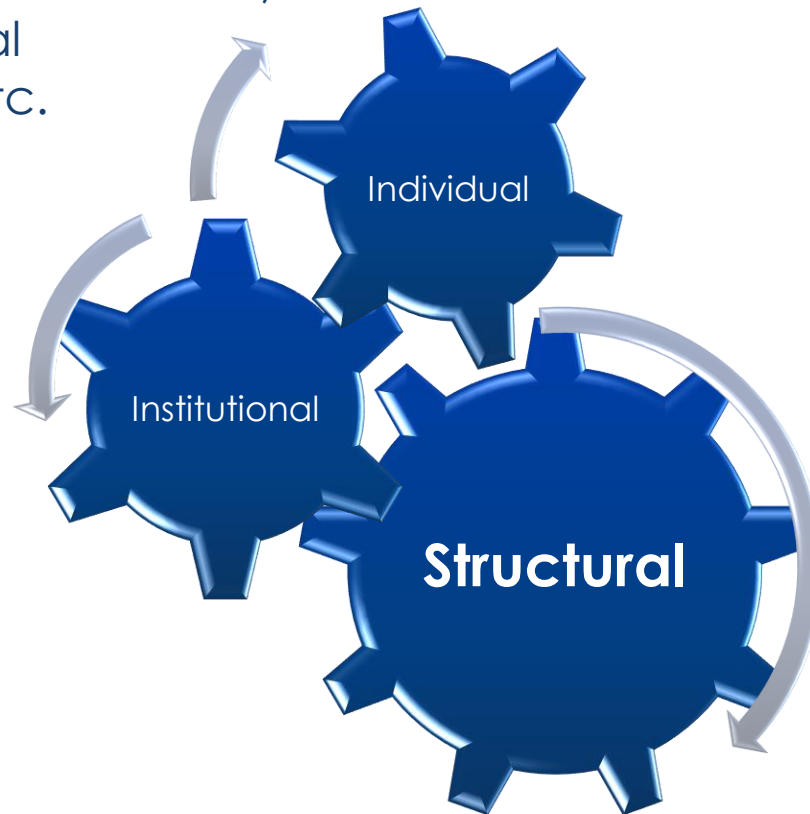
# By the end of this session, you will:

- Have a better understanding of the Equitable Hiring Tool 2.0
- Decide why, when & if you will use the equitable hiring tool
- Draft action plan to use of Equitable Hiring Tool
- Assess barriers or challenges in implementing equitable hiring tool

# Review: The Machine of Oppression

## Individual Bias

Pre-judgment, bias, or discrimination by an individual based on race, gender, sexual orientation, etc.



## Institutional Bias

Policies, practices, and procedures that work to the benefit of certain people and to the detriment of others, often unintentionally or inadvertently.

## Structural Bias

Implicit and explicit bias across multiple institutions throughout the course of history, combining into a system that negatively impacts certain groups.

# Why use Equitable Hiring Tool?

## EQUITABLE HIRING TOOL 2.0



Racial Equity  
& Social Justice Initiative



# When to use Equitable Hiring Tool?

- **Early!**
- **Annually** - to update positions
- **Before** retirement or former employee leaves
- **Prior** to posting vacant positions
- **Any time you plan to fill a position**
- If it's been **more than 1 year since** you've used this tool
- *The job position does not need to be red-flagged in order for you to use this tool!*

# Who should be involved?

- Hiring Manager
- HR Analyst
- CRC
- Diverse Group of Representatives

## A. INFORMATION ABOUT THIS EQUITABLE HIRING TOOL USAGE

Hiring Manager: \_\_\_\_\_ Date: \_\_\_\_\_

HR Analyst: \_\_\_\_\_

Was your Civil Rights Coordinator involved?  Yes  No

Name: \_\_\_\_\_

Job Title Being Reviewed: \_\_\_\_\_

People involved in analyzing this position with the Equitable Hiring Tool:

NAME	JOB TITLE OR GROUP BEING REPRESENTED
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

### Department and HR Knowledge

This information can be found in your department's equitable workforce plan. If you need further assistance understanding this data, first contact your agency's [Civil Rights Coordinator](#), then your assigned HR Analyst and/or the Affirmative Action Specialist.

### Information to Review before Using this Tool

- Review Department's [Equitable Workforce Plan](#)
- Review industry-wide demographics. Check with professional industry organizations or peer organizations
- Review [department demographics](#)
- Review [unit or division demographics](#)
- NEOGOV Data from prior recruitment (Obtain from HR Analyst)
- Strategic Planning for future hiring needs in the agency (Review strategic plan)

Record information you considered from above here:

\_\_\_\_\_

### Building Relationships: Relationships are a key to recruitment and retention.

How have you or how do you plan to build relationships with Civil Rights, Human Resources, Leaders/ Members from diverse communities?

\_\_\_\_\_



# What is in the Equitable Hiring Tool?

1. Information about EHT
2. Position Description Updating
3. Recruitment & Advertising
4. Testing
5. Supplemental essay Questions
6. Interview Questions & Benchmarking  
Development
7. Conducting Interview & Making Selection

# Discussion: What barriers or challenges do you see in using the Equitable hiring tool?

- A. Administrative Challenges?
- B. By-in from ...
- C. Need for more education on WHY using Equitable hiring tool important.
- D. Questioning achievable outcomes
- E. Resources
  - A. Civil Rights Coordinator
  - B. HR Analyst
  - C. Hiring Manager





# Action Planning

- *Why use the EHT?*
- *Who is responsible? Who will assist?*
- *When: (timeframe & deadline)*
- *How: calendar out (planning, execution, closing)*



# Closing & Questions



Racial Equity  
& Social Justice Initiative

# EQUITABLE HIRING TOOL 2.0



Racial Equity  
& Social Justice Initiative



# Equitable Hiring Tool

## When should this tool be used?

Early! Use this tool early in the hiring process so your team has plenty of time to make changes - to the position description, minimum qualifications, exam, recruitment tools, etc. Suggestions:

- **Annually** - to update positions.
- When a retirement or other separation is announced - **before** they leave, so you can get their input
- To review a vacant position **prior** to posting
- **Any time you plan to fill a position** and it hasn't been reviewed with the Equitable Hiring Tool, or if it's been **more than 1 year since** you've used this tool to review the specific position.

*The job position does not need to be red-flagged in order for you to use this tool!*

## Process Steps:

- 1) **DECIDE** to review a position with the Equitable Hiring Tool, using the suggestions above. It's never a bad idea to review a job position with this tool.
- 2) **RECRUIT** a diverse team to help you apply the tool. This could include: your agency's Civil Rights Coordinator, HR Analyst, the hiring manager for the position, and one or more people from **outside your agency** – an employee of another City agency, or, with appropriate permission, someone from another unit of government, the private sector, a member of a City board, committee or commission, or a community member/resident.

### Make sure your team is diverse in these ways:

- Gender diversity
- Racial diversity
- Departmental diversity (one or more people from outside your agency)
- Organizational diversity (people with different work experience or authority)

For help and ideas, consult with a variety of people and groups such as DCR, the Multicultural Affairs Committee (MAC), Women's Initiatives Committee (WIC), Latinx Community Engagement Team (LCET), Neighborhood Resource Teams (NRT) and other community partners.

- 3) **SCHEDULE** meetings for the team to apply the tool and **PROVIDE THIS INFORMATION**:
  - A copy of the department's Equitable Workforce Plan (AA plan)
  - Industry-wide demographics
  - Department and unit demographics
  - NEOGOV data from a prior recruitment
  - Agency/unit strategic plan for hiring
  - A blank copy of the Equitable Hiring Tool \*(See page 2 of the tool for where to find this data.)

Team members should NOT look at the position description prior to completing Part B of the Hiring tool so they are not unduly influenced by what was in the PD in the past.

- 4) **SCHEDULE OTHER MEETINGS** if needed. You might use a separate team to develop questions and benchmarks or an exam. **Make sure those teams are diverse too.**
- 5) **IMPLEMENT** the improvements. For example, update job description, make sure job is posted all the places you decided to advertise, etc. **Work with your HR analyst and CRC for help.**
- 6) **FOLLOW UP.** Consider a follow up meeting with appropriate staff to discuss lessons learned. This could positively influence how others make changes to their positions & hiring process.



# Racial Equity and Social Justice Initiative Equitable Hiring Tool

## INTRODUCTION

Hiring Managers and the City of Madison understand that hiring typically involves many steps, with prep work that includes:

- Updated position descriptions
- Relationship building
- Understanding department and society dynamics
- Benchmarking

The Equitable Hire Tool is a checklist and guide to ensure each hiring decision for the City of Madison is as equitable as possible. This can be achieved through relationships between the hiring department, Human Resources, Civil Rights, and community members within the specific field that are built and sustained over time.

It is imperative this tool be used with a group of people from diverse backgrounds. This may include a combination of people of different genders, persons of color, differently abled people, people from within and external to the agency, and numerous other groupings. In addition, departments should continually be building relationships with community members from diverse backgrounds for ongoing recruitment efforts. Some examples are Neighborhood Resource Teams, Urban League, the job center, technical colleges, various outreach events (through non-profits and community organizations) and advertising in a variety of professional and community publications both online and in print.

The Hiring Manager/Department initiates and serves as the hiring authority for the position. The HR Analyst can provide expertise and information about the hiring process and prior recruitments. The department supervisor or manager in charge of the hire makes decisions related to the hire in consultation with others in the department, gathers an appropriate group to work on the hire, decides on a balanced interview panel and puts together interview questions and benchmarks. Assistance with these tasks is available from Human Resources, the Department of Civil Rights, and the department's Civil Rights Coordinator. The Equitable Hiring Tool asks questions to help ensure racial equity and social justice principles have been incorporated into the hiring process and potential barriers have been removed.

It is essential to understand why you have involved the people helping you to use this tool and how they further your equitable hiring goals. The notes and completed Equitable Hiring Tool from this process should be kept by the Department's Civil Rights Coordinator for reporting purposes.

**A. INFORMATION ABOUT THIS EQUITABLE HIRING TOOL USAGE**

Hiring Manager: \_\_\_\_\_ Date: \_\_\_\_\_

HR Analyst: \_\_\_\_\_

Was your Civil Rights Coordinator involved?  Yes  No

Name: \_\_\_\_\_

Job Title Being Reviewed: \_\_\_\_\_

People involved in analyzing this position with the Equitable Hiring Tool:

NAME	JOB TITLE OR GROUP BEING REPRESENTED

**Department and HR Knowledge**

This information can be found in your department's equitable workforce plan. If you need further assistance understanding this data, first contact your agency's [Civil Rights Coordinator](#), then your assigned HR Analyst and/or the Affirmative Action Specialist.

**Information to Review before Using this Tool**

- Review Department's [Equitable Workforce Plan](#)
- Review industry-wide demographics. Check with professional industry organizations or peer organizations
- Review [department demographics](#)
- Review [unit or division demographics](#)
- NEOGOV Data from prior recruitment (Obtain from HR Analyst)
- Strategic Planning for future hiring needs in the agency (Review strategic plan)

Record information you considered from above here:

**Building Relationships: Relationships are a key to recruitment and retention.**

How have you or how do you plan to build relationships with Civil Rights, Human Resources, Leaders/ Members from diverse communities?

Did you complete all the tasks in this section?  Yes  No

If not, why not and what is your plan to address these?

**B. POSITION DESCRIPTION UPDATING**

You should work on updating the position description as soon as you get notice that the incumbent is leaving or on a regular basis to update. Before looking at the current position description, complete this portion of the tool so that you aren't overly influenced by what has been in the PD in the past.

**Basic Skills**

**Transferrable Skills**

Often when we want to fill a position, we look for someone who had that position or a very similar position with another employer. However, candidates could have gained the skills we are looking for from different positions and, in addition, bring new perspectives to our agencies. For example, if you are hiring a call center supervisor, someone who supervised employees providing front line customer service in a retail environment, but not in a call center, might also be a potential fit for the position.

What are some transferrable skills that would qualify a candidate for this job even if they haven't worked in this field or position before?

**Minimum Qualifications**

Based on the listed skills, are there any minimum qualifications?  Yes  No  
If so, what are they?

Could any of these be learned on the job?  Yes  No  
Please list.

**Educational Requirements**

Based on the listed skills, are there any minimum education requirements?  Yes  No  
If so, what are they?

Who might be negatively impacted by these education requirements? What will you do to mitigate the impact?

Are there any potential unintended effects caused by these education requirements? What will you do to mitigate them?

**Experience Requirements**

Based on the listed skills, are there any minimum experience requirements?  Yes  No  
If so, what are they?

Who might be negatively impacted by these experience requirements and what you will do to mitigate the impact?

Are there any potential unintended effects caused by these experience requirements and what you will do to mitigate them?

**Physical Requirements**

List the physical requirements, including examples of the work performed that justify these requirements.

Can these requirements be accommodated? Does everyone working in the position need to meet these requirements?

Who might be negatively impacted by these physical requirements and what you will do to mitigate the impact?



Are there any potential unintended effects caused by these physical requirements and what you will do to mitigate them?

### Travel Requirements

Does this position require a person to travel? If so, does the person need to have a driver's license to do this or do they have the ability to arrange their travel through other means? Remember that requiring a driver's license has been shown to have an increased negative impact on people of color.

Who might be negatively impacted by this requirement and what you will do to mitigate the impact?

Are there any potential unintended effects caused by this requirement and what you will do to mitigate them?

### Updating the Position Description

On what date was this position description last updated?

Has it ever been updated using this Equitable Hiring Tool?  Yes  No  
If yes, on what date? \_\_\_\_\_

Update the existing position description using the information you have listed in Section B. Include language about working with multicultural communities. Find samples in [Appendix A](#).

To consider when drafting knowledge, skills and abilities in the position description:

- The term "knowledge" indicates basic familiarity with a concept
- The term "working knowledge" indicates 2 years' experience in applying this concept on the job
- The term "thorough knowledge" indicates 4 years' experience in applying the concept on the job such that a person could teach it to others

Did you complete all the tasks in this section?  Yes  No  
If not, why not and what is your plan to address these?

**E. RECRUITMENT AND ADVERTISING**

**Posting Internal/External**

Should this position be posted internal to city employees only, or should it be open and competitive? What is the rationale behind this decision and does it minimize negative impacts and unintended consequences for marginalized and underrepresented groups?

If posting the job in this way leads to unintended outcomes for a group that is already [underrepresented](#) in your department, discuss why you want to post it this way and consider your decision.

**Advertising the Position**

How do you plan to target outreach to underrepresented groups with this job posting?

Where do you plan to post the advertisement of this position? (list all sites below)

Please consult with your HR Analyst or the Affirmative Action Specialist for sources to advertise to underrepresented demographics. Remember that authentic relationships are the best form of advertising.

Did you complete all the tasks in this section?  Yes  No  
If not, why not and what is your plan to address these?

**C. TESTING**

If you are not testing:  NOT Using Testing  
Check box and skip to Section D.

**Exams**

What competencies or skills does this position need to have to be successful? Include a copy of the exam for reference.

When was the exam last reviewed for relevancy? Date: \_\_\_\_\_

List examples of competencies you are testing with this exam.

Do the questions match with what is expected in the job and are they up to date with current practices in the industry?  
If no, explain how/why below.

Yes  No

**Appropriateness of Exam**

Does this job require the applicant to sit at a desk or perform reading/writing as part of their duties? If not, an essay or computerized exam is not recommended. Talk to your HR Analyst for other options. Perhaps a multiple choice exam or comparative evaluation (click for definition) is more appropriate.

Yes  No

Number of Questions?

Are you able to reduce the number of questions and still get the information you need?

**Language**

If a candidate demonstrates their ability to speak English outside of the exam process (such as through the interview) and meet safety standards in English, can you offer the exam in another language? [Talk to the Language Access Coordinator for assistance, including which languages we will offer.](#)

**Computerized Testing**

Will the employee use Microsoft Office (Word, Excel, Powerpoint, Outlook) products or computers in general on the job on a regular basis?

Yes  No

If yes, list which software(s) should be tested prior to interview.

List other related software required to perform the duties of this position (Tyler/MUNIS, Accela, Legistar, etc).

Is it possible for candidates to learn some of these programs on the job instead of having it tested beforehand?  
Or can experience be fleshed out at the time of interview?  
Please explain.

Yes  No  
 Yes  No

### Consequences and Impacts of Testing Requirements

Who might be negatively impacted by these testing requirements and what you will do to mitigate the impact?

Can tests be offered at multiple times including during the day and evening?

### Comparative Evaluation and Random Selection

Comparative Evaluation is a tool where candidates who meet the minimum qualifications are then compared to each other to determine the “most qualified” candidates to move forward in the process. Normally, the hiring agency sets out criteria in advance to assist the HR analyst in identifying the criteria to evaluate and the associated weights.

If you plan to use comparative evaluation, explore how that might negatively impact some candidates and list what you would do to mitigate those impacts.

Random Selection may be used either in place of an exam or to determine who moves forward to the next step of the process. By definition, the use of random selection should preserve the diversity of the initial pool because all candidates have the same chance of moving forward.

If you expect a large applicant pool for the position, you might want to explore using Comparative Evaluation or Random Selection if you don't use testing or in order to narrow the pool of people invited to test.

Can you assess candidates at the time of interview with a short exercise or assessment? (Check with HR Analyst to determine appropriateness of assessment)

Who might be negatively impacted by these testing requirements or preferences and what you will do to mitigate them?

Are there any potential unintended effects caused by these testing requirements?  Yes  No  
If so, what will you do to mitigate them?

Did you complete all the tasks in this section?  Yes  No  
If not, why not and what is your plan to address these?

#### D. SUPPLEMENTAL ESSAY QUESTIONS

If you are not using supplemental essay questions:  
Check box and skip to Section E.  NOT Using Supplemental Questions

##### Appropriateness of Supplemental Essay Questions

Does this job require the applicant to write well as a part of their job duties? If not, supplemental essay questions may not be recommended, (unless grammar and other writing skills will not be considered.)

Have you included a supplemental question about racial equity and social justice that is meaningful to the work of the position? Make sure to include this in supplemental questions and/or interview questions and give it equal weight to other considerations. See [Appendix B](#) for examples. If you need additional help, please consult your Civil Rights Coordinator or RESJI Team member.

Who might be negatively impacted by a supplemental essay question requirement and what you will do to mitigate the impact?

Are there any potential unintended effects cause by a supplemental essay question requirement and what you will do to mitigate them?

Have you worked with your HR Analyst to set up benchmarks for supplemental essay questions?  Yes  No  
If you've answered No, make sure to do so.

##### Review of Supplemental Essay Questions

Diverse involvement throughout the hiring process is essential. Organizing a panel of diverse members to review supplemental essay questions will create a more equitable hiring process.

Who will be on the panel to review supplemental questions? Does it include a diverse panel? List ideas for panel members (a member may check more than one box). *Does your panel include: Gender diversity? Racial diversity? Departmental diversity (someone outside of your department)? Organizational diversity (people with different work experience)?*

- Resources to help get a balanced supplemental essay questions review team:
  - Your HR Analyst
  - DCR Affirmative Action Specialist
  - Multicultural Affairs Committee (MAC)
  - Women’s Initiatives Committee (WIC)
  - Latinx Community Engagement Team (LCET)
  - DCR Interview Panel Referrals [when available]
  - Neighborhood Resources Teams
  - Community Partners
  - Boards and other Committee Members

Did you complete all the tasks in this section?  Yes  No  
If not, why not and what is your plan to address these?

## F. INTERVIEW QUESTIONS AND BENCHMARK DEVELOPMENT

### Interview Questions

In developing your interview questions, consider what skills you are looking for that you didn’t find out about through the application and any testing you might have used. Make sure you are using behavioral interview questions.

See [Appendix C](#) for sample interview questions. Choose at least one of these or customize your current questions to assure that all new employees demonstrate their capacity and willingness toward working with multicultural communities and workplace teams. These questions should be benchmarked and scored at the same level of importance as the other questions being asked. What interview question(s) will you use to accomplish this?

### Benchmarks

Diverse involvement throughout the hiring process is essential. Organizing a diverse team to set up benchmarks will create a more equitable hiring process.

Work with your HR Analyst and a diverse team to set up benchmarks for interview questions. List ideas for team members (a member may check more than one box.) *Does your team include: Gender diversity?*

*Racial diversity? Departmental diversity (someone outside of your department)? Organizational diversity (people with different work experience)?*

- Resources to help get a balanced team:
  - Your HR Analyst
  - DCR Affirmative Action Specialist
  - Multicultural Affairs Committee (MAC)
  - Women’s Initiatives Committee (WIC)
  - Latinx Community Engagement Team (LCET)
  - DCR Interview Panel Referrals [when available]
  - Neighborhood Resources Teams
  - Community Partners
  - Boards and other Committee Members

Did you complete all the tasks in this section?  Yes  No  
If not, why not and what is your plan to address these?

## **G. CONDUCTING INTERVIEWS AND MAKING A SELECTION**

### **Interview Panels**

Diverse involvement throughout the hiring process is essential. Organizing a panel of diverse team to interview candidates will create a more equitable hiring process.

Assure that your interview panel, like the teams you have put together up to this point in reviewing the position description, exam, supplemental questions, interview questions and benchmarks, is diverse.

Does your panel include:

- Gender diversity?
- Racial diversity?
- Departmental diversity (someone outside of your department)?
- Organizational diversity (people with different work experience)?

Who is on your team?

Did you complete all the tasks in this section?  Yes  No  
If not, why not and what is your plan to address these?

## Appendix A – Position Description Language

**Mandatory Language:** The City of Madison is dedicated to eliminating racial inequities. Successful candidates will demonstrate the ability to successfully work with multicultural communities.

**Other Examples:**

- Ability to consider different viewpoints.
- Ability to develop and maintain working relationships with diverse coworkers, community members, customers, etc.

## Appendix B – Sample Supplemental Questions

**Sample A:** The goal of reducing racial disparities that exist in our community is a high priority for the City of Madison. The City of Madison, including [department], will play vital roles in helping to reduce disparities and create equal outcomes for everyone.

In your experience, what concepts are important to consider when approaching work that will impact diverse populations and low income communities? What specific experiences have you had that might prepare you for such work?

**Sample B:** The [position name] will interact and collaborate with a diverse group of individuals and organizations. Such individuals and organizations may include youth, parents, low-income residents, school personnel, non-profit representatives, City staff and elected officials. Please describe one or more situations which required you to work collaboratively with a diverse group on a community project or issue. Include details of your role in planning, implementing and evaluating the initiative(s). (Maximum 2 Pages)

**Sample C:** The [position title] will interact with a diverse group of individuals to solve problems. These groups and individuals may include City staff, neighborhood residents, property owners, social service agencies, and other stakeholders. Please describe one or more situations in which you have led and worked with a diverse group to resolve a difficult problem. Describe the approach you used, the principles that guided you, and the ultimate outcome.

## Appendix C – Sample Interview Questions

**Sample A:** Why do you value racial equity and social justice? What work have you done that demonstrates this? Provide an example of how your life and/or professional career has embodied racial equity and social justice.

**Sample B:** The City of Madison and [department name] is dedicated to the Racial Equity and Social Justice Initiative, in which we examine our day to day operations and impacts with the goal of creating a fair and just community so everyone can have equal outcomes. What educational, volunteer, and life experiences demonstrate your ability to contribute to the City of Madison's goal of achieving racial equity and social justice?

**Sample C:** Why should [department name] consider racial equity and social justice in its day to day operations? What are some strategies that [department name] could implement to help to reduce race and other disparities seen in our community?

**Sample D:** Our community is becoming more racially and ethnically diverse, which magnifies the importance of serving communities of color and other historically disenfranchised groups effectively. Provide an example of a successful project you led or contributed to in working with multicultural and diverse communities. Describe the challenges and opportunities that you worked through working on this team.



Were there other items not covered in this tool or things you learned or will change based on discussions you had during this process? Please share. Thanks!

## INDEPENDENT POLICE MONITOR

### CLASS DESCRIPTION

#### General Responsibilities:

The Independent Police Monitor (IM) will provide professional, managerial, administrative, and auditing work to oversee the Madison Police Department's (MPD) compliance with internal policies and procedures, ensuring those policies and procedures align with research-based best practices and applicable State and Federal law. The IM will review use of force incidents, oversee the processing of citizen complaints, and ensure independent review of police operations.

Under the direction of the MPD Civilian Oversight Board (COB), the IM will have full and unfettered access to all police data to examine systemic patterns in police conduct, complaints, and critical incidents. The IM will have authority to review operations to make data-driven recommendations to the MPD Chief regarding policy changes and disciplinary actions. The IM will also review citizen complaints and engage in community outreach.

The IM will be expected to exercise discretion in review of internal operations, shall maintain complete confidentiality of information unless disclosure is authorized within City guidelines, and is required to execute the responsibilities of the position.

The IM will establish and lead the operations of the Office of the Independent Police Monitor (OIM). They will set the office's operational philosophy and develop and maintain standard operating procedures to ensure all matters are handled in a thorough, objective, fair, and impartial manner. The responsibilities of this role will require process oversight and providing best practice advice to the Chief, Mayor, and any relevant City committees. The responsibilities of this role do not involve direct oversight of MPD, which is within the designated authority of the Mayor, Council, or Chief of Police.

#### Examples of Duties and Responsibilities:

Monitor MPD's compliance with City and police policies and Standard Operating Procedures (SOPs), governing laws, and lawful orders from the Common Council, Mayor, and Civilian Oversight Board

Monitor MPD's implementation of the recommendations of the MPD Policy & Procedure Review Ad Hoc Committee

Conduct audits of police data, and review internal MPD audits of Department programs and activities

Address any matters of concern to the community, board members, the Chief of Police, and other MPD personnel, the Mayor, or the Common Council

Provide input to the COB for its annual review of the MPD and the Chief of Police

Recommend changes to MPD's policies, practices, and training

**Commented [CoM1]:** And supervision, correct?

**Commented [CoM2]:** The items in this section can be grouped together by similar type work (see other example 1 provided).

Oversee a process for receiving and investigating complaints regarding MPD and make recommendations for changes as appropriate. Make reports or recommendations to the Chief of Police regarding possible administrative actions, including discipline processes

Develop a process for independently receiving complaints from community members about MPD, the Chief of Police, or any personnel; forward such complaints to MPD, MPD Professional Standards and Internal Affairs (PSIA), or the Police and Fire Commission as appropriate, and monitor the subsequent investigation through to its completion

Refer aggrieved parties to the PSIA or PFC for the initiation of a complaint when appropriate

Determine arguable merit of potential complaints from aggrieved individuals and provide them with a list of vetted attorneys so they may receive representation in presenting and litigating complaints against MPD personnel with the PFC

Monitor MPD training and trends in the occurrence of use of force incidents and MPD investigations of such events

Monitor on-going internal investigations of possible misconduct to ensure investigations are thorough, fair, and objective.

Determine whether the complaint warrants an outside investigator's appointment to conduct an independent investigation and if so, make that appointment

Provide an annual report to the Mayor and Common Council that includes the following:

- Narrative of the work of the OIM
- Identified trends regarding complaints, investigations, and discipline in MPD
- Recommendations regarding the sufficiency of investigations and appropriateness of disciplinary actions, if any
- Recommendations of any needed changes in MPD's policies, practices, and training
- Assessment of the MPD's progress in complying with its own SOPs, governing laws, and lawful orders from the Mayor or Common Council, and in implementing the recommendations of the MPD Policy & Procedure Review Ad Hoc Committee

Maintain an ongoing status report, to be available upon request, which includes but is not limited to, patterns relating to complaints and recommendations regarding the sufficiency of investigations, determinations as to whether department rules and policies have been violated, and the appropriateness of disciplinary sanctions, if any

Maintain confidentiality of information as required, including records relating to the investigation and discipline of officers

In cooperation with the COB, direct community outreach efforts to gain information on community perspectives regarding MPD. This includes talking with the community about police policies, procedures or training, gathering input from a range of community members and groups, reaching out to special underserved/marginalized communities, and publicizing processes for handling complaints

Oversee all aspects of the OIM, including planning and organizing work and resources to ensure the highest possible service level

Analyze and modify organizational structures and workflow to improve efficiency, creativity, and accountability

Supervise, plan, organize, coordinate, assign, and evaluate the work of OIM staff

Establish and implement operational policies, goals, and objectives for the office within guidelines provided by the COB and assure operations are carried out

Facilitate and lead the hiring, coaching, training, engagement, and development of OIM staff to allow staff to reach maximum potential and performance

Serve as Executive Secretary to the COB

Make arrangements for ongoing training of COB members

Perform related work as required

## QUALIFICATIONS

### **Training and Experience:**

Generally, positions in this classification will require:

#### **Education**

A Bachelor's degree in criminal justice, criminology, public administration, public policy, sociology, or a closely related field is required. A Master's degree or a Juris Doctor degree is preferred.

#### **Experience**

- Leadership experience in the field of public or private administration or in the practice of law.
- Six years of full-time equivalent verifiable professional experience in complex investigations, preferably in the criminal justice or civil rights arena.
- Experience working with individuals of diverse ethnic, cultural and socio-economic backgrounds.
- An ideal candidate would have specific expertise in police monitoring, civilian oversight administration, and procedural justice.

No prior employment or familial relationships with the City of Madison Police Department or individual City of Madison Police Officers, and the candidate may not have worked as a law enforcement officer in the State of Wisconsin for at least ten years prior to appointment.

Other combinations of training and/or experience, which can be demonstrated to result in the possession of the knowledge, skills, and abilities necessary to perform the duties of this position will also be considered.

### **Commitment to racial equity**

**Commented [CoM3]:** We usually list the minimum qualifications in this section, not preferred qualifications, but sometimes having a Master's degree will offset some years of required experience (see other example I provided).

**Commented [CoM4]:** It is hard to screen for this requirement unless we specifically ask a question about it. Might be a good question for the essays or interviews though.

**Commented [CoM5]:** We could put this in the job posting, but not here if it's not a requirement.

**Commented [CoM6]:** I would move this to the Necessary Special Qualifications section.

A commitment to racial equity and an understanding of oppression and institutional racism is essential. The preferred candidate has an understanding of racial inequalities specifically in the criminal justice system and brings prior experience successfully working with multicultural communities. Also demonstrates knowledge of social injustices and will quickly understand the community's attitude towards the organization and historical and contemporary race relations.

Specific training and experience requirements will be established at the time of recruitment.

**Knowledge, Skills and Abilities:**

**Knowledge**

The ideal candidate will have knowledge of the following:

- General legal principles
- Civil rights
- Social problems, community attitudes, organizations and cultures
- Independent, objective analytical investigation methods and approaches
- Principles, practices, and methods of data and legal research and analysis
- Advanced methods and techniques of administrative investigations
- Methods and procedures for preserving and presenting evidence
- Federal, State and local laws, codes and regulations
- Internal principles and practices of law enforcement including:
  - o responsibilities, functions, policies, and procedures of local law enforcement
  - o research-based best-practices for policing
  - o theory, principles, practices, and techniques in the conduct of internal law enforcement complaint investigation and review
  - o techniques of law enforcement training, instruction, and evaluation of work performance
- Public safety emergency operations and procedures
- Principles and practices of policy development and administration
- Principles and practices of program administration, including appropriate reports and metrics
- Principles and practices of supervision, personnel management and training
- Principles and practices of budget preparation and administration
- Principles of inter-group and interpersonal communication

**Competencies**

The ideal candidate will have the following competencies:

**Analytical Reasoning**

- Can identify rules, principles, or relationships that explain facts, data, or other information
- Can analyze information and makes correct inferences or draws accurate conclusions
- Can analyze and assess policies and operational needs and making appropriate recommendations
- Can identify, address, and respond to sensitive community and organizational issues, concerns and needs

**Conflict Management**

- Manage and resolve conflicts, grievance, confrontations, or disagreements in a constructive manner to minimize negative personal impact
- Exercise sound judgment, independence, fairness, and objectivity in an environment where controversy is common
- Ability to show empathy and compassion in difficult and stressful situations

**Commented [CoM7]:** There is a lot in this section and it needs to be written as Thorough Knowledge, Working Knowledge or simply Knowledge (see other example I provided). There are also some standard KSAs that we include in class specs, such as: Ability to work effectively with multicultural populations. Ability to work independently and to maintain adequate attendance.

#### Influencing/Negotiating

- Persuade others to accept recommendations, cooperate, or change their behavior
- Work with others towards an agreement
- Negotiate to find mutually acceptable solutions

#### Interpersonal Skills

- Show understanding, friendliness, courtesy, tact, empathy, cooperation, concern, and politeness to others
- Relate well to people from varied backgrounds, cultures, age groups, genders and different life circumstances
- Ability to develop and maintain effective working relationships with staff, agency managers and employees, elected officials, the media, and the general public
- Ability to deal tactfully and firmly with potentially hostile individuals
- Written Communication
- Ability to compose, review, edit, and issue written materials for diverse audiences
- Ability to communicate purpose in a succinct and organized manner that is appropriate for context, time, and place
- Ability to interpret and explain complex laws, ordinances, enforcement principles and practices, regulations, policies, and procedures

#### Administrative Skills

- Develop and administer program goals, objectives, budgets and procedures
- Select, supervise, train and evaluate staff
- Be highly organized and multi-task on projects simultaneously
- Outline, coordinate and conduct investigations and associated activities
- Develop and make presentations to large groups
- Conduct research and prepare written narrative and statistical reports
- Work independently and maintain adequate attendance
- Team player who can take direction from and offer thoughtful input to the COB

#### Necessary Special Qualifications:

- Possession of a driver's license or the ability to obtain one prior to the date of hire.
- This position works directly with elected officials, city managers, and other city staff and functions in an environment of sensitivity and political issues. The incumbent must be available to attend evening meetings of committees, boards, and public hearings.
- This position will work under the terms of a five-year employment contract. One condition of the contract will require the incumbent to establish residency within the City of Madison in a defined timeframe

Ability to meet the transportation requirements of the position.

**Commented [CoM8]:** We don't usually list this if a license is required, as previously stated in the first bullet.

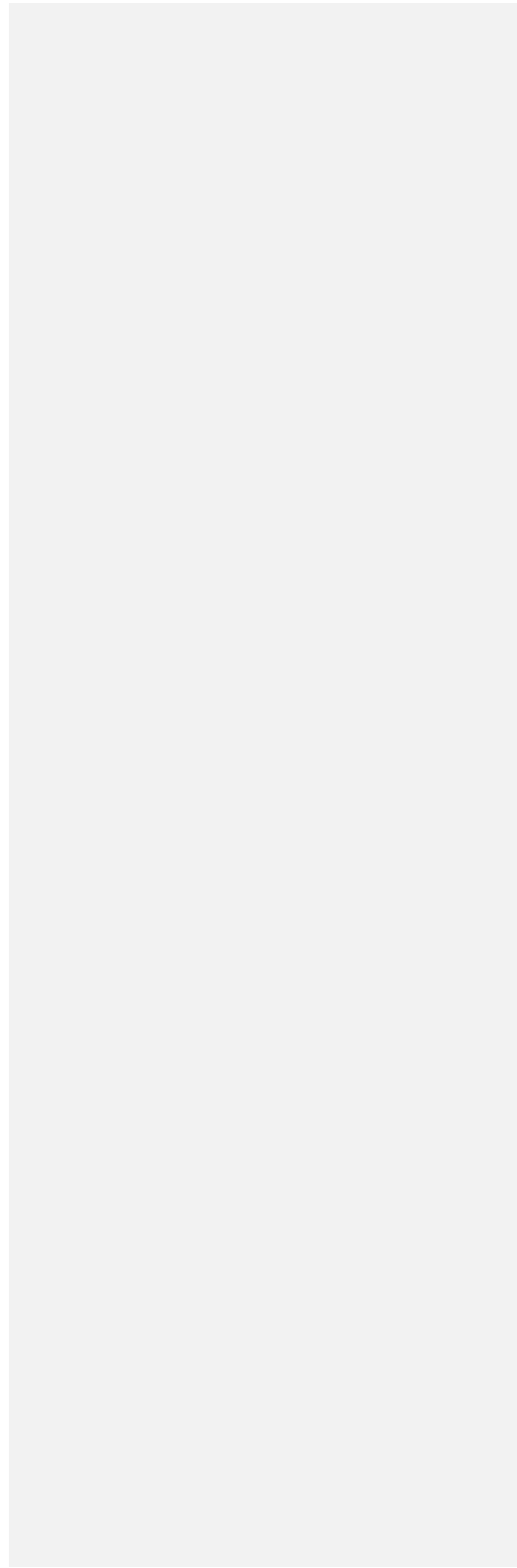
#### **Physical Requirements:**

The incumbent will be expected to travel throughout the City to meet with community members and perform outreach. Otherwise, work is performed in an office environment using standard office equipment such as a computer, telephone, and copier.

<b>Department/Division</b>	<b>Comp. Group</b>	<b>Range</b>
Office of Independent Monitor	21	18

Approved:

\_\_\_\_\_  
Harper Donahue, IV                      Date  
Human Resources Director





February 14, 2021

City of Madison  
Police Civilian Oversight Board  
210 Martin Luther King Jr. Blvd. #417  
Madison, WI 53703

Welcome to the National Association for Civilian Oversight of Law Enforcement! You are now a member of the only organization representing civilian oversight practitioners, volunteers, policy makers and scholars in the United States. Our primary mission is to advance and support civilian oversight throughout the United States and as a vital part of increased government accountability and transparency. Your membership and contributions make it possible for NACOLE to continue its work in training, scholarship, and outreach, and is valid through **June 30, 2022**.

Due to the current restrictions as a result of COVID-19, we are not mailing printed membership certificates or membership pins at this time. Attached is a copy of your membership certificate. We will provide you with a printed certificate and membership pin upon request. I encourage you to visit our website at [www.nacole.org](http://www.nacole.org) to view our current by-laws and additional information on upcoming events. We are currently making plans for our Annual Conference for 2021 and other training events to continue providing our members with on-going education and resources.

Please watch for invitations to many exciting programs offered on the web and in your region. These activities allow you to network with other members, non-members, and other professionals with similar knowledge and expertise. On behalf of the NACOLE Board of Directors, I invite you to participate in these activities and to share your skills.

Among our ranks are individuals with considerable experience in meeting the challenges of oversight. You may simply need to talk with someone one-on-one to address staffing challenges, or policy and training issues. Our membership consists of a wide-range of policy analysts, investigators, administrators, mediators and oversight and hearing review board members. They come from large, complex organizations as well as one-person shops and they all have gained insight through experience and by utilizing the training and support services of NACOLE.



Our history is full of great leaders and pioneers in oversight and we invite new members to participate actively— including in a leadership capacity. Visit our website or feel free to contact me to find out more about leadership opportunities and how you can make our organization more dynamic and vigorous. Additionally, be sure to follow us on Facebook, Twitter, and LinkedIn.

Please do not hesitate to contact me if there are questions that I may answer about the organization. I can be reached at (317) 721-8133 during the day or by e-mailing me at [Perez@nacole.org](mailto:Perez@nacole.org). Additionally, please feel free to contact the co-chairs of our Membership Development and Engagement Committee; Ms. Nicolle Barton and Mr. Willie Bell at [info@nacole.org](mailto:info@nacole.org).

We look forward to meeting you in person, or virtually and working with you in the days and years to come.

Best regards,

A handwritten signature in cursive script that reads "Liana Perez".

Liana Perez  
NACOLE  
Director of Operations



# *Certificate of Membership*

2021-22

*City of Madison, WI*

*Police Civilian  
Oversight Board*

*Is an Organizational Member of the*

*National Association for Civilian  
Oversight of Law Enforcement*

*Susan Hutson*  
President

*Florence Finkle*  
Secretary