

ORDINANCE NO. 2056

An ordinance related to 2016 wage and fringe benefits for Village personnel of General Classification and Management commencing January 1, 2016

At a regular meeting of the Village Board of the Village of Shorewood, Milwaukee County, Wisconsin, held on the 7th day of December 2015, a quorum being present and a majority of the Board voting therefore, said Board does ordain as follows:

SECTION 1

That the Village Board of the Village of Shorewood does hereby approve a wage schedule for employees of the General Classification and Management of the Village for a period commencing January 1, 2016 as more specifically described in the attached schedule marked "Exhibit A" which is incorporated by reference and made a part hereof as if fully set forth herein and in "Exhibit B," the Human Resource Manual dated December 17, 2012. Copies are available for inspection at Shorewood Village Hall and as attached.

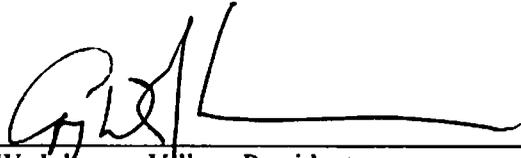
SECTION 2

That all ordinances or parts of ordinances conflicting with the provisions of this ordinance are hereby to such extent repealed.

SECTION 3

That this ordinance shall be in force and take effect from and after its passage.

PASSED AND ADOPTED this 7th day of December, 2015, by the Village Board of the Village of Shorewood, Milwaukee County, Wisconsin.



Guy W. Johnson, Village President

Countersigned



Tanya O'Malley, Village Clerk

EXHIBIT A

Effective January 1, 2016 – 1.75% Increase

GENERAL CLASSIFICATION PERSONNEL

Title	Dept	FT/PT	2015	2016
			1-Jan	1-Jan
			1.5%	1.75%
Hourly				
¹ Administrative Payroll Specialist	VMO	FT	19.23	20.43
Assistant to the Finance Director	FINANCE	P (94%)	25.63	26.08
² Administrative Assistant II, PDD	PDD	FT	16.83	18.00
³ Building Inspector	PDD	FT	28.50	29.40
⁴ Code Enforcement Officer	PDD	FT	24.16	24.91
Customer Service Associate (2)	CS	FT	16.24	16.52
Administrative Assistant II, DPW	DPW	P (95%)	21.29	21.63
Senior Resource Coordinator	SRC	P (90%)	25.16	25.60
Senior Resource Program Assistant	SRC	P (30%)	13.66	13.90
Lead Building Inspector	PDD	FT	33.65	34.24
Administrative Assistant II, Police	PD	FT	22.25	22.64
Court Clerk	PD	FT	22.20	22.59

¹ Per Letter of Agreement upon hiring dated September 2015.

² Below minimum hourly range for position in 2015; increase brings employee to minimum of pay band.

³ Receiving additional increase to compensate for additional certification received.

⁴ Receiving additional increase to compensate for additional certification received.

MANAGEMENT

Title	Dept	F/PT	2015	2016
			1-Jan	1-Jan
			1.5%	1.75%
Hourly (Exempt Status)				
¹ Assistant Director of Public Works	DPW	FT	35.63	37.02
² Assistant Village Manager	VMO	FT	32.69	33.65
Customer Service Director/Deputy Clerk	CS	FT	30.77	31.31
Deputy Police Chief	PD	FT	45.66	46.46
Director of Public Works	DPW	FT	41.35	42.07
³ Finance Director	FINANCE	FT	39.90	41.35
Planning and Zoning Administrator	PDD	FT	28.88	29.39
⁴ Police Chief	PD	FT	47.60	49.52
⁵ Village Clerk/Treasurer	CT	FT	35.82	37.02
Village Manager	VMO	FT	51.05	51.94

¹ Per Letter of Agreement upon hiring dated June 2015.

² Per Letter of Agreement upon hiring dated March 2015.

³ Per Letter of Agreement upon hiring dated August 2013.

⁴ Per Employment Agreement upon hiring dated April 2015.

⁵ Per Letter of Agreement upon hiring dated June 2015.

POLICE DEPARTMENT

Title and Steps	2015	2016
	1-Jan	1-Jan
	1.5%	1.75%
Public Safety Clerk & CSO (hourly)		
Step 1 - Probation	15.96	16.24
Step 2 - 6 months	16.43	16.72
Step 3 - 18 months	16.93	17.23
Step 4 - 30 months	17.41	17.71
Step 5 - 42 months	17.94	18.25
Public Safety Clerk (1952 hours)		
Step 1 - Probation	14.96	15.22
Step 2 - 6 months	15.42	15.69
Step 3 - 18 months	15.88	16.16
Step 4 - 30 months	16.34	16.63
Step 5 - 42 months	16.84	17.13
Community Service Officer (hourly)		
Step 1 - Probation	15.94	16.22
Step 2 - 6 months	16.42	16.71
Step 3 - 18 months	16.91	17.21
Step 4 - 30 months	17.41	17.71
Step 5 - 42 months	17.94	18.25

DEPARTMENT OF PUBLIC WORKS

	2015	2016
	1-Jan	1-Jan
	1.5%	1.75%
Range 1 – General Laborer		
Step 1 – Probation	15.15	15.42
Step 2 – 6 months	18.18	18.50
Step 3 – 18 months	18.50	18.82
Step 4 – 30 months	18.83	19.16
Step 5 – 42 months	19.17	19.51
Step 6 – 54 months	19.76	20.11
Range 2 – Equipment Operator, Forester 1		
	1.5%	1.75%
Step 1 – Probation	18.18	18.50
Step 2 – 6 months	23.24	23.65
Step 3 – 18 months	23.66	24.07
Step 4 – 30 months	24.08	24.50
Step 5 – 42 months	24.51	24.94
Step 6 – 54 months	25.27	25.71

Range 3 – Forester II, Route Collector, Utility Equipment Operator

1.5% 1.75%

Step 1 – Probation	18.40	18.72
Step 2 – 6 months	23.52	23.93
Step 3 – 18 months	23.86	24.28
Step 4 – 30 months	24.34	24.77
Step 5 – 42 months	24.81	25.24
Step 6 – 54 months	25.59	26.04

Range 4 – Utility Operator 1, Street Leader

1.5% 1.75%

Step 1 – Probation	18.79	19.12
Step 2 – 6 months	23.92	24.34
Step 3 – 18 months	24.21	24.63
Step 4 – 30 months	24.69	25.12
Step 5 – 42 months	25.24	25.68
Step 6 – 54 months	25.93	26.38

Range 5 – Utility Operator II, Forestry Leader, Craftsman, Mechanic, Electrician

1.5% 1.75%

Step 1 – Probation	19.00	19.29
Step 2 – 6 months	24.06	24.42
Step 3 – 18 months	24.36	24.73
Step 4 – 30 months	24.90	25.27
Step 5 – 42 months	25.39	25.77
Step 6 – 54 months	26.16	26.55

Range 6 – Chief Mechanic, Chief Craftsman, Chief Electrician

1.5% 1.75%

Step 1 – Probation	19.91	20.26
Step 2 – 6 months	25.09	25.53
Step 3 – 18 months	25.40	25.84
Step 4 – 30 months	25.95	26.40
Step 5 – 42 months	26.53	26.99
Step 6 – 54 months	27.31	27.79

Range 7 – Utility Foreman

1.5% 1.75%

Step 1 – Probation	20.68	21.04
Step 2 – 6 months	25.82	26.27
Step 3 – 18 months	26.17	26.63
Step 4 – 30 months	26.76	27.23
Step 5 – 42 months	27.31	27.79
Step 6 – 54 months	28.15	28.64

EXHIBIT B

VILLAGE OF SHOREWOOD
HUMAN RESOURCE MANUAL
DATED DECEMBER 17, 2012

(ATTACHED)



Human Resource Manual

2012 Update

Adopted by the Village of Shorewood
Board of Trustees on December 17, 2012

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1.INTRODUCTION TO YOUR NEW EMPLOYER

A. Purpose of Manual

Welcome to the Village of Shorewood! The intention of this Manual is to establish and maintain a fair and reasonable system for administration of all personnel matters. In addition, the guidelines set forth in this Manual were established to develop a safe, effective, and efficient working environment.

This Manual is designed to provide information and direction to all Village of Shorewood employees on a wide variety of personnel matters. Please read through this Manual carefully. It will provide you with basic information regarding employment with the Village.

This Employee Manual has been prepared for informational purposes only. None of the statements, policies, procedures, rules, or regulations contained herein constitutes a guarantee of employment, a guarantee of any other right or benefit, or a contract of employment, express or implied. Generally, Village employees are employed "at-will," and employment is not for any definite period. Employment "at will" means that you can terminate your employment with the Village or the Village may terminate your employment with or without notice at any time, for any reason. Any or all provisions, policies, and procedures set forth in this Manual may be altered, modified, changed, suspended or eliminated at any time by the Village with or without notice. The policies, practices and benefits of the Village will be applied to a particular situation and interpreted by the Village as it, in its sole discretion, deems appropriate.

All new employees shall be given a copy or access to a copy of this Manual before initiating the duties of their position. New employees shall read the Manual and complete the Acknowledgement and Understanding form found in the Appendices section. This form shall be submitted to the Department Head within seven (7) days of employment.

B. The Village of Shorewood

Shorewood is a Village incorporated under the general statutes of the State of Wisconsin. The Village citizens elect the Village President and six Village Trustees who together make up the Village Board of the Village of Shorewood. The Village President and Trustees are elected at large for three year terms. The Village Board establishes policy of the Village, approves the annual budget, approves annual capital improvement programs, and establishes wages and conditions of employment.

The administrative operation of the Village is under the authority of the Village Manager, who is hired by the Village Board. The Village Manager is the chief executive officer of the Village and is responsible for the operation of the Village, the hiring and termination of most employees, the supervising of employees, the administration of the budget after it is approved by the Village Board, the preparation of the annual budget, the purchasing of Village supplies, and the coordination of the activities of all departments of the Village. The staff of the Village is responsible to the Village Manager for their activities. The Village Manager is responsible to the Village Board.

C. Scope of this Manual

This Manual covers all employees of the Village, including elected officials and appointed members of boards and committees.

This Manual may be updated or revised from time to time, as the Village deems necessary or desirable. The Village Board or its authorized delegate reserves the right to make any revision, addition, deletion, or other change to the Manual's provisions at any time and without advanced notice.

All previous Village of Shorewood Personnel Manuals that state the personnel policies, practices, and procedures of the Village are considered to be null and void with the publication and distribution of this Manual.

D. Conflicts

If and to the extent that any provision contained in this Manual conflicts with any civil service regulation, statute, law, contract or collective bargaining agreement in effect, the regulation, statute, law, contract, or collective bargaining agreement shall prevail.

E. Definitions

The Village maintains standard definitions of employment status and classifies employees for purposes of personnel administration and related payroll transactions according to the following definitions:

Department Head or "Department Manager." Management staff with direct supervision and oversight of one of the following nine (9) departments:

- Clerk/Treasurer's Office
- Customer Service Center
- Finance Department
- Library
- Planning & Development
- Police Department
- Public Works (Administration and Operations)
- Village Manager's Office

Exempt Employee. Employees whose positions meet the requirements established by the Fair Labor Standards Act (FLSA) and State law, and who are exempt from overtime pay requirements.

Part-time/Seasonal/Temporary Employees. Employees who work less than 1040 hours in a calendar year (except Police Regular Part-time Employees working more than 976 hours per year and Library Regular Part-time Employees) or hold jobs of a limited duration due to peak workloads, special projects, or emergencies. These employees are only eligible for benefits required by law.

Regular Full-time Employee. An employee who works at least 1,664 hours (32 hours per week) or 1952 hours for police department employees who work a 4-2 (4 on, 2 off) in any calendar year, has been properly appointed to a Village position under law, and is employed in a non-temporary position. Regular full-time employees are eligible for all Village benefits. Full-time employees who work under 40 hours per week are eligible for pro-rated benefits.

Regular Part-time Employee. An employee who works at least 1,040 hours in a calendar year or 976 hours/year for Police Department part-time employees who work a 2-4 (2 on, 4 off) schedule, whose workload is regular and constant, who has been properly appointed to a Village position under law

and is employed in a non-temporary position. Regular part-time employees are eligible for pro-rated benefits.

Retirement. Employee meets the criteria to be considered eligible for retirement under the provisions of Chapter 40 of the Wisconsin Statutes related to public employee retirement.

Village Manager. An employee, under the direction and authority of the Village Board, who supervises, administers and coordinates the activities and functions of the Village.

Volunteers. Individuals who provide assistance to the Village of Shorewood without financial gain.

F. Management Rights:

Management retains all rights of possession, care, control and management that it has by law, and retains the right to exercise these functions. The exercise of such powers, rights, authority, duties and responsibilities by the Village, the adoption of policies, rules, regulations and practices in furtherance thereof, and the use of judgment and discretion in connection therewith shall be limited only to the precise extent such functions and rights are explicitly, clearly and unequivocally restricted by the express terms of this Manual and then only to the extent such specific and express terms hereof are in conformance with the Constitution and laws of the State of Wisconsin and the United States. These rights include, but are not limited by enumeration to, the following rights:

- To direct all operations of the Village;
- To establish and require observance of reasonable work rules and schedules of work;
- To hire, promote, transfer, schedule and assign employees in positions within the Village;
- To suspend, discharge and take other disciplinary action against employees;
- To relieve employees from their duties because of lack of work or any other legitimate reason;
- To maintain efficiency of Village operations;
- To take whatever action is necessary to comply with State or Federal law, or to comply with state or Federal court or agency decisions or orders;
- To introduce new or improved methods or facilities;
- To select employees, establish quality standards and evaluate employee performance;
- To determine the methods, means and personnel by which Village operations are to be conducted;
- To take whatever action is necessary to carry out the functions of the Village in situations of emergency;
- To determine the educational policies of the Village; and
- To contract out for goods and services.

2. EMPLOYMENT POLICIES AND PRACTICES

Pre-Employment Policies

A. Equal Employment Opportunity Policy

It has been and shall continue to be the policy of the Village of Shorewood to recognize the competence and ability of applicants for employment and existing employees. The Village will provide equal employment opportunities to all individuals pursuant to applicable law regardless of race, age (40 or over), sex, creed or religion, color, qualified disability, marital status, military or veteran status, sexual orientation, genetic information, national origin, ancestry, arrest record, conviction record (unless there is a substantial relationship between nature and timing of the crime and the nature of the job), or any other characteristic protected by law. This policy applies to all employment decisions including, but not limited to, recruitment, hiring, compensation, benefits, promotions, transfers, layoffs, discipline, termination, and other conditions of employment.

If you have a problem or concern in any matter relating to equal employment opportunity, please discuss it as soon as possible with your immediate supervisor or the Village Manager.

B. Non-Harassment Policy

Every employee of the Village has the right to work in an environment free from harassment. Harassment of any employee on the basis of his or her race, religion, color, national origin, age, gender, sexual orientation, marital status, or the presence of any physical, mental, or sensory disability is a serious violation of Village policy and will not be tolerated.

Harassment is a form of discrimination which is offensive, impairs morale, undermines the integrity of employment relationships, and causes serious harm to the productivity, efficiency, and stability of our organization.

All employees have a right to work in an environment free from discrimination and harassing conduct, including sexual harassment. Harassment on the basis of an employee's race, color, creed, ancestry, national origin, age (40 and over), disability, gender, arrest or conviction record, marital status, sexual orientation, membership in the military reserve or use or nonuse of lawful products away from work is expressly prohibited under this policy. The basis of the harassment does not matter. The Village prohibits all form of harassment, including, but not limited to:

- Verbal harassment, such as making derogatory statements, epithets, or slurs to or about another person or group;
- Visual harassment, such as displaying offensive posters, cartoons, or drawings; and
- Physical harassment, such as threatening, assaulting, or physically interfering with another person or making other inappropriate or unwelcome physical contact.

This policy will be issued to all current employees and during orientation of new employees.

2.B.1. Definitions

In general, harassment means persistent and unwelcome conduct or actions on any of the bases underlined above. Sexual harassment is one type of harassment and includes unwelcome sexual advances, unwelcome physical contact of a sexual nature or unwelcome verbal or physical conduct of

a sexual nature.

Unwelcome verbal or physical conduct of a sexual nature includes, but is not limited to:

- The repeated making of unsolicited, inappropriate gestures or comments;
- Making unwelcome sexual advances or requests for sexual favors;
- Sexually motivated physical contact; or
- The display of offensive sexually graphic materials not necessary for our work;

Harassment on any basis (race, gender, age, sexual orientation, disability, etc.) exists whenever:

- Submission to harassing conduct is made, either explicitly or implicitly, a term or condition of an individual's employment;
- Submission to or rejection of such conduct is used as the basis for an employment decision affecting an individual;
- The conduct interferes with an employee's work or creates an intimidating, hostile or offensive work environment.

You cannot be forced to submit to sexual harassment as a basis for any employment decision. In addition, the Village will attempt to prevent and promptly eliminate any conduct that creates an intimidating, hostile, or offensive work environment for our employees.

2.B.2. Recognizing Harassment

Harassment may be subtle, manipulative and is not always evident. It does not refer to occasional compliments of a socially acceptable nature. It refers to behavior that is not welcome and is personally offensive. All forms of gender harassment are covered. Men can be sexually harassed; men can harass men; women can harass other women. Offenders can be managers, supervisors, co-workers, and non-employees such as clients or vendors.

2.B.3. Examples of Prohibited Conduct:

The following conduct will be considered to be sexual harassment or another form of harassment or inappropriate behavior in our workplace or in connection with work-related activities:

Verbal: Jokes, insults and innuendoes (based on race, sex, age, disability, etc.), degrading sexual remarks, referring to someone as a stud, hunk or babe; whistling; cat calls; comments on a person's body or sex life, or pressures for sexual favors.

Non-Verbal: Gestures, staring, touching, hugging, patting, blocking a person's movement, standing too close, brushing against a person's body, or display of sexually suggestive or degrading pictures, racist or other derogatory cartoons or drawings.

This list is not intended to be exhaustive. For example, any particular conduct described above may also be inappropriate outside the workplace if the conduct may adversely affect the work environment. Similarly, a consensual relationship does not justify inappropriate displays of affection or other sexual statements or activities during working hours or at work-related functions. Any questions about whether your particular conduct is prohibited under this policy should be discussed with your supervisor or the Village Manager.

2. B.4. Procedures for Handling Harassment Claims

No employee, elected official or appointee to a board or committee shall engage in any conduct contrary to these provisions. Violations may result in termination of employment or removal from office.

If any employee feels that they have witnessed or have been subject to any harassment, they should immediately report the harassment to his/her immediate supervisor, the Department Head, or the Village Manager. If the harassment involves the immediate supervisor or department head, it should be immediately reported to the Village Manager. If the harassment involves the Village Manager, it should be immediately reported to the Village President. If the harassment involves a Village Trustee, Village President, Municipal Judge or other volunteer it should be immediately reported to the Village Manager.

The Village will promptly and thoroughly investigate complaints, and if the Village determines that an employee is guilty of harassing or discriminating against another employee, appropriate disciplinary action will be taken against the offending employee, up to and including termination of employment.

The Village Board will not be involved in such an investigation unless the employee who is being investigated pursuant to this procedure is the Village Manager.

The Village understands that these matters are sensitive and will therefore attempt to keep all employee complaints and communications, such as interviews and witness statements, in confidence.

The Village prohibits any form of retaliation against any employee for filing a good faith complaint under this policy or for assisting in a complaint investigation.

If you are not satisfied with the results of the investigation or follow-up action, or if further harassment or other unacceptable conduct occurs, you should contact the Village Manager promptly. If you believe that you have been retaliated against for bringing a complaint or providing information related to a complaint, the Village urges you to use the reporting procedure described in this policy.

The Village recognizes that the question of whether a particular action or incident is a purely personal, social relationship, without a discriminatory employment effect, requires a factual determination based upon all facts in each individual case. Given the nature of this type of discrimination, the Employer recognizes also that false accusations of sexual harassment can have serious effects on innocent women and men. We trust that all employees of the Village will continue to act responsibly to establish a pleasant working environment free of discrimination.

C. Recruitment, Selection, and Orientation

The Village will attempt to select the candidate it determines is the most qualified for any position. As such, the following guidelines will be considered in the recruitment, selection, and orientation process.

2.C.1. Recruitment and Application Process

When a position becomes vacant or when a new position is requested, the Department Head will review the position, its job description and the need for such a position prior to any posting or advertisement of the vacancy. The Department Head will prepare and submit a written request to fill the position to the Village Manager or his/her designee. The position will be posted and/or advertised only after the Village Manager or his/her designee has approved the request; with regard to library and police positions, the Department Head seeks approval from the Library Board and Police Commission, respectively.

With respect to recruitment of employees, the following applies:

The Library Board is charged with the duties as outlined in Section 43.58, Wis. Stats., with relation to library employees.

The Police Commission is charged with the duties as outlined in Chapter 16, Section 6, Police Commission – Creation and Functions, of the General Ordinances of the Village of Shorewood, with relation to law enforcement officers.

2.C.2. Application Process

All applications for employment must be submitted to either (1) the Village Manager's Office as noted on the application or (2) the Department that is requesting to fill the position. All applications should be fully completed, signed and dated by the applicant to be considered. Resumes may be submitted in addition to the application, but will not replace such. Any applicant supplying false or misleading information is subject to immediate disqualification or termination, if hired. The Village will consider all applicants, including current employees, who have applied for the vacant position. Residency within the Village generally will not be a condition of initial appointment or continued employment, provided, however, that an employee's selection of residence does not interfere with the daily performance of his/her duties and responsibilities.

Applicants for positions for which the applicant is expected to operate a motor vehicle must be at least eighteen years old and will be required to present a valid Wisconsin driver's license upon employment with any necessary endorsements. Driving records of applicants may be checked. Applicants with poor driving records, as determined by the Village, may be disqualified for employment with the Village in positions requiring operation of Village owned vehicles.

The Village may conduct certain background procedures as required by law or Village policy. Examples of such procedures include: criminal background checks, pre-employment credit checks, reference checks, requiring applicants/ employees to show proof that they are authorized to work in the U.S. and requiring applicants/employees who have unsupervised access to children and developmentally disabled adults to complete a disclosure statement. Applicants may be disqualified from employment as a result of background checks. The Village may administer pre-employment examinations to test the qualifications and ability of applicants, as determined necessary by the Village. The Village may contract with any competent agency or individual to prepare and/or

administer the examination. Village reserves the right to perform psychological tests upon job applicants, as determined to be necessary by the Village Manager and the Department Head. Any Village testing procedure, if it is applied, shall be uniformly conducted. All information provided to the Village will be maintained in confidence in accordance with the Americans with Disabilities Act and Health Insurance Portability and Accountability Act.

The Village Manager or his/her designee will/may request a criminal records check through the Wisconsin Department of Justice or other appropriate agencies, prior to an offer of employment. A conviction, plea of no contest, plea of guilty, or pending charge which the candidate has acknowledged in writing, will not prohibit employment unless the circumstances of the offense are substantially related to the responsibilities or duties of the job for which the applicant is applying.

If a criminal records check reveals a conviction, plea of no contest, plea of guilty, or pending charge the employee has failed to disclose, the finding may constitute cause for dismissal or refusal to hire the applicant. Employment may be refused, suspended, or terminated if an individual is subject to a pending criminal charge or is convicted of a criminal offense which is substantially related to the circumstances of his/her particular job in the Village.

2.C.3. Pre-Employment Medical Examination

After a conditional offer of employment has been made and prior to commencement of employment, the Village may require persons selected for employment in some job classifications to successfully pass a medical examination (which may include testing for illegal and controlled substances). The purpose of the examination is to determine if the individual is physically able to perform the essential functions of the job without creating a direct threat to the health, safety or wellbeing of other employees or the public. The offer of employment may be conditioned on the results of the examination.

If a medical examination is required, all information provided to the Village will be maintained in confidence in accordance with the Americans with Disabilities Act and Health Insurance Portability and Accountability Act. All applicants required to take a medical examination will be required to sign the standard consent and release form permitting the examining physician to disclose the results of the physical examination to the Village. If the applicant questions the result of the physical examination, he or she will be given an opportunity to comment, submit additional information including statements from other physicians, and/or request another physical examination (at the cost of the Village).

A candidate may be withdrawn from consideration if found physically unable to perform the essential functions of the position with reasonable accommodation; the candidate refuses to submit to a medical examination or complete medical history forms; or if the exam reveals use of illegal and/or controlled substances.

2.C.4. Volunteers

Volunteers may be recruited by individual Department Heads to assist with the provision of Village programs/services. Volunteers may complete a Village application form including references. All volunteers will be supervised by a regular employee or designated volunteer supervisor.

2.C.5. Selection

The Village will hire individuals upon the basis of their qualifications for the job for which they have

applied, which will usually include a consideration of, but shall not be limited to, an employee's knowledge, skills, and ability to perform the functions of the applied-for position efficiently and effectively. Every effort will be made to hire new employees for positions which best utilize their abilities and in which they will be able to achieve both personal satisfaction and opportunity for growth.

D. Employment Policies

The Village is committed to complying fully with the Americans with Disabilities Act (ADA), Fair Labor Standards Act (FLSA), Immigration Reform Act, Health Insurance Portability Accountability Act (HIPAA), Family and Medical Leave Act (FMLA), Worker's Compensation, and all other applicable Federal and State laws.

E. Policy on Hiring of Immediate Relatives

Relatives of current employees of the Village will be considered on an equal basis for employment. However, you may not directly or indirectly supervise, or be supervised by, an immediate relative (defined as: your spouse, domestic partner as defined by state FMLA, your children and their spouses and children, your parents and their siblings, your siblings and their spouses and children, your grandparents, your spouse's siblings and their children, or anyone living in your household; the foregoing categories include adoptive, step and foster relationships as well as the blood and marital relationships encompassed by those categories).

In the event that the marriage or cohabitation of employees places them in violation of this policy, they will be given the opportunity to decide between themselves which of them is to resign or, if feasible, they may be given the opportunity to transfer to a different position within the Village where this policy would not be violated. This policy does not provide any assurance or guarantee that another position in the Village will be available under such circumstances. If the employees fail to make this election within thirty (30) calendar days of the start of violation of this policy, the employee with the shorter length of service with the Village will be transferred or discharged. If persons employed by the Village as of 12/31/06 are married as of that date or prior, they will be exempt from this provision.

F. Employees of other Agencies

Employees of other agencies who may be providing services to the Village under inter-local or other agreements shall not be considered employees of the Village even if they are supervised or assigned work by Village personnel.

G. Employee Dress and Uniforms

2.G.1. Employee Dress – General

As a Village employee, your appearance reflects upon the Village. You are expected to present yourself for work in a well groomed manner at all times, in attire appropriate to the position you hold, with safety in mind for the functions you perform. If you have questions about appropriate attire or appearance, please see your Department Head. Library employees adhere to the policies contained in the Library Operations Policy Manual. Police Department employees adhere to the policies contained in the Police Department's Policy and Procedure Manual.

Uniforms, with the Village emblem affixed to them, shall be required to be worn by each regular

employee on each working day in those departments in which uniforms are to be worn by employees. Village emblems to be attached to the uniforms will be furnished by the Village.

Uniforms, other than as outlined in departmental policy, shall not be worn unless permission is obtained from the Department Head/Village Manager.

2.G.2. Employee Uniform Reimbursement

Full-time employees, who are eligible to receive uniform reimbursement, shall be reimbursed upon presentation of receipts for the items purchased, in an amount which does not exceed Four hundred dollars (\$400) per year. This reimbursement shall be for employee purchase of uniform items identified in the policies of the Department in which the employee is working. The annual reimbursement account may be drawn upon as each employee purchases uniforms and submits validated paid receipts for the items purchased. If the employee decides to use the vendor provided by the Village, the vendor will submit the bill directly to the Village for payment.

Police Department employees shall be subject to the terms of Article XVIII of the 2012-14 collective bargaining agreement between the Village and the Shorewood Police Association Local 307. Police Lieutenants shall be subject to directives stated by the Department with regard to appropriate casual/formal uniforms.

For Police Department Public Safety Clerks and Community Service Officers: Full time employees will receive four (4) uniform shirts and four (4) pair of pants. If any uniform shirt or pants is worn out, the employee will receive a replacement.

Part time employees will receive a prorated uniform allowance consisting of two (2) shirts and two (2) pants.

The Village will pay the cost of safety lenses, and seventy-five dollars (\$75) per year toward the cost of safety frames, for all regular full-time employees who need them; such glasses and frames shall be provided only as the Village shall arrange and direct. If the lenses/frames are broken on the job, they shall be replaced by the Village, pursuant to the above cost-sharing guidelines. (Village will apply basic protective eye wear). The cost of replacement safety lenses will be deducted from the annual uniform allowance of \$400.

2.G.3. Employee Uniforms

Employees who wear uniforms are obligated to maintain their uniforms, keeping them clean, neat and free of holes and frays.

2.G.4. Casual Day Dress

The Village Hall has a casual/jean day every Friday. Although the day is termed "casual," Village employees are expected to dress in an acceptable fashion. Appropriate casual day dress shall be governed by applicable Department policy. Shorts are not permissible. Shirts should have a collar (dress crew, polo, or henley) and should not display any inappropriate advertising, graphics or slogans. Brand names such as Chaps or Guess and municipal memberships are permissible. All clothing must be clean, neat, and free of holes and frays. Clean athletic shoes are permissible. Sandals that are of a professional appearance are permissible. Flip flops are not permissible. If you have questions about appropriate attire or appearance, please see your Department Head. Police Department employees must adhere to Police Department directives:

H. Alcohol and Substance Abuse

The Village's philosophy on substance abuse has two focuses:

1. a concern for the well-being of the employee and
2. a concern for the safety of other employees and members of the public.

It is the policy of the Village of Shorewood to maintain a drug-free workplace. The manufacture, distribution, dispensation, possession, use, or being under the influence of unlawful drugs or alcohol on Village premises, in Village vehicles, or during work hours by Village employees is strictly prohibited. Moreover, at no time will any employee enter a tavern during working hours unless explicitly directed or authorized by an immediate supervisor or in the performance of law enforcement duties. This does not apply to persons taking prescription drugs, as directed by a physician or dentist, provided such use shall not endanger the employee or others. It is the employee's responsibility to verify with his/her physician, dentist, or pharmacist whether or not a prescription or over-the-counter drug will impair performance and to notify his/her supervisor of the impairment and the period of time the medication will be used. The Department Head or Village Manager may elect to place an employee on a leave of absence if the Department Head or Village Manager determines that the use of the prescription or drug while on duty by the employee in question will constitute an imminent risk or danger to the employee in question, other Village employees, or members of the public. Such a leave of absence shall be on a paid or unpaid basis, as is determined to be appropriate by the Village Manager or his/her designee. The Village will take all steps necessary and reasonable to accommodate employees whose disabilities require them to take legal drugs.

Availability of rehabilitation or treatment: As part of the employee assistance program, we encourage employees who are concerned about their alcohol or drug use to seek counseling, treatment and rehabilitation. Although the decision to seek diagnosis and accept treatment is completely voluntary, the Village is fully committed to helping employees who voluntarily come forward to overcome substance abuse problems. In many cases, the expense of treatment may be fully or partially covered by the Village's insurance program. In recognition of the sensitive nature of these matters, all discussions will be kept confidential.

When Employee Is Under the Influence: Although the Village is concerned with rehabilitation, it must be understood that disciplinary action may be taken when an employee is under the influence of drugs or alcohol on the job. "Under the influence" means, for the purposes of this policy, that the employee is affected by a drug or alcohol or the combination of a drug and alcohol in any detectable manner. The symptoms of influence are not confined to those consistent with misconduct, nor to obvious impairment of physical or mental ability, such as slurred speech or difficulty in maintaining balance. A determination of influence can be established by professional opinion, a scientifically valid test, and, in some cases, by a layperson's opinion.

An employee may be required to submit to alcohol, illegal, or controlled substance testing when the Village has reasonable suspicion that the employee is under the influence of controlled substances or alcohol while on the job. Employees that agree to take the test must sign a consent form, authorizing the test and the Village's use of the test results for purposes of administering its disciplinary policy. Refusal to submit to testing, when requested, may result in immediate disciplinary action, including termination. Tests are paid for by and are the property of the Village. The examination records will be treated as confidential and held in separate medical files. However, records of specific examinations, if

required by law and regulation, will be made available to the employee, persons designated and authorized by the employee, public agencies, relevant insurance companies, or the employee's doctor.

The presence of any detectable amount of any illegal drug in an employee while performing company business or while on a company facility is strictly prohibited.

Substance abuse policy for operators of commercial motor vehicles: Village employees who hold commercial driver's licenses (CDL's) and who operate commercial motor vehicles while employed by the Village are subject to additional rules and regulations imposed by the Federal government. These regulations require urine drug testing and alcohol breath testing in the following circumstances:

- Pre-employment;
- Reasonable suspicion;
- Post-accident;
- Return to duty testing; and
- Random testing.

CDL holders who test positive must be removed from service and are subject to discipline, up to and including termination. CDL holders should consult the Village Manager for additional details concerning these rules.

Disciplinary Action: Employees will be subject to disciplinary action, up to and including termination, for violations of this policy. Violations include, but are not limited to, possessing illegal or non-prescribed drugs and narcotics or alcoholic beverages at work; being under the influence of those substances while working; using them while working; or dispensing, distributing, or illegally manufacturing, or selling them on premises and work sites. Employees should note that a violation of this policy can result in disciplinary action, up to and including termination, even for the first offense.

Non-Discrimination: The Village maintains that it will provide a drug free, alcohol free and safe environment for all of its employees. However, in doing so, it will not discriminate against any employee or applicant for employment as prohibited under Federal, State, or local laws. The Village will not discriminate against any employee or applicant for employment because of their condition as an alcoholic, because of their use of lawful products off duty and off the premises, because the individual was arrested for a drug or alcohol charge prior to becoming an employee at the company (which arrest did not lead to a conviction), or because the individual was convicted of a drug or alcohol-related crime that is not substantially related to their job duties at the company.

Anyone having questions about this policy should contact his or her Department Head.

Safety Committee: A safety committee, consisting of representatives of different or within a department, which may discuss work related safety issues, may be established if deemed necessary by the Village Manager and Department Heads.

3. PAY PRACTICES [See Appendices "M" and "N".]

A. Salary Determination

The Shorewood Village Board established a salary policy that encourages employee career growth by

establishing a grading system reflecting compensation levels based on skill and responsibility. The Library Board sets the salary range for library employees. This includes the establishment of schedules, hourly salary ranges, and monthly exempt salary ranges, which can be found in the Appendices section of this Manual. These ranges and guidelines provide a basis for employee performance and responsibility. The Village Manager is directed to implement this policy and provide the Village Board with updated schedules as necessary. For more information about the Village's salary determination/merit pay policy, see the Appendices section of this Manual.

B. Time Sheets

Time sheets must be submitted in compliance with the Time Sheet Policy found in the Appendices section of this Manual. The Village Manager may request that the Department Head detail in writing any time sheet data showing inconsistencies.

The use of the time clocks for the purpose of record-keeping shall be at the sole discretion of the Department Head and Village Manager.

C. Pay Period and Pay Day

3.C.1. Pay for Regular Full-Time Employees

Unless salaried, regular employees shall be paid his/her hourly rate times the number of hours worked. Fringe benefits such as holidays, sick leave and vacation pay are also given. Time earned shall be calculated to nearest quarter hour.

3.C.2. Pay for Regular Part-Time Employees

Unless an employee is a salaried employee, the employee shall be paid only his/her hourly rate times the number of hours actually worked. Holidays, sick leave, and vacation pay for Regular Part-time employees who work an average of twenty (20) hours per week or more shall be granted by prorating the amount of the time worked compared to the pay received by full-time employees of the same classification. Time earned shall be calculated to nearest quarter hour.

3.C.3. Pay for Exempt Employees

Exempt employees will be paid their yearly wage divided by 26 pay periods. Fringe benefits such as holidays, sick leave and vacation are also given and will be posted through the time sheet process.

3.C.4. Pay for Salaried Employees

Salaried employees will be paid their monthly wage times 12 divided by 26 pay periods. Fringe benefits such as holidays, sick leave and vacation are also given and will be posted through the time sheet process.

3.C.5. Pay for Part-Time/Seasonal/and Other Temporary Employees

Employees shall be paid his/her hourly rate times the number of hours worked.

3.C.6. Overtime Pay

Time worked in excess of the employee's normal forty (40) hour work week shall be compensated at a rate of one and one-half (1-1/2) times the employee's base rate of pay for hourly (nonexempt) employees. Forty (40) hour work week shall include previously scheduled time off, as approved by the Department Head/Supervisor. Overtime shall be paid as a part of the regular payroll period in which it was earned. Double time shall be paid at twice the straight time rate to hourly public works employees for overtime worked on Sundays and holidays. Double time shall be paid as part of the regular payroll period in which it was worked. Overtime work for employees will be assigned by the immediate supervisor as the need arises. Employees are required to work overtime when directed by their supervisor.

Prior approval of all overtime worked by an employee must be by the employee's immediate supervisor.

3.C.7. Shift Differential Pay

Shift Differential Pay shall mean payment for an assignment to an 8-hour period on a temporary basis on a regular shift after 3:30 p.m. or prior to 7:00 a.m., to be paid in lieu of overtime pay and shall only apply to an assignment for street sweeping. Whenever an individual is assigned to a regular scheduled work period on a temporary basis as provided above, a \$1.00 per hour shift differential payment shall be made and no payment for overtime shall be due or payable for these hours.

3.C.8. Pay Periods

The pay period for hourly employees is every two weeks on every other Friday for the period ending with the Saturday of the preceding week. Salaried employees are paid through the pay date.

3.C.9. Direct Deposit

Full service direct deposit is available to all Village of Shorewood employees. Please see the Clerk Treasurer's Office for more detailed information.

D. Deductions

Automatic payroll deductions shall be made as required by applicable State and Federal law.

When an employee is hired, the following information must be submitted to the Payroll Office:

- Social Security Number
- Documentation proving U.S. citizenship or legal alien status
- Information for pension deduction

An employee must complete forms for State and Federal tax deductions. Other compulsory deductions currently include Medicare and OASDI. Optional deductions include, but may not be limited to:

- Major medical and hospitalization coverage
- Life Insurance
- Deferred compensation plans as approved by the Village Manager

Because of record-keeping requirements on the above deductions, all changes in any employee's status or address must be reported to the Clerk Treasurer's Office. It is the employee's responsibility to

promptly report these changes to their Department Head who, in turn, will advise the Payroll Office in writing of these changes.

E. Social Security Program

The Village is subject to Social Security and will comply with applicable laws.

4. CAREER DEVELOPMENT

A. Position Descriptions

Position descriptions for each department are kept and maintained by the respective Department Head.

B. Employee Evaluations

To achieve the Village's goal to train, promote and retain the best qualified employee for every job, the Village provides a formal employee performance appraisal process. The appraisal is part of an employee's official personnel file and may be a factor in determining employee development, training needs, validating selection procedures, determining wage increases, promotions, demotions, and transfers. The appraisal process may also be used in coordination with planning for layoffs or termination proceedings. Each employee should be given a formal written performance review at least once annually. The Village Board will establish yearly goals for the organization. Those goals will be tailored to each employee's goals and the evaluation will be based on the employee's goals. Additional reviews may be conducted as required or as agreed between the parties. Performance review guidelines are designed to be flexible to best allow for open communication and best meet organizational or departmental needs. Department Heads will formulate and utilize an Employee Evaluation tool that is suitable for their department which must be approved by the Village Manager.

Employees shall be given every opportunity to respond to any points of disagreement with the evaluation. An appeal process will be available to all employees, by which the Supervisor, Department Head, and Village Manager will meet to review and clarify performance rating. A final rating shall be determined by the Village Manager. Upon appeal by a Library employee, the Supervisor and Department Head will meet to review and clarify performance rating. The final rating shall be determined by the Department Head.

The evaluation process will be reviewed periodically to determine if it meets organizational goals and updated as necessary by the Village Manager with the approval of the Village Board.

Written disciplinary notices shall remain a part of the employee's personnel file and shall not be removed until it is determined at the sole discretion of the Department Head and Village Manager, that removal of the notice is necessary or appropriate.

C. Staff Training

The Village recognizes the mutual benefits derived from personal growth and increased work competence and thereby encourages staff to pursue applicable training opportunities.

At the discretion of the Department Head, and/or the Village Manager or his/her designee, the Village

may provide partial or full payment for costs associated with the employee's attendance at training workshops and seminars that are directly related to Village employment, including the requirement to obtain or maintain specific licenses or certifications and to develop staff resources. All requests are contingent upon availability of funds. Whether training time is paid or unpaid (compensated or uncompensated) depends on the nature of the training (mandatory or voluntary) and will be determined in accordance with State law. Reimbursement procedures can be found in the Appendices section of this Manual.

D. Promotions and Demotions

An employee who is promoted to a higher classification is subject to an orientation period of up to twelve (12) months. If upon determination by the Village Manager or Department Head that the employee does not meet the position's goals and objectives, the employee may be allowed to assume his/her previous classification or one in a similar or lower classification with related wages and benefits if a position is available and the employee is qualified for the positions duties and responsibilities. Upon a finding by the Village Manager or Department Head that a salaried/exempt employee does not meet the goals and objectives of the position, the employee may be allowed to assume a position in a lower classification with wages and benefits assigned to the lower classification if a position is available and the employee is qualified for the position's duties and responsibilities.

E. Layoffs

Layoffs may occur due to lack of funds or work, elimination of the position, financial reasons, or other reason determined at the sole discretion of the Village.

In selecting employees for layoff, the Village will consider the qualifications, experience, skill, ability, disciplinary record, years of service and job performance of individuals considered for layoff. When the Village determines, in its sole discretion, that the qualifications, experience, skill, ability, disciplinary record and job performance of two employees are exactly equal, the more senior qualified employee, based upon years of service within the employee's current job classification, will be given preference for retention. Employees who are laid off do not have any right to bump another employee who has not been selected for layoff by the Village.

If the Village chooses to recall an employee previously laid off, the notice of recall shall be mailed to the last known address of the employee. Employees on layoff are responsible for notifying the Village of any changes in their mailing address. Employees do not have any right or expectation of being recalled to work for the Village. The Village, in its sole discretion, retains the right to hire employees to fill the positions of laid off employees.

F. Resignations

Employees of the Village may resign by submitting a written letter of resignation to their Department Head and/or the Village Manager stating the effective date of resignation. The resignation letter must be received at least 14 calendar days prior to the effective date unless the Department Head or Village Manager agrees to a shorter period.

An employee who resigns and gives two (2) weeks prior notice will be paid his or her prorated remaining vacation credit and other credits. If the employee does not give 14 calendar days notice or gives less notice than is mutually agreed upon, the employee shall be considered to have resigned with prejudice and automatically waives his or her rights to vacation credit. The letter of resignation

shall become part of the employee's personnel file.

G. Personnel Files

The Village Manager shall be responsible for the maintenance of the official personnel files for all Village employees. These files shall contain the complete employment history of each employee during employment with the Village. The personnel files shall contain, but not be limited to: employment application, dates and records of injuries, commendations, education and special training received at Village expense, reprimands, performance evaluations, wage data, promotions and other relevant personnel documents. Employee medical records will be kept in a separate file and kept confidential as required by law. The privacy of employees' personnel files will be governed and administered in accordance with Federal and State law. Police Department Personnel files will be kept at the Police Department in a separate locked file in the Chief of Police's office.

4.G.1. Employee Rights

Employees are permitted to inspect and copy any material which is contained in their personnel file, provided that they submit a written request to the Department Head or the Village Manager.

4.G.2. Modifying Personnel File Information

If factual information is demonstrated by the employee to be incorrect, it will be corrected. If an employee disagrees with certain items in his/her file, he/she may submit a concise statement of disagreement for inclusion in his/her personnel file.

H. Change of Name, Address, Marital, or Family Status

Employees shall report all changes in name, address, telephone number and marital or family status to their supervisor. The changes will be filed in the official Village personnel files.

I. Retirement

Upon retirement after qualifying years of service, you may be eligible for additional benefits or recognition. Please check with your Department Head for additional information regarding such benefits.

5.HOURS OF WORK AND OVERTIME

A. Working Hours

The normal work week and hours are established by the applicable Department Head,

Lunch/Meal Period. Unless determined otherwise, at the sole discretion of the Department Head and Village Manager, the lunch/meal break shall be an unpaid thirty (30) or sixty (60) minute duty-free break, depending upon the Department in which the employee works.

Break Leave For those Department of Public Works employees who were receiving the benefit known as 'break leave' as of November 1, 2012, the following terms and conditions shall apply:

For employees hired on or before November 1, 2012 instead of a 15-minute rest period, which was previously provided to employees, all employees shall be credited with 3 hours and 20 minutes of time off per month subject to the following conditions:

- A maximum of 40 (40) hours per year of time off may be granted to be used within the calendar year.
- Time off may be used in one-half (1/2) hour increments provided a twenty-four (24) hour notice is given by the employee. All other restrictions in the use of vacation shall apply.

This benefit shall be phased out as follows:

DPW Employees hired on or after November 1, 2012 shall not be eligible to receive this benefit.

For employees hired prior to November 1, 2012 the following the following maximum hours schedule shall be applicable:

- 2013: 40 hours per year of off time may be accumulated.
- 2014: 32 hours.
- 2015: 24 hours.
- 2016: 16 hours.
- 2017: 8 hours.
- 2018: 0 hours.

B. Work Schedules

Department Heads should turn in a weekly schedule, via e-mail, to the Village Manager. The schedule, at a minimum, should indicate vacation days, times out of the office for seminars or other meetings, and general availability. The calendar is used to help front line staff perform quality customer service and allow the Village Manager to efficiently manage the Village and locate individuals.

C. Overtime

The Village of Shorewood considers the standard work week to be forty (40) hours per week. Those employees who work over forty (40) hours a week and who are not exempt employees will be paid at the rate of one and one-half (1 ½) times their regular rate of pay. Forty (40) hours shall include previously scheduled time off, as approved by the Department Head/Supervisor.

Overtime shall be determined and approved, in advance, by the employee's Department Head. Compensatory time off shall not be carried over from year to year without the written approval of the Department Head or Village Manager. The Village Manager, Department Heads and exempt personnel as defined by the Fair Labor Standards Act shall not receive overtime or compensatory time. Employees who are in exempt positions may be granted occasional time to attend to personal business as determined by Department Head or Village Manager. The details of schedule adjustment procedures for exempt positions are outlined in 5.D.2.

Unused compensatory time which is, at the discretion of the Village Manager/Department, to be paid to the employee, shall be paid to the employee on or before February 1 of the year subsequent to the earning of the compensatory time. Payment shall be based upon the rate which was paid to the employee during the year in which the compensatory time was earned.

D. Compensatory Time

5.D.1. Non-Exempt Employees

In lieu of cash payment for overtime hours worked, employees may elect to take compensatory time off with pay. Compensatory time off will accumulate at the rate of one and one-half (1 ½) hours for each overtime hour worked. Compensatory time may accumulate up to forty (40) hours but compensatory time must be used within the same calendar year in which it was earned. The compensatory time must be scheduled at a time which is mutually convenient to the Village and to the employee and be approved by the Department Head and/or the Village Manager. Overtime, which is to be taken as compensatory time, must be so indicated on the employee's time card. Compensatory time not taken by the end of the year may not be carried forward and shall be paid out in cash at the rate of pay at which it was earned.

Police Department non-sworn personnel may carry-over up to twenty-four (24) hours of compensatory time from one calendar year to another after written request to, and approval by, the Chief of Police. Compensatory time thus approved will not be paid out in cash.

5.D.2. Exempt Employees

Exempt employees are expected to work hours outside of the normal workday including occasional night meetings or weekend events. Schedule adjustments may be made to account for these obligations. This time is not meant to be a one-to-one match of extra hours worked. Time off over four (4) hours at a time should be requested in writing and approved by the Department Head and/or the Village Manager one week in advance of the time off. Schedule adjustments, such as a weekday off may be requested based under special circumstances, i.e. working a full day on the weekend.

5.D.3. Police Lieutenants

Police Lieutenants do not qualify for compensatory time. However, as a consideration for a possible high rate of additional hours that might be worked by Lieutenants to maintain minimum staffing, this position will be granted flex-time. Flex-time is not compensatory time and will not be paid out. It is expected that Lieutenants will generally work 40 hours per week. The first eight (8) hours worked in any calendar month beyond this expectation will not qualify for flex-time. Any additional overtime worked in the calendar month can be flexed off at the rate of one-to-one (one hour worked equals one hour of flex-time earned). Flex-time earned must be used promptly and is forfeited if not used within 60 days after the time it was earned. Flex-time will not be granted if it causes additional overtime.

E. Standards of Attendance

Employees are expected to be present for work on all scheduled work days and to report on time. If you are going to be absent from or tardy to work, it is your responsibility to contact your supervisor as soon as possible. Except where your department rules provide otherwise, you are generally required to notify your Department Head or immediate supervisor, no later than two (2) hours before the start of your scheduled work period, that illness or some other condition will prevent you from being on time or working that day. Check with your supervisor for specific details on timely reporting requirements and specific call-in procedures for your department. If you are ill and expect your illness to be prolonged, keep your supervisor advised as to your condition on a regular basis.

In addition, employees are expected to abide by the following attendance policy rules:

Employees will not be allowed unexcused absences or tardiness.

Employees shall not leave early and must be at the assigned work area at the start or end of shifts, approved breaks (non-DPW staff), and meal periods.

Employees will be at their assigned work areas at the time designated by their immediate supervisor.

Employees will not leave the place of work during working hours without authorization. Employees will not waste time or loiter.

F. Request for Time Off Without Pay (other than under the Family and Medical Leave Act)

Request for time off without pay must be made to the Department Head or his/her designee who will forward it to the Village Manager or his/her designee for final approval or denial. The request will generally be acted upon within one (1) day of receipt. Requests for time off without pay for one (1) day should be made forty-eight (48) hours before the start date. If more than a day is requested, then at least one (1) week notice is needed. A month notice is needed for time off of a week or more, unless an exception to the required advance notice period is approved by the Department Head in advance.

All vacation, compensatory time, personal time, or applicable holiday time must be used before taking any time off without pay. If an employee uses up all of his/her vacation, compensatory time, and personal time in a given year, he/she generally cannot take unpaid time off except for an emergency situation or pursuant to the Family and Medical Leave Act. Any unpaid time off shall not exceed eight (8) hours in any one year, unless approved by the Village Manager and/or Department Head.

Part-time employees requesting time off should have arrangements made for covering the days off and have approval from the immediate supervisor.

Police Personnel – Because of its unique staffing requirements (24/7), police department personnel need to adhere to department guidelines for requesting time off. If minimum staffing is met, every effort will be made to grant time off up to the beginning of the work shift. The Chief of Police or his/her designee has final authority in granting requests for time off. General guidelines for requesting time off are maintained with the department's master schedule and are reviewed annually.

Unless State or Federal law requires otherwise, during a leave of absence without pay, no benefit shall be earned including, but not limited to vacation, holidays, sick leave, and length of service. Employee is also required to pay for health insurance if coverage is to be maintained by the Village during leave of absence, unless the law requires otherwise.

6. EMPLOYEE BENEFITS

A. Eligibility for Benefits

Regular full-time employees are eligible for the benefits as described in this section of the Manual or, if covered by a labor agreement with the Village, the benefits as outlined in the labor agreement.

Regular part-time employees who are scheduled to work twenty (20) or more hours per week year round are eligible for pro-rated (to their normal weekly schedule) vacation and holiday benefits as described in this Manual. This schedule also applies to part-time employees at the Police Department who work a 2-4 schedule.

Part-time/seasonal/temporary employees are only eligible for benefits required by law.

B. Holidays

6.B.1. Holidays - Paid holidays are granted to all regular full-time employees as provided in employee contracts, Police collective bargaining agreements and the Human Resources Manual.

All employees, who are on a forty (40) hour per week, 5-2 work schedule (work 5 days, off 2 days), shall be paid eight (8) hours' pay at straight time for the following holidays:

- New Year's Day (January 1 every year)
- Spring Holiday (Friday before Easter)
- Memorial Day (last Monday in May)
- Independence Day (July 4 every year)
- Labor Day (first Monday in September)
- Thanksgiving Day (4th Thursday in November every year)
- Friday after Thanksgiving
- Christmas Eve (December 24 every year)
- Christmas Day (December 25 every year)
- New Year's Eve (December 31 every year)

Non-DPW Employees who are required by the Village Manager to work during one of the above holidays shall be granted one floating holiday in addition to the two granted to employees each calendar year (see 6.B.5. "Floating Holidays"). If the employee is required by the Village Manager to work Thanksgiving Day, the Friday after Thanksgiving, Christmas Eve, Christmas Day, or New Year's Eve, the floating holiday may be used in the following calendar year.

All employees who are on a 4-2, work schedule (work 4 days, off 2 days), shall be given eleven (11) paid holidays or in lieu thereof, at the discretion of the Department Head, compensatory time off, all to be paid at the "straight time" rate of pay. Payment for holidays not taken will be made on the last pay period in October on a separate paycheck. Calculations for holidays will be made on an October 1 cut-off date in each calendar year.

All other employees who work an average of at least twenty (20) hours per week, will have their holiday hours pro-rated accordingly. Police employees who work a 2-4 schedule (work 2 days, off 4 days) shall be given five and one-half (5-1/2) paid holidays.

Employees in the Clerk-Treasurer's Office and in Customer Services may be required, by the Department Head/Village Manager, to work on New Year's Eve day. Under such circumstances, the employee(s) in question shall be granted the additional floating holiday which is referenced herein.

Employees must work the day before and the day after the designated holiday, unless a scheduled compensated day off has been previously approved by the employee's supervisor.

6.B.2. Holidays for Sergeants/Lieutenants - Employees shall receive eleven (11) holidays under the

following provisions:

- At the discretion of the Chief, the holidays may be given in the form of time off on a time and one-half (1-1/2) basis, or the holidays may be paid as provided in paragraph 2 below. Whenever possible the Chief shall give consideration to the request of the employees of the department with regard to such holidays. Holidays in the form of time off will not be assigned unless requested by the employee.
- Payment for holidays not taken or previously requested and approved shall be made on the last pay period in October on a separate paycheck and shall be for eight (8) hours at time and one-half (1-1/2) the employee's hourly rate in effect on the last pay period in October. Calculations for holidays will be made on an October 1 cut-off date in each calendar year to be paid on a separate check.
- An employee shall be eligible for one (1) of such eleven (11) holidays for each 1.2 months he/she is on the payroll during the calendar year.

6.B.3. Floating Holidays – General classification employees who are on a 5-2 work schedule shall receive two (2) floating holidays to be used within each calendar year.

6.B.4. Additional Earned Time Off – General classification employees who work for four (4) months without taking a leave of absence, using sick leave or being tardy or suspended shall be awarded one (1) floating holiday to be used in the subsequent four (4) months or time frame as provided in employee contracts, police collective bargaining agreement and Human Resources Manual. The four (4) month periods for law enforcement personnel and general classification are: January - April 30, May - August 31, and September - December 31.

C. Annual Vacation Leave

VACATION – (Regular Full-Time and Regular Part-Time, working twenty (20) hours or more per week)

Paid vacation is granted based upon length of service as provided in the Village of Shorewood Human Resources Manual, and is subject to the following rules:

- Ordinarily vacation leave must be taken during the calendar year in which it is earned and may be taken in advance of the employee's anniversary date of employment if necessary to meet the operations needs of the Village. Vacation time will not be permitted to accrue to an amount beyond that granted annually, except under unusual work load circumstances when it has become impossible for the employee to take his/her vacation, and then only with the written permission of the Village Manager.
- Vacations shall be taken with the approval of the Department Head so that at all times each department can function efficiently and fully during the calendar year. Vacation requests should be submitted in writing in advance, as required by departmental policy.
- Regular full-time and regular part-time employees whose Village employment ends shall be compensated for unused vacation accrued up to the last date of Village employment.
- The accrued vacation ratios are determined by multiplying annual earned vacation by vacation time months accrued at the time of termination. In the event that full vacation has been taken prior to the employee's anniversary date of appointment, deductions shall be made from employee's pay equal to that of vacation paid in advance, at the time of termination.
- When a holiday falls during an employee's vacation, it shall not count against the vacation entitlement.
- In the event an employee is on authorized sick leave and has insufficient sick leave credits to

- cover the period of his/her absence, earned vacation time may be used for this purpose.
- An employee who moves from one position to another in the Village service shall be credited with his/her accumulated vacation leave in his/her new position.
 - No credit for vacation leave shall be granted for time worked by an employee in excess of his/her normal work week.
 - Vacation credits shall not be earned by an employee during his/her leave of absence without pay, except during FMLA or military leave if required by law, a suspension without pay, any period of layoff, when the employee is otherwise in a non-compensatory status.
 - Paid vacations shall be granted to General Class employees, hired before January 1, 1997, as shown below, per contract, or ordinance:
 - 2 weeks during the year after having completed 1 year of service
 - 3 weeks during the year after having completed 7 years of service
 - 4 weeks during the year after having completed 15 years of service
 - 4 weeks and 1 day during the year after having completed 18 years of service
 - 4 weeks and 2 days during the year after having completed 19 years of service
 - 4 weeks and 3 days during the year after having completed 20 years of service
 - 4 weeks and 4 days during the year after having completed 21 years of service
 - 5 weeks during the year after having completed 22 years of service
 - Paid vacations shall be granted to General Class employees hired after January 1, 1997 as follows:
 - 2 weeks during the year after having completed 1 year of service
 - 3 weeks during the year after having completed 7 years of service
 - 4 weeks during the year after having completed 15 years of service
 - 5 weeks during the year after having completed 25 years of service
 - Vacation pay for regular part-time employees who work an average of twenty (20) hours per week or more shall be granted by prorating the amount of time worked compared to the vacation received by full-time employees of the same classification.
 - Unused vacation pay of deceased employees shall be payable to the surviving spouse, next of kin, or estate.
 - In addition to the conditions which are stated in this section of the Human Resource Manual, vacation entitlement and procedures shall be subject to the policies which are stated for the respective Department in which the employee is working.

VACATION – (Lieutenants and Sergeants)

- Paid vacations shall be granted to lieutenants and sergeants as follows:
 - 10 days of vacation during the year after 1 year of continuous service
 - 15 days of vacation during the year after 6 years of continuous service
 - 20 days of vacation during the year after 14 years of continuous service
 - 25 days of vacation during the year after 20 years of continuous service
 - 26 days of vacation during the year after 21 years of continuous service
 - 27 days of vacation during the year after 22 years of continuous service
- Vacation allowances shall not be accumulated from year to year.
- Unused vacation pay of deceased employees shall be payable to the surviving spouse, next of kin, or his/her estate.

- Any period of layoff or unpaid leave of absence, except family and medical or military leave if required by law, where such layoff or leave exceeds sixty (60) days, shall not be considered in determining continuous service.
- Vacation selection shall be in accordance with the procedure set forth in the Vacation Selection Schedule, as agreed between the police supervisors and Village of Shorewood.
- Only one supervisor per shift shall take vacation at one time.
- No vacation may be taken the last two (2) weeks of the year.

D. Fringe Benefits

If you are a regular, full time employee, you are entitled to fringe benefits as outlined in Sections E through L. If you are a regular, part time employee, you are entitled to pro-rated fringe benefits as outlined in Sections E through L. These benefits are in addition to your salary and should be considered as such.

E. Health Insurance

6.E.1. Health Insurance

1. The Village shall offer to all regular full-time employees a group health insurance program. Part-time employees, who work on a regular basis at least twenty (20) hours per week, including Police Department employees who work a 2-4 schedule, may be included under the Village's health insurance program subject to the provisions of paragraph 3 hereof. Retired Village employees may be included in the Village's group health insurance program until they reach Medicare eligibility, but shall be subject to the provisions this sub-section and if allowed by insurance policy and/or carrier.
2. Employees shall contribute twelve percent (12%) of the health insurance premium through payroll deduction, except as required by law.
3. The Village shall have the right to select, from time to time, the insurance carriers or health plans to be included in the Village's group health insurance program. The Village shall notify all employees of any such change within a reasonable period of time thereafter.
4. All employees shall be required to provide the Village with a verification of present coverage under any health insurance policy other than that provided by the Village.
5. An opt-out payment of two hundred and fifty dollars (\$250) per month will be given to employees who decline the Village health insurance coverage. Employees who elect this option must notify the Village by September 1 of the year preceding the change and must retain this "opt-out" option unless the employee becomes subject to a qualifying event as defined by the plan document or applicable Federal statutory or regulatory directive. This benefit shall not be available to employees who are hired on or after December 31, 2012.

6.E.2. Health Insurance Retirement Benefit

1. Qualified retirement means the retirement meets the criteria to be considered a retirement under the provisions of Chapter 40 of the Wisconsin Statutes related to public employee retirement.
2. Upon qualified retirement, employees with twenty (20) years of service to the Village who are not Medicare eligible and who agree to:

- Select group health insurance plan offered by the Village and
 - Apply all unused accumulated sick leave credits toward the retiree's portion of the cost of health insurance premiums.
3. The employee may remain as a participant under the Village's group health insurance program, until they become eligible for Medicare. If the retiree obtains other employment in which health insurance is offered by the employer, said retiree shall no longer be eligible to be a member of and insured under the Village's group health insurance program. The Village will pay a portion of the retiree's health insurance premiums. In all cases the Village's portion is capped at the dollar amount paid by the Village as of the employee's date of retirement. The portion of the retiree's health insurance premium that the Village will pay is as follows:
 - a) Employees hired on or after November 1, 2012 shall receive no portion of the health insurance premium.
 - b) Employees hired before November 1, 2012 and on or after January 1, 2002, retiring with at least twenty-five (25) years of service to the Village – the Village will pay 50% of the single health insurance premium or 25% of the family health insurance premium as of the employee's date of retirement.
 - c) Employees hired before January 1, 2002, retiring with at least twenty (20) years of service to the Village: the Village will pay the full single health insurance premium, or 50% of the family premium as of the employee's date of retirement.
 4. Any employee who upon a qualified retirement from the Village who is not eligible for the benefits described in paragraph two hereof, may continue to be a member and insured under the Village's group health insurance program if said retiree pays 100% of the health insurance premiums; provided however, that if said retiree is eligible for Medicare, he/she shall no longer be eligible to remain a part of the Village health insurance program. If the retiree obtains other employment in which health insurance is offered by the employer, said retiree shall no longer be eligible to be a member of and insured under the Village's group health insurance program.
 5. The Village shall have the right to select, from time to time, the insurance carriers or health plans to be included in the Village's group health insurance program.
 6. All employees shall be required to provide the Village with a certification of present coverage under any health insurance policy other than provided by the Village.
 7. In the event an employee has a spouse that is also a Village employee, that employee and spouse shall be entitled to only one family contract between them from the Village.

F. Dental Insurance

The Village shall contribute up to seventy dollars (\$70) per month toward the cost of dental insurance for eligible employees. The remainder of the premium shall be paid by the employee through payroll deduction.

G. Long-Term Disability Insurance

It is agreed and understood that all premiums under Long-Term Disability Insurance shall be paid by the employee and not the Village. The Village shall deduct said premium costs from the employees through payroll deduction.

H. Flexible Benefits Program

The Village shall offer a Flexible Benefits Program to all regular full-time and regular part-time employees. The amount to be contributed by each employee for specific benefits under that program shall be selected by the employee prior to the beginning of each calendar year.

If a Department Head or general classification employee decides not to participate in the Village's Dental Plan, the Village will contribute toward the Village's Flexible Benefits Plan in the name of that employee an amount equal to the amount the Village would have contributed to the employee's account under the Village's Dental Plan.

I. Employee Assistance Program

The Village currently provides an employee assistance program. The program may be discontinued at any time. Please see the Appendices section of this Manual for more information.

J. Life Insurance

The Village shall furnish life insurance under the group plan established by the State of Wisconsin for municipal employees providing life insurance in an amount determined by a State formula based on the annual earnings of each employee. (Full details of the policy shall be furnished to the employee upon request.) The life insurance protection provided for in this paragraph shall become effective for new employees at the conclusion of 6 months if the employee made application within 30 days of employment or as provided by law. The Village shall pay the cost of annual premiums for each employee for the basic plan only.

K. Consolidated Omnibus Budget Reconciliation Act (COBRA)

The Village is committed to complying fully with the Consolidated Omnibus Budget Reconciliation Act (COBRA). The purpose of COBRA is to provide employees, spouses and dependents with a means to continue health and dental coverage after they lose coverage due to qualifying events. COBRA is not required for employees who terminate to take employment elsewhere, as long as there is coverage under another group health plan that does not contain a preexisting condition limitation that applies to the beneficiary.

L. Retirement Plan/Pension

All eligible employees shall pay the full employee share of the pension contribution which has been determined by the Wisconsin Retirement System.

Protective services employees shall be governed by any applicable provisions of an existing collective bargaining agreement. New hires (on or after July 1, 2011) shall contribute the full employee share as determined by the Wisconsin Retirement System.

Supervisory/Non-bargaining unit protective services employees shall contribute to their respective pension as designated by the annual ordinance adopted by the Village Board and/or 2011 Wisconsin Act 32.

The Village has adopted two voluntary deferred compensation plans, with options for investments. Information on these plans is obtainable in the Clerk-Treasurer's office.

Accumulated Unused Sick Leave Retirement Benefit

Employees shall be allowed to accumulate unused sick time, as specified under 7.C. Sick Leave section. Upon qualified retirement, or upon the death of any employee, a portion of the accumulated sick leave may be paid to the employee as a termination benefit. Qualified retirement means the retirement meets the criteria to be considered a retirement under the provisions of Chapter 40 of the Wisconsin Statutes related to public employee retirement.

The termination pay benefit may be received in cash at the time of retirement, or, in lieu of a cash payment, an employee may choose to continue the employee's membership under the Village's employee group health insurance program and direct that the retirement benefit be held by the Village for the purpose of paying the employee's share of health insurance premiums as they become due, until the employee's termination pay benefit is exhausted or the person becomes eligible for Medicare.

If there are remaining funds when the retiree reaches Medicare age, the employee may use those funds for COBRA or dental insurance.

The portion of the qualified employee's accumulated unused sick leave which may be paid is as follows:

- Employees hired on or after November 1, 2012, the employee shall not be eligible for the accumulated unused sick leave retirement benefit.
- Employees hired on or after January 1, 2003 and before November 1, 2012 may accumulate up to one hundred and twenty (120) days of unused sick time towards this benefit. One half of this accumulated time, up to a maximum of sixty (60) days, will be paid out under this benefit, if qualified.
- Employees hired before January 1, 2003 may accumulate up to one hundred and eighty (180) days of unused sick time towards this benefit. One half of this accumulated time, up to a maximum of ninety (90) days, will be paid out under this benefit, if qualified.

Provided, however, that if said retiree is eligible for Medicare, he/she shall no longer be eligible to remain a part of the Village health insurance plan.

Total unused sick leave as reflected in the Village personnel records will be used to determine terminal pay benefits due upon retirement.

In the case of the death of said employee, any amount of said retirement benefit which has not been used will be paid to the surviving spouse, for the duration of the benefit.

Said funds may also be used, at the discretion of the retiree, to continue any available dental insurance benefits for which the retiree is eligible.

7.LEAVES OF ABSENCE

A. Family and Medical Leave Act

The Village will comply with the Federal and Wisconsin Family and Medical Leave Acts (FMLA). A copy of the FMLA Rights and Responsibilities is included in the Appendices section of this Manual. For more information on FMLA and/or a copy of applicable forms, speak with your Department Head.

B. Military Leave

It is the Village's policy that employees will be granted all military leave rights available under applicable law, including the Uniformed Services Employment and Reemployment Rights Act (USERRA) and the Family and Medical Leave Act (FMLA).

At the time this Manual was drafted, USERRA rights included the right of any individual who is absent from employment because of a uniformed service obligation (in the Armed Forces, Military Reserves, or National Guard) to reemployment and all concomitant benefits, as long as the following prerequisites are met:

- If the individual was discharged, the discharge was honorable;
- The individual provided without delay advance notice for the leave, except when advance notice is not possible due to military necessity;
- The leave did not exceed the maximum total absence of five years;
- The individual has timely applied for reemployment. What is timely depends on the length of the service, as follows:
 - Service less than 31 days: The individual must notify the Village of his or her return at the start of the next regularly scheduled work period, after having been home eight hours.
 - Service 31 to 180 days: The individual must submit an application for reemployment not later than 14 days after completion of the uniformed service.
 - Service more than 180 days: The individual must submit an application for reemployment not later than 90 days after completion of the uniformed service.

If you receive notice that you will be taking military leave, please contact your Department Head as soon as possible to discuss that leave.

Regular full-time employees may be granted a leave of absence up to fifteen 15 days (unless contract dictates otherwise) with pay annually to take training as members of the reserve corps of the United States Armed Forces, including the National Guard, upon submission of evidence of receipt of official orders, recommendation of Department Head and approval of the Village Manager; provided that employees who accept their pay from the Village during said training period shall immediately assign to the Village all payment received for such military duty or service rendered, exclusive of travel pay. In no event, shall the employee be entitled to both.

C. Sick Leave

Sick leave with pay shall be granted to all eligible employees. The rate and the terms are provided in Village ordinances, Police collective bargaining agreement, Human Resources Manual, and departmental rules. Sick leave is also subject to the following rules.

1. Regular full-time Employees shall earn sick leave at the rate of .75 day per month, nine (9) days annually, of employment with the Village. Regular part-time employees shall earn prorated amount. Employees shall be allowed to accumulate unused sick time for future use with no cap. The maximum sick leave eligible to be accumulated towards retirement health insurance benefit are discussed within that section of this Manual.

2. Sick leave for regular part-time employees who work an average of twenty (20) hours per week or more (or Police Department employees who work a 2-4 schedule) shall be granted by prorating the amount of time worked compared to the sick leave received by full-time employees of the same classification.
3. Sick leave shall not be considered as a privilege which an employee may use at his/her discretion, but shall be allowed only for sickness or disability of the employee or because of illness in the employee's immediate family residing in employee's household which necessitates his/her absence from employment. "Immediate family" includes mother, domestic partner as determined by State FMLA, father, stepmother, stepfather, grandparents, spouse, child, stepchild, brother, and sister. Sick leave may be used for medical appointments.
4. Sick leave shall normally be taken only after it has accrued. Sick leave may be paid against future entitlement with approval of the Department Head.
5. To receive compensation while on sick leave, the employee shall notify his/her immediate supervisor prior to the time set for beginning his/her daily duties. An employee who has called in sick is required to notify his/her supervisor daily as to whether he/she is returning to work. This notification is not required for major illnesses when it is known when an employee is expected to return to duty.
6. Medical proof of illness may be required by the Village as requested by the Department Head or Village Manager
7. Employees shall make every reasonable effort to schedule medical appointments at the beginning or end of the working day. Unless such appointment makes it impossible to do so, employees shall work at least one-half day on such occasions. Sick leave may not be taken in increments of one half day or less, unless approved by the Department Head or allowed by Federal or State FMLA.
8. The Department Head or the Village Manager may investigate the alleged illness of an employee absent from work on sick leave. False or fraudulent use of sick leave shall be cause for disciplinary action up to and including dismissal.
9. No credit for sick leave shall be granted for time worked by an employee in excess of his/her normal work week.

D. Funeral Leave

Employees are granted funeral leave as provided in the Police collective bargaining agreement, Village ordinances and departmental rules. Generally, the following will apply:

1. When there is a death in the immediate family of the employee, he/she may utilize funeral leave with pay for a period of up to three days, not deducted from sick leave, as may be necessary to handle burial arrangements and the attendance at the funeral, all subject to the approval of the Department Head. "Immediate family" includes mother, father, stepmother, stepfather, grandparents, spouse, child, stepchild, brother, sister, domestic partner as defined by State FMLA and other relatives at the discretion of Village Manager.

2. For deaths of persons who are not "immediate family", as defined in Section 1, who are blood relatives or who were residents in the household of the employee at the time of death, one (1) day with pay may be granted when approved by the Department Head or Village Manager.

Sworn Law Enforcement Officers Only

3. In case of a police emergency which requires the presence of the requesting employee and for which no other employee is available, funeral leave may be denied.

E. Jury Duty

Leave of absence for jury duty or for mandated court obligations or appearances before a public body in connection with Village business will be granted with pay to eligible employees. In the case of jury duty, employees will receive their regular straight-time wage for scheduled straight-time hours during the period of absence, provided that the compensation received for jury duty, less parking expense and mileage, is returned to the Village. The term "compensation" includes the jury fees, but excludes the mileage and parking expenses. When an employee is not assigned to a case, or is released from jury duty before the normal quitting time, the employee shall return to work unless excused by his supervisor.

F. Witness Duty – Sworn Law Enforcement Officers Only

Please see current Police Union Contract for specific rules/regulations.

G. Leaves of Absence Without Pay (Other than FMLA Leave)

The Village Manager may, upon recommendation of the Department Head, grant a regular employee leave of absence without pay for not more than thirty (30) working days. Longer leaves of absence without pay shall be granted only by the Village Board. Requests for leave of absence must be in writing. Approval of such leaves also must be in writing and signed by the Village Manager. Upon expiration of regularly approved leave without pay, the employee will generally be reinstated in the position held at the time leave was granted if the position still exists and if the employee is still qualified for the position, otherwise to a similar position, if available. Failure on the part of the employee on leave to report promptly at the expiration of the leave will be considered a voluntary termination. Leave without pay shall be granted only when it will not result in undue prejudice to the interests of the Village as an employer.

During a leave of absence without pay, no benefit shall be earned including, but not limited to vacation, holidays, sick leave, and period of employment. Employee is also required to pay for health insurance if coverage is to be maintained by the Village during leave of absence.

Leaves of absence without pay may not generally be used to extend leave granted under the State or Federal FMLA.

H. Workers Compensation

Each employee is covered by worker's compensation insurance in the event of a work related injury or illness, which requires a doctor's attention. This insurance is fully paid by the Village. Any accident, however, minor, must be reported to your supervisor immediately, so the proper forms can be completed and filed with the necessary parties. See your supervisor or the Village Clerk for the accident report forms.

Should an employee lose work time or incur medical expenses because of a work-related accident, the employee may be eligible for compensation in accordance with the terms of this insurance program and the laws of the State of Wisconsin.

An independent medical examination (IME) may be required by the Village or by the Worker's Compensation insurance carrier.

I. Light or Limited Capacity Duty

It is the policy of the Village to encourage employees to return to work as soon as practicable after experiencing an injury or illness. An employee who suffers a work related or non-work injury or illness, and has been certified in writing by a physician to return to work in a light or limited capacity with expectations of returning to work at full capacity immediately following light duty assignment, may be assigned to work in a light or limited duty capacity at the discretion of the Village Manager if such work is available. The assignment to light or limited duty shall be for a limited period of time. The assignment and duration of light duty shall be at the sole discretion of the Village Manager. An employee shall not return to work at regular duties at full capacity until written certification by physician is received by Village. In the event there is more than one person who wishes to work on a light duty status, if light duty is available, preference will be given to the employee who has suffered a work related injury or illness to the extent consistent with applicable law.

8. EMPLOYEE CONDUCT AND CUSTOMER SERVICE

All Village employees are expected to represent the Village to the public in a courteous manner, which is professional, efficient and helpful. Employees must maintain a clean and neat appearance appropriate to their work assignment, as determined by their position and their Department Head. Since the proper working relationship between employees and the Village depends on each employee's on-going job performance, professional conduct and behavior, the Village and Library Board have established certain minimum standards of professional conduct for its employees. (Library employees must adhere to the Library's Customer Service Guidelines.) Among the Village's expectations are:

- basic tact and courtesy towards the public and fellow employees;
- adherence to Village policies, procedures, safety rules and safe work practices; compliance with directions from supervisors;
- preserving and protecting the Village's equipment, grounds, facilities, and resources; providing orderly and cost efficient services to its citizens.

To function as efficiently as possible, employees may be asked to perform duties outside of regular assignments.

A. Customer Service Policy

Employees should provide persons requiring assistance with exceptional customer service. Please refer to the Customer Service Manual for employee customer service standards.

B. Confidentiality

In the daily operations of the Village, you may have to use or have access to confidential information. It is the responsibility of everyone, from an ethical and legal standpoint, to safeguard and use confidential information properly. Whether it is reproducing copies or communicating in other ways, common sense should prevail in protecting the interests of the Village, its residents, and its personnel from unauthorized intrusion and access into confidential matters.

C. Bulletin Boards

Information of special interest to all employees is posted regularly on the Village bulletin boards. Employees may not post any information on these bulletin boards without the authorization of the Department Head responsible for the area where the bulletin board is located. Bulletin board space is available for the posting of union notices, but such notices shall not be scurrilous, scandalous, or in any way detrimental to the labor-management relationship.

D. Village Communication Policy

Communication is key to successfully performing the Village's business. It is important that you understand the Village's Communication Policy.

The Village Manager is the contact for press questions and staff should avoid talking with the press unless designated by the Village Manager. The Communication Policy is found in the Appendices section of this Manual.

Police Department personnel should follow Police Department Policy and Procedures.

E. Purchasing

All purchases must be approved per departmental policies. All provisions are subject to Federal and State regulations.

F. Village Property for Personal Use

Employees will use Village property and equipment only for work purposes as directed, unless authorized by the Village Manager. Employees will not misuse, destroy, or otherwise use in an improper manner, Village property or the property of any employee. Unauthorized use, duplication, or possession of Village keys is prohibited.

G. Solicitation

Employees may not distribute or post handbills, pamphlets, or other written material in any work area without authorization from Department Heads.

H. Security Policy

Security policies are enforced and are included in the Security Policy in the Appendices section of this Manual.

I. Tools and Equipment

All employees who check tools and equipment out of the stockroom and tool locker will return the same to the stockroom upon completion of the task or at the end of each day. Tools assigned to trucks and equipment will remain with the vehicle when it is parked in its respective department area.

A tool allowance of nine hundred dollars (\$900) per year shall be given each mechanic, payable in twelve monthly installments at the end of each month, for the purpose of replacing stolen, work or broken tools and for upkeep and maintenance of each mechanic's tool inventory. Any specialty tools needed for work on Village equipment will be purchased by and remain the property of the Village. Specialty tools are tools not normally found in a mechanic's tool box, to be determined by the Director of Public Works

A current inventory of each mechanic's tools shall be provided by the mechanic to the Village on February 1st annually. The Village and the employee shall have copies that are updated when necessary, but no less often than once annually. The Village shall be responsible for replacement of tools and/or tool boxes of equal value and quality for each occurrence of theft or destruction in excess of \$250.00.

J. Violation of Village Rules

To provide for a positive and an effective and productive workplace for all employees, certain rules are established for the conduct of employees. Employees need to be aware that violations of the rules of conduct can affect your future as an employee of the Village.

In order to facilitate consistent and fair discipline, the Village has adopted a four tier disciplinary guideline, which classifies possible offenses based on their severity. Level A and Level B offenses are those offenses for which an employee will receive a suspension, termination, demotion, or loss of pay for a first offense. Level C and Level D offenses are those offenses for which an employee will receive a written reprimand or verbal warning. However, the four tier structure is only a guideline and consequences will be modified based on the severity of the violation and the individual circumstances of the offense.

Level A: Level A offenses are offenses for which the first offense may result in discharge. Those offenses include, but are not limited to:

- Direction of violence at other Village employees, or members of the public. This includes: threatening, intimidating, interfering with, or abusing (physically or verbally) or attempting to do bodily harm to Village employees or members of the public or recklessly damaging any Village vehicle or equipment;
- Possession of firearms or other weapon at the workplace, in Village owned vehicles, or during the course of performing job duties;
- Use, possession, or removal of Village property or equipment without authorization;
- Violation of the Village's alcohol and drug rule;

Violation of Village's security policy;

- Violation of the Village's anti-harassment policies; Conviction of a crime, which is job related;
- Lying, cheating, stealing, giving false or incomplete information required by an authorized person, or otherwise misrepresenting one's authority in the performance of assigned tasks;

Falsification of any records is a serious offense.

- Insubordination. Employees could face corrective or disciplinary action if they refuse to follow directives given by their direct supervisor or other higher authority as long as the directive is legal and in line with the ethics of public service;

Violation of personnel policy; or

- Two Level B offenses within a year, or two or more Level B offenses for the same, or substantially related conduct.

Level B: Level B offenses are offenses for which the first offense may result in suspension from duty, demotion, and reduction of pay. Those offenses include, but are not limited to:

- Failure to perform the duties of the position. The duties required should be shared with the employee and be consistent with the positions job description.
- Making malicious, misleading, or false statements about Village policies and projects. An employee should not share internal information (information gathered at the workplace that is not public knowledge) for personal gain nor shall they use internal information to mislead or provide malicious statements to the public. The failure to respect the confidentiality of records is also an offense.
- Sleeping on duty.
- Violation of any safety, health, or sanitation rules and regulations.
- Two Level C offenses within a year, or two or more Level C offenses for the same, or substantially related conduct.

Level C: Level C offenses are offenses for which the first offense may result in issuing a written warning. Those offenses include, but are not limited to:

- Unauthorized absence from duty. Any absence from work or from the assigned work location should be approved by a Supervisor or the Village Manager. Individuals who are sick or face emergency situations should contact their Supervisor or the Village Manager as soon as possible about their absence. Failure to do so may result in corrective or disciplinary action.
- Abuse of sick leave. Sick leave is intended to allow sick employees time to get healthy and protect the health of other employees. It is not intended to be a vacation day or as a personal holiday. Other uses are allowed as approved by the Department Head or Village Manager. Employees should respect the intent of sick leave days.
- Insubordination. This is for lower levels of insubordination, i.e. complaining about having to perform a task, skipping small parts of a task, etc. The Village Manager will determine the level of insubordination.
- Habitual Tardiness. This means tardiness that is occurring more than just a few times a year. Tardiness on a weekly or daily basis is not acceptable. Being tardy, loitering, or engaging in any unauthorized Village or personal endeavors.
- Habitual failure to maintain a satisfactory working relationship with other employees or the public. Employees should focus on creating a professional workplace with fellow employees and the public. Employees who resist attempts to work on a corrective plan or to build professional working relationships are subject to corrective or disciplinary action. Habitual failure is when an employee's actions with the public or other employees over several months have limited the effectiveness of the organization and/or the position.
- Gambling on Village premises.
- Picking up or conveying any rider, other than employees of the Village authorized to ride in Village owned equipment.
- Two Level D offenses within a year, or two or more Level D offenses for the same, or

substantially related conduct.

Level D: Level D offenses are offenses for which the first offense may result in issuing a verbal warning. Those offenses include, but are not limited to:

- Being tardy to work.
- Reading any personal reading material, not job connected, in a municipal vehicle, or reading such material during working hours, unless on an authorized break.
- Failure to maintain a satisfactory working relationship with other employees, the Village Board or the public.
- Acts or conduct detrimental to Village service delivery. This includes not maintaining a standard of personal appearance that is fitting to the community and to the public.
- Excessive personal use of business telephone.
- Excessive personal use of internet during working hours.
- Playing computer games during working hours unless on an authorized break or lunch hour.

K. Grievance Procedures

Employees shall use the following procedure for resolving disputes regarding employee termination, employee discipline or workplace safety issues. Employees with contractual grievance procedures shall follow the contractual procedure.

1. Timelines

- A. **Informal Grievance Submission:** The employee must discuss any grievance related to discipline or workplace safety with the employee's immediate supervisor prior to filing a formal written grievance in order to informally resolve the issue. Grievances related to termination may proceed straight to the written grievance step.
- B. **Formal Grievance Submission:** The employee must file a written grievance within fifteen (15) working days of the termination, discipline or actual or reasonable knowledge of the alleged workplace safety issue. "Working day" is defined as any day that the Village Manager's office is open. The grievance must be in writing.
- C. **Village Manager's Response:** The Village Manager (or designee) will meet with the Grievant within fifteen (15) working days of receipt of the written grievance. The Village Manager or designee will provide a written response within five (5) working days of the meeting.
- D. **Impartial Hearing:** The Grievant may file an appeal to the Impartial Hearing Officer by giving written notice to the Village Manager within ten (10) working days of the Grievant's receipt of Village Manager's Response. The Village Manager or designee will work with the Impartial Hearing Officer and Grievant to schedule a mutually agreeable hearing date.
- E. **Impartial Hearing Officer Response:** The Impartial Hearing Officer shall file a written response within thirty (30) working days after the hearing date.
- F. **Village Board Review:** Either party may file a request for the Village Board review within ten (10) working days of the Grievant's receipt of the Impartial Hearing Officer Response. The date of receipt by the Village President is the date of the filing. The Village Board shall make a decision regarding whether or not a hearing will be held within twenty-five (25) working days of the filing of the appeal. A written decision will be made within sixty (60) working days of the filing of the appeal.

- G. All timelines may be extended by mutual agreement.

2. General Requirements

- A. An employee may only initiate a grievance in writing regarding employee termination, employee discipline or alleged workplace safety issues.

1. Termination is defined as a discharge from employment for rule violation(s), poor performance or other acts of misconduct. The term "employee termination," as used in this section, shall not include the following:

- a. Layoffs or failure to be recalled from layoff at the expiration of the recall period;
- b. Workforce reduction activities;
- c. Voluntary termination including, without limitation, quitting or resignation;
- d. Job abandonment; "no - call, no show", death, or other failure to report to work;
- e. End of employment due to disability or medical condition;
- f. Retirement;
- g. Lack of qualification or license, or other inability to perform job duties;
- h. Action taken pursuant to an ordinance created under Section 19.59 (1m) Wis. Stats.; or
- i. Any other cessation of employment not involving involuntary termination including but not limited to completion of assignment of a temporary, seasonal, contract, daily assignment, substitute, or replacement employment relationship.

2. The term "employee discipline," shall include any employment action that results in disciplinary suspension without pay, disciplinary reduction in employee's other benefits, or disciplinary demotion. The term "employee discipline," as used in this section, shall not include the following:

- a. Plans of correction or performance improvement;
- b. Performance evaluations or reviews;
- c. Documentation of employee acts and/or omissions in an employment file;
- d. Oral or written reprimands;
- e. Administrative suspension with pay;
- f. Transfer or change in job reassignment;
- g. Layoffs or workforce reduction activities;
- h. Change in assignment or assignment locations;
- i. Action taken pursuant to an ordinance created under WI Statutes Sec 19.59 (1 m);
- j. Non-disciplinary wage, benefit or salary adjustments; or,
- k. Other non-material employment actions.

3. The term "workplace safety" as used in this section means any alleged violation of any standard established under State law or rule or Federal law or regulation relating to workplace safety.

- B. The written grievance must contain:

1. A statement of the pertinent facts surrounding the nature of grievance;
2. The date(s) the incident(s) occurred;

3. The steps taken to informally resolve the grievance, the individuals involved in the attempted resolution, and the results of such discussion;
 4. The specific requested remedy; and;
 5. Must identify the workplace safety rule alleged to have been violated, if applicable.
- C. The Village Manager's written response to the grievance must contain:
1. A statement of the date the meeting between the Village Manager or designee and grievant was held;
 2. A decision as to whether the grievance is sustained or denied;
 3. In the event the grievance is denied, a statement outlining the timeline to appeal the denial;
- D. Impartial Hearing Officer Selection: The Village shall select the Impartial Hearing Officer (IHO). The IHO shall not be an employee of the Village of Shorewood. The IHO may be an employee of another municipality, a lawyer, a professional mediator/arbitrator, or other qualified individual.
- E. Impartial Hearing Officer Standard of Review: The IHO will determine procedural questions during the process except as provided by specific guidelines set forth by the Village of Shorewood regarding hearing procedures. Employees shall be entitled to be represented by an attorney or other representative, at the employee's own expense, during these proceedings. The standard of review for the IHO is whether the decision of the Village Manager was arbitrary or capricious. A decision will not have been arbitrary or capricious if it was made in the best interest of the Village of Shorewood. If the decision was not arbitrary or capricious then the IHO is required to find on behalf of the Village. The Rules of Evidence will not be strictly followed, but no factual findings may be based solely on hearsay evidence.
- F. The Impartial Hearing Officer's written recommendation to the grievance must contain:
1. A statement of the pertinent facts surrounding the nature of the grievance.
 2. A recommendation as to whether the grievance is sustained or denied, with the rationale for the recommendation.
 3. A statement outlining the timeline to appeal the recommendation.
 4. The IHO must sustain or deny the decision of the Village. Authority is not given to modify the decision as made by the Village. Authority is not given to grant in whole or in part the specific request of the Grievant.
- G. Appeal to the Village Board: With or without an appeal by either party, the Village Board may decide, in each situation, whether it will review the record and make a decision, or hold a new hearing and make an independent decision. The manner of review is the sole choice of the Village Board.
- H. The Village Board's written decision regarding the grievance must contain:

1. A decision as to whether the grievance is sustained, denied or modified.

3. Process

- A. Grievances will be processed per the provided timelines.
 1. An employee may advance a grievance to the next step if a response is not provided within the designated timeframes.
 2. An employee may not file or advance a grievance outside of the designated timeframes.
 3. The Village Manager may advance an informal grievance submission to the next step at the written request of either the employee or the supervisor.
 4. Failure of the employee to adhere to any of the specified timelines within the process shall result in the grievance being denied. The Village Board in its discretion may, however, consider an otherwise untimely grievance at the Village Board level of the grievance procedure.
- B. Grievance meetings/hearings held during the employee's off-duty hours will not be compensated.
- C. Granting the requested or agreed upon remedy resolves the grievance.
- D. The decision of the Village Board is final and not subject to further review.

9. SAFETY

A. Safety Equipment

All Village employees will wear all safety equipment which has been provided to them by the Village, as the job requires. Employees should reference the Department Safety Manual and policies and procedures for detailed safety requirements.

B. Confined Entry Policy

Federal and State confined entry policies will be followed at all times by all employees.

C. Obstructions

All employees will ensure that aisles and exits are kept free of obstructions at all times.

D. Hazardous Materials

Gas, fuel and flammable liquids will be kept in an approved container or cabinet. Gas cylinders will be secured to the wall, or if in a vehicle, secured in an upright position. All paints and aerosol cans will be stored in an approved cabinet or other storage container.

Personnel will become familiar with all chemicals used in Village operations. If there are any

uncertainties about the proper use or application of chemicals, contact your supervisor or the manufacturer. An inventory sheet of hazardous chemicals and Material Safety Data Sheets (MSDS) will be established to ensure that required emergency information is available. Department Heads have information as to where the MSDS are kept.

Any spillage of hazardous materials will be immediately reported to the North Shore Fire Department so that it can be properly contained.

E. Vehicles

Employees who use their vehicles in the daily operation of their duties must exercise extreme caution. Any accidents must be reported, as soon as possible, to your immediate supervisor.

F. Enforcement

Work rules are defined as and limited to rules promulgated by the Village of Shorewood, within its discretion, which regulate the personal conduct of employees. Work rules are intended to assist employees in the orderly and effective performance of their work. Failure to comply with these safety rules will result in sufficient grounds for disciplinary action up to and including termination.

10. EMERGENCY STANDBY

Employees in the position of Utility Foreman, Services Foreman, , and Fleet and Facilities Foreman shall be assigned to one (1) week of emergency standby duty each month, during which time the employee shall carry a pager, to which the employee is obligated to respond if called. During this week, the employee shall be paid one hundred eighty-five dollars (\$185) for emergency standby, and shall be compensated as stated in Section C., 2, Emergency Call-In, if she/he is called to report for emergency duty.

1. Any other Foreman position created by the Village Management/Supervisory employees will also be assigned to this standby duty.
2. Employees who do not have a Village cell phone will be issued one by the Village.
3. If employee uses his/her own cell phone, he/she will be given a five dollar (\$5) per month stipend to offset monthly fees.
4. Cell phones are to be kept on, unless the employee cannot do so (i.e., movie, play, lecture, etc.)

11. END OF EMPLOYMENT

A. Exit Interview Process

The Village of Shorewood is committed to improving our employee relations and exit interview responses are used to help fulfill that commitment. Regular part-time and full-time employees leaving the Village's employment are asked to provide honest responses to wage, benefit, performance, management, teamwork, and communication questions. An exit interview is used to gain insight into

the reasons for leaving employment with the Village, to help measure the effectiveness of Village personnel and managerial practices, to determine where personnel policies and practices may need review, and to determine if supervisory or managerial practices need modification or improvement. Responses are held in the strictest of confidence. Employees are also given the opportunity to meet with the Village Manager individually regarding their concerns.

Exiting employees may allow the release of their employment records to any individual/agency by completing an "Authorization for Relation of Information" form. Without such an authorization on file with the Village, only information subject to the Wisconsin Open Records Law will be released.

B. Return of Village-owned Equipment

Department Heads will collect all equipment/tools/keys/access tags from the exiting employee. When items are not returned, the employee will be expected to reimburse the Village for such expenses. Rules and Regulations Manuals given to the employee upon hire must be turned in or the employee will be charged for the cost of the binder. Village-issued photo ID card(s) must also be turned in upon leaving.

Employees will also be required to repay the Village for any recent tuition reimbursement per Village policy, or specialized training program per any re-payment agreement. The Human Resource Associate will consult with the Village Manager and work with the employee to create a re-payment plan that best fits the individual's and Village's needs.

C. Additional Benefits

Please consult the Deputy Clerk/Treasurer to discuss any additional benefits that you may have accrued.

D. Separation Pay

Employees who are separated from the service shall be entitled to payment for their accumulated, but unused vacation leave at the time of their separation. Separation from service includes resignations, terminations or other severance of employment of the Village. This benefit shall not be provided by the Village for employees who are terminated by the Village for misconduct.

In order to be eligible for such payments, the employee must provide the Village with at least fourteen (14) calendar days' notice prior to the employee's last day of Village employment.

12. SALARY/CLASSIFICATION ISSUES

A. Wage Scales: [Refer to Appendices "M" and "N"]

1. Present salary ranges, where they exist, can be maintained or modified, at the sole discretion of the Village Manager and Village Board.
2. The Village reserves the right to hire, at its sole discretion, employees at any step in the existing salary range (s).
3. The Village reserves the right, at its sole discretion, to advance employees through the steps of any current or future salary range (s).

B. Work in a higher classification:

Regular full-time employees performing work in a higher classification resulting from a vacancy created by resignation, termination, or other severance of employment by a higher-ranked individual, or from the incapacity of the incumbent in a higher-ranked position can, upon authorization by the Department Head/Village Manager, be paid the rate of the higher-ranked position retroactive to the date of the vacancy or incapacitation and receive the rate of pay that would provide an increase over the pay rate they receive in their own job classification for the duration of the vacancy.

The employee shall be paid at the higher rate effective as of the sixth (6th) consecutive day during which he/she performs the work in the higher classification. The work must be assigned to the employee by the Department Head, in order for the employee to receive the rate of the higher-ranked position.

C. Commercial Driver's License:

An employee, who is currently required to drive a vehicle, subject to the Commercial Driver's License (CDL), shall be required to have a CDL. The Village shall pay the cost of said CDL.

In the event such an employee loses his/her CDL or regular operator's license, the Village reserves the right to terminate the employment of the employee in question.

D. Snowplow Assignment:

To be determined pursuant to applicable Public Works Policies Work Rules.

E. Task rate for water utility:

The Village will pay, at its sole discretion, a task rate for work which is performed in the Water Utility in a position for which a DNR license is required, if the employee has taken and passed the requisite tests to obtain the license. Employees to whom such assignment may be made shall be required to earn necessary DNR water distribution licenses within six (6) months of date of hire or, in the alternative, upon a schedule which is determined by the Department Head/Village Manager.

APPENDICES

- A. Acknowledgement and Understanding Form
- B. Adverse Weather and Electrical Outage Leave Policy
- C. Phone Policy
- D. Internet Policy
- E. Social Media Policy
- F. Written Communications Policy
- G. Conflict of Interest
- H. Employee Assistance Policy
- I. FMLA Rights and Responsibilities
- J. Grievance Policy
- K. Security Policy
- L. Time Sheet Policy
- M. Staff Sustainability Policy
- N. Reimbursement and Per Diem Expenses Policy
- O. Religious Observance
- P. Salary Determination/Merit Pay
- Q. Salary Ranges Assignments
- R. Management Self-Assessment Form
- S. Non-Management Performance Evaluation Form
- T. Organizational Chart



**Appendix A
Acknowledgement and Understanding**

Current employees shall complete and submit a copy of this form to their Department Head upon receipt of this updated manual. New employees shall complete and submit a copy of this form to their Department Head within seven (7) days of employment.

Please read the following statements and initial each individual item and sign below to indicate receipt, acknowledgment, and understanding of the Human Resource manual:

_____ I have received a copy or am able to access the Human Resource Manual on the Village shared (S:/) drive and Staff Intranet page.

_____ I have read the Human Resource Manual and understand the policies and procedures described in it.

_____ I understand that the rules, regulations and procedures set forth in the Human Resource Manual will govern my employment with the Village of Shorewood unless specifically covered under an employment contract or collective bargaining agreement. All provisions in this manual are subject to federal and state law.

_____ I acknowledge I have the right to terminate my employment with the Village at any time without notice. In turn, I acknowledge the Village has the right to terminate my employment in its sole discretion, subject to any applicable State or Federal statutes or constitutional requirements.

_____ I am aware the descriptions of benefits in this Human Resource Manual are not contractual in nature and do not guarantee any continuance of said benefits.

_____ I am aware during the course of my employment, confidential information may be made available to me. I understand this confidential information must not be given out or used outside of Village premises or with non-Village employees, except as required by law.

_____ I understand my signature below indicates I have read and understand the above statements and have received a copy of the Human Resource Manual.

Date

Employee Name (Printed)

Employee Signature

Date

TO BE PLACED IN EMPLOYEE'S PERSONNEL FILE



Appendix B
Adverse Weather and Electrical Outage Leave Policy

1. **Declaration of Emergency:** Should the Village Manager or his/her designee declare an adverse weather emergency or electrical outage at the workplace, each employee scheduled to work that day will have the option of completing the work day or leaving work, if so authorized. The employee must be working and/or scheduled to work that day to qualify.
2. In the event that the employee elects to stay at work, he/she will be paid for the balance of the work day.
3. In the event that the employee elects to leave work or not report for work, the employee will have the following options for the time lost from the time at which the Department Head or his/her designee declares a weather emergency.
 - To have the time not worked subtracted from his/her accumulated vacation, or floating holidays, or accumulated sick leave—Or compensatory time.
 - To have the time not worked subtracted from his/her accumulated compensatory time off.
 - To take the time off without pay.
 - Sick time may be utilized for an emergency event that extends beyond one day with the permission of the employee's immediate supervisor.
4. Police Department personnel and DPW staff will be required to work during adverse weather emergencies. Other staff may be required by the Village Manager to work during the emergency response.
5. Employees may make up time missed (not to exceed 40 hours) later in the week if necessary.



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1. Cellular Phone Use Policy
 2. Standard Phone Use Policy
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1. CELLULAR PHONE USE POLICY

1.A. Purpose and Scope

The Village of Shorewood wishes to provide the most consistent, convenient and cost-effective cellular telephone services possible for its employees. The principles of this policy are applicable to pagers, Blackberries, other personal electric devices, as well as cellular phones. The objectives of this policy are to:

- Provides guidelines to employees who may require a cellular telephone to conduct Village business;
- Apply standards to the cellular telephone equipment and service agreements used by Village employees;
- Provide a system for monitoring cellular telephone usage patterns so that plans can be routinely modified to better meet the needs of the user;
- Ensure that the Village's acquisition of cellular telephone services is cost-effective;
- Provides an internal system for purchasing cellular telephone services, gaining access to repair services, and acquiring necessary training and support; and
- Establishes a system for monitoring future developments in cellular services and selecting those that meet the needs of the Village.

1.B. Cellular Service Vendors

To facilitate accomplishment of the above objectives, the Village may at its discretion enter into contracts with cellular telephone service providers. During the period when one or more of these contracts is in force, the Village will only purchase cellular telephones or cellular telephone service agreements for employee use on the basis of these contracts, unless a specific exception is granted.

1.C. Eligibility and Approval

Cellular telephones and services may be provided to certain Village employees to conduct activities incident to their employment that either cannot be conducted on a land-line telephone

or for which it would be inefficient to use a land-line telephone. Requests for cell phones must be approved by the employee's Department Head and the Village Manager.

1.D. Personal Calls

The Village provides cellular telephones to employees for the purpose of conducting Village regular and emergency business. Use of Village-owned cellular equipment to make or receive personal calls during business hours is discouraged, although it is understood that usage for personal reasons may be necessary in certain situations. It is also understandable that a staff person may utilize the Village-issued cellular phone during weekends and evenings. To accommodate this use, without causing excessive cell phone reviews, the Village of Shorewood will determine a fixed amount to be paid by the Village of Shorewood. Any minute overage, long distance, roaming or other charges realized by the employee for personal calls shall be the responsibility of the employee. The base amount, to be Village-funded is based on current plans and can be obtained from the Assistant to the Village Manager. Because of periodic Village review of cell phone bills and plans, these amounts are subject to change.

1.E. Other Restrictions

- An employee may not operate a personal business from a Village cell phone;
- Employees should not use hand held cell phones for business purposes while driving. Should an employee need to make a business call while driving, he/she should locate a lawfully designated area to park and make the call;
- Employees may use hands-free cell phones while driving, but only in emergency situations. Such calls should be kept short and should the circumstance warrant (e.g. heavy traffic, bad weather), the employee should locate a lawfully designated area to park and continue the call;
- Employees may request to purchase cellular phone accessories from Village funds as long as such accessories enhance the phones functionality and/or safety. Purely cosmetic or similar accessories are the responsibility of the employee. The Village will not pay for installation of permanent hands-free kits in employee's automobiles;
- Cellular telephones distributed to staff members are the property of the Village;
- Cellular telephones will be returned to the Village if the employee discontinues employment at the Village;
- The Village discourages use of a cellular phone when a desktop phone could be used;
- Phones should be carried and turned on at all times and recharged nightly; and
- Cellular telephones should be silenced during staff meetings, except for emergency personnel.
- Sworn police staff may be required to use the squad's cell phone for police business. Employees will exercise extreme caution if cell phone use is required while operating

the vehicle. Whenever practical, officers will lawfully park the vehicle while engaging in cell phone conversations.

1.F. Damage, Loss or Theft

Handsets or other equipment that are damaged in the course of business should be brought to the employee's Department Head, who will contact the vendor for replacement or repair. Lost or stolen cellular equipment should be immediately reported to the employee's Department Head, who will notify Shorewood Police Department and the Village Manager or designee so that the service can be cancelled. The Village will replace lost or stolen cellular phones, however, all costs incurred for replacement or repair will be the responsibility of the employee's department.

1.G. Usage Monitoring

Department Heads are responsible for educating subordinates about appropriate cellular telephone procedures and monitoring their usage.

1. H. Program Management

The Village Manager or designee shall manage the relationship with cellular providers. The Village Manager or designee will place all orders for cellular telephones and services with the contracted vendor and take delivery of the equipment. Village Manager or designee will contact employees ordering equipment when it arrives and provide necessary orientation and training as well as monitor plans and overall usage and suggest changes in service agreements to provide the most convenient and economical plan.

1.J. Phone Issuance

Phones may be issued to:

- All Department Heads;
- Foremen and staff who have on-call responsibility;
- Volunteers and staff with special duties, as approved by the Village Manager; and,
- Certain Police Department personnel.

2. STANDARD PHONE USE POLICY

2.A. Purpose and Scope

This policy is intended to insure proper use and courtesy for general telephone use.

2.B. Telephone Use and Courtesy

Many of the people who rely upon us, rarely, if ever, see us face-to-face. To them, the Village is a voice over the telephone and therefore, courtesy and tact should be used. A friendly voice, clear speech and identifying yourself to the caller go a long way toward maintaining good relationships with those whom we serve. Callers, generally and justifiably, object to prolonged ringing, being placed "on-hold" for an unreasonable amount of time, or being provided wrong or incomplete information. Please use good judgment in addressing these concerns. Also, remember that the Village's telephone system is a vital link of service to those who rely on us and, therefore, it must be ready and available for Village business at all times.

2.C Personal Calls and Business

Shorewood business phones should be limited to business purposes only. It is understood that from time to time due to emergencies, personal business must be conducted during the daytime hours and staff members may utilize the phone system for personal use under these circumstances. The following guidelines apply for this use:

- Limit the length of personal calls to fewer than two minutes;
- Do not conduct a personal private enterprise business;
- Should a customer or other staff member ask for your assistance, put the personal call on hold;
- Should you need additional time to conduct a longer personal call, ask your Department Head or his/her designee to be excused and use a phone away from the general work area; and
- Attempt to make longer calls during scheduled breaks.

2.D. Answering Calls

Please refer to the Customer Service Manual for standards on handling telephone calls.

2.E. Transferring Calls

When necessary to screen calls, ask, "May I say who is calling?" before transferring the call. Transfer calls promptly, announcing to the caller that you are making the transfer.

2.F. Call Waiting/Hold Messages

It may be necessary to place a caller on hold.

- Before placing caller on hold, ask if they would like to go into voicemail or be placed on hold;
- Wait for a response;
- While caller waits, use the hold button;
- Again ask if they would like to continue to hold or if they would like voicemail; and
- Always provide the opportunity for the caller to leave a message. Take an accurate message, which should include date and time of call, the name of the caller (first and last name), name of the company or association, a complete telephone number (area code, extension #'s) and the message taker's name or initials.

Due to multiple incoming telephone lines at the Police Department, staff will endeavor to adhere to the Village's general Customer Service guidelines, with the understanding that calls must be handled as efficiently and effectively as possible. The Chief of Police will set the standards to be used when call volume is heavy.

2.G. Terminating Calls

Terminate all calls with a courteous thank you and goodbye.

2.H. Initiating Calls



1. INTERNET AND E-MAIL POLICY

1.A. Purpose

The internet, as a value-added working tool, can bring great benefits to its users and to the Village. Unfortunately, internet use offers many non-productive work alternatives and increased security risk. Inappropriate use makes the Village network more vulnerable to hackers, virus infections and other dangers. This policy has been developed to provide guidelines for use of this privilege. Violation of these guidelines may result in disciplinary action, up to and including termination of employment.

1.B. E-mail Policy

The Village of Shorewood provides internal and external electronic mail (e-mail) to employees for municipal purposes. Employees must be aware that their name, user id, and location are included in each message. Therefore, e-mail users should exercise good judgment and common sense when creating and distributing e-mail messages

- **Ownership.** All electronic systems, hardware, software, temporary or permanent files and any related systems or devices used in the transmission, receipt or storage of e-mail are the property of the Village of Shorewood. E-mail messages are property of the Village of Shorewood and may be retrieved from storage even though they have been deleted by the sender and receiver.

Department Heads have the authority to inspect the contents of any equipment, files, calendars or electronic mail of their employees in the normal course of their responsibilities. The Village Manager or the Manager's designee may extract stored e-mail messages when requested to do so by authorized personnel. Reasons for review include, but are not limited to, system hardware or software problems, general system failure, regular system maintenance, supervision and training, lawsuits against the Village of Shorewood, suspicion of crime or violation of policy, public records requests, or the need to perform work or provide a service when the employee is unavailable.

- **Personal Use.** E-mail will be used for municipal purposes only. Incidental and limited non-business use of a computer and communications systems – for example, to create and store documents in a directory identified by an employee number or to send or receive e-mails of a personal nature – is acceptable, if not abused, as with the case of personal phone calls. Any incidental personal use should not interfere with the conduct of business of the Village of Shorewood or distract from an employee's work duties.
- **Privacy.** Even if you are careful, you have no control over what others may do, and it is common for a message to be forwarded, sometimes to large groups or many times, with the consequence that strangers may have ready access to what you have written.

The Village of Shorewood does not, as a matter of routine, review or monitor e-mail messages, telephone information, or computer-generated documents, business or non-

business. However, all such information, including e-mail messages, may be accessed to promote or to protect the Village of Shorewood interests. Employees should be aware that they cannot expect any use of the Village of Shorewood computer network to be private.

- **Prohibited Uses.** Under no circumstances should Village of Shorewood electronic communication be used for sending, accessing, receiving or storing any material of offensive, discriminatory or harassing nature or that of a threatening, obscene, or defamatory nature, for chain letters, or for any other purpose that is illegal against Village of Shorewood policies, or contrary to the Village of Shorewood's Interests.

Solicitation is not allowed in the e-mail system.

Consider carefully whether it is appropriate to forward a message sent to you without the sender's permission.

Adopting the identity of another person on any e-mail message is prohibited.

Using e-mail for any commercial promotional purpose, including personal messages offering to buy or sell goods or services is prohibited.

- **Copyright Infringement.** The ability to attach a document to an e-mail message for distribution greatly enhances the risk of copyright infringement. A user can be liable for the unauthorized copying and distribution of copyrighted materials through the e-mail systems. Accordingly, you should not copy and distribute through the mail system any copyrighted materials of a third party such as software, database files, documentation, articles, and graphic files or download information unless you confirm in advance from appropriate sources that the Village of Shorewood has the right to copy or distribute such material.

1.C. Internet

As a user of the Village of Shorewood network and computer system, you may be authorized to access the internet. You should be aware that every Internet site you visit is capable of determining who you are and who you represent. Accordingly, access to the Internet should include the use of good judgment, common sense, and care and discretion.

- **Personal Use.** Internet access should be limited to Village of Shorewood business. Employees' use of the Village of Shorewood computer and communications systems to access the Internet for personal use is limited to breaks, lunch or immediately before or after work. All personal transactions (i.e. online purchases) are at user's own risk. Personal use may not involve any prohibited activity previously described or any of the following:
 - Visiting game or adult-oriented sites.
 - Use of the Village of Shorewood computer systems for gambling in any manner.
 - Use of the Village of Shorewood computer system in attempts to gain unauthorized access to remote computer systems.

Due to the prevalence of viruses on the Internet, downloading of any programs, data or other material, except as approved by a Department Head or the Village Manager, is prohibited. When approved by a Department Head or Village Manager, downloading of

programs, data or other materials must be done on your specific PC's hard drive and not to the Village of Shorewood's network server.

Confidentiality of data (including e-mail messages via the Internet) cannot be assured. Accordingly, the transmission of private, personally sensitive materials or other protected information, without authorization, is prohibited.

1.D. Viruses

Virus infection is one of the most well documented threats of Internet use. It is important that employees scan all incoming files for viruses, whether downloaded or attached to electronic mail messages. Users should not open or attempt to read any files received over the Internet that they did not specifically request, and should immediately contact the Village network administrator upon receiving an un-requested file.

1.E. Copyright

Information placed on the Internet is the intellectual property of the person or organization posting it. Users must be sure to cite their sources when using any text, ideas, software, or graphics copied from the Internet.

1.F. Fee Resources

Access to some resources require that additional fees be paid. Employees must obtain prior approval from their Department Head for access to any fee-based Internet resources.

1.G. File Transfers

Large file transfers should be done at times when it will not degrade the performance of the Village network. Non-peak hours are from 5:00 p.m. to 7:00 a.m. weekdays and any time on Saturday or Sunday.

1.H. Public Record Requests

Requests from outside the Village for access to electronic files should be handled through the same procedures as requests for any other public record. Employees should not send out files of Village information without approval of their immediate supervisor.

1.I. Village Property

All Internet transmissions sent from or received by Village computers are Village property. Village management reserves the right to examine, at any time and without prior notice, all e-mail, directories, files and other information stored on data disks, computers, tape or other electronic media.

1.J. Confidentiality Notice

All e-mails should be sent with the following notice, or similar to, at the bottom of the e-mail:

IMPORTANT NOTICE: The preceding message may be confidential. It is not intended for transmission to, or receipt by, any unauthorized persons. If you believe that it has been sent to

you in error, do not read it. Please reply to sender that you have received the message in error and then destroy it. Thank you.

1.K. Discussion Groups and Social Networking Sites

The Internet contains numerous discussion groups, social networking sites, and forums where users may post messages and exchange ideas. Some discussion groups are useful places for research on topics of interest to Village employees. However, as with any other form of communication, employees are responsible for their conduct and must not misrepresent official Village policy in any message posted to the Internet. Employees should consult with their manager prior to posting messages in such locations. Employees using e-mail, posting to public forums or participating in online chats must take care to ensure that their personal statements are not misconstrued as official Village positions. All Village standards for communication with the public apply to the Internet. Employees must take care not to disclose confidential or proprietary information, including anything that you would not tell an anonymous caller on the telephone.

1.L. World Wide Web Pages

Any corrections or other input for the Village's website is appreciated and should be addressed to the administrator(s). Department Heads are responsible for setting up and maintaining their department's webpage.

1.M. Responsibilities

Each individual is responsible for complying with all applicable state and federal laws, and all Village policies and standards when accessing the Internet. Violations of any policy or standard can result in disciplinary action in accordance with Village administrative rules. Widespread abuse of Internet access by individuals can result in the revocation of Internet privileges.

1.N. Unacceptable Practices

The following practices are unacceptable and are not allowed. Anyone conducting any of these practices will be subject to discipline, up to and including termination.

- Viewing, storing, downloading or forwarding pornographic images or other obscene materials;
- Sending e-mail that is obscene, racist, sexist, harassing, intimidating or otherwise offensive;
- Any form of hacking, including: attempting to gain access to restricted resources inside or outside the Village's network; impersonating another user; and damaging or deleting the files of another user;
- Downloading, installing or using unlicensed or unauthorized software;
- Using Village e-mail or Web pages to promote enterprises (political, religious and personal business) unrelated to the Village's activities; and
- Failing to use virus-checking software.



Appendix E: Social Media Policy

1. SOCIAL MEDIA POLICY

1. A. Purpose and Scope- The Village of Shorewood may employ the use of social media tools to more effectively market the community to individuals and organizations, to ensure the broad distribution of accurate and timely information regarding relevant village-related issue, and to promote dialogue between community members and the Village of Shorewood. Social media may include tools used for external electronic communications including blogs, forums, microblogs, social networks, RSS feeds and video blogs sponsored, produced, created, or maintained by the Village. Social media may also include promotional email campaigns, but not other forms of email communication.

1.B.Policy-

1. Under the direction of the Village Manager, designated staff within the Village may have access to social media tools for the purpose of sending communications, notices and updates to the general public. All communications must be consistent with the mission of the Village of Shorewood, and be distributed in accordance with existing guidelines and best practices for the dissemination of public information (i.e. press releases, web postings, email lists and newsletters). Communications may be monitored by the Village Manager or designee.
2. Departments may maintain department-specific social media pages as needed. Such pages will comply with all rules, guidelines and best practices as outlined in this policy and other applicable directives.
3. Departments may use social media platforms necessary and beneficial to communicate with Village residents. When choosing social media platforms, departments should choose those that they can successfully maintain and update. *See guidelines below for more information.* Department Heads should discuss any new platforms with the Village Manager before beginning use.
4. Official social media pages for the Village of Shorewood may accept user comments. Departments should answer factual questions (i.e. When is Village Hall open?) directly. Questions of policy should be given the phone number or email address of the appropriate department head. *See guidelines below for more information.*
5. Comments should directly pertain to Village business. Comments or postings containing any of the following inappropriate forms of content may be subject to unilateral removal and/or restriction by the Village without prior notice:
 - Comments not related to the original topic, including random or unintelligible comments;
 - Profane, obscene, or pornographic content and/or language;
 - Content that promotes, fosters or perpetuates discrimination including those based on race, creed, age, religion, gender, national origin, disability or sexual orientation;
 - Rude, defamatory or personal attacks;

- Threats to any person or organization;
- Comments in support of, or in opposition to any political beliefs, campaigns or ballot measures;
- Solicitation of commerce, including but not limited to, promotion or advertising of any kind, including a business, organization, event or product for sale;
- Conduct in violation of any federal, state or local law or encouragement of illegal activity;
- Information that may tend to compromise the safety or security of the public or public systems; or
- Content that violates a legal ownership interest, such as a copyright, of any party.

These prohibitions should be clearly stated on the home page of the social media platform.

6. Employees will use social media and social networking to conduct official Village business only while at work or while on Village Networks.
7. Personal Use Guidelines: While employees are not allowed to use social media on Village time, here are some general guidelines for personal use by a government official:
 - Personal accounts should have clear disclaimers that the views expressed by the author in the account is the author's alone and do not represent the views of the Village of Shorewood. Make it clear that you are speaking for yourself and not on behalf of the Village or your department.
 - Be respectful to the Village, other employees, customers, partners, and neighbors.
 - Social media activities should not interfere with work commitments. Refer to part six.
 - Your online presence reflects the Village. Be aware that your actions captured via images, posts, or comments can reflect that of the Village and your department.
 - Do not reference or cite Village employees or partners without their express consent.
 - Village logos and trademarks may not be used without written consent.
8. The Village will comply with all applicable federal, state and local laws and ordinances regarding public records and public communications.
9. Employees should not include in any post anything that could negatively affect the safety of residents or village employees or negatively affect an ongoing investigation.
10. Employees creating content for a Village of Shorewood social media account will not use the account to:
 - Endorse, support, oppose or contradict any political campaign or initiative.
 - Endorse, support, oppose or contradict any social issue cause or religion
 - Endorse, support, or oppose any product, service, company or other commercial entity.
11. Any person identified as an employee of the Village of Shorewood on a publicly accessible social media site is expected to maintain a positive online image and conduct that is consistent with the Village's goals and objectives.

12. Any information posted on the site will potentially become subject to open records laws. Social media site operated by Village employees must post the following statement as part of the contents:

"Posts and comment to and from me are subject to the Wisconsin Open Records Act and may be disclosed to third parties"

13. Below are the guidelines that should be followed by all employees responsible for maintaining your departments social media page:

- Social media is a way to capture casual observers. Include stories that would appeal to people who are not frequent government watchers. People want news that directly affects them.
- If you can, use multiple channels (Twitter, Facebook, email newsletters) to communicate. This allows the recipient to choose what works best for them.
- Monitor and post frequently with fresh content. It is recommended to post at least five (5) new Twitter messages and three to five (3-5) Facebook messages a week.
- Mix it up! Try to include a variety of links, pictures and sharing of other stories. This will increase who sees your post.
- Share the stories of other Shorewood-related groups. The more you share, the more people will see your posts.
- Do not information dump. Try to make your posts short and to the point.
- Avoid including any content that is too technical
- Be creative! Use pictures or videos when possible.
- To save time, consider using social media management tools such as Hootsuite to schedule posts ahead of time and to post to Facebook and Twitter simultaneously.
- Understand each social media tool you choose to use. Use the right tool for the job.
- Social media changes quickly. Stay up to date on the features of each social media platform you are active with.
- Do not engage negative commenters in discussion; instead provide the resident with the email address or phone number to your Department Head, Village Manager or the appropriate Village department.
- Respond to user questions within 24 hours of receiving them during normal business hours.



Table of Contents

- 1. Faxes**
 - 2. Letters**
-

1. Purpose and Scope:

This section of the policy addresses the more traditional forms of communication. Paper communication is important because of the paper trail that can be left. It is very important that all employees understand the impact that their actions have on the whole organization when they communicate both internally and externally with paper.

A. Faxes

All faxes should be sent with a fax cover sheet. The fax cover sheet should have the confidentiality language listed in section 3.J. Faxes are not always received by the person intended so make sure that the language and information included in the fax is appropriate for the general public.

B. Letters

Letters from the Village of Shorewood should be prepared on official letterhead. The letters should be professional in nature and should be spelling and error free.



Appendix G Conflict of Interest Policy

Purpose and Scope: Rules under this section are set forth because the proper operation of Village government requires that employees be independent, impartial, and yet responsible to the public. It is important that the public have confidence in the integrity of the government. Nothing in this section shall deny any individual rights guaranteed by the U. S. Constitution, the Constitution of the State of Wisconsin, federal or state laws, or by a labor agreement negotiated with certified employee bargaining unit representatives.

- i) Personal Conduct -** No Village employee shall use his/her office or position for personal financial gain or the financial gain of his/her family, friends, associates, or private business or employment. No employee shall engage in his/her own business activity, private employment, or render services for private interests when such employment, business activity or service is incompatible with the proper discharge of his/her official Village duties or would impair his/her independence of judgment or action in the performance of his/her official Village duties. No employee shall use or disclose privileged or confidential information gained in the course of or by reason of his/her official position or activities.

- ii) Political Activity -**
 - (1) Employees shall be permitted to:**
 - (a) Register and vote in any election;
 - (b) Express opinions as individuals privately and publicly on political issues and candidates;
 - (c) Attend political conventions, rallies, fund-raising functions and similar political gatherings;
 - (d) Actively engage in any political functions not involving Village officials or the Village government;
 - (e) Sign political petitions as individuals;
 - (f) Make financial contributions to political organizations;
 - (g) Serve as election judges or clerks or in similar positions to perform nonpartisan duties as prescribed by state or local laws;
 - (h) Hold membership in a political party and participate in its functions to the extent consistent with the law and consistent with this section; and
 - (i) Otherwise participate fully in public affairs, except as provided by law, to the extent that such endeavors do not impair the neutral and efficient performance of official duties, or create real or apparent conflicts of interest.

 - (2) Employees are prohibited from:**
 - (a) Engaging in political activities while at work;
 - (b) Using Village property for political purposes; and
 - (c) Using their office or their official position with the Village for political advantage or purpose.

- iii) Gifts and Gratuities -** Employees shall not receive personal gifts or gratuities from any other person with an interest in the services provided or duties performed. If such gifts

and gratuities are received, the employee shall either return them with a letter of thanks, or, if it is not practical to return such gifts and gratuities, the employee shall send a letter of thanks and acceptance in which it is stated that the gifts will be sold with the proceeds placed in the Village's social welfare fund, a fund for emergency aid to Village residents, or be donated to another charitable organization. Employees should demonstrate an attitude that discourages any offers of personal gifts.

iv) Outside Employment -

- (1) Village work is the primary responsibility of the employee; however, outside employment is permitted if it does not interfere in any way with the employee's work and the employee's Department Head is notified of such.**
- (2) Outside employment shall not be of such a nature as to embarrass or bring discredit to the Village or interfere with or excuse an employee from required overtime or extra hours' work as assigned by the employee's Department Head, or Village Manager.**
- (3) Employees who engage in outside employment shall not conduct any business related to such employment on Village premises or during hours in which such employees are working for the Village or advertise their outside employment either directly or indirectly on Village premises during work hours.**
- (4) Department Heads are not permitted to have any outside employment without prior approval of the Village Manager. The Village Manager is not permitted to have any outside employment without prior approval of the Village Board.**

- v) Personal Mail - Employees shall not use the addresses of the Village municipal buildings or offices for receipt of personal mail and other deliveries nor shall they use Village postage machines, stationery, etc.**



Appendix H Employee Assistance Policy

The Village contracts with an outside vendor which provides our employees an Employee Assistance Program (EAP). This program is offered to all employees at no cost to the employee.

The purpose of the EAP is to assist employees in the resolution of problems and concerns that may or may not relate to the work environment.

Employees are encouraged to contact the EAP whenever they feel the program might be able to assist them in resolving personal problems or concerns. Managers will make referrals as deemed necessary.

Management may contact the program coordinator to ascertain whether or not the employee was actually seen by an EAP counselor, and whether a referral was made. If a referral was made, management may check at a later time to ascertain whether the employee pursued the recommended course of treatment.

Please contact the Village Manager for more information.



Appendix I
Family and Medical Leave Act (FMLA) Policy

Purpose

This policy outlines the provisions of the Federal and Wisconsin Family and Medical Leave Acts and the rights and obligations of employees and employers under both laws.

Policy

The Wisconsin and Federal FMLA laws differ in a number of areas. The Village will comply with the more generous provision as required by law.

Leave qualifying for both Wisconsin and Federal FMLA leave will count against the employee's entitlement under both laws and will run concurrently.

Eligibility

Employees are entitled to FMLA benefits if they:

1. Federal

Have been employed by the Village of Shorewood for at least 12 months (not necessarily consecutive) and have worked at least 1,250 hours during the 12 months prior to the start of the FMLA leave. Time spent on paid or unpaid leave does not count in determining the 1,250 hour eligibility.

2. Wisconsin

Have been employed by the Village of Shorewood for at least 52 consecutive weeks and have been paid for at least 1,000 hours during the 52 weeks prior to the start of the FMLA leave.

Qualifying Event and Amount of Leave

Unpaid leave is available for one or any combination of the following circumstances:

TYPE	ELIGIBILITY	MAXIMUM DURATION FOR STATE LEAVE	MAXIMUM DURATION FOR FEDERAL LEAVE
Personal serious health condition; inpatient hospitalization, chronic condition or continuing care by a physician	Unable to work because of serious health condition	Up to two (2) weeks per calendar year	Up to twelve (12) weeks per rolling 12-month period
Birth, adoption, foster care	Birth of a child, placement of child for	Up to six (6) weeks per calendar year	Up to twelve (12) weeks per rolling 12-

	adoption or as pre-condition to adoption, or foster care placement		month period
Family serious health condition, inpatient hospitalization, chronic or continuing care by a physician	Necessary to care for spouse, child or parent with serious health condition	Up to two (2) weeks per calendar year Also covers care for qualifying domestic partners	Up to twelve (12) weeks per rolling 12-month period
Leave to care for a seriously ill or injured military service member who is a spouse, son or daughter, parent, or next of kin.	Spouse, son, daughter, parent, or next of kin service member has been injured on active duty, and service member is undergoing medical treatment, recuperation, or therapy; is otherwise in outpatient status; or is otherwise on the temporary disability retired list for a serious injury or illness.	None	Up to twenty-six (26) weeks per rolling 12-month period, per service member, per injury.
"Qualifying exigency" leave due to employee's spouse, son, daughter or parent being on or called up for active duty in the Armed Forces.	Short-notice deployment, military events and related activities, childcare and school activities, financial and legal arrangements, counseling, rest and recuperation, post-deployment activities, and additional activities where the employer and employee agree to the leave.	None	Up to twelve (12) weeks per rolling 12-month period

To determine the amount of Federal FMLA leave to which an employee is entitled, the Village uses a rolling 12-month period, measured backward from the date an employee uses any FMLA leave. Each time an employee takes FMLA leave the remaining leave entitlement would be any balance of the 12 weeks which has not been used during the immediately preceding 12 months.

Pursuant to Wisconsin law, entitlement to State FMLA leave will be calculated based on the calendar year.

Leave qualifying for both Wisconsin and Federal FMLA leave will count against the employee's entitlement under both laws and will run concurrently. When an employee is absent due to a work-related illness or injury which meets the definition of a serious health condition, the absence will be counted against the employee's entitlements under the Wisconsin and Federal FMLA. In other words, FMLA and worker's compensation leave will run concurrently.

Under the Federal FMLA, spouses employed by the Village are jointly entitled to a combined total of 12 work weeks of family leave for the birth or placement of a child for adoption or foster care, and to care for a parent (but not a parent-in-law) who has a serious health condition. Up to a combined total of twenty-six (26) weeks may be used to care for a seriously ill or injured military service member.

Unless leave is taken on an intermittent or reduced schedule, as set forth below, leave will be taken on a continuous basis. Employees are entitled to up to 12 weeks of leave. Consistent with the U.S. Department of Labor's regulations, when a holiday or other Village scheduled day off occurs during a week taken as FMLA leave, that holiday or scheduled day off has no effect; the week will be counted as a full week of FMLA leave. However, if an employee is using FMLA leave in increments of less than one week, the holiday or scheduled day off will not count against the employee's FMLA entitlement unless the employee was otherwise scheduled and expected to work on that holiday or scheduled day off.

Non-Continuous or Intermittent Leave

Employees are permitted to take leave on an intermittent (blocks of time) or reduced work schedule in the following circumstances:

1. When it is medically necessary to care for a parent, spouse, domestic partner (under Wisconsin FMLA only), or dependent child with a serious health condition or because of the employee's serious health condition.
2. When it is necessary to care for a family member or next of kin who suffered an injury or illness while on active duty.
3. During Wisconsin FMLA leave to care for a newborn, adopted or foster child. Under the Wisconsin FMLA, the last increment of leave for the birth or placement of a child for adoption must begin within 16 weeks of that birth or placement. Federal FMLA leave for the birth or placement of a child for adoption or foster care may not be taken in non-continuous increments unless approved by the Village.

Medical or family caretaking leave should be planned so as not to unduly disrupt the Village's operations. Employees requesting non-continuous Federal FMLA leave that is foreseeable based on planned medical treatment for purposes of providing care to a child, spouse or parent with a serious health condition or for the employee's own serious health condition may be required to transfer temporarily to an available alternative position for which the employee is qualified and which better accommodates recurring periods of leave than the regular employment position of the employee. An employee temporarily transferred will receive the same pay and benefits, but may be assigned different duties.

The Village allows for intermittent leave to be taken in no less than one hour increments. The employee may not take, or be required to take, more leave than medically necessary to address the circumstances that caused the need for the leave.

Substitution of paid leave for unpaid FMLA Leave

Both Wisconsin and Federal FMLA leaves are unpaid. The Village will require employees to substitute paid leave for which they are eligible when using Federal FMLA leave. The Village will require that any leave provided by a Village collective bargaining agreement be substituted for Federal FMLA leave. The employee may elect to substitute any accrued paid leave for Wisconsin FMLA leave.

How to Apply for FMLA Leave

1. Except in situations where the employee is unable to provide a written request because of the need for emergency health care, Employees must submit a written application to the Department Head before the requested commencement of the leave on the "Family and Medical Leave Request Form" available in the Department Head's office. In cases where the need for the leave is foreseeable, the request is to be made at least 30 days in advance of taking leave. If the employee gives less than 30 days notice of the need for leave, the Village may require the employee to explain why it was not practicable to give the 30 days notice. The request shall indicate the date that the employee is expected to return to work.
2. If circumstances do not permit an employee to give 30 days notice in advance of taking leave, verbal notice of the need for leave should be given as soon as possible and in accordance with the Village's absence policy. Calling in sick, without providing additional information, is not sufficient notice the need for federal FMLA leave. If verbal notice is initially provided, Employees should provide the Request Form as soon as possible thereafter.

If an employee has been out for three or more days in a row, or if the Village has information that the employee is out for an FMLA-qualifying reason but has not requested FMLA leave, the Village may require the employee to complete an FMLA Request Form and Medical Certification so the leave may be properly designated. The Village may also retroactively designate FMLA leave when it later learns that certain leave was FMLA-qualifying.

The employee is to advise the Department Head if his or her return date changes. The employee who overstays a leave of absence will be considered to have voluntarily terminated unless the employee was unable, due to a health care emergency, to notify the employer.

The employee will meet with the Department Head to determine the payment formula while on FMLA leave.

Employees are strongly encouraged to discuss anticipated FMLA leave with the Department Head prior to applying for FMLA leave.

Failure to give timely notice may result in the delay or denial of FMLA leave and may subject the employee to discipline under Village or Department rules and policies. The Village may delay the taking of a requested leave until at least 30 days after the date the employee provides notice when the employee fails to provide proper advance notice, unless the employee was unable to comply because of the need for emergency health care or other reasonable excuse.

3. If the leave is for a family member's or the employee's serious health condition, the employee must submit a medical certification from the employee's or the family member's health care

provider within 15 days of requesting leave. In the case of unforeseen leave, the certification should be furnished as soon as practical. If an employee does not provide the required certification by the designated deadline, or if the Village determines that an employee's absence is not covered as FMLA leave, the leave may not be designated as Wisconsin and/or Federal FMLA leave, and the employee may be subject to discipline under Village or Department attendance policies unless the employee uses accrued paid leave and/or is granted a non-FMLA leave of absence.

4. Second or third certifications at the Village's expense and periodic recertification at the employee's expense may be required under certain circumstances. The Village requires periodic reports during Federal FMLA leave regarding the employee's status and intent to return to work.

Health Insurance Benefits

Group health insurance coverage will be maintained for employees while they are on FMLA leave, on the same terms as if the employee continued to work. The employee will be required to pay their regular portion of health insurance premium payments on a schedule established by the Village. Other benefits, including cash payments chosen by the employee rather than group health insurance coverage, will not be maintained during periods of unpaid FMLA leave.

The Village may recover its share of health insurance premiums paid during a period of unpaid FMLA leave from an employee if the employee fails to return to work (for a minimum of 30 calendar days) after the expiration of the leave. The Village may not collect the premiums if the reason the employee does not return is due to continuation, recurrence or onset of a serious health condition that would entitle the employee to leave under FMLA, or other circumstances beyond the employee's control.

The Village may discontinue health insurance benefits if the employee fails to make a premium payment within 30 days of the due date after providing written notice to the employee of the cancellation of coverage for non-payment.

Other Benefits

Benefits that accumulate based upon hours worked shall not accumulate during the period of FMLA leave. In addition, an employee may be disqualified from an attendance reward program, and/or any reward may be reduced for having taken unpaid FMLA leave.

Other Village benefits (life insurance, long-term disability insurance, deferred compensation and union dues deductions) may be continued during periods of unpaid FMLA leave, and arrangements should be made for the employee's portion of the payments, if applicable, with the Clerk's Office.

Return to Work

Any employee returning from FMLA leave for their own serious health condition must provide a Fitness for Duty release signed by their treating health care provider. Upon return from FMLA leave, an employee shall be restored to their original position or, if the position is not vacant, to an equivalent position with equivalent pay, benefits and other terms and conditions of employment unless the employee would have been terminated during the statutory leave for a legitimate business reason. If the employee exhausts his or her statutory leave before returning to work, return to work will be controlled by the Village's applicable collective bargaining agreement and other policies and practices.

Definitions

1. Child

Biological, adopted, or foster child, stepchild, legal ward or, under Federal FMLA, a child for whom you have day-to-day responsibilities to provide care and financial support. If older than age 18, the child must be incapable of self-care at the time leave is to commence because of a "physical or mental disability." A "physical or mental disability" is a physical or mental impairment that substantially limits one or more of an individual's major life activities.

For purposes of the Wisconsin FMLA, however, a child over 18 must be incapable of self-care because of a serious health condition (defined below).

2. Covered Service Member (Federal FMLA)

Active members of the Armed Forces (including National Guard and Reserves) and veterans who were members of the Armed Forces (including National Guard and Reserves) at any point in time within 5 years preceding the date on which the veteran undergoes medical treatment, recuperation or therapy.

3. Domestic Partner (Wisconsin FMLA)

Either:

(1) a same-sex partner registered with the Register of Deeds in your county of residence or (2) a same-sex or opposite-sex partner who is not registered but the following criteria are met: (a) both partners are at least 18 years old and able to consent to a domestic partnership, (b) neither individual in the domestic partnership is married to or in a domestic partnership with another individual, (c) the partners share a residence, (d) the partners are not related by blood in any way that would prohibit marriage under Wisconsin law, (e) the partners consider themselves members of each other's immediate family, and (f) the partners agree to be responsible for each other's basic living requirements.

4. Incapable of Self-Care

The individual requires active assistance or supervision to provide daily self-care in three or more of the *activities of daily living* (i.e. grooming, hygiene, bathing, dressing, eating) or *instrumental activities of daily living* (i.e. cooking, cleaning, shopping, utilizing public transportation, paying bills, maintaining a residence, using telephones and directories, and using a post office).

5. Next of Kin (Federal FMLA)

The nearest blood relative other than the service member's spouse, parent, son or daughter, in the following order of priority: Blood relatives who have been granted legal custody of the covered service member by court decree or statutory provisions, brothers and sisters, grandparents, aunts and uncles, and first cousins, unless the covered service member has specifically designated in writing another blood relative as their nearest blood relative for purposes of military caregiver leave under the FMLA. When no such designation is made, and there are multiple family members with the same level of relationship to the covered service member, all such family members shall be considered the covered service member's next of kin and may take FMLA leave to provide care to the covered service member, either consecutively or simultaneously. When such designation has been made, the designated individual shall be deemed to be the covered service member's only next of kin.

6. Parent

Biological parent, foster parent, adoptive parent, stepparent or legal guardian of an employee, or under Wisconsin FMLA only, parent-in-law or domestic partner's parents. Under Federal FMLA, "parent" includes an individual who provided day-to-day care to the employee when the employee was a child.

7. Serious Health Condition

An illness, injury, impairment or physical or mental condition that involves:

- a. Inpatient care in a hospital, hospice or residential medical care facility; or
- b. "continuing treatment or supervision by a health care provider"

Under Federal FMLA a serious health condition involving "continuing treatment by a health care provider" includes any of the following:

- i. A period of incapacity – inability to work, attend school, or perform other regular daily activities due to the serious health condition – of more than 3 consecutive, full calendar days, and any subsequent treatment or period of incapacity relating to the same condition, that also involves:

Treatment two or more times, within 30 days of the first day of incapacity, unless extenuating circumstances exist, by a health care provider, by a nurse under direct supervision of a health care provider, or by a provider of health care services (i.e. physical therapist) under orders of, or on referral by, a health care provider; or

Treatment by a health care provider on at least one occasion, that results in a regimen of continuing treatment under the supervision of a health care provider. The first or only in person treatment visit must take place within seven days of the first day of incapacity. Whether additional visits or a regimen of continuing treatment is necessary within the 30 day period shall be determined by the health care provider. "Treatment" must be an in-person visit to a health care provider for examination, evaluation or specific treatment.

- ii. Any period of incapacity due to pregnancy or for prenatal care.
- iii. Any period of incapacity or treatment due to a chronic condition requiring periodic treatment (defined as at least twice a year) by or under the supervision of a health care provider that continue over an extended period of time and may cause an episodic rather than a continuing period of incapacity (i.e. asthma, diabetes, epilepsy, etc).
- iv. Any period of incapacity or treatment due to a permanent / long term condition requiring supervision for which treatment may not be effective (i.e. Alzheimer's, a severe stroke, or the terminal stages of a disease).

- v. Any period of absence to receive multiple treatments by or under the supervision of a health care provider either for restorative surgery after an accident or other injury or for a condition that would likely result in a period of incapacity of more than three calendar days in the absence of medical intervention or treatment, such as cancer (Chemotherapy), severe arthritis (physical therapy), or kidney disease (dialysis).

The term "health care provider" includes a physician, dentist, clinical psychologist, podiatrist, chiropractor, a nurse practitioner, physician assistant, a nurse mid-wife, a clinical social worker, and certain other health care professionals.

Leave for Child, Spouse or Parent with Serious Health Condition

Federal and Wisconsin FMLA leave may be taken to care for a child, spouse, domestic partner (under Wisconsin FMLA only), or parent with a serious health condition. "To care for" is defined as caring for a family member's physical and psychological needs, which may encompass basic medical, hygienic, nutritional needs, or safety.

8. Spouse

Your husband or wife. This does not include an unmarried domestic partner. The Wisconsin FMLA has a separate provision covering qualified domestic partners.

9. Work Week

The employee's regularly scheduled work week which normally consists of approximately 40 hours.



**Appendix J
Grievance Appeal Form**

Instructions: Complete this form and submit it to the Village Manager within ten (10) working days of receipt of the Administrative Response. Keep one copy for your records.

Employee's Name:	
Job Title:	
Department:	

Date of Grievance Initiation: _____

1.	I Wish to appeal the Grievance Disposition signed by: Name: Title: Date:
2.	Nature of Grievance: <i>Be specific as to names, locations, and dates.</i>
4.	Reason for appeal:

Employee's Signature: _____

Date: _____



Employees shall use the following procedure for resolving disputes regarding employee termination, employee discipline or workplace safety issues. Employees with contractual grievance procedures shall follow the contractual procedure.

I. Timelines

- A. Informal Grievance Submission:** The employee must discuss any grievance related to discipline or workplace safety with the employee's immediate supervisor prior to filing a formal written grievance in order to informally resolve the issue. Grievances related to termination may proceed straight to the written grievance step.
- B. Formal Grievance Submission:** The employee must file a written grievance within fifteen (15) working days of the termination, discipline or actual or reasonable knowledge of the alleged workplace safety issue. "Working day" is defined as any day that the Village Manager's office is open. The grievance must be in writing.
- C. Administrative Response:** The Village Manager (or designee) will meet with the Grievant within fifteen (15) working days of receipt of the written grievance. The Administration will provide a written response within five (5) working days of the meeting.
- D. Impartial Hearing:** The Grievant may file an appeal to the Impartial Hearing Officer by giving written notice to the Village Manager within ten (10) working days of the Grievant's receipt of Administrative Response. The Administration will work with the Impartial Hearing Officer and Grievant to schedule a mutually agreeable hearing date.
- E. Impartial Hearing Officer Response:** The Impartial Hearing Officer shall file a written response within thirty (30) working days after the hearing date.
- F. Village Board Review:** Either party may file a request for the Village Board review within ten (10) working days of the Grievant's receipt of the Impartial Hearing Officer Response. The date of receipt by the Village President is the date of the filing. The Village Board shall make a decision regarding whether or not a hearing will be held within twenty-five (25) working days of the filing of the appeal. A written decision will be made within sixty (60) working days of the filing of the appeal.
- G. All timelines may be extended by mutual agreement.**

II. General Requirements

A. An employee may only initiate a grievance in writing regarding employee termination, employee discipline or alleged workplace safety issues.

1. Termination is defined as a discharge from employment for rule violation(s), poor performance or other acts of misconduct. The term "employee termination," as used in this section, shall not include the following:

- a. Layoffs or failure to be recalled from layoff at the expiration of the recall period;
- b. Workforce reduction activities;
- c. Voluntary termination including, without limitation, quitting or resignation;
- d. Job abandonment; "no - call, no show", death, or other failure to report to work;
- e. End of employment due to disability or medical condition;
- f. Retirement;
- g. Lack of qualification or license, or other inability to perform job duties;
- h. Action taken pursuant to an ordinance created under Section 19.59(1m) Wis. Stats.;
- i. Any other cessation of employment not involving involuntary termination including but not limited to completion of assignment of a temporary, seasonal, contract, daily assignment, substitute, or replacement employment relationship.

2. The term "employee discipline," shall include any employment action that results in disciplinary suspension without pay, disciplinary reduction in pay or other benefits, or disciplinary demotion.

The term "employee discipline," as used in this section, shall not include the following:

- a. Plans of correction or performance improvement;
- b. Performance evaluations or reviews;
- c. Documentation of employee acts and/or omissions in an employment file;
- d. Oral or written reprimands;
- e. Administrative suspension with pay;
- f. Transfer or change in job reassignment;
- g. Layoffs or workforce reduction activities;
- h. Change in assignment or assignment locations;
- i. Action taken pursuant to an ordinance created under WI Statutes Sec 19.59 (1m);
- j. Non-disciplinary wage, benefit or salary adjustments; or,

k. Other non-material employment actions.

3. The term "workplace safety" as used in this section means any alleged violation of any standard established under state law or rule or federal law or regulation relating to workplace safety.

B. The written grievance must contain:

1. A statement of the pertinent facts surrounding the nature of grievance.
2. The date(s) the incident(s) occurred.
3. The steps taken to informally resolve the grievance, the individuals involved in the attempted resolution, and the results of such discussion;
4. The specific requested remedy; and,
5. Must identify the workplace safety rule alleged to have been violated, if applicable.

C. The Administration's written response to the grievance must contain:

1. A statement of the date the meeting between the Administration and Grievant was held.
2. A decision as to whether the grievance is sustained or denied.
3. In the event the grievance is denied, a statement outlining the timeline to appeal the denial.

D. **Impartial Hearing Officer Selection:** The Administration shall select the Impartial Hearing Officer (IHO). The IHO shall not be an employee of the Village of Shorewood. The IHO may be an employee of another municipality, a lawyer, a professional mediator/arbitrator, or other qualified individual.

E. **Impartial Hearing Officer Standard of Review:** The IHO will determine procedural questions during the process except as provided by specific guidelines set forth by the Village of Shorewood regarding hearing procedures. Employees shall be entitled to be represented by an attorney or other representative, at the employee's own expense, during these proceedings. The standard of review for the IHO is whether the decision of the Administration was arbitrary or capricious. A decision will not have been arbitrary or capricious if it was made in the best interest of the Village of Shorewood. If the decision was not arbitrary or capricious then the IHO is required to find on behalf of the Administration. The Rules of Evidence will not be strictly followed, but no factual findings may be based solely on hearsay evidence.

F. The Impartial Hearing Officer's written recommendation to the grievance must contain:

- 1. A statement of the pertinent facts surrounding the nature of the grievance.**
- 2. A recommendation as to whether the grievance is sustained or denied, with the rationale for the recommendation.**
- 3. A statement outlining the timeline to appeal the recommendation.**
- 4. The IHO must sustain or deny the decision of the Administration. Authority is not given to modify the decision as made by the Administration. Authority is not given to grant in whole or in part the specific request of the Grievant.**

G. Appeal to the Village Board: With or without an appeal by either party, the Village Board may decide, in each situation, whether it will review the record and make a decision, or hold a new hearing and make an independent decision. The manner of review is the sole choice of the Village Board

H. The Village Board's written decision regarding the grievance must contain:

- 1. A decision as to whether the grievance is sustained, denied or modified.**

III. Process

A. Grievances will be processed per the provided timelines.

- 1. An employee may advance a grievance to the next step if a response is not provided within the designated timeframes.**
- 2. An employee may not file or advance a grievance outside of the designated timeframes.**
- 3. The Village Manager may advance an informal grievance submission to the next step at the written request of either the employee or the supervisor.**
- 4. Failure of the employee to adhere to any of the specified timelines within the process shall result in the grievance being denied. The Village Board in its discretion may, however, consider an otherwise untimely grievance at the Village Board level of the grievance procedure.**

- B. Grievance meetings/hearings held during the employee's off-duty hours will not be compensated.**
- C. Granting the requested or agreed upon remedy resolves the grievance.**
- D. The decision of the Village Board is final and not subject to further review.**



Appendix J
Grievance Initiation Form

Instructions: Complete this form and submit it to your supervisor within fifteen (15) working days of the date of the incident. Please use additional pages if needed. Keep one copy for your records.

Employee's Name:	
Home Address:	
Department:	
Job Title:	

1.	On what date did the situation occur?
2.	What is the action or situation about which you have a grievance? <i>Please provide all pertinent facts surrounding the nature of the grievance</i>
3.	What were the steps to informally resolve the grievance? Please include the names of the individual(s) involved in the attempted resolution and the results of the discussion.
4.	What is your specific requested remedy?
5.	Identify the workplace safety rule alleged to have been violated, if applicable.

Employee's Signature: _____ Date: _____

DATE RECEIVED BY ADMINISTRATION: _____



Appendix J
Impartial Hearing Officer (IHO) Response Form

Instructions: Complete original and three copies within thirty (30) working days of the impartial hearing. Give the original to the employee involved. Send a copy to the Village Manager. Keep a copy for your records. Please use additional pages if needed.

Employee's Name:	
Job Title:	
Union:	
Department:	

1.	Date of the Impartial Hearing.
2.	Please provide a statement of the pertinent facts surrounding the nature of the grievance.
3.	Your recommendation as to whether the grievance is sustained or denied, with the rationale for the recommendation.
4.	Please provide a statement outlining the timeline to appeal the recommendation.

Name (Please Print): _____

Title: _____

Signature: _____

Date: _____



Appendix J
Grievance Administrative Response Form

Instructions: Complete original and three copies within five (5) working days of meeting with the grievant. Give the original to the employee involved. Send a copy to the Village Manager along with a copy of the original Grievance Initiation Form. Keep a copy for your departmental records. Please use additional pages if needed.

Employee's Name:	
Job Title:	
Union:	
Department:	

Date of Grievance Initiation: _____

1.	On what date did the Administration and Grievant meet to discuss the grievance?
2.	Please provide a statement on the meeting between the Administration and Grievant on this matter.
3.	What was the decision as to whether the grievance is sustained or denied?
3.	If the grievance is denied, please provide a statement outlining the timeline to appeal the denial.

Name (Please Print): _____

Title: _____

Signature: _____

Date: _____



Appendix K Security Policy - General

In order to provide for secure operations of Village functions, the following shall apply to the Village Departments located within the Village Hall, Village Center and Department of Public Works:

Access to Buildings and/or Offices

Village-issued keys and/or codes are to be used by employees only.

No unauthorized persons are to enter locked Village buildings after hours.

Access to Telephones

Each employee shall provide his/her voice mail password to the appropriate department head so that access may be gained in order that regular business is not interrupted during the employee's absence from work.

Unauthorized access to another employee's voice mail account is prohibited.

Tampering with another employee's account is prohibited.

Access to Computer Network

Each employee shall provide his/her computer password to the appropriate department head so that access may be gained in order that regular business is not interrupted during the employee's absence from work.

As a network security precaution, employees will be required to change their network password every 90 days. The password must contain both letters and numbers, at least 8 characters long and may not be a recently used password.

Unauthorized access to another employee's network and/or email account is prohibited.

Tampering with another employee's network account is prohibited.

General

It is the policy of the Village of Shorewood that upon retirement, resignation or termination all Shorewood Identification badges and keys will be returned to the Village and an employee's telephone, computer accounts and access codes, if applicable, will be disabled.

Violation of this policy can result in disciplinary action up to and including termination.

This policy governs employees working out of the Village Hall, Village Center and Department of Public Works. Employees of the Police Department and Library shall be subject to the respective security policies adopted for those buildings which are hereby incorporated.



Appendix L Time Sheet Policy

Time Sheets information should be entered into the BS&A system by 10 am on the Monday morning prior to each payday. Each department shall determine the best process for collecting time sheet data prior to being entered into the system.

The Department Head is responsible for signing off within the BS&A time sheet module. As part of that process the responsible official should ensure that the time sheets from their department are accurate and reflective of any time taken off (vacation, sickness, compensation, etc.) during the pay period.

Any questions or concerns about the accuracy of an employee's time sheet should be directed to the Village Manager or Assistant to the Village Manager.

Reminder: The BS&A Time sheets module is used to record benefit use and assure proper payment so it is vitally important that they be accurate.



Appendix M: Staff Sustainability Policy

The Village of Shorewood adopted the *Sustainability Action Plan*, a commitment to ensure that Shorewood becomes a sustainable community by providing a guidepost for staff and Village Board decision-making on eco-friendly initiatives. The following policy is to guide staff in making sustainable everyday decisions that will help Shorewood towards its goal of becoming a sustainable community.

Policy-

Reduce:

1. When not in use remember to switch off all lights, computers, monitors, printers, and all other electrical appliances.
2. Try using a smart power strip. The Village will be purchasing a limited number of smart power strips for use. Smart power strips reduce the amount of phantom power wasted when appliances are turned off.
3. Put your computer into sleep mode at the end of every work day.
4. If you are going to a conference or event with another employee, carpool whenever possible to save on gas and reduce your carbon emissions.

Reuse:

1. Print double sided whenever possible.
2. If possible, all single sided paper should be used as scrap paper.
3. If you get a new piece of office furniture, find out if someone else in the office can use it or ask DPW to take it to the Goodwill down the street at 2830 N.Oakland Ave. or 3900 N Palmer St off of Capitol Dr.
4. Try to reduce the use of disposable cups, plastic-ware, etc. by using your own reusable utensils, containers and cups. If you do not have your own utensils, the Village has a limited number of reusable cups and some silverware available in the break room. *Please remember to wash tableware and utensils after using.*

Recycle:

1. Recycle all batteries in the battery recycling bin on the first floor.
2. Ensure that you use the paper recycling bin in your office. Do not throw away paper.
3. Empty your desk recycling bin into large office recycling bin once a week.
4. After lunch, make sure to recycle any recyclable materials such as brown paper lunch bags, soda cans and plastic utensils.
5. Ask DPW to pick up any Village electronics no longer in use for proper recycling.



Appendix N Reimbursement and Per Diem Expenses Policy

Village employees may be reimbursed for reasonable and customary expenses actually incurred while performing official Village business. The Village will not reimburse for expenses that have already been paid by another program or organization, or if reimbursement is available through another program or organization. The Village may provide administrative leave with pay for employees attending schooling, conventions, or similar meetings that will benefit the Village as approved by the Village Manager.

Reimbursable Expenses

Expenses such as meals, lodging, mileage, airfare, parking, bridge tolls, and ferries may be reimbursed with proper approval and/or receipts. Travel reimbursements will be based on the cost of travel by the most direct route to and from the meeting. Entertainment reimbursement requests must include the date, time, place, people involved, and purpose of the expense. A receipt is required for all costs before reimbursement will be granted. Employees are responsible for the submittal of their own reimbursement requests. Requests which are not submitted within 90 days from the date in which the expense was incurred may not be approved. Requests for reimbursement are to be submitted on an expense report form signed by the employee and the Department Head or Village Manager, with applicable receipts attached.

Automobile mileage reimbursement is the standard mileage rate as set forth in the most current issue of IRS Publication 17.

Department Head and/or Village Manager authorization is required for Village coverage of lodging expenses for employees on official Village business. A written report on the event is required when lodging is part of the event before reimbursement will be authorized for costs associated with that event.

Non-Reimbursable Expenses

Alcoholic beverages, traffic and parking tickets and similar expenses are non-reimbursable. If the employee chooses to take his spouse to a convention or meeting, the cost of the spouse will be paid by the employee and such items as room rates will be prorated on that basis.

Per Diem

Travel expenses should be submitted for approval before the event whenever possible. Per Diem, if authorized should be approved ahead of time according to the current per diem rate designated by the U.S. General Services Administration (GSA), including tax and tip. Alcoholic beverages are not reimbursable.

Use of Personal Vehicle for Village Business

If an employee uses his/her own vehicle conducting Village business, the employee shall be paid mileage in the same amount per mile as is paid all other Village employees for such use, in addition to the cost of parking; provided, however, that in no event shall an employee be paid for using his motor vehicle when traveling from the employee's residence to the Village, or from the Village to the employee's residence.

Situational Telecommuting

Some staff members may request to work at home from time to time. The Village Manager must receive a written request for such scheduling that includes the day and time the telecommuting is going to take place. The scheduling must be approved by the Village Manager and shall not be more than 10 hours/week. Telecommunicating arrangements will be reviewed monthly and may be discontinued at the discretion of the Village Manager.



Appendix O Religious Observance Policy

Upon approval of the Village Manager or in the case of library employees, the Library Director, or his/her designee, and with notice as far in advance as possible, but with a minimum of 30 days' notice (15 days for the Library employees), any employee desiring time off for personal religious observances may elect one of the following:

1. To have the time not worked subtracted from his/her accumulated vacation or floating holiday;
2. To have the time not worked subtracted from his/her accumulated compensatory time off.
3. To make up the time lost at a date within the pay period/pay week mutually agreed upon between the employee and the Village Manager, or in the case of library employees, the Library Director.
4. To take the time off without pay



**Appendix P
Salary Determination/Merit Pay**

Effective January 1, 2014 - It is the policy of the Village of Shorewood that movement through a salary range (see Appendix on Salary Ranges) shall be based upon merit and performance. Cost of living increases shall also be a consideration in salary increases and the establishing of salary ranges. Nothing herein shall be deemed to vest or grant any right to a salary increase. The decision regarding whether any such increase will be granted is in the discretion of the Village Manager, and is subject to budgetary limits as established by the Village Board.

A. Non-Management

Non-represented employees may be eligible for a merit increase effective the first pay period of each fiscal year. Eligibility for a merit increase (non-department heads) will be based upon performance review.

B. Department Heads

Eligibility for a merit increase for department heads will be based upon the completion of an annual goals program. At the beginning of each year, all department heads shall prepare a list of goals for the forthcoming year to be reviewed and approved by the Village Manager. Throughout the year, Department Heads will document the progress of their goals and will meet with the Village Manager at least quarterly to report their progress. At the year's end, employees shall complete a self-assessment which will summarize their performance with respect to their goals. Upon review of the self-assessment, the Village Manager will determine whether the department head is eligible for merit pay.

Each staff position is assigned to a particular salary range (as outlined in the Appendix on Salary Ranges). Generally, if performance standards or annual goals are met or exceeded, an employee will be eligible for a salary increase in their particular salary range. If the employee is at the maximum in a salary range, the employee is eligible for such lump sum bonus payments as the Village Manager may designate. Such bonus payments shall not be added to the employee's base salary. Alternatively, the employee may be eligible for increased pay based on a salary review of similar positions in nearby municipalities or cost of living increases. Such an increase would be made at the Village Manager's discretion and approved by the Village Board.

An employee who has been promoted within six (6) months prior to the effective date of the annual merit increase is not eligible for an annual merit increase, it being understood that such employee will receive an increase in salary at the time of their promotion.

Within approved budget limits set by the Village Board, the Village Manager shall have the following authority:

- a. To grant bonuses for outstanding performance.**
- b. To authorize merit increases for outstanding performance. Such increase shall not exceed the authorized range for the position.**



SALARY RANGE ASSIGNMENTS

Salary ranges are established for non-represented employees based upon research of similar positions at similar, nearby municipalities. The ranges shall be reevaluated at least biannually by the Village Manager and the Village Board must approve any changes to the salary ranges. As of January 1, 2014, all newly hired salary employees will be considered exempt and all hourly paid employees will be considered non-exempt.

Exempt Positions

Salary

Assistant to the Village Manager/Customer Service	\$50,000	\$58,000	\$65,000
	24.04	27.88	31.25
Chief of Police	\$85,000	\$91,500	\$99,000
	39.42	43.99	47.60
Deputy Chief of Police	\$70,720	\$87,360	\$91,520
	39.42	42.00	44.00
Deputy Clerk/Treasurer	\$43,680	\$49,920	\$56,160
	21.00	24.00	27.00
Library Director	\$62,400	\$72,800	\$87,360
	30.00	35.00	42.00
Director of Public Works	\$72,683	\$80,553	\$91,128
	34.94	38.73	43.81
Assistant Director of Public Works	\$64,480	\$72,800	\$81,120
	31.00	35.00	39.00
Finance Director	\$75,000	\$82,500	\$90,000
	36.06	39.66	43.27
Building Inspector I	\$56,160	\$62,400	\$70,720
	27.00	30.00	34.00
Building Inspector II	\$52,000	\$58,240	\$66,560
	25.00	28.00	32.00
Planning and Zoning Director	\$54,080	\$60,320	\$70,000
	26.00	29.00	33.65
Senior Resource Coordinator	\$43,160	\$44,928	\$50,170
	20.75	21.60	24.12
Assistant Manager/ HR Specialist	\$65,000	\$70,000	\$75,000
	31.25	33.65	36.06
Village Clerk/Treasurer	\$55,000	\$63,000	\$72,000
	26.44	30.29	34.62
Village Manager	\$93,600	\$104,000	\$116,480
	45.00	50.00	56.00
Sergeant	\$71,121	\$73,361	\$75,603
	34.19	35.27	36.35
Lieutenant	\$79,000	\$81,702	\$84,490
	37.98	39.28	40.62
Special Projects Coordinator	\$39,000	\$43,000	\$45,000
	18.75	20.67	21.63

Non-Exempt Positions
Hourly

	MIN	MOD	MAX
Administrative Assistant I	15.00	17.00	19.00
Administrative Assistant II	18.00	20.00	22.00
Administrative Assistant III	20.00	22.00	24.00
Assistant to the Finance Director	20.00	23.00	26.00
Code Enforcement Officer	22.00	24.00	27.00
Community Service Officer	15.41	16.35	17.32
Court Clerk	18.00	20.00	22.00
Customer Service Associate	15.00	17.00	19.00
Public Safety Clerk	15.41	16.35	17.32
Seasonal	7.25	7.88	8.50
General Laborer	\$14.64	\$18.19	\$19.09
Equipment operator, Forest I	\$17.56	\$23.25	\$24.41
Forester II, Route Collector, Utility Equipment Operator	\$17.77	\$23.51	\$24.72
Utility Operator I	\$18.15	\$23.85	\$25.05
Utility Operator II, forestry Leader, Crafstman, Mechanic, Electrician	\$18.63	\$24.42	\$25.65
Chief Mechanic, Chief Craftsman, Chief Electrician	\$19.24	\$25.07	\$26.38
Fleet And Facilities Foreman, Service foreman, Utility Foreman	\$19.97	\$25.84	\$27.19

Appendix R - PERSO EVALUATION FORM
Management Employees Core Value Organizational Goals



October 17, 2013,

Village of Shorewood

Management Performance Self-Assessment Form
Appendix R

Employee Name	
Department	Position Title
Appraisal Period	
From	To

Part 1: Performance Characteristics or core Village organizational values. Incumbent's performance against the requirements of their position, using the following broad definitions. This section is worth 60% of the total score.

Not applicable (N):	No opportunity to observe, not a position characteristic
Strength (S):	Outstanding performance, far exceeding position requirements
Fully Competent (FC):	Consistently meets position requirements and expectations.
Below Fully Competent (B):	Minimum level performance. Need for further improvement is clearly recognized.
	Performance improvement plan required.
Less than Competent (LC):	Does not meet position requirements. Performance improvement plan required.

Include specific examples of observed performance for each characteristic checked as other than FC.

Management Personnel will be reviewed on several categories. In order for management personnel to understand their goals, objectives, and to set expectations, the following will define as objectively and quantitatively as possible the performance criteria in the review document.

Appendix R - PERSONNEL EVALUATION FORM
Management Employees Core Value Organizational Goals

General Knowledge

General knowledge, problem solving, communication and accountability. Managers must obtain a proficient level of professional expertise, demeanor, communication skills in order to effectively manage their daily operations and relationships with the public, staff, board and committees.

	N	S	FC	B	LC	Examples
Manager is proficient with methods and techniques in current position						
Manager grasps and masters new requirements for the position.						
Manager understands how own activities fits into everyday flow of work.						
Manager is persuasive and is effective in influencing others.						
Manager takes initiative in finding solutions to problems.						
Manager is decisive, shows readiness to make decisions or judgment, and makes sound decisions based on practical judgment and precedent.						
Manager uses discretion and sound judgment in sharing information and maintains confidentiality.						
Manager meets deadlines, follows administrative rules, arrives on time, works additional hours to accomplish tasks, handles emergencies, and assists customers.						

Communication of Directives, Recommendations and General Information

A critical responsibility for managers is communication of directives, ideas, and information to staff, the manager and Village Board and committees.

	N	S	FC	B	LC	Examples
Manager submits timely, comprehensive and effective recommendations on policy issues to the manager, Village's boards, commissions, and committees.						
Manager achieved a level of respect and trust in the information submitted for consideration by the manager, boards, commissions, and committees.						
Manager shall be prepared to address questions or comments clearly and factually when called upon at board, committee, or commission meetings.						

Technology & Equipment

Each manager must utilize technology to enhance the efficiency of their department, by reducing paper forms, limiting hand written calculations, use of typewriter, and reports; saving administrative assistant time, retrieving documents, etc.

	N	S	FC	B	LC	Examples
Has been involved in and made contributions to Management Technology Committee for area related to the manager's specific operations.						
Shares data with other departments to assist those departments in effective use of data and document retrieval.						
Department has shown continued upgrade and improvement of computers, photography, equipment, data, electronic communication and other technological advancements, resulting in customer service improvements, data retrieval speed and usefulness, staff hour reductions, etc.						

Appendix R - PERSON VALUATION FORM
Management Employees Core Value Organizational Goals

Budgeting & Spending

Each manager must make budgeting and budget management a priority. Providing information to the Manager and Village Board, documenting budget requests including how the funds will provide services to meet performance goals and objectives and producing annual budget surplus for their operations, while assuring budgets reflect the true operating requirements of each department and while improving service outputs.

	N	S	FC	B	LC	Examples
Manager must submit timely, zero-based budget requests, detailed, including justification, bids and illustration of products where applicable and how such purchases or programs will meet the Village's long-range goals and objectives.						
Manager must identify program/project/service benchmarks, performance standards, and submit annual reports how they measured to those benchmarks.						
Manager must think beyond an annual budget and provide seven-year plans, updated annually, including service goals and objectives. Long-term budgets must include minimum (1% per year), moderate (2.5%), high (3.5%)						
Manager must analyze departmental operations and make recommendations if those operations should be completed in-house or contracted or if those services could be shared with other agencies or governments.						

Appendix R - PERSONNEL EVALUATION FORM
Management Employees Core Value Organizational Goals

Safety

Safety is a primary responsibility of each manager. Although each department has different levels of safety issues, safety management should not be discounted. Each manager should, at minimum, have a safety policy, provide training and have an annual department safety review. Obviously, departments such as Public Works, Water, and Sewer have a different level of safety issues than the general government and building inspection. Be that as it may, safety must be an integral part of departmental operations.

	N	S	FC	B	LC	Examples
Managers must have written safety program.						
Managers must include in that program at least an annual seminar or in-house training.						
If an accident occurs, Worker's Comp and safety incident form should be completed timely and in a detailed manner, including how such an accident can be prevented in the future.						
Managers should maintain an excellent safety record.						
The Village's insurance company should hold an annual review of workplace safety conditions, and managers should develop, when appropriate, work modification programs to return injured employees to work as soon as allowed respecting the employees physical limitations,						

Appendix R - PERSON VALUATION FORM
Management Employees Core Value Organizational Goals

Cooperation

Each manager must take a pro-active approach to interdepartmental cooperation by recommending ways that departments can cooperate to be more cost-effective, improve customer service, share information, equipment, resources, and staff, communicate on issues of mutual concern, resolve inter-departmental conflict, and generally serve customers better at fewer costs.

	N	S	FC	B	LC	Examples
Makes written recommendation to his/her supervisor, administrator or has implemented as part of daily operations on how two or more departments can share resources, information, equipment, staff to help reduce project/program time, manpower, monies or provide a higher level of service.						
Maintains a positive working relationship with other departments and Village Board on a daily basis including sharing of information.						
Contributes to the group - contributes to total Village goals beyond your department and responsibilities.						
Always tries to answer customer inquiries that are outside of manager's responsibilities.						
Encourages staff members serving on employee committees						
Attends and contributes to management staff meetings						
Attends and contributes to special Village Board meetings on specific topics						

Appendix R - PERSONNEL EVALUATION FORM
Management Employees Core Value Organizational Goals

Staff Development

Each manager must develop subordinates and be effective in evaluating and developing subordinates. Managers must establish a formal program for staff development. Each member of the department manager's staff must have the opportunity to learn more about his/her department functions, both organizationally and technically. To add certifications to an existing license, or gain insight on how to grow personally and professionally and be a more productive and happy employee, person, husband/wife, father/mother, etc.

	N	S	FC	B	LC	Examples
Implements a formal training program for his/her staff aimed at improving departmental personnel skills, abilities and reducing stress, adding license certifications, certifications, improving customer service.						
Department staff has shared ideas, technology, lean concepts information with other departments that was a direct result of attendance at a seminar, conference, or class or has implemented an idea to improve the service, reduce costs or strengthen the organization based on attendance of a seminar, conference or class.						
Manager must evaluate each staff member annually in a timely and comprehensive manner, identify their development needs, strengths and weaknesses, and establish an action plan accordingly.						

Customer Service

A manager must make customer service the #1 priority of the Department. A formal customer service policy via written philosophy, procedures for maximizing customer service, procedures for documenting customer service satisfaction, training of employees in customer service. Department managers must emphasize that each customer desires to be treated with respect and be provided with service as effectively/efficiently as possible.

	N	S	FC	B	LC	Examples
Department manager has developed a method to measure customer satisfaction, has implemented it, and has compiled results and improved service as output of those results.						
Department manager has demonstrated that he/she has provided excellent customer service using the following criteria:						
Provide timely and direct answers to questions or complaints with returned phone calls or written responses within a 24 hour time frame						
Has taken time to explain the Village's policies or personal philosophy if challenged on a decision and tries to compromise in order to satisfy the customer w/o compromising the intent of the policy, code or personal philosophy. Try to handle these situations on a departmental level without going to the department manager, manager or Village Board.						
Try to answer inquiries without handing them off to other department managers, ie avoid having the customer "bounced around."						
Be timely with appointments with customers.						

Appendix R - PERSONNEL EVALUATION FORM
Management Employees Core Value Organizational Goals

Customer Service (continued)

	N	S	FC	B	LC	Examples
Has established and implemented methods to provide customers easy access for service requests, service feedback, as well as information on department services beyond the call of duty to assist a customer on a problem, issue, question, situation, etc.						
Customer service cards and surveys have (in general) been positive for the department. (Over 98%)						

Appendix R - PERSON VALUATION FORM
Management Employees Core Value Organizational Goals

Supervisory Ability

Supervisors are expected to provide his/her staff with a clear vision of what the departmental goals and objectives are and have expressed the vision to his/her staff. Supervisors are good communicators and expect their staff to be an integral part of daily decisions. Excellent supervisors address problems quickly and effectively and assure that their staff members are well trained. Supervisors must be willing to direct and be responsible for the performance of others.

	N	S	FC	B	LC	Examples
Departmental goals and objectives are clearly established, reviewed and organized with staff on a regular basis.						
Managers should hold regular staff meetings to discuss goals, objectives, priorities, and/or problems. Meetings could be held weekly, monthly, or quarterly.						
The manager should not have internal department personnel problems that don't get resolved.						
The manager should get ideas to improve departmental operations from their staff and pass them onto the Manager for recognition.						
Manager should create an environment whereby staff do not feel hesitant to discuss issues/problems with them.						
Department continually evolves regarding procedures, policies, operational efficiency, technology enhancements, job tasks, etc.						

Lean Implementation

	N	S	FC	B	LC	Examples
Manager has embraced lean concepts by:						
Training staff in lean concepts						
Participating in lean concepts training						
Follow-through with departmental lean exercises						
Implement lean concepts to improve departmental operations						
Assisted other departments in lean training and/or implementing lean concepts.						

Vision 2015 Implementation

	N	S	FC	B	LC	Examples
Manager has embraced Vision 2015 priorities by:						
Developing programs aimed at implementing priorities						
Developing long-term organizational strategies to more effectively implement priorities						

PART 2: GOAL REVIEW SUMMARY

AGREED UPON GOALS	RESULTS ACHIEVED
1	
2	
3	
4	
5	
Comments on overall results achieved on goal:	
Achievement of Goals rating:	

PART 3: SUMMARY APPRAISAL RATING

SCORE KEY	
Part 1	X .60 =
Part 2	X .40 =
TOTAL POINT SCORE	
	1
	2
	3

Review your ratings of Performance Characteristics/Core organizational values (Part 1)
 Part 1 is 60% of summary appraisal rating.
 Finally determine in the Goal Review Summary (Part 2) the overall rating that was
 achieved.

Distinguished Performance Clearly Exceeds Position Requirements	1		2		3	
Unsatisfactory Performance Clearly Below Position Requirements						

PART 4: DEVELOPMENT PLAN

A. Strengths/Development Needs - Indicate the individual's performance-related strengths and development needs. Cite at least two of each.

STRENGTHS

1

2

3

DEVELOPMENT NEEDS

1

2

3

B. Development Plan - List the development plans for the employee over the next appraisal period related to the needs cited above.

SPECIFIC TRAINING, EXPERIENCES TO BE COMPLETED TARGET DATE

EMPLOYEE COMMENTS (on final appraisal)

Appraised by:

Employee's Signature:

Signature of Appraiser's Supervisor:

Date:

Date:

Date:

ATTACHMENTS:

YES

#

NO



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PERFORMANCE APPRAISAL FORM APPENDIX S

Employee Name:	Employee ID:	Department:
Date:	Appraisal Period:	to
Job Title:	Manager:	

Appraise employee for performance during the review period only. Consider each factor based on consistent, objective standards.

For each Performance Factor below, check <u>one</u> rating	<input type="checkbox"/> Unsatisfactory/Partly Meets Expectations	<input type="checkbox"/> Meets Expectations	<input type="checkbox"/> Exceeds Expectations	<input type="checkbox"/> Outstanding/Exceptional
Job Knowledge & Skills:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Knowledge and application of skills required for the job. May include technical ability.	Comments:			
Attendance & Reliability:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Timeliness and attendance. Ability to meet commitments and perform full share of responsibility.	Comments:			
Communication:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Effective listening skills. Ability to express self in written and verbal forms. Clear/appropriate sharing of information and details.	Comments:			
Customer Service:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Effective and courteous response to the needs of internal & external customers, in a timely manner.	Comments:			
Goal Setting:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ability to set and communicate goals that are consistent with broader objectives. Create and complete action plans. Initiates feedback meetings with manager.	Comments:			

PERFORMANCE APPRAISAL FORM (PG. 2)

	Unsatisfactory/ Partially Meets Expectations	Meets Expectations	Exceeds Expectations	Outstanding/Exceptional
For each Performance Factor below, check one rating	Does not meet job or goal requirements, or meets them inconsistently. Requires a great deal of guidance. Immediate and sustained improvement or growth is needed.	Fully and consistently meets job requirements. Performance is solid and efficient. Sets goals and then takes appropriate action to reach and monitor them.	Exceeds position requirements in several areas. Sets and achieves goals that are a challenge and require growth. Takes on new challenges and opportunities.	Consistently surpasses position requirements. Performance is exceptional and of the highest caliber. Delivers superior quality and meets goals. Has exceptional skills and abilities.
Initiative & Problem Solving:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Self-reliance in thinking, planning, and fulfilling responsibilities. Ability to analyze information and determine sound solutions or actions.	Comments:			
Productivity:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Volume of work completed compared to expectations and realistic time and workload management.	Comments:			
Quality of Work:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accuracy, thoroughness, and professional standards of work. Ability to meet quality standards.	Comments:			
Teamwork:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cooperation with others to build or maintain relationships and reach a common goal.	Comments:			
Overall Evaluation & Rating	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Evaluate performance against expectations and goals. Consider employee's quarterly and annual results against the goals that were set. Suggest areas for development or growth.	Manager's Comments:			



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PERFORMANCE APPRAISAL FORM (PG. 3)

Employee's Comments:

Signatures

Employee Acknowledgment

Manager:

Date:

I have read this appraisal and discussed its contents with my manager. My signature indicates that I am aware of the contents and the information has been shared with me.

Second Level Review:

Date:

Employee:

Date:

PERFORMANCE APPRAISAL FORM: LEADER SUPPLEMENT

Appraise employee for performance during this review period only.
Consider each factor based on consistent, objective standards.

For each Performance Factor below, check <u>one</u> rating	Unsatisfactory/ Partially Meets Expectations <small>Does not meet job or goal requirements, or meets them inconsistently. Requires a great deal of guidance. Immediate and sustained improvement or growth is needed.</small>	Meets Expectations <small>Fully and consistently meets job requirements. Performance is solid and efficient. Sets goals and then takes appropriate action to reach and monitor them.</small>	Exceeds Expectations <small>Exceeds position requirements in several areas. Sets and achieves goals that are a challenge and require growth. Takes on new challenges and opportunities.</small>	Outstanding/Exceptional <small>Consistently surpasses position requirements. Performance is exceptional and of the highest caliber. Delivers superior quality and meets goals. Has exceptional skills and abilities.</small>
Drive for Results:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ability to exceed goals successfully and hold others accountable for the same. Bottom-line oriented. Steadfast in driving for results.	Comments:			
Expense & Resource Management:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Usage of appropriate reporting and control mechanisms; efficient operations at lowest cost; wise allocation of resources.	Comments:			
Leadership:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ability to motivate, mentor and lead others to achieve results. Delivery of Information to ensure alignment and results.	Comments:			
Performance Management:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ability to address performance issues and set expectations. Management of goal and appraisal processes. Delivery of regular constructive feedback for growth.	Comments:			
Leadership Evaluation & Rating	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Comments:			
Total Evaluation & Rating	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



Village of Shorewood
NON-MANAGEMENT PERFORMANCE FACTORS & RATING
Appendix S



Performance Factor	Unsatisfactory/ Partially Meets Expectations	Meets Expectations	Exceeds Expectations	Outstanding/ Exceptional
JOB KNOWLEDGE & SKILLS:	Employee displays insufficient or marginal knowledge of the job; unable to apply knowledge, skills and abilities; actions do not support employee's own learning or the interests of the organization. Cannot describe how the position relates to the overall operations; sometimes is ineffective with procedures, methods, systems.	Employee displays adequate knowledge of the job, department, and its relationship in the organization; has working knowledge of relevant procedures, methods, systems; Employee seeks opportunities to improve skills and understanding of the organization.	Employee displays a thorough knowledge of the job, department, and organization; has knowledge of procedures, methods, etc., has expertise in more than one area; consistently acts with the interest of the company in mind; shares knowledge with others; is a learner who continually seeks growth opportunities.	Employee displays exceptional knowledge of job, department, and organization; is a subject matter expert in several areas; mentors/trains others; consistently acts in company's best interest.
ATTENDANCE & RELIABILITY	Employee is consistently or sometimes late for work; may leave early, is away from worksite without explanation or notification; takes longer lunches or breaks. Employee has difficulty following instructions or meeting deadlines.	Employee is consistently on time; keeps manager informed of whereabouts as needed; maintains expected hours. Employee follows directions, is dependable, and meets deadlines.	Employee is consistently on time for work; occasionally volunteers to work extra hours or accept additional tasks and projects. Employee meets or occasionally exceeds deadlines. Employee is dependable.	Employee is consistently early for work, volunteers for extra hours and duties. Employee is extremely dependable, exceeds deadlines, and follows instructions accurately.
COMMUNICATION	Employee interrupts when receiving direction or interacting with others; may ask redundant or irrelevant questions. Employee fails to use active listening skills; continues own work during discussions. Verbal and/or written communications require rework or are difficult to understand. Employee sometimes "checks out" during discussions.	Employee listens when receiving direction or interacting with others; focuses on discussion at hand; asks questions relevant to discussion; verbal and/or written communication is accurate, clear, and professional.	Employee listens well when receiving direction or interacting with others; initiates clarification for other team members; asks concise and relevant questions. Verbal and/or written communications are concise and professional. May act as the spokesperson or liaison between own team and others.	Employee consistently and actively listens; summarizes information/facts concisely. Asks questions that show understanding of a larger business context; informs others of solutions or problems so others may learn. All communications are polished and well thought out. Employee is sought out by others for communications advice or assistance.

Performance Factor	Unsatisfactory/ Partially Meets Expectations	Meets Expectations	Exceeds Expectations	Outstanding/ Exceptional
CUSTOMER SERVICE	Employee does not consistently show a sense of urgency in responding to customers or team members; does not always assist with problems. May get frustrated and take this out on customers; returns some calls and follows through on "pet" projects. Undesirable tasks may be delayed without notifying customers.	Employee responds to customer problems and requests with appropriate sense of urgency; keeps others informed of potential high impact problems; maintains a reasonable tone with customers; returns calls and follows up in a respectful and timely manner.	Employee initiates opportunities to service and interact with customers; responds with an appropriate sense of urgency; keeps others informed of high impact problems; maintains a professional tone; proactively monitors problems; works with others to avoid or address potential problems in advance. Remembers customers in detail. Is aware and assures consistency with customer service standards. Participates in customer service training programs, assists others in assuring higher customer service standards. Makes recommendations to improve customer service standards.	Employee proactively contacts customers and seeks their feedback in order to improve level of service. Responds with an appropriate urgency; keeps others informed; shares proactive approach with team members; maintains a professional demeanor; treats others respectfully. May be complimented by customers on service level. Is aware and assures consistency with customer service standards. Participates in customer service training programs, assists others in assuring higher customer service standards. Makes recommendations to improve customer service standards.
GOAL SETTING	Leader does not set goals or sets vague goals lacking specific measurement criteria; does not always tie individual goals to team goals; may over- or underestimate the length and difficulty of tasks and projects; does not break down work into process steps. Occasionally measures performance against criteria or goals; does not consistently plan for contingencies; provides inadequate task direction or notice to others.	Leader sets SMART goals that tie to broader goals; scopes out length and difficulty of projects; breaks down work into process steps; anticipates and adjusts for changes; measures performance against goals; evaluates own results fairly and accurately; involves others appropriately and with sufficient lead time.	Leader consistently sets SMART performance goals and objectives; creates individual goals from team goals; accurately researches the length and difficulty of tasks and projects; creates detailed action plans for all projects; provides input for the development of team goals and applies planning acumen to objectives. Leader sets goals with the context of the Village of Shorewood Vision Plan. Leader has knowledge of the Village of Shorewood Vision Plan, which shows through goal setting.	Leader proactively sets SMART performance goals and objectives; creates individual goals from higher level strategies; accurately researches the length and difficulty of tasks and projects in order to plan resources; consistently creates action plans for projects; assists in creating team and colleague action plans; evaluates and recommends improvements to planning processes. Leader sets goals with the context of the Village of Shorewood Vision Plan. Leader has knowledge of the Village of Shorewood Vision Plan, which shows through goal setting.



Village of Shorewood
NON-MANAGEMENT PERFORMANCE FACTORS & RATING
Appendix S



Performance Factor	Unsatisfactory/ Partially Meets Expectations	Meets Expectations	Exceeds Expectations	Outstanding/ Exceptional
INITIATIVE & PROBLEM SOLVING	Employee acts on problems without gathering or checking facts or only when directed to do so; does not apply knowledge from similar problems in the past; may not approach solving problems in a systematic manner; generates solutions that could use additional thought; needs to seek assistance more frequently when appropriate. Employee does not take initiative to take on additional work or complete what needs to be done without being directed.	Employee consistently collects and checks facts for effective problem resolution; initiates resolutions; applies a systematic approach to problem-solving; uses good judgment in pursuing solutions. Employee takes the initiative to handle additional work or duties—usually in own area of responsibility.	Employee seeks facts for problem resolution; identifies root cause of ongoing problems and regularly makes or recommends appropriate changes; regularly looks for ways to improve processes; understands need for timely decisions and responds with an appropriate sense of urgency; uses good judgment. Employee volunteers to take on additional work in areas outside of own position, with commitment. Works with other departments to solve interdepartmental problems positively. Recommends technology to assist in problem solving.	Employee analyzes/solves day-to-day problems effectively; identifies critical information; generates/recommends alternatives when problems are more complex; understands the need for timely decisions and responds with sense of urgency; uses sound judgment. Employee regularly takes on additional work from other functions or teams. Works with other departments to solve interdepartmental problems positively. Recommends technology to assist in problem solving.
PRODUCTIVITY	Employee seldom completes work within timeframes and does not always keep pace with overall demands of the job; may occasionally plan or schedule activities to meet his/her work commitments.	Employee manages time well to meet deadlines and keep pace with overall demands of the job; plans and schedules activities to meet task and project commitments; focuses on priorities. Employee suggests improvements that increase productivity.	Employee consistently completes work within or before timeframes and easily keeps pace with job demands; volume of work produced exceeds team standards. Time is well managed using methods or tools. Employee shares new ideas with team after considering their cost and benefit. Employee develops method of documenting progress and measuring productivity.	Employee completes work before deadline, sets the pace in the team; volume of work consistently exceeds the team standards. Employee implements improvements that are well thought out and effective. Employee is very aware of the resources and time needed for his/her own position and those of the team. Employee develops method of documenting progress and measuring productivity.

QUALITY OF WORK	Employee's work often contains errors, requires rework or revisions; information gathering or delivery is inconsistent or even poor; employee's area is disorderly; commitments may require continuous monitoring or reminders by team or manager.	Employee consistently produces quality work; obtains and delivers information in an effective and professional manner; reviews work details before delivering; maintains organized work area.	Employee consistently produces high quality work; obtains and delivers information in an effective and professional manner; employee pays careful attention to details, recommends ways to improve overall quality of team and department functions.	Employee consistently produces exceptional work; takes initiative to recheck own work and that of others to ensure accuracy. Employee pays close attention to details and leads quality improvement efforts of the team and department.
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Performance Factor	Unsatisfactory/ Partially Meets Expectations	Meets Expectations	Exceeds Expectations	Outstanding/ Exceptional
TEAMWORK	Employee interacts in a manner that occasionally causes friction and impairs communication; may pursue own priorities at the expense of team objectives; reluctant to share information or contribute when needed; does not always recognize the importance of teamwork; exhibits unprofessional communication or behavior; resists constructive feedback and may fail to acknowledge areas for growth and development. Mopes and complains; seeks people out to complain to about personal life/village. Always looks at the negative part of life; brings down the entire team.	Employee interacts with others in a manner that builds rapport and facilitates communication; effectively achieves individual and team objectives; supports team by sharing workload and information with others; recognizes importance of teamwork and appreciates individual differences; leads by example.	Employee consistently demonstrates and maintains effective interpersonal/team relationships; interacts with others in honest, open, and non-threatening manner; handles opposition and conflict constructively; leads by example in a consistent manner in his/her efforts. Maintains a positive attitude.	Employee demonstrates an exceptional ability to build and maintain effective interpersonal/team relationships; interacts with others in honest, open, and non-threatening manner; consistently handles opposition and conflict proactively and constructively; leads the team spirit and morale by valuing people and their individual contributions. Maintains a positive attitude.



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NON-MANAGEMENT PERFORMANCE FACTORS & RATING
Appendix S



LEADERSHIP FACTORS

Performance Factor	Unsatisfactory/ Partially Meets Expectations	Meets Expectations	Exceeds Expectations	Outstanding/ Exceptional
DRIVE FOR RESULTS	Leader does not consistently deliver results. Things are not done on time due to disorganization, failure to set priorities, or a lack of commitment. Leader does the least amount possible to get by and may not hold his/her staff accountable for achieving results either.	Leader meets goals successfully and holds others accountable for the same. S/he is very bottom-line oriented and steadfast in driving for results. Leader pushes others to meet their commitments and to deliver as scheduled or expected.	Leader exceeds goals and pushes others to stretch their abilities. S/he is seen as an expert in the area of setting, monitoring, and achieving goals. Results are considered throughout initiatives so that adjustments can be made to reduce non-value-added work. Recognition for goal attainment is shared.	Leader exceeds all goals and trains other on the goal setting process. Results are always the focus, even at the onset of a project or issue. S/he builds team spirit while ensuring that quality work is accomplished. Successes are shared and celebrated.
EXPENSE & RESOURCE MANAGEMENT	Leader may be aware of the value of resources but does not always take steps to ensure that they are being used efficiently. Leader does not consider budgetary constraints when making purchases or other decisions that affect the bottom line. Resource tracking and reporting are inadequate.	Leader achieves results by effectively managing human, financial and/or information resources. S/he understands and uses performance, budget, and resource management systems as required.	Leader taps into a variety of resources to achieve results; uses alternative resources to meet own and team's goals. Leader monitors progress of resources to ensure commitments are met within appropriate timeframes and waste is minimized. Activities are completed with a focus on budgetary requirements.	Leader identifies and acts on opportunities to achieve desired results with the resources available. S/he leads the resource monitoring and evaluation process. Process improvements that affect costs and expense items are frequently suggested or implemented.

LEADERSHIP FACTORS (PG. 2)

Performance Factor	Unsatisfactory/ Partially Meets Expectations	Meets Expectations	Exceeds Expectations	Outstanding/ Exceptional
LEADERSHIP	Employee does not lead others; occasionally recognizes differences in individual motivational needs or makes no effort to do so; can motivate only team members like his/herself; holds back information from team; team lacks direction and morale; communicates sporadically.	Leader consistently assesses each team members' strengths and developmental needs; helps employees develop their own growth plan; leads by example and is successful in motivating team members; consistently communicates in an open and honest manner.	Leader goes above and beyond in identifying and developing strategies that meet the needs of all staff; is able to motivate each individual in a manner that is unique to his/her learning needs and interests; shares opportunities, visibility and ownership as appropriate; invites input from each person.	Leader is an exceptional and consistent guide, motivating individual's unique skills and abilities; is able to build and develop a successful team to get desired results; team projects and goals are clear and successful. Shares opportunities, visibility, and ownership; mentors others and seeks new ways to contribute; always leads by example and instills this behavior in others.
PERFORMANCE MANAGEMENT	Leader assesses team members' skills, knowledge, and abilities on a limited or inconsistent basis; may not identify and provide feedback on strengths and areas for improvement; limits employees to routine tasks and work; micromanages, rarely holds development discussions. Creates weak, late, vague, or hurried performance reviews or development plans, if any. Rarely provides challenging or stretching tasks or assignments; doesn't recognize or reinforce good performance; does not address poor performance in a timely manner or at all.	Leader analyzes team members' skills, knowledge and abilities and identifies strengths and areas for improvement; provides and monitors "stretch" tasks and assignments; holds development discussions; is aware of team member's career goals; creates and executes performance reviews and development plans in a thoughtful and constructive manner; recognizes and appropriately addresses all levels of performance.	Leader analyzes team members' skills, knowledge and abilities and identifies strengths and areas for improvement; creates and monitors stretching tasks and assignments; holds frequent development discussions; is well aware of each team member's career goals; assists employees in creating their own compelling development plans, writes effective performance reviews; pushes team members to accept developmental opportunities; coaches team members who need additional development; recognizes and addresses good and poor performance.	Leader analyzes team members' knowledge, skills, and abilities; identifies strengths/areas for improvement; creates and monitors challenging tasks & assignments; continually provides developmental feedback; holds employees accountable to create and execute compelling development plans; creates strong and effective performance reviews that provide specific direction and feedback; pushes team members to drive their own development; actively mentors others on and outside of the team.

