Chapter 1
Objectives & Scope

Section 1  Purpose of Manual:  This is the Marathon County Personnel Policies and Procedures Manual. It is designed to be a working guide for all employees in the day-to-day administration of the County human resources programs.

These written policies should increase understanding, minimize the need for individual decisions on matters of County wide policy, and help to assure uniformity throughout the County organization. It is the responsibility of every member of management to administer these policies in a consistent and impartial manner.

Although the County has tried to be comprehensive, the Personnel Policies and Procedures Manual does not, and cannot, include policies which address every situation that may arise. The County has, and reserves the right to adopt new procedures and policies, or modify, alter, change or cancel existing policies and procedures at any time. Procedures and practices in the field of personnel relations are also subject to modification and further development in the light of experience and changes in law.

Promulgated under authority of the County Administrator. The Employee Resources Director is responsible for the overall administration of the Personnel Policies and Procedures Manual.

Department Heads are granted the authority to develop departmental policies which determine:

A. Tool and Shoe Allowances
B. Special Activity Pay
C. Uniform Allowances
D. Procedures for paid time off requests
E. Shift Selection
F. Assignment of Overtime
G. Minimum Staffing and Coverage

Written notification must be submitted to the Employee Resources Director within thirty (30) calendar days prior to implementation of any benefit or procedural changes to the current policy. The Employee Resources Director shall provide written comment regarding the policy changes.

Section 2  Mission Statement:  Marathon County Government serves people by leading, coordinating, and providing county, regional, and statewide initiatives. It directly or in cooperation with other public and private partners provides services and creates opportunities that make Marathon County and the surrounding area a
preferred place to live, work, visit, and do business.

Section 3  Vision Statement: Marathon County Government leads by providing high quality infrastructure and integrated services and by developing trusting, collaborative relationships among diverse partners. It is proactive in enhancing health and safety, protecting the environment, and providing cultural, recreational, and economic opportunities which make Marathon County and the surrounding area a preferred place to live, work, visit, and do business.

Section 4  Core Values: These core values are principles for which we stand and provide us direction on how people are to conduct themselves as representatives of Marathon County:

  SERVICE is responsively delivering on our commitments to all of our internal and external customers.

  INTEGRITY is honesty, openness, and demonstrating mutual respect and trust in others.

  QUALITY is providing public services that are reflective of "best practices" in the field.

  DIVERSITY is actively welcoming and valuing people with different perspectives and experiences.

  SHARED PURPOSE is functioning as a team to attain our organizational goals and working collaboratively with our policy makers, departments, employees, and customers.

  STEWARDSHIP OF OUR RESOURCES is conserving the human, natural, cultural, and financial resources for current and future generations.

Departments have also identified specific behavioral examples under each core value that relate to their unique departments. Department customized examples are on the County website:

http://www.co.marathon.wi.us/Home/AboutMarathonCounty/OrganizationalExcellence.aspx

Employees are encouraged to directly address coworkers who behave in a way inconsistent with our Core Values. Marathon County will not tolerate any retaliation towards employees who confront others for inappropriate behaviors.

Section 5  Guiding Principles: Marathon County is a preferred employer which attracts and retains employees capable of supporting a high performing organization.

Marathon County provides a progressive workplace where:
the best possible climate supports maximum development and goal achievement for all employees;

- each employee is treated as an individual and in an equitable manner;

- a spirit of teamwork thrives with individuals working together to attain a common goal;

- communication is open and problems are discussed and resolved in a mutually respectful atmosphere taking into account individual circumstances and the individual employee;

- direct communication resolves any difficulties that arise and cultivates a mutually beneficial relationship;

- employees’ pursuits of their educational and professional development goals for their current jobs and future career tracks are supported;

- managers manage performance and compensation; promote accountable performance, foster innovation and creativity; and encourage educated risk taking;

- investment in future leaders/managers is consistent with the County’s succession plan;

- a collaborative working environment is fostered;

- compensation systems are externally competitive and internally equitable

Section 6  Objectives:  The general purpose of this manual is to establish a system of personnel administration consistent with the following principles:

A.   Recruiting, selecting and advancing employees on the basis of their relative ability, knowledge and skills – including open competition of qualified applicants for initial appointment.

B.   Establishing equitable pay rates.

C.   Training employees to assure high quality performance.

D.   Retaining employees on the basis of the adequacy of their performance, correcting inadequate performance, and separating employees whose inadequate job performance cannot be corrected.
E. Assuring fair treatment of applicants and employees in all aspects of personnel administration, without regard to race, creed, pregnancy, color, national origin, ancestry, disability, military status, sexual preference, sex, age (except where sex or age is a bona fide occupational qualification), or other legally protected class.

F. Treat employees fairly but not exactly the same. We reserve the right to treat employees as individuals and to make exceptions to the rules.

Section 7 Compliance with Policies, Rules and Expectations of Conduct: The County has established these policies and its rules of conduct in furtherance of the effective operation of the County and to provide high quality service to all Marathon County citizens, those persons interacting with County employees, and visitors. The County expects all employees to demonstrate professional, competent and reasonable behavior, and to continually serve, both on-duty and off-duty, as positive examples of the high-quality personnel affiliated with this organization and consistent with the high expectations of the public.

Compliance with the policies, rules, core values, and general expectations of conduct is of paramount importance in order to fulfill these objectives and for the employee to have a successful career in the County. Failure to comply with these policies, rules, and general expectations of conduct can undermine these objectives, and the trust and confidence that the public, businesses, employees and officers of the County must have in that employee. Nothing in this policy manual should be construed or applied to prohibit employees’ rights under the National Labor Relations Act or state law.

The County treats all violations of policy, the rules, and general expectations of conduct very seriously. Violations of these policies, rules, and general expectations of conduct can subject an employee to discipline, up to and including discharge.

Section 8 Employees Covered: This manual shall govern personnel administration of all employees of the County except the following:

A. Members of the Marathon County Board of Supervisors.

B. Elected department heads (e.g. Sheriff, Register of Deeds, Clerk of Courts, Treasurer, County Clerk).

C. Members of Boards, Commissions and Committees who are not County employees.

D. Employees of the North Central Health Care Center.

E. Employees of the City-County Information Technology Commission.
F. Employees of the Department of Special Education.

G. Persons employed by contract to perform special services for the County.

H. Employees covered by a collective bargaining agreement in areas of wages, hours, and conditions of employment which are specifically addressed in their labor agreement.

I. Employees covered by the Sheriff's Department Lieutenant ordinance in areas of wages, hours, and conditions of employment which are specifically addressed in that ordinance.

**Section 9 Employment Contracts:** Any employment contracts in force will supersede the provisions of this subchapter to the extent that the two conflict.

**Section 10 Employer Rights and Responsibilities:** The employer shall have the following rights among others:

A. To direct all operations of government;

B. To hire, promote, transfer, assign, retain and terminate employees;

C. To establish and enforce work rules and to determine work schedules;

D. To suspend, demote, discharge and take other disciplinary action against employees;

E. To relieve employees from their duties because of lack of work or for other reasons;

F. To maintain the efficiency of government operations;

G. To introduce new or improved methods or facilities;

H. To change existing methods or facilities;

I. To contract out for goods or services;

J. To determine the methods, means and personnel by which such operations are to be conducted;

K. To take whatever action must be necessary to carry out the functions of government in situations of emergency and;

L. To take whatever action is necessary to comply with state or federal law.
Section 11 At-Will Status of Department Heads/Employees: Employment with Marathon County is governed by the common law doctrine of “at will” employment. An employee may be dismissed at any time at the option of the County. An employee may quit employment with Marathon County at any time. Decisions as to whether or not to dismiss an employee shall be discussed with the Employee Resources Director, or his/her designee, prior to taking action. Nothing in this policy should be construed or applied to affect employees’ rights to alter their “at-will” status through a collective bargaining agreement.

Department heads serve at the pleasure of the County Administrator except those department heads which are elected and Airport Manager, City-County Information Technology Director, Executive Director ADRC-CW, and Library Director. The Airport Manager, City-County Information Technology Director, Executive Director ADRC-CW and Library Director serve at the pleasure of their governing board.