Department of Employee Relations
Revised 12/08/15

JOB EVALUATION REPORT

City Service Commission Meeting Date: December 8, 2015

DPW-OPERATIONS DIVISION-FORESTRY SECTION

Current	Recommendation
Urban Forestry Technician 8 positions PR 3NN ($52,750 - $61,296)	Urban Forestry Technician 10 positions PR 7LN ($52,750 - $62,522) FN: Up to $63,426 with specific certifications FN: 1 assignment in Contract Administration additional 3% biweekly
Urban Forestry Inspector 2 positions PR 3GN ($42,539 - $48,248)	
Urban Forestry Crew Leader 22 positions PR 7IN ($48,358 - $56,527)	Urban Forestry Crew Leader 22 positions PR 7IN ($51,474 - $57,657) FN: Up to $58,810 with specific certifications FN: Up to 6 assignments in Contractor Oversight, Trainee Program or Staff Training additional 3% biweekly
Nursery Crew Leader 1 position PR 8IN ($42,188 - $47,077)	Nursery Crew Leader 1 position PR 7IN ($51,474 - $57,657) FN: Up to $58,810 with specific certifications FN: 1 assignment performing Greenhouse oversight additional 3% biweekly
Urban Forestry Specialist 119 positions PR 7EN ($42,188 - $47,963)	Urban Forestry Specialist 119 positions PR 7HN ($42,188 - $52,049) FN: Up to $53,090 with specific certifications FN: Up to 9 assignments in a Core Forestry Operation additional 3% biweekly
Lead Equipment Mechanic 1 position PR 7FN ($42,880 - $49,155)	Lead Equipment Mechanic 1 position PR 7FN ($42,880 - $49,155) FN: Up to $50,138 with specific certifications
Nursery Specialist 4 positions PR 7BN ($38,785 - $43,646)	Nursery Specialist 4 positions PR 7EN $42,188 - $47,985 FN: Up to $48,944 with specific certifications FN: 1 assignment as lead worker additional 3% biweekly
Equipment Mechanic III 3 positions PR 7CN ($40,639 - $46,055)	Equipment Mechanic III 3 positions PR 7CN ($40,639 - $46,055) FN: Up to $46,976 with specific certifications
Urban Forestry Specialist Trainee Underfill Title PR 7AN ($33,401 - $39,087) FN: Recruitment up to $36,406 with DER approval	Urban Forestry Specialist Trainee Underfill Title PR 7AN ($33,401 - $36,406) FN: Recruitment up to $36,406 with credentials/experience with DER approval.

Background

The Department of Public Works has requested a classification and market rate study of Forestry Section positions as well as the creation of a pay progression model for these titles. In considering the classification changes, staff reviewed new job descriptions and held discussions with Forestry Services Manager David Sivyer, Urban Forestry District Managers Randy Krouse and Jeffery Kluslow, Urban Forestry Technical Services Manager Ian Brown, as well as Administrative Services Director Dan Thomas.

This report recommends pay progression for DPW-Operations Division Forestry Section positions based upon a performance assessment of core and technical competencies, pay increments for attaining and maintaining technical certifications, and 3% task rates for completing specific project assignments by title. More specific details are provided later in this report and in the addendum.

Job Evaluation Recommendations

The following classification recommendations also include creation of footnotes for attaining and maintaining specific job related certifications, and for completing project assignments. Employees may attain and maintain up to two 'primary' certifications and in some cases one 'secondary' certification. Details on certifications are provided later in this report. Consideration for project or lead assignments would be given to those employees who achieve or surpass a fully satisfactory level of performance on a performance review. These project/lead assignments are distinct from an employee given a temporary appointment to a higher level job title.

Current:	**Urban Forestry Technician (8 positions)**	**PR 3NN $52,750 - $61,296**
	Urban Forestry Inspector (2 positions)	**PR 3GN $42,539 - $48,248**
Recommended:	**Urban Forestry Technician (10 positions)**	**PR 7LN $52,750 - $62,522**
	FN: Up to $63,426 with specific certifications	
	FN: One assignment in Contract Administration - Additional 3% biweekly	

This report recommends combining the responsibilities of Urban Forestry Inspector with those of Urban Forestry Technician and thereby reclassifying the current 'Inspector' positions as 'Technicians.' Duties and responsibilities would now include the following:

An Urban Forestry Technician is responsible for reviewing, amending and approving street, sidewalk, sewer, water, construction, and utility projects as they relate to the impact on the City's street tree population. Regularly inspects and monitors contractors for compliance with tree protection provisions. Participates in the administration of various city ordinances and manages city-owned vacant lot maintenance contracts. Reviews construction drawings, prepares and enforces special provisions, issues construction related permits and monitors construction activities in public rights-of-way to protect City owned trees and landscaping. Participates in the development and delivery of safety and technical training and investigates and responds to service requests from the public and public officials. Incumbents participate in snow and ice control operations; operate city owned vehicles; and establish tree valuations and loss following standard industry protocols.

Minimum requirements include four years of experience in arboriculture, horticulture, or general landscaping, State of Wisconsin Commercial Pesticide Applicator Certification in Turf and Landscape within six months of hire and throughout employment, International Society of Arboriculture (ISA) Certified Arborist certification within six months of hire, and valid Wisconsin Driver's License.

The Urban Forestry Technician will now have a spectrum of work that ranges from inspecting contractors work up to and including approving construction project plans. In all responsibilities the Urban Forestry Technician would ensure compliance with tree protection provisions. In addition, because the department has experienced difficulty in recruiting candidates for this position over the past few years, this report recommends increasing the maximum of the

pay range to $62,522. Also recommended is a footnote that would allow an employee to be paid up to $63,426 for attaining and maintaining two primary technical certifications.

Further recommended is a footnote that would provide an additional 3% biweekly for one Urban Forestry Technician assigned to perform contract administration oversight. This contract administration oversight would include maintaining the City property inventory and gain/loss information related to boulevard mowing, stump removal, and tree planting, removal and pruning.

Current: **Urban Forestry Crew Leader PR 7IN $48,358 - $56,527**

Recommended: Urban Forestry Crew Leader PR 7IN $51,474 - $57,657
FN: Up to $58,810 with specific certifications
FN: Up to six assignments in Contract Oversight, Trainee Program or Staff Training – Additional 3% biweekly

An Urban Forestry Crew Leader works with staff engaged in the planting, maintenance, and removal of trees, landscape plants, and turf growing on green spaces. This position also responds to emergency situations including wind, snow, and ice storms, irrigation leaks, and damage to trees sustained during construction. The position enforces the DPW-Forestry Division's Work Rules and Safe Work Rules; performs surveys and places notices pertaining to service requests and code enforcement on private property; conducts periodic surveys designed to assess pest control, planting, removal, and maintenance needs; drives large vehicles such as dump trucks, hi-lifts, skid-loaders, and trailers; operates specialized power and hand equipment, including mowers, stump grinders, chain saws, chippers, trencher/backhoes, leaf blowers, string trimmers, pipe pullers, various sprayers, and other industry-specific manually-operated and motorized equipment; constructs, repairs, and maintains concealed irrigation systems; records work progress and updates the City's street tree inventory using field computers; participates in snow and ice control operations, including manually and mechanically plowing and salting snow as well as clearing sidewalks and intersections. An Urban Forestry Crew Leader is subject to emergency call-out 365/24/7.

Minimum requirements include four year of experience in arboriculture, horticulture, or a closely related field, a Wisconsin Department of Agriculture, Trade and Consumer Protection (WDATCP) Pesticide Applicator Certification Commercial Category 3.0-Turf & Landscape certification within six months of employment; and a Wisconsin Class B CDL within 6 months of appointment.

To maintain a reasonable differential between this position and Urban Forestry Specialist we recommend increasing the rate of pay within Pay Range 7IN to $51,474 - $57,657 with a footnote allowing an employee to be paid up to $58,810 for attaining and maintaining two primary technical certifications.

Further recommended is a footnote that would provide an additional 3% biweekly for up to six Urban Forestry Crew Leaders assigned to perform contract oversight, serve as the Lead on the Urban Forestry Trainee Program, or perform a staff training assignment. Contract oversight would include providing work orders, quality control inspection, documenting damages, and updating work record information related to contractors. Work with the Urban Forestry Trainee Program would include coordinating training, documenting skill progression and work production, conducting performance review and overseeing tree operations for 20+ training class. Staff training would be curriculum development and delivery of safety training, specialized training such as tree rigging and removal, line clearance, pruning and boulevard maintenance.

Current: **Nursery Crew Leader PR 8IN $42,188 - $47,077**

Recommended: Nursery Crew Leader PR 7IN $51,474 - $57,657
FN: Up to $58,810 with specific certifications
FN: One assignment performing Greenhouse oversight – Additional 3% biweekly

The Nursery Crew Leader oversees and provides training to staff working with plant production at the City of Milwaukee Nursery and Greenhouse. This includes nursery field operation including planting, pruning and maintenance of all fields and growing stock including potted plants. This includes mowing dead or hazard tree removal, identification of insect, disease and abnormal growth conditions, implementing mechanical, biological and chemical control strategies. The position oversees tree harvest operations and coordinated shipping of nursery stock with district and external customers; oversees greenhouse operations for annual and perennial production; managing inventory of field and greenhouse crops; conducts research on products and suppliers, diagnoses plant problems and researches information for plant growth and management. The position operates and supervises the use of power equipment including mowers, sprayers, chain saws, trimmers, stump grinders, chippers, skid loaders, tractors, and all-terrain vehicles.

Minimum requirements include four years of experience in nursery or greenhouse operations, forestry arboriculture or horticulture, a Wisconsin Commercial Pesticide Applicators License and Certification 3.1 within six months of employment, and a Wisconsin Driver's License.

Based upon an updated job description and a comparison between the duties and responsibilities of Nursery Crew Leader and Urban Forestry Crew Leader, this report recommends reclassification of the position to the same pay range as Urban Forestry Crew Leader (PR 7IN $51,474 to $57,657 with up to $58,810 for attaining and maintaining two primary technical certifications). One Nursery Crew Leader oversees the crew working with planting and maintenance within the context of the Milwaukee Nursery and Greenhouse while the Urban Forestry Crew Leaders oversee crews involved with planting, maintenance, and turf growing in the City's green spaces. The positions also require comparable levels of knowledge, skill and experience.

Further recommended is a footnote that would provide an additional 3% biweekly for one Nursery Crew Leader assigned to perform Greenhouse oversight. Oversight responsibilities would include coordinating Greenhouse cultivation operations and staff such as daily personnel issues, organizing daily assignments, monitoring building and property security, and monitoring building infrastructure for any malfunctions during off hours and correcting.

Current: **Urban Forestry Specialist** **PR 7EN $42,188 - $47,963**

Recommended: **Urban Forestry Specialist** **PR 7HN $42,188 - $52,049**
FN: Up to $53,090 with specific certifications
FN: Up to nine assignments in Core Forestry Operations – Additional 3% biweekly

Urban Forestry Specialists perform various work activities associated with planting, maintaining and removing trees, landscape plants and turf growing on the City of Milwaukee's boulevards and green spaces. Urban Forestry Specialists also function in an emergency capacity to remove broken branches and fallen trees. Duties and responsibilities include:

- Pruning trees by means of climbing, using a rope and saddle while working at great heights.
- Planting, maintaining and removing trees, shrubs, flowers and turf on all City green spaces.
- Operating and driving large vehicles such as hi-lifts and 2½ ton dump trucks.
- Operating specialized power equipment and hand equipment, such as mowers, stumpers, chainsaws, chippers, trencher/backhoes, pipe pullers, various types of sprayers and other hand and motorized equipment
- Constructing, repairing, and maintaining concealed irrigation systems.
- Participating in snow and ice control operations, including the plowing and salting of snow on city streets and clearing of sidewalks and intersections, both mechanically and by hand.
- Participating in the removal of downed trees and limbs and in the abatement of hazardous conditions caused by wind, snow and ice storms.

Minimum requirements include at least 18 years of age and six months of urban forestry experience, with emphasis in arboriculture including substantial experience climbing trees using rope and saddle; and a Wisconsin Class B CDL within 6 months of appointment.

In recommending a pay range for Urban Forestry Specialist, staff took into consideration rates of pay for similar public sector positions in the Midwest and Southeastern Wisconsin. The following jurisdictions and positions were considered in this analysis. Comparative rates are from 2014.

Urban Forestry Specialist
Comparative Rates of Pay

Jurisdiction	Minimum	Maximum
City of West Bend	$41,496	$63,024
City of Oak Creek	$35,006	$57,762
City of Wauwatosa*	$41,912	$57,491
City of Waukesha	$51,002	$54,226
City of Rockford	$36,629	$52,146
City of Racine	$40,893	$52,146
City of Madison	$43,930	$51,730
City of Minneapolis	$32,282	$50,440
City of Milwaukee *current*	$42,188	$47,963
Milwaukee County	$32,330	$47,027
City of Green Bay	$42,224	$46,426
City of Indianapolis		$44,138
City of Cleveland	$37,024	$41,184

*Includes incentive pay

The Division has been experiencing turnover in this position. From 2012 to the present, of the 119 positions, 16 have resigned to take a position outside of City government and 11 to take a different position with the city.

This report recommends no change to the minimum rate of pay for Urban Forestry Specialist. Typically employees are promoted into this position from the title of Urban Forestry Specialist Trainee (PR 7AN $33,401). Following a successful training period, Urban Forestry Specialist Trainees are promoted to Urban Forestry Specialist at the minimum rate of $42,188.

This report does recommend an increase in maximum rate of pay from $47,963 to $52,049 to provide a more competitive maximum market rate and up to $53,090 for employees who attain and maintain two primary technical certifications. These maximums provide a more competitive rate of pay for experienced employees while also providing incentive for attaining and maintaining a higher level of knowledge.

Further recommended is a footnote that would provide an additional 3% biweekly for up to nine Urban Forestry Specialists assigned to oversee a core forestry operation. Serving as a lead worker on a core forestry operation would include overseeing crews performing tree removals, planting, pruning, training crew oversight, stump removal/site restoration, contract inspection, or transitional worker training.

Current: **Lead Equipment Mechanic** **7FN $42,880 - $49,155**

Recommended: **Lead Equipment Mechanic** **7FN $42,880 - $49,155**
FN: Up to $50,138 with specific certifications

The Lead Equipment Mechanic inspects, maintains and repairs all mechanical equipment operated by the Forestry section. Mechanical equipment includes, but is not limited to, two and four cycle engines, gas and diesel-fueled engines, and direct, hydraulic, and hydrostatic transmissions. The position also oversees all operations of repair facilities in the absence of the Shop & Maintenance Supervisor. Duties and responsibilities include:

- Repair and maintain lawnmowers, chainsaws, turf equipment, high pressure sprayers, trailers, tractor/loaders, chippers, stumpers and hand tools.
- Perform significant enhancements to equipment that may require welding, engine rebuilding, and/or powertrain repair skills.
- Perform general administrative tasks associated with operating and maintaining the repair facilities.
- Travel to of disabled vehicles and equipment for the purpose of diagnosing and/or repairing such vehicles and equipment.
- Train Forestry Section personnel on job-related matters.
- Operate associated hand and power tools and design and construct special tools and equipment

Minimum requirements include three years of experience in the maintenance and repair of mechanical equipment or an Associate's degree in Automotive Technology and a valid driver's license.

This report recommends retaining the current rates of pay for Lead Equipment Mechanic in PR 7FN but recommends a footnote of up to $50,138 for employees who attain and maintain two primary technical certifications.

Current: Nursery Specialist PR 7BN $38,785 - $43,646

Recommended: Nursery Specialist PR 7EN $42,188 - $47,985
FN: Up to $48,944 with specific certifications
FN: One assignment as lead worker - Additional 3% biweekly

The Nursery Specialist works at the Municipal Nursery and Greenhouse facility in Franklin and at field sites throughout Milwaukee related to the production and cultivation of trees, shrubs, perennials, and annuals planted on City-owned properties or grown for external customers. During peak greenhouse operations, the Nursery Specialist assumes responsibility for weekend greenhouse monitoring, watering, and pest management on a rotational basis and attends to greenhouse emergencies such as malfunctioning heaters and irrigation systems and pest and disease outbreaks. Duties and responsibilities include:

- Performs nursery field operations including planting, pruning, staking, conducting plant inventory, performing overall grounds maintenance (mowing, mulching, weeding), and growing stock.
- Handles harvest operations of nursery stock including loading and transporting of plant stock to forestry district yards or project sites.
- Performs greenhouse operations for annual and perennial propagation and production.
- Performs sanitation operations for greenhouse growing systems, facilities, and plant containers.
- Participates in seeding and vegetative propagation, including planting and transplanting processes.
- Participates in the assembly and shipping of plant material to district offices and outside agencies.
- Identifies and reports threatening insect, disease, and cultural conditions impacting field-grown planting stock and greenhouse crops.
- Organizes and performs cultural and disease or insect suppression activities using sanitary, mechanical, biological, and chemical control strategies.
- Uses various hand tools and operates various types of power equipment and vehicles large and small
- Records and monitors field and greenhouse planting stock, tools, and supply inventories.
- References chemical usage forms and pest management guidelines to ensure that proper pesticide application rates, timing, and safety requirements are followed. Records and maintains accurate pesticide application records.

Minimum requirements include one year of experience in nursery, greenhouse, forestry or other horticultural activities OR twenty credits hours in nursery or greenhouse operations, horticulture, forestry or related area; a State of Wisconsin Commercial Pesticide Applicator Certification, (3.1) within six months of hire, and a Wisconsin Driver's License.

Based upon the duties and responsibilities and experience requirements for this position this report recommends reclassifying the title to Pay Range 7EN ($42,188 to $47,985) with a footnote of up to $48,944 for employees who attain and maintain two primary technical certifications. This would place the minimum rate of pay for the position consistent with the minimum recruitment rate for Urban Forestry Specialist. The recommended maximum is approximately the midpoint of the range for Urban Forestry Specialist as the Nursery Specialist does not have the breadth of duties and responsibilities for emergency tree care and pruning as is required of the Urban Forestry Specialist.

Further recommended is a footnote that would provide an additional 3% biweekly for one Nursery Specialist assigned to lead worker responsibilities. These duties would include training of seasonal employees, Urban Forestry Specialists, Urban Forestry Laborers and equipment operators assigned to the Nursery during peak operations.

Current: Equipment Mechanic III PR 7CN $40,639 - $46,055

Recommended: Equipment Mechanic III PR 7CN $40,639 - $46,055
FN: Up to $46,976 with specific certifications

An Equipment Mechanic III is responsible for repairing and maintaining a large fleet of outdoor power equipment utilized by the Forestry Section in landscape and tree maintenance operations. The position makes minor and major repairs to 2- and 4-cycle gas and diesel engines, power-trains (direct, hydraulic or hydrostatic transmissions) electrical systems, fuel and ignition systems, and equipment framing and body components. Duties and responsibilities include:

- Diagnose and make minor and major repairs to outdoor power equipment and forestry maintained specialty vehicles (skid loaders, chippers, mowers, tractors, etc.) including 2-cycle and 4-cycle gas/diesel engines, transmission and power-train components, electrical, fuel and ignition systems, hydraulic systems, spray pumps and apparatus, tires, trailers, etc.
- Schedule and perform preventative maintenance on forestry section equipment including fluid changes, lubrications, mower blade sharpening and replacement, tune-ups, multipoint inspections, wear component replacement, etc. to maximize equipment service life and minimize equipment breakdown and downtime.
- Support Forestry field operations by responding to service calls, performing field diagnostic and light repairs, transporting equipment, and performing off-site maintenance in forestry districts as needed.
- Perform repairs that require heating, cutting with an oxygen-acetylene torch, welding and light carpentry work in fabricating frame and body components, specialty tools, making repairs to equipment, framing, vehicles, trailers, etc.
- Perform general shop clean-up, parts inventorying and storage, incidental part ordering, shop safety and cleanliness inspections, and maintains a safe and orderly personal work space and shop environment for employees.
- Operate various pieces of machinery and hand power tools to complete repairs, fabricate materials associated with maintenance and repairs of forestry outdoor power equipment.
- Participate in snow and ice control operations and provide support for emergency storm operations, subject to evening, weekend and holiday work scheduling as required.

Minimum requirements include three years of experience repairing and overhauling outdoor power equipment and specialty vehicles used in the landscape and tree care industry; and a valid WI Driver's license.

This report recommends retaining the current rates of pay for Equipment Mechanic III in PR 7CN but recommends a footnote of up to $46,976 for employees who attain and maintain two primary technical certifications.

Current: **Urban Forestry Specialist Trainee PR 7AN $33,401 - $39,087**
FN: Recruitment up to $36,087 with DER approval

Recommended: Urban Forestry Specialist Trainee PR 7AN $33,401 - $36,406
FN: Recruitment up to $36,087 based upon experience and credentials with the approval of Employee Relations.

Urban Forestry Specialist Trainees perform tasks including planting, maintenance, and removal of trees, landscaping, and turf growing on the City of Milwaukee's boulevards and green spaces. Positions also serve in an emergency capacity removing broken branches and fallen trees. Duties and responsibilities include:

- Prune trees by means of climbing and using a rope and saddle while working at heights of 60 feet and higher.
- Plant, maintain, and remove trees, shrubs, flowers, and turf on City boulevards and green spaces.
- Operate large vehicles such as high-lifts and 2½ ton dump trucks.
- Operate specialized power equipment and hand equipment, such as mowers, stumpers, chainsaws, chippers, trenchers, backhoes, pipe pullers, sprayers, and other hand and motorized equipment.
- Construct, repair, and maintain concealed irrigation systems.
- Participate in snow and ice control operations, including plowing snow and salting city streets.
- Participate in the removal of downed trees and limbs and in the abatement of hazardous conditions caused by wind, snow, and ice storms.
- Maintain records and daily activity reports.

Minimum requirements include at least 18 years of age and a valid Wisconsin Commercial Driver's License.

This report recommends retaining the position title in Pay Range 7AN with a recruitment rate of $33,401. In addition, this report recommends retaining the ability to recruit up to $36,406 based upon experience and credentials with the approval of Employee Relations.

Pay Progression for Forestry Section Titles

Developing a model for pay progression within the Forestry Section has included the following components:

- Identification of core tasks performed in each job title
- Designation of technical certifications for each job title
- Pay progression linked to performance review that includes both technical and general competencies
- Task rates for performing project assignments (detailed in the job evaluation recommendations by title)

Core Tasks Performed in Each Job Title

Core tasks have been identified for each of the Forestry Services positions. This process included determining the number of hours required for an employee to gain proficiency in each core task.

For example, for an Urban Forestry Specialist, a new employee would be able to gain proficiency in all core tasks over a three to five year period of time. To achieve this goal, it is incumbent on Urban Forestry Managers to ensure that each employee is rotated through the spectrum of core tasks.

For current employees, a work history analysis of core tasks and hours has already been completed. Going forward, supervisors will work with current employees to ensure experience within the full spectrum of core job tasks. This work history analysis has also identified employees who possess core task expertise and employees with the potential for promotional opportunity.

Employee Core Task Profile – Two Examples

Urban Forestry Specialist 8 Years of Experience				Nursery Specialist 4 Years of Experience		
Core Tasks	Hours Required	Hours Attained		Core Tasks	Hours Required	Hours Attained
Tree Pruning	1600	5460		Nursery Tree Harvest & Inventory	1280	1536
Tree Removals	1600	1370		Nursery Tree Planting (Whips)	480	576
Tree Planting	640	580		Nursery Tree Maintenance	960	1152
Stumping/Site Restore	960	445		Nursery Field Preparation & Maintenance	960	808
Boulevard Maintenance	960	555		Annual Flower Production & Maintenance	2720	2601
Snow Removal	480	1185		Stock Plant Bed Management	480	459
Emergency Tree Response	NA	1045		Contract Management	480	340
Debris Removal-Chipping	NA	1175		Inventory Updates-City Lots	480	340
Miscellaneous	NA	1100		Plant Shipping	640	612
				Greenhouse Preparation & Maintenance	160	153
				Shrub & Perennial Management	160	66

Technical Certifications for Forestry Job Titles

This model encourages Forestry employees to attain and maintain certifications to further their professional development and thereby increase their knowledge, skills, and abilities. Employees who gain specific credentials, over and above minimum requirements for their job, would receive an increment at the time the certification is attained. Employees could receive up to two primary certifications of with a corresponding 2% pay increment. In the titles of Urban Forestry Specialist and Urban Forestry Crew Leader, employees could receive one secondary certification with a corresponding 1% increment. Details of the titles and related certifications are listed in the charts below. Certification requirements are listed in the addendum.

Primary certifications require annual Continuing Education Units (CEU) to be maintained. The lapse or expiration of any certification would mean the loss of the associated increment. Employees may attain these certifications at any point in pay range and receive the corresponding increment; however attaining both primary certifications is required to receive the footnoted rates associated with each title.

The technical competencies identified for each of the titles were developed collaboratively by supervisors and employees and take into consideration the knowledge, skills, and abilities required to complete the specific duties and responsibilities of each position. These positions provide tree and landscape care, nursery and greenhouse production, code enforcement and technical expertise, or equipment maintenance and repair. The performance assessment tools, developed in concert with Employee Relations, are intended to promote employee development and productivity in meeting the overall business goals of the Forestry Services Section.

Certifications – Eligible Titles

Job Title	Certifications (see key in next chart)														
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Urban Forestry Technician	MR	P	P	P	P	P					MR				
Urban Forestry Crew Leader	P	P	P	P	P	P					MR		S	S	S
Urban Forestry Specialist	P	P	P	P	P	P					S		S	S	S
Nursery Crew Leader	P	P	P	P	P		P					MR			
Nursery Specialist	P	P	P	P	P		P					MR			
Lead Equipment Mechanic								P	P	P	S				
Equipment Mechanic III								P	P	P	S				

P=Primary Certification, S=Secondary Certification, MR=Minimum Requirement

Primary and Secondary Certifications Key

#	Certification	Primary/Secondary	Increment %
1	International Society of Arboriculture Certified Arborist	P	2%
2	Board Certified Master Arborist	P	2%
3	International Society of Arboriculture Municipal Specialist	P	2%
4	International Society of Arboriculture Tree Risk Assessment Qualification	P	2%
5	Tree Care Industry Association Certified Tree Care Safety Professional	P	2%
6	National Association of Landscape Professionals Exterior Technician	P	2%
7	National Association of Landscape Professionals Horticultural Technician	P	2%
8	Equipment and Engine Training Council Certified Engine Technician	P	2%
9	Equipment and Engine Training Council Certified Systems Technician	P	2%
10	Equipment and Engine Training Council Certified Master Technician	P	2%
11	UW Extension Certified Pesticide Applicator Turf and Landscape 3.0	S	1%
12	University of Wisconsin Extension Certified Pesticide Applicator Greenhouse and Nursery	MR	NA
13	International Society of Arboriculture Utility Specialist	S	1%
14	International Society of Arboriculture Climber Specialist	S	1%
15	International Society of Arboriculture Aerial Lift Specialist	S	1%

P=Primary Certification, S=Secondary Certification, MR=Minimum Requirement

Pay Progression, Performance Reviews, and Competencies

Another component of this pay progression model is the creation of a performance evaluation tool. Forestry employees will be evaluated on their job performance using specific competencies related to the duties and responsibilities of their job title. These competencies include general core competencies common to all Forestry Section job titles, as well as job specific technical competencies. A listing of the Forestry Core Competencies and an example of Technical Competencies follow.

Forestry Core Competencies

Competency	Description
Safety	Engages in safe work practices using recognized safety standards; during all phases of every work assignment always secures work sites to ensure the safety of self, co-workers, and the public; recognizes any unsafe conditions and corrects deficiencies immediately before beginning or continuing an assignment; wears PPE that is job appropriate; uses chemicals and pesticides appropriately by law.
Vehicle and Equipment Use	Maintains PPE according to department standards; inspects and maintains all equipment prior to use and throughout its operation. Loads, stores, and transports all equipment and tools appropriately.
Communication	Communicates and cooperates with the public, co-workers, and others to assess needs and determine expectations, provides information and assistance; defines products and services; is committed to providing customer focused and team oriented quality service; manages and

	resolves disagreements in a constructive manner; develops and maintains sound relationships with others; practices active listening; relates well with people from diverse backgrounds and treats all people with dignity and respect. Accurately documents and communicates daily work production.
Productivity	Recognizes and establishes the most efficient method in which to complete work assignments using work procedures that are consistent with departmental and industry standards, always maintaining safety; is able to utilize available resources of personnel and equipment to complete work assignments in an effective manner and meet quality standards; uses initiative to find new solutions, improve methods of work, train others, and acquire new skills; estimates the time needed to perform work assignments and manages time effectively.
Judgment and Decision Making	Makes sound, well-informed, and objective decisions by using good problem solving and evaluation skills; takes responsibility for all work activity; clearly communicates decisions; provides a reason for the decision; recognizes the impact and effect of decisions; assesses risks and takes action to accomplish goals.
Supervision/ Leadership (specific to Crew Leader & Lead positions)	Plans, organizes, assigns, and monitors work progress; monitors individual and team performance and provides feedback, coaching, training, and mentoring as needed; sets goals and holds individuals and teams accountable for goal accomplishment; fosters positive interaction among team members; treats employees consistently and fairly and maintains open and effective communication with individuals and teams.

Technical Competencies
Urban Forestry Specialist & Urban Forestry Crew Leader

Competency	Description	Related Work Tasks
Tree Maintenance and Removals	Plans and executes all pruning, topping, tree felling and stump grinding operations utilizing the correct equipment and safety procedures for the work performed; removes debris and restores worksite to pre-work condition; conducts tree surveys, hazard assessments, and injects and treats trees employing accepted departmental standards and current industry practices; performs safe and efficient emergency response operations.	• Climbing/Pruning • Tree Removal – Topping • Trunk Removal/Tree Felling • Stump Grinding • Stump Chip Removal/Site Restoration • Lift Truck Pruning • Lift Truck – Line Clearance Pruning • Emergency Tree Response • Tree Survey/Inventory Data Updates/Hazard Tree Assessment • Debris Removal – Chipping & Raking Crews • Tree Injections/Treatments • Post Plant Maintenance
Landscape Installation and Planting	Constructs and prepares landscaping and boulevard beds for flower, tree, and shrub planting; plants flowers, trees, and shrubs on boulevard islands and tree border areas; installs, maintains, and repairs irrigation systems.	• Tree Planting • Flower Bed Preparation/Planting • Irrigation Installation & Repair • Boulevard Bed Construction & Planting
Landscape Maintenance	Mows, trims, and maintains boulevard beds and landscapes; maintains newly planted trees; applies chemical treatments for pest and weed control on turf, trees, shrubs, and flowers; conducts Tot Lot maintenance. Seasonally conducts snow removal and plowing when assigned.	• Boulevard Bed Maintenance • Mowing • Chemical Applications (Turf & Landscape) • Tot Lot Maintenance • Snowplowing/GIC Operations • Snow Removal – Sidewalks

Employees will be evaluated on these technical and core competencies throughout the year as they complete projects and assignments. These periodic reviews are a simplified version of the annual review form and become the

basis for the employee's annual review rating. Employees will receive feedback on their performance based upon input from supervisors, crew leaders, or other employees serving in a lead worker role. The annual performance review form includes a five point scale and employees would need to achieve a minimum average rating in order to receive a pay increment of 2%. Employees at the maximum of the pay range would receive the 2% increment as a lump sum. Examples of the both the periodic review evaluation and annual performance review forms are provided in the Appendix.

If an employee receives a less that fully satisfactory performance review rating, that employee would not receive a pay increment. In such a case, a Forestry supervisor would develop an individualized performance improvement plan for that employee.

Transition Process and Implementation

Transition into this model will involve communication and training for employee and supervisors on the performance review process. At the point in time that the report is approved, the department would start the evaluation process by scheduling meetings between supervisors and employees that communicate:

- A summary of each employee's experience in the core job tasks
- Goal setting for the performance review period related to core job tasks
- A review of the performance expectations in meeting core and technical competencies
- An explanation of how attaining and maintaining specific certifications impact pay
- Communicating the process for selection into project or lead worker assignments

An initial performance review period of six months is envisioned for the first performance review period with an annual review period to follow thereafter. In terms of job related certifications, a related increment would be given effective with implementation date of the report for any certifications not previously recognized. Further certifications would be recognized at the time the certification is attained.

Consideration for lead and project assignments and the associated task rate would be given to those employees who achieve or surpass a fully satisfactory level of performance on performance reviews.

Attachments

A. Certification requirements and ongoing CEU's
B. Performance review documents – periodic and annual forms

Action Required

In the Salary Ordinance, under Pay Range 3GN, delete the title "Urban Forestry Inspector"; under Pay Range 3NN, delete the title "Urban Forestry Technician" and footnotes "9" and "10" in their entirety.; under Pay Range 7AN, delete footnote "1" in its entirety and replace as follows: "(1) Recruitment up to $1,400.24 ($36,406.24) with credentials/experience and with the approval of DER."; under Pay Range 7BN, delete the title "Nursery Specialist" and footnotes "1" and "5" in their entirety."; under Pay Range 7CN, delete footnotes "4" and "6" in their entirety; add designation"8" to the title "Equipment Mechanic III" with footnote "8" to read: "(8) Employees in the Forestry Section will advance 2% of base pay up to $1,771.35 biweekly ($46,055.10) upon certification by the Commissioner of Public Works of having attained the required job performance and demonstrated competencies (2% lump sum if paid at the maximum of the range). Employee may advance 2% of base pay each for attaining and maintaining up to two primary certifications and 1% of base pay for attaining and maintaining one secondary certification. Employees may advance up to $1,806.77 ($46,976.02) when they attain and maintain both of the two primary certifications."; under Pay Range 7EN, delete the title "Urban Forestry Specialist" and footnote "1" in its entirety.; add the title "Nursery Specialist (11)(12)" with footnotes "11" and "12" to read: "(11) Recruitment is at $1,622.61 ($42,187.86). Employees in the Forestry Section will advance 2% of base pay up to $1,845.58 biweekly ($47,985.08) upon certification by the Commissioner of Public Works of having attained the required job performance and demonstrated competencies (2% lump sum if paid at the maximum of the range). Employee may advance 2% of base pay each for

attaining and maintaining up to two primary certifications and 1% of base pay for attaining and maintaining one secondary certification. Employees may advance up to $1,882.46 ($48,943.96) when they attain and maintain both of the two primary certifications. (12) One assignment as a leadworker to be paid an additional 3% biweekly."; under Pay Range 7FN, delete footnotes "(1)", "(3)" and "(6)" in their entirety and replace footnote (1) to read: "(1) Recruitment is at $1,649.23 biweekly.($42,879.98). Employees in the Forestry Section will advance 2% of base pay up to $1,890.58 biweekly ($49,155.08) upon certification by the Commissioner of Public Works of having attained the required job performance and demonstrated competencies (2% lump sum if paid at the maximum of the range). Employee may advance 2% of base pay each for attaining and maintaining up to two primary certifications and 1% of base pay for attaining and maintaining one secondary certification. Employees may advance up to $1,928.38 ($50,137.88) when they attain and maintain both of the two primary certifications. "; under Pay Range 7HN, add the title "Urban Forestry Specialist (13)(14)" with footnotes to read: "(13) Recruitment is at $1,622.61 ($42,187.86). Employees in the Forestry Section will advance 2% of base pay up to $2,001.89 biweekly ($52,049.14) upon certification by the Commissioner of Public Works of having attained the required job performance and demonstrated competencies (2% lump sum if paid at the maximum of the range). Employee may advance 2% of base pay each for attaining and maintaining up to two primary certifications and 1% of base pay for attaining and maintaining one secondary certification. Employees may advance up to $2,041.92 biweekly ($53,089.92) when they attain and maintain both of the two primary certifications. (14) Up to nine assignments in Core Forestry Operations to be paid an additional 3% biweekly."; under Pay Range 7IN, add the title "Nursery Crew Leader (1)(7)"; delete footnotes "1" and "3" in their entirety and replace with the following: "(1) Recruitment is at $1,979.77 ($51,474.02) Employees in the Forestry Section will advance 2% of base pay up to $2,217.58 biweekly ($57,657.08) upon certification by the Commissioner of Public Works of having attained the required job performance and demonstrated competencies (2% lump sum if paid at the maximum of the range). Employee may advance 2% of base pay each for attaining and maintaining up to two primary certifications and for Urban Forestry Crew Leader additional 1% of base pay for attaining and maintaining one secondary certification. Employees may advance up to $2,261.92 ($58,809.92) when they attain and maintain both of the two primary certifications. (3) Up to six project or leadworker assignments in to be paid an additional 3% biweekly."; and (7) One assignment performing Greenhouse oversight to be paid an additional 3% biweekly."; under Pay Range 7LN, add the title "Urban Forestry Technician (3)(4)" with footnotes to read as follows: (3) Recruitment is at $2,028.83 biweekly ($52,749.58). Employees in the Forestry Section will advance 2% of base pay up to $2,404.69 biweekly ($62,521.94) upon certification by the Commissioner of Public Works of having attained the required job performance and demonstrated competencies (2% lump sum if paid at the maximum of the range). Employee may advance 2% of base pay each for attaining and maintaining up to two primary certifications and 1% of base pay for attaining and maintaining one secondary certification. Employees may advance up to $2,439.46 biweekly ($63,425.96) when they attain and maintain both of the two primary certifications. (4) One assignment in Contract Administration to be paid an additional 3% biweekly."; under Pay Range 8IN, delete the title "Nursery Crew Leader" and footnote "8" in its entirety.

In the Positions Ordinance, under the Department of Public Works – Operations Division, Forestry Section, Field Operations, delete two positions of "Urban Forestry Inspector (X)" and add two positions of "Urban Forestry Technician"; and designation "(A)" with footnote "(A)" to read: "(A) One assignment in Contract Administration to be paid an additional 3% biweekly."; under the title "Urban Forestry Crew Leader" add designation "(B)" with footnote "(B)" to read: "(B) Up to six project or leadworker assignments in to be paid an additional 3% biweekly.", under the title "Urban Forestry Specialist" add designation "(D)" with footnote to read: " (D) Up to nine assignments in Core Forestry Operations to be paid an additional 3% biweekly."; under Nursery Operations, the title "Nursery Crew Leader", add designation "(C)" with footnote (C) to read: "(C) One assignment performing Greenhouse oversight to be paid an additional 3% biweekly."; and under the title "Nursery Specialist", add designation "(E)" with footnote (E) to read: "(E) One assignment as a leadworker to be paid an additional 3% biweekly."; and under Shop Operations, add one position of "Equipment Mechanic III".

Prepared By: _____
Andrea Knickerbocker, Human Resources Manager

Reviewed By: _____
Maria Monteagudo, Employee Relations Director

Attachment A: Certifications, Requirements, and Ongoing CEU's

Forestry Certifications and Certification Requirements

Certifications are attain and maintain. Each employee is responsible for providing documentation as proof for each certification or re-certification. If a certification lapses, the employee will receive the corresponding decrease in rate of pay associated with the certification.

Certification	Eligibility Requirements	Initial Certification and Recertification Requirements
ISA Certified Arborist	Three years of full-time experience in Arboriculture or two years of full-time experience plus two year degree in related field, OR One year of full-time experience plus four year degree in related field.	Initial certification: Written certification examination Recertification within three years: 30 Approved CEU's OR Written certification examination
ISA Board Certified Master Arborist	ISA Certified Arborist and specific work and/or educational experience – see ISA website www.isa-arbor.com.	Initial Certification: Written certification examination Recertification within three years: 60 Approved CEU's OR Written certification examination
ISA Certified Arborist Municipal Specialist	ISA Certified Arborist and three years municipal arborist experience.	Initial certification: Written certification examination Recertification within three years: 42 Approved CEU's (30 towards ISA Certified Arborist) OR Written certification examination
ISA Tree Risk Assessment Qualification	ISA Certified Arborist OR ISA Board Certified Arborist OR Accredited Arboriculture OR Urban Forestry degree.	Initial and Recertification: Two-day training workshop AND written certification examination every five years.
TCIA Certified Treecare Safety Professional (CTSP)	Three years of technical field experience in tree care with at least 1 year of assumed responsibility for safety OR Six months technical field experience in arboriculture and one year in a professional safety position OR Two or four year degree in Arboriculture, Forestry, Ornamental/Environmental Horticulture, Natural Resources.	Initial Certification: 1.5 days training workshop and pass 3 hour exam. Recertification – Obtain 30 Approved CEU's or re-attend workshop and re-pass certification exam in 3 years.
National Association of Landscape Professionals – Exterior Technician	One year of full-time work experience.	Initial Certification: Written certification examination AND hands-on test (1 day of testing). Recertification: Obtain 24 Approved CEU's or re-pass certification exam in 2 years.
National Association of Landscape Professionals – Horticultural Technician	One year of full-time work experience.	Initial Certification: Two-part written certification exam. Recertification: Obtain 24 approved CEU's or re-pass certification exam in 2 years.

Attachment A - Continued

Equipment and Engine Training Council – Certified Engine Technician Equipment and Engine Training Council – Certified System Technician Equipment and Engine Training Council – Certified Master Technician		Initial Certification – Certified Engine Technician requires passing three written certification exams including: • Four stroke engine certification exam. • Two stroke engine certification exam. • Compact diesel engine certification exam. Certified Systems Technician requires passing three written certification exams including • Electrical • Driveline/Hydraulic/Hydrostatic • Components Plus Master Technician Certification Attain and maintain status as Certified Engine Technician AND Certified System Technician. Recertification: • Re-pass certification exams in 3 years, OR • Submit a manufacturer master technician certificate, OR • Submit 5 manufacturer/distributor update seminar certificates, OR • Submit a technical school certificate. (See www.eetc.org/ for details)
Wisconsin (UWEX) Certified Pesticide Applicator - Turf and Landscape 3.0		Initial and Recertification - • Pass written exam every 5 years.
ISA Certified Arborist Utility Specialist	ISA Certified Arborist and specific work experience - see ISA website www.isa-arbor.com.	Initial Certification: Pass written exam Recertification: Obtain 36 approved CEU's (30 towards ISA Certified Arborist) OR Re-pass certification exam in 3 years.
ISA Certified Tree Worker Climber Specialist	Minimum 1.5 years of climbing experience in Arboriculture. Valid proof of training in a physical aerial rescue, CPR, and first aid.	Initial Certification: Pass written and performance exams Recertification: Obtain 15 approved CEU's and provide proof of re-training in aerial rescue, CPR, first aid, OR Re-pass certification exam in 3 years.

Attachment A - Continued

ISA Certified Tree Worker Aerial Lift Specialist	Minimum 1.5 years experience in Arboriculture with at least 6 months of aerial lift operation. Valid proof of training in a physical aerial rescue, CPR, and first aid.	Initial Certification: Pass written and performance exams
		Recertification: Obtain 15 approved CEU's and provide proof of re-training in aerial rescue, CPR, first aid, OR Re-pass certification exam in 3 years.

Additional information regarding the certifications can be found on-line as follows:
International Society of Arboriculture (ISA) – www.isa-arbor.com
Tree Care Industry Association (TCIA) - www.tcia.org
National Association of Landscape Professionals (NALP) – www.landscapeprofessionals.org/
Equipment and Engine Training Council (EETC) – www.eetc.org/
UW-Extension Pesticide Applicator Training Program - http://ipcm.wisc.edu/pat/

Attachment B: Periodic and Annual Review Forms

Forestry Periodic Performance Appraisal - Example

CORE AREAS		Satisfactory	Unsatisfactory
1.	**SAFETY**		
a.	Follows all safety practices during all phases of assignment regarding personal, worksite, and the safety of others; includes using proper PPE.		
b.	Recognizes unsafe conditions and acts to correct deficiencies.		
c.	Uses chemicals and pesticides appropriately by law.		
2.	**VEHICLE & EQUIPMENT USE**		
a.	Inspects and maintains all equipment and PPE according to department standards.		
b.	Appropriately loads, stores, and transports all equipment and tools.		
3.	**COMMUNICATION**		
a.	Communicates, cooperates, manages, and resolves disagreements appropriately with the public, co-workers, and others.		
b.	Committed to providing customer focused and team oriented quality service.		
c.	Develops and maintains sound relationships.		
d.	Accurately documents and communicates daily work production.		
4.	**PRODUCTIVITY**		
a.	Recognizes, establishes, and uses procedures consistent with standards to deliver the most efficient method in which to complete work.		
b.	Estimates and manages the time needed to perform work and uses personnel and equipment to complete work effectively.		
d.	Trains others on all aspects of work when necessary.		
5.	**JUDGMENT & DECISION MAKING**		
a.	Uses good problem solving and evaluation skills to make sound decisions and takes responsibility for work outcomes to accomplish goals.		
b.	Communicates decisions and understands their impact.		
6.	**SUPERVISION / LEADERSHIP (CREW LEADER/LEAD WORKER)**		
a.	Plans, organizes, assigns, and monitors work progress of individuals and teams.		
b.	Provides feedback, coaching, training, and mentoring when needed.		
c.	Holds teams and individuals accountable for work assignments.		
d.	Fosters positive interaction, treats employees fairly, and communicates effectively.		

TECHNICAL AREAS		Satisfactory	Unsatisfactory
1.	**TREE MAINTENANCE**		
a.	Plans and completes tree maintenance using proper equipment and safety measures.		
b.	Removes debris and restores worksite.		
c.	Conducts tree surveys and hazard assessments.		
d.	Injects and treats trees, shrubs, and turf according to standards.		
e.	Performs safe and efficient emergency response operations.		
2.	**PREPARATION & PLANTING**		
a.	Constructs and prepares landscaping and boulevard beds.		
b.	Installs, maintains, and repairs irrigation systems.		
3.	**LANDSCAPE MAINTENANCE**		
a.	Mows, trims, and maintains boulevard beds and landscapes.		
b.	Applies chemical treatments.		
d.	Conducts snow removal and plowing seasonally as assigned.		

COMMENTS

Attachment B: continued

FORESTRY ANNUAL PERFORMANCE REVIEW FORM - EXAMPLE

URBAN FORESTRY SPECIALIST	5	4	3	2	1
CORE COMPETENCIES	Exceptional	Exceeds standards	Meets standards	Below standards	Unsatisfactory
Safety:					
Engages in safe work practices using recognized safety standards ; takes the safety of self, co-workers, and the public into consideration during all phases of every work assignment; recognizes any unsafe conditions and corrects deficiencies immediately before beginning or continuing an assignment; wears PPE that is job appropriate; maintains PPE according to department standards; inspects and maintains all equipment prior to use and throughout its operation; loads, stores, and transports all equipment and tools appropriately; uses chemical and pesticides appropriately.					
Communication:					
Communicates and cooperates with the public, co-workers, and others to assess needs and determine expectations, provides information and assistance; defines products and services; is committed to providing customer focused and team oriented quality service; manages and resolves disagreements in a constructive manner; develops and maintains sound relationships with others; practices active listening; relates well with to people from diverse backgrounds and treats all people with dignity and respect.					
Productivity:					
Recognizes and establishes and most efficient method in which to complete work assignments using work procedures that are consistent with departmental and industry standards, always maintaining safety; is able to utilize available resources of personnel and equipment to complete work assignments in an effective manner and meet quality standards; uses initiative to find new solutions, improve methods of work, train others, and acquire new skills; estimates the time needed to perform work assignments and manages time effectively.					
Judgment and Decision Making:					
Makes sound, well-informed, and objective decisions by using good problem solving and evaluation skills; takes responsibility for all work activity; clearly communicates decisions; provides a reason for the decision; recognizes the impact and effect of decisions; assesses risks and takes action to accomplish goals.					

TECHNICAL COMPETENCIES					
Tree Maintenance:					
Plans and executes all pruning, toping, tree felling and stump grinding operations utilizing the correct equipment and safety procedures for the work performed; removes debris and restores worksite to pre-work condition; conducts tree surveys, hazard assessments, and injects and treats trees employing accepted departmental standards and current industry practices; performs safe and efficient emergency response operations; seasonally conducts snow removal and plowing when assigned.					
Preparation and Planting:					
Constructs and prepares landscaping and boulevard beds for flower and tree planting; plants flowers and trees in boulevards as well as other areas; installs, maintains, and repairs irrigation systems.					
Landscape Maintenance:					
Mows, trims, and maintains boulevard beds and landscapes; maintains newly planted trees; conducts chemical applications for turf and newly planted trees; conducts Tow Lot maintenance.					
Column Total					
Average Score (Total Score / 7)					
Rating Scale Definitions:					
5 Exceptional - The employee performs at an exceptional level when fulfilling normal daily job responsibilities; regularly exceeding expectations. The employee frequently offers suggestions and makes contributions which add value to completing departmental responsibilities. The employee consistently works to meet or exceed departmental goals.					
4 Exceeds standards - the employee often performs at a level that exceeds standards when fulfilling normal daily job responsibilities. The employee regularly offers suggestions and makes contributions which add value to completing departmental responsibilities. The employee often works to meet departmental goals.					
3 Meets standards - the employee performs at a level that meets standards when fulfilling normal daily job responsibilities. The employee occasionally offers suggestions and makes contributions which add value to completing departmental responsibilities. The employee works to meet departmental goals.					
2 Below standards - the employee performs at a level that is below standards when fulfilling normal daily job responsibilities. The employee rarely offers suggestions or makes contributions which add value to completing departmental responsibilities. The employee is inconsistent when working to meet departmental goals.					
1 Unsatisfactory - the employee performs at an unsatisfactory level and has difficulty in fulfilling normal daily job responsibilities. The employee never offers suggestions or makes contributions which add value to completing departmental responsibilities. The employee is unable to meet departmental goals.					