

## Goals and Evaluation Committee Meeting

December 16, 1985

### Minutes

Present were John Mueller and Reba Jackson, Chair. Also present were President Marshall Susler, ex officio, and Robert Dumas, City Librarian.

The meeting was called to order by Mrs. Jackson at 7:10 p.m. in the Librarian's office.

Noting that there had been general agreement by the Board on the goals for the coming year or so - the original time table having been modified, because of problems of organizing the process, to extend through a one-and-a-half year period - Mrs. Jackson brought up for discussion the following areas for discussion: Staff development, staff relations with focus on recruitment and retention of Staff, and public relations.

Mrs. Jackson noted that recent policy changes regarding funding of credit courses for Staff addressed the question of staff development. Mr. Dumas reminded that there was the additional aspect of attendance at workshops to be dealt with and that the Policy Committee would address this question again at its next meeting. A major problem exists since there is Board sentiment for encouragement of staff attendance at workshops that are not related to job skills or needs, while on the other hand there is the necessity of staffing service desks. A mechanism or system of priorities needs to be established that reconciles these two requirements. Mr. Susler felt that provision should be made for all staff to attend, not just department heads. Mr. Dumas said that there probably had been a bias in the direction of heads attending workshops, but he noted a number of exceptions. There had been however a definite administrative inclination to send staff on basis of need. He stated further that he did not feel the Staff was poorly trained. The Committee indicated they felt the Staff was in fact very well trained. On the other hand, training that would permit promotion from within was desirable. Mr. Dumas noted that because of Civil Service regulations all promotions amongst Classified Staff was from within. Amongst professional unclassified Staff, every promotion for the past twenty years had been from within the ranks. Mr. Susler raised the question of promotion from clerical to Library Assistant to professional librarian. Mr. Dumas noted that promotion from clerical ranks to assistantships was not common in libraries - perhaps because the educational requirement increased from secondary diploma to a bachelor's degree and the pursuit of the degree on a part-time basis was so protracted that it was a discouragement to most clerical workers. The Library, on the other hand, had had four assistants who pursued a Master's degree in Library Science, but, once the degree is achieved they must seek a professional position elsewhere because the DPL table of organization does not provide for employment of additional librarians.

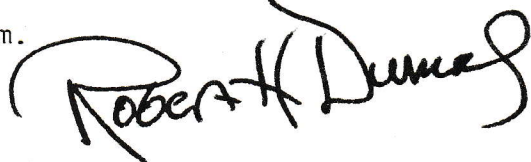
Mr. Dumas noted that the areas approved by the Board for concentration during the upcoming terms were better defined as processes and he raised the question of measurement: how will the Board or Administration know whether a goal is achieved. In concentrating on staff retention or public relations, what shall the standard be? This is the more important inasmuch as the attainment of specific goals will affect the evaluation of the Librarian's performance.

Mr. Dumas noted, for example, that the average tenure of librarians - even with the sizeable turnover of the past year - was about five years; of Library Assistants - 8.8 years; and of clerical workers - 9 years. If this is inadequate tenure, what should it be? During the past year the Library received more column inches in the local paper than the Park District, Conservation District or (if we except sports, elections, or board meetings) the School District. What shall we be striving for? Mr. Susler thought that public relations should be broader than that and should include radio/television appearances, etc. Mr. Dumas noted that one staff member gives about a dozen book reviews in the community each year, various staff members including the Librarian had made other talks to community groups or appeared on talk shows. The Golden Kiwanees, Breakfast Lion's Club, School principals have all been addressed. Mr. Seidl has appeared twice on television. Mr. Dumas has been on the WSOY noon-time talk show. Mr. Susler indicated that he was not aware of this. Mr. Dumas remarked that he had apparently not done a good job of informing the Board, but these data did not bulk large in the monthly operations and therefore he included them only in the annual report. Mrs. Jackson said that she understood that they could seem routine to Mr. Dumas, but would come as important information to a board member.

The question of measurement was discussed at some length without resolution. The Committee asked Mr. Dumas if the areas of concentration were well selected. He indicated that he thought they were and were indeed areas that he or any other administrator had to address. The problem was one of allocation of resources, particularly time. Mr. Dumas felt that output was the more critical concern that he had. The input measures that related most directly to the concerns of development of collection use, reference, and public programs were collection development and maintenance, staff supervision, and program planning. These concerns are so time consuming that ancillary concerns, the kinds generally called "administration", such as the Board had undertaken as areas of concentration must be crowded into a relatively small amount of time available. This does not mean that they are unimportant. They are important. But if they are to be used for evaluation, they must be stated in terms of goals.

There seemed to be general recognition that standards in these areas should be created. Mr. Dumas was asked to give some thought to the matter and perhaps to state other goals that could be measured. Mr. Dumas indicated that he was as much at sea as the Committee, but he would discuss the problem with his staff to see if the areas could be stated in such a way to all goals to be set or to come up with as alternate proposals.

The meeting adjourned at 8:30 p.m.

A handwritten signature in black ink that reads "Robert H. Dumas". The signature is written in a cursive style with a large, sweeping initial "R".