

Performance Evaluations

6.1 Regular Positions, Trial Period

Each employee in the trial period shall be evaluated after two (2) and prior to six (6) months of employment following normal District performance evaluation procedures. If the trial period is extended, the frequency of "special" performance evaluations will be determined on a case-by-case basis as approved by the appropriate manager or Director.

The employee shall move from trial status to regular status after successful completion of the trial period.

6.2 Regular Positions

An employee who has completed the trial period and attained regular employment status shall be evaluated at least annually on or near the employee's anniversary date according to normal District performance evaluation procedures. When an employee's anniversary date is adjusted due to a promotion or demotion, the adjusted anniversary date will be used for performance evaluations. When an employee's anniversary date is adjusted due to a reclassification, the date used for performance evaluations will not change.

6.3 Temporary Appointments

Temporary employees will be given performance counseling on an as-needed basis.

6.4 Final

Upon employment termination, an employee may be evaluated for a time period from the employee's most recent evaluation to the termination date if, in the previous evaluation, there were areas of unsatisfactory performance. A final evaluation may or may not be performed at the discretion of the supervisor or manager.

6.5 Director

The Director shall be evaluated at least annually by the Board of Trustees on or near his/her anniversary date of employment, according to the performance evaluation procedure adopted by the Board.

6.6 Postponement of Performance Evaluation

If an employee's anniversary date falls within the time the employee, or supervisor, is on leave, the annual performance evaluation may be postponed until the employee or supervisor returns from leave. The performance evaluation must be completed within 30 days of the employee or supervisor's return to work.

District Expectations

6.7 District Aspirations

Spokane County Library District aspires to provide a stimulating and supportive work environment where staff members can be successful, enjoy their work, and be recognized for their efforts on behalf of the District. Consequently, the District encourages:

1. *Professional Associations.* The District supports employee participation in a professional, job-related organizations that enhance knowledge and skills and contribute to furthering the goals of the Library District. With prior approval, use of work time may be allowed, and reasonable travel expenses paid, for participation as an active member, organization officer, or board or committee member in a job-related organization.

2. *Professional Development and Training.* The District recognizes that a trained workforce is more efficient, more productive, and more prepared to provide quality service(s) to the customers and communities we serve.
 - a. Generally, supervisors or managers are responsible for identifying training needs and recommending employees for special training programs, or providing identified on-the-job training. District employees are encouraged to further their personal and professional education in order to enhance their job performance and work productivity, as well as increase their potential for upward mobility. Prior approval to attend a workshop, conference, or other training activity must be obtained from the appropriate supervisor and/or manager
 - b. Employees attending training programs, sponsored or required by the District, during regularly scheduled work hours are compensated at their regular rate of pay. As funding permits, registration costs may be paid or reimbursed by the District for required or sponsored training activities. For training held away from the District, employees are eligible for reimbursement for travel, meals, and lodging expenses consistent with the District's travel and reimbursement policies.
3. *Employee Recognition.* The District takes pride in its employees and feels it is most appropriate to recognize their hard work, professionalism, and dedication to providing quality library services and programs. Consequently, supervisors and managers are encouraged to identify and recognize employees for their teamwork, dedication to excellence, and/or the everyday work behavior(s) that contribute to the library's success in the community.
4. *Performance Management.* Successful job performance is predicated by establishing clear goals and performance expectations, providing timely and appropriate feedback on a continuous basis, and fairly and accurately evaluating employee performance during the formal evaluation process. Consequently, managers and supervisors are expected to continuously monitor employee performance, provide appropriate performance feedback, and complete formal performance reviews in a timely manner.

6.8 District Expectations

The ability to provide excellent customer service and maintain good community relations depends on our employees. Employees are expected to conduct themselves at all times in a professional, ethical, and courteous manner and refrain from any activity that is, or may be perceived to be, a conflict of interest. Failure to meet District expectations may result in disciplinary action up to and including termination.

Ethics. At the heart of public service is public trust. One way for the District to hold the respect, trust, and confidence of the communities we serve is through the creation and enforcement of ethical guidelines for the conduct of our public employees. It is therefore the policy of Spokane County Library District to uphold, promote, and demand the highest standards of ethics from its employees for personal integrity, truthfulness, honesty and fairness in carrying out their public duties. Employees must avoid any act of impropriety in their role of public servants, including, but not limited to, unauthorized possession or access to District property and/or confidential information, dishonesty or the appearance of impropriety, and must never use their District position or authority for personal gain or in breach of the public trust.

Conflict of Interest. A "conflict of interest" occurs when an individual's private interest conflicts with, or appears to conflict with, the best interests of Spokane County Library District. Accordingly, no conflict of interest, either real or perceived, can be allowed between the public's trust and private or personal interests.

Abuse of Authority or Position. Employees may not use the power or authority of their position for personal gain, or to obtain any improper personal benefit for themselves, for their family, or for any other person. Consequently, employees are expected to abide by District policies governing circulation and renewal of library materials. For example: Employees may not renew library materials when a hold has been placed on the material by another library user, or change their place on the hold queue, or keep materials for an extended period. In addition, employees may not use professional work cards for personal use. Overriding of any limit is not allowed without the approval of a supervisor or manager.

Gifts or Additional Compensation. Employees may not ask for or receive any additional compensation, gift, loan, discount on goods or services or accept any other things of value, over and above their salary and benefits, for performing their official duties. Gifts of nominal value, such as an honorarium or compensation for performing work that is related to the library profession, but is outside their official duties, or gifts of food for a group or work unit at holidays or other special occasions, are allowed as long as they do not constitute a conflict of interest.

Motor Vehicles. Use of District-provided vehicles is limited to activities benefiting Spokane County Library District. De minimis use of assigned vehicles for personal purposes, such as purchasing lunch or dinner while on business away from the worksite, or personal stops en route to or from work, or while traveling between facilities, is allowed. Transporting family members in a District provided vehicle is prohibited.

Employees driving Spokane County Library District vehicles are responsible for all violations, tickets, or fines incurred while operating a District vehicle. Employees receiving a violation, ticket, or fine are required to report it to their supervisor/manager and the Business Manager within 24 hours of occurrence. Failure to notify, or failure to pay a fine or ticket, or failure to reimburse the District for any fine paid by the District, in a timely manner, may result in disciplinary action up to and including termination.

Professional Conduct. Employees are expected to:

1. Adhere to all District policies, procedures, safety rules and safe work practices;
2. Comply with the District's ethical rules, including the prohibition on conflicts of interest, and refrain from on and off-duty conduct that interferes with the employee's ability to do his or her job or reflects negatively on the District;
3. Treat co-workers, vendors, and members of the public in a professional and courteous manner, and refrain from behavior or conduct deemed offensive or undesirable;
4. Comply with directions from supervisors and managers;
5. Report to work punctually, as scheduled, and be at the proper work station, ready for work, at the assigned starting time;
6. Give proper advance notice whenever unable to work, or report for work on time, or when leaving work unexpectedly;
7. Perform assigned tasks satisfactorily according to established performance standards;
8. Keep supervisors informed of intent to return to work whenever an unforeseeable absence exceeds two weeks, in a manner agreed to by the supervisor or manager;
9. Report any on-the-job injury or accident within twenty-four (24) hours of occurrence to the appropriate manager or supervisor;

10. Report any disability or illness that will adversely affect the employee's fitness for duty or create a direct threat to the employee, co-workers, or the public;
11. For employees whose duties include operating a personal or District motor vehicle, report the suspension, revocation, or loss of driver's license and/or insurability ;
12. Smoke only in outside areas complying with the Smoking in Public Places Act, RCW 70.160 which requires smoking no closer than 25 feet from doors, windows, air ducts, etc.

Substance Abuse. Reporting to work and/or working while impaired due to the use of legal, or illegal drugs, or alcohol is prohibited. Moreover, manufacturing, distributing, possessing, selling, or using unlawful drugs or alcohol on District premises, including in District vehicles, while on or off duty, is also prohibited.

The possession and use of medically-prescribed and over-the-counter medications during work hours is permissible, provided however that the employee must inform a supervisor if the medication may prevent the employee from performing his or her essential functions or create a direct threat to the employee or others.

An employee may be required to submit to a drug and/or alcohol test if the District has reasonable suspicion to believe that the employee is impaired by non-prescribed controlled substances and/or alcohol while on duty. Failure to promptly permit such testing will be grounds for termination.

Workplace Violence. Workplace violence is defined as hostile or aggressive behavior occurring in the workplace that results in physical or emotional injury to employees or customers, and/or damage to District or personal property. It may involve, but is not limited to: name calling, use of offensive or derogatory language, threats, intimidation, use of a weapon, assault and/or battery. Conduct or behavior that constitutes workplace violence will not be tolerated.

Personal Attire. Employees are expected to dress in a manner representing their position and job responsibilities. They should present a clean and neat appearance appropriate to their work assignment and the dress standards set by their manager.

Electronic Communications Equipment. It is the policy of Spokane County Library District that electronic communications and information systems and equipment provided to employees are the property of the District and intended for business use only. Nominal personal use may be allowed by an employee's supervisor for necessary communications and training purposes. Unethical, inappropriate, or illegal use is prohibited and is subject to disciplinary action up to and including termination. Employees should use District provided email accounts for all business activity; nevertheless, if circumstances prevent use of a District email account, then email from the employee's personal account should be copied to the District email account.

The District reserves the right to monitor, review, audit, intercept, access, and disclose all messages created, received, or sent over any electronic systems for any purpose at any time. All messages created, sent, or received using any of the District's electronic communication-systems remain the property of the District. Only employees authorized by the Director to carry out this policy may retrieve or read messages from any electronic systems that are not sent to them. Any exception to this policy must receive prior approval from the Director or his designee.

District provided personal computers and laptops. Employees may make limited and necessary personal use of District-provided computers. Nevertheless, employees are prohibited from:

- Engaging in any purposeful actions harmful to the computer system or the information stored on it, such as creating or propagating a virus, worm, or "Trojan horse" program; damaging files; or making unauthorized modifications to District data.
- Installing or downloading any computer software on District owned computers without the prior approval of the IT Manager. In addition, District owned application software may not be installed on a home computer without prior approval of the IT Manager.

- Sending e-mail to harass or intimidate another employee, and/or non-employee; accessing another employee's email or voice-mail without authorization.
- Using the District's computer equipment, systems, or networks for personal or commercial gain, or for any other reason deemed inappropriate by the District, including engaging in illegal activities, such as copyright violations, libelous statements, and transmission or storage of illegal or inappropriate materials.
- For purposes of Children's Internet Protection Act compliance, all employees age 17 and older who use staff computer workstations having Web access are required to choose whether or not the District's technology protection measures are to be disabled on their specific workstation(s).

Fax Machines. Employees may use District fax machines to send and receive personal documents within the local area, and long distance faxes may be sent using a personal calling card or credit card.

Telephones. Telephones, including employer-provided cell phones, are District property. District telephones may be used to make and receive necessary and brief personal calls. Charges incurred for personal long distance calls must be reimbursed to the District in a timely manner. Inappropriate use of District provided telephones or cell phones or failure to reimburse the District after incurring personal long distance charges may result in disciplinary action.

Voice Mail. The telephone system voice mail is District property. Employees may make limited and necessary use of the voice mail system for personal use. Sending voice mail to harass or intimidate another employee or non-employee is prohibited.

Disciplinary Action

The following sections on disciplinary action provide guidelines that apply to regular employees who are no longer in the trial period. Employees should be mindful that disciplinary action in any individual situation will depend on the specific facts presented; therefore, no outcome is guaranteed or assured by these policies.

6.9 Disciplinary Action

The following policy applies to District employees below the Director.

The object of disciplinary action is to achieve correction and avoid reoccurrence of undesirable work behaviors. Generally, discipline is progressive in nature and is intended to encourage the employee to correct his/her conduct or performance. Nevertheless, a manager or supervisor is not required to follow progressive discipline when dealing with serious misconduct and/or a pattern of unsatisfactory performance. Consequently, this policy should not be construed as preventing, limiting, or delaying the District from taking the disciplinary action it deems appropriate.

There are a number of factors a manager or supervisor should consider before imposing discipline. They include, but are not limited to:

- The seriousness of the offense.
- The number of offenses involved.
- The completion of a fair and objective investigation and proof of actual employee misconduct.
- Due consideration of any mitigating circumstances.
- Previous work history of the employee.
- A determination that the proposed discipline reasonably relates to the seriousness of the offense.

Normally, disciplinary action progresses as follows:

Oral Warning: An oral warning may be given as the first step for minor work performance or behavior problems. Oral warnings should be made by the employee's immediate supervisor and a record of the discussion kept by the supervisor.

Written Warning: For more serious work performance and behavior problems, or repeated minor problems, a formal, written warning to correct an unacceptable practice, known as a "Notice of Unacceptable Performance" may be made by the supervisor. Except in serious cases, this written warning is usually preceded by at least one (1) oral warning. The written warning should clearly state how or why performance is deficient, what must occur to overcome the deficiency, and include a designated period of time during which unsatisfactory performance or behavior is expected to improve.

Prior approval for written warnings must be obtained from the appropriate Manager or Director and the document reviewed by the Human Resources Manager.

After discussing the warning with the employee, a copy of the warning will be given to the employee and the original placed in the employee's personnel file.

An employee may write his/her own statement regarding the situation under discussion and have it placed in his/her personnel file.

Following a written warning, an eligible employee's step increase may be withheld for up to 90 days if approved by the appropriate Manager or the Director. The step increase should not be effective until the employee's performance improves to a satisfactory level. The withholding of a step increase does not change the anniversary date for salary.

Suspension: This may be used when the employee has been engaging in a pattern of poor performance or undesirable behavior, and prior warnings have failed to correct the employee's problem or when the misconduct rises to such a level of seriousness that suspension is warranted.

Prior to a final determination to suspend, a pre-disciplinary hearing shall be held. The hearing serves as a check against mistaken decisions and provides an opportunity for an employee to respond to the allegation(s) by providing information denying, explaining or mitigating the allegation(s) before a final decision to suspend is made. At least five days prior to the hearing, the employee shall be given written notice of the accusation(s), a copy of supporting documentation, and notice of the anticipated duration of the suspension. The pre-disciplinary hearing is the employee's only opportunity to be heard prior to the District's final decision. Pre-disciplinary hearings shall take place with the Director or his/her designee.

If, following the hearing, the intent to suspend is sustained, the employee will be relieved of his/her job assignment and placed on Leave Without Pay (LWOP) status for a specified time. Suspensions will be documented and the consequences of further infractions set forth clearly in the suspension notice. The length of suspension may vary depending on the nature and severity of the offending behavior, and the exempt or non-exempt status of the employee.

The reason(s) for pursuing the suspension shall be reviewed by the Human Resources Manager and approved by the appropriate Manager and/or Director prior to the hearing.

Dismissal: This may be used when other disciplinary actions(s) have failed to correct the undesirable behavior or performance, or when the seriousness of the offense warrants such action.

Prior to a final determination to dismiss an employee, a pre-disciplinary hearing shall be held. The hearing serves as a check against mistaken decisions and provides an opportunity for an employee to respond to the allegation(s) by providing information denying, explaining or mitigating the allegation(s) before a decision to dismiss is made. At least five days prior to the hearing, the employee must be given written notice of the accusation(s) and a copy of supporting documentation. The pre-disciplinary hearing is the employee's only opportunity to be heard prior to the District's final decision. Pre-disciplinary hearings shall take place with the Director or his/her designee. The employee will be placed on paid administrative leave pending the outcome of the hearing.

If, following the hearing, the intent to dismiss is sustained, then the employee will be dismissed. A Personnel Action Form (PAF) must be completed and forwarded with supporting documentation to the Human Resources Office to be placed in the employee's personnel file.

Reason(s) for pursuing dismissal of an employee must be reviewed by the Human Resources Manager and approved by the appropriate Manager and/or Director prior to the hearing. Only the Director has the authority to suspend and dismiss employees.

6.10 Severance Pay

A regular employee may be dismissed without the benefit of progressive discipline in very serious cases as determined by the District. In such cases the employee will not ordinarily be offered severance pay.

A regular employee dismissed for reasons other than serious misconduct, may be offered severance pay equivalent to one complete pay period for nonexempt employees and two complete pay periods for exempt employees.

A recently promoted or transferred employee dismissed during the trial period for reasons other than serious misconduct may be offered severance pay equivalent to one complete pay period for nonexempt employees and two complete pay periods for exempt employees. Other employees terminated during the trial period will not ordinarily be offered severance pay.

6.11 Employee Misconduct

The following is a list of behavior that will subject employees to disciplinary action, up to and including termination. Along with the *District's Expectations*, above, this section is not intended to be all-inclusive, but rather serve as a guideline for employees, managers, and supervisors. The District reserves the right to take any disciplinary action, including termination, that is appropriate, at its discretion, with respect to misconduct, whether or not the particular conduct is set forth in this policy.

Employee behaviors that will subject the employee to disciplinary action include, but are not limited to:

1. Unauthorized leave and/or excessive tardiness.
2. Misrepresentation of facts concerning absence from work.
3. Destruction, damage, or unauthorized possession of customer, co-worker, or Library District property.

4. Unauthorized, illegal, unethical, or inappropriate use or possession of Library District supplies, materials, or equipment, including computer hardware and software.
5. Falsification or alteration of application for employment, employee records, or any other Library District reports or records.
6. Insubordination: unwillingness to carry out a lawful directive from a manager or supervisor, and/or disrespectful behavior toward a manager or supervisor.
7. Misconduct: (e.g., any act or behavior that is wrong, improper, or unlawful).
8. Abuse of authority or position.
9. Working under the influence of alcohol or illegal drugs, or failing to report the use of legally prescribed or over the counter drugs that impair performance of essential job functions or create a direct threat.
10. Possession, distribution, sale, transfer, or use of alcohol or illegal drugs in the workplace, including District vehicles, while on or off duty.
11. Illegal acts.
12. Creating or contributing to unsanitary or unsafe working conditions.
13. Failure to report any work related personal injury, accident, or equipment damage to supervisor.
14. Neglect of duty (e.g., failure to perform, or careless disregard for the consequences of an act or behavior).
15. Inefficiency or incompetency.
16. Inability to perform essential job functions with or without reasonable accommodation.
17. Abandonment of position (e.g., employees who are absent from work without authorization for three (3) or more consecutive work days will be considered to have voluntarily resigned their position.)
18. Insulting, intimidating, threatening, or abusive behavior directed towards peers, co-workers, supervisors, or the general public.
19. Actions or statements which, in the District's opinion, reflect negatively on the Library District or conflict with the best interests of the Library District, unless protected by law.
20. Possession of dangerous or unauthorized materials, such as explosives or firearms, in the workplace.
21. Retaliation directed against another employee, supervisor, or member of the general public for engaging in any protected activity.
22. Violation of any District rules, policies, and other work-related expectations.
23. Dishonesty;

24. Disclosing confidential information regarding the District, its employees, or its customers without authorization;
25. Engaging in any form of discrimination, including sexual harassment, towards another employee, a member of the public, a vendor, or other person;

If, in the employee's opinion, the disciplinary action taken is arbitrary, capricious, or unwarranted, the employee is invited to utilize the steps outlined in the Grievance Procedure.

6.12 *Disciplinary Action for Exempt Employees*

Exempt employees should not be suspended without pay for disciplinary purposes for periods of less than a full workweek, unless the infraction involves violation of safety rules of major significance.