



Department of Employee Relations

Cavalier Johnson

Mayor

Harper Donahue, IV

Director

Molly King

Employee Benefits Director

Nicole M. Fleck

Labor Negotiator

Job Evaluation Report

City Service Commission Meeting: March 26, 2024

Common Council – City Clerk

Current	Recommended
Inspector General PR 2IX (\$62,041 - \$86,854) (One Position)	Inspector General PR 2NX: (\$85,366 - \$119,521) FN: Minimum rate \$104,997 (One Position)

Note: Residents receive a rate that is 3% higher.

Background

The Department of Employee Relations (DER) received a request from City Clerk Jim Owczarski, to conduct a market study for the position of Inspector General. A new job description was provided and discussions were held with Inspector General Ronda Kohlheim, City Clerk James Owczarski, and Deputy Clerk Dana Zelazny.

Responsibilities and Requirements

Under the direction of the Common Council President, the chair of the Public Safety and Health Committee, and the City Clerk, investigate complaints or allegations of wrongdoing or misconduct by employees or contractors that involve or give rise to fraud, waste or abuse within the programs or operations of the City of Milwaukee.

- Develop and create functions, aspects, programs and operations as appropriated and established by standards/principles and in accordance with generally accepted auditing standards; as well as in accordance with the Inspector General Act of 1978, as amended of 1988.
- Perform all aspects of the Office of the Inspector General (OIG). When comparing the Comptroller's audit division to the OIG, and as a government entity follow GAO standards/principles, the OIG have a greater responsibility and are allowed to conduct process reviews, analysis, non-audit functions, inspections, evaluations, investigations, etc. that are not a part of the standards for an audit department.
- Conduct all aspects of investigations to include the development of investigative strategies, interviews of subjects and witnesses, requests for documents, and analyses of records.
- Conduct interviews and record interviews, analyses etc. as needed or appropriate. Issue written reports of inspection, evaluation, and develop findings and recommendations.
- Develop and complete investigative reports detailing investigative findings for issuance to City stakeholders and the public.
- Develop and complete annual report that summarizes inquiries conducted and recommendations adopted during the prior calendar year (accomplishments of the office). All reports shall present factual data accurately, fairly, and objectively.

- Perform outreach to City of Milwaukee government personnel and members of the community to increase awareness of the Office and to promote its mission.
- Perform various administrative tasks in support of the Office including: responding to the OIG Public Records requests. Establish, develop and ensure the Office's Policies and Procedures Manuals are kept updated.
- Responsible for maintaining relationships with members of Common Council, directors and other city departments and divisions, contracted agencies, members of the media (reporters, journalist, etc.), other government entities, as well as members of the community, etc. to increase transparency and accountability in city programs and operations.
- Perform investigations, inspections, audits, evaluations, and reviews of city programs and operations to increase public trust, increase the public's confidence in the City of Milwaukee's local governance.
- Inspect, review and research all aspects of city of Milwaukee programs and operations regarding employee misconduct.
- Plan, coordinate, and conduct thorough interviews with city employees and other witnesses to gather evidence with a focus on rigorous fact-finding, fairness, timeliness, and attention to detail; effectively coordinate with relevant City departments, divisions, etc. for follow-up as necessary.
- Interview complainants and witnesses regarding allegations of misconduct by city officials, appointed officials, contract employees and organizations and employees.
- Refer investigative findings and information to other government entities of the public employees as applicable or appropriate for potential charges or additional investigations by those agencies.
- Act independently to ensure that complaints, compliance issues/concerns within the organization are being appropriately evaluated, investigated and recommendations for resolution are made.
- Investigate complaints received and report annually on the complaints received, the investigations conducted, the violations found, and the recommendation actions closed.
- Create and manage effective action plans in response to audit discoveries and compliance violations. Build and develop a comprehensive and independent compliance program consistent with accepted principles of compliance, including the standards/principles to satisfy compliance with City Charter and Ordinances, Wisconsin State Statutes and Federal Guidelines, and other rules and regulations as applicable.
- Remain educated on latest regulations, principles/standards and process involving investigative, audit, review, analysis, etc. functions, programs and operations of the OIG.
- Ensure compliance with continuing professional education requirements in accordance with applicable standards/principles as established by the Government Accountability Board for generally accepted government auditing standards (GAGAS) under both Yellow Book and Green Book as applicable.
- Maintain and organize records of all information and material pertinent to open investigations. Maintain a log of all complaints, audits, investigations, or any other matters assigned to the investigator and ensure timely completion of all assigned matters.
- Identify, label, and store evidence in secure place to ensure the integrity of all pertinent evidence and information gathered during the investigation or process. Update status of investigation in Office of Inspector General electronic record management system (Excel, manually developed spreadsheets) during the progression of the investigation.
- Ensure all employees are educated on the latest regulations and processes.

Minimum requirements include a Bachelor's Degree (accounting, public or business administration, or related field) and five years of auditing experience participating in audits performed in accordance with standards specified by the American Institute of Certified Public Accountants or standards specified by

the Comptroller General of the United States (Yellow Book). Governmental auditing and/or public auditing (performance auditing) experience preferred. Graduate degree in a related field is desired. Minimum competencies include advanced data analysis and interpretation, including computer - assisted audit techniques; knowledge of methods of statistical sampling to evaluate data and performance; written and verbal communication skills; self-confidence and skill at handling unusual situations. An active certification from the following list: Certified Public Accountant (CPA) or Certified Inspector General (CIG); or any two of the following: Certified Inspector; General Auditor (CIGA); Certified Fraud Examiner (CFE), Certified Internal Auditor (CIA), or Certified Government Financial Manager (CGFM). These requirements have not yet been assessed by DER Staffing Services for purposes of hiring.

In considering the market rates of pay for this position, comparisons were made to Inspectors General in other jurisdictions.

External Market Data Comparisons

Job Title	Jurisdiction	Minimum	Midpoint	Maximum	Current Rate
Inspector General	Detroit, MI	\$148,136	\$213,237	\$151,839	\$218,568
Inspector General	New Orleans, LO	N/A	N/A	N/A	\$215,890
Inspector General	Columbus, OH	N/A	N/A	N/A	\$184,000
Inspector General	Sacramento, CA	\$87,570	\$109,463	\$131,355	\$161,536
Inspector General	Atlanta, GA	N/A	N/A	\$213,237	\$151,839
Inspector General	Baltimore, MA	\$147,900	\$185,334	\$221,850	\$150,000
Inspector General	Baltimore County, MA	N/A	N/A	N/A	\$150,000
Inspector General	Hartford, CT	\$78,400	\$98,000	\$118,246	\$118,246
Inspector General	Louisville, KY	N/A	N/A	N/A	\$116,360
Inspector General	Milwaukee, WI	\$62,041	N/A	\$86,854	\$86,854

Jurisdiction	Responsibilities	Requirements
Detroit, Michigan	Responsible for investigating any public servant, City agency, contractor or subcontractor providing good and services to the City, and any person or business entity seeking contract.	Bachelor's Degree and ten years of related experience.
New Orleans Louisiana	Position manages an office of 20 staff that conduct audits, evaluations and investigations. Areas of inquiry include financial and compliance, economy and efficiency, performance audits,	Bachelor's Degree in Accounting, Finance, Business

	reviews of internal operating procedures and administrative orders, etc., review of city contract from bid process to signing, analysis of city financial accounts and records, reviews of updates to the administrative code, review legislation, ordinance, and policy actions of Mayor/city council	Administration or related degree, CPA. Law degree desired.
Columbus, Ohio	Appointed by and reports to Civilian Police Review Board. Receives all complaints of misconduct and/or excessive use of force and forwards to appropriate investigatory entity, submits reports documenting finding and recommendations to the Board for final review, reviews all reports completed by the Internal Affairs Bureau to ensure fairness/accuracy/report to Board, makes resolutions of complaints, suggested discipline if appropriate.	Bachelor's Degree and five years of related experience.
Sacramento, California	Under the general direction of the Director of the Office of Public Safety Accountability, the IG will conduct and report on special investigative assignments and independent investigations of a confidential and highly sensitive nature related to serious use of force incidents, incidents involving serious bodily injury or death, and in-custody death incidents.	Bachelor's Degree in Criminal Justice, Public or Business Administration or related field.
Atlanta, Georgia	Position investigates complaints or allegations of wrongdoing or misconduct by officials, employees, board members (voluntary or appointed), or contractors that involve or give rise to fraud, waste or abuse, developing company policies, and responding to policy violations. The position has oversight and coordination responsibility for all investigative matters related to the investigative function of the IG Office and will manage a broad investigative program.	Juris Doctorate and licensed to practice or be eligible to practice law in Georgia
Baltimore, Maryland	Reports to the governing board of the Office of Inspector General (Mayor, City Solicitor, Comptroller, City Council President, City Council member). Position may investigate allegations that involve City government and potential violations of laws or regulations by any City elected official, City employee, member of a board or commission established or governed by the City Charter, City Code, or an executive order issued by the Mayor; city contractor or person negotiating a contract with the City; person seeking certification to provide goods or services to the City; or external recipient of City funds, benefits, or services. The IG may issue a subpoena to require any person to appear under oath as a witness; or the production of any information, document, report, record, account, or other material. The IG may enforce any subpoena issued pursuant to this subsection in any court of competent jurisdiction.	Experience in Auditing, Financial Analysis Criminal Justice Law, Management Analysis, Public Administration or related field. Required to obtain certification as a Certified Inspector General within seven months.
Baltimore County, Maryland	Inspector General serves as the department head of Office whose mission is identifying fraud, abuse, and illegal acts as well as promoting efficiency, accountability and integrity in County government. Also serves as the Executive Director of the Ethics Commission which is an independent Commission whose	Bachelor's Degree and Inspector General Certification

	purpose is administration of the public ethics laws for County employees; registered lobbyists and members of various Boards and Commissions. Main purpose of the job is to run the Office and ensure that it continues to fulfill its mission with adequate resources. development of investigative strategies, interviews of subjects and witnesses, requests for documents, and analyses of records. Participates in interviews and records analyses as needed or appropriate. Drafts and/or reviews investigative reports detailing investigative findings for issuance to County stakeholders and the public. Drafts the annual report summarizing the Office's accomplishments.	
Hartford, Connecticut	The IG will be a member of the classified service and have responsibility for leading investigations into citizen complaints against members of the Hartford Police Department, and making findings and recommendations to the Civilian Police Review Board (CPRB).The Inspector General is expected to perform work with considerable independence and sound knowledge of general police policies and practices, and the state of the law related to civil rights and other claims against police officers, and generally have experience and expertise in fields relevant to the charge of the CPRB.	Bachelor's Degree
Louisville, Kentucky	Investigates complaints involving any interaction between any member of the Louisville Metro Police Department (LMPD) and any member of the public pursuant to the Louisville Metro Code of Ordinance 36.72 that involves serious injury or death, abuse of police authority, excessive use of force, discrimination or sexual misconduct Conducts an initial screening of complaints and presents them to the Civilian Review and Accountability Board to evaluate if the complaint warrants a full investigation. Observes, receives, and otherwise obtains information from all relevant sources. Analyzes information and evaluates results to choose the best solution and solve problems. Obtains and verifies evidence by interviewing and observing witnesses or by analyzing records. Prepares written reports of investigative findings. Determines scope, timing and direction of investigations. Exercises supervision over subordinate personnel.	Bachelor's Degree in Business Administration, Criminal Justice, Law, Public Administration or related.

In determining the appropriate classification and pay range for this position, comparisons were made to comparable positions within the City. The following table summarizes these comparisons. For consistency, all pay ranges and rates of pay listed are effective Pay Period 10, 2024.

Internal City of Milwaukee Comparisons

Department	Title	PR	PR Min	Title Min	PR Max
CCCC	Deputy City Clerk	1JX	\$85,366	N/A	\$119,521
City Attorney	Assistant City Attorney III	2NX	\$85,366	\$93,836	\$119,521

Comptroller	Audit Manager	1JX	\$85,366	\$104,997	\$119,521
FPC	Fire and Police Commission Audit Manager	1JX	\$85,366	\$104,997	\$119,521
FPC	Fire and Police Commission Compliance Auditor	2MX	\$80,098	N/A	\$112,137
CCCC	Inspector General	2IX	\$62,041	N/A	\$86,854

Title	Basic Function
Deputy City Clerk	Assist in general administration of the City Clerk's Office. Oversee all departmental legislative services. Collaborate with the City Clerk in the planning, management and administration of the City Clerk's Office including the Common Council Offices and Staff, Central Administration, Council Services, Legislative Reference Bureau and License Division Carry out all duties of the City Clerk and functions of the office in the absence of the City Clerk.
Assistant City Attorney III	To act in matters relating to legal work and to protect the interests of the City of Milwaukee. Incumbents in this classification provide legal representation to the city and prepare and complete court cases. Litigation: Represent the City in court and before administrative agencies; handle any and all litigation in any court of this state and in connection with the City's action; conduct litigation as assigned; handle appeals in state and federal courts of appeal; Prosecute violations of offenses against City ordinances. Advisory and Administrative: Interpret laws, rulings and regulations for clients; review opinions, resolutions and ordinances; draft and review legal documents; Advise departments, committees, boards and commissions on legal matters; Negotiate on behalf of the City and its departments; Advise departments, committees, boards and commissions.
Audit Manager	Responsible for Internal Audit division. Ensures that high risk areas of the City are audited consistently and professionally for quality work in order to decrease risk and improve operations of City department. Position is responsible for managing and improving both financial and operational controls for various programs across City departments.
Fire and Police Commission Audit Manager	Under the general direction of the Fire and Police Commission Executive Director, the position is responsible for managing the audit staff and ensuring that high-risk areas of the Fire department, Police department, and Department of Emergency Communication are audited consistently and professionally for quality work in order to decrease risk and improve operations. The position is also responsible for the audits as they relate to the Collins Settlement agreement. Through these audits the position is responsible for managing and improving financial as well as operational internal controls for positions under the oversight of the FPC.
Fire and Police Commission Compliance Auditor	The position to assists the Legal section of the Fire and Police Commission (FPC) in conducting extensive and in-depth research and analysis of various public safety issues, drafting policies and coordinating auditing plans in relation to the Collins Settlement Agreement and all other Fire and Police departmental operations. The Compliance Auditor works collaboratively with the Executive Director, investigations, audit, and research team members to ensure compliance with the Settlement Agreement objectives and helping to mitigate public safety issues. This position also participates in audits and committees applicable to investigations, research and compliance management. This position works closely with the investigations staff to keep the Executive Director informed of patterns of misconduct filed against members of the Fire and Police Departments. This position will also work with the Emergency Management and Communications Director to ensure public

	safety issues, policies and procedures are in place for high level events like the DNC, RNC, and the consolidation of the CAD and 911 related systems.
Inspector General	Under the direction of the Common Council President, the chair of the Public Safety and Health Committee, and the City Clerk, investigate complaints or allegations of wrongdoing or misconduct by employees or contractors that involve or give rise to fraud, waste or abuse within the programs or operations of the City of Milwaukee.

Analysis and Recommendation

As the data show above, the pay range for the City of Milwaukee's Inspector General is low when compared to the rates of pay for Inspector Generals in other jurisdictions. The rate of pay for Milwaukee's Inspector General is also low in comparison to positions in other City of Milwaukee departments with comparable level duties, impact and accountability, relationship responsibility, and required knowledge, skills and competencies.

Of particular note is the difference in scope of duties between the Comptroller's Audit Division staff and the Inspector General. Both entities follow GAO standards/principles, however the Inspector General has greater responsibility in being allowed to conduct process reviews, analysis, non-audit functions, inspections, evaluations, investigations, etc. that are not a part of the standards for an audit department.

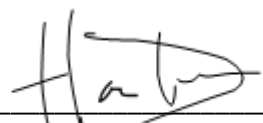
Based upon the above comparisons of both internal and external pay rates, and an internal comparison to positions with comparable levels of responsibility, the recommendation is to place this position at the same pay range as the Audit Manager in the Comptroller's Office and the Fire and Police Commission Audit Manager.

Therefore, based upon a comparison of market rates of pay and a comparison to other positions with comparable levels of responsibility within City government, the recommendation is to place this position as in Pay Range 2NX (\$85,366 - \$119,521) with a minimum starting rate of pay at \$104,997.

Action Required – Effective Pay Period 09, 2024 (April 14, 2024)

*** Please see submitted addendum to CCFN for Salary and Position Ordinance changes.**

Reviewed by: 
Andrea Knickerbocker, Human Resources Manager

Reviewed by: 
Harper Dohahue IV, Employee Relations Director