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WARRENVILLE PUBLIC LIBRARY DISTRICT
Personnel Committee Meeting
Tuesday, February 6, 2018, 4:30 p.m.
Location: Library Meeting Room

AGENDA

Visitors are welcome to all meetings of the Board of Trustees and its committees. Anyone who wishes to address the Board during Public Comments must fill out a sign up sheet prior to the start of the meeting. Speakers are limited to three (3) minutes. The Board requests that a group appoint one (1) speaker to present the views of the entire group. Speakers will state name and address before addressing the Board. While the Board appreciates all questions and comments, they will not respond at the meeting, but may choose to do so at a later time.

1. Call to order
2. Roll Call (Trustees DuRocher, Warren)
3. Approval of the agenda **(ACTION)**
Trustees may request to remove any items from the agenda at this time. Discussion only items may also be added to the agenda at this time.
4. Public comments
5. Approval of the Minutes of the January 4, 2018 Personnel Committee Meeting **(ACTION)**
6. Unfinished Business
 - a. Director's Job Description & Evaluation Process
7. Adjournment **(ACTION)**

WARRENVILLE PUBLIC LIBRARY DISTRICT
Minutes of the Personnel Committee Meeting
Thursday, January 4, 2018, 11:00 a.m.
Location: Library Meeting Room

1. Call to order – Trustee DuRocher called the meeting to order at 11:07 a.m.
2. Roll Call

ATTENDING: Trustees DuRocher and Warren

ALSO ATTENDING: Library Director Sandy Whitmer and Trustee Picha

3. Approval of the agenda

MOTION: Trustee Warren moved to approve the agenda. Trustee DuRocher seconded. Motion approved by voice vote.

4. Public comments – None
5. New Business

- a. Director's Evaluation Process
- b. Director's Job Description

The committee reviewed a packet of material prepared by Director Whitmer. The material included general information on evaluation of library directors, sample job descriptions and sample evaluation processes and forms.

The committee agreed that the evaluation process should be a useful tool rather than a rote annual task. The process should allow the Board to provide feedback and set goals for the Director with the intention of continual improvement of library service to the community.

After considerable discussion, the committee agreed to:

- Recommend discontinuation of staff participation in the director's evaluation process,
- Recommend the committee compile board feedback for the director's evaluation (discontinue delegation of this task to administrative staff),
- Develop a new evaluation process and form that focus on three factors: job description, goals and behavioral traits and
- Revise the Director's job description.

The committee asked Director Whitmer to draft a revised job description and evaluation form.

The committee will review the documents at a committee meeting scheduled for 4:30 p.m. on Tuesday, February 6.

6. Adjournment

The meeting adjourned at 12:15 p.m.

Respectfully submitted,

Richard W. Warren Jr.
Personnel Committee, Library Board of Trustees
Warrenville Public Library District

DRAFT

JOB DESCRIPTION

JOB TITLE: Library Director

DEPARTMENT: Administration

FLSA STATUS: Non-exempt

REPORTS TO: Library Board of Trustees

PAY GRADE: Set by Board

SUPERVISES: Directly supervises Management Team; Indirectly supervises all other employees

JOB SUMMARY

Performs highly responsible strategic and administrative work. Within the goals, policies and guidelines established by the Library Board of Trustees, the Library Director assumes overall responsibility for the development and delivery of high-quality library services. The Director is responsible for the administration, operation and security of the Library.

ESSENTIAL FUNCTIONS OF THE JOB

This job description should not be interpreted as all-inclusive. It is intended to identify the essential functions and requirements of this position. The employee may be requested to perform job-related responsibilities and tasks other than those stated in this job description. Every employee must be able to meet or exceed the behaviors identified in the Library's core competencies. The Library Director must also meet or exceed the behaviors identified in the Library's elective competencies.

1. Act as advisor to the Library Board of Trustees
 - Attend Board and Committee meetings
 - Communicate the status of the Library and its resources
 - Prepare reports and materials for Board and Committee meetings
 - Recommend and help formulate policies and policy changes
2. Coordinate planning efforts of the Staff and Board
 - Identify priorities, develop work plans and allocate resources
 - Develop, implement and evaluate services
3. Oversee day-to-day operations, delegating as appropriate
 - Provide excellent service and user experiences
 - Build and maintain a strong, balanced, up-to-date and useful collection of library materials and resources
 - Offer programs that inform, educate and build community
 - Maintain information technology and equipment that functions as intended
 - Maintain a database that provides for easy access to physical and electronic collections
 - Maintain a clean, comfortable facility

4. Develop and prepare the annual budget, appropriation and levy
 - Maintain a balanced budget and reserves in accordance with policies and relevant statutes
 - Develop plans based on forecasted changes in income and expenditures
 - Identify and develop sources of non-tax revenue
5. Oversee the development of an engaged, friendly, efficient and knowledgeable staff
 - Provide final determination for all personnel actions including staffing levels, initial employment, classification changes, promotion, evaluations and terminations
 - Provide opportunities for ongoing development
 - Facilitate communication among staff
6. Inform the community of Library services
 - Develop consistent messages to promote programs and services
 - Communicate through a variety of channels including print and digital
 - Establish and maintain effective working relationships with community leaders and officials
 - Represent the Library at community meetings and events
7. Stay informed of new technologies, library trends and community needs
 - Attend conferences, workshops and meetings
 - Read professional literature
 - Actively monitor online information sources
 - Scan business publications and literature
 - Pursue and maintain contact with community organizations
8. Ensure compliance with relevant federal, state and local laws

EDUCATION AND EXPERIENCE REQUIRED

1. Master's Degree in Library Science from an American Library Association accredited school.
2. Five years progressively responsible full-time professional experience in a public library.
3. Two years administrative or managerial experience as library administrator, assistant library administrator or head of a department of at least two full time equivalents including other professional librarians.

GENERAL PERFORMANCE REQUIREMENTS

In order to perform these duties effectively and in a manner consistent with the Library's commitment to high quality public service, the Library Director must possess, and will be expected to consistently exhibit, the following qualities and capabilities. Specific examples of behaviors for each competency are available upon request.

- **Teamwork**
Builds good working relationships with staff members across the Library. Shows respect for others and values their contributions. Cooperates with others and works as part of a team to make valuable contributions toward achieving Library goals.
- **Communication**
Communicates clearly, effectively and concisely in both written and verbal forms. Actively listens to others' ideas and perspectives. Communicates with tact and diplomacy, and remains sensitive to the diverse communication styles of others. Presents a positive demeanor through tone and phrasing of messages.
- **Customer Service/Interaction with Others**
Offers friendly, thorough and timely service to a diverse group of internal and external customers, including but not limited to library members, guests and fellow staff. Takes time to fully explore customers' needs and tailors a response for each situation. Shares information openly to increase others' knowledge and ultimately improve the customers' experience.
- **Job Knowledge & Application**
Applies knowledge to accomplish the primary responsibilities of the position and achieve results within established procedures, policies and timeframes. Maintains quality and performance standards in all situations, and accepts responsibility and accountability for all tasks performed. Utilizes resources (time, equipment, budget, etc.) to maximize efficiency and productivity.
- **Flexibility/Adaptability**
Modifies behaviors and work methods in response to new information, changing conditions or unexpected obstacles. Responds to and handles unexpected and/or difficult situations calmly and appropriately. Accepts, adapts to and encourages change as necessary to the Library's growth.
- **Image/Integrity**
Ensures all interactions are conducted with genuine honesty, dignity, and openness. Demonstrates behaviors that reflect positively on the Library and uphold the Library values and image. Exhibits energy and enthusiasm for the job and the organization.
- **Problem Solving & Decision Making**
Recognizes and fully identifies problems. Gathers and analyzes data, evaluates a variety of options and determines the best course of action. When appropriate, obtains necessary approvals, implements and then ensures effectiveness of decisions.

- **Innovation**
Generates new ideas and solutions. Challenges the status quo. Actively pursues new or improved ways of accomplishing tasks or supporting Library objectives. Stays abreast of trends, remains open to new ideas and focuses on continuous improvement.
- **Planning and Organizing**
Understands needs, establishes priorities and appropriately utilizes resources (time, technology, budgets) to proactively develop work plans. Monitors and adjusts ongoing plans to implement projects correctly and ensures they are completed in an effective and efficient manner.
- **Self Development**
Pursues additional knowledge and skills to enhance personal growth and contribute to the success of the organization. Seeks opportunities for learning new areas and participates in new projects to keep skills current and broaden knowledge.
- **Leadership**
Encourages others to perform to the best of their ability. Communicates clear directions, defines realistic expectations and appropriately delegates work. Provides ongoing guidance, meaningful feedback and support by mentoring, developing and motivating others in the execution of organizational goals and individual objectives.

PHYSICAL DEMANDS / WORK ENVIRONMENT

These physical demands are needed to perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

At least 50% of the employee's regular duties involve the use of a computer (keyboard, mouse). Specific vision abilities required by the job include close vision and the ability to adjust focus. Occasionally, the employee may be required to walk, push, move, bend, stand, sit, squat, reach and stretch. The employee must be able to lift 25 pounds.

The employee must maintain effective auditory and visual discrimination and perceptions needed for making observations, communicating with others, reading, writing and operating assigned equipment. This position requires an extensive amount of verbal communication.

Work is performed in a normal office environment where there is little or no physical discomfort associated with changes in the weather or discomfort associated with noise. Occasionally, the employee may be required to work at a location other than the Library, including outdoors.

Library Director Evaluation

Director Name	
Evaluation Period	mm/yyyy to mm/yyyy (Generally, March through February)

Evaluation Process Goals

- Communicate the Board’s expectations of the Director in a constructive manner
- Review and evaluate the Director’s performance during a set period of time
- Help the Board determine whether or not the Director will receive increased compensation as a result of her performance, as well as the nature and scope of any increase
- Help the Board and Director establish performance goals for the next evaluation period
- Support continual improvement of library services for the community

Evaluation Process Timeline

March Board Meeting

Director distributes self-evaluation report and 3-5 potential performance goals for the next evaluation period.

Personnel Committee distributes the individual trustee evaluation forms and instructions.

April 1

Completed individual trustee evaluation forms/responses are due to the Personnel Committee. To simplify the compilation process, the Personnel Committee may require trustees to complete an electronic form or online survey. Trustee names will be included on the submission to the Personnel Committee, but not on the final, compiled evaluation.

No later than 1 week prior to April Board Meeting

Personnel Committee prepares a compiled evaluation and distributes copies to the trustees. The compiled evaluation includes all individual ratings and comments plus a list of potential performance goals.

April Board Meeting

In closed session without the Director present, the Board discusses the compiled evaluation results, changes to the Director’s compensation, and identifies no more than three performance goals for the next evaluation period. Following the Board’s discussion, the Director is invited into the closed session. A copy of the compiled evaluation is given to the Director. The Personnel Committee shares highlights from the evaluation, including the Board-selected performance goals. The Committee also informs the Director about any changes in compensation. The Director will have the opportunity to ask questions and discuss any concerns with the Board. Following closed session, the Board will vote to approve any changes in compensation. This vote must be specific, identifying any percentage or dollar increase in salary and/or any change in benefits.

The effectiveness of this evaluation process shall be reviewed annually to determine whether the process needs to be revised.

Evaluation Items

The items to be evaluated in the accompanying form derive from the Director's Job Description, Performance Goals established during the prior evaluation process and General Performance Requirements.

Rating System

When rating the Director on Job Description items and Performance Goals, select one of the following:

Exceeds expectations

Results achieved exceed in most areas of job competencies and goals. Level of contribution and expertise is generally recognized within and beyond the immediate work group. Demonstrates better than planned progress toward many targeted results.

Meets expectations

Results achieved consistently meet and sometimes exceed performance expectations in all areas of job competencies and goals. Overall performance is thoroughly acceptable for the requirements of the position. Demonstrates progress as planned toward targeted results.

Needs Improvement

Results achieved do not consistently meet and often fall below basic competencies and goals. May achieve expectations in some categories, but overall level of achievement does not accomplish job responsibilities. Fails to demonstrate progress as planned toward targeted results. Improvement is needed to fulfill all major job objectives. Close supervision is required.

If a "1" is given, the trustee must document the reasons for this under "Comments," citing specific examples of output, activities, behavior, etc. For ratings of "2" or "3" comments are not required, but are appreciated.

N/A

Evaluator does not have sufficient information or evidence to provide a rating.

Library Director Evaluation Form

Name of Trustee	
Date	

Job Description – Essential Functions

Exceeds Expectations	Meets Expectations	Needs Improvement	N/A	
				<p>Act as advisor to the Library Board of Trustees</p> <ul style="list-style-type: none"> • Attend Board and Committee meetings • Communicate the status of the Library and its resources • Prepare reports and materials for Board and Committee meetings • Recommend and help formulate policies and policy changes <p>Comments:</p>
				<p>Coordinate planning efforts of the Staff and Board</p> <ul style="list-style-type: none"> • Identify priorities, develop work plans and allocate resources • Develop, implement and evaluate services <p>Comments:</p>
				<p>Oversee day-to-day operations, delegating as appropriate</p> <ul style="list-style-type: none"> • Provide excellent service and user experiences • Build and maintain a strong, balanced, up-to-date and useful collection of library materials and resources • Offer programs that inform, educate and build community • Maintain information technology and equipment that functions as intended • Maintain a database that provides for easy access to physical and electronic collections • Maintain a clean, comfortable facility <p>Comments:</p>

Exceeds Expectations	Meets Expectations	Needs Improvement	N/A	
				<p>Develop and prepare the annual budget, appropriation and levy</p> <ul style="list-style-type: none"> • Maintain a balanced budget and reserves in accordance with policies and relevant statutes • Develop plans based on forecasted changes in income and expenditures • Identify and develop sources of non-tax revenue <p>Comments:</p>
				<p>Oversee the development of an engaged, friendly, efficient and knowledgeable staff</p> <ul style="list-style-type: none"> • Provide final determination for all personnel actions including staffing levels, initial employment, classification changes, promotion, evaluations and terminations • Provide opportunities for ongoing development • Facilitate communication among staff <p>Comments:</p>
				<p>Inform the community of Library services</p> <ul style="list-style-type: none"> • Develop consistent messages to promote programs and services • Communicate through a variety of channels including print and digital • Establish and maintain effective working relationships with community leaders and officials • Represent the Library at community meetings and events <p>Comments:</p>

Exceeds Expectations	Meets Expectations	Needs Improvement	N/A	
				Stay informed of new technologies, library trends and community needs <ul style="list-style-type: none"> • Attend conferences, workshops and meetings • Read professional literature • Actively monitor online information sources • Scan business publications and literature • Pursue and maintain contact with community organizations Comments:
				Ensure compliance with relevant federal, state and local laws Comments:

Performance Goals

				Goal 1 / Description Comments:
				Goal 2 / Description Comments:
				Goal 3 / Description Comments:

Job Description - General Performance Requirements

Rate each of the General Performance Requirements as “meets expectations” or “needs improvement.” Comments are encouraged, especially if you have specific examples for areas where the Director excels or needs improvement.

Meets Expectations	Needs Improvement	
		<p>Teamwork Builds good working relationships with staff members across the Library. Shows respect for others and values their contributions. Cooperates with others and works as part of a team to make valuable contributions toward achieving Library goals.</p>
		<p>Communication Communicates clearly, effectively and concisely in both written and verbal forms. Actively listens to others’ ideas and perspectives. Communicates with tact and diplomacy, and remains sensitive to the diverse communication styles of others. Presents a positive demeanor through tone and phrasing of messages.</p>
		<p>Customer Service/Interaction with Others Offers friendly, thorough and timely service to a diverse group of internal and external customers, including but not limited to library members, guests and fellow staff. Takes time to fully explore customers’ needs and tailors a response for each situation. Shares information openly to increase others’ knowledge and ultimately improve the customers’ experience.</p>
		<p>Job Knowledge & Application Applies knowledge to accomplish the primary responsibilities of the position and achieve results within established procedures, policies and timeframes. Maintains quality and performance standards in all situations, and accepts responsibility and accountability for all tasks performed. Utilizes resources (time, equipment, budget, etc.) to maximize efficiency and productivity.</p>
		<p>Flexibility/Adaptability Modifies behaviors and work methods in response to new information, changing conditions or unexpected obstacles. Responds to and handles unexpected and/or difficult situations calmly and appropriately. Accepts, adapts to and encourages change as necessary to the Library’s growth.</p>

Meets Expectations	Needs Improvement	
		<p>Image/Integrity Ensures all interactions are conducted with genuine honesty, dignity, and openness. Demonstrates behaviors that reflect positively on the Library and uphold the Library values and image. Exhibits energy and enthusiasm for the job and the organization.</p>
		<p>Problem Solving & Decision Making Recognizes and fully identifies problems. Gathers and analyzes data, evaluates a variety of options and determines the best course of action. When appropriate, obtains necessary approvals, implements and then ensures effectiveness of decisions.</p>
		<p>Innovation Generates new ideas and solutions. Challenges the status quo. Actively pursues new or improved ways of accomplishing tasks or supporting Library objectives. Stays abreast of trends, remains open to new ideas and focuses on continuous improvement.</p>
		<p>Planning and Organizing Understands needs, establishes priorities and appropriately utilizes resources (time, technology, budgets) to proactively develop work plans. Monitors and adjusts ongoing plans to implement projects correctly and ensures they are completed in an effective and efficient manner.</p>
		<p>Self Development Pursues additional knowledge and skills to enhance personal growth and contribute to the success of the organization. Seeks opportunities for learning new areas and participates in new projects to keep skills current and broaden knowledge.</p>
		<p>Leadership Encourages others to perform to the best of their ability. Communicates clear directions, defines realistic expectations and appropriately delegates work. Provides ongoing guidance, meaningful feedback and support by mentoring, developing and motivating others in the execution of organizational goals and individual objectives.</p>

Comments about General Performance Requirements:

Suggested Performance Goals for Next Evaluation Period (OPTIONAL)

The Director has suggested 3-5 performance goals in her self-evaluation. If you have additional suggestions for performance goals, please include them here.

When developing individual goals, consider the following questions:

- What are the goals of the library?
- What personal or individual goals does the employee have?
- What is the primary purpose of this position?
- How does this job reflect the organizational and department goals?
- Who are the internal and external customers of this position?
- What does the employee need to accomplish for career development?

A goal is a specific statement of what the employee is expected to accomplish during the evaluation period. Goals are different from job descriptions. Job descriptions describe the general activities, responsibilities, and scope of authority for a job. Job descriptions are an excellent resource to use to help develop performance goals.

Using SMART Criteria to Develop Goals

In order to achieve goals employees need to have clear and specific performance goals that give them a road map to follow, and, let them know what their role is in accomplishing these goals. When writing performance goals the elements of the **SMART** criteria need to be followed. These elements are:

S = SPECIFIC

M = MEASURABLE

A = ACHIEVABLE/ACCEPTED

R = RELEVANT/RESULTS-ORIENTED

T = TIME-RELATED

Goal 1:

Goal 2:

Goal 3:

Additional Comments (OPTIONAL)

Library Director Evaluation Cover Sheet (for Director's Personnel File)

Library Director Name _____

Date of Evaluation _____

This evaluation was shared and discussed with the Director at a closed session of the Library Board of Trustees.

The following changes to the Director's Compensation were approved:

Effective _____

Board President Signature _____

Board Vice President Signature _____

Board Secretary Signature _____

Board Treasurer Signature _____

Trustee Signature _____

Trustee Signature _____

Trustee Signature _____

Library Director Signature _____

Library Director Comments: _____

