

**Mukwonago Community Library
Personnel Policy
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I. INTRODUCTION

This Personnel Policy has been prepared for informational purposes only. None of the statements, policies, procedures, rules, or regulations contained in this policy constitutes a guarantee of employment, a guarantee of any other rights or benefits, or a contract of employment, express or implied. All of the Village of Mukwonago's non-represented employees, including Library staff, are employed "at will" unless covered by Civil Service provisions or other applicable State of Wisconsin statutes or Village of Mukwonago ordinances or policies, and employment is not for any definite period. Termination of employment may occur at any time, with or without notice, and with or without cause, at the option of the Library or the employee.

The Library may modify or eliminate the provisions set forth in this policy at any time with or without notice. This policy supersedes all previous handbooks, statements, policies, procedures, rules, or regulations given to employees, whether verbal or written. This policy may only be modified by proposal of the Library Director and action by the Library Board.

Under Wis. Stat. § 43.58(4), the Library Board is the governing and policy-making body of the Mukwonago Community Library. If there is a conflict between the policies of the Library Board and the Village of Mukwonago, the Library Board policies will have precedence. Village policies shall be in effect where no Library Board policies exist, subject to the decisions of the Library Board. The Library Director is charged with enforcing and interpreting these policies, as well as all applicable laws, ordinances, rules, and regulations.

The Library encourages all employees to express their views on matters concerning their jobs and interests. The Library values comments and suggestions of its employees concerning work methods and operations. Employees should feel free, and are encouraged, to offer suggestions and to seek advice on any matter which is of concern to them. The Library believes that the future goals of the Library and its employees will best be accomplished by our mutual efforts, and through direct and honest communications and relationships.

II. ORGANIZATION AND DELEGATION OF AUTHORITY

The Library Board and the Library Director both have important and distinctly different responsibilities to ensure the Library is run effectively. These responsibilities are broadly outlined in Wis. Stat. § 43.58 “Powers and Duties,” are further clarified in Chapter 2 of the Wisconsin Department of Instruction’s *Trustee Essentials: A Handbook for Wisconsin Public Library Trustees*, and are summarized in this section.

- A. Primary Responsibilities of the Library Board
 - i. Exclusive control of all Library expenditures
 - ii. Purchasing of a Library site and the erection of the Library building when authorized.
 - iii. Exclusive control of all lands, buildings, money and property acquired or leased by the municipality for Library purposes.
 - iv. Supervising the administration of the Library, including reviewing and approving Library policies, and appointing a Library Director (Head Librarian).
 - v. Approving the annual salary schedule and operating budget of the Library.
 - vi. Prescribing the duties and compensation of all Library employees.

- B. Primary Responsibilities of the Library Director
 - i. Oversight of the Library budget and preparing reports as required by the Library Board.
 - ii. Recommending changes in policy as necessary.
 - iii. Managing of Library collections, including supervision of the selection of all Library materials according to policies approved by the Library Board, oversight of the selection, cataloging and classification of Library materials, and the operation of automated systems.
 - iv. Hiring, training, supervising, scheduling, evaluating, disciplining, and dismissing other Library staff.
 - v. Help determine and advocate for reasonable staff salaries and benefits.
 - vi. Supervising circulation of materials and record keeping.
 - vii. Cooperating with the Library Board, municipal officials, and community groups in planning Library services and publicizing Library programs within the community.
 - viii. Supervise the maintenance of all Library facilities and equipment.
 - ix. Inform the Library Board of relevant legal, technical, and professional developments affecting the Library.
 - x. Work with the Library Board on long-range strategic planning.
 - xi. Any other responsibilities as the Library Board deems necessary.

III. RECRUITMENT AND SELECTION

A. Recruitment

The Library will recruit and select the best qualified persons for positions in the Library. The Library will endeavor to provide growth and promotional opportunities for current employees, balanced with a need for new perspectives and the desire to fill vacancies as expediently as possible.

- i. The Library Director will develop and conduct an active recruitment and selection program to meet the Library's needs.
- ii. The Library Board is the sole authority to establish, change, or eliminate job descriptions and wage ranges for positions in the Library.
- iii. The Library Director can only hire, reassign, and give promotions for positions that the Library Board has approved job descriptions and wage ranges for and that are within the annual budget.
- iv. All open positions will be posted on the Library's website and inside the Library. The Library Director may post in other places they deem appropriate in order to ensure a diverse, highly qualified group of applicants.
- v. Any candidate with appropriate credentials for the posted position are welcome to apply for the job, including internal candidates. Any employees who may be interested in filling an available vacant position may submit an application to the Library Director. The successful applicant, whether selected from current employees or new applicants, will be chosen on the basis of skill, ability, and qualifications for the position.
- vi. If an employee is promoted, reassigned, applies for and is hired to an open position, or is rehired after a period of absence, the employee may be required to complete the orientation period, regardless of having previously completed one, with all the rules, policies, and expectations of the orientation period applied.

B. Selection

The selection process will seek to provide an objective evaluation of the applicant's skills, experience, and knowledge in order to determine the most qualified person for the job. The selection process will be balanced to provide promotional opportunities with open and competitive opportunities.

C. Equal Employment Opportunity Policy Statement

It has been and shall continue to be Library policy to recognize the competence and ability of applicants for employment and existing employees. The Mukwonago Community Library is an equal opportunity employer, and does not discriminate against nor exclude any person from its program benefits or participation because of race; age; sex; creed or religion; color; handicap or disability; marital status; citizenship status; military or veteran's status; membership in the national guard, state defense force, or reserves; sexual orientation; gender identity or expression; national origin; ancestry; arrest or conviction records; pregnancy; or on the basis of any other status or

characteristic prohibited by state, federal, or local law provided the individual is qualified to perform the work available.

D. Employment Classifications

- i. Full-time employees are those who are scheduled to work thirty-seven and one-half (37.5) hours or more per week. Full-time employees are eligible for all Village of Mukwonago benefits described in this policy if they meet the eligibility criteria.
- ii. Part-time employees are those who are scheduled to work less than thirty-seven and one-half (37.5) hours per week. Part-time employees who are scheduled to work at least thirty (30) or more hours per week are eligible for prorated vacation, sick leave, personal leave and holiday benefits based on the hours they are scheduled to work per week. The proration will be calculated against a forty (40) hour week. Employees working fewer than thirty (30) hours per week are not eligible for benefits except as they may be otherwise eligible for statutory retirement.
- iii. If an employee who works fewer than thirty (30) hours per week transitions to a position where they will permanently work more than thirty (30) hours per week, eligibility for benefits begins on the date of transition, not on the employee's original hire date. Conversely, an employee who permanently transitions to less than thirty (30) hours per week will have benefits removed or reduced accordingly on the date of transition.
- iv. Temporary employees are those who hold a position, either part-time or full-time, for a limited period of time. Temporary employees are made aware of the limited term of their employment when they are hired. Temporary employees are not eligible for any Village benefits.

E. Fingerprinting of New Employees

- i. All new employees hired within the Village of Mukwonago may be fingerprinted by the Village of Mukwonago Police Department as part of the employment process.
- ii. The following sets of fingerprint cards may be taken:
 - a. State of Wisconsin Employment Card
 - b. Federal Government Employment Card
 - c. Village of Mukwonago Employment Card
- iii. If taken, the fingerprint cards will be forwarded to the various agencies for classification and search of their files. The Village of Mukwonago employee card will be kept in the employee's personnel file for future reference, if needed.

F. Identification Badges and Nametags

In order to ensure a safe, professional environment for all Library visitors, the Library issues nametags and identification badges to all full-time, part-time, and temporary staff upon hire. Library employees conducting Library business should always have clear identification.

- i. Nametags are to be worn on the upper chest at all times when conducting Library business inside the Library. If the employee has lost or forgotten their nametag, they must wear their identification badge.
- ii. Identification badges will show the employee's photo and full name. They are printed by the Mukwonago Community Police Department and will follow the identification badge standards for the rest of the Village identification badges. Employees are required to wear their identification badge on the front of their person when conducting Library business outside the Library building. Employees are not required to wear their identification badge when wearing their nametag inside the Library building, however they must have their identification in their locker, pocket, office, etc. to be able to identify themselves in an emergency.
- iii. If an employee loses their nametag or identification badge, they may be required to pay for a replacement.
- iv. When an employee is no longer employed by the Library, they must turn in their identification badge.

G. Hiring of Family Members

It is the policy of the Mukwonago Community Library to recruit, select and appoint the most qualified persons for positions in the Library. The employment of qualified persons within the same immediate family is not prohibited if the person has the required knowledge, skills, or other job related qualifications that warrant consideration for employment. It is required that either the current employee or the relative that is seeking a position make the relationship known to the Library Director. In no event will any applicant or employee receive preferential consideration because of relationship to another Village of Mukwonago employee, Board member or other Village officials. Immediate family of current employees, defined as a parent, spouse, sibling, or child, may be considered through the normal hiring process so long as the individual is not hired or supervised by their immediate relative.

H. Voluntary Termination / Resignation

All resignations are to be submitted to the Library Director in writing, including the effective date of departure.

- i. Full-time employees are encouraged to give one month's notice.
- ii. Part-time employees are encouraged to give at least two weeks' notice.
- iii. An employee who voluntarily terminates employment without giving at least two weeks prior written notice automatically waives their right to payout of any accrued vacation time.
- iv. Employees who have been with the Library less than one continuous year are not eligible for any payout of accrued time if they separate from the Library for any reason prior to their anniversary date.

I. Reasonable Accommodation Policy

It is the policy of the Mukwonago Community Library to comply with all relevant and applicable provisions of the Americans with Disabilities Act (ADA), as well as any state or local law regarding disabilities employment. The Library does not discriminate against any qualified employee or job applicant with respect to any terms, privileges or conditions of employment because of a person's physical or mental disability.

The Library will attempt to reasonably accommodate any applicant needing such accommodation in the hiring process. In addition, the Library will attempt to reasonably accommodate any qualified employee who is unable to perform the duties of the job due to a disability defined by local, state, or federal law. An employee who believes they are disabled and in need of accommodation should contact the Library Director.

J. Remote Work Arrangement Policy

The ability to work remotely on a short-term basis is one of the flexible work arrangements that the Mukwonago Community Library offers employees during temporary periods when physically being in the office is difficult for the employee. All efforts will first be made to accommodate the employee in the Library building before remote work may be considered. The Library Director may only consider this option when it benefits both the Library and the employee.

Arrangements are typically made to accommodate a short-term medical, family, or personal need but it is not intended to be a replacement for appropriate child, pet, or elder care. Although an individual employee's schedule may be modified to accommodate child/eldercare needs, the focus of the arrangement must remain on job performance and meeting business demands. An arrangement made for an employee on a medical leave must be made with the consent of the employee's health care provider.

Remote work arrangements do not change the terms and conditions of employment with the Library. Not all jobs can be conducted remotely. The Library Director needs to consider being able to provide appropriate on-site staffing and services, and there may be occasions when remote work is denied or suspended for a given period of time because of unexpected events, emergencies, or Library need. As such, the Library Director has the right to refuse to make remote work available to an employee, offer remote work for only part of an employee's typical scheduled time, modify the terms of the arrangement either temporarily or permanently, and/or terminate a remote work arrangement at any time.

- i. The employee, their immediate supervisor, and the Library Director will review the feasibility of remote work based on the following criteria:
 - i. Job Responsibilities - Determine if the job can be successfully performed remotely, including review of the work schedule.

- ii. Workspace/Equipment - Assess equipment needs and workspace design considerations.
 - iii. Employee Competencies - Employees who work remotely are expected to adhere to the same processing deadlines, quality of work, and communication standards that are required of them when they are physically in the Library. Failure to meet these conditions may result in discipline or termination of work from home privileges.
- ii. The employee, their immediate supervisor, and the Library Director will agree on the number of days of remote work allowed each week, the work schedule the employee will customarily maintain, and the manner and frequency of communication. The employee and immediate supervisor will periodically interact by phone, email, and in-person meetings to check in on duties and performance. Remote workers will be subject to scheduled performance reviews in the same manner and frequency as other Library employees. The employee agrees to be accessible by phone or email within 15 minutes of contact during the agreed upon work schedule unless the employee has provided prior approved notice that he or she will be unavailable for a specified period of time.
- iii. Employees working remotely will be required to follow all regular scheduling and pay period procedures including, but not limited to, entering their hours into a work schedule, completing and submitting their time sheet, and obtaining prior approval for overtime or work hours adjustments.
- iv. Employees working remotely will be provided with the appropriate equipment and materials to carry out their assigned job duties. A laptop may be provided by the Library as is deemed appropriate. Other equipment and supplies may be provided to the employee, as deemed necessary the employee's immediate supervisor and approved by the Library Director.
- v. The Library will reimburse the employee for pre-approved business-related expenses, such as shipping costs, that are reasonably incurred in accordance with job responsibilities. The employee should follow usual company expense reimbursement policies and provide receipts.
- vi. All equipment, records, software licenses, remote connections to databases, and materials provided by the Library shall remain the property of the Library, is for Library business-use only, and may not be used by any individual other than the employee. The employee agrees to protect Library equipment, records, and materials against unauthorized or accidental access, use, modification, destruction, or disclosure. The employee agrees to report to the Library Director instances of loss, damage, or unauthorized access at the earliest reasonable opportunity. The employee may be held liable for damage to Library property due to lack of proper care.

- vii. Equipment supplied by the employee, if deemed appropriate by the Library, will be maintained by the employee. The Library accepts no responsibility for damage or repairs to employee owned-equipment.
- viii. The employee will be required to use a Library-provided email account as their primary means of communication.
- ix. The employee must provide their own internet connection. The employee will be solely responsible for purchasing any additional hardware or software required for the internet connection. Employee shall also be solely responsible for cost of installation and associated monthly fees. The Library reserves the right to make determinations as to appropriate equipment, subject to change at any time.
- x. The employee will establish an appropriate work environment within their home for work purposes.
 - a. The Library will not be responsible for costs associated with initial setup of the employee's home office such as remodeling, furniture or lighting, nor for repairs or modifications to the home office space.
 - b. The Library assumes no responsibility for injuries occurring in the employee's at-home workspace outside the agreed-upon work hours. The employee agrees to maintain safe conditions in the at-home workspace and to practice the same safety habits as those followed on the Library premises, such as, but not limited to, the following:
 - i. Post a list of emergency phone numbers (hospital, fire department and police department) at the alternate work site.
 - ii. A first aid kit must be easily accessible, and supplies should be replenished as needed.
 - iii. Keep a portable fire extinguisher easily accessible and serviced as needed and make sure smoke detectors are in working order.
 - iv. Make sure to avoid unnecessary back, arm, neck, and eye strain when arranging the alternate work site. Adjust computer screen so that it is approximately 18-26 inches from your eyes and its height is slightly below eye level.
 - v. Make sure work area is kept clean and walkways are clear to prevent tripping or other injuries.
 - vi. The work area must be adequately well-lit, heated, and ventilated for comfort while working. Computer, printer, and other electronics must be kept out of direct sunlight and away from heaters.
 - vii. Storage must be organized to minimize risks of fire and spontaneous combustion. Heavy items need to be securely placed on sturdy stands close to walls.
 - viii. All extension cords must include surge protectors and be plugged in to grounded outlets. Extension cords and other cables need to be free of tangles at all times.

- c. Employees working remotely are responsible for immediately notifying the Library Director of any injuries that occur in the employee's workspace during working hours and to follow the procedures for filing Workman's Compensation as outlined by the Village.

- xi. The employee understands that their personal vehicle will not be used for Library business unless specifically pre-authorized by the Library Director. However, the employee may use their personal vehicle for travel to and from the Library, when necessary.

- xii. The employee agrees to return the Library's equipment, records, and materials within five (5) business days of the termination of a remote work agreement for inspection, repair, replacement, or repossession.

IV. EMPLOYMENT PRACTICES AND PROCEDURES

A. Orientation and Training

New Library employees are required to serve a three (3) month orientation period, which serves as a learning and familiarization period for the employee. The Library Director may extend the orientation period for an up to a total of six (6) months, if it is deemed to be in the best interest of the Library. During this time, the employee has the opportunity to demonstrate proper attendance, attitude, and ability toward the employee's job performance.

The Library is responsible to the employee for providing adequate training, supervision, and information so that the employee can perform their job. The employee is responsible to the Library Director and the Library Board for carrying out the duties defined for that position and for following the policies adopted by the Library Board.

B. Work Week and Pay Periods

The Library work weeks and pay periods are consistent with those of the Village of Mukwonago who is responsible for processing payroll for Library employees.

- i. The Village measures a work week from 12:00 a.m. on Saturday until 11:59 p.m. the following Saturday. Pay periods are two (2) weeks.
- ii. The normal work week for full-time employees is at least 37.5 hours. The normal work week for part-time employees is the number of hours the employee has been hired to work.
- iii. Hourly employees, both full-time and part-time, must work their scheduled hours *per week*, not per pay period, and are not allowed to "shift" hours from one week to another even if it is in the same pay period. For example, if an hourly employee is scheduled for 40 hours per week (for a total of 80 hours per pay period), they are not allowed to work 38 hours in week one and then 42 hours in week two, even though this still equals 80 hours per pay period.

C. Paydays

All employees will be paid by direct deposit to a financial institution identified by the employee. The rules for direct deposit will be as set forth by the administration of the direct deposit plan at the Village of Mukwonago and can be modified.

The regularly scheduled payday is biweekly, every other Friday. However, if an employee's time sheet is not turned in by payroll processing, which is 10:00 a.m. on the Monday before payday, the employee's regularly scheduled payday will not fall on that Friday, but the next biweekly payday. If a holiday falls on a Friday, payday will be the last working day before the holiday period.

D. Work Schedules

Establishing work schedules is ultimately the responsibility of the Library Director. In conjunction with immediate supervisors and in consideration of the annual budget, the

Library Director will determine appropriate staffing needs for all departments, create a work schedule, and ensure employees are aware of their scheduled work times.

Employees must adhere to their scheduled hours. When time sheets are submitted at the end of the pay period, the reported hours worked must match the scheduled hours, unless the employee had received prior approval from both their immediate supervisor and the Library Director.

Requests for changes in scheduled hours should be submitted as far in advance as possible. A week's notice shall be considered standard except in cases of emergency. Such changes must be approved by the employee's immediate supervisor and the Library Director. With the permission of their immediate supervisor, employees are encouraged to switch hours with another employee if at all possible so that the service needs of the Library are met.

E. Time Sheets

Every full-time and part-time hourly employee is responsible for punching in and out correctly and punctually on the Village's timecard software every work day.

- i. Employees should not punch in earlier than five (5) minutes before their scheduled shift and should not punch out later than five (5) minutes after the end of their scheduled shift. Frequent failure to follow this rule indicates an employee is not adhering to the approved work schedule and can result in disciplinary action.
- ii. Employees are responsible for notifying their immediate supervisor about any errors in their time sheet or issues in properly logging their work time.
- iii. On the employee's last work day of the pay period, the employee is required to print their time sheet, sign it, and submit it to their immediate supervisor. The immediate supervisor needs to approve and sign the time sheet and promptly submit it to the Library Director for final approval. Failure to submit the signed time sheet by the end of the last day of the pay period (closing time on Friday) may delay payment for time worked until the following pay period.
- iv. It is the employee's responsibility to double-check their time sheet for errors, correct calculation of vacation/sick/personal time, and any other issues before signing and submitting it. Failure to identify errors to their immediate supervisor and Library Director may delay payment for time worked until the following pay period.

F. Meal and Break Periods

The Library recognizes that providing break periods for employees increase productivity and stimulates mental focus and therefore provides duty-free break periods based on length of scheduled work time. All break/meal periods should be approximately in the middle of the employee's shift, must be scheduled upon prior approval by the employee's immediate supervisor, and are dependent upon the operational needs of the Library.

- xiii. Any employee working six (6) consecutive hours or more will be given a fifteen (15) minute paid break/meal period and may choose to take an additional thirty (30) minute unpaid break/meal period. Full-time employees may take a longer break/meal period, up to sixty (60) minutes, if the extra thirty (30) minutes is made up at the beginning or end of the day. Fifteen (15) minute breaks should not be attached to the longer meal period breaks.
- xiv. Employees under the age of eighteen (18) *must* take the (30) minute unpaid break/meal period if they are scheduled to work for longer than six (6) consecutive hours, per Wisconsin law.
- xv. Employees working between four (4) and six (6) hours are eligible for a fifteen (15) minute unpaid break period.
- xvi. Employees working less than four (4) hours are not eligible for a break period.

G. Overtime/Compensatory Time

Overtime hours must be approved in advance by both the employee's immediate supervisor and the Library Director, except in emergency situations. If overtime is necessary, compensatory time may be given in lieu of overtime pay. Overtime should not be accrued without the knowledge of the Library Director.

H. Absence/Tardiness

In the event of illness or other emergency absences, the employee must notify both their immediate supervisor and the Library Director (or the Library Director's designees) at their earliest opportunity, and at least thirty (30) minutes prior to an employee's scheduled starting time. The employee must notify their immediate supervisor and the Library Director each day of absence or for the expected length of the absence, e.g. funeral leave, vacation, sick, military leave, jury duty, etc. Failure to notify the Library Director or their designee within twenty-four (24) hours from the beginning of their work shift on the first day of absence may be cause for denial of use of sick leave credit for the period of absence. Employees who are absent from work due to illness or injury for three (3) consecutive work days may be required to submit a doctor's certificate or other medical authorization prior to being permitted to return to work. A doctor's certificate may be required for any absence the day before or after a holiday. In the case of suspected abuse of sick leave, or to determine fitness for duty, the Library Director may request a doctor's excuse at any time. If an employee fails to submit the requested doctor's certificate, or the doctor's excuse is not acceptable to the Library Director (unless circumstances make it impossible to submit such an authorization), the employee will be considered to have voluntarily quit their job. This policy will be enforced consistent with the federal law on family and medical leave (FMLA).

Habitual or excessive unexcused absenteeism and/or tardiness can result in disciplinary action up to and possibly including termination. Continually returning from break/meal periods late or leaving work early can result in the same action.

I. Personal Calls and Cellphone Use

Employees are not allowed to check, use, or otherwise interact with their personal cellphones while working, and all cellphone use is restricted to during break/meal periods. During work hours, personal cellphones must be kept out of sight in a secure place (such as a locker, bag, desk drawer, or pocket) and set to vibrate.

While it is recognized that there may be times when an employee needs to either take or make a personal telephone call at work, employees must limit this as much as possible. Employees may use the Library telephone for emergency calls, but no personal long distance calls are allowed. Employees are encouraged to tell their friends and family not to call them at work about issues that could wait until they are not working. Employees should restrict all telephone and personal cellphone use to break/meal periods and calls should be made in the employee workroom, a private office, or employee lounge only, never in a public area of the Library.

Frequent failure to follow these rules may result in disciplinary action.

Employees are strongly discouraged from using their personal cellphone for Library business. Wisconsin public records laws explain that *content* determines whether a document is a “record,” not medium, format, or location, and therefore Library records like emails, phone calls, text messages, and electronic files accessed by or created on an employee’s personal device may be subject to an open records request. An employee must keep these records and turn them over upon request. If an employee feels they need a cellphone to fulfill their job duties, they must talk to the Library Director.

J. Personal Appearance

All employees are expected to present themselves for work in neat and appropriate attire in light of the position held. Employees are expected to be clean and well-groomed at all times. Grooming standards will be required based on safety requirements. These standards are at the direction of the Library Board and can be modified from time to time.

The reaction of our customers, the public, is very much affected by an employee’s appearance. Employees can show interest and pride in their employment by dressing and grooming based on the requirements of their position and by conducting themselves in a professional manner at all times.

Any questions about appropriate attire, personal appearance, or grooming requirements should be discussed with the Library Director.

K. Personnel Records

The Library maintains personnel records and files for each employee. Maintaining these files with up-to-date information is very important as it provides the Library Director

with contact information in case of emergency, addresses for mailings, copies of performance reviews, and incident reports.

All employees must promptly notify the Library Director and the Village administrative office of any change in:

- i. Address
- ii. Contact Phone Number
- iii. E-mail address (for payroll purposes)
- iv. Marital status for benefit plan purposes
- v. Beneficiary or dependents indicated in the employee's insurance policy
- vi. Number of dependents for withholding purposes
- vii. Party to be notified in case of emergency

It is the Library's policy to protect the privacy of each employee; therefore, the Library is committed to the confidential handling of every employee's personnel information to the extent allowed by law.

L. Work Performance and Employee Evaluations

All employees are expected to satisfy or exceed the levels of performance required of the positions in which they are employed. Each year every employee will meet with their supervisor and Library Director to evaluate the performance of the employee over the past year, to plan goals for the coming year, and to discuss any outstanding issues. A copy of each evaluation will be kept in the employee's personnel file. Please see section VI.V. "Library Position Compensation and Performance Evaluations Policy" for more details.

M. Salary Increases

Library employees may be eligible for salary increases annually. The percentage amount may vary from year to year based on budgetary and other considerations. These increases are recommended by the Library Director and set by the Library Board. Please see section IV.V. "Library Position Compensation and Performance Evaluations Policy" for more details.

N. Employee Training, Development, and Reimbursement

It is the policy of the Mukwonago Community Library to foster and promote training and development of employees to improve the quality of service, allow for career development within the Library, and provide skills necessary to meet current and future Library employment needs. All employees will receive consideration for appropriate training opportunities based on the operational needs of the Library.

The Library Director may approve participation in and payment for a variety of professional development activities. The Library's ability to fund expenses and reimbursements will be taken into consideration in all cases.

- i. National, state, and local associations such as the Wisconsin Library Association (WLA) or the American Library Association (ALA) – When possible, the Library will cover the cost of membership for any interested employee.
- ii. Single-session or limited-session seminars, workshops, or conferences – When possible, the Library will cover the registration and travel costs of one seminar/workshop/conference directly relating to the employee’s position each year.
- iii. Schooling and classes – Preapproval for reimbursement for tuition or fees (not books) will be made to the Library Director before the course begins. Funds will be reimbursed only after the employee satisfactorily completes the course or workshop. When an approved course is completed, a copy of the grade report, with receipts for tuition and fees paid should be submitted to the Library Director for processing and payment. Satisfactory completion is considered to be a grade of C or better, or a grade of Pass or Satisfactory for courses that do not use a Letter Grade system.
- iv. Employees are encouraged to seek out multiple professional development opportunities per year, especially if the cost to the Library is free or can be covered by a grant.
- v. In no case will reimbursement be made without prior arrangement and approval by the Library Director of the course or workshop.
- vi. Reimbursements will not be made to an employee who terminates employment with the Library before completion of the course(s).
- vii. Reimbursements will not be made to an employee who withdraws from a course(s).
- viii. An employee is not eligible for reimbursement if receiving financial assistance from another source for the course or workshop.

O. Meetings

- i. Staff Meetings – All Library staff are required to attend staff meetings. If part-time employees are not scheduled to work at the time of the meetings, they will be given compensatory time off for attendance.
- ii. Work-Related Meetings - All employees will have the opportunity to attend meetings and conferences which relate to their job duties, with the approval of the Library Director. Adequate notice of attendance should be given in order to adjust schedules if necessary.

P. Mileage

Employees using their own personal vehicles for official Library business will be reimbursed for mileage at the federal rate in effect for that year. The allowance will be paid for miles traveled from the Library to the destination and return. Pre-approval for mileage must be obtained from the Library Director, and a reimbursement for mileage form must be filled out and submitted to the Library Director within five (5) business days of the mileage accrual date.

Q. Meal Reimbursements

Employees who pay for meals “out-of-pocket” while conducting Library business (such as attending a seminar or conference related to their duties) are entitled to be reimbursed for their expense.

- i. Meal reimbursements must be pre-approved by the Library Director. Though specific costs will not be available until after the meal has been purchased, the employee must make a good-faith estimate of how many meals of breakfast, lunch, and dinner they are expecting to purchase while on Library business so the Library Director can budget accordingly.
- ii. The Library follows the meal maximum limits established by the University of Wisconsin system.
- iii. “Meals” include food, non-alcoholic drinks, 15% tips (when appropriate), desserts, and snacks.
- iv. When an employee is entitled to, and personally incurs the cost for two or more consecutive meals in a day, they may exceed the allowed maximum of one or more of those meals as desired, as long as the total allowable maximums for the consecutive meals are not exceeded and the costs were actually incurred.
- v. Each day is considered separately, i.e. savings do not accrue and cannot be applied to expenses claimed on another day.
- vi. Meals already included in the conference registration cost or lodging are not separately reimbursable.
- vii. Meal claims in excess of the maximums may be reimbursed if supported by a receipt. Itemized slips from travel card/credit cards are acceptable receipts. To be considered reasonable, a cost must generally be incurred outside the control of the individual. Generally, if the employee has a choice in the selection of the restaurant or the menu items, they are expected to stay within the maximums.
- viii. Cost of alcoholic beverages will not be reimbursed.

R. Lodging Reimbursements

The Library will reimburse employees required to stay away from their homes overnight while on Library business or attending a conference or seminar related to their duties for their lodging. Employees are expected to arrange for reasonable lodging facilities to minimize the cost as much as reasonably possible. The employee must have approval from the Library Director prior to purchasing.

S. Residency

The Library does not have a residency requirement for employees.

T. Safety

Employees are to report all unsafe working conditions to the Library Director. If an employee does have an accident, no matter how minor the injury, it needs to be reported immediately to the Library Director. The employee must complete the necessary accident reports as soon as possible after the accident. Failure to report an accident or to file the necessary accident reports in a timely manner could jeopardize

the employee's eligibility for worker's compensation benefits and could lead to disciplinary action.

All designated employees will attend and complete the safety training courses requested by the Village of Mukwonago. Failure to attend or complete the course in a reasonable time period after the request could result in dismissal.

U. Emergency Closings

When traveling conditions are hazardous or Library conditions are dangerous, the Library Director may approve closing the Library, in consultation with the Library Board President. When this occurs, employees will be notified and appropriate media will be informed. Employees have the option of making up the hours, or of taking personal days, vacation days or leave without pay for the missed time.

When weather conditions are not severe enough to warrant closing the Library but employees are unable to get to work, they have the option of making up the hours, or of taking personal days, vacation days or leave without pay for the missed time.

V. Library Position Compensation and Performance Evaluation Program Policy

The Mukwonago Community Library Board has established a compensation philosophy upon which to design an effective compensation system and strategy; and, the Library Board wishes to establish a formal compensation policy based on this philosophy. 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. It is the compensation philosophy of the Library to provide a total compensation package (salary and benefits) to attract quality staff. As such, individual employee performance is also an important component of the Library's compensation system. To that end, the Library Board has adopted the following Compensation and Performance Evaluation Plan.

i. 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.
- c. 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.

- d. Performance evaluation is a major component of the Library's Compensation Plan and a basis for employee development.
- e. Annual review and evaluation of the overall Compensation Plan with communication to the Library Board of any recommended changes.
- f. The Compensation Plan, and/or individual wage adjustments, may be limited by budgetary constraints and be structured accordingly.

ii. 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.

iii. 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. Cost-of-Living Adjustment (COLA): The Library Board may grant a cost-of-living adjustment each fiscal year based on the recommendation of the Village Administrator and budgetary considerations. Only employees who achieve a "Meets Expectations" or "Exceeds Expectations" on their annual evaluation will be eligible for the cost-of-living increases which will go into effect at the beginning of the new budget year. The minimum and maximum values for each range will be adjusted annually based on the average annual percentage change in the Consumer Price Index for all Urban Consumers (CPI-U) for the 12 months ending June 30. The CPI-U was chosen as it is representative of 89% of the total U.S. population. A negative CPI-U will result in no change to the established ranges for the subsequent budget year. Employees who are at the minimum of the range prior to the CPI-U adjustment will be brought up to the new minimum (assuming a positive CPI-U) even if no other increases are granted.
- b. Movement within Ranges: An employee who receives an evaluation of "Meets Expectations" or "Exceeds Expectations" may be given a pay increase within their pay range until the maximum rate is achieved and dependent upon budgetary allowances.
- c. Range Maximums: An employee whose current pay exceeds the maximum established for their 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 Expectations” or “Exceeds Expectations.”

- d. Performance-Based Increase: Performance-based increases 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 a “Meets Expectations” or “Exceeds Expectations” rating on the annual performance evaluation of the prior twelve (12) month period which must be completed in time for the Library Board’s budget building process in the summer. Associate Directors must review all evaluations with the Library Director prior to discussing evaluation with the employee, particularly those evaluations which exceed expectations to ensure the eligibility for the increase. An additional 1% can be granted to employees who “Meet Expectations” and an additional 2% can be granted to employees who “Exceed Expectations,” provided that the budgetary funds are available to grant these performance-based increases.
- e. 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.
- f. 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.
- g. 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.
- h. Other Increases: Other pay increases may be granted from time to time with the approval of the Library Director and Library Board.

iv. 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.

v. 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.

- a. 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.

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

vi. Definitions

- a. Annual and Periodic Evaluation Period: Performance evaluations will be made on a periodic and annual basis as directed by the Library Director (see Appendices D and E for forms).
- 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 an Associate Director as directed by the Library Director. The Library Board will evaluate the performance of the Library Director.

vii. Policy

- a. Individual employee performance is formally evaluated annually on a twelve (12) 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/or 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 Library Director’s discretion whereupon 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 ninety (90) days. A thirty (30) day extension may be granted if deemed appropriate by the Library Director.

viii. 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 Employee Performance Standards Rubric (see Appendix C).

- ix. **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 their Associate Director and/or Library Director 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 appropriate Associate Director to develop the employee's initial goals.

- x. **Rating Employee Performance**
An employee's performance is evaluated based on the degree to which they demonstrates behaviors described within each pre-established performance competency and, where applicable, on attainment of performance goals. For each performance standard, the Associate Director or 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.

- xi. **Establishing Overall Ratings**

Employee overall performance ratings will be correlated to any merit increases 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 until a “Meets Expectations” level is achieved.

- xii. **Frequency of Ratings**

An employee’s performance is formally evaluated three times during the calendar year. Two evaluations are periodic, and one is the annual formal evaluation (see Appendices D and E for the Annual and Periodic Evaluation forms). The following are the exceptions to this cycle:

 - a. **Orientation Period:** An employee who is in an orientation period (established in IV.A. as three (3) 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, section IV.A. establishes that the Library Director may grant an extension of the employee’s orientation period for up to a total of six (6) months.
 - 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.

- xiii. **Administration of Performance Evaluation Process**
 - a. **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.

 - i. The Associate Directors or assigned Evaluators will provide employee evaluations to the Library Director.

- ii. The Library Director will give final approval of employee evaluations. Performance increase recommendations will be clearly supported by each respective employee's performance evaluation rating.
- iii. The Library Director will give final approval of all recommendations for performance-based pay increases and prepare a budget for the Library Board accordingly.
- iv. The total amount of funds dedicated to performance increases will be recommended for approval to the Library Board as part of the annual budget process.

b. Employee Performance Evaluation Administrative Process

- i. 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.
- ii. 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.
- iii. Employees should review information relative to their individual performance during the evaluation period in preparation for the evaluation.
- iv. 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.
- v. Employees, their Associate Director or Evaluator, and the Library Director will sign the Performance Evaluation form to signify this process was accomplished.
- vi. An employee who desires to appeal a Performance Evaluation resulting in an overall unsatisfactory rating must submit a written appeal to the Library 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.

xiv. Performance Goals

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?

xv. 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 Associate Director and/or Evaluators, 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.

V. OTHER POLICIES AND REGULATIONS

A. Drug Free Workplace

Library employees are Village employees and thus subject to the Village of Mukwonago's rules, policies, and practices, which prohibit the unlawful manufacture, distribution, or dispensing, possession, or use of illegal controlled substances on Library or other Village property. Any employee who engages in any of these actions on Village property, or a work site, or during work time may be subject to disciplinary action up to and including termination and/or referred for counseling or treatment.

The Drug-free Workplace Act of 1988 requires that all of the Library's employees must report any convictions under criminal drug statute for violations occurring on Village premises or occurring off-premises while conducting Village business. A report of a conviction must be made to your immediate supervisor or the Library Director within five days of your conviction. Failure to comply with this policy may be subject to disciplinary action up to and including termination.

Any employee who unintentionally ingests, or is made to ingest a drug or controlled substance must immediately report this incident to a immediate supervisor. The immediate supervisor will then make arrangements for appropriate medical intervention, to assure the employee's health and safety.

Employees who have problems with alcohol or controlled substances are encouraged to voluntarily contact the Village's Employee Assistance Coordinator for referral to counseling or treatment programs. Early diagnosis and treatment of chemical abuse is in the best interest of employees and the Village.

B. Drug and Alcohol Testing

The Library Director may order a drug or alcohol screening test when they have a reasonable suspicion that an employee is using or has alcohol or drugs in their system. A reasonable suspicion to request a drug or alcohol test is based on the totality of circumstances for the incident. It includes:

- i. Conduct or behavior out of the ordinary for the individual involved.
- ii. Information provided by reliable and credible sources.
- iii. Behavior characteristic of controlled substance or alcohol usage including, but not limited to, unusual speech or difficulty in speaking, exhibiting an odor of alcohol or other controlled substance, problems with movements, problems with concentration or diminished mental clarity.

Any employee reporting for work with alcohol, illegal drugs, or non-prescribed drugs in their system will be placed on immediate suspension and will be subject to disciplinary action up to and including termination and/or referral to counseling or treatment. An employee must not report for work with legally prescribed drugs in their system if such drugs impair the employee's ability to safely perform their job.

C. Workplace Violence Prevention Policy

As an employer, the Library is concerned about a safe workplace for employees. Toward that end, the Library, in conjunction with the Village of Mukwonago, will take reasonable steps to prevent acts of violence from being committed by, or against, Library employees while on Library property or while engaged in Library business at other locations.

Workplace violence includes, but is not limited to, behavior that causes or is reasonably likely to result in harm or threat of harm to persons or property. Such behavior includes, but is not limited to, physical assault, threats, menacing behavior and/or intimidation. Any employee who commits an act of violence shall be subject to termination.

An employee who is subjected to an act or threat of violence must report the incident immediately, or as soon as practical, to an immediate supervisor and/or the Police Department. An employee who observes an act of violence must immediately report the incident to a immediate supervisor and/or the Police Department, or as soon as practical. No employee should intercede in any altercation if doing so could reasonably result in harm to the interceder.

The Library will investigate any incident or complaint of violence in the workplace and will take appropriate action.

D. Concealed Carry

No employees, other than sworn law enforcement officers, are permitted to carry a weapon, as defined by Wisconsin State Statutes, while on duty. A “weapon” is anything that is designed to injure or harm another person.

E. Harassment

The Mukwonago Community Library recognizes all employees have a right to work in an environment free from discrimination and harassing conduct. The Library is firmly committed to maintaining a work environment free of discrimination. In keeping with this commitment, the Library will not tolerate harassment of employees by anyone, including any immediate supervisor, co-worker, vendor, customer or member of the public.

Harassment on the basis of an employee’s race, color, creed, ancestry, national origin, age, disability, sex, arrest or conviction record, marital status, sexual orientation, membership in the military reserve, or any other protected class, is expressly prohibited. Harassment on any of these bases will be subject to disciplinary action up to, and including, termination.

Harassment consists of unwelcome conduct, whether verbal, physical or visual, that is based on a person’s protected status, such as sex, color, race, ancestry, religion,

national origin, age, physical handicap, medical condition, disability, marital status, military or veteran's status, citizenship status, sexual orientation, arrest record, conviction record, pregnancy, use or non-use of lawful products or on the basis of any other status or characteristic prohibited by state, federal or local law. The Library will not tolerate harassing conduct that affects tangible job benefits, that unreasonably interferes with an individual's work performance, or that creates an intimidating, hostile, or offensive working environment. The Library has developed the following guidelines prohibiting harassment for the benefit of all of its employees. It is essential all employees be aware of, and comply with, these guidelines. The Library strongly disapproves of all forms and types of harassment and will take appropriate disciplinary action against any employee who violates this Policy.

- i. Sexual Harassment - Sexual harassment is a form of discrimination and deserves special mention. Sexual harassment is defined as unwelcome sexual advances, requests for sexual favors and other verbal or physical contact of a sexual nature constitute harassment where:
 - a. Submission to such conduct is an explicit or implicit term or condition of an individual's employment and/or advancement, or
 - b. Submission to, or rejection of, such conduct by an individual is used as the basis for employment decisions affecting that individual, or
 - c. Such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile, or offensive work environment.
- ii. Sexual harassment may include, but is not limited to, explicit sexual propositions, sexual innuendo, suggestive comments, sexually oriented "kidding" or "teasing", "practical jokes," jokes about gender-specific traits, foul or obscene language or gestures, display of foul or obscene printed or visual material, and physical conduct such as patting, pinching, or brushing against another's body. Sexual harassment includes conduct directed by a person at another person of the same or opposite gender.
- iii. The Library prohibits its employees from any actions or words, which can be construed as harassment. Violations of this Policy will not be tolerated by the Library and may result in discipline up to and including immediate termination.
- iv. All employees are responsible for helping to ensure that harassment is avoided. If an employee has witnessed or feels they has been subject to any harassment of this nature, you should immediately report the harassment to your immediate supervisor or the Library Director.
- v. All employees are required to cooperate with the investigation of harassment complaints. Failure to cooperate in an investigation of a harassment complaint, or making a false statement in a harassment complaint or investigation, could subject the employee to discipline, up to and including termination.
- vi. This policy also expressly prohibits retaliation of any kind against any employee bringing a complaint or assisting in the investigation of the complaint. Such

employees engaging in such acts will be subject to disciplinary action up to, and including, termination.

vii. Harassment Complaint Procedure

a. Reporting Discrimination or Harassment

- i. If you believe you are experiencing discrimination or harassment, you are encouraged to notify the employee engaging in the conduct that the conduct is offensive and ask that it cease. If you are uncomfortable sharing your concern with the employee engaging in the conduct, you should report instances of possible harassment immediately to your immediate supervisor or to the Library Director. If the allegation is against the Library Director, please refer the allegation to the Chairperson of the Personnel Committee.
- ii. Complaints must be filed in writing, utilizing the Library's "Harassment Complaint Form" (Appendix C). All complaints must be forwarded to the Library Director. The Library Director or their designee must initiate an investigation of all harassment complaints. The investigation should be conducted in a timely, efficient and thorough manner.
- iii. The Library Director or their designee will be responsible for notifying the complainant that appropriate action has been taken regarding the complaint. Based on determinations made by the Library Director or their designee, the Library Director may impose discipline up to and including termination of the alleged harasser.

b. Responsibility of the Library Director

- i. The Library Director is responsible for ensuring employees are informed of the Library's policies and procedures relating to discrimination and harassment in the work place. Upon receiving a complaint of discrimination or harassment, the Library Director should contact the Library Board's Personnel Committee to initiate an investigation.
- ii. If the Director witnesses behavior that they believes could be perceived as harassment, they must report the incident to the Library Board's Personnel Committee. It is the Library Director's responsibility to be educated on the range of behaviors that can constitute discrimination and/or harassment and to be sensitive to the impact of such behaviors on employees and act appropriately.

c. Employee Responsibility

- i. Employees should report any discrimination or harassment they are aware of and cooperate with all investigations. Under no circumstances is an employee permitted to retaliate against a claim of harassment or for participation in a harassment investigation. Any such behavior may result in discipline up to, and including, termination.

F. Grievance and Appeals

- i. Purpose
 - a. The Library has established the following grievance procedures to ensure all employees are treated fairly and all grievances are dealt with in a timely and efficient manner. This procedure also provides a path for addressing workplace safety issues.
 - b. Disclaimer
 - i. The provisions set forth in this set of procedures may be altered, modified, changed, or eliminated at any time by the Library with or without notice. These procedures supersede any and all previous policies and procedures found in any handbooks, statements, policies, procedures, rules, or regulations given to employees, whether verbal or written, with exception to existing collective bargaining agreements. None of the procedures contained herein constitutes a guarantee of employment, a guarantee of any other right or benefit, or a contract of employment, express or implied.
- ii. Scope
 - a. This policy sets forth the course of actions and procedures should an employee or a group of employees have a grievance with personnel actions made on behalf of the Mukwonago Community Library by its director, immediate supervisors, and/or administrative staff that have been directed towards any employee or any group of employees of the Library with the exception of any restrictions and/or limitations in place for employees who are members of a collective bargaining unit that is currently subject to an existing agreement.
 - b. Grievants are advised that there are fixed timelines for appealing the grievances on to further steps. By not satisfying the deadlines identified in this procedure, you will waive your rights to pursuing your grievances further. The Library may adjust any of the deadlines identified within these procedures to facilitate the grievance process and to comply with applicable laws.
- iii. Definitions
 - a. An “appeal” shall mean a complaint or a grievance contesting the imposition of a disciplinary action upon an employee or a complaint identifying a workplace safety issue.
 - b. “Director” shall mean the Library Director.
 - c. “Employee” shall mean a person employed by the Mukwonago Community Library except an employee covered by a collective bargaining agreement addressing employee discipline or an independent contractor.
 - d. A “grievance” is only to be applicable when an employee has objection to personnel actions concerning termination, discipline, and workplace safety.
 - e. “Termination” may be defined as a termination from employment for rule violations, poor performance or other acts of misconduct. Certain personnel

actions are excluded from the definition of a "termination"; these actions consist of:

- i. Voluntarily quitting;
 - ii. Being subjected to a layoff or failure to be recalled from layoff at the expiration of the recall period;
 - iii. Retirement;
 - iv. Job abandonment, "no-call, no-show", or other failure to report to work; or
 - v. Termination of employment due to medical condition, lack of qualification or license, or other inability to perform job duties.
- f. "Discipline" is to be defined as corrective personnel actions or sanctions taken on an employee for rule violations, poor performance or other acts of misconduct. "Discipline" does not include:
- i. Placing an employee on suspension with pay pending an internal investigation;
 - ii. Counseling, meetings, or actions taken to address work performance, including use of a performance improvement plan or job targets;
 - iii. Non-disciplinary demotion, transfer or change in job assignment or location;
 - iv. Layoffs and workplace reduction activities;
 - v. Other personnel actions taken by the employer that are not a form of progressive discipline;
 - vi. Performance evaluations or reviews;
 - vii. Documentation of employee acts and/or omissions in an employment file;
 - viii. Actions taken pursuant to enforcing the Village of Mukwonago's Code of Ethics established by Village Ordinance in accordance Wis. Stats. sec. 19.59(1m);
 - ix. Non-disciplinary wage, benefit or salary adjustments.
- g. "Workplace safety" issues subject to the grievance procedure are conditions of employment affecting an employee's physical health or safety, the safe operation of workplace equipment and tools, safety of the physical work environment, personal protective equipment, workplace violence, and training related to same. Workplace safety does not include conditions of employment unrelated to physical health and safety matters, including, but not limited to, hours, overtime, sick, family or medical leave, work schedules, breaks, termination, vacation, performance reviews or compensation.
- h. An "Impartial Hearing Officer" or IHO is a government administrative or human resources professional, local attorney or retired judge who is not affiliated with the Mukwonago Community Library or the Village or Town of Mukwonago. The IHO is appointed upon the selection and recommendation of the Board President or their designee.
- i. The "governing body" refers to the Library Board of Trustees for Library employees.

- iv. The Grievance Process
 - a. Work related problems can arise in any place of employment. It is the Library's hope individuals will try to reconcile differences on an individual basis. The Library encourages its employees to first attempt to discuss it informally with an immediate supervisor.
 - b. However, should an informal resolution not be possible and your grievance fits within the above identified applicable circumstances for a justifiable grievance, it is Library policy to resolve a problem quickly and fairly through this grievance procedure.
 - c. Grievance Procedure for Employees other than Library Director
 - i. Preparing and Submitting a Statement of Grievance
 - a. If an employee feel that the matter has not been resolved through informal means, the employee should put their grievance in writing and deliver it to the Director. Employees should use the "Grievance Submission Form" (Appendix D) or they may obtain an additional copy of the form from their respective immediate supervisor or the Administrative office. These forms are required to be used at all stages of the grievance process.
 - b. When completing a written complaint, the aggrieved must outline the main points at issue, include the relevant facts, identify their name, title, and department, and take care to give specific answers to the following questions:
 - i. What is the right or privilege that you allege has been violated? Please be specific in your explanation of what has occurred.
 - ii. When did the event occur? Be specific by including the date and time of the event. What alleged inappropriate policies or procedures were employed?
 - iii. Who was involved?
 - iv. Are there any witnesses or documentation related to your complaint?
 - v. What consequences were suffered?
 - vi. What remedies or sanctions are sought?
 - c. All forms must be signed and dated to be valid.
 - ii. 1st Stage: Director Meeting
 - a. Employees must submit their grievances to the Library Director in writing within five (5) working days of the incident that caused or incited the grievance. The Director has ten (10) working days to respond, in writing, to the statement, and must schedule a meeting with the employee to discuss the alleged grievance. This meeting should be scheduled to take place as soon as possible.

- b. Absent a timely response by the Director, employees may file an appeal with the Board President or their designee, beginning the second stage of the appeal process.
 - c. The Library Director must write to the employee informing them of any decision or action taken. This decision must hand-delivered to the grievant or sent by registered mail within five (5) working days of the meeting. The Director will document notice of delivery.
 - d. If the employee is not satisfied with the Director's decision, he or she may appeal in writing to the Board President or their designee, within five (5) working days. The employee will be assumed to be satisfied unless their grievance is appealed.
- iii. 2nd Stage: Grievance Meeting with the Board President or Their designee
- a. Should the employee be dissatisfied with the decision of the Library Director with regard to their grievance, the employee may submit a written appeal to the Library Board President or their designee, within five (5) working days after receiving a final response from the Director. After receipt of the appeal, the Board President or their designee will have up to ten (10) working days to arrange a meeting with the Director and with the employee. The Board President or their designee may also conduct interviews with individuals with knowledge related to the grievance and/or request additional documents related to the grievance.
 - b. Within ten (10) days of the meeting with both the grievant and the Director, the Library Board President or their designee will make a written recommendation to the Director as to the appropriateness of the Director's decision. The Library Director will consider the Board President's or their designee's recommendation and may reconsider their decision at this point in the process. The Library Director must issue an affirmation of their previous ruling, or any changes made after considering the Board President's or their designee's recommendation, within ten (10) working days of receiving the Board President's or their designee's recommendation.
- iv. 3rd Stage: Grievance Hearing with the Impartial Hearing Officer
- a. Should the employee be dissatisfied with the Director's final decision after the 2nd stage, the employee may submit a written appeal to the Library Board Personnel Committee Chairperson, to arrange a hearing with an Impartial Hearing Officer (IHO). Employees are required to submit their appeal within the ten (10) working day period after receiving a final response from the

- Director. The Personal Committee Chairperson may have up to twenty (20) working days to arrange a hearing with an IHO.
- b. The IHO will review all materials and interview all relevant individuals during an arranged hearing with the aggrieved employee within sixty (60) calendar days of receiving the grievance. All employees requested to attend this hearing by the IHO must be notified at least three (3) working days prior to the hearing.
 - c. All Hearings will be recorded and documentation will be collected to comply with applicable open records law and to maintain a record of the evidence in the instance of an appeal.
 - d. The IHO will seek to determine if the Library Director has shown that the situation that created the grievance transpired as described and whether the disciplinary action taken as a result of that situation was appropriate and consistent with Library policies. The decision must include findings of fact and a determination as to whether the employer has shown, by a preponderance of the evidence that the employee engaged in the alleged rule/policy violation or unsatisfactory work performance or other misconduct. The IHO shall also determine whether the discipline imposed is reasonable under the circumstances. The IHO may have up to thirty (30) working days to reach a decision after the hearing, and shall deliver a written copy of their decision to the parties. He or she will document the proof of delivery.
 - e. The employer and the employee shall each be responsible for payment of one-half of the cost incurred in retaining the impartial hearing officer and each party shall pay its own costs associated with the hearing. Either party may request, also at their own cost, a copy of the hearing record.
 - f. After ten (10) working days of receipt of the IHO's determination, should the employee and management not seek further action, both parties will be assumed to be satisfied with the decision rendered and will forfeit their rights to an appeal of the IHO's decision to the governing body.
- v. Final Stage: Final Appeal
- a. If the matter is not resolved to the employee's or Director's satisfaction, a final appeal may be made in writing to the Library Board within ten (10) working days of receipt of the decision letter of the Impartial Hearing Officer.
 - b. All decisions will be solely based upon the information gathered during the hearing with the Impartial Hearing Officer or IHO. If the Personnel Committee Chairperson participated in an earlier stage of the grievance, he or she shall recuse themselves from participation in the Final Appeal.

- c. The Library Board may take up to thirty (30) working days to review the grievance and make a decision. The Library Board may exceed this timeframe, within reason, in order to comply with public records laws and to make adequate time for reviewing evidence and deliberation. The final decision must be issued in writing to the employee within five (5) working days of the decision.
- d. The Library Board’s decision is final and no further appeals may be sought.

d. Procedure for the Library Director

- i. If a grievance concerns the Library Director, the Director may appeal a reprimand, suspension, demotion or termination of employment by proceeding to Step 2 of the above procedure: a written grievance to the Board President or their designee within five (5) working days of the incident that caused or incited the grievance. The grievance procedure continues as described above at this point, with recommendations from the Library Board President or their designee and a hearing with an IHO (if applicable) going directly to the Library Board.

G. Corrective Discipline

Occasionally, it becomes necessary for the Library Director to discipline an employee. Discipline can result when an employee’s actions do not conform with generally accepted standards of good behavior, when an employee violates work rules or when an employee’s work performance is not acceptable.

The following examples of misconduct are listed for the guidance of all employees. This is not intended to be a comprehensive list of all prohibited activities, only a list of examples of conduct that might result in discipline, up to and including termination:

- i. Sexual, racial, or other harassment of a fellow employee, or anyone that an employee may come into contact with while working for the Library.
- ii. Failure of the employee to perform their duties, as listed in the job description, with competence and integrity.
- iii. Neglect of duty, contractual obligations, or other rules and regulations.
- iv. Refusal or failure to obey legitimate orders from an immediate supervisor.
- v. Unwillingness to submit to the immediate supervisor’s authority or insulting behavior toward an immediate supervisor or co-worker.
- vi. Failure to respect confidentiality of records.
- vii. Recovering payment for time not actually on duty.
- viii. Frequent tardiness and absenteeism.
- ix. Falsification of forms or expense vouchers.

- x. Reporting for work, or while at work, visibly displaying evidence of having consumed alcoholic beverages or illegal drugs or having possession of such items.
- xi. Deliberate misuse of equipment.
- xii. Acceptance of gifts or gratuities in violation of the code of ethics.
- xiii. Failure to exercise good judgment, or being discourteous, in dealing with fellow employees or members of the public.

Employees who fail to abide by the policies and rules of the Library or who fail to perform the tasks and duties of their position are liable to corrective discipline from their immediate supervisor. Such discipline shall be in the following forms, each step normally to follow on the other, if behavior is not corrected. The Director may elect to use all or some of these forms of discipline and may skip one or more of these steps for serious misconduct:

- i. Verbal warning.
- ii. Written warning to be included in the employee's personnel file. Such written warning will be dated and signed by both the immediate supervisor and the employee, both of whom will receive a copy.
- iii. Suspension without pay.
- iv. Dismissal can occur as the last stage in progressive discipline. In addition, flagrant misconduct or commission of a crime, especially while on duty, can result in immediate dismissal.

H. Code of Ethics

The Library Director and the Library Board of the Mukwonago Community Library have adopted the American Library Association Code of Ethics (Appendix H) and the Village of Mukwonago's Code of Ethics (Appendix I) to guide the behavior of Library employees.

I. Cooperation and Courtesy

Employees are expected to cooperate with all immediate supervisors and all employees in the performance of their job duties. All employees are expected to treat each other with proper respect. Any conduct detrimental to the well-being and morale of the Library or its employees will not be tolerated. Ordinary good judgment, common sense, and common courtesy to both the public and the employee's co-workers are expected of all employees.

J. Smoking

To promote a clean and healthy work environment for all employees, smoking is prohibited in all Village buildings, including the Library. Smoking is also prohibited on Village grounds, including the Library, except for specific designated exterior areas.

K. Employee Social Media Use Policy

This policy establishes rules and guidelines concerning personal web pages or Internet sites when referencing or acting on behalf of the Mukwonago Community Library or the

Village of Mukwonago. This policy clearly identifies prohibited activities by employees on social networking and other digital forums, both on and off duty.

Professionalism, ethics, and integrity are essential to our work as we attempt to provide the best quality of governmental services to the community. To achieve and maintain the public's highest level of respect, we must place reasonable restrictions on our conduct and hold to these standards of conduct, whether on or off the job. This policy will ensure all employees treat any confidential material handled by the Library appropriately.

The Library respects an employee's rights to use social networking sites and digital forums as a medium of self-expression during non-work time. However, when statements include information about the Library or the Village that, by its nature, may compromise public confidence or cause significant disruption to the Library or the Village, the contents are restricted by this policy.

All employees utilizing social networking sites off the job should take personal responsibility for all posts made. This policy applies to written or oral forums, websites, online conversations, blogs, e-mail, and social networking sites (hereafter known as "digital forums").

- i. The following prohibited activity and guidelines apply to employees both on and off the job:
 - a. Unless in the performance of an authorized duty or with specific authorization by the Library Director or their designee, employee use of Library computers to access digital forums is prohibited.
 - b. No Library e-mail accounts may be used to register for or to respond to social networking sites and/or digital forums unless authorized by the Library Director or their designee.
 - c. Employees may not use their work e-mail for non-work related online activities and publications.
 - d. Employees are prohibited from posting content inconsistent with their duties and obligations. Offensive comments regarding protected classes (race, religion, sex, color, national origin, age, disability, ancestry, and sexual orientation), Village residents or the public in general, tend to undermine trust and confidence in the Library and the Village of Mukwonago.
 - e. The Library strictly prohibits knowingly or recklessly posting of false information about the Library or Village and its agencies, management, coworkers, and public officials.
 - f. The Library strictly prohibits the use of any social networking sites and/or digital forums for the purpose of harassment, intimidation, or retaliation against any person by an employee.
 - g. Never post confidential or proprietary information. Never publish or report on conversations meant to be private or internal to the Library.

- h. Do not cite or reference Library patrons, citizens, or suppliers without their approval.
- i. Content on social networking sites and/or digital forums is permanent, retrievable, and public. Employees should be aware that posting on websites, including social networking sites and/or digital forums, should not be presumed to be private.
- ii. Library employees are personally responsible for the content they publish on social networking sites and/or digital forums. Employees need to be mindful that what they publish will be public for a long time and are encouraged to protect their privacy.
- iii. If an employee wishes to publish content to any non-Library website that has content related to the Library or the Village of Mukwonago, they must use this disclaimer: "The postings on this site are my own and don't necessarily represent the Library's or the Village of Mukwonago's positions, strategies, or opinions."
- iv. Uphold all laws governing copyright, fair use, privacy, financial disclosure, defamation, libel and other similar issues.
- v. In addition to the rules stated, when posting to Library or Village websites and/or when representing the Library on a social networking sites and/or digital forums, employees must adhere to the following:
 - a. The Library Director may designate authorized employees to administer and provide content for the Library's social media account(s) and/or digital forums. The Library Director may revoke access to Library social media account(s) and/or digital forums at any time.
 - b. Use of social media account(s) and/or digital forums must be consistent with federal, state, and local laws, regulations, and policies, including record retention requirements.
 - c. Employees will use their actual names, not pseudonyms or any other deceptions, when interacting with the public on social media account(s) and/or digital forums.
 - d. Employees will be respectful of individuals and communities and will be polite and respectful of other opinions.
 - e. Employees will adhere to social media platform(s) and/or digital forums Terms of Use and seek to conform to each Provider's Terms of Use and cultural and behavioral norms
 - f. Employees shall not blur or combine their personal accounts with the Library's social media account(s) and/or digital forums. Employees shall use different passwords for different accounts for personal social media account(s) and/or digital forums and the Library's social media account(s) and/or digital forums.
 - g. Employees cannot use the Library's social media account(s) and/or digital forums for political purposes, to conduct private commercial transactions, or engage in private business activities.

- vi. Violations of this policy may lead to disciplinary action up to and including termination.
- vii. Upon hire, all employees must sign a the “Employee Social Media Policy Acknowledgement Form” (Appendix J). The form will be kept in the employee’s personnel file.

L. Electronic Mail (Email) and Internet Use

The Library electronic mail (email) and computer network is to be used for work-related matters only. Any and all emails created on Library computers are the property of the Library and are subject to review by the employer as well as being subject to Wisconsin’s Public Records statutes and regulations. It is expected that employee statements in electronic messages and files will be professional. Employees are expected to respect the confidentiality of messages sent to others.

Employees may not use the Library’s computers to access the Internet except for job related purposes when on duty. Employees may utilize the Library’s computers for personal use during breaks or at times when they are off-duty. Employees shall not knowingly use, view, submit, publish, display, or transmit on the Library’s network any information that utilizes the Internet for illegal purpose; conducts any gambling, betting or gaming activity; violates or infringes on the rights of any other person; contains defamatory, false, abusive, obscene, pornographic, profane, sexually oriented, threatening, racially offensive, or otherwise bias, discriminatory, or illegal materials; or violates any applicable federal, state, and local laws and regulations prohibiting sexual harassment.

Library/Village policies prohibiting sexual or other harassment are applicable to the email system. Messages that contain foul, inappropriate, or offensive language or those containing racial or ethnic slurs or sexual innuendo, are prohibited.

If the Library determines that there has been a violation of this policy, the Library will take appropriate disciplinary action, up to and including termination. An employee may also be subject to civil liability and criminal prosecution may result from certain actions.

All employees are required to cooperate with the investigation of violations of this policy. Failure to cooperate with an investigation, or making a false statement in an investigation, could subject the employee to discipline, up to and including discharge.

M. Outside Employment

Employees are discouraged from holding another full-time or part-time job if it is likely that in doing so the individual’s efficiency or effectiveness as a Library employee may be impaired; if the nature of the outside employment is such that it will reflect adversely on the Library; or if there is a potential for a conflict of interest. Employees contemplating

outside employment must secure the approval of the Library Director before accepting an offer of employment.

N. Solicitation / Distribution

In the interests of maintaining a proper business environment and preventing interference with work and inconvenience to others, employees may not distribute literature or printed materials of any kind, sell merchandise, solicit financial contributions, or solicit for any other cause during working time. Employees who are not on working time, e.g. on lunch hour or breaks, may not solicit employees who are on working time for any cause or distribute literature of any kind to them. This policy includes solicitations via email and other telephonic communication systems.

Working time does not include the time before the employee's scheduled workday begins, the time after the employee's scheduled workday ends or the employee's breaks or lunch period. Working areas includes all areas of the premises except the breakroom and the parking lot.

O. Video Surveillance

Mukwonago Community Library strives to maintain a safe and secure environment for its staff and patrons. In pursuit of this objective, selected public and staff areas of the Library premises are under continuous video surveillance and recording. Please refer to the Library's Confidentiality, Privacy, and Surveillance Policy in regards to reviewing and release of surveillance camera recordings.

VI. LEAVES OF ABSENCES

A. Vacations

Regular full-time employees, those employed for forty (40) hours per week, will be eligible for vacations based on the following schedule:

- Two weeks (10 days) of vacation upon hire
- Three weeks (15 days) of vacation after five (5) years of employment.
- Four weeks (20 days) of vacation after ten (10) years of employment.
- Five weeks (25 days) of vacation after fifteen (15) years of employment.

Part-time employees working thirty (30) hours or more per week will follow the same schedule but it will be pro-rated to the number of hours they are scheduled. For example 30-hour-per-week employees will be paid for six (6) hours per day of vacation.

New employees may take vacation time after ninety (90) days of employment. Vacation time for new hires will be prorated for the remaining months of the benefit year, with a full week granted on January 1 of the subsequent year. If a new hire separates from the Library for any reason prior to their 1st anniversary date, they will forfeit any unused vacation time and will have any time already taken subtracted from their final paycheck or otherwise reimbursed to the Library.

Employees celebrating a milestone anniversary (year 5 and every 5-year increment thereafter) will receive an extra day off to be used within the calendar year of the milestone anniversary. This day will not be paid-out or carried over if not used in the year in which it is earned.

Vacations must be used in the benefit year in which they are accrued. Vacations are not cumulative.

The employee Benefit Year coincides with the calendar year. All employees are expected to schedule and use their vacation, personal, and compensatory time during the benefit year. The Library Director may extend vacation and/or personal time up to one hundred twenty (120) days into the succeeding year. Compensatory time, either earned after the first December payroll or scheduled and then cancelled due to a departmental emergency may also be extended and used in the succeeding year within the first one hundred twenty (120) days.

Employees are discouraged from taking vacation time during certain months when the workload is particularly heavy.

Employees are encouraged to submit their vacation requests to their immediate supervisor at least thirty (30) days in advance to allow for scheduling needs of the Library.

Vacation pay for hourly employees is computed based upon the current hourly rate of pay for an eight (8) hour workday. Vacation pay for salaried employees is based upon their annual salary divided by 2,080 hours to determine an hourly rate of pay. The hourly rate of pay is multiplied by the number of vacation hours taken with a full day considered to be eight (8) hours.

B. Holidays

The Library will be closed on the following days:

- New Year's Day
- Memorial Day
- Fourth of July
- Labor Day
- Thanksgiving Day
- Christmas Eve Day
- Christmas Day
- New Year's Eve Day

Eight (8) hours of straight time pay, based on the employee's current hourly rate, will be paid to eligible regular full-time employees. Part-time employees who are scheduled to work thirty (30) hours or more, but less than forty (40) hours, will receive pro-rated pay. For example, employees who work thirty (30) hours will receive payment for six (6) hours.

If a holiday falls on a Saturday, the preceding Friday will be the holiday. If a holiday falls on a Sunday, the following Monday will be the holiday.

C. Personal Days

Four (4) personal days are given to eligible regular full-time employees and four (4) pro rated personal days are given to eligible part-time employees working thirty (30) hours or more, but less than forty (40) hours. The four (4) personal days will be taken by mutual agreement of the employee and the Library Director. These days are not cumulative and personal days not used during the calendar year cannot be carried over to the next year.

D. Sick Leave

Eligible regular full-time employees will accrue one (1) day of sick leave for every month of service completed. Eligible part-time employees working more than thirty (30) hours, but less than forty (40) hours, can accrue pro-rated sick leave. Sick leave shall not accrue for any month in which the employee is absent for fifteen (15) or more assigned work days. Sick leave may be used when the employee or a member of the employee's immediate family is ill and it is necessary that the employee care for this person until other arrangements can be made. Sick leave may not be used for injury incurred in

supplemental employment, regular doctor visits and checkups, or other routine care an employee can schedule around regular work time.

When illness develops, the employee must contact their immediate supervisor and the Library Director as soon as they find it necessary to stay at home and no later than thirty (30) minutes prior to starting time each day absence occurs. Sick leave with pay may be permitted without requiring the employee to submit a doctor's certificate provided that the Library Director has had other satisfactory evidence of an illness. The Library Director, at their discretion, may require medical certification to justify the absence.

Failure to notify the Library Director within twenty-four (24) hours from the beginning of an employee's work shift on the first day of absence may be cause for denial of sick leave credit for the period of absence. Notice of absence must be made to the Library Director; messages are not to be left with other employees in regard to employee absences.

Employees may accumulate a maximum of one hundred twenty (120) sick days. At retirement, or employee resignation, upon completion of no less than twenty (20) years of full-time service to the Library, an employee may elect one of three options for payment of accrued unused sick leave. The employee must elect their option at least ninety (90) days preceding the anticipated date of departure from the Library. Any request for exceptions to this election date requirement based upon health changes, which may force retirement, will be reviewed individually by the Personnel Committee of the Mukwonago Community Library.

On December 17th, 2013, the Village of Mukwonago Board voted to eliminate the payout of sick leave upon retirement of new employees hired on or after January 1st, 2014. The elimination of the sick leave payout benefit applies only to all Library employees hired after this date. This payout policy is further amended effective March 16th, 2016 to add the following:

- i. Employees hired prior to 1/1/2014 in a part-time, less than thirty (30) hours per week capacity and who transition to a position where they are eligible for the sick leave accumulation benefit on or after 1/1/2014, will not be eligible for a future payout of accumulated sick leave.
- ii. Employees hired prior to 1/1/2014 who separate from the Village and who are later rehired, will not be eligible for a future payout of accumulated sick leave.

An employee fraudulently using sick leave may be suspended or dismissed.

Excluded uses of sick time:

- i. Sick leave credit shall not accrue for any month in which the employee is absent for fifteen (15) or more sick days.
- ii. Injury incurred in supplemental employment.

Employees eligible for sick leave credits but who do not have an accrued bank of time available to them may borrow future credits (up to a maximum of 40 hours) to offset otherwise unpaid time off when suffering from an illness that could be spread to others. Any use of these credits must be offset as future time is accrued until the hours are repaid. An employee who separates from the Library with a negative balance will have those hours deducted from their final paycheck.

This policy will be enforced consistent with the federal Family and Medical Leave (FMLA) law. The Library reserves the right to administer this policy within its sole discretion.

E. Family and Medical Leave (FMLA and WFMLA)

The Federal Family and Medical Leave Act (FMLA) and the Wisconsin Family and Medical Leave Act (WFMLA) provide employees with the right to take unpaid leave when employees need time off from work to care for themselves or a family member who is seriously ill, to care for a newborn or newly adopted child or to attend to the affairs of a family member who is called to active duty in the military.

Since the Library is a department of the Village, the Library Director will notify the appropriate Village personnel of any potential FMLA/WFMLA leave and the Village will handle administration of the policy to ensure it is conducted in accordance with law.

Eligibility for Leave

The Village will provide employees with family and medical leave under the FMLA if they have been employed by the Village for at least twelve (12) months and have worked 1,250 hours of employment, or 52 weeks and 1,000 hours for WFMLA, in the twelve (12) month period prior to the time the leave begins. Workers' Compensation injury leaves extending longer than 3 days will be evaluated for FMLA eligibility.

Leave Entitlement

Leave under the WFMLA and FMLA will run concurrently under circumstances where an employee's use of leave qualifies under both laws. Leave for a serious health condition under the FMLA may be taken intermittently or on a reduced leave schedule when medically necessary. Leave under the WFMLA may be taken intermittently or on a reduced schedule basis. An employee taking an intermittent or reduced schedule leave under the FMLA may be temporarily transferred to a position which better accommodates the leave.

WFMLA:

Employees are allowed up to 10 workweeks of unpaid leave in a calendar year as follows:

- Up to six (6) weeks of unpaid leave for the birth or adoption of a child.
- Up to two (2) weeks of unpaid leave for the care of a child, spouse, domestic partner, parent of a domestic partner, parent or parent-in-law with a serious health condition.

- Up to two (2) weeks of unpaid leave for the employee’s own serious health condition that makes the employee unable to perform their duties.

FMLA:

Employees are allowed up to 12 workweeks of unpaid leave in a rolling calendar year beginning with the first date of a requested leave for any combination of the following:

- Birth, adoption or foster care placement of the employee’s child.
- To care for the employee’s spouse, child or parent who has a serious health condition.
- For the employee’s own serious health condition.
- Due to any qualifying exigency arising as a result of the employee’s spouse, son, daughter or parent serving on active military duty in a foreign country. The U.S. Department of Labor defines nine circumstances that constitute a “qualifying exigency”:
 - Short-notice deployment (7 days' notice or less)
 - Attend military events/ceremonies and related activities related to active duty or call to active duty
 - Childcare and school activities
 - Financial and legal arrangements
 - Counseling
 - Spend time with a military member who is on temporary rest and recuperation leave
 - Post-deployment activities
 - Arrangements for elder care
 - Additional activities not encompassed in the other categories, but agreed to by the employer and employee

Employees are allowed up to twenty-six (26) workweeks of unpaid leave in a single twelve (12)month period to care for their parent, spouse, child or next of kin who is a current member of the Armed Forces, including a member of the National Guard or Reserves, or a veteran, and who has a serious injury or illness incurred or aggravated in the line of duty within the last five (5) years that may render the service member medically unfit to perform their duties and for which the service member is undergoing medical treatment, recuperation, or therapy, is in outpatient status, or is on the temporary disability retired list.

Serious Health Condition

Under the FMLA/WFMLA, a “serious health condition” is defined as an illness, injury, impairment, or physical or mental condition that involves either an overnight stay in a medical care facility, or continuing treatment by a health care provider for a condition that either prevents the employee from performing the functions of the employee’s job, or prevents the qualified family member from participating in school or other daily activities. Subject to certain conditions, the continuing treatment requirement may be

met by a period of incapacity of more than three (3) consecutive calendar days combined with at least two (2) visits to a health care provider or one (1) visit and a regimen of continuing treatment, or incapacity due to pregnancy, or incapacity due to a chronic condition.

Notifying the Library of Your Need for Family Medical Leave

In the event an employee would like to request family or medical leave, the Library Director must be notified, if at all possible, at least thirty (30) days before the date on which leave is to begin. A form to request family or medical leave is available from the Library Director. In an emergency situation, notice must be given to the Library Director of the need for leave as soon as possible.

Generally, after an absence of five (5) days, the Library Director will notify the Village who will then send the FMLA application and certification documents. Where the leave may be a qualifying leave, the employee must complete the documents and provide medical certification. The Village may treat undocumented absences as unexcused. The medical certification requirements of this policy do not preclude the Village from requesting medical certification for absences of less than five (5) days.

Employees must make reasonable efforts to schedule leave for planned medical treatment so as not to unduly disrupt the Library's operations.

Certification

An employee taking leave involving the serious health condition of the employee or the employee's family member, or the serious injury or illness of a covered service member, may be required to provide medical certification completed by a health care provider within fifteen (15) days of the Library's request for certification. The Village may require second or third medical opinions, and/or re-certifications from employees taking FMLA/WFMLA leave, as it deems necessary, and as permitted by law.

An employee taking leave due to a qualifying exigency arising as a result of the employee's spouse, son, daughter, or parent serving on active military duty in a foreign country may be required to provide documentation verifying the need for such leave. In such instances, the employee is required to provide the requested documentation within fifteen (15) days of the Village's request for the documentation.

Employees returning to work after the completion of FMLA/WFMLA leave for their own serious health condition may be required to submit a fitness-for-duty certification verifying their ability to perform the essential functions of their position.

The Genetic Information Nondiscrimination Act of 2008 (GINA) prohibits employers and other entities covered by GINA Title II from requesting or requiring genetic information of an individual or family member of the individual, except as specifically allowed by law. To comply with this law, the Village requires that employees not provide any

genetic information when responding to requests for medical information associated with FMLA leave. "Genetic information," as defined by GINA, includes an individual's family medical history, the results of an individual's or family member's genetic tests, the fact that an individual or an individual's family member sought or received genetic services, and genetic information of a fetus carried by an individual or an individual's family member or an embryo lawfully held by an individual or family member receiving assistive reproductive services.

Failure to comply with the certification requirements under this policy may result in the delay or denial of FMLA/WFMLA leave, in which case an employee's absences may be subject to the Library's regular attendance policies.

Substitution of Paid Leave for Unpaid FMLA and/or WFMLA

The Library requires employees to use accrued paid leave for unpaid FMLA leave. Employees may elect to use accrued paid leave for unpaid FMLA/WFMLA leave. Worker's Compensation leaves will run concurrently with any FMLA/WFMLA leave. Employees may not use accrued leaves to supplement worker's compensation benefits.

Health Care Coverage and Benefits While on Leave

An employee's health care coverage will not end because an employee is away from work for leave that qualifies under the FMLA or WMLA, unless the employee chooses to end coverage. Employees may elect to continue health care coverage insurance while on a family medical leave but must pay for the employee cost of coverage during the leave. Other employment benefits, such as group life and disability coverage, may be continued by the employee during the leave but the employee must pay for the employee cost of coverage. The election to continue health care coverage and the other benefits insurance must be made on the Benefit Election Form, which is available from your department head. The Village will notify you when payments are due for the continuation of coverage.

Return to a Position at the End of Leave

At the end of an employee's family and medical leave, they will be returned to their former position or, if the position is filled, to equivalent employment with the Library. If an employee wants to return to work before their leave is scheduled to end, the employee must notify the Library Director. If the reason for leave was due to the serious health condition of the employee, a fitness for duty certification form must be provided to the Library Director before returning to work. If this form is not received, the employee's return to work will be delayed until it is received. An employee's failure to submit a fitness for duty certification to return to work at the end of a medical leave of absence may result in termination of employment for non-disciplinary fitness reasons.

If an employee is unable to return to work at the end of FMLA leave due to continuing medical issues, the Library will engage with the employee to determine if a reasonable ADA accommodation is possible to enable the employee to return to work.

Failure to Meet Policy Requirements

If the employee fails to meet the requirements of this policy for family and medical leave, the request for leave may be denied until the requirements are met.

If you have any questions regarding the operation or interpretation of this family and medical leave policy, please contact the Library Director.

Employer Responsibility

The law requires that employers covered under the FMLA inform employees requesting leave whether they are eligible under FMLA. If they are, the notice must specify any additional information required (e.g., medical certification), as well as the employees' rights and responsibilities. If they are not eligible, the employer must provide a reason for the ineligibility. Covered employers must inform employees if leave will be designated as FMLA-protected and the amount of leave counted against the employee's leave entitlement. If the employer determines that the leave is not FMLA-protected, the employer must notify the employee.

It is unlawful for any employer to: (1) interfere with, restrain, or deny the exercise of any right provided under FMLA; or (2) discharge or discriminate against any person for opposing any practice made unlawful by FMLA or for involvement in any proceeding under or relating to FMLA.

An employee may file a complaint with the U.S. Department of Labor or may bring a private lawsuit against an employer for violation of the FMLA. FMLA does not affect any federal or state law prohibiting discrimination, or supersede any state or local law or collective bargaining agreement which provides greater family or medical leave rights.

F. Bereavement Leave

Time off with pay will be granted to full-time employees for an absence to attend the funeral or to handle related family matters caused by the death of a family member.

- i. Three (3) working days for will be given for the death of a mother, father, child, spouse, sister, brother, mother-in-law or father-in-law, brother-in-law, sister-in-law, step-parents, step-children, step-siblings, step-grandchildren, grandparents and grandchildren.
- ii. An employee shall not be compensated for any days on which they are not scheduled to work in that three (3) day period.

G. Jury and Witness Duty

The Library complies with all applicable laws concerning jury and witness duty. For purposes of this policy, an employee will be deemed to be required to serve as a witness only in cases in which the employee is not a party and is compelled to attend by subpoena. Employees must provide proof of such subpoena service.

Employees shall be granted a leave of absence to a maximum of ten (10) working days per calendar year and shall be compensated in an amount equal to the difference, if any, between regular Library compensation and compensation received for jury duty, exclusive of travel compensation. Upon return from witness or jury duty, the employee must present the check stub(s) or voucher(s) reflecting duty payment.

H. Military Duty

If an employee is called to active military duty or to the Reserve or National Guard training, or if the employee volunteers for the same, they are to submit copies of the military orders to the Library Director as soon as possible. The Library will grant a military leave of absence without pay for the period of military service, in accordance with applicable federal and state laws. The employee's eligibility for reinstatement after the military duty or training is completed is also determined in accordance with applicable federal and state laws.

I. Library Director Extended Absence

In the event the Library Director will be absent for seven (7) working days or more, including weekends and all days the Library is open to the public, they will notify the Library Board President and will determine a chain of command including identifying who will be acting as Library Director and the Library Board's contact.

VII. OTHER EMPLOYEE BENEFITS (refer to the Village handbook for further information)

A. Health Insurance

All regular full-time employees and part-time employees scheduled to work thirty (30) hours or more per week are eligible for group medical insurance benefits the first of the month after a full month of employment. Since the Village of Mukwonago contracts with the state for health insurance benefits, the provider of the insurance may change from one year to the next and/or the employee may have a choice of more than one insurance provider. The Village of Mukwonago will provide health insurance information, including deductibles and cost of premiums, to the Library employees in October so each employee can make an informed decision.

B. Continuation of Health Insurance

All employees eligible for group health insurance are eligible for continuation of that health insurance coverage when certain events occur. Also, a spouse and/or dependent children may become eligible for continuation coverage when certain events occur.

Complete information about the circumstances under which the employee, a spouse and/or dependent children may become eligible for continuation coverage will be given to the employee at the time they becomes covered by the Village group health plan.

C. Health Reimbursement Account (HRA)

Effective January 1, 2021, the Village will no longer provide funding to HRAs for employees to use towards dental or vision expenses. Active employees with HRA balances will be provided information on a 2021 deadline to use any remaining balances before the accounts are closed.

D. Dental and Vision Insurance

Employees may take advantage of basic dental coverage available through their health plan election as well as any supplemental Vision and Dental plans offered. Participation in dental and vision plans are at 100% employee cost.

E. Life Insurance

The Library, through the Village of Mukwonago, shall provide and maintain life insurance for full-time employees at a benefit level equal to the nearest \$1,000 of the employee's salary, as provided by the Group Insurance Plan for Employees of Wisconsin Municipalities. The Village will allow an employee to upgrade their policy limits and/or add dependent coverage through the Wisconsin State Retirement Program, provided such coverage is available, at the employee's expense.

F. Worker's Compensation

Each employee is covered by Worker's Compensation insurance in the event of an injury at work and the injury requires a doctor's attention. This insurance is fully paid by the Library. Any accident, however minor, must be reported to the Library Director

immediately so the proper forms can be completed and filed with the necessary insurance provider.

If an employee is injured in the course of employment, subject to Worker's Compensation, the Village shall pay the difference between the Worker's Compensation benefits and 80% of the employee's regular rate of pay for 365 days.

Upon returning from a work-related injury, the employee may be required to provide a certification from the treating physician verifying that they are able to safely perform their normal job duties. In the event the treating physician identifies restrictions and/or limitations on the employee's ability to perform their job responsibilities, the Library will consider whether it can provide a restrictive or light duty position for the employee.

G. Retirement

Effective January 1, 2001, all full-time employees will be covered by the State of Wisconsin Retirement System (WRS), in accordance with Chapter 40 of the Wisconsin Statutes. All part-time employees working a minimum of 1200 hours in at least ten (10) of twelve (12) consecutive months are also covered. The Library will pay the employer's share of the WRS contribution and the employee will pay the employee's share of the WRS contribution.

H. Deferred Compensation

Effective January 1, 2001, the Library will make a contribution equal to two and one half (2.5%) of all full-time employees' wages to a deferred compensation system.

I. Longevity Compensation

After five (5) years of continuous service, a full-time employee may be eligible to receive longevity compensation. Longevity is paid once each year during the first pay period in December. Longevity rates are as follows:

After five (5) years of employment	\$250.00
After ten (10) years of employment	\$350.00
After fifteen (15) years of employment	\$450.00
After twenty (20) years of employment	\$500.00

For an employee who leaves employment by voluntary resignation or retirement, the Library will provide pro-rated longevity pay to that employee based on the number of months worked prior to leaving employment. The Library reserves the right to change or eliminate the longevity rates with or without notice.

J. Flexible Spending Plan

This is an IRS approved pre-tax program that can be used to help with out-of-pocket expenses not covered by the existing primary insurance coverage. It is available to those employees who work thirty (30) or more hours per week and who request it. At present, the limit is \$2,500 per year.

Appendix A

**Mukwonago Community Library
Personnel Policy Receipt Acknowledgement Form**

I acknowledge that I have received and read the Mukwonago Community Library Personnel Policy and understand the provisions contained therein. I understand that the terms described in the Personnel Policy may be altered, modified, changed, or eliminated by the Library Board or by the Village of Mukwonago at any time, with or without prior notice.

I understand that this Personnel Policy supersedes any previous handbook or policies I may have received, making them void.

I understand that I may ask for a copy of this this form after I sign it and that the original will be placed in my personnel file.

I further understand that the Mukwonago Community Library Personnel Policy and any other provisions contained therein do not constitute a guarantee of employment or an employment contract, express or implied. I understand that, as a non-represented employee, my employment is “at will” unless covered by Civil Service provisions or other applicable State of Wisconsin statutes or Village of Mukwonago ordinances or policies, and my employment may be terminated at any time for any reason, with or without cause, and with or without notice.

Signature of Employee _____

Date _____

Signature of Library Director _____

Date _____

Appendix B

**Mukwonago Community Library
Remote Work Arrangement Form**

Once a Library employee, their immediate supervisor, and the Library Director agree that remote work is the best option for the employee, this form must be filled out and signed by all parties before the remote work arrangement can go into effect.

Employee's Name _____

Position _____ Typical hours per week _____

Remote Work Dates _____ to _____

Employee's Contact Information

Cell Phone # _____ Home Phone # _____

Home Address _____

Emergency Contact Information

Emergency Contact name _____

Relationship _____ phone # _____

Equipment

Computer ID _____

Computer Peripherals (circle all that apply): mouse keyboard speakers
other _____

Other Equipment or Supplies _____

Schedule of Work and Check-Ins – Attach a sheet describing duties and check-in schedule.

As an employee, I understand that I must adhere to all aspects of the Remote Work Arrangement policy. All equipment must be returned within 5 days of my return.

Employee Signature _____ Date _____

Supervisor Signature _____ Date _____

Director Signature _____ Date _____

Appendix C

**Mukwonago Community Library
Employee Performance Standards Rubric**

PERFORMANCE STANDARDS			
	Below Expectations	Meets Expectations	Exceeds Expectations
Adaptability	<p>Is rigid and resists change</p> <p>Insists that their way is the only way to get something done</p> <p>Is unresponsive to alternative methods</p>	<p>Adjusts to changes in situations without apparent difficulty</p> <p>Is responsive to alternative methods</p> <p>Demonstrates openness to new organizational structures, procedures, and task requirements</p>	<p>Adapts quickly to rapidly changing situations</p> <p>Very receptive to considering alternative approaches and/or methods</p> <p>Looks for ways to help others adapt to change</p>
Attendance	<p>Unexcused absences</p> <p>Improper use of sick leave</p> <p>Fails to follow proper procedures relating to absences</p> <p>Is unconcerned about coverage or library events when scheduling time off</p> <p>Not dependable - late or absent without proper notification or preapproval</p>	<p>Uses only necessary sick leave</p> <p>Follows proper procedure for reporting absences</p> <p>Makes a concerted effort to arrive on time for their assigned shift</p>	<p>Employee had no unexcused absences</p> <p>Is willing to reschedule planned time off if unexpected work demands require it</p> <p>Employee is consistently punctual and is willing to assist when requests are made to cover shifts or take on extra hours. Manages time effectively.</p>
Communication Skills	<p>Interrupts while others are speaking or engages in side conversations rather than listening to the speaker</p> <p>Has difficulty communicating ideas verbally: uses jargon or terms not easily understood by others</p> <p>Written work is unclear or disorganized; style may be inappropriate; or content might not convey the appropriate amount of information required</p>	<p>Understands the most important aspect of communication is the act of listening and actively strives to improve those skills.</p> <p>Speaks with confidence using clear, concise language and is easily understood</p> <p>Produces well thought-out, professional correspondence or reports free of grammatical and spelling errors</p>	<p>Demonstrates active listening skills with the ability to accurately interpret and restate what the speaker has said</p> <p>Verbally presents ideas demonstrating an understanding of both topic and audience</p> <p>Demonstrates ability to document complex details and technical issues in an orderly, coherent style that is meaningful to the intended audience, as well as the ability to influence others by modeling</p>

Communication Skills (cont.)	Comes across as either rude or too-casual in phone or email communications.	Transparently shares important information with others and communicates in a clear and concise manner	appropriate body language and nonverbal communication
Customer Service / Focus	<p>Displays lack of concern for patrons and their issues</p> <p>Fails to display empathy toward patrons</p> <p>Fails to provide resources or accurate information</p> <p>At times, is unfriendly or disengaged towards patrons</p> <p>Avoids eye contact</p> <p>Often gives incomplete or incorrect answers to patron questions</p> <p>Inconsistently greet patrons</p>	<p>Creates positive image and shows concern for patrons needs</p> <p>Provides the patrons with resources and accurate information</p> <p>Greets patrons as they come in the Library</p> <p>Attempts to make eye contact or otherwise acknowledge every patron</p> <p>Seeks out the correct information to answer patron questions and follows up with customers and coworkers to ensure satisfaction</p>	<p>Takes extraordinary steps to assist patrons with their information needs or with using the library</p> <p>Displays a sense of approachability by being alert and willing to be of assistance</p> <p>Knows and greets many patrons by name</p> <p>Asks follow up questions to be sure patrons are satisfied with the answer to their questions</p> <p>Willingly puts in extra time and effort in crisis situations; goes the “extra” mile to ensure customer and coworker needs are met</p> <p>Encourages and instructs staff to present a cheerful and accommodating manner with customers and coworkers</p>
Initiative	<p>Does not evaluate situations for potential issues; or take steps to resolve any problems that do arise</p> <p>Rarely uses knowledge to interpret or anticipate needs that could result from a proposed action</p> <p>Cannot or will not “think out of the box” to resolve a problem</p>	<p>Demonstrates the ability to foresee problems and takes action to prevent or minimize them</p> <p>Utilizes analytical skills to effectively interpret and anticipate needs when proposals are being considered</p> <p>Successfully accomplishes all tasks and assignments</p> <p>Has goals and works towards them</p> <p>Displays the desires to improve performance and knowledge</p>	<p>Regularly plays devil’s advocate to consider potential problems and actions that could prevent or minimize the issues</p> <p>Provides imaginative approaches which are highly effective in problem definition and resolution</p> <p>Thinks “outside the box”</p> <p>Highly motivated individual</p> <p>Without direction, identifies job tasks and completes them</p>

Job Knowledge / Pride	<p>Displays limited knowledge, abilities, attitudes and skills to be effective in their position</p> <p>Does not take pride in their work and duties as assigned</p>	<p>Demonstrates the essential knowledge, abilities, attitudes, and skills to be effective in their position</p> <p>Takes pride in their work and consistently performs job duties as assigned</p> <p>Executes the job with accuracy and thoughtfulness</p>	<p>Actively seeks feedback and uses it to improve performance</p> <p>Utilizes skill and knowledge in assessing, responding to or referring to problems</p> <p>Able to work with appropriate staff from other departments</p> <p>Demonstrates willingness to adapt to needed change, learning new skills / tools</p> <p>Creatively seeks solutions to problems and issues</p>
Judgment	<p>Makes limited attempt to identify or resolve problems; is critical of others' ideas and proposals</p> <p>Does not contribute to the development of new ideas to improve work processes or systems</p>	<p>Identifies and assesses problems, explores options, and implements appropriate solutions using applicable policies and guidelines</p> <p>Actively contributes to the development of new ideas and approaches that will improve work processes and systems</p>	<p>Consistently looks beyond the immediate situation when considering problems and potential solutions</p> <p>Seeks out and proposes new (realistic) ideas that will improve the efficiency and effectiveness of Library processes</p>
Policies and Procedures	<p>After receiving direction, does not follow Library policies</p> <p>Unfamiliar of current Library policies and procedures</p> <p>Incorrectly or inconsistently applies policies and procedures</p> <p>Has difficulty understanding applicable policies and procedures</p> <p>Requires supervisor interaction in most cases</p>	<p>Knows and follows Library policies</p> <p>Displays understanding by the daily application of policies in work behavior</p> <p>Knows Library core values</p> <p>Is aware of changes to policies, and procedures</p> <p>Understands and applies applicable policies, and procedures</p> <p>Can handle routine interactions without supervisor interaction</p>	<p>Assists other staff in understanding and applying the policies and procedures of the library</p> <p>Helps with the updates and continuations of the policies and procedures to reflect current thinking in library science</p> <p>Displays an in-depth knowledge of library laws, policies, and procedures</p> <p>Brings changes in policies and procedures to staff</p>
Reliability	<p>Underestimates how long it will take to complete duties</p>	<p>Determines the appropriate allocation of time to ensure completion of all duties</p>	<p>Expert at determining priorities and completing tasks accordingly</p>

<p>Reliability (cont.)</p>	<p>and is often late in completing them on time</p> <p>Focuses on lower priority items at the expense of tasks that are more important.</p> <p>Becomes defensive or argumentative when issues arise for which they are responsible</p> <p>Blames others for problems</p> <p>Resists direction</p> <p>Does not accept assigned tasks without complaint</p>	<p>Balances conflicting priorities in order to manage workflow, ensure the completion of essential projects, and meet critical deadlines</p> <p>Remains calm and open to information when issues arise for which they are responsible</p> <p>Is willing to fix the problem and implement change to prevent future issues</p> <p>Accepts corrective direction designed to improve performance</p> <p>Accepts assigned tasks</p>	<p>Completes assignments in a timely manner</p> <p>Work is thorough and accurate</p> <p>Makes an effort to improve performance beyond the direction provided with positive results</p>
<p>Team Work / Work Environment</p>	<p>Shows lack of respect for Supervisor</p> <p>Undermines Supervisor's authority</p> <p>Argues with Supervisor</p> <p>Shows disrespect for other staff members</p> <p>Does not maintain acceptable working relationships with other staff members</p> <p>Works against the goals of the Library in its efforts to provide service to the community.</p> <p>Fails to display common courtesy.</p> <p>Has a negative demeanor bringing negative energy into the workplace or into a patron interaction</p>	<p>Maintains good working relationships with supervisor and supports the supervisor in achieving the goals of the Library</p> <p>Acts as a leader who understand the importance of supporting the supervisor</p> <p>Maintains good productive working relationships with library staff</p> <p>Displays a positive and courteous attitude in the work environment</p> <p>Brings a positive energy to the workplace and with patrons</p> <p>Demonstrates tact and diplomacy when resolving conflicts, addressing concerns and working with various constituencies and treats others with courtesy and respect</p>	<p>Takes a leadership role with the Library in its efforts to provide service to the community</p> <p>Always is positive with a courteous, professional and "can do" attitude</p> <p>Takes initiative to improve working relationships and foster feelings of mutual respect with coworkers and customers</p> <p>Builds trust and creates a positive work environment by inclusion and supportive approaches to daily activities</p>

ADDITIONAL FACTORS: PERFORMANCE STANDARDS RUBRIC (AS APPLICABLE)

	Below Expectations	Meets Expectations	Exceed Expectations
Budgets	<p>Does not understand the general ledger and library budget impact of financial processes or decisions</p> <p>Does not make careful use of budgeted amounts</p> <p>Spends budget too quickly or too slowly causing workflow problems</p>	<p>Has a working knowledge of how all financial processes and decisions impact the general ledger and library budget</p> <p>Spends budget throughout the year to keep workflow on pace</p> <p>Makes effective use of budget</p>	<p>Can expertly predict the impact of all financial processes and decisions – particularly when something new is being proposed</p>
Decision-Making	<p>Does not use sound judgment in making decisions; is unwilling or unable to make a reasonable decision without direction</p> <p>Does not bring problems or issues to appropriate personnel in a timely manner</p> <p>Seeks guidance beyond what would be expected for the level of experience possessed</p>	<p>Exhibits sound judgment and ability to make reasonable decisions in the absence of direction</p> <p>Swiftly refers problems / issues to the appropriate person(s) when necessary</p> <p>Works effectively without constant and direct supervision or guidance</p>	<p>Routinely makes reasonable decisions without guidance or direction.</p> <p>Proactively assesses non-routine tasks or challenges and comes up with effective and efficient ways of completing them</p>
Professional Development	<p>Does not understand the importance of lifelong learning for all levels of library work and shows little interest in partaking in outside workshops, continuing education opportunities, or professional development courses</p> <p>Does not take the steps and makes little effort to seek out new opportunities to learn new applicable knowledge to job position</p>	<p>Attends continuing education and professional development opportunities as assigned, as well as seeks out opportunities for professional growth and development</p> <p>Pursues further learning and is open to exploring multiple formats and practices for self-directed learning</p> <p>Uses what was taught during continuing educational sessions to improve goals, professional work, programming, customer services, and implementation of new library trends</p>	<p>Understands the importance of lifelong learning for all levels of library work and actively pursues personal and professional growth through continuing education</p> <p>Recognizes the value of professional networking and actively participates in professional opportunities</p> <p>Seeks opportunities to apply new knowledge and to share best practices, research and experiences with colleagues</p> <p>Routinely seeks feedback from their supervisor to identify appropriate areas for learning</p>

<p>Programming</p>	<p>Is not actively involved in organizing and promoting creative, unique, and engaging programs</p> <p>Hesitates in trying new programming and fails to adapt to the change in customer interest</p>	<p>Organizes and promotes creative, unique and engaging programs based on the interests of the community</p> <p>Maintains open communication with supervisor when researching, planning, and implementing programs and maintains statistics for programs created</p> <p>Is not afraid to try new programs or adapt to the change in customer interest</p> <p>Creates consistent promotional items for programs, events, and classes, taking into account previously approved materials, programming dates, and library expectations</p>	<p>Seeks out extra programming opportunities beyond what is assigned</p> <p>Regularly researches creative and incentive programming ideas while ensuring community needs are met</p> <p>Seeks ways to improve programming numbers and customer response to programs with survey questionnaires, or other data gathering tool as approved by the Director</p> <p>Regularly uses library programming trends and best practices to plan and implement new programs, as well as create interest throughout the community</p>
<p>Project Management</p>	<p>Fails to lead work teams with clear direction and effective communication</p> <p>Does not monitor nor evaluate projects and does not use the results for project improvement</p> <p>Lacks basic principles and procedures of project management</p>	<p>Monitors and evaluates projects and uses the results for project improvement</p> <p>Develops a work plan with tasks, timeframes, milestones, resources and realistic deadlines</p>	<p>Employs sound project management principles and procedures in the planning and implementation of programs and services</p> <p>Leads work teams with clear direction and effective communication</p>
<p>Reference</p>	<p>Fails to be on time for beginning of Reference Desk shifts and leaves desk during scheduled shift to remain in office</p> <p>Fails to greet patrons and is reluctant in assisting with customer service requests</p> <p>Fails to gain knowledge of available resources and has limited knowledge of library technology, databases,</p>	<p>On time to the Reference Desk at the beginning of shifts and does not leave desk shifts early, greets customers with an open and friendly manner, answers customer requests for information in person, over the phone, and electronically, and refers customers to additional sources as needed</p> <p>Assists customers with library technology, databases,</p>	<p>Volunteers and assists with filling-in for extra shifts on the Reference Desk</p> <p>Spends little to no time chatting with desk partner while on desk</p> <p>Roams the stacks during off desk time to seek out customers that may need assistance</p> <p>Maintains a clean and tidy workspace at the Reference Desk</p>

	<p>websites, and software applications</p> <p>When not busy at the Reference Desk, does not make an effort to perform other duties while on shift</p>	<p>websites, and software applications</p> <p>Provides readers' advisory services to customers, assists customers in locating or placing requests for items</p> <p>Performs other duties on desk as assigned while maintaining an open and available attitude and always puts customers first</p>	<p>Continuously researches current library trends and practices and searches for ways to implement all trends at MCL</p> <p>Active interest in creating, assisting, and maintaining monthly book displays</p> <p>Creates new book lists and subject guides with approval of the Director</p> <p>Regularly updates brochures and subject guides so as to keep information up to date</p>
Supervisory Skills	<p>Has a negative demeanor bringing negative energy into the workplace or into a patron interaction</p> <p>Fails to build trust or relationships with staff members and shows disrespect to them</p> <p>Does not delegate decision-making authority and task allocation appropriately to maximize the effectiveness of the department's efforts</p>	<p>Maintains a positive attitude and sets an example for others to follow</p> <p>Fosters an environment based on integrity and high ethical standards</p> <p>Engages people in both creative and critical thinking</p> <p>Demonstrates familiarity with a problem solving process / framework</p>	<p>Manages own area of responsibility without regularly intruding upon the scheduled time of other staff members</p> <p>Understands the goals and needs of the library and its staff as a whole</p> <p>Gains the respect and trust of fellow staff members by acting as a good role model</p> <p>Articulates the mission, vision and values of the library</p> <p>Motivates and inspires coworkers</p> <p>Delegates decision-making authority and task allocation appropriately to maximize the effectiveness of the department's efforts</p>

Appendix D

**Mukwonago Community Library
Employee Performance Annual Evaluation Form**

Date _____

Name of Employee _____

Job Title _____ Department _____

Name of Supervisor/Evaluator _____

Evaluation Period from _____ to _____

Rating Guideline:

3 = Exceeds Expectations: Employee consistently performs above the established performance standard for the competency. In addition, the employee regularly makes positive contributions to the library 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.

2 = 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.

1 = Below Expectations: Employee is not meeting a significant number of performance standards established for the competencies required of this position. Employee lacks the required knowledge, skills and abilities and is unable to perform many of the tasks required of the position. Corrective measures are necessary and a formal performance plan should be implemented.

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.

Job Functions for Period of Evaluation	Performance of Job Functions. Quality of work, productivity, knowledge of task.	Rating (1-3)
1.		
2.		
3.		

Additional Factors	Comments (Necessary for any rating of 1 or 3.) List examples when able to.	Rating (1-3)
Adaptability (ability to adapt to change, being open to new ideas, proactive mindset, handling pressure and uncertainty)		
Attendance (includes tardiness, leaving early, unplanned absences, long lunch hours, excessive break time)		
Communication Skills (written and verbal, listening, sharing information with coworkers)		
Customer Service / Focus (service to the public and coworkers, friendliness and respectful, interaction with supervisor / director, building relationships, positive attitude)		
Initiative (seeking out new responsibilities, generating new ideas, creativity, self-development)		
Job Knowledge / Pride (demonstrates the essential knowledge, abilities, attitudes, and skills to be effective in their position)		
Judgment (problem solving, thoughtful and timely decisions)		
Policies and Procedures (understands, follows, and enforces library policies and procedures, technical knowledge, aware of any changes in policies and procedures)		
Reliability (timeliness and completion of job tasks, work standards, working independently, accepting accountability, ability to take constructive criticism, accepts responsibility and direction)		
Team Work / Work Environment (promoting mutual respect, advocating for the library, knowledge and following of safety policies, keeping workplace safe, etc. Team contributor and cooperative team spirit)		
OTHER (Please list other common factors to consider for employees in same classification)		

ADDITIONAL FACTORS FOR EMPLOYEES WITH LEAD OR SUPERVISORY RESPONSIBILITIES

Budgets (managing, tracking and adjusting, communicating on budget priorities, and collaborating for future planning)		
Decision Making (dealing with crisis, able to manage risk, considers impact of decisions, understanding boundaries, etc.)		
Professional Development (stays current with any changes developments in the field, participates in staff training)		
Programming (assists, develops, and executes programs and events throughout the year based on community needs)		
Project Management (develops and adheres to policies and procedures, establishes and maintains project goals, outlines and understands roles / responsibilities)		
Reference (assists patrons of all ages in their use of the library at the Reference Desk. Researches and provides answers to all reference questions)		
Supervisory Skills / Leadership (helps motivate and coach staff, fair, develops shared sense of purpose, delegating responsibility)		

Supervisor Comments:

Employee Comments:

Recommendations / Future Goals and Objectives:

- 1.
- 2.
- 3.

Annual Increase Recommended? Yes No From Pay Rate \$_____ To Pay Rate \$_____

Signature of Employee _____

Date _____

Signature of Supervisor/Director _____

Date _____

Appendix E

**Mukwonago Community Library
Employee Performance Periodic Evaluation Form**

Date _____

Name of Employee _____

Job Title _____ Department _____

Name of Supervisor/Evaluator _____

Evaluation Period from _____ to _____

Employee's Goals and Objectives:

- 1.
- 2.
- 3.

Highlights since we last met:

Greatest strengths with regards to position:

Support Needed?

Improvements / Suggestions prior to next evaluation:

Signature of Employee _____

Date _____

Signature of Supervisor/Director _____

Date _____

Appendix F

**Mukwonago Community Library
Harassment Complaint Form**

Date _____

Name of Complainant _____

Job Title _____

Complaint Statement: (circle one) Typed below OR See attachment

Relief Sought: (circle one) Typed below OR See attachment

Signature of Complainant _____

Date submitted _____

Signature of Supervisor/Director _____

Date received _____

Appendix G

**Mukwonago Community Library
Grievance Submission Form**

Date _____

Name of Grievant _____

Job Title _____

Grievance Type: (circle one) Disciplinary OR Work Place Safety

Grievance Statement: (circle one) Typed below OR See attachment

Relief Sought: (circle one) Typed below OR See attachment

Signature of Grievant _____

Date submitted _____

Signature of Library Director _____

Date received _____

Appendix H

American Library Association Code of Ethics

As members of the American Library Association, we recognize the importance of codifying and making known to the profession and to the general public the ethical principles that guide the work of librarians, other professionals providing information services, library trustees and library staffs.

Ethical dilemmas occur when values are in conflict. The American Library Association Code of Ethics states the values to which we are committed, and embodies the ethical responsibilities of the profession in this changing information environment.

We significantly influence or control the selection, organization, preservation, and dissemination of information. In a political system grounded in an informed citizenry, we are members of a profession explicitly committed to intellectual freedom and the freedom of access to information. We have a special obligation to ensure the free flow of information and ideas to present and future generations.

The principles of this Code are expressed in broad statements to guide ethical decision making. These statements provide a framework; they cannot and do not dictate conduct to cover particular situations.

1. We provide the highest level of service to all library users through appropriate and usefully organized resources; equitable service policies; equitable access; and accurate, unbiased, and courteous responses to all requests.
2. We uphold the principles of intellectual freedom and resist all efforts to censor library resources.
3. We protect each library user's right to privacy and confidentiality with respect to information sought or received and resources consulted, borrowed, acquired or transmitted.
4. We respect intellectual property rights and advocate balance between the interests of information users and rights holders.
5. We treat co-workers and other colleagues with respect, fairness, and good faith, and advocate conditions of employment that safeguard the rights and welfare of all employees of our institutions.
6. We do not advance private interests at the expense of library users, colleagues, or our employing institutions.
7. We distinguish between our personal convictions and professional duties and do not allow our personal beliefs to interfere with fair representation of the aims of our institutions or the provision of access to their information resources.

8. We strive for excellence in the profession by maintaining and enhancing our own knowledge and skills, by encouraging the professional development of co-workers, and by fostering the aspirations of potential members of the profession.
9. We affirm the inherent dignity and rights of every person. We work to recognize and dismantle systemic and individual biases; to confront inequity and oppression; to enhance diversity and inclusion; and to advance racial and social justice in our libraries, communities, profession, and associations through awareness, advocacy, education, collaboration, services, and allocation of resources and spaces.

Adopted at the 1939 Midwinter Meeting by the ALA Council; amended June 30, 1981; June 28, 1995; January 22, 2008; and June 29, 2021.

Appendix I

Village of Mukwonago Code of Ethics

It shall be the duty of Library Employees to comply with Wisconsin Statutes and Village Ordinances with respect to the proper and appropriate conduct of their positions. Mindful of Village goals and objectives, Village Employees:

Shall perform all mandatory, nondiscretionary and ministerial duties of their positions with the time and manner required by law.

Shall devote attention to their duties, uphold the law and conduct Village business with fairness, integrity and professionalism with full regard to the public trust of the office.

Shall not receive any additional salary, benefits, or reimbursement for expenses for work performed pursuant to a Village contract for services where that employee is currently being compensated by the Village for that work under existing conditions of hire with the Village.

Shall never act in excess of lawful authority or commit an act forbidden by law within their official capacity.

Shall not in their capacity as employees make entry in an account, record book, return, certificate, report or statement, which in a material respect, intentionally and knowingly falsifies.

Shall not under color of their position as a Village Employee intentionally solicit or accept for the performance of any service or duty anything of value including, but not limited to, any gift, loan, favor or service, given for the purpose of influencing them in the discharge of official duties.

Shall not use Village property, facilities, or resources strictly for private or personal gain for themselves, family or others.

Shall not use confidential information for their personal gain or benefit for that of family or others.

Shall act in what is conceived to be in the best interest of the citizens of the entire Village. Similarly, shall grant no special consideration or treatment to any citizen beyond that which is available to every other citizen.

Shall not participate either directly or indirectly in purchases for personal use for less than full value by utilizing discounts or tax exemptions allowed to the Village.

Nothing in this code shall deny any employee the rights of a citizen under the Constitution of the United States of America, Constitution of the State of Wisconsin, Wisconsin Statutes or any other bona fide regulations of this State.

Employees shall be made aware of this code at the time of their election, employment or appointment. In the event an action is brought against a Village Employee for violations of this code, discipline, including discharge, may be assessed.

Appendix J

**Mukwonago Community Library
Employee Social Media Policy Acknowledgement Form**

CERTIFICATION

I, _____, certify that I have read and understand the section of the Mukwonago Community Library’s Personnel Policy regarding social media and/or digital forum use and will adhere to all provisions. I understand that I may ask for a copy of this form after I sign it and that the original will be placed in my personnel file.

Signature of Employee _____

Date signed _____

Signature of Library Director _____

Date received _____

Revision History

- August 27, 2012** Personnel Policy created.
- August 17, 2017** Grievance procedure revised to replace the Village Administrator in the second step of the grievance process with the Library Board President or his/her Designee. Approved by the Library Board.
- November 15, 2018** Section II, Item A: Approve addition of language “Prescribing duties and compensation of all Library employees “to the Primary Responsibilities of the Library Board.
- Section II, Item B: Approve addition of language “including selecting all Library material according to policies approved by the Board” to the Primary Responsibilities of the Library Director.
- Section III, Item C: Approve addition of language ‘It has been and shall continue to be Library policy to recognize the competence and ability of applicants for employment and existing employees’ to the Equal Employment Opportunity Policy Statement.
- Section III, Item D: Approve elimination of “Regular employees are those employees who have successfully completed their orientation period” and remaining sections in which the term “regular” is used.
- Section III, Item D: Approve addition of language under Employment Classifications.
- Section III, Item G: Approve new section entitled Voluntary Termination/Resignation.
- Section III, Item H: Approve new section entitled Reasonable Accommodation Policy.
- Section IV, Item J: Approve new language under Personal Appearance.
- Section IV, Item Q: Approve new language “Cost of alcoholic beverages shall not be reimbursed”.
- Section IV, Item C: Approve new section entitled Meals and Rest Periods.
- Section IV, Item F: Approve new language under Absence/Tardiness.

Section IV, Items L and M: Approve addition of language ‘Please see the Library Position Compensation and Performance Evaluation Policy for more details’ to Work Performance and Employee Evaluations and Salary Increases.

Section IV, Item R: Approve addition of language ‘The employee must have approval from the Library Director prior to purchasing’.

Section V under Harassment: Approve new language ‘If the allegation is against the Library Director, please refer the allegation to the Chairperson of the Personnel Committee.

Section V, Item E: Approve the replacement of Village Administrator with Library Director under ‘Harassment Complaint Procedure’ and the replacement of Village Administrator with the Library Board’s Personnel Committee under ‘Responsibility of Library Director’.

Section V, Item K: Approve the removal of Village Administrator from Social Media Use procedures.

Section V, Item O: Approve new language to indicate use of video surveillance on Library premises.

Section VI, Item D: Approve new language to indicate the elimination of sick leave payout benefits upon retirement of new employees hired on or after January 1st, 2014.

Section VII, Item C: Approve new language to include ‘Health Reimbursement Accounts (HRA).

February 11, 2021

Section IV, Item J: Add language to reference Dress Code Policy

Section VII, Item C: Approve new language to delete ‘Health Reimbursement Accounts (HRA).

Section VII. Item D: Change language to reflect indicate that dental coverage is 100% employee cost.

October 14, 2021

Formatting, language, and continuity updates throughout.

Section VI, Item A Vacation Policy carryover revised to match Village policy wording.

Section VI, Item C Health Reimbursement Account updated to reflect that the Village no longer provides funding for HRAs.

Section VI, Item I Director Extended Absence added.

June 9, 2022

Updated formatting to standard and added hyperlinks for ease of use

Consistently used title “Personnel Policy” instead of “Employee Handbook” to avoid confusion and align with Waukesha County Library Standards

Section III, Item A, “Recruitment” section expanded and clarified

Section III, Item C, “Equal Opportunity Policy Statement” added “gender identify or expression” and used neutral singular pronoun “they” throughout the document

Section III, Item F, “Identification Badges and Nametags” added

Section III, Item J, “Remote Work Arrangement Policy” integrated into Personnel Policy

Section IV, Item E, “Time Sheets” procedures updated to reflect Village’s adoption of online timecard software

Section IV, Item I, “Personal Calls and Cellphone Use” updated to reflect use of smartphones and include language to notify employees of compliance with public records laws

Section IV, Item N, “Employee Training, Development, and Reimbursement” clarified to reflect different options for professional development and add language to say the Library will pay for professional association memberships if budget allows

Section IV, Item V, “Library Position Compensation and Performance Evaluation Program Policy” integrated into Personnel Policy and Library Board approved rubrics added as Appendices C, D, and E

American Library Association Code of Ethics and Village of Mukwonago Code of Ethics removed from body of policy and created into Appendices H and I, respectively

February 8, 2024

Section IV.V., included new Village Handbook language providing for 1% and 2% pay increases based on performance; removed language associated with bonuses; added language acknowledging new staff organization structure including Associate Directors

Section V.K., integrated parts from the standalone “Social Media Policy” that reference personnel into this section of the Personnel Policy; renamed section “Employee Social Media Policy” for clarity

Section VI.A., included new Village Handbook language increasing vacation days upon hire to two weeks

Section VI.E., replaced old FMLA language with Village’s language for consistency and to ensure adherence to law

Appendix J., updated the signature form for social media acknowledgement and renamed “Employee Social Media Acknowledgement Form” to cross reference to the updated section