All present are expected to conduct themselves in accordance with our City's Core Values

OFFICIAL NOTICE AND AGENDA

of a meeting of a City Board, Commission, Department, Committee, Agency, Corporation, Quasi-Municipal Corporation, or sub-unit thereof.

Meeting of the:	**Human Resources Committee**
Date/Time:	**Monday, November 9, 2015 at 4:30 p.m.**
Location:	City Hall (407 Grant Street) - Board Room 2nd Floor
Members:	Romey Wagner (C),Gary Gisselman, Bill Nagle, David Oberbeck, Lisa Rasmussen

AGENDA ITEMS FOR CONSIDERATION (All items listed may be acted upon)

1) Approval of 10/12/15 Minutes
2) Review, Discussion, and Possible Action on the Employee Handbook, Chapters 6-10
3) Discussion and Possible Action on Performance Management:
   A. Appraisals - Position Specific Performance Standards
   B. Department Performance Incentives
4) HR Director's Report:
   A. Employee Benefits Open Enrollment
   B. Employee Feedback - Promotion
6) Future Agenda Items for Consideration
7) Adjourn

This Notice was posted at City Hall and faxed to the Daily Herald newsroom on 11/04/2015 at 3:30 a.m.

Questions regarding this agenda may be directed to the Human Resources Office (715) 261-6630.

It is possible and likely that members of, and possibly a quorum of the Council and/or members of other committees of the Common Council of the City of Wausau may be in attendance at the above-mentioned meeting to gather information. **No action will be taken by any such groups.**

It is anticipated that each item listed on the agenda may be discussed, referred, or acted upon unless it is noted in the specific agenda item that no action is contemplated. It is possible that members of, and possibly a quorum of members of other committees of the Common Council of the City of Wausau may be in attendance at the above mentioned meeting to gather information. No action will be taken by any such group at the above mentioned meeting other than the committee specifically referred to in this notice.

Please note that, upon reasonable notice, efforts will be made to accommodate the needs of disabled individuals through appropriate aids & services. For information or to request this service, contact the City Clerk at 407 Grant Street, Wausau WI 54403 or by phone (715) 261-6620.

Other Distribution: Media, Alderpersons, Mayor, Department Heads, City Departments, Union Presidents.

DRAFT

CITY OF WAUSAU HUMAN RESOURCES COMMITTEE
MINUTES OF OPEN SESSION

DATE/TIME: October 12, 2015, 2015 at 4:30 p.m.
LOCATION: City Hall (407 Grant Street) – Board Room
MEMBERS PRESENT: R.Wagner (C), G. Gisselman, W. Nagle, D. Oberbeck, L. Rasmussen
MEMBERS ABSENT: L. Rasmussen
Also Present: Mayor Tipple, M. Groat, M. Hite (by telephone), J. Kannenberg, E. Krohn, G. Seubert, J. Schara, P. Peckham, A. Werth, B.C. Kowalski (The City Pages), J. Berry (AFG), A. Koehl (AFG), N. Hertel (Wausau Daily Herald)

Approval of 09/14/2015 minutes.
Motion by Nagel, second by Gisselman to approve the draft minutes from September 14, 2015. All ayes. Motion passes 4-0.

CLOSED SESSION pursuant to Section 19.85(1)(e) of the Wisconsin State statutes for bargaining reasons requiring a closed session for the purpose of considering the following: Local 1168 Amalgamated Transit Union, AFL-CIO Bargaining.
Motion by Nagle to go into closed session. Second by Oberbeck. Roll call was taken to include Wagner, Gisselman, Nagle, and Oberbeck. Committee entered into closed session.

Reconvene into Open Session, and Possible Action on Closed Session Item.
Motion by Nagle to reconvene into open session. Second by Gisselman. Committee reconvened into open session.

Discussion and Possible Action on Health Insurance Plan Design 2016.
Hite provided a memo to the committee that was prepared for the September 28, 2015 Finance Committee, requesting funding necessary to support the 2016 employee health care benefits design. The Finance Committee approved the requested 2.5% increase to fund employee health care. Hite explained that the plan design balanced cost containment with value to employees. A chart of the 2015 health care plan options was provided to committee members as reference for comparing the plan design changes from 2015 to 2016. Hite provided the overview that under this plan design, retirees would be migrated from a stand-alone plan into the same health benefits pool as active employees, two of four plan options were being eliminated and the philosophy behind the design was to share costs among those who use the plan. As a result, the cost containment strategy included more plan deductibles and co-pays. Jim Berry and Andrew Koehl with AFG (the City's designated health insurance broker/agent) and Elise Krohn, Senior Human Resources Consultant, reviewed some of the specific design changes for 2016. Berry explained that without changes, the City would have seen an increase of 16% to fund the same plan design as employees enjoyed for 2015. He reaffirmed Hite's statement that under this plan design, the increase has been contained to 2.5%. Krohn added that the design includes a "tele-health option" e.g., the ability to call a doctor for various reasons instead of going to the walk-in or emergency room for minor reasons. This will cost an employee $45 per call and will be applied towards their deductible. Hite summarized that the plan rollout will include open enrollment during the first two weeks in November and that individualized letters and meeting with retirees are planned.

Motion by Nagle to approve the 2016 health insurance plan design. Second by Oberbeck. All ayes. Motion passes 4-0.

Discussion and Possible Action Related to Compensation for the following: Non-Represented Employees, Elected Officials – Common Council, and Elected Officials - Mayor.

Wagner stated the Committee of the Whole directed all committees to take back their recommendations for the budget and review in the committee setting. Mayor Tipple said that it is premature to rule one way or another on these compensation items due to the budget numbers consistently changing right now. Oberbeck said that the items could be voted on at any time before the budget is approved, and it is likely that all line items will be reviewed before the budget is approved. The committee focused their discussion on compensation for non-represented employees. Wagner said this becomes a question of fairness to the employees whose wages were frozen last year, and believes that these employees need to be taken care of or they will go elsewhere. Nagle said that the City is only as good as the services it provides to the citizens; these services are provided by the employees. Buses can't drive themselves and streets can't fix themselves, but employees can choose to drive busses or fix streets for other jurisdictions. Nagle said the City cannot balance the budget on the backs of its employees. He went on to say that he would still like department heads to review processes to see if work can be streamlined. Wagner said that he wanted this item to come back to the Human Resources Committee rather than the Finance Committee because it is truly a personnel issue, not a financial issue. Oberbeck said that he would still like the City to look for more revenue sources for the next 10 years so that the budget process isn't delayed each time money is lacking. Gisselman said that the City is beginning to lose non-represented employees to other municipalities. Tipple said he believes that discussion of this topic is good, however, the committee should not feel pressed to make any decisions at this time. Oberbeck asked if there was any money set aside for raises in the 2016 budget. Groat said that the 2016 preliminary budget includes 1%, a $100,000 lump sum for raises. Hite clarified that when the Committee approved this money is was not for general raise increases, rather the committee approved $40,000 for compensation plan administration and another $60,000 to fund pay for performance.

Motion by Gisselman to provide non-represented employees with a salary increase, amount undetermined, in 2016, date undetermined. Second by Nagle. All ayes. Motion passes 4-0.

Motion by Nagle to defer compensation for common council and mayor to the common council. Second by Oberbeck. All ayes. Motion passes 4-0.

Future Agenda Items for Consideration.

Hite will bring the remaining chapters of the General Employee Handbook to the committee, and also the job-tailored performance appraisals that she has been working on with various City Departments staff. Wagner said that any other items for consideration should be given to Hite, Kannenberg, or himself to be placed on the next agenda.

Adjourn.

Motion by Nagle to adjourn. Second by Oberbeck. All ayes. Motion passes 4-0. Meeting adjourned.

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Romey Wagner
Human Resources Committee, Chair

Chapter 6 – Performance Measurement and Staff Development

6.01 – General Provisions

The public expects high quality service from our employees that is delivered using the most efficient and effective use of resources. The City expects all employees to perform their job duties at a high quality level that exceeds the expectations of our citizens. As the City has limited resources available, it must only employ individuals who are committed to and capable of providing high quality services. Therefore, apathy, an inability to work as a member of a team, attitudinal issues, and marginal or unacceptable work performance are inconsistent with the interests and expectations of the City and the public.

~~The City has established a performance review process and will evaluate employee performance by conducting periodic employee performance reviews. These reviews will enable each employee to receive regular feedback on performance expectations and actual job performance.~~Supervisors will formally document performance feedback known and discussed with the employee during the performance period at least once annually. Performance standards and job expectations will be discussed at the formal review meeting. Throughout the performance rating period, supervisors and managers will provide employees with feedback concerning their performance. Constructive feedback designed to improve or enhance performance will be provided as well as recognition for a job well done. All performance reviews will be based on job factors that include but are not limited to job knowledge, quality of work, initiative, dependability, attendance, attitude and related factors.

An up-to-date performance appraisal must be on file in the personnel record in order for an employee to be eligible for any form of pay increase.

6.02 – Training

Training can be any measure taken to expand an employees knowledge, skills and/or abilities and may include any of the following methods:

1. On-the job;
2. Classroom or field instruction;
3. Courses conducted or conferences hosted, by an educational institution, vocational school, or professional training organization; or
4. Written, oral and/or practical examinations(s).

In addition to developing an employee's job performance, assigning an employee to attend training can be a form of recognition for a job well done.

6.03 – Voluntary or Developmental Training

There may be times when employees request to attend training designed to develop them within their career. In these instances, supervisors and managers must assess whether or not attendance at the desired training will be of benefit to the City of Wausau. If the determination is made that it will benefit the City, Department Directors have the authority to outline an arrangement to support the employees development within available resources and in compliance with pertinent statutes. The parameters of the training approval must be in writing and must be coordinated with Human Resources in advance of attendance.

6.04 – Succession Planning

It is in the City's best interest to identify, support and retain exceptional performers. Raters will solicit individual development goals from staff during the formal performance evaluation process. Supervisors, in coordination with Department Directors, may identify exceptional performers for development designed to assist them in being competitive for future, higher level job openings. Human Resources is available to provide assistance with preparing development plans.

6.05 – Required Training

In order to ensure that City employees have the tools necessary to perform essential job functions consistent with key workplace expectations, supervisors may require employees attend job related training. When doing so, the cost of training will be paid by the City and attendance at training will be considered work time.

Department Directors will develop, and maintain on file with the Human Resources Department, any Department required training by job classification. All City employees must comply with the following schedule for City required training:

Topic	Audience	Frequency
Core Values	All Employees	Every 2 Years
Ethics	All Employees	Every 5 Years
Drug and Alcohol Use	All Employees	Every 2 Years
Workplace Violence Prevention	All Employees	Every 2 Years
Sexual Harassment Awareness and Prevention	All Employees	Every 5 Years
Valuing Diversity in the Workplace	All Employees	Every 5 Years
City Employee Handbook	Supervisors and Managers	When Updated
Supervisory Certificate Training	All Supervisors	Enrollment within 3 months, Completion within 18 months
Drug and Alcohol Awareness for Supervisors	All Supervisors and Managers	Every 3 years

6.06 – Mandated Performance Improvement Training

Any time an employee has been provided with feedback regarding violation of a work rule or of unsatisfactory performance the supervisor must develop, with assistance from Human Resources, a written plan for improvement. Within this plan an employee may be assigned to attend either classroom or on-the-job remedial training. Failure to comply with the assignment is grounds for immediate termination from employment.

6.07 –Travel to and From Training

When assigned to attend training, the employee's duty station for the day will be considered the training site when located within a 20 miles radius. As such, travel time to and from training within a 20 miles radius will not be considered compensable work time.

Human Resources should be notified when any employee is scheduled to attend training not offered through the City of Wausau. Where possible, Human Resources will facilitate the creation of a travel pool for training outside the 20 mile radius. When multiple employees are attending training outside the 20 miles radius and traveling in a pool, a City vehicle should be secured if available. If no City vehicle is available, only the driver will be eligible for mileage reimbursement and overtime if applicable.

6.08 –Training Records

Completion of training should be forwarded to Human Resources for inclusion in the personnel file.

Chapter 7 – Employee Benefits

7.01 – General Provisions
7.02 – Insurance Eligibility
7.03 – Health Insurance
7.04 – Dental Insurance
7.05 – Life Insurance
7.06 – Voluntary Benefits
7.07 – Section 125 Premium Conversion Plan
7.08 – Wisconsin Retirement System
7.09 – Worker's Compensation
7.10 – Modified Duty Assignment
7.11 - Post Employment Health Plan - Sick Leave Conversion

7.01 – General Provisions

The following benefits apply to all employees except that Wisconsin Retirement System, Worker's Compensation and Post Employment Health Plan – Sick Leave Conversion benefits for persons classified as protective service employees shall be extended and administered in accordance with applicable provisions established in the collective bargaining agreement between the City of Wausau and the Professional Police and Fire Fighters Association.

Employee contributions toward the monthly insurance premium(s) are made through convenient payroll deductions twice a month. No employee shall make any claim against the employer for additional compensation in lieu of or in addition to the City's contribution because they do not qualify for the family plan. If two employees are in dependency status to each other, only one of the employees may carry the family plan(s).

Employees who are in non-pay status, i.e., (a) during a layoff, or (b) on leave of absence longer than 30 days are required to pay the full cost of the medical, dental and life insurance programs. ~~This provision is not applicable to employees on approved FMLA leave~~. Employees on leave certified under the Family Medical Leave Act (FMLA) shall have continue enjoying the employer paid portion of the premiums for the first 90 days. After expiration of the FMLA benefit, employees are subjected to the provisions contained within this paragraph.

7.02 – Insurance Eligibility

Regular full-time employees may choose to be included in the City's group insurance programs. All such insurance programs shall be selected by and may be changed by the employer. Regular part-time employees may elect to participate in the plans and, if so, shall pay a prorated share of the medical and/or dental programs. In order to participate, part-time employees will need to average 30 hours per week in order to qualify and maintain benefits within the City's ~~our~~ health insurance plans. Average hours need to be maintained on a yearly basis from October 1st to September 30th. If an employee no longer qualifies for benefits COBRA will be offered at the time the loss of coverage occurs.

Employees electing to participate in either the health insurance or dental insurance plans shall be eligible for coverage on the first day of the month following their thirtieth (30th) day of employment. If the employee was covered under a different plan at the time City coverage was first offered and the employee stated in writing that the coverage was declined because of the other medical coverage, the employee may enroll under the City plan(s) no later than 31 days after the date the other coverage ends.

Eligible employees who decline health or dental insurance benefits may in the future be able to enroll in the plan(s), provided enrollment is requested within 31 days of specific qualifying events. You may be able to enroll yourself and your new dependents, provided that you request enrollment within 31 days after the marriage, birth, adoption, or placement for adoption, divorce, or involuntary loss of other group health insurance coverage.

An employee may be eligible to continue the City's group coverage in accordance with state and federal law under the Consolidated Omnibus Budget Reconciliation Act of 1985 (COBRA) in the event of a qualifying event. This may occur as a result of termination, layoff, reduction in hours, injury or illness, or in the event an employee is on military leave or other leaves of absence. All employees, as well as their qualified dependents, will receive notice of mandated insurance continuation benefits at the time of hire or whenever the plan coverage for the employee begins. If a qualifying event occurs which entitles the employee and/or qualified beneficiaries of their right to elect continuation coverage, the plan administrator will notify the qualified beneficiaries of their right to elect continuation coverage. Continued participation will be solely at the participant's expense.

Detailed benefits and provisions of the group health and dental insurance plan(s) are explained in the Annual Employee Benefits Enrollment Guide ~~Summary Plan Description~~ provided to employees by Human Resources ~~the Administrator of the Plan~~. ~~These documents are available for review in the Human Resources office or on the City's intranet~~.

7.03 – Health Insurance

Employees enrolled in City sponsored health insurance will contribute 12% of the health insurance premium on a monthly basis. Employees whose spouse is eligible for employer paid health insurance but declines such coverage shall pay a $50 monthly surcharge. Employees who decline participation in the City sponsored wellness program shall pay an additional $50.00 per month on their health insurance premium.

7.04 – Dental Insurance

Employees will contribute 50% of the dental insurance premium on a monthly basis.

7.05 – Life Insurance

Employees are eligible to participate in the group Life Insurance program for life insurance for self, spouse or children. Premiums shall be paid by the employee.

7.06 – Voluntary Benefits

The City offers a variety of voluntary benefits such as vision insurance, short-term disability insurance, long-term disability and deferred compensation programs. Complete details of these plans will be available to new employees and at various times during the year.

~~7.07- Section 125 Premium Conversion Plan~~

~~The City has approved an IRC Section 125 premium conversion plan available to all employees who have a health or dental insurance contribution. This plan enables you to pay your insurance contributions with pre-tax dollars rather than after-tax dollars.~~

7.07 – Flexible Spending Account

Employees may contribute to a flexible spending account for health, dental, vision or dependent day care in amounts capped at $2,550 for medical and $5,000 for day care. All designated flex account deductions are pre-tax dollars.

7.08 – Wisconsin Retirement System

All eligible employees will be covered under the Wisconsin Retirement System (WRS) and all employees shall contribute the employee's share as established by law. The City shall pay the required employer contribution.

7.09 – Worker's Compensation

Employees eligible for Worker's Compensation benefits shall have their salary continued for up to 3 days after which the employee shall only receive Worker's Compensation payments as determined by the Wisconsin Worker's Compensation Act.

7.10. Disability Accommodation. The City reasonably accommodates employees who become disabled, either on or off the job, to the fullest extent required by law. Accommodations for temporary disabilities will be made when it supports the business need and with the approval of the Human Resources Director. Disability accommodations shall be medically appropriate and will be based upon the needs of the City and the specific capabilities of the employee. Disability accommodations may include, but not necessarily be limited to, the following:

a. Equipment or facility modifications
b. Temporary duty assignments
c. Job restructuring
d. Part-time or modified work schedules
e. Job reassignment
f. Disability separation

The Human Resources Director, or designee, is the City's agent for coordinating disability accommodations and is designated as the City's agent for the purpose of accessing employee medical information.

~~7.10 – Modified Duty Assignment~~

~~Modified duty assignment is a special short term temporary work assignment provided for employees who have temporary medical restrictions that prevent them from performing some or all of their normal duties. An employee's return to work in a modified duty assignment shall comply with all applicable state and/or federal laws, including the Family and Medical Leave Act (FMLA), the American's with Disabilities Act (ADA), and the state Worker's Compensation laws. This program shall be administered by the Human Resources Department.~~ All employees and departments are required to cooperate fully in administration of this program~~. In all cases, a modified duty assignment is temporary, and will have a defined beginning and ending date, and a maximum duration of four (4) weeks unless an extension is approved by the Director of Human Resources.~~

~~The modified duty assignment will be based on a qualified medical assessment of the employee. It is mandatory for the employee to provide all necessary medical information concerning the extent of their work restrictions and the probable duration of their restrictions.~~ The employee ~~is~~ may be ~~also~~ required to submit updated work restrictions to the Human Resources Department after every doctor visit.

~~There is no guarantee of modified duty assignments. All requests for modified duty assignments shall be reviewed on a case by case basis. It is at the discretion of the Department Director or their designee to determine the modified duty assignment. Such assignments shall depend in part on the medical limitations of the individual, the availability of suitable work, adequate funding, and the needs of the City. At no time shall a position be created for an employee who has requested and/or accepted a modified duty assignment.~~

~~If the employee is unable to perform the essential functions of their job because of a serious health condition, they may take FMLA rather than accept a modified duty assignment. If the employee elects to turn down the modified duty assignment and exercise their FMLA rights they may no longer be eligible for Worker's Compensation benefits. That determination will be made at the time the employee exercises his/her FMLA rights. If an employee accepts a modified duty assignment that time will not be counted against the employee's FMLA entitlement.~~

7.11 - Post Employment Health Plan - Sick Leave Conversion

Sick Leave Conversion upon Retirement: There shall be the following option for regular full-time employees upon retirement or medical disability retirement:

> When a full-time employee, with less than 25 years of service, retires or is forced to retire due to medical disability, a maximum of 60 percent (60%) of the sick leave remaining in the employee's accumulated sick leave account may be converted to its monetary value (employee's hourly rate, exclusive of longevity and

shift differential rates) and shall be contributed to the participant's Post Employment Health Plan (PEHP). In order to determine the employee's sick leave conversion benefit, the following formula would be applied:

Years of Service + Age = Credits
EXAMPLE: 20 Years of Service + 55 = 75 Credits

For credits above 68 but below 80, deduct 5 percent (5%) from the standard conversion for each year short of 80.

80 credits = 60 percent conversion of sick leave to dollar credits.
79 credits = 55 percent conversion
78 credits = 50 percent conversion
77 credits = 45 percent conversion
76 credits = 40 percent conversion
75 credits = 35 percent conversion
74 credits = 30 percent conversion
73 credits = 25 percent conversion
72 credits = 20 percent conversion
71 credits = 15 percent conversion
70 credits = 10 percent conversion
69 credits = 5 percent conversion
68 credits = 0 percent conversion

Regular full-time employees who retire with at least 25 years of service shall have a monetary contribution of 80 percent (80%) of banked sick leave hours contributed to the participant's PEHP.

Employees who were classified as non-represented employees as of December 31st, 2011, who will have at least 30 years of service as of December 31st 2012 shall have a monetary contribution of 100 percent (100%) of banked sick leave hours contributed to the participant's PEHP when they retire.

In order to be eligible for sick leave conversion upon retirement, an employee must meet all of the following conditions:

1. Have been hired prior to January 1st, 2013; and

2. Apply for Wisconsin Retirement Fund benefits within thirty (30) days of the last day of work; and

3. In cases of voluntary retirement the employee must have notified the employer at least three (3) months prior to the retirement date. An employee must submit the notice to the Human Resources department and give anticipated retirement date. Upon receipt of notice the Department director shall sign the notice, accepting the retirement which becomes irrevocable unless an exception is approved by the Director of Human Resources.

Chapter 8 – Time Off/ Leaves of Absences

8.01 – General Provisions
8.02 – Paid Holidays
8.03 – Personal Holidays
8.04 – Vacation
8.05 – Perfect Attendance Leave
8.06 – Sick Leave
8.07 – General Leaves of Absence
8.08 – Educational Leave of Absence
8.09 – Military Leave
8.10 – Bereavement Leave
8.11 – Separation Benefits for Vacation, Compensatory and Perfect Attendance Leave
8.12 – Lactation Policy

8.01 – General Provisions

The following benefits apply to all employees except that holiday, vacation, and sick leave benefits for persons classified as public safety personnel shall enjoy the benefit that is greater at the time of promotion, e.g. either the handbook or as outlined in the collective bargaining agreements ~~a Police Lieutenant or Battalion Chief shall be extended in accordance with applicable provisions established in the collective bargaining agreement~~ between the City of Wausau and the Professional Police and Fire Fighters Association. The election of leave benefits selected at the time of promotion shall remain consistent throughout the remainder of the employment with the City.

8.02 – Paid Holidays

Regular full-time employees shall receive the following paid holidays:

New Year's Day	Thanksgiving Day
Good Friday	Day after Thanksgiving
Memorial Day	Christmas Eve
Independence Day	Christmas Day
Labor Day	

If any of these holidays fall on a Saturday the preceding Friday, or if any of these holidays fall on a Sunday, the following Monday shall be considered a holiday for pay purposes. Employees who work on a holiday shall be paid at the rate of two and one half (2.5) times the employee's regular rate but no additional time off shall be given. Non-exempt shift employees who work on a holiday shall be paid holiday pay, plus overtime at 1.5 times the regular rate of pay for hours worked, with no additional time given.

8.03 - Personal Holidays

In addition to the above holidays, each full-time shall receive a total of three (3) personal holidays per calendar year. Department heads shall receive a total of six (6) personal holidays per calendar year. Regular part-time employees shall receive eighteen (18) hours as personal holidays per calendar year. New employees shall receive (1) personal days upon completion of their first six (6) months of employment and the additional two (2) days after completion of their ~~one (1) year~~ introductory period. In no instance shall a personal holiday be paid out if the employee exits employment prior to completion of the introductory period.

Choice of personal holidays must be approved by the department supervisor and may not be taken in increments of less than one quarter (1/4) hour.

8.04 – Vacation

Regular full-time employees and shall earn paid vacation based on the number of years of service with the City in accordance with the following schedule:

Years of Service	Annual Vacation	Bi-weekly Accrual	Max. Vacation Accum. Allowed
Entry	10 days	3.0770 hours	120 hours
7	15 days	4.6154 hours	160 hours
13	20 days	6.1540 hours	200 hours
18	25 days	7.6924 hours	240 hours
25	30 days	9.2308 hours	280 hours

Regular part-time employees shall receive a proration of the annual vacation accrual as described above based on the number of hours they worked in the previous year. Annual vacation will be awarded on the 2nd payroll of each year.

New employees accrue but may not use vacation benefits during the first six (6) months' of employment. Employees must have six (6) days of paid time (hours worked or paid leave) in a pay period in order to earn vacation during that pay period. This does not apply to employees who are on approved unpaid family medical leave.

Annual vacation shall be credited according to an employee's anniversary date. The scheduling and limitations on number of employees permitted to be on vacation at the same time shall be scheduled according to the policy established by individual departments as determined by the Department Head and based on the needs of the City.

Department heads, upon initial appointment, shall accrue vacation time as a 7th anniversary employee and shall be allowed to accumulate vacation time up to a maximum of 360 hours, regardless of their length of service.

Vacation may be used in no less than one-fourth (1/4) hour increments. Remaining hours must equal at least ¾ of the employee's regular shift or more to be eligible for another day off.

8.05 – Perfect Attendance Leave. For 2016, Department Directors have the option of electing to participate in incentive time off for employees not covered under the provisions of a collective bargaining agreement, as outlined in Chapter 5 – Compensation , of the employee handbook in lieu of Perfect Attendance Leave. Employees eligible for a PAL accrual shall make application to the Human Resources Department within 30 days of becoming eligible. Late requests will not be processed.

1. Earning Method: Employees covered by this handbook who do not fail to report to work due to sickness or injury or who do not use sick, with the exception of leave certified under the Family Medical Leave Act, during a twelve (12) month period (January 1 to December 31) shall earn twelve (12) hours of Perfect Attendance Leave for the first year of perfect attendance. Employees who do not use sick leave for two (2) or more consecutive twelve (12) month periods shall earn sixteen (16) hours effective January 1 of each year they qualify. At no time may an employee's PAL account exceed forty (40) hours. Usage of sick leave for Workers Compensation and incidents of Family Medical Leave will not affect Perfect Attendance Leave accruals.

2. Utilization: Employees may request to use Perfect Attendance Leave at any time following the year(s) in which it is earned.

3. Minimum/Maximum Usage: Perfect Attendance Leave may not be used in less than one-half (1/2) hour nor more than forty (40) hour segments.

8.06 – Sick Leave

The City of Wausau's sick leave policy is designed to compensate for unavoidable absences from work caused by injury or illness. This policy's intent is to prevent the financial hardship of loss of wages for an extended period of time.

A. Accumulation: Regular full-time employees and sworn public safety personnel working a 40-hour work week shall receive an amount equal to 8 hours per month of service which will accrue on a bi-weekly basis at 3.6923 hours. Sick leave will accrue up to a maximum of 480 hours (60 days) ~~133 days (1,064 hours)~~ Employees with sick leave balances beyond 480 hours shall be capped at the accrual reflected on their final 2015 paycheck. In the event leave is taken in the future that reduces the bank, the cap shall float downward. If it is reduced below 480 hours, the 480 cap shall apply (Policy decision: 480 hours).

Regular part-time employees shall receive a proration of the bi-weekly accrual equal to 4 hours per month of service, which will accrue on a bi-weekly basis at 1.85 hours. Sick leave will accrue up to a maximum of ~~66 days (528 hours~~) 480 hours. (Policy decision: 480 hours).

Employees earn sick leave immediately upon starting employment with the City. Employees must have six (6) days of paid time (hours worked or paid leave) in a pay period in order to earn sick leave during that pay period.

B. Use of Sick Leave: An employee may use sick leave when, due to sickness or temporary disability, the employee is unable to perform the duties of employment. An employee may also use sick leave for a member of his/her family. Immediate family is defined as the employee's spouse, child, parent or a relative living in the same household as the employee. Sick leave use for an immediate family member is allowable only when certified under the Family Medical Leave Act or where the immediate family member requires the constant attention of the employee. Generally, employees who will be missing work due to illness or injury must notify their immediate supervisor as soon as reasonably practical but not later than fifteen (15) minutes prior to the start of their scheduled work day. Employees should consult their immediate supervisor to learn the proper procedure for notifying the City of the need to use sick leave as notification policies may differ between departments. The employee shall provide, upon request of the employer, a statement from a physician verifying the need for leave when requested by the City at any time. Sick leave may be used in increments of no less than 15 minutes.

C. Catastrophic Sick Leave Accounts (CSLA): Individuals who have a catastrophic sick leave account as of January 1st, 2012 will continue to have such balances available to them; however, additional sick leave accrual will not accrue into an individual's catastrophic sick leave account (CSLA). Sick leave in the CSLA may only be used after an employee's regular sick leave account had been exhausted. Sick leave in the CSLA may not be used to supplement salary in the event of a Worker's Compensation injury and all unused sick leave in the CSLA shall be forfeited upon termination of employment.

D. Sick Leave during Vacation: In the event that an illness or injury should occur during vacation, ~~unless a written request is made to change vacation leave to sick leave prior to the vacation period, vacation leave shall be charged~~. An employee may make a request to substitute sick leave for vacation leave. Such requests must be made within the affected pay period, be approved by the supervisor who may require medical verification.

8.07 – General Leaves of Absence

An employee may request leave without pay. Leaves without pay shall not exceed thirty (30) calendar days unless approved by the Human Resources Committee. As a general practice, the City will review and evaluate these requests based on the following criteria:

1. Length of leave requested;
2. Reason for the leave;
3. Recommendation of department head;
4. Current workload;

5. Operational needs of the department;
6. Exhaustion of all other applicable and/or available leave;
7. Length of employee's continuous service;
8. Prior disciplinary record;
9. Performance evaluations;
10. Annual patterns of sick leave usage.

In no case shall a leave of absence be granted for the purpose of accepting employment with another employer. During the period of leave of absence, no benefits shall accrue to the employee. Participation in group insurance plans can be maintained during leave of absence provided that the employee pays the full cost.

Employees who take leave without pay in excess of 5 days will not accrue vacation, sick leave, or other types of leave during their period of unpaid leave.

8.08 – Educational Leave of Absence

Educational leaves of absence not to exceed one (1) year may be granted ~~with pay and benefits~~ at the discretion of the Human Resources Committee with a recommendation from the Department Director. The employee must agree in writing to remain employed for a period of time equivalent to three times the length of the leave of absence. ~~If that amount of service is not rendered, the employee shall be required to make repayment of that expenditure within sixty (60) days of termination~~.

8.09 – Military Leave

Military leaves of absence will be granted in accord with all requirements of State and Federal law including the Family and Medical Leave Act (FMLA) and the Uniformed Services Employment and Reemployment Rights Act (USERRA). All employees requesting military leave must notify the Human Resources Department prior to said leave unless precluded by military necessity. The notice must be in writing and include a copy of the employee's military orders and/or training schedule.

> Reserve Training: Employees who are members of a reserve component of the military forces of the United States or the State of Wisconsin shall be paid the difference, if any, between their regular pay and their military pay for the training period involved, not to exceed two (2) weeks in the calendar year.
>
> Active Duty: In the event of a national or state emergency, employees may take an extended military leave of absence without pay if ordered to active duty. Any employee on military leave of absence may continue group insurance plan coverage provided that the employee shall pay the full cost.

Compliance with USERRA: All military leave from the City is subject to USERRA. Employees should consult the Human Resources Department for answers to more specific questions about military leave and USERRA. The City administers a separate USERRA policy to comply with laws on military leave.

8.10 – Bereavement Leave

The City recognizes the need for employees to have time to make arrangements, handle family matters and attend funerals when a close or extended member of their family dies. The City shall grant bereavement pay to regular full-time employees as follows:

Death in Immediate Family or of a Household Member - Up to three (3) days of leave is provided. Immediate family includes an employee's spouse children, grandchildren, father, mother, brother, sister, or the same family members as of the spouse's parents, counterpart step relatives or any person who had resided with the employee immediately preceding the person's death.

Death in Extended Family – Up to one (1) day of leave is provided. Extended family includes an employee's brother-in-law, sister-in-law, uncle, aunt, niece, nephew, great grandchildren, and grandparents.

Death Outside the Wausau Area - Up to two (2) additional travel days may be granted if the death of the family member is more than 300 miles outside the Wausau area and requires overnight stays.

~~Any~~ Additional time off requested as paid or unpaid leave may be available for use by employees if the circumstances warrant. Employees should contact their supervisor to discuss any requests and exceptions may be granted at the discretion of the Director of Human Resources.

8.11 - Separation Benefits for Vacation, Compensatory and Perfect Attendance Leave

At time of voluntary termination (resignation or retirement) employees with at least one (1) year of service who subsequently leaves the employ of the City, upon giving ten (10) working days written notice, shall receive cash payment for all remaining accrued vacation time, compensatory time, and perfect attendance leave.

The employee's last day of work will be the last day on the payroll. Employees will not be permitted to utilize vacation, compensatory time and/or perfect attendance leave and stay on the payroll after the last day at work.

8.12 – Lactation Policy

All women who breastfeed their child(ren), and who need to express milk during the working day, will work with their supervisor and Human Resources to determine how best to accommodate the needs of the mother while still accomplishing the performance of her job. For up to one year after a child's birth, any employee who is breastfeeding her child will be provided reasonable break times as needed to express milk for her baby. The City has designated that each City facility will have a private and secure location for this purpose and supervisors are responsible for such designation in their respective work locations. Nursing mothers wishing to use a room for this purpose must request/reserve the room by contacting their direct supervisor.

Expressed milk should be placed in cooler-type containers and may be stored in company refrigerators. Employees storing milk in the refrigerator assume all responsibility for the safety of the milk and the risk of harm for any reason, including improper storage or refrigeration and tampering. Additional rules for use of the room and refrigeration are posted in each room where applicable. Breaks of more than 20 minutes will be unpaid, and the employee should indicate this break period on their time record.

Chapter 9 –Risk Management and Workplace Safety

9.01 – Risk Management Program Policy
9.02 – Risk Management Program Responsibilities
9.03 – Safety
9.04 – Violence in the Workplace
9.05 – Drug Free Workplace

9.01 – General Provisions

The City of Wausau recognizes its responsibility to provide for the safety of its employees, to prevent loss from third party liability, and to protect City property (buildings, grounds, tools and equipment) from damage and loss. For this reason, the City establishes the following scope of the Risk Management program to include:

(1) Safety and health of City employees.
(2) Safety of the City's fleet operations.
(3) Protection of the City from third party liability.
(4) Protection of City property.

The City of Wausau intends and expects that, at a minimum, the City comply with all applicable local, state and federal health and safety standards, guidelines, and best practices. The safety of City employees and the public, and the protection of City assets are the first priorities in all City operations. These will take precedence over expediency or shortcuts. Every attempt will be made to eliminate or at least reduce the possibility of loss and potential loss due to employee injury, fleet operations, third party liability, and property damage/loss. Loss prevention is to be an integral part of operations. Preventing loss within the scope of this policy requires looking at both actual losses, and "near misses". Investigating accidents and incidents to determine "root cause" prior to taking corrective action is essential. Identifying potential loss exposures and taking preventive action is standard operating procedure. The City will support the Risk Management Policy with appropriate funding and will hold all employees accountable for fulfilling their loss prevention responsibilities.

Loss Prevention is a shared responsibility and requires the cooperation of all parties. Department heads and supervisors recognize the need to set a positive example through their attitude, words, and actions, in the implementation of this policy. Employees recognize the need to continue to work together with management and co-workers in living out the full scope of this policy. The entire City workforce is joined together to ensure continuous improvement of our risk management efforts, and help ensure that every employee returns home safely at the end of the workday, that City assets are protected, and that the City lives up to our mission statement.

9.02 – Risk Management Program Responsibilities

Safety Coordinator: The Safety Coordinator is responsible for the development and implementation of the overall risk management policy and procedures, for providing technical support to department heads and supervisors in their efforts to fulfill their risk management responsibilities, and for stimulating active participation in achieving risk management goals.

Department Heads – Department Heads are responsible for conducting the following loss prevention activities within their respective departments, and for working cooperatively with other departments to prevent loss:

(1) Analyze the prior year losses; identify loss potential situations within the scope of their department; set specific, measurable goals; and develop an annual Loss Prevention Action Plan aimed at preventing or reducing loss and to consider loss prevention as one criterion to assess when hiring new employees and when doing performance evaluations of employees.

(2) Integrate loss prevention into all aspects of department operations; involve all employees in loss prevention; develop, implement, monitor effectiveness, and update as needed, department specific loss prevention policies and procedures – including safety rules; provide safety orientation and training for new and transferring employees, and existing employees, as needed and required; conduct regular inspections to identify and correct loss potential situations, covering the scope of this policy.

(3) Review accident/incident/"near miss" reports to be assured that the "root cause" has been identified and that effective corrective action has been implemented; list the temporary transitional duty tasks available for injured employees and actively promote the return to work of injured employees, within their capabilities.

(4) Actively participate in loss prevention activities to demonstrate commitment to the full scope of this Risk Management Policy; document loss prevention activities and issues; hold all employees accountable for their loss prevention responsibilities; proactively budget for loss prevention expenses; ensure department compliance with all applicable local, state and federal standards, guidelines, and best practices; promote a culture of continuous improvement in loss prevention.

Supervisors – Supervisors are responsible for conducting the following loss prevention activities within their respective departments, as well as other loss prevention responsibilities that department heads may assign to them, and for working cooperatively with other departments to prevent loss:

(1) Participate in the development of the department specific, annual Loss Prevention Action Plan; involve all employees in loss prevention.

(2) Consider loss prevention as one criterion to assess when hiring new employees and when doing performance evaluations of employees.

(3) Provide initial and ongoing safety training for all employees; give detailed instructions for safe job performance by explaining the inherent hazards and safety precautions; observe work performance and provide commendation and/or coaching to assure that safe work performance is maintained and unsafe work practices are corrected and eliminated; enforce disciplinary protocol in cases of clear disregard of safe work expectation; document loss prevention activities and issues.

(4) Identify and correct loss potential situations, covering the scope of this policy; promote prompt reporting of incidents, but no later than the end of their shift; complete an accident/incident/"near miss" investigation report, within 24 hours, focused on determining the "root cause" and implementation of corrective action; keep in touch with injured employees who may be off work; help identify temporary transitional duty tasks available for injured employees; actively promote the return to work of injured employees, within their capabilities; monitor the progress of employees on temporary transitional duty to be sure they are working within their capabilities, make adjustments as needed.

(5) Actively participate in loss prevention activities to demonstrate commitment to the full scope of this Risk Management Policy; document loss prevention activities and issues; hold all employees accountable for their loss prevention responsibilities; keep knowledgeable of all local, state, and federal standards, guidelines, and best practices pertaining to operations; ensure department compliance with all applicable local, state, and federal health and safety standards, guidelines, and best practices; promote a culture of continuous improvement in loss prevention

Employees – It is the responsibility of all employees to:

(1) Participate in the development of the department specific, annual Loss Prevention Action Plan, as requested; help to carry out the action plan; actively support the full scope of the Risk Management Policy by positive attitude, words, and actions.

(2) Actively participate in safety training; follow safe work procedures, to include but not limited to safety rules, the use of personal protective equipment, machine safeguards, and other safety equipment; assist co-workers with proper safety techniques and procedures.

(3) Immediately correct unsafe acts/conditions/equipment whenever able; report unsafe acts/conditions/equipment to the supervisor when the employee is unable to correct them; maintain good housekeeping throughout operations; submit loss prevention suggestions to the supervisor; follow all applicable local, state, and federal standards, guidelines, and best practices pertaining to the employee's operations.

(4) Report all injuries and incidents, including "near misses," immediately; cooperate with the accident/incident investigation, with particular focus on determining the "root cause" and prevention of recurrence. If injured, cooperate with the medical provider and keep the supervisor informed of the employee's capabilities; work within the employee's capabilities when returning to work.

(5) Work toward a culture of continuous improvement in loss prevention, to help ensure that every employee returns safely home at the end of his or her workday, and that the City's assets are protected.

9.03 – Safety

The City of Wausau is committed to furnishing a safe place of employment that includes the use of safety devices and safeguards, methods and processes reasonably adequate to render employment safe, and other things reasonably necessary to protect the life, health, safety, and welfare of such employee. The City subscribes to and follows the requirements of the laws that relate to the protections of life, health, safety and welfare of City employees.

The City of Wausau has developed and maintains a comprehensive safety program conforming to tried and accepted safety practices. This program encourages proper attitudes toward injury and illness prevent on the part of both management and employees. It also requires cooperation in all safety and health matters, not only between supervisors and employees, but also between each employee and their coworkers.

Any unsafe practice or condition, affecting persons, property or equipment, must be reported immediately to your supervisor. Should a hazardous situation exist, safety always takes precedence over continuing operations. Retaliation against employees for reporting workplace safety issues or a work-place injury is prohibited and will not be tolerated. City employees are encouraged to submit suggestions to their supervisor or to Human Resources regarding ways to increase workplace safety.

9.04 – Violence in the Workplace

The City of Wausau is committed to providing a safe workplace for its employees and a safe environment for the citizens of the community, and has a zero tolerance policy toward any intimidating, threatening or violent behavior at the workplace. This policy applies to any form of workplace violence occurring on the worksite, or involving City employees engaged in the performance of their work duties whether on or off the worksite. In addition, this section applies to domestic violence situations when physical harm, threat of harm or fear of harm creates a safety issue for any employee while performing their job. Domestic violence threats at work must be met with the same level of response as any other kind of threat. Managers will work to the extent reasonably possible to ensure that employees are free from intimidating, threatening and violent behavior while at work.

Employees who display intimidating, threatening and/or violent behavior will be held accountable under City policy and work rules, as well as local, state and federal law. An employee who harasses, threatens, bullies, humiliates, coerces, calls names, makes offensive jokes/comments, disrespects, isolates, ignores, attempts to or inflicts bodily harm to co-workers, representatives of other agencies, or members of the general public; or damages/messes with another's property/personal items, is in violation of this policy. All City employees are responsible for committing to and becoming involved in the prevention of workplace violence and promotion of a safe work environment.

All City employees have a responsibility to notify their immediate supervisor, or in the absence of their supervisor, another supervisor, of any intimidating, threatening or violent behavior that they witness, receive or have been told that another person has witnessed or received. In addition to notifying a supervisor, the appropriate authorities should be contacted, which include, but are not limited to: as appropriate, the City police department, fire department or emergency ambulance services.

Employee involvement entails understanding and complying with the prevention program and security measures; making suggestions for improving safety and security issues; participating in problem solving sessions; conducting inspections and making recommendations for corrective strategies; and participating in training and education programs that cover techniques to recognize escalating agitation, assaultive behavior or criminal intent, and discussing appropriate responses. Retaliation against any employee for filing a complaint of workplace violence, or for assisting, testifying, or participating in the investigation of such a complaint, is illegal and is prohibited by the City and by federal laws.

All managers have a responsibility to review this section with new employees and periodically review with all employees within their department. Additionally, they are responsible for maintaining a working environment that is as safe as reasonably possible for City employees. Supervisors can help prevent workplace violence and threats by: knowing the early behavior pattern warning signs, knowing the sequence of workplace violence, and reducing the risk of violence. Periodic employee surveys should be conducted for ideas on the potential for violence, holes in security and other risk factors. If information received determines there may be potential for a threatening or violent situation, it is the manager's responsibility to immediately notify the Department Head and the City Attorney or Director of Human Resources, in addition to advising the employee what authorities to contact, and to notify the appropriate authorities if the employee involved in the incident cannot. Managers are required to maintain a written record that documents the incident until such time as that information is turned over to the Director of Human Resources.

The City prohibits employees from entering City buildings carrying a firearm or weapon of any kind regardless of whether that person is licensed to carry the weapon or not. Further, the City prohibits employees from carrying a weapon in City-owned vehicles. Weapon means any device which is designed, used, or intended to be used in a manner that is calculated or likely to produce property damage, personal injury, or death. Weapons are further defined in 939.22(10), "dangerous weapon", Wisconsin State Statutes. The only exception is for sworn law enforcement officers, or other persons who act in the interest of the City and have written consent by the Police Chief to carry a weapon in City buildings and in City-owned vehicles. Nothing in this policy prohibits an individual from keeping a weapon in his/her vehicle to the extent required by law.

9.05 – Drug Free Workplace

The City of Wausau believes that a working environment unaffected by alcohol and drugs fosters safety, quality service and productivity, and is in the best interest of all employees. Every employee shares in the responsibility to support a drug and alcohol-free environment, and the policy and rules on alcohol and drug abuse are aimed toward reaching this goal. The purpose of this policy is to assure worker fitness for duty and to protect our employees and the public from the risks posed by the misuse of alcohol and drugs. This policy is also intended to meet the requirements of "the Drug-Free Workplace Act of 1988" (49 CFR Part 29) and the "Drug-Free Workplace

Requirements" (49 CFR Part 29.600-29.635, subpart F). This policy applies to all employees of the City of Wausau and all work sites, including off-site lunch periods or breaks when an employee is scheduled to return to work.

Prohibited Conduct

1. Unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the workplace. Employees must abide by the terms of this policy as a condition of employment. Violation of this policy could constitute grounds for immediate termination of employment.

"Drugs" are defined to include both "illegally used controlled substances" (illegal drugs or other controlled substances as defined under state or federal law, including narcotic and non-narcotic drugs, and prescriptions drugs used abusively) and "non-controlled" (over-the-counter) medicines if they render one unfit for duty. Additionally, the abuse of any substances for the purpose of achieving a drug-like effect will fall under the prohibition against "drugs". "Possession" includes the presence of drugs or alcohol in the possession or control of the employee or in the employee's desk, locker, toolbox, lunch box, automobile on City property or other personal area.

2. An employee who reports to work or who is observed at work under the influence of alcohol or drugs, or who is incapable of safely performing his/her job, will be subject to severe disciplinary action, which may include immediate termination of employment. "Under the influence" includes the presence of any alcohol or drug in the body, which may be verified by laboratory tests, or impairment of any degree, which may be verified by appropriate field tests.

3. An employee who, under a proper medical authority, is taking prescription drugs or other medication, which may affect his/her ability to work safely, is responsible for bringing this matter to his/her supervisor's attention before beginning work. Whether or not an employee is taking a prescription drug, non-prescription drug, or other medication, an employee who reports to work or who is observed at work and is incapable of safely performing his/her job may, depending on the circumstances, be subject to severe disciplinary action, which may include immediate termination of employment.

Reporting Requirement: Any City of Wausau employee convicted of a drug statute violation occurring in the workplace must report such to the employer in writing no later than five calendar days after such a conviction.

Testing: The City of Wausau will take reasonable steps to search for and detect use of, possession of and impairment by alcohol and drugs. Because City of Wausau is committed to maintaining a drug and alcohol free working environment, prior to making a job offer, applicants for employment will be screened to avoid hiring persons who use drugs or who abuse alcohol. In addition, City of Wausau may require any employee suspected of being under the influence of alcohol or drugs to submit to a breath tests, blood test or urinalysis by City designated physician or qualified test process. The type of testing will be at the City's discretion and expense.

On-Going Education: The City of Wausau will work actively to educate employees about the drug and alcohol problem by working closely with employee groups and unions representing its employees. City of Wausau will strive to develop a cooperative approach with all employees in dealing with the problem of drugs and alcohol. This policy will be adopted and incorporated into City policy records and handbooks.

Employee Assistance Program: The City offers an Employee Assistance Program to help employees and their families with alcohol and drug related problems, as well as other personal problems. All employees are encouraged to seek assistance for alcohol and drug abuse or other personal problems. Participation in these programs is voluntary, and assistance is provided on a confidential basis. However, participation does not relieve employees of their responsibility to comply with the City's alcohol and drug rules and to meet work performance requirements.

Chapter 10 – Employee Discipline

10.01 – General Provisions
10.02 – Disciplinary Procedures
10.03 – Corrective Action Plans
10.04 – Grievance Procedure

10.01 – General Provisions

All City employees are expected to satisfactorily perform all job duties, complete assignments in a timely manner, and meet a standard of conduct appropriate to the reputation of the City. While at work employees are responsible to be aware of and abide by existing rules and regulations. Under ~~normal~~ typical circumstances, the City endorses a policy of progressive discipline in which employees are provided with a notice of their deficiencies and an opportunity to improve. However, the City retains the right to administer discipline in the appropriate manner, and to terminate at-will employees with or without cause. Supervisors have the responsibility, with the guidance provided by Human Resources to apply discipline fairly and consistently without discrimination.

10.02 – Disciplinary Procedures

The City's disciplinary procedures include guidelines for ~~incorporate the following series of~~ progressively severe penalties for serious first offenses and for repeated violations, misconduct, or for a series of unrelated problems involving job performance or behavior. ~~However,~~ The progression or level of discipline may vary depending on the nature and severity of the behavior or misconduct as determined by the Appointing Authority with consultation from Human Resources .

(1) ~~Counseling~~ Performance Feedback: Employee ~~counseling~~ feedback aand job coaching typically involves an informal meeting between the employee and supervisor, where the employee is made aware of their performance failure, inappropriate behavior, work rule violation, etc., and expectations are communicated so the employee receives guidance ~~is provided as to how the employee can~~ for improvement ~~their performance or behavior~~. ~~Counseling~~ Certain circumstances may be more formal, involving a third party, if warranted. ~~Counseling~~ Feedback and coaching should be designed to resolve the problem early and avoid the need to take punitive action.

(2) Verbal Reprimand ~~Warning~~: This type of notice occurs when a supervisor verbally warns an employee regarding inappropriate behavior, poor performance, a work rule violation, insubordination, etc. Verbal warnings are given when ~~counseling~~ feedback or coaching has failed to produce the desired result or the behavior is clearly unacceptable. Supervisors should meet with the employee in private to discuss their behavior or conduct and future expectations, including a clear explanation of the consequences of the failure to correct the problem. All verbal ~~warnings~~ reprimands should be documented in writing. A memorandum documenting the facts of the situation (specific violation(s), date/time of violation(s), prior related discipline, standards for future conduct, and warning of further corrective discipline for non-compliance, and any follow-up action to be taken) should be prepared by the supervisor. The memorandum should be given to the employee and forwarded to the Director of Human Resources.

(3) Written Reprimand ~~Warning~~: A written ~~notice~~ reprimand occurs when an employee's behavior, misconduct or poor performance is documented in a written letter and retained in the employee's personnel file. The notice should contain the specific violation(s), the date and time of the violation(s) (or period of time), prior related discipline, specific standards for future conduct (including timelines, if appropriate), warning of further corrective discipline for non-compliance, and any follow-up action to be taken.

(4) Suspension: A suspension occurs when an employee is involuntarily relieved from work for a certain number of days, with or without pay. Typically this occurs when prior warnings have not been successful in correcting employee behavior or the misconduct or violation is more serious in nature. [*Non-exempt*

Employees under the FLSA may be suspended in increments of any length; Exempt employees under Wisconsin law may only be suspended in increments of a work week].

(5) Termination: Termination is the involuntary and permanent removal of an employee from City employment. Termination is administered in situations where previous attempts to correct an employee's behavior have failed or the severity of the level of misconduct justifies the termination.

Prior to any suspension or termination, supervisors with approval from or with the assistance the Director of Human Resources should undertake a proper and thorough investigation. Supervisors are prohibited from suspending or terminating an employee without written approval from the Director of Human Resources.

It is imperative for disciplinary proceedings to be properly, completely and consistently documented. Proper documentation helps to support supervisor's disciplinary actions and is necessary to communicate to employees what behavior or action was inappropriate or a violation of City policy, procedure or rule.

Disciplinary actions are typically not taken against employees, without conducting an objective investigation, which includes the opportunity for the employee to explain their action(s) ~~(due process meeting)~~. As the Appointing Authority, with assistance from the Human Resources Director, contemplates the appropriate level of discipline the affected employee should be provided a due process meeting prior to imposing discipline that removes pay. In some cases the nature of the offense or level of misconduct may be severe enough to warrant termination for a first offense. ~~However, most rule violations, poor performance or misconduct are handled in accordance with the steps previously outlined~~. Steps in the disciplinary process include:

(1) Employee Notice and/or Investigation

(2) Due Process Meeting (when contemplating discipline that may effect pay, e.g. suspension or termination) The employee will be provided with a written notice of the misconduct and an explanation of the reasons for discipline. The due process meeting serves as an opportunity for an employee to provide additional facts prior the finalization of discipline [*NOTE: During meetings which may lead to discipline, a union employee has the right to request and be afforded representation from the union at the meeting*].

(3) Discipline: If discipline is warranted following the due process meeting, the employee will be provided a ***written*** notice of the discipline, including the infraction and a general statement of the reasons for the action. The administered discipline becomes a part of the employee's personnel file.

10.03 – ~~Corrective Action Plans~~ Performance Improvement Plans

Depending on the seriousness and nature of an employee's performance, behavior or infraction, it may be helpful and necessary for the supervisor to develop a ~~corrective action plan or~~ work improvement plan. This type of plan emphasizes the need for improvement on behalf of the employee, and the primary goal is to assist the employee in solving the problem in order to improve performance or behavior. The following elements should be incorporated into a ~~Corrective Action~~ plan:

(1) Identification of the problem: What is the employee doing that ~~must be corrected~~ is not satisfactory? How is their conduct influencing the work of the department, City, and other co-workers or citizens?

(2) Goals for change: What needs to be changed? What goals should be achieved?

(3) What the employee will do: Specific, measurable performance indicators should be established over a defined period of time. If training needs to be received, the employee should be told the type of training, how often, when the training should be completed and who will pay for the cost of the training.

(4) What the supervisor and department will do: The time frame(s) for supervisory conferences should be indicated and how the supervisor will assist the employee in seeking out training opportunities.

(5) The ~~corrective action~~ performance plan should be discussed (and documented) with the employee and reviewed periodically ~~on a monthly basis in order~~ to assess progress, provide performance feedback and ~~problems~~ make course corrections as needed.

(6) Evaluate the employee's progress at the end of the ~~agreed-upon~~ time frame to correct the deficiencies. This ~~evaluation~~ assessment should be documented, and the memorandum should indicate whether the employee met the requirements of the plan or whether further follow-up with the employee is appropriate.

10.03 – Grievance Procedure

This procedure is intended to comply with Section 66.0509(1m), Wis. Stats., and provides a grievance procedure for addressing issues concerning employee discipline, termination and workplace safety. This policy applies to all employees other than public safety and transit employees who are covered by the grievance procedure in their respective collective bargaining agreements. An employee may appeal any level of discipline, termination, and issue of workplace safety under this grievance procedure. For purposes of this policy, the following definitions apply:

Grievance: A grievance shall mean any dispute or misunderstanding regarding the actions of City officials which relate to employee discipline, termination, and work place safety.

Employee Discipline: Discipline may result when an employee's actions do not conform with generally accepted standards of good behavior, when an employee violates a policy or rule, when an employee's performance is not acceptable, or when the employee's conduct is detrimental to the interests of the City of Wausau. Disciplinary action may call for any of the following steps depending on the problem and the number of occurrences:

- written warning
- suspension (with or without pay)
- termination of employment

There may be circumstances when one or more steps are bypassed. Certain types of employee problems are serious enough to justify either a suspension or termination of employment without going through progressive discipline steps. The City of Wausau reserves the right, in its sole discretion, to impose disciplinary action as may be appropriate to the particular circumstances.

"Employee Discipline" shall not include the following items:

- Placing an employee on paid administrative leave pending an internal investigation;
- ~~Counseling~~, Performance feedback meetings, oral reprimands (even when documented) or other pre-disciplinary action;
- Actions taken to address work performance, including use of a performance improvement plan or job targets;
- ~~Demotion~~, Change in job duties, transfer or reassignment to an equivalent position, change in job assignment; or
- Disability reassignment or termination;
- Other personnel actions taken by the employer that are not a form of progressive discipline.

Employee Termination: is defined as an involuntary separation from employment as a result of action taken by the employer to terminate or discharge an employee from employment for rule misconduct or performance reasons.

"Employee Termination" shall ~~not~~ include any of the following personnel actions, however only disciplinary terminations are subject to the grievance procedure.

A. Non-disciplinary:

1. Voluntary quit;
2. Layoff or failure to be recalled from layoff at the expiration of the recall period;
3. Reduction in workforce or job transfer;
4. Completion of temporary employment, seasonal employment, contract employment, or assignment;
5. Disability separation;
6. Retirement;
7. Job abandonment, "no-call, no-show", or other failure to report to work;
8. ~~Termination of employment due to medical condition,~~
9. Lack of qualification or license, or other disqualification that renders an employee as unable ~~inability~~ to perform job duties.

A.

B. Disciplinary:

1. Unsatisfactory performance driven;
2. Work rule violations

Workplace Safety: is defined as conditions of employment affecting an employee's physical health or safety, the safe operation of workplace equipment and tools, safety of the physical work environment, personal protective equipment, workplace violence, and training related to the same.

Any written grievance filed in Step 1 of the grievance procedure must be filed with the Department Head using the *Written Grievance Form* that is available in the Human Resource office or on the City's intranet.

Steps of the Grievance Procedure

Employees should first discuss complaints or questions with their immediate supervisor. Every reasonable effort should be made by supervisors and employees to resolve any questions, problems or misunderstandings that have arisen before filing a grievance.

1. Step 1 – Written Grievance Filed with the Department Head. The employee must prepare and file a written grievance with the Department Head or his/her designee with a copy to the Director of Human Resources, within ten (10) business days of when the employee knows, or should have known, of the events giving rise to the grievance. The written grievance shall be submitted using the *Written Grievance Form* and give a detailed statement concerning the subject of the grievance, the facts of which the grievance is based and indicate the specific relief sought. The Department Head or his/her designee will investigate the facts giving rise to the grievance and inform the employee and the Director of Human Resources of his/her decision, in writing, within five (5) business days of receipt of the grievance if possible. The written response shall contain a statement of the date the meeting between the Department Head or his/her designee and the Grievant occurred, the decision to sustain or deny the grievance, and the deadline for the Grievant to appeal the grievance to the next step of this procedure. In the event the grievance involves the Department Head, the employee may initially file the grievance with the Director of Human Resources or his/her designee, thereby waiving Step 1 of the procedure moving directly to Step 2. Any request to waive Step 1 must be made to the Director of Human Resources.

2. Step 2 – Review by the Director of Human Resources. If the grievance is not settled at Step 1, the employee may appeal the grievance to the Director of Human Resources within five (5) business days from the Department Head or his/her designee's decision at Step 1. The Director of Human Resources or

his/her designee will review the matter and inform the employee and the Department Head of his/her decision, in writing, within five (5) business days of receipt of the grievance.

3. Step 3 – Appeal to the Human Resources Committee. If the grievance is not resolved at Step 2, the employee may appeal by filing a written appeal of the grievance with the Human Resources Committee within five (5) business days from the Director of Human Resources or his/her designee's decision. The appeal should be sent to the Chairperson of the Human Resources Committee with a copy sent to the Director of Human Resources. The Human Resources Committee shall meet with the parties to discuss the matter at their next regularly scheduled meeting. Within five (5) business days of the meeting, the Human Resources Committee shall issue a written decision to the parties involved sustaining or denying the grievance.

4. Step 4 – Impartial Hearing Officer. If the grievance is not settled at Step 3, the employee may request in writing, within five (5) business days from the Human Resources Committee's decision, a request for a hearing by an Impartial Hearing Officer. The appeal should be sent to the Director of Human Resources. The City shall select and be responsible for the expenses for the Impartial Hearing Officer. The Impartial Hearing Officer shall not be a City employee. The hearing shall be held at a mutually agreeable time in a public building. Employees may be accompanied by a representative of their choice during the Impartial Hearing process. All testimony shall be taken under oath. In all cases, the Grievant shall have the burden of proof to support the grievance. The rules of evidence shall not be strictly followed, but no factual conclusions may be based solely on hearsay evidence. After receiving the evidence and closing the hearing, the Impartial Hearing Officer shall issue a written response to the parties involved. The Impartial Hearing Officer may request oral or written arguments and replies.

   The Impartial Hearing Officer shall have the power to issue a written response to the grievance. The response shall contain findings of fact, analysis and recommendation. The Impartial Hearing Officer shall have no power to issue any remedy and shall only determine whether the City acted in an arbitrary and capricious manner.

5. Step 5 – Review by the Governing Body If the grievance is not resolved after Step 4, the employee or the Director of Human Resources shall request within five (5) business days of receipt of the written decision from the Impartial Hearing Officer a written review by the City Council. No formal hearing will be required and the City Council shall not take testimony or evidence; it may only determine whether the Impartial Hearing Officer reached an arbitrary or incorrect result based on a review of the written record before the hearing officer. The City Council may request additional written submittals of the parties on matters which were raised before the Impartial Hearing Officer or, at its discretion, meet with the parties to review the matter. The preparation of the written record shall be at the expense of the party seeking appeal and the appealing party shall supply a copy of the written record to the other party without charge. The matter will be scheduled for the City Council's next regularly scheduled meeting. The Impartial Hearing Officer's determination may be affirmed, modified, or reversed by a majority vote of the City Council. The City Council's decision shall be final and binding on the parties.

   The City Council will inform the employee of its findings and decision in writing and provide a copy of the decision to the Director of Human Resources within five (5) business days of the City Council meeting.

An employee may not file a grievance outside of the time limits set forth in the procedure above without mutual agreement of the parties involved. If the employee fails to meet the deadlines set forth above, the grievance will be considered resolved. If it is impossible to comply with the deadlines due to meeting notice requirements or meeting preparation, the grievance will be reviewed at the next possible meeting date. An employee must process his/her grievance outside of normal work hours, unless the employee elects to use accrued paid time (vacation, comp time etc.) in order to be paid for time spent processing his/her grievance during normal work hours through the various steps of the grievance procedure.

Employee Acknowledgment

CITY OF WAUSAU
EMPLOYEE ACKNOWLEDGMENT OF RECEIPT AND UNDERSTANDING

Employee Handbook

By signing below, I acknowledge that I have received a copy of the City of Wausau's Employee Handbook. I also acknowledge that I have had the opportunity to read the policy and have any questions answered, and that I understand and will abide by the provisions contained in this policy.

I acknowledge that I have not entered into any such individual agreement or contract by acknowledging receipts of this Handbook or by following any of the provisions of this Handbook. I understand that the contents of this Handbook may be changed by the Employer at any time, with or without notice to the extent permitted by law.

Signed: _____ Date: _____

Printed Name: _____

Memorandum

From: **Myla D. Hite**
To: **Human Resources Committee**
Date: **November 9, 2015**
Subject: **Department Incentive Program – Pilot Proposal**

Purpose: To obtain your review and consideration to implement a pilot program during 2016 for Department Performance Incentives for safety, community service, and planned workplace absences.

Recommendation: This is a proposal for a pilot program for 2016 that can be evaluated near year end for future continuation. The pilot would add a provision in the Employee Handbook to allow Departments to either continue participating in the Perfect Attendance Leave program contained within the Employee Handbook at Chapter 8.05 OR opt into participating in a Department Incentive Program. The pilot would specifically exclude employees represented under the provisions of a collective bargaining agreement.

The proposed pilot program contains 4 separate goals, each with their own individual metric.

Goal	Department Metric
1	All leave planned
2	0 accidents with $1,000 damage to property
3	0 WP injuries that result in time loss
4	16 hours of community service (volunteer)

If Department's achieve goals at the following rate, the incentives would be provided as follows:

Measure	Incentive Leave Award
If Department staff achieves **100%** of the goals	All staff receive 2 days or 16 hours
If Department staff achieves **95%** of the goals	1-½ day or 12 hours
If Department staff achieves **85%** of the goals	1 day or 8 hours
If Department staff achieves **75%** of the goals	½ day or 4 hours

Pilot Program Considerations: The Perfect Attendance Leave (PAL) Program provides incentive time off as a reward for employees to not use sick leave. The challenge with PAL as currently administered is that it is unlawful to "penalize" an employee for taking any leave certified under the Family Medical Leave Act – whether sick or vacation leave. The other issue is that there are currently employees who do call in from work at the last minute, and they simply opt to use vacation or compensatory time in lieu of sick leave. Finally, there are other employees who come to work ill so they can attain the award of incentive time off for no sick leave usage.

By expanding the metrics beyond Perfect Attendance, the end result should be reduced risk, higher productivity and a greater sense of community involvement. The incentive is designed to appeal to the changing demographics within the City of Wausau as we experience larger staff

turnover and attract less tenured staff into our workforce. In one survey, 67% of American workers stated they would take less money to have more flexibility. In another study conducted in eight of the world's largest economy's with 9,700 full-time employee respondents, flexibility was listed as a top desirable feature for a job. Workers today are motivated by a desire to achieve or maintain flexibility to allow for work/life balance.

The 4 levels (75%, 85%, 96% and 100%) recognize that staff will occasionally miss the mark but will provide reduced incentives for different levels of achievement.

Goal 1 – All Leave Planned: The business need within the workplace is to provide the employer with the ability to plan the work based upon predictable staffing levels. Therefore, the real need is to incentivize employee's to plan time off obtaining advance approval from the supervisor.

Goals 2 and 3 – Accident and Injury are designed to promote maintaining a safer workplace.

Goal 4 – Incentivizes community service and giving back within the community through volunteerism which stimulates greater ownership and involvement.

Resource Impact: Nominal as it is taking the place of another type of leave that is already awarded under a different program and it is absorbed by the Department.

Cc: Mayor

EMPLOYEE PERFORMANCE EVALUATION

Employee Name:		Employee ID:	
Employee Position:		Evaluation Period:	
Department:		Date of Current Position:	
Reviewer Name:		Date of Review:	
Reviewer Title:		Date of Next Review:	

Instructions: Performance evaluations are divided into six sections: Competencies, Performance Factors, Core Values, Succession Planning, Goals, and Overall Rating. Please refer to the Reviewer's Guide to Performance Evaluation before completing this form as it is an integral part of the performance management system and must be used to ensure consistency between reviewers.

Optimal work performance requires a clear understanding of what work is to be performed, desired outcomes, and how well the work is completed (e.g., quality of the work, level of production, contribution to the organization, adherence to core values etc.). The performance evaluation process ensures that employee and management expectations are aligned. Through this process, the employee and rating supervisor can find opportunities to work together to improve job performance and grow professionally within the organization. Opportunities for improvement always exist at all levels of the organization.

The following performance evaluation criteria should be considered in the Core Values, Competency Evaluation and Performance Factor sections:

> Exceptional: Performance that consistently far exceeds the normal requirements of the job and is clearly outstanding. *Approximately 10% to 15% of all employees perform at this level.*
>
> Proficient: Performance that consistently meets the normal requirements and expectations of the job. *Approximately 85% to 90% of all employees perform at this level.*
>
> Marginal: Performance does not consistently meet the normal requirements and expectations of the job and requires improvement. *Approximately 5% of all employees perform at this level. Employees with marginal performance will be placed on a performance improvement plan and re-evaluated in no more than six months.*

Comments and examples should be included in each competency. A rating of **Exceptional** and **Marginal** must include commentary supporting the rating. If there is no supporting documentation for either of these two ratings then the rating will be adjusted to proficient.

<u>Position Description</u>

- □ The position description was reviewed and discussed with the employee. If applicable, any recommended changes have been attached to this document.

Core Values

The employee… Understands the department's services and priorities as well as the City's mission and core values.
□ Exceptional □Proficient □Marginal
Comments and Examples:

Understands how their job impacts the City's overall (and/or Department) performance, and considers the interrelationships of the City's departments and/or functions when making decisions
□ Exceptional □Proficient □Marginal
Comments and Examples:

Models and lives out the Core Values on a daily basis.
□ Exceptional □Proficient □Marginal
Comments and Examples:

Competency Evaluation:

Communicativeness
Effective performers recognize the essential value of continuous information exchange and the competitive advantage it brings. They actively seek information from a variety of sources and disseminate it in a variety of ways. They take responsibility for ensuring that people have current and accurate information needed for success and communicate well verbally and in writing.
□ Exceptional □Proficient □Marginal
Comments and Examples:

Team Player
Effective performers are team oriented. They identify with the larger organizational team and their role within it. They share resources, respond to requests from others (internal and external), and support the organizations core values and goals as more important than personal goals or agendas.
□ Exceptional □Proficient □Marginal
Comments and Examples:

Customer Orientation
Effective performers stay close to customers and continually seek understanding regarding their changing needs. They view the organization through the eyes of the customer and go out of their way to anticipate and meet their needs. They deliver on services and commitments to internal and external customers.
□ Exceptional □Proficient □Marginal
Comments and Examples:

Initiative
Effective performers are proactive and take action without being prompted. They don't wait to be told what to do or when to do it and have a high level of energy and the motivation to sustain it over time. They see a need, take responsibility, and act on it. They are ambitious and passionate about their role in the organization. They make things happen and have the stamina and endurance to handle the substantial workload present in today's organizations.
□ Exceptional □Proficient □Marginal
Comments and Examples:

Positive Impact
Effective performers make positive impressions on those around them understanding that a primary factor in success is about establishing and maintaining productive relationships. They are personable, self-confident, and generally likable. They like interacting with people and are good at it. They are optimistic and enthusiastic about what they do, and their excitement is contagious. They energize those around them and are responsible for the morale and attitudes of those who they are assigned to work with.
□ Exceptional □Proficient □Marginal
Comments and Examples:

Problem Solving & Decision Making
Effective performers are able to identify problems, solve them, act decisively, and show good judgment. They isolate causes from symptoms, and compiles information and alternatives to illuminate problems or issues. They involve others as appropriate and gather information from a variety of sources. They find a balance between studying the problem and solving it. They readily commit to action and make decisions that reflect sound judgment.
□ Exceptional □Proficient □Marginal
Comments and Examples:

Performance Factors:

Job Knowledge
Effective performers possess and demonstrate the technical ability to perform required duties and services offered by the City, is practical in applying knowledge to assignments, and maintains expertise in his/her field by keeping current with new developments. Understands and practically applies City's philosophy of providing service; understands and effectively utilizes City policies and procedures relevant to position; knowledgeable regarding the City's services offered; general understanding of the municipal service industry and how it affects City operations.
□ Exceptional □Proficient □Marginal
Comments and Examples:

Time Management
Effective performers sense what needs to be done and when; punctuality, reliability in attendance, willingness to work overtime when needed; schedules work efficiently; arranges and conducts meetings efficiently; keeps busy and does not waste time.
□ Exceptional □Proficient □Marginal
Comments and Examples:

Quality of Work
Effective performers display accuracy, thoroughness, dependability, and usefulness of results; attention to detail; volume of work performed at an acceptable level while meeting quality standards and time schedules (includes balancing); follows through on assignments; provides adequate documentation where expected; follows instructions; timely delivery of service; pride in the City and work performed; professional appearance of work produced.
□ Exceptional □Proficient □Marginal
Comments and Examples:

Prior Year's Performance Goal:

Goal #1
Goal Description:
□ Accomplished □Partially Accomplished □Did Not Meet Goal
Comments/Observations:

Goal #2
Goal Description:
□ Accomplished □Partially Accomplished □Did Not Meet Goal
Comments/Observations:

Goal #3
Goal Description:
□ Accomplished □Partially Accomplished □Did Not Meet Goal
Comments/Observations:

Performance Goals for the Upcoming Year:

Goal #1
Goal Description:
Target Date/Milestones:
Measurement Criteria:
Required Skills, Tools, or Resources:

Goal #2
Goal Description:
Target Date/Milestones:
Measurement Criteria:
Required Skills, Tools, or Resources:

Goal #3
Goal Description:
Target Date/Milestones:
Measurement Criteria:
Required Skills, Tools, or Resources:

Personal Career/Development Goals:

Goal #1
Goal Description:
Target Date/Milestones:
Measurement Criteria:
Required Skills, Tools, or Resources:

Goal #2
Goal Description:
Target Date/Milestones:
Measurement Criteria:
Required Skills, Tools, or Resources:

Overall Performance: Please check the box for the corresponding description which best characterizes the employee's overall performance.

□ Exceptional: Performance that consistently far exceeds the normal requirements of the job and is clearly outstanding. *Approximately 10% to 15% of all employees perform at this level.*

□ Proficient: Performance that consistently meets the normal requirements and expectations of the job. *Approximately 85% to 90% of all employees perform at this level.*

□ Marginal: Performance does not consistently meet the normal requirements and expectations of the job and requires improvement in order to be considered. *Approximately 5% of all employees perform at this level. Employees with marginal performance will be placed on a performance improvement plan and re-evaluated in no more than six months.*

Comments: (Please Attach Additional Comments to the Evaluation)

_____

Employee Comments: (Please Attach Additional Comments to the Evaluation)

_____

Signatures: Every employee is required to sign their performance evaluation. Your signature does not mean that you agree with the evaluation, but that you reviewed it and discussed it with your supervisor. Please contact the Human Resources Director if you wish to appeal the evaluation that you received.

Supervisor Date	Employee Date
Department Head Date *(If Different Than Supervisor)*	Human Resources Director Date

Building Inspector Performance Appraisal

SECTION 1. EMPLOYEE/SUPERVISOR INFORMATION		
Work Unit:	Employee Name:	Supervisor Name
Department:	Department Head Name	Date and Time of Performance Discussion

SECTION 2. POSITION INFORMATION				
Salary Grade:			**Range:**	
Job Duties Reviewed	☐ Yes ☐ No		**Last Revision:**	

SECTION 3. PERFORMANCE MEETING HISTORY			
Enter dates and types of any performance related feedback given during the evaluation period			
☐ Email ☐ Discussion ☐ Correspondence	Note: Date:	☐ Email ☐ Discussion ☐ Correspondence	Note: Date:
☐ Email ☐ Discussion ☐ Correspondence	Note: Date:	☐ Email ☐ Discussion ☐ Correspondence	Note: Date:

SECTION 4. GENERAL PERFORMANCE COMPETENCIES BASED ON CITY'S CORE VALUES			
			ACCOUNTABILITY
Exceeds ☐	**Meets** ☐	**Below** ☐	Accepts personal responsibility for work and actions, focusing on results and measureable outcomes while adhering to applicable statutes, policies and work rules.
Exceeds ☐	**Meets** ☐	**Below** ☐	Takes responsibility for mistakes and makes appropriate correction without blaming others or the circumstances.
Exceeds ☐	**Meets** ☐	**Below** ☐	Participates fully as a team member, openly communicating and proactively sharing ideas, keeping team members informed and taking action to contribute to successfully achieving team goals.
Exceeds ☐	**Meets** ☐	**Below** ☐	Maintains predictable attendance.
			PROFESSIONALISM
Exceeds ☐	**Meets** ☐	**Below** ☐	Represents DPWU positively within the community and the workplace through appearance and actions.
			RESPECT
Exceeds ☐	**Meets** ☐	**Below** ☐	Uses appropriate methods to interact professionally and effectively with individuals from different cultural, ethnic, religious and other backgrounds, as well as individuals of different age groups, gender, lifestyles and physical/mental abilities.
Exceeds ☐	**Meets** ☐	**Below** ☐	Communicates effectively and cooperatively, addressing conflict in a constructive manner while applying techniques to positively problem solve.
			INTEGRITY
Exceeds ☐	**Meets** ☐	**Below** ☐	Exhibits trustworthiness and personal responsibility in providing service to citizens in an honest and fair manner
Exceeds ☐	**Meets** ☐	**Below** ☐	Maintains current credentials and/or stays abreast of professional standards.
Exceeds ☐	**Meets** ☐	**Below** ☐	Demonstrates knowledge of job, performs work with accuracy and produces appropriate volume of work on a regular basis.

SUPPORTING COMMENTS (*Required for exceeds or below ratings)*

SECTION 5. POSITION SPECIFIC PERFORMANCE STANDARDS			
Exceeds ☐	**Meets** ☐	**Below** ☐	Participate as a team member to communicate issues to co-workers to improve compliance and to enhance inspection services performed by the City.
Exceeds ☐	**Meets** ☐	**Below** ☐	Professionally represents the City of Wausau by completing building inspections within 2 days of customer request, ensuring compliance with City of Wausau codes and regulations. Diplomatically informs customers of code sections when non-compliance is found.
			Represents the City in a positive professional manner when on-site, identifying self-upon arrival with a well-groomed appearance. Employs customer service techniques designed to educate and inform customers while placing them at ease in order to obtain voluntary compliance.
Exceeds ☐	**Meets** ☐	**Below** ☐	Returns telephone calls, voice mails and responds to correspondence within 1 business day of receipt.
Exceeds ☐	**Meets** ☐	**Below** ☐	Responsible for independently evaluating building permit applications for completeness and code compliance and take appropriate action within 1 week for residential customers and 2 weeks for commercial customers.
Exceeds ☐	**Meets** ☐	**Below** ☐	Applies same service delivery standards when assigned to issue plumbing, electrical and HVAC permits.
Exceeds ☐	**Meets** ☐	**Below** ☐	Proactively establishes and maintains complete and accurate records related to building inspections. Keeps records up-to-date by filing electronic and paper documents within 1 week of action.
Exceeds ☐	**Meets** ☐	**Below** ☐	Provides timely and accurate technical advice and assistance to customers to facilitate education and voluntary code compliance. Explores customer need and presents options when possible.
Exceeds ☐	**Meets** ☐	**Below** ☐	Serves as designated subject matter expert on City building systems and codes displaying excellence in communication delivery. Provides oversight for other inspectors when assigned to work on plumbing permits/inspections..
Exceeds ☐	**Meets** ☐	**Below** ☐	Maintains tracking system for permits issued and performs timely follow-up to ensure inspections are completed prior to permit expiration; notifies supervisor when inspections are scheduled after permit expiration.
Exceeds ☐	**Meets** ☐	**Below** ☐	Completes administrative tasks within timeframes established by the supervisor, e.g. timecards, leave requests, etc..
SECTION 6 EMPLOYEE SPECIFIC PERFORMANCE GOALS AND/OR STANDARDS			
Exceeds ☐	**Meets** ☐	**Below** ☐	
Exceeds ☐	**Meets** ☐	**Below** ☐	
Exceeds ☐	**Meets** ☐	**Below** ☐	
Exceeds ☐	**Meets** ☐	**Below** ☐	
SECTION 7 SUPPORTING DETAILS (*Required for exceeds or below ratings)*			

SECTION 8. INDIVIDUAL EMPLOYEE DEVELOPMENT PLAN *What competency is being improved?*	
GOAL:	
ACTION STEPS *There can be multiple activities to achieve a single goal.*	**TIMELINE FOR COMPLETION**
GOAL:	
ACTION STEPS	**TIMELINE FOR COMPLETION**
GOAL:	
ACTION STEPS	**TIMELINE FOR COMPLETION**

SECTION 9 EMPLOYEE COMMENTS

SECTION 10 RATER OR REVIEWER ADDITIONAL COMMENTS

Rater Printed Name	Reviewer Printed Name	Employee Printed Name
Rater Signature	**Reviewer Signature**	**Employee Signature**

Date:	Date:	Date:

Instructions

The performance appraisal instrument was developed to achieve the following:

- Review position requirements and performance expectations, facilitating discussion and feedback for achievement.
- Improve efficiency and maintain quality of service.
- Provide learning individual development by affording an opportunity for self-evaluation along with supervisory feedback.
- Provide objective basis for rewarding results.
- Foster communication between supervisor and employee.
- Establish future performance related goals.

Rating Scale

The following rating definitions apply to each performance criterion appraised:

Exceeds Standard: Consistently exceeds position requirements and performance expectations.

Meets Standard: Consistently meets position requirements; and occasionally exceeds performance expectations.

Below Standard: Usually does not meet position requirements nor performance expectations; significant improvement required.

Close out permits in a timely manner

Electrical Inspector Performance Appraisal

SECTION 1. EMPLOYEE/SUPERVISOR INFORMATION		
Work Unit:	Employee Name:	Supervisor Name
Department:	Department Head Name	Date and Time of Performance Discussion

SECTION 2. POSITION INFORMATION				
Salary Grade:			**Range:**	
Job Duties Reviewed	☐ Yes ☐ No		**Last Revision:**	

SECTION 3. PERFORMANCE MEETING HISTORY			
Enter dates and types of any performance related feedback given during the evaluation period			
☐ Email ☐ Discussion ☐ Correspondence	Note: Date:	☐ Email ☐ Discussion ☐ Correspondence	Note: Date:
☐ Email ☐ Discussion ☐ Correspondence	Note: Date:	☐ Email ☐ Discussion ☐ Correspondence	Note: Date:

SECTION 4. GENERAL PERFORMANCE COMPETENCIES BASED ON CITY'S CORE VALUES			
			ACCOUNTABILITY
Exceeds ☐	**Meets** ☐	**Below** ☐	Accepts personal responsibility for work and actions, focusing on results and measureable outcomes while adhering to applicable statutes, policies and work rules.
Exceeds ☐	**Meets** ☐	**Below** ☐	Takes responsibility for mistakes and makes appropriate correction without blaming others or the circumstances.
Exceeds ☐	**Meets** ☐	**Below** ☐	Participates fully as a team member, openly communicating and proactively sharing ideas, keeping team members informed and taking action to contribute to successfully achieving team goals.
Exceeds ☐	**Meets** ☐	**Below** ☐	Maintains predictable attendance.
			PROFESSIONALISM
Exceeds ☐	**Meets** ☐	**Below** ☐	Represents DPWU positively within the community and the workplace through appearance and actions.
			RESPECT
Exceeds ☐	**Meets** ☐	**Below** ☐	Uses appropriate methods to interact professionally and effectively with individuals from different cultural, ethnic, religious and other backgrounds, as well as individuals of different age groups, gender, lifestyles and physical/mental abilities.
Exceeds ☐	**Meets** ☐	**Below** ☐	Communicates effectively and cooperatively, addressing conflict in a constructive manner while applying techniques to positively problem solve.
			INTEGRITY
Exceeds ☐	**Meets** ☐	**Below** ☐	Exhibits trustworthiness and personal responsibility in providing service to citizens in an honest and fair manner
Exceeds ☐	**Meets** ☐	**Below** ☐	Maintains current credentials and/or stays abreast of professional standards.
Exceeds ☐	**Meets** ☐	**Below** ☐	Demonstrates knowledge of job, performs work with accuracy and produces appropriate volume of work on a regular basis.

SUPPORTING COMMENTS (*Required for exceeds or below ratings)*

SECTION 5. POSITION SPECIFIC PERFORMANCE STANDARDS			
Exceeds ☐	**Meets** ☐	**Below** ☐	Participate as a team member to communicate issues to co-workers to improve compliance and to enhance inspection services performed by the City.
Exceeds ☐	**Meets** ☐	**Below** ☐	Professionally represents the City of Wausau by completing electrical inspections within 2 days of customer request, ensuring compliance with City of Wausau codes and regulations. Diplomatically informs customers of code sections when non-compliance is found.
			Represents the City in a positive professional manner when on-site, identifying self-upon arrival with a well-groomed appearance. Employs customer service techniques designed to educate and inform customers while placing them at ease in order to obtain voluntary compliance.
Exceeds ☐	**Meets** ☐	**Below** ☐	Returns telephone calls, voice mails and responds to correspondence within 1 business day of receipt.
Exceeds ☐	**Meets** ☐	**Below** ☐	Responsible for independently evaluating electrical permit applications for completeness and code compliance and take appropriate action within 2 business days for residential customers and 5 business days for commercial customers.
Exceeds ☐	**Meets** ☐	**Below** ☐	Applies same service delivery standards when assigned to issue and inspect related to building, plumbing and HVAC permits.
Exceeds ☐	**Meets** ☐	**Below** ☐	Proactively establishes and maintains complete and accurate records related to building inspections. Keeps records up-to-date by filing electronic and paper documents within 1 week of action.
Exceeds ☐	**Meets** ☐	**Below** ☐	Provides timely and accurate technical advice and assistance to customers to facilitate education and voluntary code compliance. Explores customer need and presents options when possible.
Exceeds ☐	**Meets** ☐	**Below** ☐	Serves as designated subject matter expert on City electrical systems and codes displaying excellence in communication delivery. Provides oversight for other inspectors when assigned to work on electrical permits/inspections. Performs energy audits within one month of assignment.
Exceeds ☐	**Meets** ☐	**Below** ☐	Serves as designated subject matter on energy standards, performing energy audits within one month of assignment. Submits comprehensive well-written and easily understandable written report with recommendation to customer within 30 days of assignment.
Exceeds ☐	**Meets** ☐	**Below** ☐	Maintains tracking system for permits issued and performs timely follow-up to ensure inspections are completed prior to permit expiration; notifies supervisor when inspections are scheduled after permit expiration.
Exceeds ☐	**Meets** ☐	**Below** ☐	Provides training and work direction to electrical shop personnel to maintain street lighting and electrical system updates. Accounts for subordinate employee time.
Exceeds ☐	**Meets** ☐	**Below** ☐	Evaluates street light requests and within 2 weeks provides recommendation to the City Engineer, maintaining close communication with the supervisory chain. Attends and testifies before legislative committees on recommendations as needed.
Exceeds ☐	**Meets** ☐	**Below** ☐	Maintains tracking system for permits issued and performs timely follow-up to ensure inspections are completed prior to permit expiration; notifies supervisor when inspections are scheduled after permit expiration.
Exceeds ☐	**Meets** ☐	**Below** ☐	Completes administrative tasks within timeframes established by the supervisor, e.g. timecards, leave requests, etc.
SECTION 6 EMPLOYEE SPECIFIC PERFORMANCE GOALS AND/OR STANDARDS			
Exceeds ☐	**Meets** ☐	**Below** ☐	
Exceeds ☐	**Meets** ☐	**Below** ☐	
Exceeds	**Meets**	**Below**	

☐	☐	☐	
Exceeds ☐	**Meets** ☐	**Below** ☐	

SECTION 7 SUPPORTING DETAILS (*Required for exceeds or below ratings)*

SECTION 8. INDIVIDUAL EMPLOYEE DEVELOPMENT PLAN *What competency is being improved?*

GOAL:	
ACTION STEPS *There can be multiple activities to achieve a single goal.*	**TIMELINE FOR COMPLETION**

GOAL:	
ACTION STEPS	**TIMELINE FOR COMPLETION**

GOAL:	
ACTION STEPS	**TIMELINE FOR COMPLETION**

SECTION 9 EMPLOYEE COMMENTS

SECTION 10 RATER OR REVIEWER ADDITIONAL COMMENTS

Rater Printed Name	**Reviewer Printed Name**	**Employee Printed Name**
Rater Signature	**Reviewer Signature**	**Employee Signature**
Date:	**Date:**	**Date:**

Instructions

The performance appraisal instrument was developed to achieve the following:

- Review position requirements and performance expectations, facilitating discussion and feedback for achievement.
- Improve efficiency and maintain quality of service.
- Provide learning individual development by affording an opportunity for self-evaluation along with supervisory feedback.
- Provide objective basis for rewarding results.
- Foster communication between supervisor and employee.
- Establish future performance related goals.

Rating Scale

The following rating definitions apply to each performance criterion appraised:

Exceeds Standard: Consistently exceeds position requirements and performance expectations.

Meets Standard: Consistently meets position requirements; and occasionally exceeds performance expectations.

Below Standard: Usually does not meet position requirements nor performance expectations; significant improvement required.

Close out permits in a timely manner

Equipment Operator Performance Appraisal

SECTION 1. EMPLOYEE/SUPERVISOR INFORMATION		
Work Unit:	Employee Name:	Supervisor Name
Department:	Department Head Name	Date and Time of Performance Discussion

SECTION 2. POSITION INFORMATION				
Salary Grade:			**Range:**	
Job Duties Reviewed	☐ Yes ☐ No		**Last Revision:**	

SECTION 3. PERFORMANCE MEETING HISTORY			
Enter dates and types of any performance related feedback given during the evaluation period			
☐ Email ☐ Discussion ☐ Correspondence	Note: Date:	☐ Email ☐ Discussion ☐ Correspondence	Note: Date:
☐ Email ☐ Discussion ☐ Correspondence	Note: Date:	☐ Email ☐ Discussion ☐ Correspondence	Note: Date:

SECTION 4. GENERAL PERFORMANCE COMPETENCIES BASED ON CITY'S CORE VALUES			
			ACCOUNTABILITY
Exceeds ☐	**Meets** ☐	**Below** ☐	Accepts personal responsibility for work and actions, focusing on results and measureable outcomes while adhering to applicable statutes, policies and work rules.
Exceeds ☐	**Meets** ☐	**Below** ☐	Takes responsibility for mistakes and makes appropriate correction without blaming others or the circumstances.
Exceeds ☐	**Meets** ☐	**Below** ☐	Participates fully as a team member, openly communicating and proactively sharing ideas, keeping team members informed and taking action to contribute to successfully achieving team goals.
Exceeds ☐	**Meets** ☐	**Below** ☐	Maintains predictable attendance.
			PROFESSIONALISM
Exceeds ☐	**Meets** ☐	**Below** ☐	Represents DPWU positively within the community and the workplace through appearance and actions.
			RESPECT
Exceeds ☐	**Meets** ☐	**Below** ☐	Uses appropriate methods to interact professionally and effectively with individuals from different cultural, ethnic, religious and other backgrounds, as well as individuals of different age groups, gender, lifestyles and physical/mental abilities.
Exceeds ☐	**Meets** ☐	**Below** ☐	Communicates effectively and cooperatively, addressing conflict in a constructive manner while applying techniques to positively problem solve.
			INTEGRITY
Exceeds ☐	**Meets** ☐	**Below** ☐	Exhibits trustworthiness and personal responsibility in providing service to citizens in an honest and fair manner
Exceeds ☐	**Meets** ☐	**Below** ☐	Maintains current credentials and/or stays abreast of professional standards.
Exceeds ☐	**Meets** ☐	**Below** ☐	Demonstrates knowledge of job, performs work with accuracy and produces appropriate volume of work on a regular basis.

SUPPORTING COMMENTS (*Required for exceeds or below ratings)*

SECTION 5. POSITION SPECIFIC PERFORMANCE STANDARDS			
Exceeds ☐	**Meets** ☐	**Below** ☐	Complete tasks involving manual labor e.g. hand shoveling, raking and sweeping of snow, sand, asphalt, granite and other materials as assigned, ensuring that quantity of work and quality of work is within acceptable standards as trained and or communicated determined by lead worker/supervisor
Exceeds ☐	**Meets** ☐	**Below** ☐	Safety operates a variety other construction equipment as well as automotive and heavy trucks efficiently with no preventable accidents.
Exceeds ☐	**Meets** ☐	**Below** ☐	Between November 1 and April 1, 2015 makes self-available for work outside of normal business hours unless on a pre-approved planned absence.
Exceeds ☐	**Meets** ☐	**Below** ☐	Assumes ownership for timely plowing and de-icing assigned snow plow route. Anticipates a variety of potential areas of concern and hazards and takes appropriate action to ensure public safety while employing techniques to ensure customer satisfaction.
Exceeds ☐	**Meets** ☐	**Below** ☐	Conducts preventive maintenance checks (with frequency determined by the type of equipment) consistent with the Department of Transportation (DOT) checklist.
Exceeds ☐	**Meets** ☐	**Below** ☐	Proactively identifies equipment needs and takes action appropriate to make on-the-spot corrections. Refers equipment to maintenance shop for non-routine repairs.
Exceeds ☐	**Meets** ☐	**Below** ☐	Cleans equipment used and leaves it in a state of readiness for the next user.
			Maintains skill level and technical proficiency to safely and efficiently operate complex equipment to include the following: Motor grader, excavator, bulldozer and high pressure sewer cleaner, and may include the centerline spraying machine, in support of all aspects of street construction and maintenance..
Exceeds ☐	**Meets** ☐	**Below** ☐	Maintains skills needed to efficiently and effectively operate Single/Tandem/Tri-Axle Trucks with various bodies with a swap loader attachment devise, End Loader and attachments, articulated tractor, skid steer, Steel and Rubber Vibratory Rollers, Leaf Blower, Leaf Pusher, Tar Kettle, Crack Routers, Street and Floor style Sweepers, Brush Chipper, Compressor, Jack Hammer, Concrete Saws, Loader,-Backhoe, Centerline Spraying Machine, Snow blower, Asphalt Paver, Steam Boiler, Asphalt Distributor Truck, Chain Saws, Water Pumps and other miscellaneous equipment.
Exceeds ☐	**Meets** ☐	**Below** ☐	Maintains familiarity with, adheres to and implements work zone traffic regulations according to the Manual of Uniform Traffic Control Devices in all work assignments.
Exceeds ☐	**Meets** ☐	**Below** ☐	Proactively trains, develops and mentors less experienced employees on operations of the Division's equipment and procedure in support of succession performance.
Exceeds ☐	**Meets** ☐	**Below** ☐	Maintains accurate records for job costing.
SECTION 6 EMPLOYEE SPECIFIC PERFORMANCE GOALS AND/OR STANDARDS			
Exceeds ☐	**Meets** ☐	**Below** ☐	
Exceeds ☐	**Meets** ☐	**Below** ☐	
Exceeds ☐	**Meets** ☐	**Below** ☐	
Exceeds ☐	**Meets** ☐	**Below** ☐	
SECTION 7 SUPPORTING DETAILS (*Required for exceeds or below ratings)*			

SECTION 8. INDIVIDUAL EMPLOYEE DEVELOPMENT PLAN *What competency is being improved?*	
GOAL:	
ACTION STEPS *There can be multiple activities to achieve a single goal.*	**TIMELINE FOR COMPLETION**
GOAL:	
ACTION STEPS	**TIMELINE FOR COMPLETION**
GOAL:	
ACTION STEPS	**TIMELINE FOR COMPLETION**

SECTION 9 EMPLOYEE COMMENTS

SECTION 10 RATER OR REVIEWER ADDITIONAL COMMENTS		
Rater Printed Name	**Reviewer Printed Name**	**Employee Printed Name**
Rater Signature	**Reviewer Signature**	**Employee Signature**

Date:	**Date:**	**Date:**

Instructions

The performance appraisal instrument was developed to achieve the following:

- Review position requirements and performance expectations, facilitating discussion and feedback for achievement.
- Improve efficiency and maintain quality of service.
- Provide learning individual development by affording an opportunity for self-evaluation along with supervisory feedback.
- Provide objective basis for rewarding results.
- Foster communication between supervisor and employee.
- Establish future performance related goals.

Rating Scale

The following rating definitions apply to each performance criterion appraised:

Exceeds Standard: Consistently exceeds position requirements and performance expectations.

Meets Standard: Consistently meets position requirements; and occasionally exceeds performance expectations.

Below Standard: Usually does not meet position requirements nor performance expectations; significant improvement required.

Police Officer Performance Appraisal

SECTION 1. EMPLOYEE/SUPERVISOR INFORMATION		
Work Unit:	Employee Name:	Supervisor Name
Department:	Department Head Name	Date and Time of Performance Discussion

SECTION 2. POSITION INFORMATION				
Salary Grade:			**Range:**	
Job Duties Reviewed	☐ Yes ☐ No		**Last Revision:**	

SECTION 3. PERFORMANCE MEETING HISTORY			
Enter dates and types of any performance related feedback given during the evaluation period			
☐ Email ☐ Discussion ☐ Correspondence	Note: Date:	☐ Email ☐ Discussion ☐ Correspondence	Note: Date:
☐ Email ☐ Discussion ☐ Correspondence	Note: Date:	☐ Email ☐ Discussion ☐ Correspondence	Note: Date:

SECTION 4. GENERAL PERFORMANCE COMPETENCIES BASED ON CITY'S CORE VALUES			
			ACCOUNTABILITY
Exceeds ☐	**Meets** ☐	**Below** ☐	Accepts personal responsibility for work and actions, focusing on results and measureable outcomes while adhering to applicable statutes, policies and work rules.
Exceeds ☐	**Meets** ☐	**Below** ☐	Takes responsibility for mistakes and makes appropriate correction without blaming others or the circumstances.
Exceeds ☐	**Meets** ☐	**Below** ☐	Participates fully as a team member, openly communicating and proactively sharing ideas, keeping team members informed and taking action to contribute to successfully achieving team goals.
Exceeds ☐	**Meets** ☐	**Below** ☐	Maintains predictable attendance.
			PROFESSIONALISM
Exceeds ☐	**Meets** ☐	**Below** ☐	Represents WPD positively within the community and the workplace through appearance and actions.
			RESPECT
Exceeds ☐	**Meets** ☐	**Below** ☐	Uses appropriate methods to interact professionally and effectively with individuals from different cultural, ethnic, religious and other backgrounds, as well as individuals of different age groups, gender, lifestyles and physical/mental abilities.
Exceeds ☐	**Meets** ☐	**Below** ☐	Communicates effectively and cooperatively, addressing conflict in a constructive manner while applying techniques to positively problem solve.
			INTEGRITY
Exceeds ☐	**Meets** ☐	**Below** ☐	Exhibits trustworthiness and personal responsibility in providing service to citizens in an honest and fair manner
Exceeds ☐	**Meets** ☐	**Below** ☐	Maintains current credentials and/or stays abreast of professional standards.
Exceeds ☐	**Meets** ☐	**Below** ☐	Behavior and actions match words
Exceeds ☐	**Meets** ☐	**Below** ☐	Demonstrates knowledge of job, performs work with accuracy and produces appropriate volume of work on a regular basis.

SUPPORTING COMMENTS (*Required for exceeds or below ratings)*

SECTION 5. POSITION SPECIFIC PERFORMANCE STANDARDS			
Exceeds ☐	**Meets** ☐	**Below** ☐	Driving: Drives safely, follows the rules of the road, and sets a positive example to the community with their driving behavior – has no reportable accidents
Exceeds ☐	**Meets** ☐	**Below** ☐	Is thorough and detail-oriented with investigations, interviews, and evidence collection and their work product shows they recognize the importance of building a strong criminal case through their investigative efforts
Exceeds ☐	**Meets** ☐	**Below** ☐	Responds to citizen calls for services and provides police services in accordance with the WPD's mission and core values.
Exceeds ☐	**Meets** ☐	**Below** ☐	Investigates criminal activity, completes police reports, handles crash investigations and enforces state traffic laws and municipal ordinance violations in accordance with the department's productivity standards
Exceeds ☐	**Meets** ☐	**Below** ☐	Prepares written documentation (police reports, citations, informational emails) in a timely, accurate, and professional manner
Exceeds ☐	**Meets** ☐	**Below** ☐	Effectively analyzes situations and exercises independent judgment and discretion to take appropriate action to resolve the situation with applicable laws, ordinances, and police procedures
Exceeds ☐	**Meets** ☐	**Below** ☐	Takes ownership of the problems or issues in their assigned area and/or caseload and proactively establishes partnerships with co-workers and with the community (citizens, business owners, community-focused groups, and other city employees) to solve problems using a community-oriented, problem-solving approach to policing.
Exceeds ☐	**Meets** ☐	**Below** ☐	Maintains proficiency and certifications as required to perform the duties of the position (i.e. CPR/first-aid training, State mandated firearms, DAAT, and vehicle operations training, keeping up-to-date with electronic hardware and software changes and computer systems, and on-going training in their area of specialization, if applicable)

SECTION 6 EMPLOYEE SPECIFIC PERFORMANCE GOALS AND/OR STANDARDS			
Exceeds ☐	**Meets** ☐	**Below** ☐	
Exceeds ☐	**Meets** ☐	**Below** ☐	
Exceeds ☐	**Meets** ☐	**Below** ☐	
Exceeds ☐	**Meets** ☐	**Below** ☐	

SECTION 7 SUPPORTING DETAILS (*Required for exceeds or below ratings)*

SECTION 8. INDIVIDUAL EMPLOYEE DEVELOPMENT PLAN *What competency is being improved?*	
GOAL:	
ACTION STEPS *There can be multiple activities to achieve a single goal.*	**TIMELINE FOR COMPLETION**
GOAL:	
ACTION STEPS	**TIMELINE FOR COMPLETION**
GOAL:	
ACTION STEPS	**TIMELINE FOR COMPLETION**

SECTION 9 EMPLOYEE COMMENTS

SECTION 10 RATER OR REVIEWER ADDITIONAL COMMENTS

Rater Printed Name	Reviewer Printed Name	Employee Printed Name
Rater Signature	**Reviewer Signature**	**Employee Signature**
Date:	**Date:**	**Date:**

Instructions

The performance appraisal instrument was developed to achieve the following:

- Review position requirements and performance expectations, facilitating discussion and feedback for achievement.
- Improve efficiency and maintain quality of service.
- Provide learning individual development by affording an opportunity for self-evaluation along with supervisory feedback.
- Provide objective basis for rewarding results.
- Foster communication between supervisor and employee.
- Establish future performance related goals.

Rating Scale

The following rating definitions apply to each performance criterion appraised:

Exceeds Standard: Consistently exceeds position requirements and performance expectations. Examples required and provided.

Meets Standard: Consistently meets position requirements; and occasionally exceeds performance expectations.

Below Standard: Usually does not meet position requirements nor performance expectations; significant improvement required. Examples required and provided.

Sample Staff Competencies and Supporting Performance Standards

The following competencies are universal in their application to these three hierarchical levels of the workplace: 1) Line staff, 2) Supervisors, and 3) Managers.

These competencies are useful in discussions about staff development and can be included in, or added to, the performance appraisal.

Accountability Accept personal responsibility for work and actions.	**Performance Statement Examples** • Acknowledge and correct own mistakes. • Hold self and others accountable. • Take responsibility for mistakes without blaming others or the circumstances. • Adhere to requirements of policies and laws. • Focus on results and measurable outcomes. • Maximize current resources to their fullest potential. • Consistently produce work that meets deadlines and standards. • Seek continuous learning and improvement.
Attendance Maintains regular, predictable attendance	**Performance Statement Examples** • Is punctual and makes productive use of working hours. • Properly uses breaks and lunch periods. • Properly plans and obtains approval to use time off in advance • Is always dependable, including coming in to address emergencies, additional and mandatory shifts. • Participates and completes all required meetings and trainings.
Communication Effectiveness Effectively convey ideas and information.	**Performance Statement Examples** • Communicate clearly and concisely in person, over the phone, and in writing. • Tailor language used based on the complexity of the topic and the knowledge and understanding of the audience. • Convey appropriate information in a constructive and timely manner. • Respond promptly to e-mails, phone messages, and mail. • Participate in meetings in an active, cooperative, and courteous manner. • Ensure mutual understanding. • Seek input and feedback from customers, staff, peers, and supervisors. • Effectively identify, gather, and clarify information as needed. • Facilitate an open exchange of ideas and foster an atmosphere of open communication. • Communicates effectively in writing or orally at the level required regardless of the audience. • Readily shares necessary/pertinent information and responds with appropriate feedback • Demonstrates good listening skills and responds appropriately.
Critical Thinking Use purposeful and reflective judgment to process, analyze, interpret, explain, evaluate, illustrate, and compare information.	**Performance Statement Examples** • Evaluate by using observation, experience, reflection, and logic. • Distinguish between relevant and irrelevant information to make decisions. • Identify and collaborate with appropriate parties to develop options to resolve issues, problems, and concerns. • Effectively use data and performance measures to identify opportunities and measure improvement.

Customer Service Commit to providing value-added services to external and internal customers.	**Performance Statement Examples** • Assess and respond to customer needs. • Develop and maintain effective working relationships with customers. • Help customers implement complete solutions. • Teach customers to use available resources. • Use candor and diplomacy in customer interactions • Actively listen and ensure an understanding of what the customer wants. • Consistently address customers' needs in a timely fashion. • Anticipate the needs of customers. • Gain customer confidence and trust by making sure long-term needs are met
Inclusiveness Actively contribute to a work environment that embraces diversity and uses diverse perspectives to help achieve organizational goals.	**Performance Statement Examples** • Demonstrate respect for others. • Actively seek out different points of view. • Develop and adapt approaches to problems that consider cultural differences. • Objectively consider the ideas and input of others. • Use appropriate methods to interact professionally and effectively with individuals from different cultural, ethnic, religious and other backgrounds, as well as individuals of different age groups, gender, lifestyles and physical/mental abilities.
Interpersonal Abilities The ability to relate to co-workers, address conflict, and inspire others to participate.	**Performance Statement Examples** • Earn the trust, respect, and confidence of coworkers and customers through consistent honesty, directness, and professionalism. • Use diplomacy, tact, and discretion when dealing with others. • Consistently demonstrate a positive attitude toward customers and work in general. • Celebrate the efforts of others. • Consider and respond appropriately to the needs, feelings, and capabilities of different people in different situations. • Collaborate and strengthen partnerships. • Model effective behavior such as integrity, credibility, enthusiasm, commitment, honesty, and caring. • Recognize and doesn't contribute to gossip, disrespectful or unprofessional behaviors, workplace harassment or bullying
Job Knowledge	**Performance Statement Examples** • Demonstrates a thorough understanding of their job (e.g. processes, procedures, departmental functions, operations • Demonstrates a thorough understanding of their job (e.g. processes, procedures, departmental functions, operations) • Gives priority to staying current with information pertinent to their job. (e.g. identifies opportunities for continuous learning to build skills, knowledge, and expertise)
Job Performance	**Performance Statement Examples** • Is effective in time management (is able to prioritize, be organized, meet deadlines and regularly produce the expected volume of work) • Complies with the various regulatory components required of their job (e.g. laws, ordinances, statutes, administrative regulations, policies, or protocols). Quality and Quantity of work meets expectations. • Maintains confidentiality, internally and externally.

	• Works effectively with little supervision • Exercises good judgement and decisions • Effectively analyzes a situation and takes an appropriate course of action. • Keeps work area clean and organized
Safety/Loss Control	**Performance Statement Examples** • Perform duties in a safe manner, exercise preventative and precautionary safety practices. • Identify and report hazards, unsafe working conditions, work related accidents, injuries and damages in a timely manner following policies and takes precautions to prevent future incidents (if applicable) • Annually reviews and understands safety procedures and practices.
Policies and Procedure	**Performance Statement Examples** • Knows and follows City, Department and work unit rules and policies.
Contributes to Team	**Performance Statement Examples** • View the success of the work unit, Department and City as more important than individual needs and desires. • Contributes and promotes teamwork within the work unit in a cooperative manner (considerate, helpful, etc.)

Supervisor Competencies

Conflict Management Effectively work with others to understand interests and actively strive to achieve agreements or resolve differences in a timely manner.	**Performance Statement Examples** • Identify and take steps to prevent situations that could result in unpleasant confrontations. • Manage and resolve conflicts and disagreements in a positive and constructive manner to minimize negative impact. • Use negotiation skills to mediate disputes and resolve problems. • Negotiate "win-win" situations.
Continuous Learning Demonstrate an ongoing commitment to learning and self-improvement.	**Performance Statement Examples** • Recognize own strengths and weaknesses. • Pursue self-development. • Seek opportunities to master new knowledge and feedback from others. • Adapt behavior and work method in response to new information, changing conditions, or unexpected obstacles. • Adjust to new situations that require attention and resolution. • Seek and provide developmental opportunities for others. • Develop leadership through coaching, mentoring, rewarding, and guiding employees. • Enable others to acquire the tools and support they need to perform well.
Decisiveness Make timely, logical decisions.	**Performance Statement Examples** • Exercise good judgment by making sound, timely and well-informed (data based) decisions. • Recognize the scope of problems and understand the impact and implications of the decision. • Deal effectively with pressure. • Maintain focus and remain optimistic and persistent, even under adversity. • Recover quickly from setbacks. • Recognize when a decision is required and make timely decisions based on available data even in ambiguous or chaotic situations. • Understand and employ risk management principles in decision-making. • Modify decisions based on new information when appropriate • Share information and appropriately involve others in the decision-making process.
Outlook and Perspective	**Performance Statement Examples** • Presents a willingness and demonstrated ability to cooperate and work with co-workers, supervisors and public. • Is open to constructive criticism, suggestions and takes direction willingly. • Demonstrates the ability to adapt to both unexpected and planned changing work pressures in a constructive/positive manner.

Influence Produce positive action or results through modeling, discussion, conference, clarity and consensus.	**Performance Statement Examples** • Model and encourage mutual trust. • Create a culture that fosters high standards of ethics. • Build consensus through give and take. • Gain cooperation from others to obtain information and accomplish goals. • Demonstrate a sense of government responsibility and commitment to public service • Behave in a fair and ethical manner toward others. • Prepare and deliver clear and convincing oral presentations to individuals or groups.
Leveraging Diversity Effectively foster a diverse workforce.	**Performance Statement Examples** • Strengthen the organization by maximizing the contribution of people with diverse backgrounds, viewpoints and styles. • Actively seek out different points of view and leverage the benefits of different perspectives. • Develop and adapt approaches to problems that take into account cultural differences. • Recruit, develop, and retain a diverse high quality workforce in an equitable manner. • Lead and manage an inclusive workplace that maximizes the talents of each person to achieve sound business results. • Respect, understand, value, and seek out individual differences to achieve the vision and mission of the organization. • Develop and use measures and rewards to hold self and others accountable for achieving results that embody the principles of diversity.
People Management Effectively manage staff resources in a consistent and equitable manner.	**Performance Statement Examples** • Appropriately select, develop, utilize, and evaluate staff. • Provide clear expectations and take appropriate corrective action. • Assess current and future staffing needs based on organizational goals and budget realities. • Use performance measures to assess and adjust procedures. • Acknowledge and reward excellence. • Demonstrate a working knowledge of the CBA • Ensure that each employee's professional development plan strengthens his or her job capabilities and aligns with the department's business needs • Inspire, motivate, and guide others toward goal accomplishments. • Encourage and facilitate cooperation within the organization and with customer groups. • Foster commitment to service, team spirit, pride, and trust. • Promote and ensure a safe environment.

Manager Competencies

Creativity Develop innovative ideas to provide solutions to all types of workplace challenges.	**Performance Statement Examples** • Challenge old thinking and approaches. • Develop insights and apply innovative solutions to make organizational improvements. • Create a work environment that encourages creative thinking and innovation. • Design and implement new or cutting-edge programs/processes. • Identify opportunities to develop and market new products and services within or outside of the organization. • Initiate actions that involve a deliberate risk to achieve a recognized benefit or advantage.
Financial Management Responsibly and accurately handle the public's money when committing fiscal resources and processing financial transactions.	**Performance Statement Examples** • Safeguard agency financial resources by consistently following applicable fiscal guidelines, regulations, principles, and standards. • Demonstrate broad understanding of financial management principles and marketing necessary to ensure appropriate funding levels. Prepare, justify, and/or administer the budget for the program area. • Set priorities based on a cost-benefit review. • Monitor expenditures in support of programs and technology. • Identify cost-effective approaches. • Manage procurement and contracting. • Use efficient and cost-effective approaches to integrate technology into the workplace and improve program effectiveness.
Organizational and Political Awareness Use knowledge and understanding of the organizational and political climate to make decisions and take actions that satisfy diverse interests and contribute effectively to organizational goals.	**Performance Statement Examples** • Identify the internal and external politics that impact the work of the organization. • Build and maintain credibility by expertly knowing the business (vision, emerging trends, strategy, key priorities, financial drivers, etc.) • Approach each problem situation with a clear perception of organizational and political reality. • Recognize the impact of alternative courses of action. • Keep current on key national and international policies and economic, political, and social trends that affect the organization.

Presents a willingness and demonstrated ability to cooperate and work with co-workers, supervisors and public.
Is open to constructive criticism, suggestions and takes direction willingly.
Demonstrates the ability to adapt to both unexpected and planned changing work pressures in a constructive/positive manner.

City of Wausau – Human Resources Committee
November 9, 2015
HR Director's Report - Item 4B

A police Officer was asked for feedback on why they did not apply for the promotional opportunity to the position of Police Lieutenant.

Their response is provided below. I've withheld the name, as the issue is the feedback, not the person.

Myla

To: Benjamin Bliven; Matthew Barnes
Subject: Patrol Lt. Process

Captain Barnes and Bliven,

Yesterday Matt asked me why I did not put in for the Patrol Lieutenant process and I have been asked by numerous other people as well. From the management perspective, I could see why knowing why a person did not put in for the process may help to understand, especially when there are not a lot of applicants. I thought I would provide both of you with a brief insight on why I chose not to put in. In short, it just is not right for me at this time.

I love my current position as an SRO. I really enjoy working with the youth of our community and making a positive impact on their lives. It is awesome to get a smiling hello from a student in the morning at school after a rough day or night. The schedule is awesome, as I am M-F the majority of the year.

I also looked at the question posed to those who put in for Patrol Lieutenant about what problems the Wausau community will face in the next 10 years and how you would address the problems. Working with today's use one word comes to my mind "technology". Today's youth and future generations live in the cyber world. I see technology being involved in a lot of the crimes in the future, such as arson (i.e. a WIFI controlled slow cooker), theft, harassment, physical altercations, homicides (as seen with the Isaiah Powell incident), and the list goes. I posed the question if I am ready or is the Wausau Police Department ready to look for the digital fingerprints while investigating the crimes in the future. The answer I obtained was "partially".

While on a search warrant with Cord, he saw me assemble a WIFI router without any problems. This is second nature to me, as I have always had an interest in technology. In fact, my guidance counselor in high school told me to go into computers. Obviously I did not listen and never regretted my decision. Cord had recommended I pursue further training in the technology realm, which now became my current goal.

I currently am signed up to take online courses to learn more about investigating technology related crimes. Eventually, I plan on locating and requesting to attend in-person training sessions. The training would not only help me investigate things in my current position, as an SRO, but also the department and the community.

On another note, the City again is at a budget shortfall. I would not anticipate a large pay increase for management staff. With the added liability as a Patrol Lieutenant, the job responsibilities, and the decisions they have to make, the current compensation for a starting patrol Lieutenant does not, at least in my mind, fit the job.

In summary, my current goal is to pursue the path of learning how to better investigate technology crimes and I am in a good position to obtain the goal. In addition, I love my current position, would have to give up some perks, and I do not see the current benefit for me to leave my position to be a Patrol Lieutenant at this time.

If you would like to discuss anything I brought up in this email or anything else, I would be happy to speak with either one of you.
I wish you luck in selecting the next member of the management team. There are some good candidates, who will definitely succeed.