



Association of Inspectors General
445 West 59th Street, 3532N
New York, New York 10018

November 19, 2012

The Honorable Joseph M. Ferguson
Inspector General
Office of Inspector General, City of Chicago
740 N. Sedgwick, Suite 200
Chicago, Illinois 60654

Dear Inspector General Ferguson,

The Association of Inspectors General (AIG) initiated a Peer Review of the City of Chicago Office of the Inspector General Investigations Section, Audit Section and Program Review Sections at your request. The Peer Review Team (Team) was requested to evaluate the work of these three units covering the last three years (April 2009-March 2012). The peer review was performed during the week of November 5 through November 9, 2012, and took place at your office located at 740 N. Sedgwick, Suite 200, Chicago, Illinois.

The Peer Review assessed the work of your Investigations Section against the Principles and Standards for Offices of Inspector General (referred to as the "Green Book") and your Audit Section against the *Government Auditing Standards* (referred to as the "Yellow Book") issued by the Comptroller General of the United States. Since the Program Review is a new function and only recently coming within the Audit Section, there were no products to sample at this time.

On behalf of the Team, I am pleased to inform you of our unanimous agreement that both Investigations and Audit met their appropriate standards, and the team found no reportable instances of failure to meet the standards. We were unable to make a qualified opinion regarding the Program Review Section due to the following administrative changes:

- 1) Between March and October 2012, the section was utilizing Green Book; however, there were no finalized products to test for that period.
- 2) In late October 2012, an operational change to merge Program Review under Audit was initiated and a requirement to follow Yellow Book was made.

The remainder of this letter identifies the review team and sets forth the purpose, scope, and methodology of the peer review.

The four person Team consisted of the following individuals:

Investigations Tom Caulfield, Executive Director, CIGIE Training Institute
Reviewers Flora Butler, Investigative Supervisor, OIG, Palm Beach County

Audit Reviewer Wayne Good, Senior Auditor, OIG, District of Columbia

Administrative & Sheryl Steckler, Inspector General, OIG, Palm Beach County
Program Reviewer

Purpose

The Team conducted an independent, qualitative assessment review of the operations of the Investigations and Audit and Program Review Sections of the City of Chicago OIG focusing on compliance with agreed upon standards.

Scope

The Peer Review assessed random selected work products, and all related file materials chosen from closed complaints and investigations, along with completed and open audits during the period April 1, 2009 to March 31, 2012. Specifically, for investigations, 12 case files, over 20 complaint files and 9 declinations were selected for review. For Audit, 3 final work products and their related file materials were selected for review. The Peer Review's scope also covered the office's compliance with their relevant policy and process manuals, procedural guides, staff qualifications, and professional training requirements.

Lastly, the Team assessed supervisory review and quality control over the work product, reporting of results, and the City of Chicago's relationship and communications with outside agencies. For this last step, the Peer Review Team met with external stakeholders who the City of Chicago OIG frequently work with or who are the beneficiaries of their work products.

Method

The Review followed the Association of Inspectors General (AIG) established qualitative assessment review methodology. The team also called upon their own professional experience as both employees of various local, state, and federal Offices of Inspectors General and as senior government executives.

Prior to the actual on-site review, the Team requested information from all Sections including but not limited to policy and procedures manuals, closed case logs, listing of issued reports, and identification of external stakeholders. This information was utilized by the Team to select the work products and related case materials that were ultimately reviewed.

On November 5, 2012, the Team held an entrance conference with you and your senior staff, during which time we explained the scope, methodology, limitations, and proposed schedule. During the week, the peer reviewers conducted their fieldwork through examination of the selected case files. Peer reviewers also interviewed staff from Investigations, Audit, and Program Review. Interviewees for all sections included the Deputy Inspector General of Audit and Program Review; the Director of Investigations; mid-level management (i.e., team chiefs); and the investigators, auditors and program review analysts.

The Team also reviewed the personnel files of current employees, Training and Continuing Education files, all relevant policy and process manuals, and procedural guides. All review related interviews were conducted in confidence and without any limitation on scope or time. All file requests were met fully and timely. Where necessary, follow up interviews and explanations, as well as any supplemental documentation, were requested of City of Chicago OIG staff and were provided to the full and complete satisfaction of the Team.

The Team also independently chose several external stakeholders to meet with. Meetings were arranged for the purpose of evaluating agency cooperation, effectiveness and responsiveness. Stakeholders included representatives from the United States Attorney's Office, Federal Bureau of Investigation, the Mayor's Office, Cook County State Attorney's Office, and the City's Building, Legal, and Procurement departments.

Finally, we held two exit conferences; one with you and one which included your senior leadership team on November 9, 2012, during which time we shared our opinion that Investigations and Audit met all current and relevant AIG standards. We provided you with our observations and opinions gathered during the Review. In each of the exit conferences, the Team provided several observations that did not limit or qualify our opinion, but which we nevertheless believed we should share with you as possible areas of concentration going forward.

On behalf of the Association of Inspectors General, I want to thank you for the confidence placed in the Association by requesting that we conduct this review. On behalf of the Peer Review Team, we would like to acknowledge and thank your designee, Deputy Inspector General William Marback, for all of his efforts in the coordination and planning of this event and ensuring that we were provided with the necessary records and tools to make the review go

smoothly. Lastly, on behalf of the Team, we would like to recognize that all of our interactions with your staff were marked by the respect and cooperation that is the hallmark of a professional staff truly interested in a full and open review of their work.

Please feel free to contact me or any member of the Peer Review Team if you have any questions.

Yours truly,



Sheryl G. Steckler

Team Leader, AIG Peer Review for City of Chicago OIG; November 2012;
Co-Chair - AIG Peer Review Committee and AIG Executive Board Member

cc: Tom Caulfield, Team Member, AIG Peer Review for City of Chicago OIG, November 2012
Co-Chair - AIG Peer Review Committee and AIG Executive Board Member
Wayne Good, Team Member, AIG Peer Review for City of Chicago OIG, November 2012
Flora Butler, Team Member, AIG Peer Review for City of Chicago OIG, November 2012