

**Mukwonago Community Library
Library Position Compensation and
Performance Evaluation Program Policy
APPROVED 15 February 2018**

The Mukwonago Community Library Board has established a compensation philosophy upon which to design an effective compensation system and strategy; and, the Board wishes to establish a formal compensation policy based on this philosophy.

Compensation Plan

I. Coverage of the Compensation Plan

The Library Board has adopted the following Compensation Plan.

II. Objectives

The Library Board recognizes that employees play a significant role in the provision of services in the community. The Library strives to recruit and retain high quality employees to provide public services.

III. Compensation Plan

The Compensation Plan is designed to establish and maintain a pay structure which attracts, motivates, recruits and retains qualified employees; is competitive with the regional library market; and recognizes and rewards individual employee performance. These objectives are accomplished through the use of:

- a. Competitive compensation structure with pay increases based on cost of living and/or performance factors as the Library budget allows.
- b. Pay ranges with an established minimum, midpoint, and maximum rate. Positions within the library have been or will be assigned to a pay range based on the formal position evaluation ranking as well as according to comparable wage structures.
 - Pay ranges are established for each position based on the stated functions and requirements of the position. Employees who achieve certifications outside of position requirements will generally not receive additional compensation for those certifications.
- c. Performance evaluation is a major component of the Library's Compensation Plan and a basis for employee development. Employees may receive merit increases based on the results of individual employee performance evaluations as the Library budget allows.
- d. Annual review and evaluation of the overall Compensation Plan with communication to the Library Board of any recommended changes.

- e. The Compensation Plan, and/or individual wage adjustments, may be limited by budgetary constraints and be structured accordingly.

IV. Maintenance of Compensation Plan

As part of the annual budgetary process, the Library Director will review the status of the Compensation Plan and evaluate any amendments to maintain an up-to-date and competitive compensation structure.

The Library Director will recommend to the Library Board any modifications to the plan based upon a study of local and regional economic conditions, the financial state of the Library's budget, and market/merit conditions of position classifications and other relevant factors.

V. Pay Adjustments

The Library Director will be responsible for implementing all pay adjustments approved by the Board. Pay adjustments may occur as a result of the following:

- a. **Movement within Ranges:** An employee who receives an evaluation of Meets or Exceeds Expectations may be given a pay increase within his or her pay range until the maximum rate is achieved and dependent upon budgetary allowances.
- b. **Range Maximums:** An employee whose current pay exceeds the maximum established for his or her pay range will be kept at that rate until the pay range is adjusted beyond their current level of pay. At that point the employee will receive an increase not to exceed the range maximum, assuming a performance rating of Meets or Exceeds Expectations.
- c. **Performance-Based Bonuses:** Performance-based bonuses may be authorized by the Library Board in conjunction with the Library's Performance Evaluation Program. Performance increases are based on an individual employee achieving an "Exceeds Expectations" rating on the annual performance evaluation which must be completed by the Library Director.
- d. **Demotion:** An employee may receive a decrease in pay due to a demotion to a lower level position assigned to a lower pay range. The Library Director may lower a pay level of an employee following a performance evaluation with confirmation and approval by the Library Board.
- e. **Promotion:** An employee promoted to a position classification with a higher pay range may receive a wage adjustment as determined by the Library Director and as the library budget allows and with confirmation and approval by the Library Board.
- f. **Reclassification:** When a position is reclassified resulting in the assignment of the position to a different job classification, the employee's pay may be adjusted in accordance with the pay range for the new job classification. All reclassifications

resulting in the assignment of an employee to a different job classification may include a revised pay level as directed by the Library Director and confirmed and approved by the Library Board.

- g. Other Increases:** Other pay increases may be granted from time to time with the approval of the Library Director and Library Board.

VI. Amendments to the Compensation Plan

The Library Board reserves the right to modify or eliminate all or any portion of the Compensation Plan at any time.

Performance Evaluation Program

I. Coverage of the Performance Evaluation Program

The Library Board has adopted the following Performance Evaluation Program which is based on duties and responsibilities. The Program will include all positions in the Library, with the exception of temporary or seasonal positions.

II. Objective

The primary objective of the Library Performance Evaluation Program is to encourage a high level of employee performance and recognize Library employees who exceed established performance standards utilizing an objective evaluation system. As such, the program will reward performance for those who exceed those standards in serving the library and its patrons, subject to budgetary constraints and Library Board approval. The Performance Evaluation Program also serves to identify areas where employee improvement or development is needed in order to meet the established standards for the position.

III. Implementation

The Library Director, under the direction of the Library Board, is responsible for implementation of the Performance Evaluation Program.

IV. Definitions

- a. Annual and Periodic Evaluation Period:** Performance evaluations will be made on a periodic and annual basis as directed by the Library Director.
- b. Competency:** A required performance factor identified as essential for the position
- c. Performance Bonuses:** An annual bonus based on an employee exceeding established performance standards.
- d. Performance Goal:** A projected result using the S.M.A.R.T. criteria.

- e. **Evaluator:** An individual having supervisory authority over the employee. The evaluator is designated as the Library Director, or a Department Head as directed by the Library Director. The Library Board will evaluate the performance of the Library Director using the same format and guidelines contained in this Performance Evaluation Program.

V. Policy

- a. Individual employee performance is formally evaluated annually on a twelve month basis. All employees covered by this policy are evaluated based on their performance on established performance factors, defined performance levels, and approved goals.
- b. Eligible employees who have been promoted/transferred/demoted and are in an introductory period status may receive a performance increase upon completion of their introductory period.
- c. Employees who receive an overall rating of Below Expectations may be provided an opportunity to improve their performance at the Board's discretion. If the opportunity for improvement is granted by the Library, the employee will be placed on probationary status and a performance improvement plan will be developed and followed for the period specified in the plan. Improvement plans should not exceed 90 days. A 30 day extension may be granted if deemed appropriate by the Library Director.

VI. Performance Factors

Employees are evaluated on the basis of performance standards designed to measure significant dimensions of their performance. All performance factors are defined on the Performance Evaluation Form.

VII. Establishing Performance Goals

Goals will be established for each employee covered by the Performance Evaluation Program. Employees may have the opportunity to develop their performance goals and discuss them with the Library Director and with input from the Department Heads to ensure conformity with the Library's goals and objectives for that particular department. For employees in their introductory period, the Library Director will work with the Department Head to develop the employee's initial goals.

VIII. Rating Employee Performance

An employee's performance is evaluated based on the degree to which he or she demonstrates behaviors described within each pre-established performance competency and, where applicable, on attainment of performance goals. For each performance standard, the evaluator selects the level, which most closely describes the employee's performance. The four (4) levels of performance ratings are:

- a. Exceeds Expectations:** Employee consistently performs above the established performance standard for the competency. In addition, the employee regularly makes positive contributions to the work unit that demonstrates creativity and initiative. Employee has complete understanding of all the requirements of the position and how they relate to the goals of the organization, the mission of the department and the needs of other departments. Employee takes a leadership role in developing new ideas on how to improve the level of service and possesses the job knowledge, skills and abilities required to successfully complete all assigned tasks efficiently and effectively. Only a small number of employees typically achieve this level of performance.
- b. Meets Expectations:** Employee maintains performance level in accordance with the established standard for the competency and performs position duties at or near full proficiency. Employee's work is completed accurately and on time and the employee works well with associates and the public. The majority of all employees perform at this level.
- c. Below Expectations:** Employee is not meeting performance standards established for the competencies required of this position. Employee lacks the required knowledge, skills and abilities or is unwilling to perform the tasks required of the position. Corrective measures are necessary and a formal performance plan will be implemented.
- d. N/A = Not Applicable:** Reviewer has no direct knowledge of employee's behavior in this area or the category is not applicable to employee's position.

It is anticipated that ratings of "Exceeds Expectations" or "Below Expectations" are the exception, not the rule.

IX. Establishing Overall Ratings

Employee overall performance ratings will be correlated to any merit increases or bonuses that are recommended by the Library Director to and authorized by the Library Board for the following budget year. Employees who receive a performance rating of Below Expectations will be placed on a performance improvement plan and will be ineligible for any pay increase or bonus until a Meets Expectations level is achieved.

X. Frequency of Ratings

An employee's performance is formally evaluated three times during the calendar year (twice of which are periodic evaluations and one annual formal evaluation) with the following exceptions.

- a. Orientation Period:** An employee who is in an orientation period (generally 12 months) will be evaluated upon completion of the approved period. These evaluations should be completed by the Library Director, no later than fifteen (15) calendar days prior to the close of the employee's orientation period. An employee may be terminated

at any time after consultation with the Library Director.

- b. Extended Orientation Period:** If a new employee's overall performance is less than Meets Expectations and the employee is not terminated, the Library Director may grant an extension of the employee's orientation period up to 90 additional days. The time frame specified in subparagraph (a.) above will apply to submission of the extended introductory period evaluation.
- c. Transfer/Resignation of an Evaluator:** A performance evaluation is submitted for an employee at the time of transfer, promotion, or resignation of the Evaluator, provided an employee performance evaluation has not been completed within ninety (90) days. This process facilitates the new evaluator's ability to evaluate the employee's entire rating period.
- d. Diminished Performance:** If at any time during the evaluation period an employee's performance diminishes and falls Below Expectations, the employee may be placed on probation, counseled and placed on a performance improvement plan as deemed appropriate by the Library Director. The employee may be terminated at any time after consultation with the Library Director.

XI. Administration of Performance Evaluation Process

Annual Fund Allocation Process

The Library Director, working with the Library Board, will annually review the operation of the Performance Evaluation Program and the following process will be utilized in developing budget estimates of funds to be allocated to the various employees of the library.

- a)** The Library Director will determine the dollar amount to allocate to each employee based on the performance evaluation rating results and approved by the Library Board.
- b)** Performance bonus recommendations will be clearly supported by each respective employee's performance evaluation rating. The Library Director and Library Board will give final approval of all recommendations for performance-based bonuses.
- c)** The total amount of funds dedicated to performance bonuses will be recommended for approval as part of the annual budget process.

Employee Performance Evaluation Administrative Process

- a.** All evaluations are to be conducted using the performance duties and responsibilities identified by the Library Director for the position and as approved by the Library Board.
- b.** The Library Director should review performance notes and other documentation gathered throughout the evaluation period of an individual employee's performance on the essential duties and responsibilities of the position, other performance factors and on

the established goals for the evaluation period. The Library Director will also establish goals for the next evaluation period for each employee supervised.

- c. Employees should review information relative to their individual performance during the evaluation period in preparation for the evaluation.
- d. Supporting examples and/or commentary must be provided for ratings that are above or below the “Meets Expectations” standards. These comments should demonstrate why a particular level of performance was chosen.
- e. Employees and the Library Director will sign the Performance Evaluation form to signify this process was accomplished.
- f. An employee who desires to appeal a Performance Evaluation resulting in an overall unsatisfactory rating must submit a written appeal to the Director within five (5) working days of receiving the completed Performance Evaluation and follow the grievance and appeal process as outlined in the Personnel Policy as adopted by the Board. The employee’s appeal should include specific information about the performance areas where there is disagreement, documentation and/or examples of the employee’s performance in the defined areas (for the time period evaluated), and the desired outcome of the appeal.

XII. Performance Goals

- a. Apply the S.M.A.R.T criteria to performance goals. These are designed to answer the Who, What, Where, When, Why and How of job expectations for the coming year.
 - **Specific:** The goals should identify a specific duty, action, project or event.
 - Ask – What exactly will be accomplished?
 - **Measurable:** Describe the measurements to be used to determine that the results or outcomes expected have been achieved.
 - Ask – How will I know when the goal has been reached; what defines a successful outcome?
 - **Attainable:** Goals should challenge people to do their best, but they need to be attainable.
 - Ask – Is this goal reachable? What resources are needed to reach it?
 - **Relevant:** Goals must directly pertain to the performance that is being managed.
 - Ask – Why is this goal significant to the employee’s job or department?
 - **Timely:** Goals must have starting and ending points. This will help employees focus their efforts, and to plan accomplishment of goals around day-to-day duties and crises.
 - Ask – When does this goal need to be achieved?

XIII. Monitoring Performance

While formal evaluations are an annual process, performance feedback should not be a once-a-year event, the Library Director, while soliciting input from the Department Heads, should provide feedback to employees (both positive and negative) on a regular basis throughout the year. Employees should never learn about an important issue for the first time during the annual review. The evaluation is not a substitute for recognition, coaching, or discipline that should occur throughout the year.

Adopted by the Mukwonago Community Library Board this 15th day of 2018.