

**ARTICLE VI.**  
*Employee Policies.*

**Section 1. Introductory Provisions**

**A. Authority** -- These policies, procedures, rules and regulations are established by the Kirkwood Public Library Board of Trustees.

**B. Purpose** -- The purpose of these rules is the formulation of sound personnel policies designed to promote efficiency and economy, reward meritorious service, provide for the fair and impartial settlement of grievances, develop and maintain morale, and establish equitable, non-discriminatory standards for the classification and compensation of Library employees.

**C. Intent** -- Nothing contained in these Personnel Rules and Regulations is intended to create an employment contract between the Library and any employee for either employment or for the provision of any benefit. Any of the provisions of these rules and regulations may be changed or new provisions may be added by Kirkwood Public Library Board of Trustees at any time and without notice to employees. Each employee has the right to terminate his or her employment at any time for any reason. In addition, the Kirkwood Public Library has the right to terminate the employment of any employee at any time, without prior notice, for any lawful reason as the employee remains terminable at will at all times. The provision of these policies and procedures shall not be inconsistent with but complementary to related state and federal laws and regulations. Provisions which may become invalid due to subsequent passage or interpretations of related legislation or court rulings shall be modified through appropriate proceedings without invalidating the remaining provisions.

**Section 2. Pay Plan Administration**

**A. Establishment of Plan** -- The Library Director shall be responsible for presenting to the Kirkwood Public Library Board of Kirkwood Public Library Board of Trustees a uniform and equitable pay plan which shall consist of minimum and maximum rates of pay and such intermediate pay steps as is necessary to provide reasonable and consistent progression in the pay range based on job performance. The salary rates recommended shall reflect an equitable relationship among the job classifications and shall be made after review of prevailing rates for comparable work in other public and private business, the current cost of living, responsibilities of the position, and the policy of the Kirkwood Public Library Board of Trustees.

**B. Administration of Plan**

Service and Administration Policies  
Kirkwood Public Library

1. New Employees -- Generally all new employees shall be hired at the minimum rate of their job description salary range unless their qualifications are such that it is to the Library's advantage to hire at the advanced rate. Hiring at the advanced rate shall be upon approval by the Library Director and only upon appropriate documentation by the Department or Division Director that such action is to the benefit of the Library.

2. Promotions and Transfers -- When an employee is promoted to a position in a higher class, the employee's salary shall be increased to at least the minimum rate for the higher classification. Employees promoted or transferred will immediately begin an introductory period for the new position. Employment may be terminated at any time during this period. In the event that the employee does not satisfactorily complete the introductory period, the employee shall, unless the qualifying period is extended, revert to his/her previous position at his/her prior rate of pay for the position, provided a position is available. An employee who requests and accepts an assignment in a lower pay classification shall have his/her salary reduced by the percentage differential between the two relevant pay classifications.

3. Merit Increases -- A merit increase is a payment granted to an employee as a result of exceptional performance. It is never to be considered as routine or automatic. The merit increase will be an increase to salary base until the employee reaches the maximum of the salary range. Once an employee reaches the maximum of the salary range, the merit increase will be in the form of a singular lump-sum payment for future service but shall not increase the salary base. Merit increases may be based upon performance evaluations with the amount of merit increases fluctuating from year to year. Performance evaluation will result in a performance rating which may serve as the basis for the amount of the merit increase.

4. Dates of Performance Evaluations -- Performance evaluations shall be conducted at least annually; however, they may be conducted more frequently at the discretion of the Department Head or Library Director. In no case shall a merit increase be granted if a performance evaluation has not taken place within ninety (90) days. Six-month performance evaluations are recommended for all new employees.

5. Prior Salary Scale -- The Kirkwood Public Library Board of Trustees may from time to time change the pay scale, increasing the minimum and maximum rates of pay as well as any intermediate step in the range. The Kirkwood Public Library Board of Trustees may establish special pay provisions necessary for the

Service and Administration Policies  
Kirkwood Public Library

effective administration of the pay plan and to promote the concept of merit or performance pay.

**Section 3. Progressive Discipline**

In any organization, it is essential that certain standards of personal conduct and work performance be maintained. Where problems with employee behavior or performance arise, the Library may use progressive discipline. The Library reserves the right, in its sole discretion, to bypass any of the progressive disciplinary steps or to otherwise deviate from the Progressive Discipline Policy as circumstances warrant and as the Library sees fit. Nothing contained in this Personnel Manual should be construed to grant any employee a "right" to be disciplined in a progressive manner. Severe disciplinary action, up to and including termination, may be imposed immediately notwithstanding this Progressive Discipline Policy.

Progressive discipline may include verbal warning, written warning, disciplinary probation, suspension (with or without pay), and ultimately termination. Employees who function in executive or administrative positions are not typically subject to progressive discipline. Progressive discipline may vary depending on circumstances and may not contain all of the steps listed below.

The goals of progressive discipline are to: inform the employee of inadequacies in performance or instances of improper behavior; clarify what constitutes satisfactory performance or behavior; instruct the employee on what action must be taken to correct the performance or behavior problem; and inform the employee of what action may be taken in the future if the expectations are not met.

Any disciplinary action taken will be considered during the employee's annual performance and salary evaluations.

There are several levels of disciplinary action, each progressively more serious, which may be used to correct employee performance and behavior. These steps include:

**Verbal Warning** -- An employee may be issued a verbal warning for a performance or behavior problem. Verbal warnings are typically issued during a private conference between the manager and the employee where the manager explains the problem and what the employee must do to return to satisfactory status. Managerial notes are permissible and in most cases appropriate. The employee will be informed that the conference is being conducted for the purpose of issuing a verbal warning to ensure that the employee is aware that disciplinary action is taking place. The employee is required to sign an acknowledgment that the verbal warning took place. Failure

Service and Administration Policies  
Kirkwood Public Library

to sign the acknowledgment receipt shall be grounds for additional disciplinary action. A record of this warning will be placed in the employee's personnel file and the employee will receive a copy.

**Written Warning** - Employees may be issued a written warning as a letter or memo which usually contains some or all of the following information: a description of the specific problem or offense; the most recent incident and when it occurred; previous actions taken to correct the problem if applicable; expectations and acceptable standards of performance; and warning that further unsatisfactory behavior or performance may result in further disciplinary action. Typically the written warning is issued and discussed with the employee in private conference with the immediate manager. The employee must read the reprimand and sign the warning. Failure to sign the warning shall be grounds for additional disciplinary action. A copy of the written warning should be given to the employee and a copy placed in the employee's official personnel file.

**Disciplinary Probation** - Employees may be placed on disciplinary probation for incidents which are serious enough to warrant disciplinary probation, or after less severe disciplinary actions have been taken. The duration of the disciplinary probation will be commensurate with the offense but is usually up to 90 working days. Typically the employee is informed of the disciplinary probation in private conference with the immediate manager and the Library Director. Typically, the employee is given a letter detailing the basis for the action which usually describes: the length of the disciplinary probation (beginning and ending dates); a description of the specific problem or offense; the most recent incident and when it occurred; previous actions taken to correct the problem, if applicable; and a warning that further unsatisfactory behavior or performance may result in further disciplinary action, up to and including termination of employment. During the disciplinary probation, the employee must demonstrate a willingness and ability to meet and maintain the conduct and/or work required as specified by the organization. A performance plan may be issued which will include goals, expectations and acceptable standards of performance. At the end of this period, the employee will either be returned to regular employee status, or if established goals are not met, dismissal may occur. Once an employee returns to regular status, the goals, expectations and acceptable standards of performance are expected to continue. Employees may be placed on disciplinary probation at any time.

**Suspension** – Employees may be suspended from employment, either with or without pay, for misconduct of a serious nature. Such suspension may occur during investigation of a matter or as a disciplinary step following investigation of a matter.

Service and Administration Policies  
Kirkwood Public Library

**Discharge** - Employees may be discharged for incidents which are serious enough to warrant summary discharge, or after less severe disciplinary actions have been taken.

**Summary Discharge**

Summary discharge is the disciplinary action that occurs without prior warnings or attempts at progressive discipline due to the seriousness of the incident. This would include, but not be limited to, theft, intoxication on the job, insubordination, possession or sale of controlled substances or alcohol while on duty or on Library premises, violence or threat of violence, conviction of a felony that may affect an employee's ability to perform his/her job, falsifying records, misrepresentation, and negligent, careless or intentional performance that results in damage to property or individuals or the risk thereof. This action may become necessary when incidents which in and of themselves are so serious as to justify immediate summary discharge. In cases where reasonable attempts at training fail to correct the problem, the employee may be discharged without prior disciplinary action.

**EMPLOYEE CONDUCT**

The Library has established general guidelines to govern the conduct of its employees. No list of rules can include all instances of conduct that can result in discipline. The examples below do not replace sound judgment or common sense behavior.

It is the duty and responsibility of every employee to be aware of and abide by existing rules and regulations.

The following is a list of the types of behavior and conduct which could lead to disciplinary action up to and including immediate termination. It should be pointed out that this list is not all inclusive, and the Library retains the unrestricted right to discipline any employee, up to and including termination, for any behavior deemed to be against the best interests of the Library whether specifically listed below or not.

- Violation of any lawful department/branch, system-wide rule, regulation, directive or personnel policy;
- Unsatisfactory performance of duties;
- Inability or refusal to perform assigned duties;
- Insubordination or unsatisfactory attitude toward the job, co-workers, managers or patrons;

Service and Administration Policies  
Kirkwood Public Library

- An unsatisfactory attendance record which demonstrates a consistent or continual lack of availability for work, including excessive absences or a pattern of absences;
- Failure to report absences from work as required or directed;
- Failure to provide adequate documentation of absences from work when requested;
- Three or more unexcused absences;
- Repeated tardiness or failure to be on duty during assigned hours including failure to observe the appropriate start and stop times for lunches and breaks;
- Abuse of sick leave benefit;
- Dishonesty;
- Misuse or dishonesty regarding time off;
- Theft or other criminal activity on the job;
- Intoxication, use and/or sale of alcohol or illegal drugs on the job or on Library premises;
- Assault, threat of violence, abuse of an employee, vendor or patron;
- Abuse of personal telephone calls;
- Misuse, including excessive personal use, of the Library's electronic resources, including its computer systems and internet access;
- Solicit or promote the election or defeat of any candidate for public office during hours for which pay is received;
- Use in any way the facilities, buildings, or equipment of the Library for the purpose of solicitation, promotion, election, or defeat of any candidate for public office.
- Material misrepresentation or omissions of any Library record or report such as an employment application or time sheet;

Service and Administration Policies  
Kirkwood Public Library

- Lack of care for Library property or equipment including electronic resources;
- Engaging in personal business/other employment while on duty;
- Misuse of or using Library equipment for personal use except as specifically authorized in writing by the Library;
- Abuse of vacation benefit;
- Engaging in vulgar or abusive language or conduct towards others;
- Failure to return from an approved leave of absence on the stipulated dates unless other arrangements have been made or taking an unauthorized leave of absence;
- Improper attire or inappropriate personal appearance;
- Misuse of or non-use of protective or safety equipment;
- Engaging in any form of sexual or racial harassment or other violation of the Library's Equal Employment policy;
- Abuse of employee privileges regarding Library materials and employee/patron records;
- The possession of firearms, explosives or weapons on Library property;
- The unauthorized tape recording or photographing of a Library representative, vendor or patron.

Employees may be dismissed due to changes in staffing requirements or other reasons not related to the employee's job performance.

Since the relationship between the Library and its employees is one of employment at will, it is subject to termination by the Library or the employee at any time. (approved 9/16/09)

#### **Section 4. Separation from Employment**

A. Termination Date-- The official termination date of employment with the Library shall be the date of the employee's last day in attendance at work, and all eligible accrued leave payable shall be paid through the date of termination. Payment shall be made on the next pay date of the pay period following the date of termination.

Service and Administration Policies  
Kirkwood Public Library

B. Resignation -- All permanent employees are expected to give at least ten (10) working days prior notice to the effective date of their resignation in order to leave the Library employee in good standing unless other arrangements are approved by the Department Head. An exit interview with the Director is recommended. Failure to leave the Library in good standing shall be considered cause for denial of future re-employment with the Library. On an employee's last day of employment at the library, he or she must remove all personal property from the building and relinquish his/her KPL name badge and key(s). Personal property left behind becomes library property and the library may do with it as it wishes.

C. Retirement -- Retirement shall be in accord with the provisions of the Civilian Employees Retirement Plan; however, no person receiving retirement benefits from the Library shall be employed as a full-time permanent employee of the Library.

D. Disability -- An employee may be separated, transferred, or retired for disability when the employee cannot perform the essential duties of the position, with or without an accommodation, because of physical or mental impairment. Kirkwood Public Library reserves the right to require an employee to undergo a physical examination at any time, as long as job-related consistent with business necessity.

E. Dismissal -- Employees dismissed for just cause shall be removed from the position as promptly as possible and officially notified that such action is being taken on or before the effective date of such action.

F. Return of Library Property -- Employees leaving the Library service for any reason who have library-owned equipment or property in their possession shall return such equipment or property to their Department Head before receiving their last pay check. If legal action is necessary to recoup such property, the employee will be responsible for the Library's costs and expenses, including attorney's fees.

G. Lay Off--Reduction of Work -- A Department Head may lay off an employee when it is deemed necessary by reason of shortage of work, funding, abolition of the position, or change of duties or organizational structure, or other business reasons. Reductions in force shall be at the discretion of the Library's management to advance the interests of the Library. Selection of employees to be laid off shall be based on consideration of qualifications, performance, employment status, and job assignments. Employees laid off shall be placed on a priority recall list for a maximum of 180 calendar days. If a laid off employee is not recalled within 180 calendar days, then such employee shall be discharged.

**Section 5. Leaves Of Absence**

Service and Administration Policies  
Kirkwood Public Library

A. Holidays -- All permanent, full-time employees shall be entitled to ten holidays per year for which they shall receive full pay at their standard rate.

Authorized holidays shall include:

- |                                  |                        |
|----------------------------------|------------------------|
| 1. New Year's Day                | 6. Labor Day           |
| 2. Martin Luther King's Birthday | 7. Thanksgiving Day    |
| 3. Presidents' Day               | 8. Christmas Eve Day   |
| 4. Memorial Day                  | 9. Christmas Day       |
| 5. Independence Day              | 10. New Year's Eve Day |

The library will be closed the Sunday before Labor Day and the Sunday before Memorial Day.

B. Vacation -- Vacation leave shall accrue to all full-time employees based upon their years of continuous service with the Library. Accrual of vacation shall commence on January 1 for that calendar year and shall be fully realized on December 31 of that calendar year, except during the first calendar year in which accrual of vacation shall commence on the first day of the first month following the date of employment. During the first calendar year of service, all full-time employees shall accrue vacation leave through such calendar year and may take vacation leave through such first calendar year, provided that the employee has completed six months of continuous employment. The employee may also accrue the vacation leave and utilize such accrued vacation time during the following calendar year. In the event an employee has not completed six months of continuous, full-time employment during the first calendar year, then such employee is entitled to take the vacation leave accrued during the calendar year in which such employee has completed the six months of continuous, full-time employment. The rate of accrual of vacation leave for full-time employees shall be in accordance with Section (a) as follows:

FULL-TIME

EMPLOYMENT PERIOD	FULL-TIME PERSONNEL
Less than 12 months	5/6 day per month
1-4 years	3 weeks
5-9 years	4 weeks
10-16 years	5 weeks
17-and thereafter	6 weeks

Service and Administration Policies  
Kirkwood Public Library

Full-time employees may carry over accrued vacation into the following calendar year only. The maximum carryover is one half of that year's vacation. This plan went into effect January 1, 2003.

Example: An employee with five years service in 2003 earns four weeks (160 hours) of paid vacation. If the employee takes one week (40 hours) of that vacation before December 31, 2003, the employee may carry over into 2004 one half of the vacation earned in 2003, which is two weeks (80 hours). The employee will lose one week (40 hours) that was earned but not taken in 2003. If the employee does not take any of the vacation earned in 2003, the employee may carry over two weeks (80 hours) into 2004 but the employee will lose two weeks (80 hours).

Vacation leaves normally shall be granted at such time as is deemed by the Department Head to be in the public interest and may be used in accordance with the rates set forth above, provided approval is given by the Department Head. Department Heads shall schedule vacation leaves with particular regard to the operating requirements, order of requests, and seniority of employees.

All employees shall be entitled to utilize vacation leave which could accrue during the calendar year. In the event that an employee utilized vacation leave during a calendar year in excess of that which has accrued and thereafter dies, terminates, retires, is discharged, or otherwise separates employment with Kirkwood Public Library prior to the accrual of such vacation time, Kirkwood Public Library shall be entitled to assess and recoup the value of such utilized vacation leave which is in excess of the accrued vacation leave. Any such amount due shall be withheld from any final compensation due employee or through appropriate legal action, if necessary. If legal action is necessary to recoup such amount, the employee will be responsible for Kirkwood Public Library's costs and expenses, including attorneys' fees.

In the event that an employee dies, terminates, retires, is discharged, or otherwise separates employment from Kirkwood Public Library without utilizing accrued vacation leave, such employee shall be compensated for vacation leave accrued up to the maximum allowed accrual to the date of separation, unless such employee is discharged for misconduct connected with his work.

#### PART-TIME

Part-time employees who have been employed by the Library continuously for 3 years and who have worked at least 12 hours per week in the previous calendar year will receive vacation hours with pay available January 1 according to the following schedule:

Service and Administration Policies  
Kirkwood Public Library

EMPLOYMENT PERIOD	PART-TIME PERSONNEL
3-4 years	20 hours per year
5-9 years	25 hours per year
10+ years	50 hours per year

Employees must continue to work an average of at least 12 hours per week in the previous year to receive vacation hours with pay. Vacation hours for part-time employees must be disbursed throughout the year and must be taken by December 31 and cannot be carried over into the following year. The first vacation request takes priority. All vacation submissions for the calendar year must be given to the Department Head no later than October 31<sup>st</sup> of each year. Vacation leaves normally shall be granted at such time as is deemed by the Department Head to be in the public interest and may be used in accordance with the rates set forth above, provided approval is given by the Department Head. Past service is counted in determining eligibility under this part-time vacation plan, which is effective January 1, 2001.

If a part-time employee becomes a full-time employee, the service year for purposes of accruing vacation leave under the full-time employee policy shall begin on the date the employee begins full-time employment.

C. Personal Sick Leave -- Each full-time employee shall accrue 12 hours of personal sick leave for each full month of continuous service rendered. Holidays, vacation, personal sick leave, occupational illness, or illness or emergency leave and funeral leave (all as provided for in Article X herein) shall not be deemed to be an interruption to the full month of continuous service as used herein. Further, in no event shall any employee accrue more than 130 days of sick leave and at no time shall sick leave be considered a benefit convertible to compensation. At any time, a physician's certificate may be required to verify the employee's sickness or injury. Subsequent to an absence of any duration due to sickness or injury, a physician's certificate may be required to verify the employee's ability to return to work prior to assumption of duties by that employee. When an employee has advance notice of an impending physical event, such as elective surgery, such employee shall, before commencing such leave, submit a statement from the attending physician which shall include:

- The condition requiring the leave; and
- The anticipated date that the leave should begin, and

Service and Administration Policies  
Kirkwood Public Library

- The date on which the physician anticipates the employee will be able to return to work; and
- Whether the physician anticipates the employee to be under any physical restrictions as a result of the illness or injury upon return to work.

Prior to returning to work, such an employee shall obtain a physician's release and such release shall indicate whether or not the employee is under any physical restriction and the nature of such restriction.

In addition, an employee may use up to a maximum of three (3) earned sick leave days per calendar year to care for an ill or injured immediate family member, which shall include only the employee's spouse, child, mother, father or other relative permanently residing in the employee's residence.

D. Occupational Injury or Illness

1. In cases of occupational injury or illness incurred in the performance of an employee's Library job, the employee shall be granted "occupational injury pay" effective immediately. Such "occupational injury pay" shall be the regular salary of such employee less any amounts being received during the same period as worker's compensation, if any. Such occupational injury pay shall continue until the happening of the earliest of these events:

- The date the employee shall be determined to be permanently disabled pursuant to the Library's pension plans.
- The date the employee is determined to be able to return to work by the Library's appointed physician.
- The elapse of 75 working days after the date of the occurrence of the disabling event.

In the event the employee remains unable to return to work after 75 work days, such an employee may be paid for any accrued personal sick leave or vacation time. Upon the exhaustion of such leave time, the employee shall only receive worker's compensation payments, if any.

To insure compliance with state law governing Workmen's Compensation.

Service and Administration Policies  
Kirkwood Public Library

2. Should an injury occur while working on the job, the injured employee should report immediately to his/her Supervisor for first aid. Should the degree of injury be of a severe nature, the employee will be taken to an emergency room for treatment.

3. The Supervisor will notify the Director of the accident and will complete an accident report. The Director will file a copy of the accident report with the library's insurance carrier as required by state law.

E. Emergency Leave -- Employees may, with the written approval of their Department Head, be given three (3) working days with pay and without loss of other leave for the following expressed purposes:

1. To assist in attending to the illness of a member of the employee's immediate family provided that no one else is available to care for the individual involved. Immediate family for the purpose of this section shall be defined as the employee's spouse or domestic partner, children, mother, father, or other relative permanently residing in the same house.

2. To respond to extreme extenuating circumstances which may threaten the health and/or family welfare of the immediate family, such as: household fire, storm damage, flooding, etc. This provision does not allow use for situations such as transportation problems, auto repairs, babysitting, or similar non-critical obligations of the employee. Determination of eligibility shall be made by the Department Head based on strict interpretation of these rules.

F. Funeral Leave -- In the event of the death of an immediate family member, a regular full-time employee may be granted up to four (4) work days of paid leave to attend the funeral of that family member. The amount of time granted shall be based upon the recommendation of the Department Head and shall take into account such factors as relationship to the deceased, travel, and day of the week on which the funeral is held. The purpose of this leave is for funeral attendance and related memorial services and is not to be used for attending to matters pertaining to settlement of the estate or business affairs of the deceased. Immediate family for the purpose of this section is defined as: spouse or domestic partner, child, brother, sister, parent, father-in-law, mother-in-law, sister-in-law, brother-in-law, grandparent, grandchild, stepchild, stepparent, stepbrother, stepsister, or relative permanently living in the same home.

G. Leave of Absence without Pay -- A Department Head, with the approval of the Library Director, may grant a regular full-time employee an extended leave of absence without pay not to exceed 180 calendar days.

Service and Administration Policies  
Kirkwood Public Library

Leave of absence may be granted for medical reasons. Such leave shall be granted only after all of the employee's accrued sick leave and vacation leave has expired. If leave hereunder is granted because of an employee's medical condition, such an employee must, before being considered for leave, submit a statement from his or her attending physician which shall include those items described in the Personal Sick Leave section. Leaves under this section will only be granted when the granting of such leave will not unduly burden the Department affected and will not require that the employee be replaced during said leave.

H. Unexplained Absence without leave -- An absence of an employee from duty, including any absence for a single day or part of a day, that is not authorized by a specific grant of leave of absence under the provisions of these rules shall be deemed to be an absence without leave. Any such absence shall be without pay and in addition, may be subject to disciplinary action. Three working days' absence not explained satisfactorily to the Department Head may be deemed cause for discharge.

I. Military Leave of Absence -- Any employee who is to perform active duty or training or inactive duty to training in the armed forces of the United States, including but not limited to the military reserves, shall be granted a leave of absence as permitted by law. Further, an employee who leaves the Library for such military service may be paid accrued vacation for which the employee is eligible from the Library at the time of the leave of absence. Any employee who leaves his or her job to serve in the armed forces is entitled to all rights provided for under state and federal law during the performance of military duty and, upon completion of the military duty, the employee is entitled to reinstatement to his/her former position or to a position equal in terms of seniority, pay, and status to the one the employee left to go into the service unless the Library's circumstances have changed so much that it would be impossible for this to be done. Those reinstatement rights are conditioned upon the employee fulfilling the basic requirements for reinstatement under state and federal law. Any employee who is reinstated following completion of military service shall be eligible to take accrued vacation thirty (30) days after reinstatement.

J. Annual Military Training Leave -- In addition to leave of absence otherwise authorized in these rules, regular employees who are required to take annual periods of training as members in organized units of the Reserve Corps of the Army, Navy, Air Force, Marine Corps, Coast Guard or the National Guard and who are ordered to active duty, will be granted a leave of absence without loss of time, pay, regular leave, impairment of efficiency rating, or any other benefits to which they may otherwise be entitled, upon proper application through the department to the Library

Service and Administration Policies  
Kirkwood Public Library

Director for the duration of said period of annual training not to exceed fifteen (15) working days in any federal fiscal year.

K. Jury Duty-- Jury Duty for Full-time employees shall be considered leave with pay. The employee should notify the Department Head upon receipt of summons. A signed copy of jury notification shall be given to the Business Manager immediately upon return to work. Part-time employees will not be reimbursed for jury duty.

L. Witness Leave With Pay – Employees may be granted leaves of absence for required appearances before a court as a witness, subject to a maximum of 5 working days per calendar year when a copy of their subpoena is submitted to the Department Head. Witness leave with pay is not available to any employee who appears in court in connection with a case to which he is a party.

M. Voting Leave – Any full-time employee eligible and registered to vote in any election held, or any primary election held in preparation for such election shall, on the day of such election, be entitled to leave from duty (if on duty) which would allow three hours of voting time between the time of opening and the time of closing the polls. This section shall not apply to a voter on the day of election if there are three successive hours while the polls are open in which the employee is not on duty. The Department Head may specify any three hours between the time of opening and closing of the polls during which an employee may be granted voting leave.

N. Scheduling policy for all staff – It is the policy of the Kirkwood Public Library to utilize staff as needed. Each September and March managers will distribute a vacation and holiday schedule for staff to schedule vacation and holiday time. In September staff will request vacation and holiday time for January 1<sup>st</sup> through May 31<sup>st</sup>. In March staff will request vacation and holiday time for June 1<sup>st</sup> – December 31<sup>st</sup>. Time off requests will be available on the Intranet and staff will be able to submit on the first working day in September and March of each year. Requests submitted before these dates will not be considered. Requests will be granted on a first requested basis if possible. If more employees want a week or holiday off than can be accommodated to properly staff the library, requests will be granted in seniority order. Requests received after September 15 and March 15 each year will not be considered. Employees may arrange with another employee (trained to work the scheduled area) to trade for one or more days. Both the employee trading a shift and the employee agreeing to work a pick up shift must notify the Manager at least 3 days in advance of a schedule change. If you change/trade and do not work a scheduled weekend or holiday (pre or post) you will be at the top of the rotation schedule for the next holiday or weekend. Part-time hours lost due to a holiday may not be made up. Schedules will then be posted

Service and Administration Policies  
Kirkwood Public Library

30 days in advance. Rotation schedules will be maintained for 12 months to ensure each employee is scheduled to work an equal number of weekends and days before and after a holiday. All employees will participate in weekend and holiday schedules, regardless of seniority with the Library. Employees who call in sick more than two times a year when scheduled to work a weekend or pre-post holiday will be automatically placed on written discipline for attendance issues. Multiple occurrences within a 12 month period may be grounds for termination for cause.

**Section 6. Other Employee Benefits**

A. Professional Dues Payment – Full-time employees may, with the approval of their Department Head, have professional organization dues payment made by the Library provided that the membership benefits the employee in completing assigned duties and responsibilities.

Generally, dues are paid only when the full-time employee is active in the organization, either through elected office or committee membership, or when the organizations main meeting will be held in St. Louis.

B. Conference Attendance – Conference attendance must be pre-approved by the Library Director. Upon return, a written report describing the conference must be submitted to the Library Director within thirty days. Any reimbursement for costs related to attendance at the conference is at the discretion of the Library Director and must be approved in advance. If reimbursement is requested, receipts and a completed expense form must be submitted within 30 days.

C. Tuition Reimbursement Program

1. The maximum amount of reimbursement for a full time employee's tuition during any one calendar year shall not exceed \$1,500.

2. The course must be job related and in the field of employment.

a. Any course required in order to complete the degree to obtain the certificate of training will be approved.

b. Approval for courses outside the normal field of employment but which are related to job positions in other areas of Kirkwood Public Library will be considered based upon the employee's career development and job opportunities in other departments.

3. All courses must be approved by the appropriate Department Head and the Library Director.

Service and Administration Policies  
Kirkwood Public Library

4. If letter grades are used by the educational institution, then a grade of "B" or better must be attained in order to qualify for reimbursement by the Library. If a pass/fail or satisfactory/unsatisfactory system is used, "pass" or "satisfactory" will qualify for reimbursement.

5. The Library will pay the employee up to \$1,500 for the cost of tuition reimbursement during any one calendar year; however, the employee will be responsible for any cost not covered by the tuition fee, such as books and parking.

D. Insurance

1. Group health, vision, and dental insurance are provided through the City of Kirkwood for full-time employees only. The Library Kirkwood Public Library Board of Kirkwood Public Library Board of Trustees annually determines the percentage of the premium which will be paid by the Library.

E. Flexible Spending Plan

The Library offers full-time employees participation in a flexible spending plan. Amounts determined by the employee are set aside (pretax) every pay period to accumulate a spending balance for medical-related and dependent-care expenses.

F. Employee Assistance Program

The Library offers all employees (both full-time and part-time) the benefits of this confidential professional counseling service. This program counsels employees on alcohol and drug abuse, marital difficulties, finances and other personal issues.

G. Pension

The Library offers full-time employees participation in a pension plan administered through the City of Kirkwood. To become eligible, an employee must have been employed for six months and will work for at least 1,000 hours in the calendar year. The Library contributes a percentage of the employee's salary to the employee's personal account. Employees are not allowed to make individual contributions.

Through their participation in the pension plan, full-time employees receive long-term disability coverage at no cost to the employee. In addition, full-time employees are covered by a group term life

Service and Administration Policies  
Kirkwood Public Library

insurance and accidental death and dismemberment policy provided at no cost; the amount of coverage depends on the employee's age and salary.

H. Deferred Compensation

The Library provides employees the opportunity to participate in a Master Deferred Compensation Program (457 Plan) in which employees may choose to accumulate retirement savings before income taxation. To become eligible, an employee must have full-time employment status for six months. Employees must choose to defer receipt of personal compensation. The library matches employee personal contributions up to a percentage amount of deferred income.

The Kirkwood Public Library Board of Kirkwood Public Library Board of Trustees annually determines a percentage amount for the matching account. Matching funds are contributed to a 401a account reported by the same custodian as the 457 account. The employee must agree to match this amount with a contribution to their 457 account. Both the 457 and 401a accounts offer the same investment options.

**Section 7. Employment of Relatives**

The Library will not hire on a full-time, part-time, or seasonal basis a member of the immediate family of a library trustee, or the Library Director. In addition, no person who is a member of the immediate family of any employee in the same department will be hired; a department is defined as a work grouping where the possibility of one relative directly supervising another may occur. "Immediate family" for the purpose of this section is defined as spouse or domestic partner, child, step-child, brother, step-brother, sister, step-sister, parent, step-mother, step-father, father-in-law, mother-in-law, sister-in-law, brother-in-law, son-in-law, daughter-in-law, or grandparent.

**Section 8. Library Hours And Work Schedules**

A. Hours

1. The library will be open per Board-approved schedule, attached as exhibit.

B. Inclement Weather -- The library should be presumed open and operational during normal library hours regardless of weather conditions, and all employees are expected to appear at work at the normally scheduled time. During rare occurrences of extremely hazardous travel

Service and Administration Policies  
Kirkwood Public Library

conditions, the library may be closed by the Library Director, who will notify the Department Heads. They, in turn, will notify their staff. –This decision will be forwarded to local radio station KMOX and TV channels 2, 4, and 5. During periods of extremely inclement weather due to snow or ice and when the library has not been officially closed, only those employees who arrive at the library will be considered as present for that day. All others will be considered absent and subject to prevailing rules regarding leaves of absence or absences without pay.

C. Pay Day and Pay Period -- Employees are paid every other Friday for work completed during the two-week period ending the previous Saturday. All new employees (as of July 2006) must sign up for direct deposit.

D. Time and Attendance Records -- Part-time and non-exempt employees are issued a timekeeping page, which is to be used when they arrive and leave the library. Each employee is responsible for accurately entering his/her time and for making sure the timesheets are in his/her Supervisor's mailbox by 8:30 a.m. the Monday after the pay period has ended. If the timesheet has not been turned in by this time, the employee will have to wait until the next pay period to be paid. Full-time employees are required to complete a leave report after each absence. This report is signed by their immediate Supervisor and forwarded to the Library Director the day of return to work. Anticipated absences such as vacation must be requested by completing a leave report, which must be approved by the immediate Supervisor prior to the absence.

E. Hours of Work -- Part-time employees are exempt from pension benefits, unless grandfathered from prior Library pension plans. Part-time hours may vary up to 80 hours per pay period, depending on the needs of the department and budgeting constraints, as determined by the Department Head and Director.

F. Family Visits -- It is not unusual or prohibited for family members of employees to visit a related employee at the library. Visits should be conducted away from public view and completed in brief fashion. Dependent children of employees are not to be brought to the library for long periods of time while the parent/guardian is working. Public and office areas are not to be used for any care provision. In the case of an emergency, the employee will need to receive permission from the respective supervisor for any change in schedule or routine arrangements.

G. Staff Development Day– The Library's biggest single investment is in the quality and public service responsiveness of its staff. To promote a spirit of continual staff training and communication, every library employee should attend the annual Staff Development Day. Public services of the Library and its offices shall be closed to the public on this day. The Staff

Service and Administration Policies  
Kirkwood Public Library

Development Day shall normally be scheduled on Veteran's Day to minimize public service disruptions to the Library's customers.

**Section 9. Anti-harassment**

A. It is the policy and practice of Kirkwood Public Library to provide and promote equal employment opportunities for all applicants and employees. It is the responsibility of all employees to ensure that the concepts of equal employment opportunity and nondiscrimination are understood, abided by, and carried out by everyone.

In short, sexual harassment or harassment on any of the following grounds is strictly forbidden and will not be tolerated: race, color, sex, age, veteran status, religion, national origin, or disability. Kirkwood Public Library will take appropriate measures in response to any such incidents which are known by or reported to management.

Kirkwood Public Library believes that every employee has the right to work in an environment free of sexual or other prohibited harassment. Any employee who engages in this prohibited conduct will be subject to disciplinary action, up to and including termination.

B. Sexual Harassment: Sexual harassment includes unwelcome sexual advances, requests for sexual favors, and other physical, verbal or visual conduct based on sex when:

1. Submission to the conduct is an explicit or implicit term or condition of employment,
2. Submission to or rejection of the conduct is used as a basis for an employment decision, or
3. The conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creates an intimidating, hostile or offensive working environment.

Sexual harassment may also include explicit sexual propositions, sexual innuendo, suggestive comments, sexually oriented "kidding" or "teasing", foul or obscene language or gestures, and physical contact such as patting or pinching.

C. Complaints -- Any employee who feels that he/she is being harassed, or who believes he/she has witnessed harassment, should contact his/her immediate Supervisor. Employees should be directed to file a complaint if they are subjected to, or witness, sexual or racial harassment or age, race, sex or other discrimination. If the employee is uncomfortable about presenting the complaint to his or her immediate Supervisor, or if the

Service and Administration Policies  
Kirkwood Public Library

Supervisor's behavior is cause for the complaint, the employee should contact the Library Director.

D. Investigation -- All allegations of harassment will be fully investigated by the Library Director. Corrective action, up to and including dismissal from employment, will be taken if the circumstances warrant such action. Charges of harassment shall be handled discreetly, and all parties involved will be given as much protection of privacy as possible. There will be no retaliation against an employee for filing an harassment complaint.

**Section 10. Unauthorized Alien**

The Kirkwood Library cannot knowingly employ, hire for employment, or continue to employ an unauthorized alien. The definition of an "unauthorized alien" is taken from the federal law and is defined as an alien who, at the time of employment, is either not lawfully admitted for permanent residence into the United States or not authorized to be so employed by federal law or the United States Attorney General.

**Section 11. Applicant Employee Background Check**

The Library is committed to providing a safe work environment and a safe environment for its patrons. Prior to employment, the Library shall perform a criminal history background check, a Division of Family Services background check, credit check and an e-verification check for all qualified applicants to confirm an applicant's suitability and eligibility for employment.

Applicants are required to disclose on their employment applications all arrests and convictions of any crimes that the applicant has committed or allegedly committed and all allegations and findings of abuse or neglect that have been made against the applicant. The arrest, conviction, allegation or finding shall not be an automatic bar to employment, but failure of an applicant to disclose any such arrest, conviction, allegation or finding shall be a basis to reject an applicant's application or to terminate the applicant's employment.

Employees are required to report immediately to the Library Director if they have been arrested for felonies, violent crimes, or crimes of moral turpitude or convicted of a crime or if an allegation or finding of abuse or neglect has been made against them while employed by the Library. The arrest for felonies, violent crimes or crimes of moral turpitude, conviction, allegation or finding alone shall not be an automatic basis for termination, but the reporting is a requirement of continued employment. This notification must be made as soon as possible, but not later than five (5) business days after the event.

Service and Administration Policies  
Kirkwood Public Library

The Library will consider the details, including the nature, severity, and the timing of the applicant or employee's conduct leading to such arrest, conviction, allegation or finding when evaluating whether to employ the applicant or to maintain the employee's employment. (approved 9/16/09)

**Section 11. Dress Code For Kirkwood Public Library**

Business casual dress attire is permitted and dress is to give an appearance of professionalism and attention. Clothes should be clean and pressed. All cosmetic and hygienic matters are to be attended to in the restrooms.

Clothing for all employees should not be excessively tight or loose fitting, but shall fit the individual reasonably well. Clothing shall not be revealing or suggestive. Clothing must cover tattoos, if possible.

Hats are not appropriate in the library. With the exception of headgear specifically for religious purposes, or to honor cultural or racial traditions, all employees should remove hats, caps, or other headgear while on duty indoors.

All employees should maintain a clean and groomed appearance. Hairstyles, hair color, beards, moustaches, sideburns, and other appearance-related items should present a neat and professional style as determined by the employee's Department Head. Cologne, perfume and aftershave should be subtle. Employees should take into consideration that some of their fellow employees may be sensitive to – or have an allergic reaction to – certain fragrances.

All employees shall avoid wearing clothing and accessories that would detract from the professional image of the Library. Unacceptable dress will be determined by the employee's Department Head. Disputes will be resolved by the Library Director. Any employee who reports to work in unacceptable dress will be sent home immediately to change and will not be paid for the absence.

Dress chosen by individual employees must be appropriate for that day's activities (i.e. business meetings, etc.). Department Heads have the right to make exceptions in response to a day's activity.

Reasonable accommodations will be made for employees' medical conditions or religious beliefs consistent with business necessity to present a professional appearance to the public.

*Examples of Unacceptable Dress:*

Shirts: Tank tops, tube tops, halter tops, and tee-shirts (shelvers may wear tee-shirts as long as tee-shirts do not detract from the professional image of the Library)

Pants: Shorts, sweatpants, and denim jeans (maintenance and shelvers may wear denim jeans everyday and all employees may wear denim jeans the last weekend of every month)

Service and Administration Policies  
Kirkwood Public Library

Skirts: Short skirts

Dresses: Sun dresses, short dresses

Shoes: Flip-flops

(approved 9/16/09)

Service and Administration Policies  
Kirkwood Public Library

**Employment Related Fair Credit Reporting Act  
Disclosure and Release**

In conjunction with my application for employment (including contract services) with the Kirkwood Public Library, my prospective employer. I understand that you need to obtain or cause a contractor of yours to obtain Consumer Reports and / or Investigative Consumer Reports (hereinafter called "Reports") about me as defined in the Fair Credit Reporting Act (FCRA). These "Reports" may include information concerning my credit worthiness, credit standing, credit capacity, character, academic background, credentials, work habits, work performance, work experience, reasons for work termination, general reputation, personal characteristics or mode of living. You also may seek information concerning my employment history, workers' compensation history, motor vehicle record, education background, civil litigation history and/or criminal record.

I understand that you may rely on any or all of the above referenced information in determining whether to extend an offer of employment to me. If you contemplate making an adverse employment-related decision that will affect me based, in whole or in part, upon a "Report" obtained by you, I will be provided with a copy of the "Report" and a written summary of my Consumer Rights under the FCRA before you finalize that decision.

I have read the above disclosure and I hereby authorize you, or a contractor acting on your behalf to obtain the above referenced information about me. I also authorize all agencies, bureaus, employers, information service organizations and individuals to provide any of the above referenced knowledge or information they have concerning me. If I am hired, this authorization shall remain on file and shall serve as an ongoing authorization for you to obtain "Reports" about me at any time during my employment with you. A photocopy or facsimile of this authorization shall be as valid as the original. I agree that any and all disputes arising from this "Report" shall be brought only in state or federal court in the State of Missouri and shall be governed by, and construed in accordance with, the laws of the State of Missouri.

Signature \_\_\_\_\_ Date \_\_\_\_\_

THE FOLLOWING INFORMATION IS REQUIRED TO CONDUCT THE BACKGROUND INVESTIGATION

PRINTED NAME \_\_\_\_\_ - \_\_\_\_\_ - \_\_\_\_\_

Last Name, First Name, Middle Initial

Social Security Number

PREVIOUS OR MAIDEN NAME (if applicable) \_\_\_\_\_

PHONE NUMBER \_\_\_\_\_

STREET ADDRESS \_\_\_\_\_

CITY \_\_\_\_\_ STATE \_\_\_\_\_ ZIP \_\_\_\_\_

DRIVER'S LICENSE NUMBER \_\_\_\_\_ STATE ISSUED \_\_\_\_\_

List states and counties of residence, other than above, for the past seven (7) years:

COUNTY \_\_\_\_\_ STATE \_\_\_\_\_ COUNTY \_\_\_\_\_ STATE \_\_\_\_\_

COUNTY \_\_\_\_\_ STATE \_\_\_\_\_

FOR IDENTIFICATION PURPOSES ONLY: Date of birth \_\_\_\_\_ Sex \_\_\_\_\_ Race \_\_\_\_\_

My prospective employer recognizes that age, sex and race are protected characteristics and that the information requested will not be used as the basis for any employment decision.

## **Whistleblower/Fraud Policy and Procedures**

The Kirkwood Public Library (“Library”) is committed to the highest standards of conduct and ethics. The Library will investigate suspected fraudulent or dishonest use or misuse of the Library’s resources by staff, board members, consultants or volunteers. All staff, board members and volunteers are encouraged to report suspected fraudulent or dishonest conduct in accordance with the procedures below and without fear or legitimate concerns of retribution for reporting fraudulent or dishonest conduct.

“Fraudulent or dishonest conduct” means a deliberate act or failure to act with the intention of obtaining an unauthorized benefit. Examples of such conduct include, but are not limited to, (i) forgery or alteration of documents; (ii) unauthorized alteration or manipulation of computer files; (iii) fraudulent financial reporting; (iv) misappropriation or misuse of resources, such as funds, supplies, or other assets; (v) authorizing or receiving compensation for goods not received or services not performed; and (vi) authorizing or receiving compensation for hours not worked.

### **Reporting**

A person with concerns regarding the Library’s accounting, internal accounting controls, auditing matters or fraudulent or dishonest use or misuse of the Library’s resources or property should report their concerns verbally or in writing to the Library Director, the chair of the Board of Trustees Finance Committee, or that person’s immediate supervisor. The Library Director and all supervisors should forward all such complaints in writing to the Finance Committee chairperson.

### **Review Process**

The Finance Committee chairperson will forward the complaint to the Finance Committee. The status of all pending complaints will be reviewed at each Finance Committee meeting. Such discussions will be held without Library staff or outside audit personnel present unless requested by the Committee. Within 10 days following the meeting, the chairperson will forward to legal counsel a list of each complaint received by the Committee chair. Whistleblower complaints will be handled with sensitivity, discretion and confidentiality to the extent allowed by the circumstances and the law.

### **Investigation**

At the direction of the chairperson, one or more members of the Committee or legal counsel may be delegated the authority to investigate the complaint. Delegation decisions will be made on a case-by-case basis, depending on the nature and significance of the complaint. Supervisors receiving notice of a complaint should not contact the suspected person, or perform any investigative or other follow-up steps unless directed to do so by the Committee chairperson or Library’s legal counsel. All persons aware of suspected conduct should not discuss the matter with the media or any other persons except as directed by the Committee chairperson or legal counsel.

Service and Administration Policies  
Kirkwood Public Library

**Responsibilities**

All parties should use reasonable care to avoid baseless allegations that are made with reckless disregard for their truth or falsity. People making such allegations may be subject to disciplinary action by the Library and/or legal claims by individuals accused of such conduct.

Employees, consultants and volunteers of the Library may not retaliate against any person for informing the Library about any activity which that person believes to be fraudulent or dishonest with the intent or effect of adversely affecting the terms or conditions of such person's employment, including but not limited to, threats of physical harm, loss of employment, punitive work assignments, or impact on salary or fees. Any person who believes that they have been retaliated against may file a written complaint with the Committee chairperson. Any complaint of retaliation will be promptly investigated and appropriate corrective measures taken if allegations of retaliation are substantiated. This protection from retaliation is not intended to prohibit supervisors from taking action, including disciplinary action, in the usual scope of their duties and based on valid performance-related factors.

Service and Administration Policies  
Kirkwood Public Library

By signing below, I acknowledge that I have received a copy of the Kirkwood Public Library employee handbook and that I am responsible for familiarizing myself with its provisions. I further understand that the employee handbook is not an employment contract between myself and the Library; that it is not intended to create contractual obligations of any kind; and that it may be revised by the Library, with or without notice to me. Neither I nor the Library are bound to continue the employment relationship if either chooses, at its will, to end the relationship at any time.

---

Date

Employee signature

(This page is to be kept in the employee's personnel file.)

**EVALUATION OF LIBRARY DIRECTOR**  
**Kirkwood Public Library**

Name of Library Director \_\_\_\_\_

Date \_\_\_\_\_

**Instructions:** To be completed by the Board of Trustees. Using the attached guide detailing each key result area and the rating scale listed below, rate each key result area. In the rating scale below, the term “follow-up” refers to the need for a) reminders about work that needs to be completed, b) checks on the quality of work, and c) extra supervision/guidance from others.

**Rating Scale:**

7 = amazingly effective (e.g., “I was completely wowed”) – work quality is exceptional; follow-up is not required

6 = far exceeds expectations – work quality is high; almost never requires follow-up

5 = exceeds expectations – above average work quality; very rarely requires follow-up

4 = meets expectations – satisfactory work quality; follow-up is rarely required

3 = somewhat meets expectations – work quality is below average; occasionally requires follow-up

2 = below expectations – work quality is low; often requires follow-up

1 = miserably below expectations (e.g., “I was appalled”) – very poor quality of work; very often requires follow-up

Key Result Area	Rating & Behavioral Examples*
Preparing and Managing the Budget	
Staff Selection	
Managing the Staff	
Utilization of Staff	
Development of Staff	
Professional Awareness	
Activity in Professional Organizations	
Community Development	
Patron Satisfaction with the Library	
Relationship with Friends of the Library	
Relationship with the Foundation	
Implementation of Board Decisions	
Use of the Library	
Collection Development	
Policy Recommendations to Board	
Maintenance of Physical Building	
Establishing Priorities	
<b>TOTALS:</b>	

\*More room for rating and behavioral examples will be included in the final form. Currently, we are just approving content.

**Comments:**

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_



## **Factors in Evaluating the Library Director Kirkwood Public Library**

### **Preparing and Managing the Budget**

- Is all the necessary staff work completed in a timely manner prior to presentation to the Board?
- Does the budget cover all necessary expenses?
- Are funds allocated or reserved for unanticipated contingencies?
- Are the funds effectively allocated?
- Are mid-course corrections minimized?

### **Staff Selection**

- Is staff selection accomplished at appropriate supervisory levels and with adequate use of staff resources?
- Is adequate emphasis placed on Equal Opportunity Employer/Affirmative Action?
- Is the selection process designed to insure the selection of the best person for the job?

### **Managing the Staff**

- Are positive management/staff relations maintained?
- Are fair and equitable policies proposed for board adoption and then fairly administered?
- Are there grievances filed? If so, are they justified?

### **Utilization of Staff**

- Have peak service hours been identified and staff deployed accordingly?
- Are functions analyzed periodically with the objective of combining, eliminating and/or creating new positions?

### **Development of Staff**

- Are potential managers identified, encouraged to develop and assisted in their development of career goals?
- Are internal candidates for promotion competitive with outside candidates for management positions?

Service and Administration Policies  
Kirkwood Public Library

- Does the director adequately justify the need for staff development funds, actively campaign for such funds, and adequately account for the use of such funds?
- How well is cross-training utilized to provide adequate service to the public?

**Professional Awareness**

- Are innovative methods of service delivery and technical processes, for example, studied thoroughly?
- Are innovations implemented only after they fit the needs of the institution and are proven to be cost effective?
- Does the director maintain an adequate knowledge of current library science practices?
- Is the staff encouraged to maintain an awareness of technological advances in the profession?
- Conversely, how prone is the director to adopting change for change's sake?

**Activity in Professional Organizations**

- Is the library represented and does the director actively participate in the Missouri Library Association and the American Library Association?
- Does the director hold office in professional organizations?

**Community Development**

- How active is the director in the community?
- Is the director available for speaking engagements in the community?
- Is information about the library and the business of the library transparent?

**Patron Satisfaction with the Library**

- Are patrons happy with the library?
- Has the number of patrons been maintained or increased?
- Are there excessive complaints from patrons?
- Are Library events in the community well attended?

**Relationship with Friends of the Library**

- Has the director actively promoted the maintenance of the Friends group?

Service and Administration Policies  
Kirkwood Public Library

- Do the director and staff provide adequate support to the Friends organization?
- Has the director delineated and/or helped define the role of the Friends group?
- Has the Friends group had adequate explanation of its role in relationship to the role of the board?

**Relationship with the Foundation**

- Has the director actively promoted the maintenance of the Foundation?
- Do the director and staff provide adequate support to the Foundation?
- Has the director delineated and/or helped define the role of the Foundation?
- Has the Foundation had adequate explanation of its role in relationship to the role of the board?

**Implementation of Board Decisions**

- Are board decisions implemented on a timely basis? Are hard decisions made and implemented or are they deferred or ignored?
- Does the director display adequate initiative or rather merely react to crises?
- Is the director objective in making the necessary decisions or do personal prejudices intrude too often?
- Is the director consistent in decisions that affect the staff and/or public?
- Once a decision has been made does the director fully and enthusiastically back board decisions?
- Does the director set an example for the staff through professional conduct, high principles, and a business-like approach?

**Use of the Library**

- How effectively are the services of the library communicated to the public?
- Is a proper and realistic balance established between promotion of services and budget constraints?
- Are circulation trends and in-house use adequately analyzed and are there appropriate reactions to the results of such analyses?
- How adequate is information on new services that are communicated to the public?

Service and Administration Policies  
Kirkwood Public Library

**Collection Development**

- Are there up to date selection and weeding policies?
- Are selection and weeding policies systematically implemented?
- How adequate is the library's program of determining user needs/wants and translating these into acquisitions and services?
- Have adequate selection criteria been established to enable the library to react systematically to changes in the budget?
- How current is the collection? Does it reflect present community needs and interests?

**Policy Recommendations to Board**

- Is adequate staff work completed prior to presentation to the board?
- Are reasonable alternatives recommended?
- Are policy recommendations generally proactive rather than reactive?
- Are policy recommendations usually necessary and appropriate to the efficient operation of the library?
- Are trustees kept informed of new developments and important news reported in library correspondence and literature to provide them with the necessary background to make informed policy decisions?

**Maintenance and Construction of Physical Plants**

- Within the imposed budgetary constraints are the buildings and grounds adequately maintained?
- Is the facility functionally appropriate and aesthetically pleasing?

**Establishing Priorities**

- Are the director's recommended priorities in concert with the library's plan as defined by the board?
- Do these priorities appropriately reflect community needs?
- Do priorities reflect advanced planning?
- To what degree do the director's accomplishments reflect and relate to the short and long range plans?
- Are the plans updated on a continuous basis to reflect changing circumstances?

Service and Administration Policies  
Kirkwood Public Library

- Does the director provide adequate information to the board on the implementation and revision of short and long term planning?

**1/20/2010 – KPL Stakeholder Interview Form**

Introduction to prospective respondent: I'm on the Board of Trustees of the Kirkwood Public Library ("KPL") and a member of the Board's Personnel Committee. As you may know, one of the Board's key responsibilities each year is to evaluate the performance of the Library Director ("Director"). The first stage of evaluating the Director is carried out by our Personnel Committee, whose members include \_\_\_\_\_, \_\_\_\_\_, and me. One of our tasks is to get input from representatives of KPL stakeholders – e.g., the Friends, library staff/patrons, the City of Kirkwood, etc. – on the Director's performance over the past year.

Please know that, if you agree to provide input, your evaluations and the entity you represent may be included as part of the performance feedback given to the Director. Your name, however, will not be included in that feedback. The names of those interviewed by the Personnel Committee will be shared with the other Trustees, but not with the Director or anyone else. Our process, moreover, involves interviewing at least two people from each stakeholder group. This means your comments will be combined with feedback from others in your group, thus increasing the anonymity of your feedback.

Do you believe you've had enough interaction with the Director over the past year to provide helpful comments about the Director's performance **as it relates to your stakeholder group**? [If yes] Are you willing to share your thoughts and feedback? [If yes] Great, I'd like to ask you some standard questions we're asking all of those we interview. Okay with you? Great, thank you. Here goes:

1. What is your position in your group \_\_\_\_\_ (your position will be shared with the Trustees, but not with the Director or anyone else)? And how much contact have you had with the Director over the past year? In general terms, what sorts of tasks/activities have you worked on with the Director?
2. In what ways was the Director helpful to you/your group over the past year? Please give examples of what you mean.
3. In what ways was the Director not helpful or an impediment to you/your group? Examples?
4. In your experience with the Director over the past year, are there any other important examples or incidents regarding the Director's performance that you think the Board should know about?

Service and Administration Policies  
Kirkwood Public Library

5. In your view, on a scale of 1 to 7, how effective was the Director in working with you/your stakeholder group over the past year? 7 = amazingly effective ("I was completely wowed")
- 6 = very effective
  - 5 = somewhat effective
  - 4 = neutral
  - 3 = somewhat ineffective
  - 2 = very ineffective
  - 1 = miserably ineffective ("I was appalled")

Thank you sincerely for your input. That's all I have. Do you have any questions of your own? [Answer questions] Thanks again.

## **Kirkwood Public Library Board of Trustees and Employee Ethics Policy**

The Kirkwood Public Library is dependent on the trust of its community to successfully achieve its mission. Therefore, it is crucial that all members of Kirkwood Public Library Board of Trustees (“Board members”) and employees of the Kirkwood Public Library conduct business on behalf of the Kirkwood Public Library with the highest level of integrity in order to avoid any impropriety or the appearance of impropriety.

### **Guiding Principles:**

- Board members and employees should uphold the integrity of the Kirkwood Public Library and should perform their duties impartially and diligently.
- Board members and employees should not engage in discrimination of any kind including that based on race, class, ethnicity, religion, sex, sexual orientation, disability or belief system.
- Board members and employees must protect and uphold library patrons’ right to privacy in their use of the library’s resources.
- Board members and employees should avoid situations in which their personal interests, activities or financial affairs are, or are likely to be perceived as being in conflict with the best interests of the Kirkwood Public Library.
- Board members and employees should avoid having interests that may reasonably bring into question their position in a fair, impartial and objective manner.
- Board members and employees should not knowingly act in any way that would reasonably be expected to create an impression among the public that they are engaged in conduct that violates their trust as Board members or employees.
- Board members and employees should not use or attempt to use their position with the Kirkwood Public Library to obtain unwarranted privileges or advantages for themselves or others.
- Board members and employees should not be swayed by partisan interests, public pressure, or fear of criticism.
- Board members and employees should not denigrate the organization or fellow Board members or employees in any public arena.
- Board members and employees (if applicable) shall comply with all relevant Missouri Statutes governing ethics and conflicts of interest, which generally provide that board members and certain employees will not participate in any decisions or actions which will result in a financial gain to themselves, a business with which they are associated, or their spouse or dependent children. See, e.g., Mo. Rev. Stat. § 105.452 and § 105.454.

**Therefore:**

Service and Administration Policies  
Kirkwood Public Library

To preserve and uphold The Kirkwood Public Library's reputation as an organization of unimpeachable integrity, each Board member and employee will sign an "Ethics Statement" at the beginning of each calendar year (and at the commencement of his/her service) during their tenure with the Kirkwood Public Library agreeing to uphold the following Code of Ethics of the Kirkwood Public Library and to follow the "Guiding Principles."

**Code of Ethics of the Kirkwood Public Library\***

We recognize the importance of codifying and making known to the profession and to the general public the ethical principles that guide the work of librarians, other professionals providing information services, library trustees and library staff.

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

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

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

We agree to use our best efforts to:

- I. provide the highest level of service to all library users through appropriate and usefully organized resources; equitable service policies; equitable access; and accurate, unbiased, and courteous responses to all requests.
- II. uphold the principles of intellectual freedom and resist all efforts to censor library resources.
- III. protect each library user's right to privacy and confidentiality with respect to information sought or received and resources consulted, borrowed, acquired or transmitted.
- IV. respect intellectual property rights and advocate balance between the interests of information users and rights holders.
- V. treat co-workers and other colleagues with respect, fairness, and good faith, and advocate conditions of employment that safeguard the rights and welfare of all employees.

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\* Based upon the Code of Ethics of the American Library Association.

Service and Administration Policies  
Kirkwood Public Library

- VI. not advance private interests at the expense of library users or colleagues.
- VII. distinguish between our personal convictions and professional duties and do not allow our personal beliefs to interfere with fair representation of the aims of our library or the provision of access to our information resources.
- VIII. strive for excellence in the profession by maintaining and enhancing our own knowledge and skills and by encouraging the professional development of co-workers and employees.

**Compliance:**

If any Board member or the Library Director appears to be in conflict of the "Guiding Principles" or the "Code of Ethics of the Kirkwood Public Library," he or she will be asked to meet with the executive committee to discuss the issue. The executive committee will make a recommendation to the full Board based on its findings. Employees who are or appear to be in conflict with the "Guiding Principles" or the "Code of Ethics of the Kirkwood Public Library" will be asked to meet with the Library Director who will make a determination as to discipline, if any, up to and including potential termination based on his or her findings.

I agree to uphold the Code of Ethics of the Kirkwood Public Library and to follow the "Guiding Principles" of the Kirkwood Public Library Ethics Policy.

\_\_\_\_\_  
(Signature)

\_\_\_\_\_  
(Print Name)

\_\_\_\_\_  
(Date)

To be filled out by every new employee and Board of Trustee member, and signed again each year at the beginning of the calendar year.