



**Request for Proposal (RFP) for
Classification, Wage, and Compensation Study**

Issued by:

Village of Little Chute, WI

November 1, 2021

Proposals must be received no later than: 4:00 p.m., December 1, 2021

Submit RFP Responses to:

Beau Bernhoft

Village of Little Chute

108 West Main Street

Little Chute, WI 54140

For further information regarding this RFP contact:

Beau Bernhoft, Village Administrator

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1. GENERAL INFORMATION

1.1. Introduction

The Village of Little Chute is seeking proposals from qualified firms for analysis of and recommendations on its compensation plan policy for non-represented employees. Work includes performing a wage and compensation study and job description and classification review. The study is to include salary and fringe benefit levels, the performance management system, job classifications, and the Village's total compensation philosophy.

It is anticipated that the contract for this study will be approved on December 17, 2021, with results expected by April 27, 2022.

The study should include market comparisons, recommendations, implementation options, and systems administration.

1.2. Background

The Village currently has a pay and classification plan covering 45.75 regular full- and part-time non-union employees with 40 different positions. Pay and classification studies were previously completed in 2001 and 2015. The consultant who prepared the work both times was Public Administration Associations of Oshkosh, WI.

Restructuring since the 2015 plan have included the addition of the library staff since the dissolution of the joint library. Before the dissolution, library staff were considered employees of the partnered municipality. Restructuring also included creation of the following positions/departments: Environmental Permitting Specialist position, Engineering Department, and Facilities Superintendent position.

The Village's job descriptions were previously not well maintained - so they may be out of date. Develop and implement a consistent format for descriptions - it is the wish of the Village to create a comprehensive job description and classification structure with a system to continuously maintain it.

The current performance evaluation system put in place in 2015 is structured well but recommendations are encouraged to continuously improve.

1.3. Scope of Services

1.3.1.

- A. Prepare and present a summary plan outlining the work to be performed, data necessary to complete the project, and the timing of the work to be done (i.e., project timeline).
- B. Prepare a draft of final deliverables from other similar projects to provide staff with an idea of the general structure, content, and level of detail expected to be developed.

1.3.2. Wage, Compensation, and Fringe Benefits Study

- A. Review the Village's existing compensation and benefit plans.

- B. Assist the Village in reviewing current and potentially develop a new total compensation measurement method that will support the strategic management of its pay plans.
- C. Determine desired total compensation policy, i.e., the appropriate relationship between pay and benefits, the appropriate markets, and the Village's intended target for pay practices in relation to the market.
- D. Conduct marketplace research to determine appropriate competitive compensation (base pay) relationships so the Village can successfully recruit/retain highly qualified employees.
- E. Make recommendations for an alternative pay plan administration or total compensation philosophy.
- F. Comment on the quality and cost of the benefit program and recommend modifications that seem warranted by the Village's total compensation philosophy.
- G. Design pay range options that are consistent with the Village's pay policy and reflect appropriate pay practices for employees at these levels.
- H. Recommend allocations of each position to an appropriate pay grade based on appropriate internal equity and marketplace considerations.
- I. Discuss with Village leadership the issue of pay progression with appropriate consideration for both length of service and performance. Make recommendations based on the identified pay philosophy, feasibility, and affordability.
- J. Review supporting pay administration policies, including overtime pay status and policies.
- K. Review the current process for internal maintenance of the classification and compensation system, making recommendations as appropriate.
- L. Conduct classification appeals following adoption of a new plan by Village. Appeals must be submitted within 30 days of plan adoption.
- M. Job Classification Review
 - i. Review the Village's current job titles, managerial classifications, and position descriptions including exempt and non-exempt status. Take into consideration essential functions of each position, the required skills and education, any required experience, and any licensing/certification requirements.
 - ii. Interview staff to ensure accurate benchmarking.
 - iii. Draft consistent formatting that may be used for all Village job descriptions.
 - iv. Develop guidance for creating internal systems for keeping job descriptions and classifications current.
- N. Performance Evaluation System
 - i. Review current self-evaluation, supervisory evaluation forms, and internal system of performance evaluation.
 - ii. Recommend improvements or changes to performance evaluation system.
- O. Disclaimer
 - i. This section is not meant to provide an exhaustive and complete scope of service. Items may be added or removed to this scope of services. A final scope of services agreement will need to be arranged between the Village Administrator and Consultant.

1.4. Project Calendar

DATES	EVENT
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November 1, 2021	Issue RFP
December 1, 2021	Proposals due on or before 4:00 PM
December 9, 2021	Interviews/presentations
December 15, 2021	Village Board Action
December 17, 2021	Contract Start Date
April 27, 2022	Contract Completion

1.5. Attachments

- A. List of current employees by department, position, and current pay.
- B. Village’s current grade and step plan.
- C. Current evaluation documents (self-evaluation and supervisor evaluation)
- D. Sample job descriptions

1.6. Contract Terms

The successful firm and the Village of Little Chute will enter into a Consultant Services Agreement drafted by the consultant.

2. PREPARING AND SUBMITTING THE PROPOSAL

2.1. General Instructions

The evaluation and selection of a consultant will be based on the information submitted in the proposal plus references and any required interviews or presentations. Consultants should respond clearly and completely to all requirements. Failure to respond to each of the requirements in the RFP may be the basis for rejecting a submittal.

The proposal shall:

- 2.1.1. Identify the qualifications of the consultant, including relevant projects, particularly projects in providing services similar to those in the Scope of Services for municipal clients.
- 2.1.2. Identify the project manager and principal individual(s), qualifications, and experience of those proposed to do the work.
- 2.1.3. Define the project approach and identify the specific tasks involved in the performance of the proposed work effort and how these tasks would be implemented.
- 2.1.4. Include all costs associated with conducting the work.
- 2.1.5. Proposals shall be limited to no more than 15 total pages.

2.2. Proposal Organization and Format

Consultants responding to this RFP must include the following information:

- 2.2.1. COVER LETTER, RFP SIGNATURE PAGE: Include a cover letter and an RFP signature page. Submittals in response to this RFP must be signed by the person in the consultant’s organization who is responsible for the submittal. Include firm’s name, location, and relevant contact information for consulting organization and project lead.
- 2.2.2. QUALIFICATIONS OF THE SUBMITTING CONSULTANT AND ANY SUBCONSULTANTS WHO ARE TEAM MEMBERS: The specific qualifications of the firm(s) to accomplish the work

outlined should be included. Specific projects relevant to this assignment with dates, clients, and specific references that could comment on the quality of the work should be identified. At least three references of directly relevant work must be provided from projects completed within the last five years. References should note the contact's name, address, and phone number, along with the relationship to the project and project site location. The results of any reference checks will be provided to the evaluation committee and used when scoring the written qualifications.

2.2.3. QUALIFICATIONS OF THE INDIVIDUALS WHO WILL WORK ON THE PROJECT: The qualifications must identify the project manager and explain how this point of contact will lead the consultant's efforts. If interviews are necessary for selection, it will be necessary for the proposed project manager to conduct most of the presentation and be able to answer most questions asked during the interview process. All other relevant personnel who will work on the project should be identified in this section with relevant specific experience identified. Include specific work assignments of the proposed personnel. Resumes describing the educational and work experiences of the key people proposed for this assignment should be included.

2.2.4. PROJECT APPROACH: Description of the firm's understanding of the requested services including the proposed approach, specific project steps including information regarding the number and length of onsite work, timeline to include specific milestones, and interim and final work products. The proposed approach must include the specific tasks anticipated for the project including how each task would be implemented and the team members who would be responsible for each task. Innovative approaches or concepts are encouraged.

2.2.5. SEPARATE COST PROPOSAL: The submittal shall include a quote for all costs associated with implementing this project. If additional or alternative efforts are recommended these should be broken out separately from the primary tasks.

2.3. Submitting the Proposal

Proposers may send completed proposals via email or deliver by hard copy on or before 4:00 p.m., December 1, 2021, to:

Village of Little Chute –Village Administrator
108 W. Main Street
Little Chute, WI 54140
beau@littlechutewi.org

Submittals received after December 1, 2021, at 4:00 p.m. will not be accepted.

2.4. Incurring Costs

The Village of Little Chute is not liable for any cost incurred by proposers in replying to this RFP.

2.5. Withdrawal of Submittals

Proposers may withdraw a submittal, in writing, at any time up to the due date and time. The written withdrawal notice must be received the Village Administrator. The notice must be signed by an authorized representative of the firm submitting the proposal.

3. CONSULTANT SELECTION AND AWARD PROCESS

3.1. Review of Submittals

The Village’s evaluation team will consist of the Director of Public Works, Director of Finance, and Village Clerk.

The evaluation team will review references and may request interviews/presentations. The resulting information will be used to rate the submittals. The evaluation team reserves the right to select based on submittals without scheduling interviews. The evaluation team’s scoring will be tabulated, and submittals ranked based on the numerical scores received.

3.2. Evaluation Criteria

The proposals will be scored using the following criteria:

Description	Points
Consultant Expertise	20
Consultant Relevant Project Experience	20
Project Team Qualifications	10
Project Approach and Proposed Timeline	30
Project Cost	20
TOTAL	100

3.3. Interviews/Presentations

Top-scoring consultants, based on the evaluation of the written proposals, may be required to have interviews/presentations to support and clarify their proposals, if requested by the Village. The Village will make every reasonable attempt to schedule each interview/presentation at a time during the week of December 8, 2021, that is agreeable to the consultant. Failure of a consultant to complete a scheduled interview/presentation to the evaluation committee may result in rejection of the opportunity for award of a contract.

3.4. Final Evaluation

Upon completion of any interviews/presentations by proposers, the Village’s evaluation committee will adjust the scores based on the information obtained in the interview/presentation, possible reference checks, project fee, and any other pertinent information.

3.5. Right to Reject Proposals and Negotiate Contract Terms

The Village reserves the right to reject any or all proposals if determined that they do not satisfactorily meet the needs or qualifications required. The Village reserves the right to negotiate terms of the contract, including the award amount, with the selected consultant prior to entering a contract.

3.6. Award of Contract

The committee's final evaluation and recommendation will be sent to the Village of Little Chute Board of Trustees for approval.

4. TERMS AND CONDITIONS

4.1. Insurance

All proposals must include either a description of the firm's insurance or a certificate of insurance outlining the firm's insurance policies which evidence compliance with the requirements contained herein. The successful Firm shall agree that it will, at all times during the term of the agreement, keep in force and effect insurance policies required by the contract, issued by a company or companies authorized to do business in the State of Wisconsin and satisfactory to the Village. Such insurance shall be primary. Prior to execution of the written contract, the successful Firm shall furnish the Village with a Certificate of Insurance listing the Village as an additional insured and upon request, certified copies of the required insurance policies. The Certificate shall reference the contract and provide for thirty (30) days advance notice of cancellation or nonrenewal during the term of the agreement. Failure to submit an insurance certificate, as required, can make the contract voidable at the Village's discretion. Additionally, the Firm shall not allow any subcontractor to commence work until the aforementioned documents, where applicable, have been obtained from the subcontractor and approved by Village of Little Chute.

4.2. Nondiscrimination

In connection with the performance of work under this agreement, the Firm agrees not to discriminate against any employee or applicant for employment because of age, race, religion, color, marital status, sexual orientation, sex, disability, national origin, or ancestry. This provision must be included in all subcontracts.

4.3. Assignment or Subcontract

This contract may not be assigned or subcontracted by the Firm without the written consent of the Village.

4.4. Independent Contractor Status

The Firm agrees that it is an independent Contractor with respect to the services provided pursuant to this agreement. Nothing in this agreement shall be considered to create the relationship of employer and employee between the parties.

4.5. Amendments to Contract

This contract may be modified only by written amendment to the contract, signed by both parties.

4.6. Waiver

One or more waivers by any party of any term of the contract will not be construed as a waiver of a subsequent breach of the same or any other term. The consent or approval given by any party with respect to any act by the other party requiring such consent or approval shall not be

deemed to waive the need for further consent or approval of any subsequent similar act by such party.

4.7. Indemnification and Defense of Suits

The Firm agrees to indemnify, hold harmless, and defend the Village, its officers, agents, and employees from all liability including claims, demands, damages, actions or causes of action, together with all losses, costs, or expense, including attorney fees, where such liability is founded upon or grows out of the acts, errors, or omissions of the Firm, its employees, agents, or subcontractors.

4.8. Contract Period

The term of this contract will be as specified in the RFP.

4.9. Termination of Contract

It should be noted that either party may cancel the service agreement for by written notice to the other party at least 90 days in advance of the commencement of the contract. If through any cause, the Firm shall fail to fulfill in timely and proper manner his obligations under this contract, or if the Firm shall violate any of the covenants, agreements or stipulations of this contract, the Village shall thereupon have the right to immediately terminate or provide notice of the terminations this Contract. Such termination notice shall be in writing and shall identify the date of the termination. In such event, all finished or unfinished documents, data, studies, surveys, drawings, maps, models, photographs, reports, or other materials related to the services prepared by the support firm under this contract shall, at the option of the Village, become the property of the Village of Little Chute.

Notwithstanding the above, the support firm shall not be relieved of liability to the Village for damages sustained by the Village by virtue of any breach of the contract by the support firm, and the Village may withhold any payments to the support Firm or the purpose of set off until such time as the exact amount of damages due to the Village from the support Firm is determined.

4.10. Other Considerations

Factors which include, but are not limited to, quantity involved, time of completion, purpose for which required, competency and financial capacity of vendor, ability to render satisfactory service and past performance will be considered in determining status as a responsible vendor. The Village reserves the right to request additional information as may reasonably be required to make this determination and to further investigate the qualifications of the respondent as deemed appropriate.



Performance

Partnership System

Employee AND Supervisor Guide
January 2016



PERFORMANCE PARTNERSHIP ANNUAL REVIEW FORM

Name of Employee Being Reviewed: _____

Review Period Dates: _____

Position Title: _____

Name of Reviewer: _____

RATING KEY: Please rate the individual according to the following definitions:

1. Unsatisfactory and must be improved to continue in position
(An unsatisfactory rating must be supported by specific documentation and appropriate notification)
2. Below expectations
3. Meets expectations
4. Above expectations
5. Clearly Outstanding

Transfer ratings from Sections One, Two and Three:

Section One – Job Knowledge and Abilities Rating

Section Two – Core Competency Rating

Section Three – Goals Rating

TOTAL

Divide Total by 3 to get overall rating and place in box below:

Round to the closest whole number

OVERALL RATING

Employee Signature: _____ Date: _____

Supervisor Signature: _____ Date: _____

Village Administrator Signature: _____ Date: _____

Village Administrator approval required if overall rating is 5

Section One – Job Knowledge and Abilities

Review the most recent position description.

The most recent position description is complete and accurate.

The most recent position description was *not* complete and accurate. The updated position description is attached.

Does the employee demonstrate knowledge and understanding of job duties, integrate new subject matter into existing operations, apply knowledge to produce quality work, keep abreast of current developments, uses resources effectively and able to perform a wide variety of tasks?

Comments:

1. Unsatisfactory and must be improved to continue in position
(An unsatisfactory rating must be supported by specific documentation and appropriate notification)
2. Below Expectations
3. Meets Expectations
4. Above Expectations
5. Clearly Outstanding

Overall Rating for the Job Knowledge and Abilities

Round the nearest whole number

Section Two – Core Competencies

Customer Focus and Commitment

Demonstrates willingness to act in best interest of the Village. Maintains professional public image to internal and external contacts. Is a good role-model for the Village. Follows through on complaints and requests from citizens and/or customers.

Comments:

1. **Unsatisfactory and must be improved to continue in position**
(An unsatisfactory rating must be supported by specific documentation and appropriate notification)
2. **Below Expectations**
3. **Meets Expectations**
4. **Above Expectations**
6. **Clearly Outstanding**

Overall Rating for Focus and Commitment
Round the nearest whole number

Integrity and Trust

Exhibits a high degree of integrity. Honest, open and demonstrates mutual respect and trust in others.

Comments:

1. **Unsatisfactory and must be improved to continue in position**
(An unsatisfactory rating must be supported by specific documentation and appropriate notification)
2. **Below Expectations**
3. **Meets Expectations**
4. **Above Expectations**
5. **Clearly Outstanding**

Overall Rating for Integrity and Trust

Round the nearest whole number

Competency #3 (List below)

Comments:

1. **Unsatisfactory and must be improved to continue in position**
(An unsatisfactory rating must be supported by specific documentation and appropriate notification)
2. **Below Expectations**
3. **Meets Expectations**
4. **Above Expectations**
5. **Clearly Outstanding**

Overall Rating for Competency #3

Round the nearest whole number

Competency #4 (List below)

Comments:

1. **Unsatisfactory and must be improved to continue in position**
(An unsatisfactory rating must be supported by specific documentation and appropriate notification)
2. **Below Expectations**
3. **Meets Expectations**
4. **Above Expectations**
5. **Clearly Outstanding**

Overall Rating Competency #4

Round to the nearest whole number

Competency #5 (List below)

Comments:

1. **Unsatisfactory and must be improved to continue in position**
(An unsatisfactory rating must be supported by specific documentation and appropriate notification)
2. **Below Expectations**
3. **Meets Expectations**
4. **Above Expectations**
5. **Clearly Outstanding**

Overall Rating Competency #5

Round to the nearest whole number

People Management (for Supervisors Only)

Upholds Village employment policies. Upholds management directives. Establishes and maintains effective relationships. Supports training and development of staff. Allocates decision-making to appropriate staff. Delegates, and then supervises performance. Treats employees fairly.

Gives appropriate and timely feedback. Sets direction without being controlling. Holds people accountable.

Comments:

1. **Unsatisfactory and must be improved to continue in position**
(An unsatisfactory rating must be supported by specific documentation and appropriate notification)
2. **Below Expectations**
3. **Meets Expectations**
4. **Above Expectations**
5. **Clearly Outstanding**

Overall Rating People Management
Round the nearest whole number

Overall Rating for Core Competencies

Divide the total number by 5 or 6 (if supervisor) to get overall score

Round to the closest whole number

Section Three – GOALS

The Village of Little Chute Goals

1. Deliver quality, cost effective municipal service
2. Develop a high performance workforce
3. Promote Economic Vitality
4. Promote a Positive Image

Did you meet all the established department and personal goals form the last review period?

Yes No Include Comments:

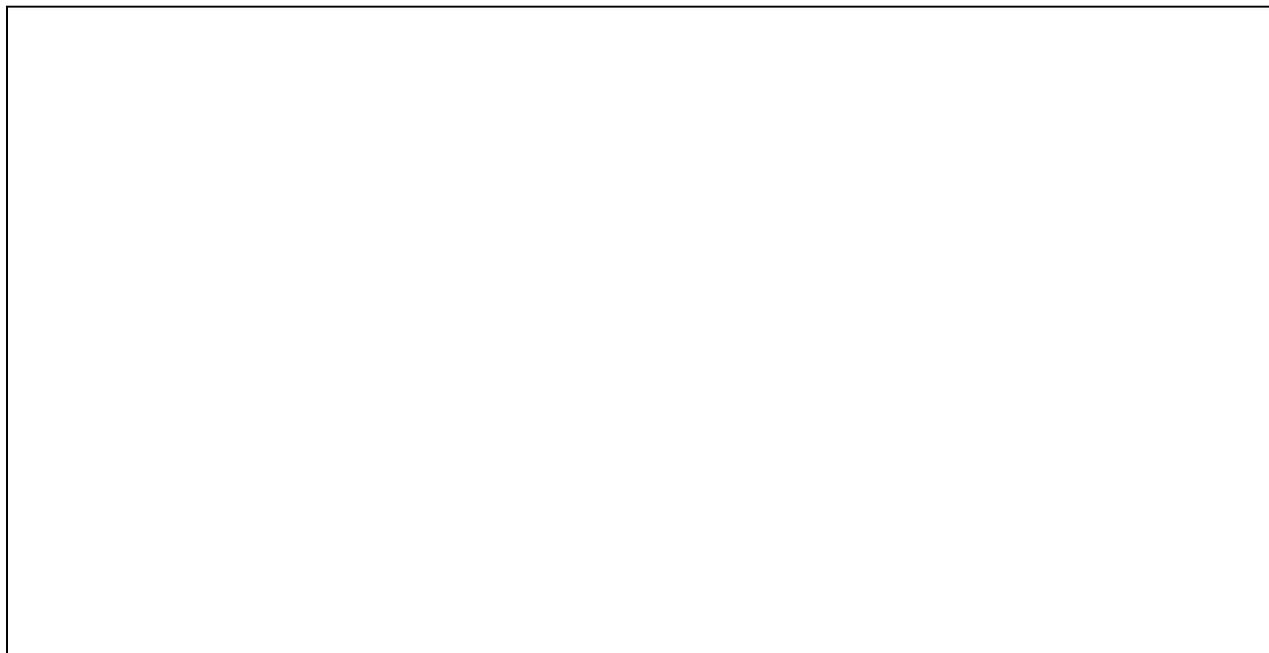
1. **Unsatisfactory and must be improved to continue in position**
(An unsatisfactory rating must be supported by specific documentation and appropriate notification)
2. **Below Expectations**
3. **Meets Expectations**
4. **Above Expectations**
5. **Clearly Outstanding**

Overall Rating for Completion of Goals in the last 12 Months

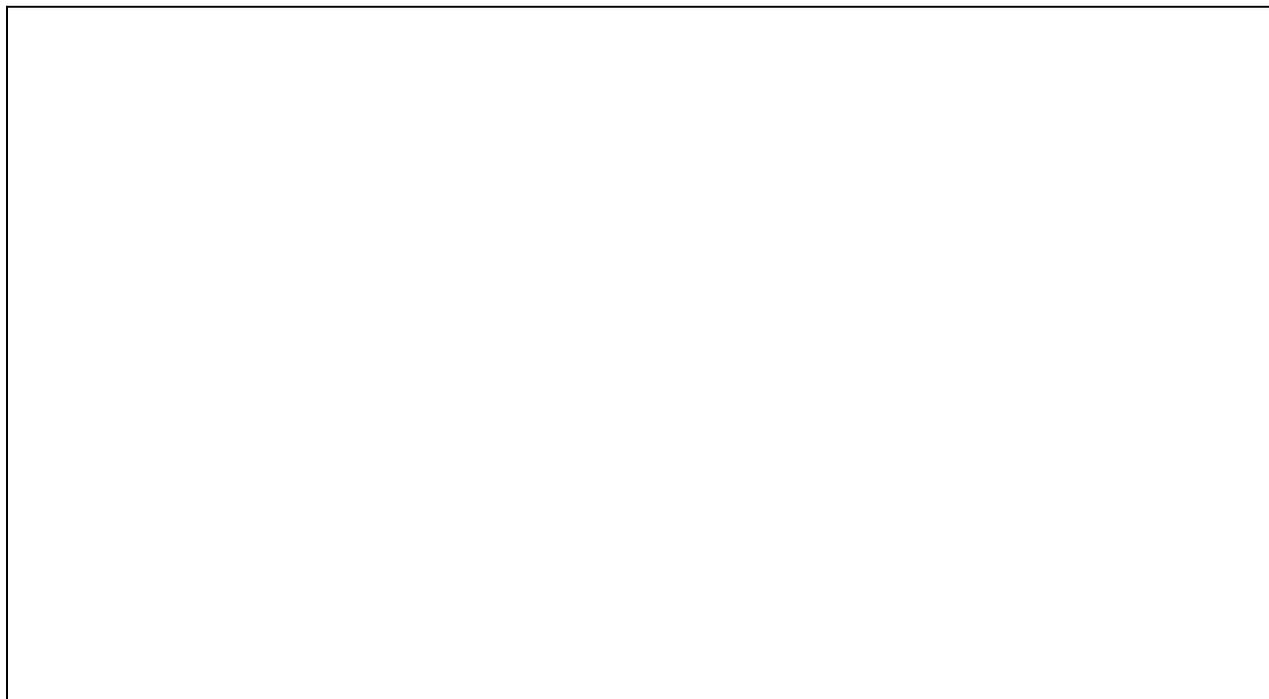
Round the nearest whole number

Establish new department goals and individual development plan for the next review period:

Individual development plan would include some areas of improvement and set expectations on ways to strengthen that skillset.



Establish new work/professional related personal goals for the next review period:



The Performance Partnership System

The Village of Little Chute has implemented a formal pay for performance system to help promote continuous communications, improve productivity, foster employee development and enhance the overall quality of service to the community. This performance partnership system is designed to:

- Facilitate continuous, two-way communication between employee and supervisor as a shared responsibility
- Motivate employees and supervisors
- Identify training and development opportunities
- Assist in making promotional/staffing decisions
- Improve performance of the individual and the Village of Little Chute

The new system focuses on the whole performance of an individual by emphasizing job tasks, competencies, goals and individual development planning.

CORE COMPETENCIES

Competencies are measurable characteristics of a person that relate to success at work. Competencies must be aligned with key Village of Little Chute objectives and values to help foster success for the Village of Little Chute.

Two of the core competencies included in the new Performance Partnership System were established by the leadership team and are considered to be the critical skills required of each employee who works for the Village.

Employees will be rated on a minimum of five competencies. The first two of which all employees will be rated on. Competency #3, #4, and #5 will be selected based on your position requirements by the Supervisor and Employee plus one additional competency for supervisors of people only. *Please note: Supervisors have discretion to add additional competencies as well as weight them differently.*

1. Customer Focus & Commitment
2. Integrity & Trust
3. Competency # 3
4. Competency #4
5. Competency #5
6. People Management (for Supervisors of People only)

COMPETENCY LISTING GUIDELINE

Action Oriented	Willingly or likely to take practical action to deal with a problem or solution
Approachability	Easy to meet, know, talk with
Caring/Sensitivity	Actions that indicate a consideration for the feelings and needs of others
Command Skills	To direct with specific authority and respect
Communication Skills (written)	The interchange of thoughts, opinions or information in written form
Communication Skills (verbal)	The interchange of thoughts, opinions or information in verbal form
Compassion	To have sympathy for others that have been stricken by misfortune
Composure	Self-controlled state of mind, tranquility, calmness
Conflict Management	The process of limiting negative aspects of a conflict to help come to a desirable end result
Creativity	The ability to transcend traditional ideas, rules, patterns, relationships or the like, into new ideas
Decision Making/Judgment	Developing alternative courses of action and making decisions which are based on logical assumptions and which reflect factual information
Delegation	Effectiveness in assigning responsibility to subordinates and in establishing appropriate controls
Independent Self-Management	Taking actions in which the dominant influence is ones' own convictions rather than the influence of others opinions
Initiative	Active attempts to influence events, to achieve goals, self-starting rather than passive acceptance. Taking actions to achieve goals beyond those called for
Interpersonal Skills	Behaviors we use that determine how we get along with others
Leadership	A person who guides or directs a group
Listening	To give undivided attention and comprehend what was heard
Managing Diversity	Being able to recognize and work with varying customs, cultures, beliefs, other values and opinions differing from your own
Motivating Others	The process that initiates and guides others
Negotiating	To deal or bargain with another for settlement of terms
Organizing	To give structure to a process or a physical area
Patience	An ability or willingness to suppress restlessness or annoyance when confronted with delay. Quiet, steady perseverance
Persuasiveness	Able to be convincing, compelling or forceful
Political Savvy	The internal and external politics that impact the work of the organization
Presentation Skills	Ability to clearly present an idea or situation to a group using oral skills and/or technical sources
Problem Solving Skills	The ability to thoroughly examine an issue or problem and come up with a solution
Risk Taking	Ability to step outside the comfort zone in order to make a suggestion for a change knowing the idea may be rejected or fail
Team Player	Ability to interact and get along with others one on one, in a department, on a committee or in a particular work group

GOALS

An important aspect of the Performance Partnership System is setting goals for the coming year. By identifying and agreeing upon goals, the employee and supervisor lay the ground work for the future and make next year's process more clear-cut. Goals that are measurable and observable are easier to evaluate.

No matter what level in the organization, employee contributions should be tied in to some – if not all – of the Village's goals. It is recommended that the supervisor and employee work together in establishing goals that have mutual value to the department, employee and the Village of Little Chute.

Village of Little Chute

1. Deliver quality, cost effective municipal service
2. Develop a high performance workforce
3. Promote Economic Vitality
4. Promote a Positive Image

Goals should be written using the SMAART criteria:

Specific

Measurable

Action-
oriented

Attainable

Results-
focused

Time-phased

INDIVIDUAL DEVELOPMENT PLANNING

Development Planning helps the employee to learn, grow, develop and adapt to change. It also benefits the Village by building a competent, confident workforce. Like the entire Performance Partnership System, individual development planning is a partnership between the employee and the supervisor.

- The employee needs to commit to relevant development goals and then invest time and effort into meeting them.
- The supervisor needs to set clear expectations for the employee and provide appropriate resources and support so the employee can succeed.

Some questions to ask when doing development planning may include:

Employee:

What are my strengths and areas for improvement?

Where will development add the greatest value to my performance?

What are my career and life goals?

What am I most willing to work on now?

Supervisor:

What current frustrations or challenges does this employee face?

What performance gaps would I like this employee to address?

What are the department goals?

What development for this employee am I most willing to support?

Little Chute Public Library
Position Description

TITLE: Library Assistant
REPORTS TO: Library Supervisors
VILLAGE PAY GRADE: Non-Supervisory Permanent Part-Time Wage Schedule

Position Summary

The Library Assistants conduct the day to day business (e.g. checking materials in and out, assisting patrons, processing materials, shelving materials, etc.) of the Little Chute Public Library. The Library Assistants are supervised by the Library Supervisors and are responsible for regularly reporting to the Library Supervisors.

Specific Duties

- A. Uses Innovative Interfaces Millennium **Sierra** Integrated Library System to conduct library business.
 - 1. Checks materials in and out.
 - 2. Registers new library patrons and maintains the patron database.
 - 3. Charges and collects fines for overdue materials; processes bills for delinquent accounts and manages the system of overdue notifications.
 - 4. Places holds for materials on behalf of patrons; contacts patrons when requested materials arrive.
 - 5. Prepares materials for delivery to other libraries and processes materials received from other libraries for our patrons.
 - 6. Responds to daily and monthly Millennium reports as assigned by the Library Director.
- B. Assists with the maintenance and development of library collections.
 - 1. Processes new library materials of all types and maintains database of collections.
 - 2. Shelves library materials and helps to maintain order of the collections.
 - 3. Recommends materials for purchase.
 - 4. Assists with the maintenance of the collections via regular examination, weeding, and mending of damaged materials, as needed.
 - 5. Evaluates donated materials for inclusion in the library collections or for addition to the ongoing book sale.
 - 6. Inventories collections, as needed.
- C. Provides assistance in the use of the library and its resources by the public.
 - 1. Answers reference questions and assists patrons with finding desired materials; provides readers' advisory assistance, as needed.
 - 2. Requests materials via interlibrary loan for items not found in InfoSoup; responds to requests for our materials from libraries outside of InfoSoup.

3. Assists patrons with basic use of InfoSoup, public Internet computers, and SAM sign-up computers.
 4. Maintains lists of best sellers; prepares bibliographies and lists of materials, as needed.
 5. Assists in the maintenance of good public relations.
- D. Other duties as assigned or required, including, but not limited to, the following:
1. Assists with youth services programs and summer reading programs, as needed.
 2. Assists with the collection of library use and programming statistics.
 3. Delivers materials to homebound patrons, as needed.
 4. Coordinates library displays of materials and community collections in display cases.
 5. Participates in the creation of podcasts and vodcasts promoting library services, programs, and collections.
 6. Assists with special projects as assigned by the Library Director.
 7. Participates in regular staff meetings and other training opportunities as assigned by the Library Director.

Desirable Background

Knowledge of Innovative Interfaces Millennium **Sierra** Integrated Library System.

Experience working in a public or school library setting.

Requirements

A high school diploma.

Knowledge of computers, word processing, spreadsheets, and electronic information resources including the Internet.

Ability to follow detailed instructions; ability to interpret and apply technical instructions.

Ability to communicate effectively orally and in writing.

Ability to work independently, organize and prioritize work, respond to varied/changing work demands, and make decisions as required.

Ability to sustain prolonged visual concentration and keyboarding activity.

Ability to maintain and foster cooperative and courteous working relationships with the public, peers, Library Director, and staff of other InfoSoup libraries.

Possession of a valid Wisconsin driver's license, means of transportation, and willingness to travel to local and state-level meetings.

Ability to lift and carry 30 pounds and maneuver a fully loaded book cart.

Discrepancy with Column G - Offer Letter

EMPLOYEE#	EMPLOYEE NAME	Date of Hire	Dept.	Position Title per Offer Letter or Personnel File	Current Hourly Wage	Wage Comp Table Position listed as:	Position in software system listed as:
1501	Bernhoft, Beau	10/11/21	Administration	Village Administrator	\$45.20		
1700	Decker, Laurie	03/17/14	Clerk	Village Clerk	\$34.08		
1704	Knaus, Kay	03/13/17	Clerk	Administrative Assistant - .5FTE	\$19.44		
				This person is retiring in December 2021 and will be eliminated			
1705	Sprangers, Amber	03/13/19	Clerk	Administrative Assistant-.5FTE	\$18.24		
				This position will be changed to full-time Deputy Clerk position for 2022			
2003	Remiker-DeWall, Lisa	02/11/19	Finance	Finance Director	\$47.21		
New for 2022			Finance	Deputy Director with Human Resource Emphasis			
2050	Derricks, Marlene	06/26/00	Finance	2022 Budget created a Deputy Director with Human Resource Emphasis			
				Deputy Treasurer Prop.	\$26.48	Utility Clerk	
				This position is our Utility Billing Clerk - does not have qualifications to be Deputy Treasurer			
2055	Vanderlois, Shannon	10/20/16	Finance	Accounting Clerk - .75 FTE	\$23.41		
2056	Kempen, Mary	11/28/18	Finance	Accounting Clerk	\$23.41		
2057	Van Groll, Tanya	08/19/19	Finance	Accounting Clerk	\$20.51		
3002	Meister, Daniel	05/01/18	FVMPD	Police Chief	\$50.36		
3025	Slotke, Jeremy	03/16/05	FVMPD	Police Captain	\$45.15		
3027	Ulman, Mark	04/07/99	FVMPD	Lieutenant	\$42.42		
3028	Wery, Mark	02/18/08	FVMPD	Lieutenant	\$39.90		
3029	Slinde, Edmund	07/29/02	FVMPD	Lieutenant	\$39.90		
3500	Vanden Heuvel, Kelly	01/04/16	FVMPD	Office Manager	\$25.23	Police Admin Asst	
3502	Diedrick, Francesca	01/03/06	FVMPD	Telecommunicator	\$23.31		
3503	Vanden Heuvel, Ann	05/23/05	FVMPD	Telecommunicator	\$23.31		
4002	Gloudemans, Katy	03/24/03	Court	Court Clerk-.75FTE	\$23.83		
5000	Taylor, Kent	06/11/18	Public Works	DPW Director	\$52.59		
5004	Murawski, Christopher	10/12/15	Engineer	Village Engineer	\$51.22		
5021	McClone, Michael	06/21/95	Public Works	Environmental Permitting Specialist	\$38.05	Engineering Tech	Engineering Tech
5024	Olkiewicz, Robert	03/26/18	Engineer	Engineering Aid II	\$38.05	Engineering Tech	Engineering Tech
5026	Mattson, David	05/13/19	Engineer	Civil Engineer Tech	\$35.07	Engineering Tech	Engineering Tech
5027	Blum, Bryan	05/22/19	Engineer	Civil Engineer Tech	\$33.09	Engineering Tech	Engineering Tech
5028	Lyons, Kris	12/07/20	Engineer	Civil Engineer Tech	\$38.05	Engineering Tech	Engineering Tech
5048	Braatz, Laura	04/11/16	Public Works	Administrative Assistant	\$23.94		
5051	Bruyette, Todd	04/28/89	Public Works	Street Foreman	\$29.78		Street Department
5052	Jansen, Joseph	03/26/90	Public Works	Street Department	\$28.02	Public Works Laborer	
5055	Van Deurzen, Steven	11/20/95	Public Works	Street Department	\$28.02	Public Works Laborer	
5057	Verbeten, Jason	05/07/01	Public Works	Utilities Foreman	\$29.78	Foreman	Street Department
5058	Wegend, Scott	09/14/09	Public Works	Street Department	\$28.02	Public Works Laborer	
5059	Kamps, Jeremy	10/15/12	Public Works	Street Department	\$28.02	Public Works Laborer	
5060	Verbruggen, Casey	11/03/14	Public Works	Street Department	\$28.02	Public Works Laborer	

5061	Van Schyndel, Nathan	11/27/17	Public Works	Street Department	\$27.18	Public Works Laborer	
5062	Nechodom, Tyler	12/21/17	Public Works	Street Department	\$27.18	Public Works Laborer	
5063	Surin, Jasen	10/22/18	Public Works	Operations Manager	\$32.47		
5064	Vanevenhoven, Alan	05/20/20	Public Works	Mechanic	\$28.98		
5065	Kamps, Dan	08/24/20	Public Works	Street Department	\$25.47	Public Works Laborer	
5066	Gussert, Zachary	05/17/21	Public Works	Street Department	\$23.78	Public Works Laborer	
5067	Romenesko, Jake	05/27/21	Public Works	Street Department	\$23.78	Public Works Laborer	
6002	Kittel, David	02/10/20	Community Develop	Community Development Director	\$34.69		
7002	Seidler, Jaymes	09/01/21	Inspections	Inspector	\$28.36		
8002	Marasch, Martin	08/13/01	Fire	Fire Inspector	\$16.12		
9003	McDonald, Johnathan	06/24/21	Park/Rec/Forestry	Park/Rec/Forestry Director	\$30.96		
9025	Koebe, Donna	10/17/88	Park/Rec/Forestry	Program Supervisor	\$28.03		
9050	Lamers, Vincent	06/24/21	Park/Rec/Forestry	Park Foreman	\$29.78		
9100	Neumann, David	07/01/16	Superintendent	Facilities Superintendent	\$29.78		
12000	Freund, Katherine	12/28/20	Library	Librarian	\$33.07	Library Director	
12001	Laux, Aubrey	12/28/20	Library	Programming Librarian	\$26.91	Youth/Adult Services Librarian	
12002	Vander Loop, Alex	01/04/21	Library	Library Assistant 1-.5FTE	\$18.94		
12004	Best, Michelle	01/04/21	Library	Library Assistant 1 -.75 FTE	\$17.14		
12005	Hardginski, John	01/04/21	Library	Library Assistant 1 - .5FTE	\$15.34		
12006	Werner, Jane	01/04/21	Library	Library Assistant 2 - .5FTE	\$20.75		
12008	Gloudemans, Matthew	01/04/21	Library	Library Student Assistant - .5FTE	\$9.02		
12009	Weber, Jared	04/01/21	Library	Library Student Assistant - .5FTE	\$9.96		
12011	Diedrich, Elizabeth	08/26/21	Library	Library Assistant 1 - .5FTE	\$14.44		

Finance Department

11 Step Range Positions		2021		2022		7 Step Range Positions		2021		2022	
		Finance Director						Utility Clerk			
Step 1		\$72,592.00	\$34.90	\$74,401.60	\$35.77	Step 1		\$45,052.80	\$21.66	\$46,176.00	\$22.20
Step 2		\$75,129.60	\$36.12	\$77,001.60	\$37.02	Step 2		\$46,737.60	\$22.47	\$47,902.40	\$23.03
Step 3		\$77,708.80	\$37.36	\$79,643.20	\$38.29	Step 3		\$48,401.60	\$23.27	\$49,608.00	\$23.85
Step 4		\$80,246.40	\$38.58	\$82,243.20	\$39.54	Step 4 Control		\$50,086.40	\$24.08	\$51,334.40	\$24.68
Step 5		\$82,804.80	\$39.81	\$84,884.80	\$40.81	Step 5		\$51,750.40	\$24.88	\$53,040.00	\$25.50
Step 6 Control		\$85,384.00	\$41.05	\$87,526.40	\$42.08	Step 6		\$53,414.40	\$25.68	\$54,745.60	\$26.32
Step 7		\$87,942.40	\$42.28	\$90,147.20	\$43.34	Step 7		\$55,078.40	\$26.48	\$56,451.20	\$27.14
Step 8		\$90,500.80	\$43.51	\$92,768.00	\$44.60						
Step 9		\$93,059.20	\$44.74	\$95,388.80	\$45.86						
Step 10		\$95,638.40	\$45.98	\$98,030.40	\$47.13						
Step 11		\$98,196.80	\$47.21	\$100,651.20	\$48.39						

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2021		2022		2021		2022		2021		2022	
Accountant		Accounting Clerk				Cashier/Receptionist					
\$45,052.80	\$21.66	\$46,176.00	\$22.20	\$41,163.20	\$19.79	\$42,182.40	\$20.28	\$34,528.00	\$16.60	\$35,401.60	\$17.02
\$46,737.60	\$22.47	\$47,902.40	\$23.03	\$42,660.80	\$20.51	\$43,721.60	\$21.02	\$35,796.80	\$17.21	\$36,691.20	\$17.64
\$48,401.60	\$23.27	\$49,608.00	\$23.85	\$44,179.20	\$21.24	\$45,281.60	\$21.77	\$37,107.20	\$17.84	\$38,043.20	\$18.29
\$50,086.40	\$24.08	\$51,334.40	\$24.68	\$45,697.60	\$21.97	\$46,841.60	\$22.52	\$38,355.20	\$18.44	\$39,312.00	\$18.90
\$51,750.40	\$24.88	\$53,040.00	\$25.50	\$47,174.40	\$22.68	\$48,360.00	\$23.25	\$39,644.80	\$19.06	\$40,643.20	\$19.54
\$53,414.40	\$25.68	\$54,745.60	\$26.32	\$48,692.80	\$23.41	\$49,920.00	\$24.00	\$40,913.60	\$19.67	\$41,932.80	\$20.16
\$55,078.40	\$26.48	\$56,451.20	\$27.14	\$50,211.20	\$24.14	\$51,459.20	\$24.74	\$42,182.40	\$20.28	\$43,243.20	\$20.79

Clerk

11 Step Range Position

	Clerk	2021	2022	Admin Asst	2021	2022		
Step 1	\$58,510.40	\$28.13	\$59,966.40	\$28.83	\$ 35,588.80	\$ 17.11	\$36,483.20	\$ 17.54
Step 2	\$60,569.60	\$29.12	\$62,088.00	\$29.85	\$ 36,732.80	\$ 17.66	\$37,648.00	\$ 18.10
Step 3	\$62,628.80	\$30.11	\$64,188.80	\$30.86	\$ 37,939.20	\$ 18.24	\$38,896.00	\$ 18.70
Step 4	\$64,688.00	\$31.10	\$66,310.40	\$31.88	\$ 39,187.20	\$ 18.84	\$40,164.80	\$ 19.31
Step 5	\$66,747.20	\$32.09	\$68,411.20	\$32.89	\$ 40,435.20	\$ 19.44	\$41,454.40	\$ 19.93
Step 6 Control	\$68,827.20	\$33.09	\$70,553.60	\$33.92	\$ 41,766.40	\$ 20.08	\$42,806.40	\$ 20.58
Step 7	\$70,886.40	\$34.08	\$72,654.40	\$34.93	\$ 43,118.40	\$ 20.73	\$44,200.00	\$ 21.25
Step 8	\$72,945.60	\$35.07	\$74,776.00	\$35.95				
Step 9	\$75,025.60	\$36.07	\$76,897.60	\$36.97				
Step 10	\$77,084.80	\$37.06	\$79,019.20	\$37.99				
Step 11	\$79,144.00	\$38.05	\$81,120.00	\$39.00				

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Court

7 Step Range Position

	Court Clerk	2021	2022	
Step 1	\$40,560.00	\$19.50	\$41,579.20	\$19.99
Step 2	\$42,057.60	\$20.22	\$43,118.40	\$20.73
Step 3	\$43,576.00	\$20.95	\$44,657.60	\$21.47
Step 4 Control	\$45,052.80	\$21.66	\$46,176.00	\$22.20
Step 5	\$46,550.40	\$22.38	\$47,715.20	\$22.94
Step 6	\$48,068.80	\$23.11	\$49,275.20	\$23.69
Step 7	\$49,566.40	\$23.83	\$50,814.40	\$24.43

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Parks, Recreation, and Forestry Department

11 Step Range Positions

7 Step Range Positions

	Park & Rec Dir	2021	2022		Rec Supervisor	2021	2022		
Step 1	\$62,212.80	\$29.91	\$63,772.80	\$30.66	Step 1	\$47,715.20	\$22.94	\$48,900.80	\$23.51
Step 2	\$64,396.80	\$30.96	\$65,998.40	\$31.73	Step 2	\$49,462.40	\$23.78	\$50,689.60	\$24.37
Step 3	\$66,601.60	\$32.02	\$68,265.60	\$32.82	Step 3	\$51,230.40	\$24.63	\$52,520.00	\$25.25
Step 4	\$68,785.60	\$33.07	\$70,512.00	\$33.90	Step 4 Control	\$52,977.60	\$25.47	\$54,308.80	\$26.11
Step 5	\$70,969.60	\$34.12	\$72,737.60	\$34.97	Step 5	\$54,766.40	\$26.33	\$56,139.20	\$26.99
Step 6 Control	\$73,174.40	\$35.18	\$75,004.80	\$36.06	Step 6	\$56,534.40	\$27.18	\$57,948.80	\$27.86
Step 7	\$75,358.40	\$36.23	\$77,251.20	\$37.14	Step 7	\$58,302.40	\$28.03	\$59,758.40	\$28.73
Step 8	\$77,563.20	\$37.29	\$79,497.60	\$38.22					
Step 9	\$79,747.20	\$38.34	\$81,744.00	\$39.30					
Step 10	\$81,972.80	\$39.41	\$84,032.00	\$40.40					
Step 11	\$84,156.80	\$40.46	\$86,257.60	\$41.47					

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Park Foreman	2021	2022		Park Laborer	2021	2022	
\$50,668.80	\$24.36	\$51,937.60	\$24.97	\$47,715.20	\$22.94	\$48,900.80	\$23.51
\$52,561.60	\$25.27	\$53,872.00	\$25.90	\$49,462.40	\$23.78	\$50,689.60	\$24.37
\$54,433.60	\$26.17	\$55,785.60	\$26.82	\$51,209.60	\$24.62	\$52,499.20	\$25.24
\$56,326.40	\$27.08	\$57,740.80	\$27.76	\$52,977.60	\$25.47	\$54,308.80	\$26.11
\$58,198.40	\$27.98	\$59,654.40	\$28.68	\$54,745.60	\$26.32	\$56,118.40	\$26.98
\$60,070.40	\$28.88	\$61,568.00	\$29.60	\$56,534.40	\$27.18	\$57,948.80	\$27.86
\$61,942.40	\$29.78	\$63,481.60	\$30.52	\$58,281.60	\$28.02	\$59,737.60	\$28.72

Facilities Manager

7 Step Range Position

	<u>Facilities Mgr</u>	<u>2021</u>	<u>2022</u>	
Step 1	\$50,668.80	\$24.36	\$51,937.60	\$24.97
Step 2	\$52,561.60	\$25.27	\$53,872.00	\$25.90
Step 3	\$54,433.60	\$26.17	\$55,785.60	\$26.82
Step 4 Control	\$56,326.40	\$27.08	\$57,740.80	\$27.76
Step 5	\$58,198.40	\$27.98	\$59,654.40	\$28.68
Step 6	\$60,070.40	\$28.88	\$61,568.00	\$29.60
Step 7	\$61,942.40	\$29.78	\$63,481.60	\$30.52

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Public Works Department

11 Step Range Positions

	DPW Director		2021		2022		Asst DPW Director		2021		2022		Village Engineer		2021		2022	
Step 1	\$80,828.80	\$38.86	\$82,846.40	\$39.83	\$65,644.80	\$31.56	\$67,288.00	\$32.35	\$80,828.80	\$38.86	\$82,846.40	\$39.83						
Step 2	\$83,699.20	\$40.24	\$85,800.00	\$41.25	\$67,953.60	\$32.67	\$69,659.20	\$33.49	\$83,699.20	\$40.24	\$85,800.00	\$41.25						
Step 3	\$86,569.60	\$41.62	\$88,732.80	\$42.66	\$70,283.20	\$33.79	\$72,030.40	\$34.63	\$86,569.60	\$41.62	\$88,732.80	\$42.66						
Step 4	\$89,419.20	\$42.99	\$91,644.80	\$44.06	\$72,612.80	\$34.91	\$74,422.40	\$35.78	\$89,419.20	\$42.99	\$91,644.80	\$44.06						
Step 5	\$92,268.80	\$44.36	\$94,577.60	\$45.47	\$74,921.60	\$36.02	\$76,793.60	\$36.92	\$92,268.80	\$44.36	\$94,577.60	\$45.47						
Step 6 Control	\$95,118.40	\$45.73	\$97,489.60	\$46.87	\$77,230.40	\$37.13	\$79,164.80	\$38.06	\$95,118.40	\$45.73	\$97,489.60	\$46.87						
Step 7	\$97,968.00	\$47.10	\$100,422.40	\$48.28	\$79,539.20	\$38.24	\$81,536.00	\$39.20	\$97,968.00	\$47.10	\$100,422.40	\$48.28						
Step 8	\$100,817.60	\$48.47	\$103,334.40	\$49.68	\$81,868.80	\$39.36	\$83,907.20	\$40.34	\$100,817.60	\$48.47	\$103,334.40	\$49.68						
Step 9	\$103,688.00	\$49.85	\$106,288.00	\$51.10	\$84,198.40	\$40.48	\$86,299.20	\$41.49	\$103,688.00	\$49.85	\$106,288.00	\$51.10						
Step 10	\$106,537.60	\$51.22	\$109,200.00	\$52.50	\$86,507.20	\$41.59	\$88,670.40	\$42.63	\$106,537.60	\$51.22	\$109,200.00	\$52.50						
Step 11	\$109,387.20	\$52.59	\$112,112.00	\$53.90	\$88,816.00	\$42.70	\$91,041.60	\$43.77	\$109,387.20	\$52.59	\$112,112.00	\$53.90						

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Operations Manager	2021	2022	Engineering Technician	2021	2022	Eng Aide II	2021	2022			
\$61,089.60	\$29.37	\$62,608.00	\$30.10	\$58,510.40	\$28.13	\$59,966.40	\$28.83	\$53,060.80	\$25.51	\$54,392.00	\$26.15
\$63,232.00	\$30.40	\$64,812.80	\$31.16	\$60,569.60	\$29.12	\$62,088.00	\$29.85	\$54,932.80	\$26.41	\$56,305.60	\$27.07
\$65,395.20	\$31.44	\$67,038.40	\$32.23	\$62,628.80	\$30.11	\$64,188.80	\$30.86	\$56,804.80	\$27.31	\$58,219.20	\$27.99
\$67,537.60	\$32.47	\$69,222.40	\$33.28	\$64,688.00	\$31.10	\$66,310.40	\$31.88	\$58,676.80	\$28.21	\$60,153.60	\$28.92
\$69,700.80	\$33.51	\$71,448.00	\$34.35	\$66,747.20	\$32.09	\$68,411.20	\$32.89	\$60,548.80	\$29.11	\$62,067.20	\$29.84
\$71,843.20	\$34.54	\$73,632.00	\$35.40	\$68,827.20	\$33.09	\$70,553.60	\$33.92	\$62,420.80	\$30.01	\$63,980.80	\$30.76
\$74,006.40	\$35.58	\$75,857.60	\$36.47	\$70,886.40	\$34.08	\$72,654.40	\$34.93	\$64,292.80	\$30.91	\$65,894.40	\$31.68
\$76,148.80	\$36.61	\$78,062.40	\$37.53	\$72,945.60	\$35.07	\$74,776.00	\$35.95	\$66,144.00	\$31.80	\$67,808.00	\$32.60
\$78,312.00	\$37.65	\$80,267.20	\$38.59	\$75,025.60	\$36.07	\$76,897.60	\$36.97	\$67,995.20	\$32.69	\$69,700.80	\$33.51
\$80,475.20	\$38.69	\$82,492.80	\$39.66	\$77,084.80	\$37.06	\$79,019.20	\$37.99	\$69,888.00	\$33.60	\$71,635.20	\$34.44
\$82,617.60	\$39.72	\$84,676.80	\$40.71	\$79,144.00	\$38.05	\$81,120.00	\$39.00	\$71,760.00	\$34.50	\$73,548.80	\$35.36

Public Works Department

7 Step Range Positions

	<u>Street Foreman</u>	<u>2021</u>	<u>2022</u>	<u>Mechanic</u>	<u>2021</u>	<u>2022</u>		
Step 1	\$50,668.80	\$24.36	\$51,937.60	\$24.97	\$49,296.00	\$23.70	\$50,523.20	\$24.29
Step 2	\$52,561.60	\$25.27	\$53,872.00	\$25.90	\$51,147.20	\$24.59	\$52,416.00	\$25.20
Step 3	\$54,433.60	\$26.17	\$55,785.60	\$26.82	\$52,956.80	\$25.46	\$54,288.00	\$26.10
Step 4 Control	\$56,326.40	\$27.08	\$57,740.80	\$27.76	\$54,787.20	\$26.34	\$56,160.00	\$27.00
Step 5	\$58,198.40	\$27.98	\$59,654.40	\$28.68	\$56,617.60	\$27.22	\$58,032.00	\$27.90
Step 6	\$60,070.40	\$28.88	\$61,568.00	\$29.60	\$58,468.80	\$28.11	\$59,924.80	\$28.81
Step 7	\$61,942.40	\$29.78	\$63,481.60	\$30.52	\$60,278.40	\$28.98	\$61,776.00	\$29.70

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Public Works Laborer	2021	2022		DPW Admin Asst	2021	2022	
\$47,715.20	\$22.94	\$48,900.80	\$23.51	\$40,705.60	\$19.57	\$41,724.80	\$20.06
\$49,462.40	\$23.78	\$50,689.60	\$24.37	\$42,224.00	\$20.30	\$43,284.80	\$20.81
\$51,209.60	\$24.62	\$52,499.20	\$25.24	\$43,742.40	\$21.03	\$44,844.80	\$21.56
\$52,977.60	\$25.47	\$54,308.80	\$26.11	\$45,260.80	\$21.76	\$46,384.00	\$22.30
\$54,745.60	\$26.32	\$56,118.40	\$26.98	\$46,758.40	\$22.48	\$47,923.20	\$23.04
\$56,534.40	\$27.18	\$57,948.80	\$27.86	\$48,276.80	\$23.21	\$49,483.20	\$23.79
\$58,281.60	\$28.02	\$59,737.60	\$28.72	\$49,795.20	\$23.94	\$51,043.20	\$24.54

Community Development

11 Step Range Positions

	CD Director	2021	2022		GIS/IS Manager	2021	2022	
Step 1	\$69,721.60	\$33.52	\$71,468.80	\$34.36	\$58,510.40	\$28.13	\$59,966.40	\$28.83
Step 2	\$72,155.20	\$34.69	\$73,964.80	\$35.56	\$60,569.60	\$29.12	\$62,088.00	\$29.85
Step 3	\$74,651.20	\$35.89	\$76,523.20	\$36.79	\$62,628.80	\$30.11	\$64,188.80	\$30.86
Step 4	\$77,105.60	\$37.07	\$79,040.00	\$38.00	\$64,688.00	\$31.10	\$66,310.40	\$31.88
Step 5	\$79,560.00	\$38.25	\$81,556.80	\$39.21	\$66,747.20	\$32.09	\$68,411.20	\$32.89
Step 6 Control	\$82,035.20	\$39.44	\$84,094.40	\$40.43	\$68,827.20	\$33.09	\$70,553.60	\$33.92
Step 7	\$84,489.60	\$40.62	\$86,611.20	\$41.64	\$70,886.40	\$34.08	\$72,654.40	\$34.93
Step 8	\$86,923.20	\$41.79	\$89,086.40	\$42.83	\$72,945.60	\$35.07	\$74,776.00	\$35.95
Step 9	\$89,398.40	\$42.98	\$91,624.00	\$44.05	\$75,025.60	\$36.07	\$76,897.60	\$36.97
Step 10	\$91,873.60	\$44.17	\$94,161.60	\$45.27	\$77,084.80	\$37.06	\$79,019.20	\$37.99
Step 11	\$94,328.00	\$45.35	\$96,678.40	\$46.48	\$79,144.00	\$38.05	\$81,120.00	\$39.00

COIA 1.025

Inspections

11 Step Range Position

	<u>Building Inspector</u>	<u>2021</u>	<u>2022</u>	
Step 1	\$56,971.20	\$27.39	\$58,385.60	\$28.07
Step 2	\$58,988.80	\$28.36	\$60,465.60	\$29.07
Step 3	\$60,985.60	\$29.32	\$62,504.00	\$30.05
Step 4	\$63,003.20	\$30.29	\$64,584.00	\$31.05
Step 5	\$65,020.80	\$31.26	\$66,643.20	\$32.04
Step 6 Control	\$67,038.40	\$32.23	\$68,723.20	\$33.04
Step 7	\$69,035.20	\$33.19	\$70,761.60	\$34.02
Step 8	\$71,052.80	\$34.16	\$72,820.80	\$35.01
Step 9	\$73,049.60	\$35.12	\$74,880.00	\$36.00
Step 10	\$75,067.20	\$36.09	\$76,939.20	\$36.99
Step 11	\$77,084.80	\$37.06	\$79,019.20	\$37.99

COIA 1.025

Fox Valley Metro Police Department

11 Step Range Positions

	Police Chief	2021	2022	Captain	2021	2022	Lieutenant	2021	2022			
Step 1	\$83,990.40	\$40.38	\$86,091.20	\$41.39	\$71,281.60	\$34.27	\$73,070.40	\$35.13	\$61,942.40	\$29.78	\$63,481.60	\$30.52
Step 2	\$86,944.00	\$41.80	\$89,128.00	\$42.85	\$73,777.60	\$35.47	\$75,628.80	\$36.36	\$64,563.20	\$31.04	\$66,185.60	\$31.82
Step 3	\$89,918.40	\$43.23	\$92,164.80	\$44.31	\$76,273.60	\$36.67	\$78,187.20	\$37.59	\$67,204.80	\$32.31	\$68,889.60	\$33.12
Step 4	\$92,892.80	\$44.66	\$95,222.40	\$45.78	\$78,832.00	\$37.90	\$80,808.00	\$38.85	\$69,825.60	\$33.57	\$71,572.80	\$34.41
Step 5	\$95,846.40	\$46.08	\$98,238.40	\$47.23	\$81,328.00	\$39.10	\$83,366.40	\$40.08	\$72,488.00	\$34.85	\$74,297.60	\$35.72
Step 6 Control	\$98,800.00	\$47.50	\$101,275.20	\$48.69	\$83,844.80	\$40.31	\$85,945.60	\$41.32	\$75,108.80	\$36.11	\$76,980.80	\$37.01
Step 7	\$101,774.40	\$48.93	\$104,312.00	\$50.15	\$86,361.60	\$41.52	\$88,524.80	\$42.56	\$77,729.60	\$37.37	\$79,664.00	\$38.30
Step 8	\$104,748.80	\$50.36	\$107,369.60	\$51.62	\$88,857.60	\$42.72	\$91,083.20	\$43.79	\$80,350.40	\$38.63	\$82,368.00	\$39.60
Step 9	\$107,723.20	\$51.79	\$110,406.40	\$53.08	\$91,395.20	\$43.94	\$93,683.20	\$45.04	\$82,992.00	\$39.90	\$85,072.00	\$40.90
Step 10	\$110,676.80	\$53.21	\$113,443.20	\$54.54	\$93,912.00	\$45.15	\$96,262.40	\$46.28	\$85,633.60	\$41.17	\$87,776.00	\$42.20
Step 11	\$113,630.40	\$54.63	\$116,480.00	\$56.00	\$96,408.00	\$46.35	\$98,820.80	\$47.51	\$88,233.60	\$42.42	\$90,438.40	\$43.48

COIA 1.025

7 Step Range Position

Police Admin Asst	2021	2022			Telecommunicator	2021	2022	
\$38,979.20	\$18.74	\$39,956.80	\$19.21	Step 1	\$39,665.60	\$19.07	\$40,664.00	\$19.55
\$40,352.00	\$19.40	\$41,371.20	\$19.89	Step 2	\$41,142.40	\$19.78	\$42,161.60	\$20.27
\$41,724.80	\$20.06	\$42,764.80	\$20.56	Step 3	\$42,619.20	\$20.49	\$43,680.00	\$21.00
\$43,097.60	\$20.72	\$44,179.20	\$21.24	Step 4 Control	\$44,075.20	\$21.19	\$45,177.60	\$21.72
\$44,470.40	\$21.38	\$45,572.80	\$21.91	Step 5	\$45,572.80	\$21.91	\$46,716.80	\$22.46
\$45,864.00	\$22.05	\$47,008.00	\$22.60	Step 6	\$47,008.00	\$22.60	\$48,193.60	\$23.17
\$47,216.00	\$22.70	\$48,401.60	\$23.27	Step 7	\$48,484.80	\$23.31	\$49,691.20	\$23.89
\$48,588.80	\$23.36	\$49,795.20	\$23.94					
\$49,982.40	\$24.03	\$51,230.40	\$24.63					
\$51,334.40	\$24.68	\$52,624.00	\$25.30					
\$52,728.00	\$25.35	\$54,038.40	\$25.98					

Administrator

	2021	2022
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	2021	2022	2021	2022
Step 1	\$93,870.40	\$45.13	\$96,220.80	\$46.26
Step 2	\$97,281.60	\$46.77	\$99,715.20	\$47.94
Step 3	\$100,713.60	\$48.42	\$103,230.40	\$49.63
Step 4	\$104,124.80	\$50.06	\$106,724.80	\$51.31
Step 5	\$107,536.00	\$51.70	\$110,219.20	\$52.99
Step 6	\$110,988.80	\$53.36	\$113,755.20	\$54.69
Step 7	\$114,316.80	\$54.96	\$117,166.40	\$56.33
Step 8	\$117,644.80	\$56.56	\$120,577.60	\$57.97
Step 9	\$120,972.80	\$58.16	\$123,988.80	\$59.61
Step 10	\$124,300.80	\$59.76	\$127,400.00	\$61.25
Step 11	\$127,628.80	\$61.36	\$130,811.20	\$62.89

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Crossing Guard

4 Step Range Position

	<u>2021</u>	<u>2022</u>
0-5 Years of Service	\$14.62	\$14.99
6-10 Years of Service	\$15.36	\$15.74
11-15 Years of Service	\$16.12	\$16.52
16+ Years of Service	\$16.92	\$17.34

COIA 1.025

Little Chute Library - Proposed 2021 Grid				
11 Step Range Positions	Library Director			
	2021		2022	
Step 1	\$ 68,785.60	\$ 33.07	\$70,512.00	\$ 33.90
Step 2	\$ 70,844.80	\$ 34.06	\$72,612.80	\$ 34.91
Step 3	\$ 72,966.40	\$ 35.08	\$74,796.80	\$ 35.96
Step 4	\$ 75,150.40	\$ 36.13	\$77,022.40	\$ 37.03
Step 5	\$ 77,417.60	\$ 37.22	\$79,352.00	\$ 38.15
Step 6 Control	\$ 79,726.40	\$ 38.33	\$81,723.20	\$ 39.29
Step 7	\$ 82,118.40	\$ 39.48	\$84,177.60	\$ 40.47
Step 8	\$ 84,593.60	\$ 40.67	\$86,715.20	\$ 41.69
Step 9	\$ 87,131.20	\$ 41.89	\$89,315.20	\$ 42.94
Step 10	\$ 89,752.00	\$ 43.15	\$91,998.40	\$ 44.23
Step 11	\$ 92,435.20	\$ 44.44	\$94,744.00	\$ 45.55

Little Chute Library - Proposed 2021 Grid

7 Step Range Positions	Library Supervisor (20 Hour Position)			
	2021		2022	
Step 1	\$ 20,113.60	\$ 19.34	\$20,612.80	\$ 19.82
Step 2	\$ 21,361.60	\$ 20.54	\$21,892.00	\$ 21.05
Step 3	\$ 22,620.00	\$ 21.75	\$23,181.60	\$ 22.29
Step 4 Control	\$ 23,868.00	\$ 22.95	\$24,460.80	\$ 23.52
Step 5	\$ 25,116.00	\$ 24.15	\$25,740.00	\$ 24.75
Step 6	\$ 26,364.00	\$ 25.35	\$27,019.20	\$ 25.98
Step 7	\$ 27,612.00	\$ 26.55	\$28,298.40	\$ 27.21

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Library Assistant 1 (20 Hour Position)				
2021		2022		
\$	15,017.60	\$ 14.44	\$15,392.00	\$ 14.80
\$	15,953.60	\$ 15.34	\$16,348.80	\$ 15.72
\$	16,889.60	\$ 16.24	\$17,316.00	\$ 16.65
\$	17,825.60	\$ 17.14	\$18,272.80	\$ 17.57
\$	18,761.60	\$ 18.04	\$19,229.60	\$ 18.49
\$	19,697.60	\$ 18.94	\$20,186.40	\$ 19.41
\$	20,633.60	\$ 19.84	\$21,153.60	\$ 20.34

Youth/Adult Services Librarian				
2021		2022		
\$ 46,550.40	\$ 22.38	\$47,715.20	\$	22.94
\$ 47,985.60	\$ 23.07	\$49,192.00	\$	23.65
\$ 49,483.20	\$ 23.79	\$50,710.40	\$	24.38
\$ 50,960.00	\$ 24.50	\$52,228.80	\$	25.11
\$ 52,478.40	\$ 25.23	\$53,788.80	\$	25.86
\$ 55,972.80	\$ 26.91	\$57,366.40	\$	27.58
\$ 57,636.80	\$ 27.71	\$59,072.00	\$	28.40
\$ 59,363.20	\$ 28.54	\$60,840.00	\$	29.25
\$ 61,152.00	\$ 29.40	\$62,691.20	\$	30.14
\$ 62,982.40	\$ 30.28	\$64,563.20	\$	31.04
\$ 64,875.20	\$ 31.19	\$66,497.60	\$	31.97

Little Chute Library - Proposed 2021 Grid

Library Assistant 2 (20 Hour Position)				
2021		2022		
\$ 17,284.80	\$ 16.62	\$17,721.60	\$	17.04
\$ 18,356.00	\$ 17.65	\$18,813.60	\$	18.09
\$ 19,437.60	\$ 18.69	\$19,926.40	\$	19.16
\$ 20,508.80	\$ 19.72	\$21,018.40	\$	20.21
\$ 21,580.00	\$ 20.75	\$22,120.80	\$	21.27
\$ 22,651.20	\$ 21.78	\$23,212.80	\$	22.32
\$ 23,722.40	\$ 22.81	\$24,315.20	\$	23.38

Student Assistant				
2021		2022		
N/A	\$ 8.59	N/A	\$	8.80
N/A	\$ 8.80	N/A	\$	9.02
N/A	\$ 9.02	N/A	\$	9.25
N/A	\$ 9.25	N/A	\$	9.48
N/A	\$ 9.48	N/A	\$	9.72
N/A	\$ 9.71	N/A	\$	9.95
N/A	\$ 9.96	N/A	\$	10.21

**VILLAGE OF LITTLE CHUTE
COMMUNITY DEVELOPMENT DIRECTOR
POSITION DESCRIPTION
Pay Grade 11**

GENERAL PURPOSE

Performs a variety of supervisory, administrative, and professional work in development and implementation of community development plans, programs and services. Performs the technical duties of Assessor. Acts a staff liaison to the Plan Commission.

SUPERVISION RECEIVED

Works under the general guidance and direction of the Administrator.

SUPERVISION EXERCISED

Exercises supervision over all department staff, including the Building Inspector, GIS Manager and support personnel.

ESSENTIAL DUTIES AND RESPONSIBILITIES

Manages and supervises community development operations to achieve goals within available resources; plans and organizes workloads and staff assignments; trains, motivates and evaluates assigned staff; reviews progress and directs changes as needed.

Provides professional planning and development advice to supervisors and other officials; makes private and public presentations to supervisors, boards, commissions, civic groups and the general public.

Communicates official plans, programs, policies and procedures to staff and the general public.

Assures that assigned areas of responsibility are performed within budget; performs cost control activities; monitors revenues and expenditures in assigned area to assure sound fiscal control; prepares annual budget requests; assures effective and efficient use of budgeted funds, personnel, materials, facilities, and time.

Determines work procedures, prepares work schedules, and expedites work flow; studies and standardizes procedures to improve efficiency and effectiveness of operations.

Issues written and oral instructions; assigns duties and examines work for exactness, neatness, and conformance to policies and procedures.

Performs or assists subordinates in performing duties; adjusts errors and complaints.

Supervises the development and implementation of growth management, land use, economic development, utility, housing, transportation, park and open space, facilities, solid waste or other plans and codes to meet the Village's needs and any inter-governmental agreements or requirements. Supervises and administers community development programs and services pursuant to adopted plans, regulations and budgets.

Supervises the evaluation of land use proposals for conformity to established plans and ordinances; evaluates proposals' development impact as they relate to the adopted plans of the City and makes recommendations.

Supervises the evaluation of land use proposals to insure compliance with applicable City, State or Federal laws. Oversees approval of shoreline development permits, sign permits, subdivision plats, boundary line adjustments, and minor land development proposals within scope of authority and responsibility.

Oversees the enforcement of a variety of codes, including Uniform Building Code, Uniform Mechanical Code, Uniform Plumbing Code, Uniform Electrical Code, Uniform Fire Code, Uniform Housing Code, Uniform Abatement of Dangerous Buildings Code, and local codes such as sprinkling, nuisance, clearing, grading, filling, and zoning, etc. Issues correction notices and citations.

Resolves complex and sensitive customer service issues, either personally, by telephone or in writing.

Oversees the permitting functions of the department, including application, fee assessment and collection, application and plan review, permit issuance, inspection, and occupancy.

Prepares and administers annual operating budget.

Ensures the maintenance of accurate and complete records of department activities and of records relating to licenses, permits, maps, blueprints, overlay, and sketches pertinent to urban planning and development programs and projects.

Provides staff support to various boards and commissions, as needed and assigned.

Serves when needed as a member of a task force or committee composed of city, county, state or private groups.

Prepares and writes grant applications.

Oversees the development and maintenance of a data base of information for planning, zoning, assessment valuation, and other community development purposes.

Responds to local citizens inquiring about community development, planning and zoning

regulations and ordinances; resolves complex disputes between planners, program manager and applicants, as required.

Negotiates, coordinates and manages professional service contracts.

Serves as a member of various staff committees as assigned.

Attends professional development workshops and conferences to keep abreast of trends and developments in the field of municipal planning.

Perform and be responsible for the performance of all appraisal of real and personal property.

Maintain an awareness of property tax statutes and case law.

Coordinate with federal and state agencies conducting census.

Prepare and present cases to the Board of Review.

PERIPHERAL DUTIES

Assists city staff in the enforcement of local ordinances and in interpreting city codes and master plans.

Assists in designs for parks, streetscapes, landscapes and other municipal projects.

DESIRED MINIMUM QUALIFICATIONS

Education and Experience:

- (A) Graduation from an accredited four-year college or university with a degree in land-use planning, urban planning, public administration or a closely related field, and
- (B) Five (5) years experience in community development; or
- (C) Any equivalent combination of education and experience, with additional education substituting on a year for year basis for the required experience.

Necessary Knowledge, Skills and Abilities:

- (A) Thorough knowledge of zoning laws and comprehensive plans including their formation, process of adoption, and enforcement; Extensive knowledge of planning programs and processes; Working knowledge of personal computers and GIS applications; Considerable knowledge of HUD Community Development Block Grant and other urban development programs.
- (B) Skill in the operation of the listed tools and equipment.
- (C) Ability to communicate effectively orally and in writing with architects, contractors, developers, owners, supervisors, employees, the Village Board and the general

public. Ability to establish effective working relationships with architects, contractors, developers, owners, supervisors, employees, and the general public. Ability to prepare and analyze comprehensive and technical reports and data.

SPECIAL REQUIREMENTS

Valid Wisconsin Driver's License, or ability to obtain one.

Wisconsin Department of Revenue Assessor I Level Certification, or ability to obtain one.

Certification State of Wisconsin UDC Construction, or ability to obtain one.

TOOLS AND EQUIPMENT USED

Personal computer, including word processing, spreadsheet, and AutoCad software; motor vehicle; calculator; phone; copy and fax machine.

PHYSICAL DEMANDS

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

Work is performed mostly in office settings. Some outdoor work is required in the inspection of various land use developments and construction sites. Hand-eye coordination is necessary to operate computers and various pieces of office equipment.

While performing the duties of this job, the employee is frequently required to talk or hear; sit; use hands to finger, handle, feel or operate objects, tools, or controls; and reach with hands and arms. The employee is occasionally required to stand or walk.

The employee must occasionally lift and/or move up to 10 pounds.

Specific vision abilities required by this job include close vision, distance vision, peripheral vision, depth perception, and the ability to adjust focus.

WORK ENVIRONMENT

The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the employee occasionally works in outside weather conditions. The employee is occasionally exposed to wet and/or humid conditions, or airborne

particles.

The noise level in the work environment is usually quiet in the office, and moderate in the field.

SELECTION GUIDELINES

Formal application, rating of education and experience; oral interview and reference check; job related tests may be required.

The duties listed above are intended only as illustrations of the various types of work that may be performed. The omission of specific statements of duties does not exclude them from the position if the work is similar, related or a logical assignment to the position.

The job description does not constitute an employment agreement between the employer and employee and is subject to change by the employer as the needs of the employer and requirements of the job change.

VILLAGE OF LITTLE CHUTE
DIRECTOR OF PARKS, RECREATION & FORESTRY
JOB DESCRIPTION

NATURE OF WORK

This is an executive position responsible for the direction and/or coordination of all activities of the Village parks, recreation, forestry, community band, and senior citizen programs.

Work involves the direction of staff performing the necessary functions to sustain ongoing activities and facilities. Responsibilities include directing, planning, coordinating and supervising the entire operation of the park systems as well as the entire recreational program including aquatics. Supervision is exercised directly or through subordinate supervisors over all employees assigned to these purposes. The Director does delegate some authority for the performance of technical and administrative activities, especially with regard to part-time program staff.

The Director is responsible for determining major departmental policies, planning long-term programs, and making program decisions. Assignments are performed with considerable independence, particularly on the technical aspects of park, recreational, and forestry services. Reports, data, and recommendations are to be prepared as essential to policy and administrative determination.

With the input and guidance of the Park Planning Committee, the Director is expected to lead the Village in critical park and recreation strategic planning and implementation of such plans while forging effective working relationships with the Board of Trustees, the Village Staff, and community groups.

REPORTING RESPONSIBILITIES

The Director of Parks, Recreation, and Forestry takes directives on policy from the Village Administrator, Village Board of Trustees, or from other boards and commissions as to matters under their control. In the case of conflict or of time limitations precluding the performance of all other duties chargeable to the Director, the orders of the Village Board of Trustees shall be final and controlling.

DUTIES AND RESPONSIBILITIES

Responsible for the administration of an effective and comprehensive program of park, recreational activities and forestry services to meet the needs of the total community as directed by the Village Board of Trustees and as prescribed by budget.

Selects, develops, and handles all supervisory responsibility for personnel including overseeing discipline matters and administering concerns of the union contract where applicable.

Responsible for all forestry operations; planting, trimming, removals, and contractual services.

Coordinates the overall acquisition, planning, design, construction, and maintenance of all recreational and park facilities.

Evaluates effectiveness of recreation areas, facilities, and programs and assures operations are at an appropriate level of effectiveness.

Meets with a variety of local organizations, officials, and individual citizens to identify local conditions and needs and develop immediate and long-range plans to meet recreational needs of all age groups.

Prepares budget and directs expenditures of department funds.

Responsible for record keeping and filing of necessary reports.

Handles public relations functions including interpreting recreation programs to the public and maintaining cooperative planning and working relationship with schools, public, and voluntary agencies.

Recommends establishment of fees and charges for the department services and programs, and supervises the collection and receipt of these funds.

Makes application for project funding from outside sources and oversees completion of funding projects.

SKILLS AND ABILITIES

Extensive knowledge of park, recreation, forestry, and senior citizen programs, systems, methods, and practices; budgeting and fiscal control procedures; and community needs.

Substantial ability to plan and organize; communicate effectively orally and in writing to include budget and report preparation with ability to coordinate overall programs.

Extensive skills in maintaining a positive public relations program; motivating personnel; discerning emerging community recreation needs; and evaluating effectiveness of ongoing programs.

SKILLS AND ABILITIES

Extensive knowledge of park, recreation, forestry, and senior citizen programs, systems, methods, and practices; budgeting and fiscal control procedures; and community needs.

Substantial ability to plan and organize; communicate effectively orally and in writing to include budget and report preparation with ability to coordinate overall programs.

Extensive skills in maintaining a positive public relations program; motivating personnel; discerning emerging community recreation needs; and evaluating effectiveness of ongoing programs.

DESIRABLE TRAINING AND EXPERIENCE

Graduation from an approved college or university with specification in recreation, parks, physical education or closely related field preferred. Three to five years of experience in related work may be substituted for college degree.

Ongoing training to keep current in park and recreation development.

Certified as a Park and Recreation Professional, as an Aquatic Facility Operator, and as a Lifeguard Instructor.



Department Head 360 Annual Review

In keeping with management's goal to continuously build upon our effectiveness, I am asking for your candid feedback on the performance of your fellow department heads this past year. A summary of all feedback received will be prepared for each individual department head so that he or she can use the feedback to learn and develop. Your individual feedback will be averaged into all the responses received in order to protect your anonymity and ensure that the results each individual receives are completely confidential. The Administrator will also prepare an overall summary within the review process to assess areas of strength and weakness.

Thank you for your contribution to this very important process.

Name of Department Head: _____

Completed by (optional): _____

Date: _____

Instructions - Using the following rating scale, please circle the number that best reflects your rating of your fellow Department Head's performance during the past year.

Rating Scale

1=Unacceptable

2=Needs improvement

3=Meets standard

4=Exceeds standard

5=Outstanding

6= Have not experienced or observed

Valuing Behaviors

- | | | | | | | |
|--|---|---|---|---|---|---|
| 1. Seeks input from all team members | 1 | 2 | 3 | 4 | 5 | 6 |
| 2. Maintains a balance between "people" issues and "business" issues | 1 | 2 | 3 | 4 | 5 | 6 |
| 3. Keeps the focus on fixing problems rather than finding someone to blame | 1 | 2 | 3 | 4 | 5 | 6 |
| 4. Treats people fairly, without showing favoritism | 1 | 2 | 3 | 4 | 5 | 6 |
| 5. Protects confidentiality | 1 | 2 | 3 | 4 | 5 | 6 |

Interdependence Behaviors

- | | | | | | | |
|--|---|---|---|---|---|---|
| 1. Recognizes and supports the work of other departments | 1 | 2 | 3 | 4 | 5 | 6 |
| 2. Doesn't criticize those who are not present | 1 | 2 | 3 | 4 | 5 | 6 |
| 3. Considers the impact on other departments before implementing | 1 | 2 | 3 | 4 | 5 | 6 |

Communication Behaviors

- | | | | | | | |
|--|---|---|---|---|---|---|
| 1. Encourages others to express different ideas and perspectives | 1 | 2 | 3 | 4 | 5 | 6 |
| 2. Is open to other perspectives | 1 | 2 | 3 | 4 | 5 | 6 |
| 3. Is willing to change positions when presented with compelling information | 1 | 2 | 3 | 4 | 5 | 6 |
| 4. Open to negative and/or constructive feedback | 1 | 2 | 3 | 4 | 5 | 6 |
| 5. Effectively deals with conflict | 1 | 2 | 3 | 4 | 5 | 6 |

Valuing Diversity Behaviors

- | | | | | | | |
|--|---|---|---|---|---|---|
| 1. Treats everyone with respect and fairness | 1 | 2 | 3 | 4 | 5 | 6 |
|--|---|---|---|---|---|---|

Leadership Behaviors

- | | | | | | | |
|---|---|---|---|---|---|---|
| 1. Encourages and embraces change by challenging status quo | 1 | 2 | 3 | 4 | 5 | 6 |
| 2. Actions and behaviors are consistent with words | 1 | 2 | 3 | 4 | 5 | 6 |
| 3. Is trustworthy | 1 | 2 | 3 | 4 | 5 | 6 |
| 4. Is a role model for continuous improvement | 1 | 2 | 3 | 4 | 5 | 6 |
| 5. Deals with issues that need to be addressed | 1 | 2 | 3 | 4 | 5 | 6 |
| 6. Provides a clear sense of purpose and direction for our team | 1 | 2 | 3 | 4 | 5 | 6 |

General Feedback

Optional: Type or print your answers, add additional pages if needed. Please be as specific as possible by including examples.

1. What activities, behavior, feedback or coaching would you like your co-worker to stop doing? Please explain.
2. List and briefly describe examples of the behavior, activities, or feedback your fellow employee has provided that makes your job and work environment more enjoyable and meaningful to you.
3. Please provide comments that you feel will be meaningful for your manager to sustain or improve his or her effectiveness.