

1.

Description Language:

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.

HR Notes: Direction of and supervision by the COB

Taskforce Recommendations:

2.

Description Language:

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
- 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

HR Notes: The items in this section can be grouped together by similar type work.

MGO 5.19:

- Monitor Policy Compliance .
- Monitor Activities and Conduct Independent Investigations
- Make Recommendations to Chief of Police
- Make Referrals to the Police and Fire Commission
- Appoint Counsel for Aggrieved Individuals
- Other Monitoring Requested by the Board
- Make Policy Recommendations
- Assist in Board's Annual Review of the Chief of Police
- Process Complaints
- Conduct Community Outreach
- Staff Police Civilian Oversight Board
- Hire OIM Staff and Engage Independent Contractors
- Access MPD Records
- Issue Subpoenas
- Develop and Issue Reports and Policy Recommendations
- Retain Independent Legal Counsel
- Issue Public Reports
- Confidentiality

Taskforce Recommendations:

3.

Transferrable Skills-Taskforce Recommendations based on Equitable Hiring Tool:

- Add section regarding transferrable skills and various forms of employment-or does this go into the job ad?

4.

Description Language:

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.

HR Notes:

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).

Taskforce Recommendations:

An Associate's degree and x years of experience may be substituted for the Bachelor's degree.

5.

Description Language:

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.

MGO 5.19: “The Monitor shall be a person with extensive knowledge of civilian oversight of policing, “best practices” in policing, civil rights, and equity.”

HR Notes: Remove “an idea; candidate...” and put into job ad, if desired. HR not sure how to assess “strong track record” when assessing for minimum qualifications.

Taskforce Recommendations:

- Strong track record of experience with individuals of diverse ethnic, cultural and socio-economic backgrounds.
- Add section regarding transferrable skills and various forms of employment-or does this go into the job ad?

6.

Description Language:

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.

MGO 5.19: The Monitor shall have never been employed by the MPD, be an immediate family member of current or former MPD employees, or worked as a law enforcement officer within the State of Wisconsin in the ten (10) years prior to appointment as Monitor. For purposes of this Ordinance "immediate family" means an individual's spouse or designated family or registered domestic partner or an individual's relative by marriage, lineal descent or adoption.

HR Notes: Move to Necessary Special Qualifications section.

Taskforce Recommendations:

7.

Description Language:

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.

HR Notes: None

Taskforce Recommendations:

8.

Description Language:

Commitment to racial equity

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.

HR Notes: None

Taskforce Recommendations:

9.

Description Language:

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

HR Notes:

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.

Taskforce Recommendations:

10.

Description Language:

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

HR Notes: None

Taskforce Recommendations:

10.

Description Language:

Influencing/Negotiating

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

HR Notes: None

Taskforce Recommendations:

11.

Description Language:

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

HR Notes: None

Taskforce Recommendations:

- Remove first point
- Add “and have a demonstrated understanding of” in the second point.

12.

Description Language:

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

HR Notes: None

Taskforce Recommendations:

13.

Description Language:

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

HR Notes: None

Taskforce Recommendations:

14.

Description Language:

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.

HR Notes: If license is required, we don't also list "ability to meet transportation requirements".

Taskforce Recommendations:

15.

Description Language:

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.

HR Notes: None

Taskforce Recommendations: