



www.BataviaPublicLibrary.org

MINUTES

Standing Committee on Services • Board of Trustees • Batavia Public Library District

Special Meeting

Tuesday • 5 March 2019

1. **Call to Order**

Trustee Deitchman called the meeting to order at 6:40 p.m. in the Elizabeth L. Hall Conference Room of the Batavia Public Library.

2. **Call the Roll**

Committee Members Present: Jennifer M. Culotta and Andrew R. Deitchman

Committee Members Absent: Michael E. MacKenzie

Other Trustees Present: None

Staff Members Present: Director George H. Scheetz and Joanne C. Zillman

Visitors Present: None

3. **Approve the Agenda**

Trustee Deitchman asked whether there were any changes to the agenda.

Motion by Trustee Culotta to approve the agenda, as presented. Seconded by Trustee Deitchman. All: Aye. The motion carried.

4. **Approve the Minutes:** Special Meeting, Tuesday, 5 February 2019

Trustee Deitchman asked whether there were any changes to the minutes.

Motion by Trustee Culotta to approve the minutes of the special meeting, as presented. Seconded by Trustee Deitchman. All: Aye. The motion carried.

5. **Employee Satisfaction / Engagement**

Trustee Deitchman stated that the purpose of this agenda item was to review committee assignments and a priority schema for the Speak Up! Recommendations.

Director Scheetz noted that this agenda item relates to the Director's Annual Goal Plan (2018–2019), Goal D–1: “Develop an employee satisfaction / engagement survey and analyze the results with the Standing Committee on Services by Tuesday, 2 April 2019.”

The particular element of the Action Plan for Goal D–1 stated, “Review instrument with Standing Committee on Services on Tuesday, 5 March 2019; revise as needed.”

Trustee Culotta suggested that Director Scheetz and Lisa M. Moore, the Library’s Human Resources Manager, were on the right track.

A lively discussion ensued on the following topics:—

- Definition

Employee engagement represents the levels of enthusiasm and connection employees have with their organization. It is a measure of how motivated people are to put in extra effort for their organization and a sign of how committed they are to stay there.

Most important, employee engagement is an outcome that depends on the actions of an organization, particularly the actions driven by leadership, managers, and people teams.

- Purpose

Establish a measurable means to assess, track, and take action on the state of communications, collaboration, and culture within the Batavia Public Library.

Action Plan [A WORK IN PROGRESS]:—

- *Develop survey*
- *Review by Standing Committee on Services (Tuesday, 5 March 2019); revise as needed*
- *Conduct survey*
- *Review results by Standing Committee on Services; assess changes and trends*
- *[TENTATIVE] Organize “people development team” composed of a cross-section of employees to assess results and recommend action steps*
- *[TENTATIVE] Communicate results and actions to employees*

In response to a question from Trustee Culotta, discussion followed on how (in particular) the results of the survey would be used.

There was no consensus on the tentative elements of the Action Plan, nor whether the results would be used (by the Trustees) to inform the Library Director’s performance appraisal or (by Director Scheetz) to inform his direct reports’ performance appraisals.

- Issues

- *Most such surveys are **confidential** but not **anonymous**.*

Such surveys can generate concern and skepticism regarding confidentiality. One way to combat skepticism is to not only emphasize the confidentiality of the survey, but to address concerns that demographic information about respondents will not be used to connect replies to specific employees.

- *It is important to connect responses to specific departments; however, some departments—in particular, Administration Services, Electronic Services, Facilities Services, and Promotional Services—are quite small (1–3 employees), which increases concerns in relation to confidentiality.*

How do we gather meaningful results while protecting employee's confidentiality?

— *Employee Engagement vs. Employee Satisfaction*

There was no consensus on whether the primary focus of the survey should be employee engagement, employee satisfaction, or elements of both.

The consensus of the Committee supported the Human Resources Manager coordinating the survey and evaluating the results.

- **Survey Format**

Each question is a statement; for example, "I am proud to work for the Batavia Public Library." Each statement is phrased to identify the ideal state, which removes ambiguity in answering each question.

The respondent chooses from a scale of agreement, known as a Likert scale, with the following options:—

- *Strongly Disagree*
- *Disagree*
- *Neither Agree nor Disagree*
- *Agree*
- *Strongly Agree*

A consistent scale will enable people to respond more easily; the familiarity of the scale takes away some of the stress of answering survey questions.

It is important to have levels of agreement rather than a number-based scale, because different people tend to interpret a numerical scale differently.

Each question has a field to collect open-text responses, which provides an opportunity for qualitative feedback from employees.

Finally, at the end of the survey, it is appropriate to include some questions designed to solicit open-ended feedback. The value of such free-text questions is that they provide additional qualitative data in addition to the quantitative data provided by the scale-based questions.

- **Survey**

Director Scheetz presented three sets of questions and noted that his intent was to use the best elements of each survey to create a set of 20 questions for the Committee's review. To that end, he solicited comments from the Trustees.

Joanne C. Zillman expressed support for the third set of questions, which she suggested focused more on the overall culture of the organization.

The consensus of the Committee was to consolidate the three sets of questions in order to produce a survey of 20–25 questions, with up to five designed for open-text responses for review by the Standing Committee on Services at its next meeting.

6. **Recommendations from Speak Up! Community Engagement Initiative**

Trustee Deitchman stated that the purpose of this agenda item was to review committee assignments and a priority schema for the Speak Up! Recommendations.

Director Scheetz noted that this agenda item relates to the Director’s Annual Goal Plan (2018–2019), Goal E–1: “In collaboration with selected direct reports and appropriate committees of the Board of Library Trustees, establish priorities and develop action plans in support of the “Recommendations to the Board of Library Trustees” (“Speak Up! Recommendations”) that resulted from the Speak Up! Community Engagement Initiative.”

The particular element of the Action Plan for Goal E–1 stated, “Recommend committee assignments and a priority schema to the Standing Committee on Services for review (and recommendation to the Board of Library Trustees) on Tuesday, 5 March 2019.”

Discussion ensued on the proposed priority schema and committee assignments.

The Committee expressed its support for the priority schema.

The consensus of the Committee accepted the proposed committee assignments.

Director Scheetz then presented a new recommendation for the Action Plan, as follows:—

Incorporate the Speak Up! Recommendations into the Strategic Plan as Objectives / Projects in support of the various Goals and continue to develop (and carry out) Action Plans for each Recommendation (Objective / Project)

Goal 1—To provide quality and community-focused collections, services, and programs

Goal 2—To provide a welcoming and comfortable destination

Goal 3—To provide a well-run library

In support of his recommendation, Director Scheetz reported that the primary Objective / Project for Year 3 (2017–2018) of the Strategic Plan was the Speak Up! Community Engagement Initiative, which served as a de facto strategic planning process and resulted in a series of 13 recommendations, which were presented to the Board in June 2018.

By consensus of the Trustees, the only Objective / Project, per se, for Year 4 (2018–2019) was the Referendum 2018 campaign.

Since the successful conclusion of the referendum campaign, the Library has more-or-less unwittingly begun to interpret the Step Up! Recommendations as a de facto strategic plan. However, in its current Strategic Plan, the Library has a well-established review process in place, which includes Action Teams for each goal; each Action Team includes one Trustee.

By merging the two initiatives and incorporating the Speak Up! Recommendations into the Strategic Plan—perhaps as the basis for Year 5 (2019–2020)—the Library could take advantage of its well-established review process (in the Strategic Plan) and simplify the overall planning process (for greater efficiency and economy of scale) while respecting and appropriately following up on the work that went into both the Strategic Plan and the Speak Up! Community Engagement Initiative. Discussion followed.

The consensus of the Committee supported the proposal to incorporate the Speak Up! Recommendation into the Goals identified in the Strategic Plan.

Director Scheetz will incorporate Speak Up! Recommendations into the Strategic Plan for review by the Standing Committee on Services at its next meeting.

7. **Future Agenda Items**

- Appropriate Staffing Levels: Annual Goal Plan (2018-2019): Goal E-3
- Policy on Reimbursement of Employee Expenses (pursuant to 820 ILCS 115 / 9.5)
- Policy on Leave of Absence without Pay
- Policy on a Safe and Healthful Workplace
- Review Cycle for Library Policies: Strategic Plan (2017-2018): Objective / Project 4

Director Scheetz provided background information on the following three items, which currently are not high priority issues, and noted that he would remove them from future agendas.

- Bylaws of the Board of Library Trustees
- Policy on Public Participation at Meetings, Media Relations, and Other Communications
- Policy on Calls for Action

8. **Comments from the Committee**

There were no additional comments from the Committee.

9. **Next Meetings or Events**

- Daylight Saving Time Begins at 2:00 a.m. (2nd Sunday in March), Sunday, 10 March 2019*
- Freedom of Information Day, Saturday, 16 March 2018 — annual event on or near March 16, the birthday of James Madison, who is widely regarded as the Father of the Constitution and the foremost advocate for openness in government*
- Trivia Bee for Literacy, Saturday, 16 March 2018, 9:00 a.m.–12:00 noon, FONA International Inc.*
- Board of Library Trustees (Regular Meeting), Tuesday, 19 March 2019, 7:00 p.m., Elizabeth L. Hall Conference Room, Batavia Public Library*
- Consolidated Election, Tuesday, 2 April 2019*
- Standing Committee on Services, Tuesday, 2 April 2019, 6:30 PM, Elizabeth L. Hall Conference Room, Batavia Public Library*
- 137th Anniversary of the Board of Library Trustees of the Batavia Public Library (4 April 1882–2019), Thursday, 4 April 2019*
- 138th Anniversary of the Batavia Public Library (5 April 1881–2019), Friday, 5 April 2019*
- National Library Week (62nd Annual Observance, 1958–2019), Sunday–Saturday, 7–13 April 2019 — to celebrate libraries and librarians and the pleasures and importance of reading, and invite library use and support — 2019 Theme: Libraries = Strong Communities*
- National Drop Everything and Read (D.E.A.R.) Day, Friday, 12 April 2019 — annual celebration on April 12, the birthday of Beverly Cleary—who wrote about D.E.A.R. in Ramona Quimby, Age 8—to remind and encourage families to make reading together on a*

daily basis a family priority [Note: The sponsors decided to “drop” the “day” and now promote D.E.A.R. as a month-long event in April.]

k. Board of Library Trustees (Regular Meeting), Tuesday, 16 April 2019, 7:00 p.m., Elizabeth L. Hall Conference Room, Batavia Public Library

l. Good Friday, Friday, 19 April 2019, Library Open [I]

m. Easter, Sunday, 21 April 2019, Library Closed

10. **Adjournment**

Motion by Trustee Culotta to adjourn the special meeting. Seconded by Trustee Deitchman. All: Aye. The motion carried.

Trustee Deitchman declared the meeting adjourned at 7:30 p.m.

Respectfully submitted,

George H. Scheetz
Director