

BLOOMINGTON PUBLIC LIBRARY

BOARD OF TRUSTEES MEETING

SPECIAL MEETING

April 1, 2015

5:15 p.m.

Quiet Reading Room

AGENDA

I. Call to Order

II. Roll Call

III. Introductions/Public Comment

IV. Unfinished Business

A. Approval of Architect for Library Expansion Study

V. New Business

A. Approve Director Evaluation Tool (Lucy Holman from the Singer Group will join the meeting on Skype)

B. Approve FY16 and FY17 Salary Ranges for Non-Union Employees

VI. Adjournment

Posted: 3/26/15 11:15 a.m.

Evaluating performance

- Library metrics
- Achieved Targets
- Observable behavior

Providing and Receiving Feedback

- Constructive feedback
- Positive reinforcement
- Active Listening

Performance Evaluation Meeting

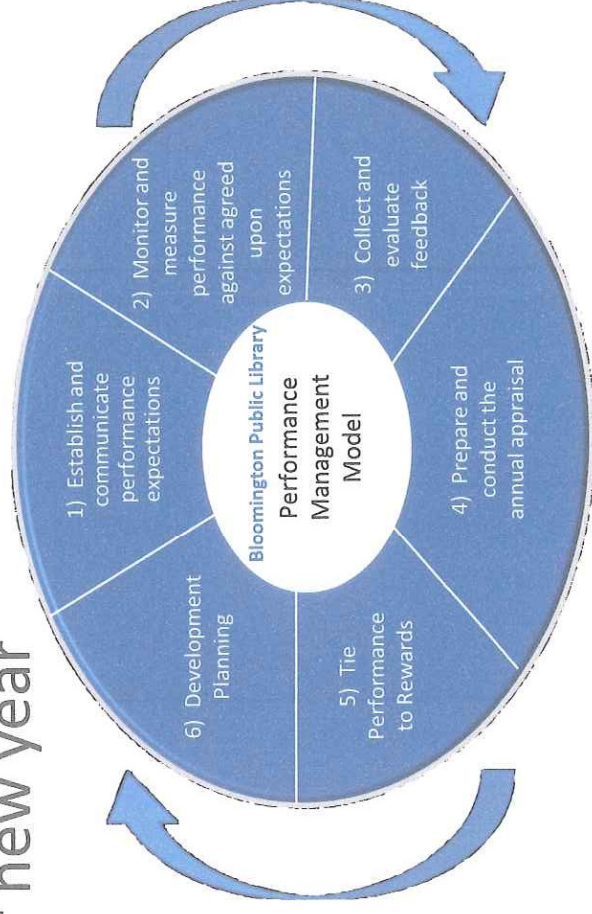
- Includes Board President, Personnel Committee Chair, and Library Director
- Occurs face-to-face
- Addresses major strengths, areas for development, priorities
- Focuses on the *future*
- Is *NOT* a substitute for ongoing feedback

Performance Evaluation Meeting

- Begin with open-ended discussion
- Identify and discuss differences
- Engage in problem-solving
- Reach agreement on work improvement plan

Process begins again

- Expectations for new year
- Goal setting



Questions?

SMART Goals

Specific: Describe what actions/outcome are expected – specify what will be achieved

Measurable: What does success look like? (timelines, target numbers or actions)

Achievable: Goals should be attainable

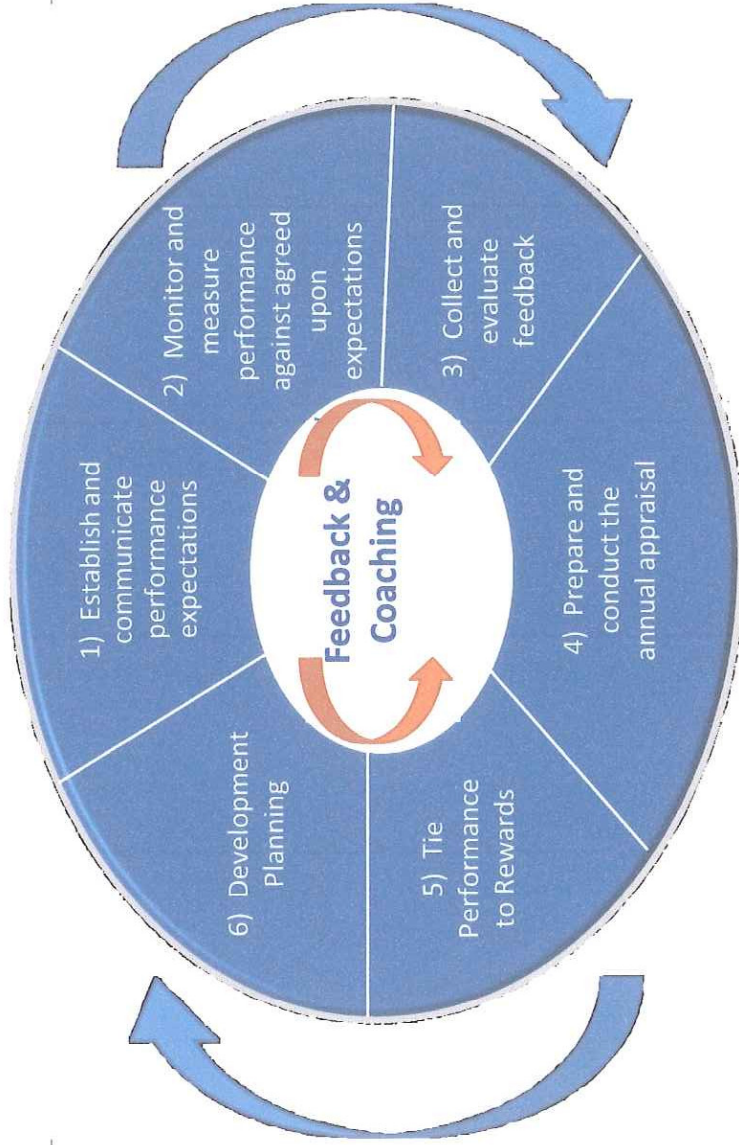
Realistic: Goals can be reached with current levels of funding, staffing, etc

Time-sensitive: What is the target date for completing the goal?



Key Elements in Process

- Setting Goals and Expectations
- Monitoring and Measuring Performance
- Collecting, Providing and Receiving Feedback



Performance Evaluation of the Director

- Builds healthy relationship through substantial dialogue
- Enhances communication
- Provides opportunity to support Director
- Is two-way and collaborative
- Offers ongoing feedback; the rating should not be news

Performance Management is NOT

- A once a year event
- A form
- A surprise

BLOOMINGTON PUBLIC LIBRARY

Performance Management Review Process



The **Singer** Group

LUCY HOLMAN
MARCH 18, 2015

Performance Management is

- A continuous process
- A tool for development
- An infrastructure



Presents a Proposal to:

Develop a Director Evaluation Tool and Process

For:



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Bloomington, IL 61702

The Singer Group, Inc.

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Background

In interviews with eight of the nine members of the Bloomington Library Board of Trustees, members showed a strong sense of commitment and a genuine desire to revise the Director evaluation as a means to strengthen feedback both to and from the Board and the Director. Several members expressed concern about the subjectivity of the current evaluation process and tool. Six trustees thought that the current performance review questions invited speculation on the part of board members, and some felt uncomfortable answering them. Two or three stated that some of the items were too subjective and gave too much latitude to board members' personal values. Two trustees also noted that comments from the evaluation were shared with the group and Director, and even though there was an appearance of confidentiality, there was not. Several members believed that some opinions were given more weight or credibility than others, and one member noted that it was difficult to understand certain comments on the evaluation without context or Board discussion. Three or four expressed a desire to be either truly confidential or be open about authorship so that the comments could be discussed more fully within the Personnel and Budget Committee or among the larger Board before sharing with the Director.

Members also expressed a desire to have a clear and consistent review process that did not vary from year to year on which both the board and the Director could rely. Two or three members mentioned incorporating library usage statistics and/or user input into the evaluation process. Another five or six members suggested soliciting feedback from the staff; however, they strongly advocated for a process that would be confidential so that the staff would not fear any reprisals from negative feedback.

Throughout the course of the interviews, members shared concerns about the overall effectiveness of the board and its committee structure. Two thirds of the Board have had less than two years' experience; more than half have served less than a year. Several new Board members expressed an interest in learning more about their roles and responsibilities and the process by which decisions are made within the Board.

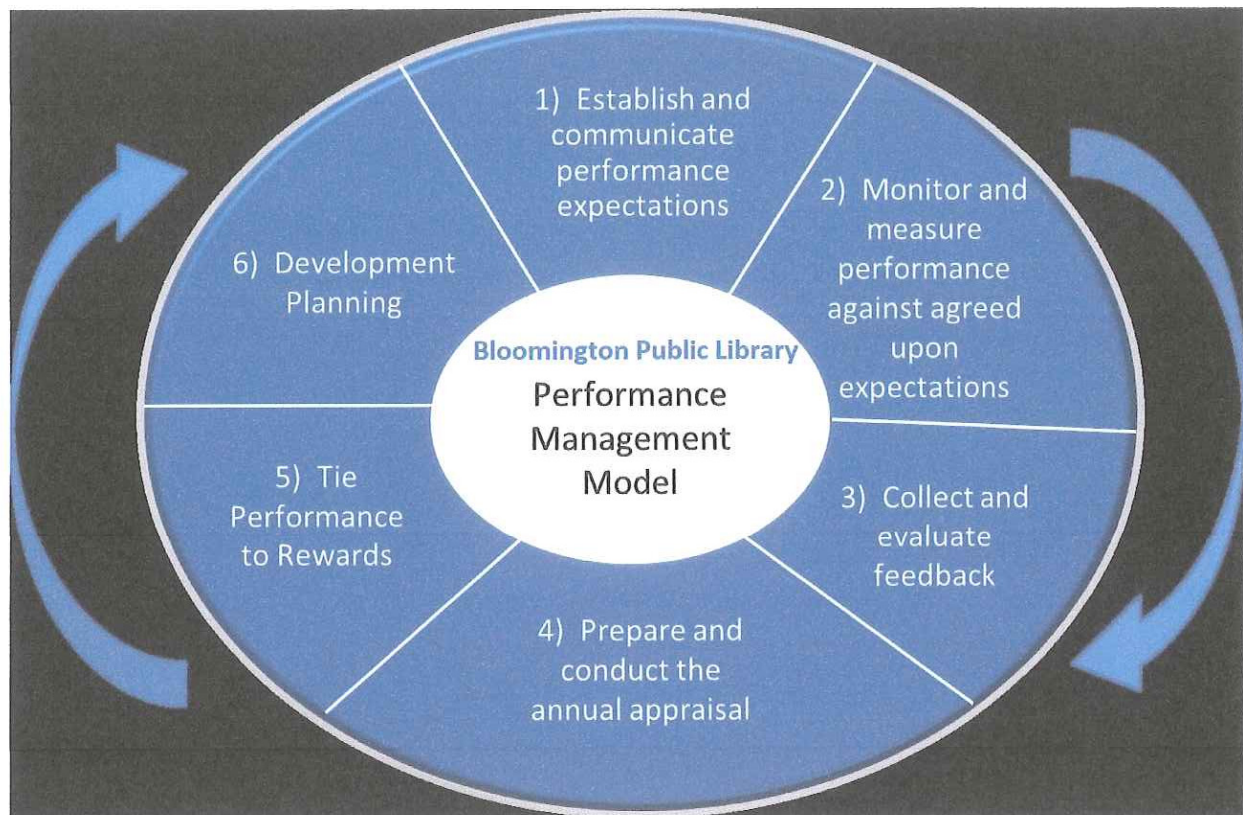
Some felt that the Board's actions were somewhat removed from the actual work of the library and others thought that the Board was slow to respond to library needs. Several expressed some underlying tensions between Board members that impacted its work and effectiveness. Several noted that the Library's strategic plan was out of sync with the current political/economic landscape, and it was important to evaluate the plan in light of new political and community realities.

Introduction

The Bloomington Public Library (BPL) Board of Trustees is responsible for the success and growth of the library. In the Board's delegation of general library management to the Director, it is necessary for members to clearly develop and communicate an annual performance review process that sets expectations and annual goals and provides ongoing feedback. A properly executed evaluation process benefits the Board, the Director, library staff, and ultimately, library users and the Bloomington community. The Board can measure the Director's performance and his/her progress towards pre-identified goals and provide feedback and support that will enhance the Director's development and success.

The performance management process can enhance communication between the Director and the Board and enables the Board to effectively oversee the Director's responsibilities and ensure accountability and professional development.

Performance Management Model



Key Elements

An effective performance management review is objective with measurable performance expectations and core competencies. The evaluation moving forward should also include identified goals for the performance year. The performance evaluation begins with mutually understood expectations and process. The Board of Trustees should approve a process with outlined steps, responsibilities for those involved and a timeline.

The performance evaluation includes core competencies and personal leadership skills that Board members believe are critical for success. It should consider the Library Director's job description, BPL's strategic goals and the Director's own annual goals and objectives, which should closely align to BPL's strategic plan or a direction established by the Board.

It is important to provide formal feedback throughout the course of the evaluation year; we suggest such conversations are scheduled at least semi-annually, if not quarterly. Of course, the performance management process cannot be a substitute for ongoing feedback and discussion between the Director, the Board President, committee chairs and all members of the Board of Trustees.

The following should be included in the implementation of the performance management review:

1. Establish and Communicate Performance Expectations

The Bloomington Public Library Board of Trustees President and Budget and Personnel Committee Chair will meet with the Library Director to provide a clear understanding of job expectations. The Director will provide a draft of his/her annual goals and objectives, which should be closely tied to the Library's strategic plan. The Board and the Director should:

- Review and highlight critical goals and outcomes for the coming year.
- Define measurements for expected outcomes.
- Discuss areas of strength and areas for increased focus.
- Be clear and direct with messages and encourage discussion and reactions; strive for mutual understanding and agreement.

2. Monitor and Measure Performance Against Agreed Upon Expectations

The Board President and Budget and Personnel Chair will work closely with the Board of Trustees to maintain records of the Director's accomplishments, provide feedback, and have performance discussions throughout the year.

- Maintain a record of key events involving the Director's performance.
- Director will use performance tools (i.e., Dashboard, Strategic Plan) to communicate progress and accomplishments.
- Meet quarterly with Director to review performance and ensure all goals, competencies and responsibilities are on track.

3. Collect and Evaluate Feedback for the Annual Review

The Budget and Personnel Committee Chair will collect input from the Board of Trustees, Library Director, and staff who directly report to the Director throughout the year (optional). If the Board chooses to collect input from staff who directly report to the Director, this should be collected in a confidential or anonymous way (e.g., online survey) by a neutral third party.

- The Library Director will complete his/her own self-assessment of performance and members of the Board are expected to review it in the specified timeframe.
- Members of the Budget and Personnel Committee will complete a preliminary performance review for the Director and send to Board President.
- The Budget and Personnel Committee should also consider metrics such as progress toward the library's strategic plan, its annual report and library usage statistics in the evaluation process.

4. Prepare and Conduct the Annual Review

Performance reviews are an important part of the permanent personnel file. The review should be conducted annually and documented in writing. The goal of the review meeting is to reach mutually agreed conclusions about past performance, any areas for improvement, including how such improvements are to be achieved. The Board President and Budget and Personnel Committee Chair will meet with the Library Director to conduct the annual review. Each year's review, while addressing performance during the previous twelve months will also focus on the future direction of the Library and the Director's goals to achieve its strategic priorities. Furthermore, the overall process review process should not be limited to a single meeting but should be a series of conversations throughout the year to discuss goals and progress toward those goals.

- The Budget and Personnel Committee Chair will finalize documentation and results of goals and objectives as defined by performance expectations.
- Feedback should be prepared in quantifiable measures wherever possible.
- The Budget and Personnel Committee Chair and Board President will meet with the Library Director to review the assessment of work and accomplishments.
- In the review the three will discuss the Director's strengths and ways he/she can capitalize on those strengths; they should outline and discuss action steps for solving identified problems and areas for growth.
- They will also discuss required support from members of the Board.

5) Tie Performance to Rewards

The success of the Bloomington Public Library is a direct result of the Library Director's performance. Establish a clear link between what is contributed and what gets rewarded.

- Budget guidelines for any performance increases are determined annually.
- The Director's overall performance and current salary benchmark should determine any increase.
- Any increase for the Director should be based on performance and ratings and be calibrated with other Bloomington municipal salary increases and regional library benchmarks.

6) Development Planning

Development planning is the practice of creating experiences that promote skills and knowledge related to success in the current position, as well as professional growth.

- Development plans are drawn from the Annual Performance Review and discussion and mutually agreed upon.
- Development planning is based on current needs balanced with future expectations of the position and the Library, and identifies support that will be required.
- The Director documents development plans with specific actions and dates for accomplishments.

Core Competencies

Board members consistently listed important core competencies for the Director, including:

- **Vision** (develop a clear shared vision of the library, recognize trends in the profession and identify innovative ideas, respond to evolving community needs)
- **Organizational leadership** (demonstrate expertise in library management, develop appropriate policies and procedures for library operations)
- **Budget development and financial management** (build a budget based on strategic priorities, effectively manage budget with sound financial practices, successfully negotiate with vendors and contractors)
- **Innovation and initiative** (create culture of innovation in library, look for opportunities for new community partners, new library initiatives)
- **Relationship building and advocacy** (develop positive working relationship with Board members, city officials and elected leaders, serve as face of the library in community development, advocate for library in community)
- **Staff development and personnel management** (recruit and retain well-qualified and effective staff, create culture of innovation and professional development among staff, develop good relationships with staff, serve as model and inspiration, effectively negotiate with union)
- **Communication** (update Board on trends in libraries – technology and services, listen to input/feedback from staff, Board and community)

Annual Goals

In addition to the assessment of the Director's core competencies Board members should also evaluate and provide feedback on top strategic goals for the evaluation year. These goals will be identified and agreed upon jointly by the Board and Director at the beginning of the evaluation period, discussed periodically throughout the year and assessed in the evaluation review. These goals can be more personal in nature (as in the Director acquiring new knowledge or skill in a particular area relevant to effective performance) or for the library as a whole (such as development of new library expansion or development of a strategic plan).

The annual goals can be based on the best-practice SMART approach to goals setting. Board members should consider the following in their development:

Specific: goals should specify exactly what will be achieved

Measurable: objectives should be measurable by including timelines, target numbers or actions

Achievable: goals and objectives should be attainable, using existing in-house or standardized benchmarks or baselines

Realistic: goals and objectives can be realized with current level of resources

Time: goals should include a timetable with benchmarks or designated deliverables

Additional Recommendations

Six of the nine current Board members have served for two years or less; five have served less than one year. With such a large majority of the members new in their role, often with little previous involvement with the BPL, one recommendation would be for a Board retreat so that trustees can discuss the strategic direction for the library, clarify their roles and responsibilities as members and the Board's organizational structures (committee membership and roles). A second recommendation would be to offer a full Board orientation for the new members. Several members mentioned that they had been assigned a veteran member as a mentor, but those had not been effective and some new members are still trying to get their bearings and understand their responsibilities.

Evaluation Process Timeline

Date	Process	Responsible Person(s)
February	Approve evaluation process/instruments	BPL Board of Trustees
March 1	Distribute self-assessment form to Library Director	Personnel Committee Chair
March 15	Return completed self-assessment to Board members	Library Director
March 15	Distribute evaluation form to Board members	Personnel Committee Chair
March 15	Distribute evaluation form to BPL Leadership Team (optional)	Personnel Committee Chair
April 7	Return completed forms to President/Personnel committee chair	Board Members
April 7	Return completed forms to President/Personnel committee chair (optional)	Leadership Team
April	Compile results, prepare annual review	Personnel Committee
May 1	Meet with Director to present evaluation	Board President, Personnel Committee Chair & Director
May	Report to Board on evaluation, agree on salary increase as appropriate	Personnel Committee & Board
May	Establish Director's strategic goals for FY 2016	Board of Trustees & Director
Quarterly	Ongoing support and feedback on goal achievement, and overall performance	Personnel Committee & Director

Library Director Performance Review

Name	Title	For Review Period	Person Completing review

This review is designed to assess the Library Director's performance and progress toward achievement of strategic goals. This instrument may be used to solicit feedback from the Bloomington Public Library Board of Trustees and for Library Director to complete a self-assessment of his/her performance.

Instructions

The Board of Trustees and the Library Director will develop goals annually. Goals are based on the Bloomington Public Library's strategic plan, BPL's core competencies as well as the Library Director's job description.

Please rate the level of performance with the Director's progress in pursuing or achieving each goal area using the ratings below. Consider the performance of the entire review period. Place an "X" in the box that best describes your assessment of each goal and competency area. Make note of specific strengths or opportunities for growth and explain your ratings in the comments sections.

Performance Ratings and Definitions

Outstanding Performance	Consistently and significantly exceeds all expectations and masters all performance behaviors. Achieves identified goals in manner exceeding all expectations.
Exceeds Expectations	Consistently exceeds the most critical objectives and meets the remaining ones, demonstrates fluency in key performance behaviors and proficiency in all performance behaviors, and is a role model to others.
Meet Expectations	Consistently meets all critical work objectives and demonstrates effectiveness in key performance behaviors; may still be developing proficiency in job responsibilities and some performance behaviors.
Needs Improvement	Some inconsistency in meeting work objectives or demonstrating proficiency in performance behaviors.
Unacceptable Performance	Does not meet work objectives; performance needs significant improvement.

Core Competencies

Vision		Outstanding Performance	Exceeds Expectations	Meets Expectations	Needs Improvement	Unacceptable Performance
1.1	Develops, with the Board, a clear mission and vision for Bloomington Public Library					
1.2	Successfully communicates Library's mission and vision to Board members, staff, city officials and the community					
1.3	Develops realistic and achievable goals and strategies to accomplish the mission					
1.4	Effectively leads the implementation of the strategic plan and/or library's annual goals					
Comments:						

Organizational leadership and staff development		Outstanding Performance	Exceeds Expectations	Meets Expectations	Needs Improvement	Unacceptable Performance
2.1	Recognizes community needs and responds to those needs with library materials, programs and services					
2.2	Effectively executes Board policies and decisions					
2.3	Exhibits effective leadership that instills workplace pride, respect and trust; models a strong work ethic and sets high standards of performance					
2.4	Establishes high standards of integrity and ethical behavior					
2.5	Treats staff with respect and fairness					
2.6	Creates and sustains an effective leadership team by integrating different perspectives and encouraging creative problem-solving					
2.7	Holds self and others accountable to expectations by delegating clear responsibility supported by appropriate authority					
2.8	Applies effective performance management					

	processes and techniques to motivate and promote productive and rewarded staff					
2.9	Listens and observes carefully; promotes greater staff understanding and collaboration by clearly defining issues and expectations					
2.10	Models and encourages open communication among staff					
2.11	Encourages and supports staff training and professional development					
2.12	Creates and supports a culture of growth and managed risk					
Comments:						

Budget development and financial management		Outstanding Performance	Exceeds Expectations	Meets Expectations	Needs Improvement	Unacceptable Performance
3.1	With awareness of strategic priorities and current funding sources/levels, develops realistic annual budget					
3.2	Communicates budget priorities to Board and city officials					
3.3	Maintains annual budget using sound financial principles					
3.4	Assesses performance (e.g., circulation) of expenditures to evaluate and realign budget priorities					
3.5	Anticipates and manages financial changes in revenue streams and expenditures					
3.6	Identifies new revenue sources and seeks funding to support library operations and programming					
3.7	Routinely updates Board on financial health of Library					
Comments:						

Innovation and Initiative		Outstanding Performance	Exceeds Expectations	Meets Expectations	Needs Improvement	Unacceptable Performance
4.1	Identifies and promotes new initiatives for Library					
4.2	Creates and fosters a culture of innovation in the library					
4.3	Encourages staff to explore new ideas					
4.4	Supports learning among staff					
4.5	Supports staff to take risks and develop new programs & service					
4.6	Create a culture of assessment to evaluate existing programs and new initiatives					
Comments:						

Relationship Building and Advocacy		Outstanding Performance	Exceeds Expectations	Meets Expectations	Needs Improvement	Unacceptable Performance
5.1	Develops and cultivates relationships with city officials, local business partners and community organizations					
5.2	Effectively advocates for the library with city officials and community leaders					
5.3	Treats others with respect and professionalism					
5.4	Develops and maintains a strong working relationship with Board members, characterized by open communication, respect and trust					
5.5	Maintains a strong, positive public perception of the library in the community					
Comments:						

Communication		Outstanding Performance	Exceeds Expectations	Meets Expectations	Needs Improvement	Unacceptable Performance
6.1	Effectively communicates in writing in annual reports, Board communications, press releases, official library responses, etc.					
6.2	Effective communicates orally as demonstrated in Board communication, press interviews, etc.					
6.3	Solicits feedback from Board					
6.4	Listens to Board feedback with open mind					
6.5	Communicates effectively to staff					
6.6	Listens to staff input and feedback with open mind					
Comments:						

Annual Accomplishments toward Performance Goals

Progress toward or Achievement on Goals		Outstanding Performance	Exceeds Expectations	Meets Expectations	Needs Improvement	Unacceptable Performance
1.	GOAL 1					
2.	GOAL 2					
3.	GOAL 3					
4.	GOAL 4					
Comments:						

Additional Feedback

STRENGTHS:

OPPORTUNITIES FOR GROWTH:

SIGNIFICANT ACHIEVEMENTS:

BOARD SUPPORT:

GOALS/FOCUS FOR UPCOMING YEAR:

Overall Performance Rating

Assign an overall performance rating for Director, considering overall ratings on core competencies and progress toward annual goals. Assign one rating by placing an "X" next to the overall rating category

	5. Outstanding Performance: Consistently and significantly exceeds all expectations and masters all performance indicators. Achieves identified goals in manner exceeding all expectations.
	4. Exceeds Expectations: Consistently exceeds the most critical objectives and meets the remaining performance indicators, demon
	3. Meets Expectations: Consistently meets all critical work objectives and demonstrates effectiveness in key performance indicators, may still be developing proficiency in job responsibilities and some performance indicators
	2. Needs Improvement: Some inconsistency in meeting work objectives or demonstrating proficiency in performance indicators
	1. Unacceptable Performance: Does not meet work objectives; performance needs significant improvement.

OVERALL SUMMARY:

Board Member Name

Board Member Signature

Date

Director Name

Director Signature

Date

DRAFT

FY2016 SALARY RANGES

Position	<u>Bottom of Range</u>		<u>Top of Range</u>	
	<u>Bi-Weekly</u>	<u>Annual</u>	<u>Bi-Weekly</u>	<u>Annual</u>
Part Time Security Officer	\$12.26/ hour		\$17.60/ hour	
Security Site Supervisor	\$ 1,084	\$ 28,184	\$ 1,726	\$ 44,876
Secretary	1,236	32,136	1,607	41,782
Network Administrator	1,435	37,310	1,868	48,568
Webmaster	1,435	37,310	1,868	48,568
Unit Manager	1,805	46,930	2,854	74,204
Marketing & Public Relations Manager	1,888	49,088	2,616	68,016
Librarian II	2,322	60,372	3,714	96,564
Information Technology Services Manager	2,776	72,176	3,299	85,774
Director	3,261	84,786	5,213	135,538

Salary ranges reflect a 2.25% increase over FY2015.

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FY2017 SALARY RANGES

Position	<u>Bottom of Range</u>		<u>Top of Range</u>	
	<u>Bi-Weekly</u>	<u>Annual</u>	<u>Bi-Weekly</u>	<u>Annual</u>
Part Time Security Officer	\$12.54/ hour		\$18.00/ hour	
Security Site Supervisor	\$ 1,109	\$ 28,834	\$ 1,765	\$ 45,890
Secretary	1,264	32,864	1,644	42,744
Network Administrator	1,468	38,168	1,911	49,686
Webmaster	1,468	38,168	1,911	49,686
Unit Manager	1,846	47,996	2,919	75,894
Marketing & Public Relations Manager	1,931	50,206	2,675	69,550
Librarian II	2,375	61,750	3,798	98,748
Information Technology Services Manager	2,839	73,814	3,374	87,724
Director	3,335	86,710	5,331	138,606

Salary ranges reflect a 2.25% increase over FY2016.