

7/6/06

Chris Swartz  
Village of Shorewood  
3930 N. Murray Street  
Shorewood, WI 53211

Re: Village Hall Employee Survey

Chris,

To follow up on our meeting of June 29, 2006 where we discussed your concerns regarding employee morale issues, I have developed the following outline of questions to begin the process to identify contributing factors. I anticipate interview times of approximately 1/2 hour per employee with a target group of about 9 staff members. As you indicated, you will also be one of the persons interviewed.

I expect the cost for the assessment process, which will also include a review of the data and conversation with a designated Village Board member, to be approximately \$750.00.

A written report will also be included in this cost.

I have included a copy of the questionnaire that I will plan to use. Please review and make any suggestions.

I will be in contact within the next week to set up times to conduct the interviews.

If you have any questions, I can be reached at 414-264-4343.

Sincerely,

  
Paul Szedziewski LCSW

**RECEIVED**

JUL 24 2006

VILLAGE OF SHOREWOOD  
MANAGER'S OFFICE

## Chris Swartz

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**From:** Chris Swartz  
**Sent:** Wednesday, July 12, 2006 2:25 PM  
**To:** Trustee Hickey; 'Margaret W. Hickey'  
**Cc:** 'pszedz@mac.com'  
**Subject:** EAP project

Thanks for helping out on this project. I will have Paul contact you or visa versa  
Paul's # is 414-264-4343 and obviously by this e-mail you both have each other's e-mail.

Thanks,

Chris

M. Chris Swartz  
Village Manager  
Village of Shorewood  
3930 N. Murray Avenue  
Shorewood WI 53211

414-847-2701  
414-847-2707 - fax

email: [cswartz@villageofshorewood.org](mailto:cswartz@villageofshorewood.org)

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## Chris Swartz

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**From:** Chris Swartz  
**Sent:** Monday, July 17, 2006 8:59 AM  
**To:** Trustee Hanewall; Trustee Hickey; President Johnson; Trustee Phinney; Chris Swartz; Trustee Eckman; Trustee Johnson; Trustee Maher  
**Cc:** 'pszedz@mac.com'  
**Subject:** Village hall project

Just FYI with regard to one of the projects we discussed during my evaluation, to improve customer service and village moral. Mr Dividian was in the Village Hall looking at records. During his review of the records, he snooped around and went through by personal mail box (which I did not yet review). In my mail was a memo from Paul Szedziewski (our EAP) regarding communicating his work plan to the Village Hall employees. He has an open record request for a copy of this and related records, as Leeann would not let him have a document I have not seen (since it was in my person in-box).

Just FYI.

Thanks,  
Chris

M. Chris Swartz  
Village Manager  
Village of Shorewood  
3930 N. Murray Avenue  
Shorewood WI 53211

414-847-2701  
414-847-2707 - fax

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# MEMORANDUM

July 26, 2006

TO: All Village Hall Employees

FROM: Paul Szedziewski  
Employee Assistance Program (EAP)

RE: Employee Morale and Communication

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Village Manager Chris Swartz asked me to address the issue of improving morale and communication within the organization, starting with the Village Hall staff. He noted that issues related to improving employee morale were a priority when discussing organizational challenges with Village Trustees. It was decided that an assessment of the issues, with staff, would be the best initial course of action to begin the process of improving morale and addressing challenges that are identified, if any.

During the period of July 24 through July 26 and July 31 (if necessary), I will meet with each staff member individually for a period of 30-45 minutes, to discuss your individual perspectives. I will then provide a report with recommendations to use to work toward improving employee morale and communications within the Village Hall environment. I will then work with Trustee Margaret Hickey, along with the entire staff, to assure the recommendations are implemented and progress monitored.

My discussion with you will be confidential as are all EAP discussions are.

Attached is a schedule of the available interview times. Please schedule your interview with Diane De Windt-Hall no later than 12 noon on Thursday, July 20. Your department head is aware of these upcoming, mandatory interviews and will allow the time for your absence.

Thank you for your cooperation in this important endeavor.