

**CITY OF CEDARBURG
PERSONNEL COMMITTEE MEETING
January 7, 2020 – 6:00 P.M.**

A meeting of the Personnel Committee of the City of Cedarburg, Wisconsin, will be held at **6:00 p.m.** on January 7, 2020 at City Hall, W63 N645 Washington Avenue, Cedarburg, WI, Room 1, lower level.

AGENDA

1. CALL TO ORDER - Council President Patricia Thome
2. ROLL CALL – Present: Council Members Patricia Thome, Sherry Bubnitz, Rod Galbraith
3. STATEMENT OF PUBLIC NOTICE
4. APPROVAL OF MINUTES – September 23, 2019*
5. NEW BUSINESS AND RECOMMENDATIONS THEREON
 - A. Consider changes to Common Council Policies CC-13 (Performance Evaluation), CC-19 (Merit Pay Bonuses) and CC-30 (Employee Evaluations) and make recommendation to Common Council*
6. DISCUSS NEXT MEETING DATE
7. ADJOURNMENT

* *Information attached, as well as available in the City Clerk's Office*

Individual members of various boards, committees, or commissions, including the Common Council, may attend the above meeting. It is possible that such attendance may constitute a meeting of a City board, committee or commission pursuant to State ex. rel. Badke v. Greendale Village Board, 173 Wis. 2d 553, 494 NW 2d 408 (1993). This notice does not authorize attendance at either the above meeting or the Badke Meeting, but is given solely to comply with the notice requirements of the open meeting law.

UPON REASONABLE NOTICE, EFFORTS WILL BE MADE
TO ACCOMMODATE THE NEEDS OF INDIVIDUALS WITH DISABILITIES.
PLEASE CONTACT THE CITY CLERK'S OFFICE AT (262) 375-7606

E-MAIL: cityhall@ci.cedarburg.wi.us

MEMBERS - PLEASE NOTIFY CITY CLERK'S OFFICE IF
UNABLE TO ATTEND THIS MEETING.

12/20/19 cww

**CITY OF CEDARBURG
PERSONNEL COMMITTEE
September 23, 2019**

**PER20190923-1
UNAPPROVED**

A meeting of the Personnel Committee of the City of Cedarburg, Wisconsin, was held on Monday, September 23, 2019 at City Hall, W63 N645 Washington Avenue, lower level, room 2. The meeting was called to order at 6:00 p.m. by Committee Chair Patricia Thome.

Roll Call: Present - Council Members Patricia Thome (Chair), Sherry Bublitz, Rod Galbraith

Also Present - Mayor Mike O'Keefe, Council Member Jack Arnett, City Administrator/Treasurer Christy Mertes, City Clerk Claire Woodall-Vogg, Assistant Administrator/Director of Parks, Recreation and Forestry Mikko Hilvo, Public Works Superintendent Joel Bublitz, Parks & Forestry Superintendent Kevin Westphal, Recreation Supervisor Danny Friess, City Assessor Cathy Timm, employees Jason Scheer, Dave Schwantes, and Jeff Schmitz.

STATEMENT OF PUBLIC NOTICE

Council Member Thome verified that notice of this meeting was provided to the public by forwarding the agenda to the City's official newspaper, the *News Graphic*, to all news media and citizens who had requested copies, and by posting in accordance with the Wisconsin Open Meetings law.

APPROVAL OF MINUTES

Motion made by Council Member Bublitz, seconded by Council Member Galbraith, to approve the minutes of the July 8, 2019 Personnel Committee meeting. Motion carried without a negative vote.

CONSIDER CREATION OF NEW FINANCE DIRECTOR POSITION AND RESTRUCTURE CITY ADMINISTRATOR AND FINANCE DIRECTOR JOB DUTIES, EFFECTIVE JANUARY 1, 2020

Council Member Thome explained that the issues before the Personnel Committee this evening would go to the Common Council for a vote on September 30, 2019. She explained that the Administrator/Treasurer position was created 11 years ago out of an emergency need and that Administrator/Treasurer Mertes has been doing the work of two full-time positions for a long time. The Committee would like to separate the positions into two, which will better suit the City's needs and cater to the strengths of staff.

Assistant Administrator/Director Hilvo explained that the City Administrator duties will be concentrated on personnel, economic development, and staff training. The Finance Director duties will focus on the budget, accounting, and investments.

Administrator/Treasurer Mertes expressed concern that the Director of Finance job responsibilities need to clearly articulate that the position will be fulfilling the statutory roles of Treasurer and Comptroller under state law. Clerk Woodall-Vogg stated that she agreed with Administrator/Treasurer Mertes' concern.

Council Member Galbraith suggested that the City's attorney for personnel matters review the issue and job descriptions before the Council votes.

Motion made by Council Member Thome, seconded by Council Member Bubnitz, to recommend the creation of a new Finance Director position and restructuring the City Administrator and Finance Director job duties, effective January 1, 2020, subject to review by the City's attorney for personnel matters. Motion carried without a negative vote.

CONSIDER INTERIM APPOINTMENTS RESULTING FROM RESTRUCTURING, EFFECTIVE JANUARY 1, 2020

Council Member Thome stated that the Committee is recommending Assistant Administrator/Director Hilvo to be appointed as Interim City Administrator for a 12-month term. She praised Assistant Administrator/Director Hilvo for the strong relationships and partnerships that he has created throughout the City. He has exhibited excellent leadership by creating multiple financial opportunities for the Parks, Recreation & Forestry Department, served as the lead liaison on the Mercury Marine cleanup in Adlai Horn Park, created a comprehensive compensation study, driven the website updates and the use of a City application, as well as initiated the pre-budget meeting between staff and Council in July. The City has already benefited from his work ethic and creativity. He will be completing his Master's in Public Administration this December, prior to his interim appointment.

Council Member Thome stressed that Administrator/Treasurer Mertes has served the City well beyond the position she was hired for and has kept the City on track with her leadership. She has won numerous awards for the City's annual budget, as well as adapted to many changes within Cedarburg and led the staff through those changes. In her new position, she will be able to focus on her passion of finance and accounting, and the City will benefit from Administrator/Treasurer Mertes no longer working what should be two full-time positions. Her finance and accounting expertise will be invaluable to Assistant Administrator/Director Hilvo and to the City.

Based upon Assistant Administrator/Director Hilvo's recommendation, Council Member Thome stated that the Committee is recommending current Recreation Supervisor/Office Manager Danny Friess be appointed as Interim Parks, Recreation & Forestry Director. She noted that the Parks & Recreation Department will likely need to hire an administrative assistant for the interim appointment period.

Motion made by Council Member Galbraith, seconded by Council Member Bubnitz, to recommend the appointment of Christy Mertes as Finance Director, Mikko Hilvo as Interim City Administrator for a 12-month period, and Danny Friess as Interim Director of Parks, Recreation, and Forestry for a 12-month period, effective January 1, 2020. Motion carried without a negative vote.

CONSIDER BUDGET AND REQUEST FOR PROPOSALS (RFP) APPLICATION FOR EXECUTIVE SEARCH AGENCY SERVICES

Council Member Thome explained that Assistant Administrator/Director Hilvo's appointment is an interim position, and the Personnel Committee is adding money into the 2020 budget for a search firm if those services are deemed warranted after the first six months.

Council Member Galbraith, while praising the decision to split the two positions and Assistant Administrator/Director Hilvo's willingness to lead in the interim, encouraged the Committee to move forward with an executive search firm regardless of Assistant Administrator/Director Hilvo's performance. He will be considered by the search firm as a candidate if he performs as anticipated during the interim.

Council Member Bublitz stated that she is happy to budget money for an executive search firm but wants to go into 2020 with open minds and provide Assistant Administrator/Director Hilvo the opportunity to prove himself. Cedarburg is a community that will benefit from Assistant Administrator/Director Hilvo's skills, leadership, and existing knowledge of the City. This is an opportunity to focus on economic development and the City needs someone who will fight for Cedarburg. Assistant Administrator/Director Hilvo brings passion to the position, and she would like to give him a chance in the role and reconsider whether a search firm's services are needed in June of 2020.

Council Member Arnett asked for the projected cost of an executive search agency. Administrator/Treasurer Mertes said that the estimate is \$18,000 - \$22,000.

Council Member Galbraith confirmed that the enclosed RFP was a draft and should not be voted for approval at this meeting. Clerk Woodall-Vogg confirmed that she put a draft together based on several different RFPs for executive search agencies at the City Administrator's request, and that the RFP application did not need to proceed at this meeting.

Motion made by Council Member Bublitz, seconded by Council Member Thome, to recommend that the Council budget up to \$22,000 for an executive search agency in the 2020 Budget. Motion carried without a negative vote.

CONSIDER RECLASSIFICATION OF PARKS & FORESTRY SUPERINTENDENT TO CITY FORESTER AND CREATE ONE SUPERINTENDENT POSITION AT THE PUBLIC WORKS FACILITY

Assistant Administrator/Director Hilvo explained that the reclassification request is based on the needs for effective communication and oversight at the Public Works facility. Over a year ago, Assistant Administrator/Director Hilvo began supervising the Horticulturist and Parks Maintenance staff directly so that the Parks & Forestry Superintendent could focus on forestry operations in the field. It was critical for Cedarburg to have two full-time staff in the field on forestry operations because of the Emerald Ash Borer situation.

The Parks, Recreation and Forestry Director cannot be present at the Public Works facility on a daily basis, so there has been confusion figuring out who Parks and Forestry staff report to for daily assignments and oversight. Assistant Administrator/Director Hilvo is proposing that all Parks and Forestry staff report to the Public Works Superintendent, Joel Bublitz, for daily assignments. The Director of Parks, Recreation, and Forestry and the Director of Public Works would work with the Public Works Superintendent to determine workflow and priorities. Assistant Administrator/Director Hilvo thinks that this structure will create a more cohesive team and eliminate the divide between Parks, Forestry, and Public Works.

In response to Council Member Thome's question, Superintendent Bublitz said he does not yet have an opinion on the change and was present to listen and understand more about it. He agreed that it has been difficult not to have a supervisor on-site for the Horticulturist and Parks staff for the past year.

Parks & Forestry Superintendent Westphal asked if he could clarify who he would be reporting to in this new structure. Assistant Administrator/Director Hilvo said that the City Forester would report to the Public Works Superintendent on a daily basis, as well as to the Parks, Recreation, and Forestry Director. In response, Superintendent Westphal said that he did not understand the need for this change, as he has been a supervisor for twenty three (23) years, worked as the Parks & Forestry Superintendent for fifteen (15) years, had zero personnel issues during that time, and in his last performance review he was considered an outstanding employee.

Council Member Galbraith stated that he does not view this as a reflection on anyone's performance, including Superintendent Westphal, but rather a change in the chain of command for more efficient workflow and communication.

Further discussion ensued between the Personnel Committee, Assistant Administrator/Director Hilvo, and Superintendent Westphal regarding the merits of the proposed change. Superintendent Westphal suggested that if this change was to take place, the position of sole superintendent be posted internally for applicants, as with any other position in the City. Council Member Thome affirmed her trust in the management decisions of Assistant Administrator/Director Hilvo. Council Member Galbraith stated that this change seems to be one designed for efficiency and is really a management decision.

Motion made by Council Member Galbraith, seconded by Council Member Bublitz, to recommend reclassification of the Parks & Forestry Superintendent to City Forester and create one Superintendent position at the Public Works Facility. Motion carried without a negative vote.

2020 HEALTH INSURANCE UPDATE

Administrator/Treasurer Mertes informed the Committee that there will be a 14% increase in health insurance rates in 2020. As a result, the City is going to market and the Personnel Committee will have to readdress the health insurance situation. She has a meeting on October 11th with ABRC and the Personnel Committee should reconvene after that date. Clerk Woodall-Vogg will send out a meeting survey.

ADJOURNMENT

Motion made by Council Member Bublitz, seconded by Council Member Galbraith, to adjourn the meeting at 7:11 p.m. Motion carried without a negative vote.

Claire Woodall-Vogg
City Clerk

**CITY OF CEDARBURG
POLICY/PROCEDURE MANUAL**

SUBJECT: EMPLOYEE PERFORMANCE EVALUATION

CC-13

General: A formal evaluation program provides employees feedback regarding their performance and career progress; and the City of Cedarburg, as the employer, is provided with an objective means of identifying and recognizing performance.

In addition, supervisory responsibility involves the accomplishment of work through other people. This requires that subordinates understand their job assignments; that they receive proper instruction or training; and that they be appraised of their performance on a regular basis, so that good performance will be reinforced and substandard performance can be corrected. The performance evaluation program, therefore, serves as a tool for supervisors to use to:

- a. Evaluate the performance of subordinate employees on a regular, formal basis;
- b. Promote common understanding of individual and organizational needs, objectives and standards of performance;
- c. Provide employees with feedback as to how well the supervisor feels they are meeting expectations;
- d. Identify employee training and career development needs;
- e. Set individual and departmental goals and objectives, for future performance review.

Procedures: A. New Employees. All new, full-time and regular part-time employees will receive a performance evaluation no later than 30 days prior to the end of their probationary period. The supervisor shall communicate his or her opinion of the performance evaluation to the City Administrator prior to the end of the new employee's probation period. The probationary period may be extended, in consultation with the City Administrator, on a discretionary one-time basis for a period up to 90 days.

Irrespective of the foregoing schedule, it is understood that informal evaluations and counseling of a new employee by the supervisor may also take place on a routine, as-required basis from the first day of employment.

- B. Promoted Employees. Any employee transferred or promoted to a different or more responsible position will be evaluated by his or her supervisor 30 days prior to the scheduled completion of the probationary period. Once the probationary period has been satisfactorily completed the employee will receive annual performance evaluations as specified below.

- C. Non-exempt Employees. All regular, full-time employees who have satisfactorily completed their probationary period shall receive a performance evaluation each year, and at such other times as deemed appropriate by each employee's supervisor.
- D. Exempt Employees. All regular employees of the City of Cedarburg, including supervisors and Department Heads, will receive a formal performance evaluation once each year. This will be scheduled to allow for any reclassification or merit pay increase which may be subsequently approved to be incorporated into the City's annual operating budget for the following year.
- E. Department Heads. The City Administrator will evaluate each department head and make wage adjustment recommendations to the council during the budget process.
- F. City Administrator. The Mayor and the Common Council will evaluate the City Administrator.
- G. Special Evaluations. In addition to regular, annual evaluations, special performance evaluations may be initiated by an employee's supervisor at any time during the year in order to document superior job performance or substandard performance. Follow-up evaluations may be scheduled to occur as necessary. If satisfactory improvement is not achieved, the supervisor will recommend a course of action which may include additional training; retraining and reassignment to another position, if available, or termination of employment.
- H. Evaluation Forms. The performance evaluations will be completed by each employee's supervisor utilizing the employee evaluation forms in CC-30.
- I. Review. The completed performance evaluation form will be reviewed by the employee evaluated, who shall be given the opportunity of entering written comments regarding any aspect of the evaluation. In addition, the evaluation shall be reviewed by the supervisor of the individual performing the evaluation and the City Administrator. Upon completion of review, the performance evaluations shall be placed on file in each employee's personnel record.
- J. Evaluation Changes. Normally the supervisor's evaluation of an employee will be deemed correct. If there is substantial difference of opinion between the employee and his/her supervisor, the employee may request a meeting to discuss the performance evaluation with the supervisor and the individual who reviewed the evaluation and suggest changes to the evaluation. If the supervisor does not agree to make changes suggested by the employee, the employee may choose to add their comments to the appropriate section of the evaluation form or an attached memorandum.

Approved: 5/31/88
Adopted: 6/13/88
Revised: 11/30/92
Revised: 10/11/04
Revised: 1/13/20

**CITY OF CEDARBURG
POLICY/PROCEDURE MANUAL**

**SUBJECT: PAY, ANNUAL COMPENSATION
INCREASES AND SALARY BONUSES**

CC-19

STARTING PAY. The City's pay system for all employees is based upon minimum to maximum salary ranges for each position as established by the Common Council through the salary ordinance.

An individual's placement in the range at initial hire is determined by the City Administrator, with approval from Personnel Committee for Department Heads and is based upon experience, education, qualifications, job requirements and other factors pertinent to setting an appropriate pay level.

ANNUAL COMPENSATION INCREASES. All pay increases are based on cost of living adjustment (COLA), market adjustment, and merit. Employees will be considered for a pay increase at the end of each calendar year as part of the performance evaluation process. An employee's annual salary increase is comprised of two components:

- A. The **base** amount takes into account cost of living increases, increased responsibility, relationships to other positions within the City's organization and comparisons to similar increases and positions in other municipal jurisdictions.
- B. An **additional** amount, not to exceed 2% above the base increase may be awarded to employees not at the top of their pay range upon recommendation of the Department Head and approval of the City Administrator. Department Heads not at the top of their pay range may be awarded an additional amount upon the recommendation of the City Administrator and approval of the Common Council. This increase is to recognize sustained high performance, increased ability and/or knowledge, accuracy, additional responsibilities, team effort and other criteria as identified during the annual performance evaluation.

Each year employees will be considered for an increase ranging from zero to the total of the base and additional amount. Based on the salary ordinance, employees below the midpoint of their salary range can receive an additional 2% raise in addition to cost of living adjustment (COLA). Employees at midpoint and 3rd quartile can receive up to 1% and COLA. Employees at the very top of their pay grade will receive COLA unless otherwise directed by the council. (i.e., if the base increase is 2%, then an employee may receive an increase of up to 4% if they are below the midpoint of their salary range.) All pay raises are based on market data and performance evaluations.

MERIT PAY REQUEST FORM

Any increase beyond the base must be requested through the use of the merit pay request form. This form along with the most recent performance evaluation must be given to the City Administrator before August 1, for the employee to be considered for a merit pay increase for the following year. All merit pay recommendations will be reviewed and approved by the Administrator.

UNNACCEPTABLE PERFORMANCE REVIEW

An employee that receives an unacceptable performance review or has been given reduced job duties will not automatically receive a base salary increase. A department head or supervisor can make a request not to increase an employees' wage based on poor performance or reorganization of a position. This request must be done in writing to the City Administrator.

MARKET ADJUSTMENTS

When needed and based on the City Budget, market adjustments can be done at the discretion of the Personnel Committee and Common Council per the request of the City Administrator to update pay ranges or individual pay to a competitive level.

SALARY BONUS. In addition to an annual salary, all City employees are eligible for consideration for a salary bonus. Any Supervisor may initiate a recommendation to the City Administrator for a salary bonus for subordinate employees by citing specific and objective reasons to justify the recommendation for the bonus. The following criteria are used to make this determination:

- Development of a significant cost savings operational procedure
- Performance in a temporary work assignment at a higher level of responsibility
- An unusually high workload

Salary bonuses will be considered by the Common Council, meeting in executive session with the City Administrator and the Department Head of the employee under consideration. The bonus may be authorized in amounts deemed appropriate to the individual and his/her accomplishment. After approval, the bonus check will be personally presented to the employee by the Mayor and/or City Administrator, along with an expression of the City's appreciation for the accomplishment. The bonus will not have any impact on the base salary, and the fact that an employee is awarded a salary bonus in one year is no assurance that a bonus can be expected during the following year.

In order to fund the salary bonus program, the Common Council, with the assistance of the City Administrator, will approve the appropriate dollar amount during the annual budget process.

Approved: 11/30/92 Revised 2/11/2013
Revised: 09/28/2005 Revised 1/13/2020

**CITY OF CEDARBURG
POLICY/PROCEDURE MANUAL**

SUBJECT: EMPLOYEE EVALUATION

CC-30

General: This policy will guide Department Heads, Supervisors and Employees in the completion of the annual employee performance evaluation.

Policy: The City of Cedarburg utilizes three different evaluation tools. The first one is specific for the City Administrator position, the second is for all staff except public works, parks, forestry, water recycling crew members, and secretarial staff who are covered under the third evaluation tool.

1) Administrator Evaluation

This evaluation shall be completed by each member of the Common Council prior to August 1 of each year. The Mayor will then review the evaluations with the administrator and discuss goals and action plan for the following evaluation period.

2) Employee Evaluation (excluding public works, parks, forestry, water recycling crew members, custodial staff, and secretarial staff.)

Evaluation Process: This process enables the supervisor and the employee to meet and review the employee's performance. The evaluations are to be completed by April 1 of each year and given to the City Administrator for review prior to being placed in the employees personnel file. It consists of an employee self-evaluation & assessment, performance review and review of employees' essential job functions, and goal setting with an action plan.

A. Self-Evaluation and Self-Assessment

The first step is for the employee to complete a short answer self-evaluation and self-assessment form prior to meeting with the Supervisor.

B. Performance Review and Review of Essential Job Functions

The next step is for the Supervisor to complete the performance review form and provide feedback on essential job functions. Supervisor will need to look at the employees' job description to get the job function information for the review.

C. Discussion, Goal Setting, and Action Plan

In the final step, the Employee and Supervisor meet to review and discuss the evaluation. This is done in conjunction with goal setting and creation of an action plan.

There are two types of goals that can be set:

- A. **Work/Job Goals:** The planning process begins with the employee and the supervisor meeting to identify, discuss and prioritize the employee's major areas of responsibility, according to the current job description. Each major area of responsibility should be stated in clear and neutral terms. Examples are record keeping, training, safety, purchasing, and supervision.

Goal Examples:

1. Prepare a report by May 1 on the feasibility of computerizing the department's record keeping system. Include both a cost analysis and a possible timetable for implementation.
2. Have 60% of the staff certified in CPR by July 31.
3. Do a safety inspection of the building each month.
4. See that all safety hazards uncovered by monthly safety inspections are corrected within two weeks of discovery.
5. Reduce the part-time account by 15% by cross-training employees to cover for each other when they are off on sick leave.
6. Automate maintenance records of vehicles.

- B. **Personal goals:** The planning process begins with the employee and the supervisor meeting and discussing training and development needs for the next year. Goals in this area can be set up to improve or enhance employee skills or to assist the employee in developing new skills. Development goals can also focus on improving employee attributes such as getting along with others, decisiveness, judgment, problem solving etc.

Goal Examples:

1. Become more proficient in Excel. *How?* Take an approved course on Excel at the Technical College by June 1.
2. Strengthen your short-term planning and organization skills. *How?* Begin using a daily and weekly "To Do List". These lists are to be turned in at the end of each month.
3. Improve your interaction with other staff members. *How?* When disagreements with the other staff members occur, the discussion should be done in a constructive manner. When an agreement can't be reached, a supervisor should be involved.

- 3) Public works, parks, forestry, and water recycling crew members and secretarial staff evaluations.

This evaluation includes job specific criteria for evaluation. This form shall be filled out by the supervisor and then reviewed with the employee prior to April 1 of each year. The signed forms shall be given to the Administrator for review and then placed in the employees personnel file.

Approved: 3/31/14
Adopted: 3/31/14
Revised: 1/13/20



City Administrator
Performance Evaluation

City of Cedarburg

Evaluation period: _____

Governing Body Members Name

Each member of the governing body should complete this evaluation form, sign it in the space below, and return it to the Mayor.

deadline for submitting this performance evaluation is _____

Mayors Signature

Date

Governing Body Members Signature

Date Submitted

INSTRUCTIONS

This evaluation form contains ten categories of evaluation criteria. Each category contains a statement to describe a behavior standard in that category. For each statement, use the following scale to indicate your rating of the City Administrator's performance.

- 5 = Excellent (almost always exceeds the performance standard)
- 4 = Above average (generally exceeds the performance standard)
- 3 = Average (generally meets the performance standard)
- 2 = Below average (usually does not meet the performance standard)
- 1 = Poor (rarely meets the performance standard)

Any item left blank will be interpreted as a score of 3 = Average

This evaluation form also contains a provision for entering narrative comments, including an opportunity to enter responses to specific questions and an opportunity to list any comments you believe appropriate and pertinent to the rating period. Please write legibly.

Leave all pages of this evaluation form attached. Initial each page. Sign and date the cover page. On the date space of the cover page, enter the date the evaluation form was submitted. All evaluations presented prior to the deadline identified on the cover page will be summarized into a performance evaluation to be presented by the governing body to the City Administrator as part of the agenda for the meeting indicated on the cover page.

PERFORMANCE CATEGORY SCORING

1. INDIVIDUAL CHARACTERISTICS

- _____ Diligent and thorough in the discharge of duties, "self starter"
- _____ Exercises good judgment
- _____ Displays enthusiasm, cooperation, and willingness to adapt
- _____ Mental and physical stamina appropriate for the position
- _____ Exhibits composure, appearance and attitude appropriate for executive position

Add the values from above and enter the subtotal _____ / 5 = _____ score for this category

2. PROFESSIONAL SKILLS AND STATUS

- _____ Maintains knowledge of current developments affecting the practice of local government management
- _____ Demonstrates a capacity for innovation and creativity
- _____ Anticipates and analyzes problems to develop effective approaches for solving them
- _____ Willing to try new ideas proposed by governing body members and/or staff
- _____ Sets a professional example by handling affairs of the public office in a fair and impartial manner

Add the values from above and enter the subtotal _____ / 5 = _____ score for this category

3. RELATIONS WITH ELECTED MEMBERS OF THE GOVERNING BODY

- _____ Carries out directives of the body as a whole as opposed to those of any one member or minority group
- _____ Sets meeting agendas that reflect the guidance of the governing body and avoids unnecessary involvement in administrative actions
- _____ Disseminates complete and accurate information equally to all members in a timely manner
- _____ Assists by facilitating decision making without usurping authority
- _____ Responds well to requests, advice, and constructive criticism

Add the values from above and enter the subtotal _____ / 5 = _____ score for this category

4. POLICY EXECUTION

- _____ Implements governing body actions in accordance with the intent of Council
- _____ Supports the actions of the governing body after a decision has been reached, both inside and outside the organization
- _____ Understands, supports, and enforces local governments' laws, policies, and ordinances
- _____ Reviews ordinances and policy procedures periodically to suggest improvements to their effectiveness
- _____ Offers workable alternatives to the governing body for changes in laws

Add the values from above and enter the subtotal _____ / 5 = _____ score for this category

5. REPORTING

- ___ Provides regular information and reports to the governing body concerning matters of importance to the local government
- ___ Responds in a timely manner to requests from the governing body for reports
- ___ Takes initiative to provide information, advice, and recommendations to the governing body on matters that are non-routine and not administrative in nature
- ___ Reports produced by the administrator are accurate, comprehensive, concise, and written to their intended audience
- ___ Produces and handles reports in a way to convey the message that affairs of the organization are open to public scrutiny

Add the values from above and enter the subtotal _____ / 5 = _____ score for this category

6. CITIZEN RELATIONS

- ___ Responsive to requests from citizens
- ___ Demonstrates a dedication to service to the community and its citizens
- ___ Maintains a nonpartisan approach in dealing with the community & news media
- ___ Meets with and listens to members of the community to discuss their concerns and strives to understand their interests
- ___ Gives an appropriate effort to maintain citizen satisfaction with city services

Add the values from above and enter the subtotal _____ / 5 = _____ score for this category

7. STAFFING

- ___ Recruits and retains competent personnel for staff positions
- ___ Applies an appropriate level of supervision to improve any areas of substandard performance
- ___ Stays accurately informed and appropriately concerned about employee relations
- ___ Professionally manages the compensation and benefits plan
- ___ Promotes training and development opportunities for employees at all levels of the organization

Add the values from above and enter the subtotal _____ / 5 = _____ score for this category

8. SUPERVISION

- _____ Encourages heads of departments to make decisions within their jurisdiction with minimal City Administrator involvement, yet maintains general control of operations by providing the right amount of communication to the staff
- _____ Instills confidence and promotes initiative in subordinates through supportive rather than restrictive controls for their programs while still monitoring operations at the department level
- _____ Develops and maintains a friendly and informal relationship with staff and work force in general, yet maintains the professional dignity of the City Administrator's office
- _____ Sustains or improves staff performance by evaluating the performance of staff members at least annually, setting goals and objectives for them, periodically assessing their progress, and providing appropriate feedback
- _____ Encourages teamwork, innovation, and effective problem-solving among the staff members

Add the values from above and enter the subtotal _____ / 5 = _____ score for this category

9. FISCAL MANAGEMENT

- _____ Prepares a balanced budget to provide services at a level directed by Council
- _____ Makes the best possible use of available funds, conscious of the need to operate the local government efficiently and effectively
- _____ Prepares a budget and budgetary recommendations in an intelligent and accessible format
- _____ Ensures actions and decisions reflect an appropriate level of responsibility for financial planning and accountability
- _____ Appropriately monitors and manages fiscal activities of the organization

Add the values from above and enter the subtotal _____ / 5 = _____ score for this category

10. COMMUNITY

- _____ Shares responsibility for addressing the difficult issues facing the City
- _____ Avoids unnecessary controversy
- _____ Cooperates with neighboring communities and the County
- _____ Helps the Council address future needs and develop adequate plans to address long term trends
- _____ Cooperates with other regional, state, and federal government agencies

Add the values from above and enter the subtotal _____ / 5 = _____ score for this category

NARRATIVE EVALUATION

What would you identify as the Administrator's strengths, expressed in terms of principle results achieved during the rating period?

What performance area(s) would you identify as most critical for improvement?

What constructive suggestions or assistance can you offer the Administrator to enhance performance?

What other comments do you have for the administrator; e.g. priorities, expectations, goals or objectives for the new rating period?



PERFORMANCE EVALUATION

City of Cedarburg

PERFORMANCE

The purpose of the performance review process is to provide a record of the employee's job performance, to encourage professional growth, and to provide an opportunity for open dialogue between employees and their supervisors.

Evaluations should consider, but are not limited to, representative job duties, quality of work, interpersonal skills, previously set goals and future expectations.

INSTRUCTIONS

Section 1:
Completed by the
Employee
- Short Answer
- Self-Evaluation
- Checkbox
- Self-Assessment

Section 2:
Completed by the
Supervisor
- Performance Standards
- Essential Job Functions

Section 3:
Completed Jointly
- Goals
- Action Plan

Section 4:
Additional
Comments
Signatures

TIMELINE

JANUARY - MARCH

- * Employee completes Section 1.
 - * Turns in the completed form to his or her supervisor.
 - * Prepares for a meeting.
- * Supervisor completes Section 2.
 - * Provides a copy of the draft evaluation to the department director for review.
 - * Prepares for a meeting.
- * Supervisor provides a copy of the draft evaluation to the employee 2 --3 days before the evaluation meeting.
- * Employee and supervisor meet to discuss the evaluation and jointly complete Section 3.
- * Supervisor finalizes the evaluation form including any additional comments.

FINAL FORM DUE APRIL 1 TO CITY ADMINISTRATOR.

INNOVATIVE STEWARDS OF PUBLIC TRUST

By **Trust** we mean relying on one another, based on mutual respect and a belief in the positive intent and competence of others...

- I fulfill my commitments and deliver results.
- I respect others thoughts and ideas.
- I perform my tasks to the best of my abilities and encourage the same of others.
- I accept personal responsibility for my work.

By **Integrity** we mean staying true to our values and doing what is right even when no one is looking...

- I treat everyone with dignity and respect.
- I do what is ethical in all situations.
- I handle confidential information discreetly and appropriately.

By **Collaboration** we mean working together towards a common goal by sharing knowledge, learning and building consensus...

- I support and contribute to group efforts and goals.
- I work to achieve positive outcomes.
- I consider and build on others thoughts and ideas.
- I utilize individual talents of team members.

By **Service** we mean what each of us does every day to make a meaningful contribution.

- I give my best efforts and take pride in all that I do.
- I anticipate needs and take action.
- I treat others as I would like to be treated.
- I am positive and helpful to all.

By **Communication** we mean open, honest, consistent and timely exchange of information leading to a shared understanding...

- I clarify and confirm what is expected of me.
- I give and receive constructive feedback.
- I share ideas and information, in a timely manner, to the appropriate party.

By **Excellence** we mean the pursuit of the highest standard...

- I use creative solutions and strategies to continually improve.
- I support the importance of life/work balance.

RESPONSIBILITIES

Supervisor's Responsibilities

Prior to meeting, the supervisor should review the last evaluation form that was prepared to determine if goals were met and whether the items listed in "Areas of Improvement" have been addressed. The supervisor should then prepare responses for discussion with the employee during the current evaluation process. When completing the form, the supervisor should use specific examples of conduct to formulate answers.

Employee's Responsibilities

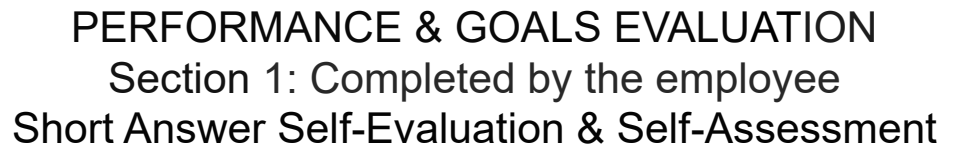
Like the supervisor, prior to meeting, the employee should review the last evaluation form that was prepared to determine if he or she has achieved the listed goals and whether the items listed in "Areas of Improvement" have been addressed. Thereafter, the employee should prepare responses for discussion with his or her supervisor during the current evaluation process.

The Evaluation and Goal Setting Meeting

The supervisor and employee will meet to discuss the current evaluation. They should meet in an atmosphere that is both private and free of interruptions, and the supervisor should take particular care to make the meeting a priority. There should be an open and honest exchange where each is permitted to state his or her opinion regarding the answer to any section.

After the Meeting

After the meeting, the supervisor will finalize the evaluation form including any additional comments. If an employee disagrees with a particular answer, he or she may note the disagreement on the form or by attaching a separate document. When the form has been completed, it will be signed by the employee, the supervisor, and the department director. The supervisor will provide the original copy to the Administrator, will keep a copy in his or her files and will provide a copy to the employee. After the Administrator has reviewed the evaluation it will be placed in the employee file kept in the Clerks office.



Name:

Job Title:

1) What are my KEY accomplishments this year?

3) What skills or knowledge would I like to develop in the coming year?

4) What do I enjoy most about working for the City of Cedarburg?

5) Additional Comments:

CHECKBOX SELF EVALUATION

Please answer the following questions:	Yes	No	Not Sure	Comments
Do I know what is expected of me at work?				
Do I have the support, materials, and equipment I need to do my job well? (Examples: clear direction, access to my supervisor, tools/equipment, training).				
Do I understand the mission and goals of my Division and Department?				
Do I get enough information/training on: a. Safety in my workplace b. Proper use of City equipment & tools c. City policies and procedures				
Are there obstacles in my job that make it difficult for me to service my customers at my best?				
Have I tried to improve my customer service skills? What particular habits or work modifications have I worked to develop that improve my customer service? Examples: * Returning all calls within a goal time * Simplifying a customer process * Improving customer materials * Increasing status reports to colleagues and customers				
Have I tried to improve teamwork and partnerships both within my work group and with other City partners? Examples: * Inviting more people to meet & discuss ideas * Increasing communication to other team members				
Have I tried to independently resolve problems without supervisor assistance, while still sharing the results? What do I need to effectively solve problems and make decisions?				
Do I understand how my work impacts the organization or community at large?				
Do I receive enough feedback about my work?				
Is there anything additional my supervisor or the City can do to help me perform my job more effectively and be more successful?				
Is there anything additional my supervisor or the City can do to support my career/ professional development?				
If you are a supervisor or manager: Have I set goals for the coming year that are consistent with the City and Department goals, and have I informed my reporting personnel and kept those goals visible on a routine basis?				
If you are a supervisor or manager: Have I given regular feedback to all employees about their performance, including directly communicating areas to improve?				



PERFORMANCE & GOALS EVALUATION

Section 2: Completed by the Supervisor

Performance Review & Essential Job Functions

EMPLOYEE INFORMATION

Name:

Review Period:

Job Title:

Supervisor:

PERFORMANCE STANDARDS

RATINGS: E = Exceeds Standards; M = Meets Standards; DN = Does Not Meet Standards

**Comments are required for 'Exceeds Standards' ratings and 'Does Not Meet Standards' ratings. Please provide examples when appropriate.*

1. Quality of Work / Dependability /Professionalism

E*

M

DN*

a) Work is accurate and thorough.			
b) Uses work time and City resources efficiently			
c) Completes assignments in a timely manner and is responsive to the time constraints of others.			
d) Is reliable and punctual in attendance and projects a professional appearance appropriate to their position.			
e) Accepts accountability for actions.			

Comments:

2. City Core Values/Judgement/Initiative

E*

M

DN*

a) Makes practical, common sense decisions appropriate to the situation.			
b) Contributes to City success and is dedicated to public service and teamwork.			
c) Takes initiative and proactively pursues appropriate action for the best interest of the City.			
d) Displays the City's values of Trust, Integrity, Collaboration, Service, Communication, and Excellence.			
e) Pursues assignments, duties and training to improve individual professional development.			

Comments:

3. Interpersonal Communication

E*

M

DN*

a) Establishes and maintains effective relationships, and communicates with respect, empathy, and dignity even in difficult situations.			
b) Receptive to others, resolving disagreement directly and appropriately in a positive manner.			
c) Written communication is consistently accurate, well-organized, and appropriate for the intended audience.			
d) Able to present information clearly and persuasively and responds appropriately to questions.			
e) Complies with City policies governing professional and appropriate communication.			
f) Shares information/ideas and actively listens to others' points of view.			

Comments:

ESSENTIAL JOB FUNCTIONS

In this section the supervisor should review the employee's job description and rate the employee on three essential job functions. (*Circle the correct rating for each job function.)

<u>E = Exceeds Standards</u>	<u>M = Meets Standards</u>	<u>DN = Does Not Meet Standards</u>
Is a solid leader, role model & takes ownership in this area. Actively & continuously seeks opportunities to make improvements and a positive difference. Anticipates needs and seamlessly handles them. No supervision or specific direction in this area is needed.	Consistently demonstrates enthusiasm, pride, & a positive attitude. Demonstrates dependability in this area. Little supervision or specific direction is necessary in this area.	Performance needs to be improved in this area in order to be considered acceptable. May demonstrate a lack of dependability or accountability. Guidance and specific direction are regularly needed from others.

Rating E* M DN*	Job Function A: Comments:
Rating E* M DN*	Job Function B: Comments:
Rating E* M DN*	Job Function C: Comments:



PERFORMANCE & GOALS EVALUATION

Section 3: Completed Jointly Goals & Action Plan

EMPLOYEE INFORMATION

Name:

Review Period:

Job Title:

Supervisor:

GOALS AND ACTION PLAN (SET JOINTLY)

Progress on Current Goals:

1)

2)

3)

Next Evaluation Period Goals and Action Plan:

1)

2)

3)



PERFORMANCE & GOALS EVALUATION
Section 4:
Additional Comments & Signatures

ADDITIONAL COMMENTS:

By signing this form you confirm that you have discussed this review in detail with your supervisor. Signing this form does not necessarily indicate that you agree with this evaluation.

Employee Signature: _____ Date: _____

Supervisor Signature: _____ Date: _____

Department Head Signature: _____ Date: _____

Administrator Review Signature: _____ Date: _____



City of Cedarburg
Performance Evaluation Form
Public Works, Engineering, Parks, Forestry and Water Recycling
Crew Members, Secretarial and Custodial Staff

Employee Name: _____ Job Title: _____

Years of Service: _____

☐

Initial Employee
6 Month Review

☐

Employee Annual
Review

Instructions

Your complete evaluation should reflect an average of the criteria. Examples of performance leading to the given rating must be cited for each factor if listed as either an E or an U. *Please circle the correct rating for each criteria.

Evaluation Scale

E

M

U

- E Exceeds Expectation. Performance exceeding the supervisor's expectations.
M Meets Expectation. Performance meeting supervisor's expectations.
U Unsatisfactory/Unacceptable Performance.
NA Not Applicable – list this after the criteria

FACTOR A: SUPPORT OF UNITS OBJECTIVES: PLANNING/TEAMWORK

Performance Rating			Criteria
E	M	U	Works with supervisor in building an effective team
E	M	U	Objectives, talents, and efforts are directed toward the needs to the department and accomplishments of unit goals
E	M	U	Employee is receptive to new ways of doing job duties that increase employee efficiency
E	M	U	New and additional assignments are accepted and performed

Comments:

FACTOR B: ATTITUDE TOWARD ASSIGNMENTS

Performance Rating	Criteria
E M U	Displays interest in his/her job assignments
E M U	Accepts guidance and requests direction as needed
E M U	Does an assignment with a positive attitude
E M U	Concerned with citizens' opinions regarding performance of his/her duties

Comments:

FACTOR C: KNOWLEDGE OF DUTIES

Performance Rating	Criteria
E M U	Knows the duties and responsibilities of tasks assigned
E M U	Can recognize problems with assignments and advises supervisor
E M U	Has general understanding of related work in other classifications

Comments:

FACTOR D: RELATIONS WITH CITIZENS AND THE COMMUNITY

Performance Rating	Criteria
E M U	Knows and is responsible to community problems and advises supervisor
E M U	Courtesy is demonstrated in citizen contacts
E M U	Anger or verbal abuse from citizens does not adversely affect performance

Comments:

FACTOR E: WORKING RELATIONSHIPS AND COOPERATION WITH OTHER PERSONNEL

Performance Rating	Criteria
E M U	Works well with fellow employees or supervisory personnel
E M U	Issues in personal relationship with other personnel do not impair work relationship
E M U	Trains and guides less experienced personnel

Comments:

FACTOR F: OPERATION, MAINTENANCE AND CARE OF DEPARTMENTAL EQUIPMENT

Performance Rating	Criteria – not applicable to secretarial staff
E M U	Uses vehicles responsibly and exhibits safe driving habits
E M U	Specified operating and safety procedures are followed in the use and maintenance of equipment
E M U	Equipment is checked for cleanliness and serviceability
E M U	Vehicles are clean and service checks made regularly
E M U	Equipment wear, malfunctions, damages are identified and reported

Comments:

FACTOR G: RESPONSE TO ASSIGNMENTS

Performance Rating	Criteria
E M U	Instructions are followed and assignments are completed on schedule
E M U	Completes work independantly
E M U	Deviations from instructions and schedules are explained satisfactorily to supervisor
E M U	Unassigned time is effectively utilized

Comments:

FACTOR H: CONFORMANCE TO DEPARTMENT POLICIES, REGULARITY OR ATTENDANCE AND PUNCTUALITY

Performance Rating	Criteria
E M U	Policies, rules and regulations are followed as prescribed
E M U	Appearance meets departmental specifications
E M U	No unnecessary delays in starting work at specified time
E M U	Exhibits good time management skills
E M U	Supervisor is given proper notice in advance of absences

Comments:

FACTOR I: FIELD OPERATIONS

Performance Rating	Criteria
E M U	Work is thorough and tasks completed
E M U	Downtime is minimal between locations
E M U	Employee can handle a variety of tasks
E M U	Employee gives 100% to task assigned

Comments:

FACTOR K: SAFETY HABITS

Performance Rating	Criteria – not applicable for secretarial positions
E M U	Employee approaches task in a safe manner
E M U	Employee wears protective equipment and clothing as required
E M U	Employee work safety record since previous evaluation is good or acceptable
E M U	Employee notifies supervisor of any unsafe conditions

Comments:

FACTOR L: ESSENTIAL FUNCTIONS OF EMPLOYEE POSITION

Performance Rating	Criteria – PLEASE WRITE THREE (3) ESSENTIAL FUNCTIONS OF POSITION
E M U	
E M U	
E M U	

Comments:

OVERALL PERFORMANCE RATING

Based upon evaluations, carefully read the criteria for each of the performance levels and place an X on the line which best describes the employee's overall performance for the evaluation period. In grade progression can be marked by placing an X on two lines below. Additional comments by supervisor must be included if an employee receives an Exceeds Expectations or Unsatisfactory rating.

_____ **EXCEEDS EXPECTATIONS:** Performance exceeding the supervisor's expectations

_____ **MEETS EXPECTATIONS:** Performance meeting supervisor's expectations

_____ **UNSATISFACTORY:** Unacceptable performance: In-grade progression for permanent employees will be withheld for unsatisfactory ratings, in accordance with the classification and pay plan. Initial employees may be terminated immediately. *Use of this overall rating requires completion of the remedial activities section below.

Remedial Activities: Action needed to correct unsatisfactory performance factor.

Additional Supervisor Comments:

Employee Comments:

Goals for the year:

Supervisors Signature: _____ Date: _____

Employee's Signature: _____ Date: _____

Administrator Review: _____ Date: _____



Merit Pay Form
City of Cedarburg

Employee Name

_____/_____/_____
Date

Department

Job Title

Supervisors Name

Please note a completed performance review must be on file in order for a Merit Pay increase to be processed. In addition, the employee must have worked one year to be eligible.

Current Pay Information	
_____ Current Pay Rate:	_____ Years Worked:

Proposed Merit Pay Percentage Increase:	
Percentage: _____	Proposed Pay Rate: _____

Please justify the reason for increasing this employees' pay rate beyond base pay:

This form along with the most recent performance evaluation must be given to the City Administrator before August 1 for the employee to be considered for merit increase for the following year. I understand that this is just a request. This request will be reviewed and approved by the Administrator.

Employee Signature: _____

Date: _____

Supervisors Signature: _____

Date: _____

:

Administrator Approval: _____

Date: _____



PERFORMANCE IMPROVEMENT PLAN

Employee name:

Date:

Department:

Length of Time in Current Position:

Job title:

Area(s) of unacceptable performance:

- 1.
- 2.
- 3.
- 4.
- 5.

Mandatory corrective action(s):

- 1.
- 2.
- 3.
- 4.
- 5.

This improvement plan will be in effect for 90 days. There must be immediate and sustained improvement, or further action up to and including termination may occur. If further infractions occur during the duration of this plan, disciplinary action will be taken.

Manager Signature:

Date:

I have received a copy of this plan on the date indicated below and acknowledge that if my performance in the noted areas does not improve in the agreed upon time frame(s), I may be terminated for poor performance.

Employee Signature:

Date: