

Personnel Management



**GETTING STARTED ON EFFECTIVE
PERFORMANCE MANAGEMENT**

OCTOBER 29, 2014

WELCOME



- 10:00 a.m.- 1:15 p.m.
- Light refreshments are provided
- Restrooms
- Q & A at the end

PRESENTERS



- **Kate DeForest**, Associate, Sulloway & Hollis, PLLC, Concord
Legal Advisor to NHLTA
- **Deb Caplan**, HR Professional, SDE Inc, Peterborough
Alternate Trustee, Peterborough Town Library
- **Karen Sheehan-Lord**, NHLTA Director
Trustee, Manchester City Library
- **Adele Knight**, NHLTA Director
Trustee, Dublin Public Library

AGENDA



- Welcome
- Presenters
- Review Agenda
- Employment RSAs
- Job Descriptions and Performance Evaluations
- Best Practices Regarding Volunteers & Interns
- Personnel Policies
- Wrap Up

Personnel Management



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PERFORMANCE MANAGEMENT**



EMPLOYMENT RSAs

Presented by Kate DeForest

Personnel Management



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New Hampshire Library Trustees Association



JOB DESCRIPTIONS & PERFORMANCE REVIEWS

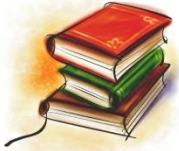
PRESENTED BY DEB CAPLAN



Agenda



- Presenter Background
- Purpose
- Job Descriptions
- Performance Reviews
- Two Side Bars
- Questions



Deb Caplan Background



- Human-resources professional with experience working in large multi-state corporate and subsidiary settings, a regional public sector organization, and in start-up companies to quasi-private environments. Focus on employment and employee relations.
- Currently provides HR support for two subsidiaries of Highlights for Children; SDE, Inc. in Peterborough NH and Stenhouse Publishers in Portland ME.
- Undergraduate degree from Brandeis University and a Masters in Library Science from Simmons College.
- Alternate Library Trustee for the Peterborough Town Library. Served on the Search Committee this year, for the new Library Director.



**The most important asset
of any library goes home
at night – the library staff.**

Timothy Healy, former president, New York Public Library

Purpose of the Job Description & Performance Appraisal



- Communicate
- Communicate
- Communicate





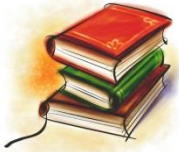
Job Description



Communicates to applicants, managers & employees:

- ➔ The essential duties/responsibilities of the job,
- ➔ The competences required,
- ➔ The educational credentials and experience needed.
- ➔ Employment conditions

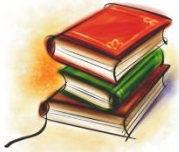
As jobs change over time, the job descriptions should be continually updated to reflect new duties and responsibilities. Once a year = best practice.



Job Description



- **DEFINE THE JOB, NOT THE CANDIDATE**
- Start by compiling a complete list of specific, recurring job tasks that would be the primary responsibility of the position. The task list may show you that the job you need to fill is actually quite different than you first imagined.
- That list is also the foundation for future [performance management](#).



Job Description- Example



- **Job Title:** Public Library Director (PLD)
- **Reports to:** Board of Library Trustees
- **Salary:** Specific, give a range, indicate “DOE”, be silent
- **General Function:** PLD serves as chief executive officer of the library, implements library policies and projects, and provides leadership in improving public library service to the community.



Job Description- Example (con't.)



Principal Activities:

1. Work with the library board; to development policy and set annual goals
2. Public Services
3. Collection Development and Technical Services
4. Supervise staff and volunteers, recommends and implements personnel policies
5. Develops and manages the library budget
6. Develops & implements policies and procedures for the library
7. Plan for the library's future
8. Advocate and promote the library
9. Manage the library facility

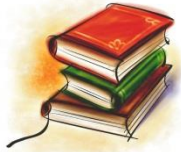


Job Description- Example (con't.)



Qualifications:

- Commitment to the mission and philosophy of public library service.
- Demonstrated ability to work effectively with library trustees, elected officials, and community groups.
- Skilled as a supervisor and motivator of library staff and volunteers.
- Excellent leadership skills.
- Strong communication and interpersonal skills.



Job Description- Example (con't.)



Education and Experience:

- M.L.S. required (preferred)
- 10 years of experience in a public library
- 5-7 years of supervisory or management experience
- Program development and implementation experience
- Experienced in creating and managing a budget.

Employment Conditions:

- Office environment
- Ability to lift boxes up to 30 lbs.
- Available nights and weekend, willing to travel periodically

YOU DO NOT HAVE TO REINVENT THE WHEEL



- Google “*Librarian Job Descriptions*” on the Internet
- Ask Town Administrator for samples
- Ask a sister Library for samples
- American Library Association www.ala.org
- NH Library Association www.nhlibrarians.org
- Society for Human Resource Management www.shrm.org



PERFORMANCE
FEEDBACK

SHOULD BE YEAR
ROUND



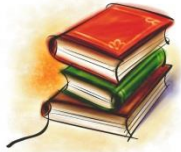
Performance Appraisal



Performance Appraisal



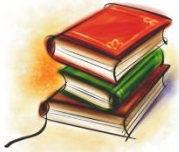
- Purpose
- Format
- Process



Performance Appraisal – WHY?



- Provide feedback overall performance.
- Establish expectations and help guide individual performance.
- Recognize achievements and positive performance.
- Address gaps/areas for improvement in performance.
- Document - create a record of the discussion.
- Establish goals for the future.
- Develop Talent.



Performance Appraisal – Year-Round



- Keep a “desk-file” on the employee throughout the year. (Computer file or paper)
- Daily, weekly or monthly basis or by incident
- Record of conversations or email communications that you’ve had that reflects:
 - ▶ positive feedback (from patrons or others)
 - ▶ areas for improvement (collection, technology)
 - ▶ performance issues (related to staff/community interaction)
- At the Annual Performance Review – there should be no surprises. Helps to provide a year-round record.



Performance Appraisal - Format



- Many formats – available on line, can use what you town or city uses. Use one from another library.
- Or use written document with no template
- Rating scale – usually 3, 4, or 5 ratings from unsatisfactory to exemplary
- Goals for upcoming year
- Assess hard-skills (teachable abilities or skill sets that are easy to quantify) and soft-skills (subjective skills that are harder to quantify)



Performance Appraisal - Format



HARD-SKILLS: (From the Job Description)

- Collection knowledge
- Public speaking skills
- Quality of board reports
- Library Programming

SOFT-SKILLS: "people skills" or "interpersonal skills," soft skills address how you relate to and interact with other people:

- Teamwork & community Interaction
- Communication
- Flexibility
- Patience
- Time management
- Motivation



Performance Appraisal - Process



- Provide specific examples of performance and/or behavior that supports your ratings.
- Focus on both “what” and “how” results were met.
- Avoid judgmental statements; focus on observed performance versus a generalized opinion. Include specific examples of performance and behavior.
- Use a professional, respectful tone and avoid inflammatory words.
- Provide a balance of positive and constructive feedback.



Performance Appraisal - Process



- Gather feedback from others who worked with the employee throughout the year. (Staff, Patrons, Town Leaders)
- Consider the entire review period. Collect documentation you have prepared during the review period.
- Assess performance relative to stated expectations or established prior years goals.
- Write your comments...set aside...come back later... review and re-write.
- Set aside specific time for the review, so the employee is prepared. Ask them for input on goals or personal development.

TWO SIDE BARS



FIRST SIDE BAR



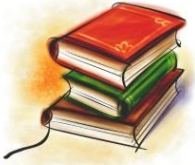


Library Trustee Job Description



The [New Hampshire Library Trustee Association](#) has outlined a list of **Library Trustee responsibilities that include:**

- To recruit, appoint, supervise and review the performance of the Library Director.
- To appoint all other employees of the Library in consultation with the Director.
- To establish, review and revise all policies, including but not limited to personnel, material selection/use and the use of the building.
- To enforce all local, state and federal laws that pertain to the Library, including Library employees and accessibility to materials and their use.
- To prepare an annual budget in consultation with the Director. To present and defend the budget to the Town Council each year.
- To determine the budget lines for expenditures and move monies from one budget line to another.
- To maintain the fine monies in a separate non-lapsing account from the operating budget and to approve all expenditures of those funds.



Library Trustee Job Description (con't)



- To provide adequate insurance to cover the building and collection materials and their replacement costs.
- To review the budget on a regular basis and approve expenditures for unforeseen circumstances
- To adopt, review and revise bylaws, rules and regulations for the Board of Trustees' own transaction of business and for the governance of the Library.
- To develop and approve the mission statement for the Library; to contribute and approve the development of short and long term goals for the Library.
- To actively participate in and contribute to the meetings and work of the board.
- To seek training opportunities for enhancing the performance of Trustee duties and responsibilities.
- To advocate for the Library and Library services in the community, the state and the nation.
- To support and abide by the [American Library Association Library Bill of Rights](#), its interpretations and the [Freedom to Read statement](#)).



Library Trustee Qualifications

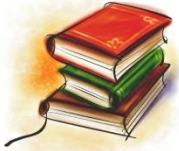


The New Hampshire Library Trustee Association has outlined qualifications for a Library Trustee that include:

- Resident of the municipality the library serves.
- Knowledge of the services provided by the Library and the commitment to its roles in the community.
- Knowledge of the community's social, educational and political structure.
- Ability to work well with others, listen effectively and plan for the future.
- Willingness to devote time and effort to the duties of trusteeship and participate with local, state and national government and Library leaders to improve Library service at all levels.

SECOND SIDE BAR

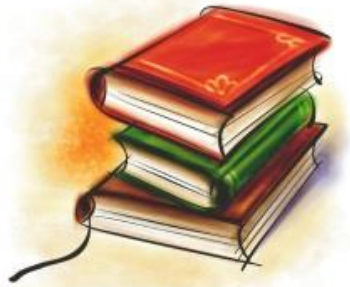




Library Director Search



- Start with Up-To-Date Job Description
- Establish a Search Committee
- Create Marketing Document
- Recruiting Distance
- Advertise (newspapers, on-line, ALA posting, email blast)
- Evaluate Candidates:
 - ✦ Screen resumes
 - ✦ Send written questions
 - ✦ Virtual Interviews
 - ✦ In-Person Group Interviews (3 finalists)
- References:

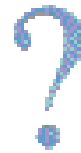


Your library is your portrait.

George Holbrook Jackson, (1874 – 1948) British journalist, writer and publisher, recognized as one of the leading bibliophiles of his time.



QUESTIONS



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Overview-The role of volunteers and interns in a public library

Presented by Karen Sheehan-Lord

Best Practices For:



- Adult volunteers–general
NH RSA 275:42 and 281-A:2
- Youth volunteers–NH RSA 276-A:5 Definitions
NH RSA 276-A:5 Certificates
- Adult volunteers–library employees
- Adult volunteers–Trustees

Best Practices For:



- Scheduling and supervision of volunteers
- Removal of volunteers from service

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PERSONNEL POLICY REVIEW

Presented by Adele Knight



A Personnel Policy spells out guidelines and expectations for both employer and employee

A Personnel Policy Should Address



- Purpose
- Employment Criteria
- Working Conditions
- Benefits and Leaves
- Compensation and Performance
- Performance Evaluation
- Conduct and Discipline

A Personnel Policy Should Address:



- Grievance Procedure
- Separation From Employment
- Employment Insurance
- Safety and Health
- Security
- Training and Development

A Personnel Policy Should Also Contain



- An Appendix with job descriptions of Director and Staff
- Receipt of Personnel Policy

OTHER.....



- Your town's Personnel Policy may be used as a guide if it is tailored to fit your library
- A Personnel Policy should be vetted by an attorney

WRAP UP



- Any further questions?
- On-line evaluation
- Thank you for attending