

**PERSONNEL COMMITTEE**  
**Wednesday--September 22nd, 2021**  
**1:30 p.m.**  
**via Zoom**

<https://us06web.zoom.us/j/88528622454>

Members: Dale Parus (Chair), Kelly Richards, Peggy Hemerling, John McNaughton

Staff: Carol Dawe

**AGENDA**

- I. CALL TO ORDER
- II. APPROVAL OF AGENDA (m) PAGE 1
- III. APPROVAL OF MINUTES- September 1, 2021 (m) PAGE 2
- IV. NEW BUSINESS
  - A. Director's Evaluation
    - 1. 2020 Calendar Year (Composite Responses) (i) PAGES 3-5
    - 2. 2020-2021 Cooperative Director's Evaluation (i) PAGES 6-11
    - 3. Next Steps
  - B. Next Meeting Date
  - C. Adjournment

**LAKELAND LIBRARY COOPERATIVE  
PERSONNEL COMMITTEE MINUTES – Unofficial  
Wednesday, September 1<sup>st</sup>, 2021 at 10:00 a.m.  
Via Zoom**

Present: Dale Parus (Chair), Kelly Richards (MADL), Peggy Hemerling (Hastings), John McNaughton (Grand Rapids), and Carol Dawe (Lakeland)

- 1) **CALL TO ORDER AND ROLL CALL:** *The meeting was called to order at 10:14 p.m. by Dale Parus. Kelly Richards arrived at 10:30 a.m.*
- 2) **APPROVAL OF AGENDA:** *Hemerling moved, supported by McNaughton to approve the agenda as presented - motion carried.*
- 3) **APPROVAL OF MINUTES:** *Hemerling moved, supported by McNaughton to approve the Personnel Committee minutes from 12/2/2020 as presented – motion carried.*
- 4) **NEW BUSINESS:**
  - a) *The LLC Employment Handbook 2021 was reviewed by the board. There was robust discussion in regards to the probationary period, donated paid sick leave, substance abuse and the social network policies. Hemerling moved, supported by McNaughton to forward the handbook to the full board with the recommended changes. Motion carried.*
  - b) *Staffing: The New Staffing Chart with Salary Ranges was reviewed. There was agreement that this schedule was a starting point and should be reviewed every year. There was also agreement that the job descriptions for the two new staffing positions: Cataloging Specialist 2 and Digital Content Specialist 1 will provide tremendous added value to the services provided to the member libraries.*
- 5) **NEXT MEETING:** *The committee will meet on Wednesday, September 22<sup>nd</sup> at 1:30 p.m. to prepare for the Cooperative Director's review. Dawe will provide the updated instrument and information for the current year and next year in terms of accomplishments, goals and objectives.*
- 6) **ADJOURNMENT:** *There was a motion to adjourn at 11:09 a.m.*

**Respectfully Submitted,**

Carol Dawe  
Lakeland Cooperative Director

# Lakeland Library Cooperative Director Evaluation

## 2020 Calendar Year COMPOSITE (5 Responses)

Section 1: Overarching Goals					
Description of Goal	Exceeded Expectations	Met Expectations	Needs Improvement		
Goal 1: Governance: The director will work with the Cooperative Board, Advisory Council, staff and members to improve committee and governance structure, remove geographical barriers and focus on cooperation, commonalities and constructive input and feedback. Revising policies, bylaws and other documents and strengthening the relationship between the member libraries, council and staff is essential in the process.	3	2			
Goal 2: Technology: The director will work with both councils, staff and the member libraries to provide best practices and meet needs and expectations in terms of in-person and remote staff training, e-resources and patron access services and portals and tutorials for patrons.	3	2			
Goal 3: Advocacy: The director will work with the cooperative board, the Michigan Cooperative Director's Association, the Library of Michigan, Michigan Library Association and other stakeholders to raise our profile in the community and to raise awareness among our members and their representatives on important issues such as 3 <sup>rd</sup> grade literacy, adult literacy, state aid and penal fines.	4	1			
Goal 4: The LLC ILS: The director will work with the ILS council, ILS staff and member libraries to implement the plan over the next 3 years.	3	2			
<b>Comments:</b>					
<ul style="list-style-type: none"> <li>Accomplishing Goals 2, 3 &amp; 4 took precedence during this unusual year. The amount of progress accomplished in these areas was exemplary. Goal 1, Governance, needs further work, but the area was addressed sufficiently, taking into account how the COVID-19 concerns made 2020 such a trying year.</li> <li>Great things have been happening. Goals and committees have been redefined to shorten the length of time that decisions are made.</li> </ul>					
Section 2: Leadership					
Please rate the Executive Directors mastery of modeling core values and mission, vision, continuous improvement, empowering others, and community leadership.	Exceptional	Good	Improvement Needed	Unacceptable	Don't Know
<b>Modeling Core Values:</b>					
<ul style="list-style-type: none"> <li>Clearly articulates and models the organization's values and mission to the staff, board, member libraries and the community. Works to raise awareness of library related issues</li> </ul>	5				
<ul style="list-style-type: none"> <li>Leads staff in maintaining a climate of excellence, accountability and respect</li> </ul>	4	1			
<b>Vision:</b>					
<ul style="list-style-type: none"> <li>Shares her vision for Lakeland Library Cooperative and inspires thinking and action in others consistent with the mission</li> </ul>	5				
<b>Continuous Improvement:</b>					
<ul style="list-style-type: none"> <li>Seeks, evaluates and acts upon opportunities for innovation to change, grow and improve</li> </ul>	5				

<b>Empowering Others:</b>	5				
<ul style="list-style-type: none"> <li>Empowers the board and staff through sharing information and authority. Communicates well in various mediums.</li> </ul>					
<ul style="list-style-type: none"> <li>Inspires others by recognizing and appreciating individual excellence across the organization</li> </ul>	4	1			
<b>Leadership Comments:</b>					
<ul style="list-style-type: none"> <li>Carol's guidance is leading the entire LLC organization to better outcomes.</li> <li>I enjoy her leadership style!</li> <li>I have great appreciation for Carol's leadership in all areas, whether it's with the Board, LLC staff or member libraries. She helps keep us moving forward, doing it with passion, wisdom and humor. Thank you for your leadership!</li> </ul>					
<b>Section 3: Management Performance</b>					
Please rate the Executive Directors performance in the following management areas of human resources, financial, philanthropy/fund development and governance:	Exceptional	Good	Needs Improvement	Unacceptable	Don't Know
<b>Human Resources:</b>					
<ul style="list-style-type: none"> <li>Recruits, develops and retains a capable staff and manages its performance effectively through clear job descriptions, periodic feedback, training, and performance reviews</li> </ul>	3	1			1
<b>Finance:</b>					
<ul style="list-style-type: none"> <li>Works with the staff, finance committee and the board to prepare budgets, monitor progress, and initiate changes (to operations and/or to budgets), as appropriate</li> </ul>	4	1			
<ul style="list-style-type: none"> <li>Assures adequate control and accounting of all funds, including maintaining sound financial practices, and complying with all laws</li> </ul>	5				
<b>Governance:</b>					
<ul style="list-style-type: none"> <li>Works with the board to develop strategies for achieving the mission, goals and financial viability of the organization</li> </ul>	4	1			
<ul style="list-style-type: none"> <li>Provides suitable and timely information to the board about key issues for discussion, analysis and decision making that allows the board to set the agenda and focus of meetings</li> </ul>	5				
<ul style="list-style-type: none"> <li>Understands and works to streamline committee and council processes for more timely action</li> </ul>	4	1			
<b>Technology:</b>					
<ul style="list-style-type: none"> <li>Researches, presents and implements technologies that are appropriate to cooperative. Assists member libraries in understanding and moving forward with technology</li> </ul>	4	1			
<b>Comments:</b>					

Really works to see that the libraries have the best work tools to do their jobs and patrons have the best services.

#### Section 4: Goals for the next review period

Goal 1	<ul style="list-style-type: none"> <li>Complete the overhaul of the LLC Website</li> <li>Improve the look and functionality of the LLC website</li> </ul>
Goal 2	<ul style="list-style-type: none"> <li>Start the Strategic Planning Process</li> </ul>
Goal 3	<ul style="list-style-type: none"> <li>Expand Regional Training opportunities in tandem with new technology rollouts</li> </ul>
Goal 4	<ul style="list-style-type: none"> <li>Explore more “out of the box” approaches to conferences and training for herself and staff if budget allows</li> </ul>

#### Comments:

- The goals provided by Carol Dawe for discussion at the Personnel Committee level provide a sufficient platform to work towards in 2021 (see attached)
- The 2020-2021 Goals for discussion with Personnel Committee are sufficient

#### Other Comments:

- LLC has made great forward strides under Carol's leadership, which had not been the case before her arrival. . An excellent example of her ability to find an adept solution to a concern was finding a way to mesh the shared system with the two standalone systems of KDL and GRPL. This will create cohesion within the cooperative and is an excellent example of her political acumen.
- When you give someone high marks in almost every category it seems either a lazy approach or one where the reviewer is attempting to avoid conflict, neither are true in this case. I also don't believe in throwing an occasional negative review just to keep the person on their toes or give them “something to aim for”. I gave these high marks because they were earned. In this time of COVID it was particularly challenging to reach all of the goals in her list and I'm impressed she managed to tackle most of them anyway even during the peak of absolute chaos that erupted in our organizations over this last year. She is easy to work with and stands her ground when needed. We are lucky she is leading the LLC.
- Carol has brought a great wealth of knowledge and experience to Lakeland that we needed. She is very industrious, straight forward, forward thinking, in command of the necessary knowledge needed to help/assist large library systems/directors.
- I appreciate the participation in this process. Carol has done an outstanding job. Thank you Carol for all you do!

**Lakeland Library Cooperative  
Director Evaluation  
October 1<sup>st</sup>, 2020 through September 30<sup>th</sup>, 2021**

**Section 1: Cooperative Director  
Comments on Overarching Goals  
from the LLC Board**  
  
*for 2020-21 from previous 2020  
evaluation (inserted here for clarity)*

Description of Goal: **Green-Complete, Red, Incomplete, Brown-ongoing and Yellow-Completed soon**

**Goal 1: Complete the overhaul of the LLC Website**

Improve the look and functionality of the LLC website: Website should roll out in October or November at the latest in time for the ARPA grant. Thom Riley and I worked on this together as equal partners. I wanted to make sure we served the member libraries best so we enlisted the help of Local Hop which several other Coops are using in lieu of an in-house approach.

**Goal 2: Start the Strategic Planning Process: I did not address this goal. I am going to help several libraries with strategic planning as well. Please see my attached goals for more information.**

**Goal 3: Expand Regional Training opportunities in tandem with new technology rollouts: We did a lot of this on Zoom with mixed results but over all the Bibliocore and Capira rollouts were successful and the LLC Team learned the meaning of fast and hard deadlines as did the member library staff members. We will continue to focus on training. Sheryl is going to make this a focus for 21-22. Thom will visit each library and made visits during Covid, dropped off equipment and provided Zoom links day and night!**

**Goal 4: Explore more "out of the box" approaches to conferences and training for herself and staff if budget allows—I will be attending Think Space on EDI in December through October 22. I did a lot of Zoom sessions as well on de-seclation, library in the age of Covid, MIOSHA, LM, Foster Swift, MLA etc. Was asked to serve on an ad-hoc committee to create better director programs with Kelly Richards, Debbie Mikula etc.**

Comments: PLEASE SEE ATTACHED SHEET WITH ADDITIONAL 2020-2021 GOALS and updated notes from Cooperative Director.

**The following sections should be  
filled out by the Board/Advisory**

## Section 2: Leadership for 2020-2021

Please rate the Executive Directors mastery of modeling core values and mission, vision, continuous improvement, empowering others, and community leadership.	Exceptional	Good	Needs Improvement	Unacceptable	Don't Know
<b>Modeling Core Values:</b> <ul style="list-style-type: none"> <li>Clearly articulates and models the organization's values and mission to the staff, board, member libraries and the community. Works to raise awareness of library related issues</li> </ul>					
<ul style="list-style-type: none"> <li>Leads staff in maintaining a climate of excellence, accountability and respect</li> </ul>					
<b>Vision:</b> <ul style="list-style-type: none"> <li>Shares her vision for Lakeland Library Cooperative and inspires thinking and action in others consistent with the mission</li> </ul>					
<b>Continuous Improvement:</b> <ul style="list-style-type: none"> <li>Seeks, evaluates and acts upon opportunities for innovation to change, grow and improve</li> </ul>					

Empowering Others:	Exceptional	Good	Needs Improvement	Unacceptable	Don't Know
<ul style="list-style-type: none"> <li>Empowers the board and staff through sharing information and authority. Communicates well in various mediums.</li> </ul>					
<ul style="list-style-type: none"> <li>Inspires others by recognizing and appreciating individual excellence across the organization</li> </ul>					

Comments:

### Section 3: Management Performance for 2020-2021

Please rate the Executive Directors performance in the following management areas of human resources, financial, philanthropy/fund development and governance:	Exceptional	Good	Needs Improvement	Unacceptable
<b>Human Resources:</b> <ul style="list-style-type: none"> <li>Recruits, develops and retains a capable staff and manages its performance effectively through clear job descriptions, periodic feedback, training, and performance reviews</li> </ul>				
<b>Finance:</b> <ul style="list-style-type: none"> <li>Works with the staff, finance committee and the board to prepare budgets, monitor progress, and initiate changes (to operations and/or budgets), as appropriate</li> </ul>				
<ul style="list-style-type: none"> <li>Assures adequate control and accounting of all funds, including maintaining sound financial practices, and complying with all laws</li> </ul>				
<b>Governance:</b> <ul style="list-style-type: none"> <li>Works with the board to develop strategies for achieving the mission, goals and financial viability of the organization</li> </ul>				
<ul style="list-style-type: none"> <li>Provides suitable and timely information to the board about key issues for discussion, analysis and decision making that allows the board to set the agenda and focus of meetings</li> </ul>				
<ul style="list-style-type: none"> <li>Understands and works to streamline committee and council processes for more timely action</li> </ul>				
<b>Technology:</b> <ul style="list-style-type: none"> <li>Researches, presents and implements technologies that are appropriate to cooperative. Assists member libraries in understanding and moving forward with technology</li> </ul>				
Comments:				

**Section 4: Cooperative Director's Goals for  
the next review period: 2021-2022**

<b>Goal 1</b>	Complete revision of Bylaws and Plan of Service and reorganize governance of board and council. It is my intention to have a first review of the bylaws and plan of service ready for the committee (Kooiker and Richards by the end of November. I am almost finished with the plan of service. By laws are 50% complete. The Council is stronger than ever and the board very cohesive. We actually had a contested board election for the first time in many years.
<b>Goal 2</b>	Continue to manage LLC staff and the organization. Transition with new staff and implement new HR manual. The Employee Handbook has been approved and rolled out to LLC staff. We have created two new positions and revamped the cataloging position and will start the hiring process in mid-October
<b>Goal 3</b>	ARPA Digital Capacity Grant: If awarded, this will take considerable staff time to provide 1.1 million dollars in digital content to all participating public libraries in Michigan. We will also have to help LLC libraries with the ARPA Technology Capacity grant too.
<b>Goal 4</b>	Strategic Planning: Several libraries are interest in strategic planning and I hope to incorporate their needs with ours. I would like to discuss this with the board since this may have to be pushed to 22/23.
<p><b>Other Cooperative Director Comments:</b> I would like to improve the quality of my written documents, presentations, etc. and managing of dates and scheduling. Hiring the two digital content specialists should free up a lot of my time.</p> <p>Please see attached document referenced above for other ongoing goals/projects etc.</p>	
<b>Board/Advisory Comments:</b>	

Additional Goals presented to Personnel Committee for 2020-2021 and updated notes by Cooperative Director

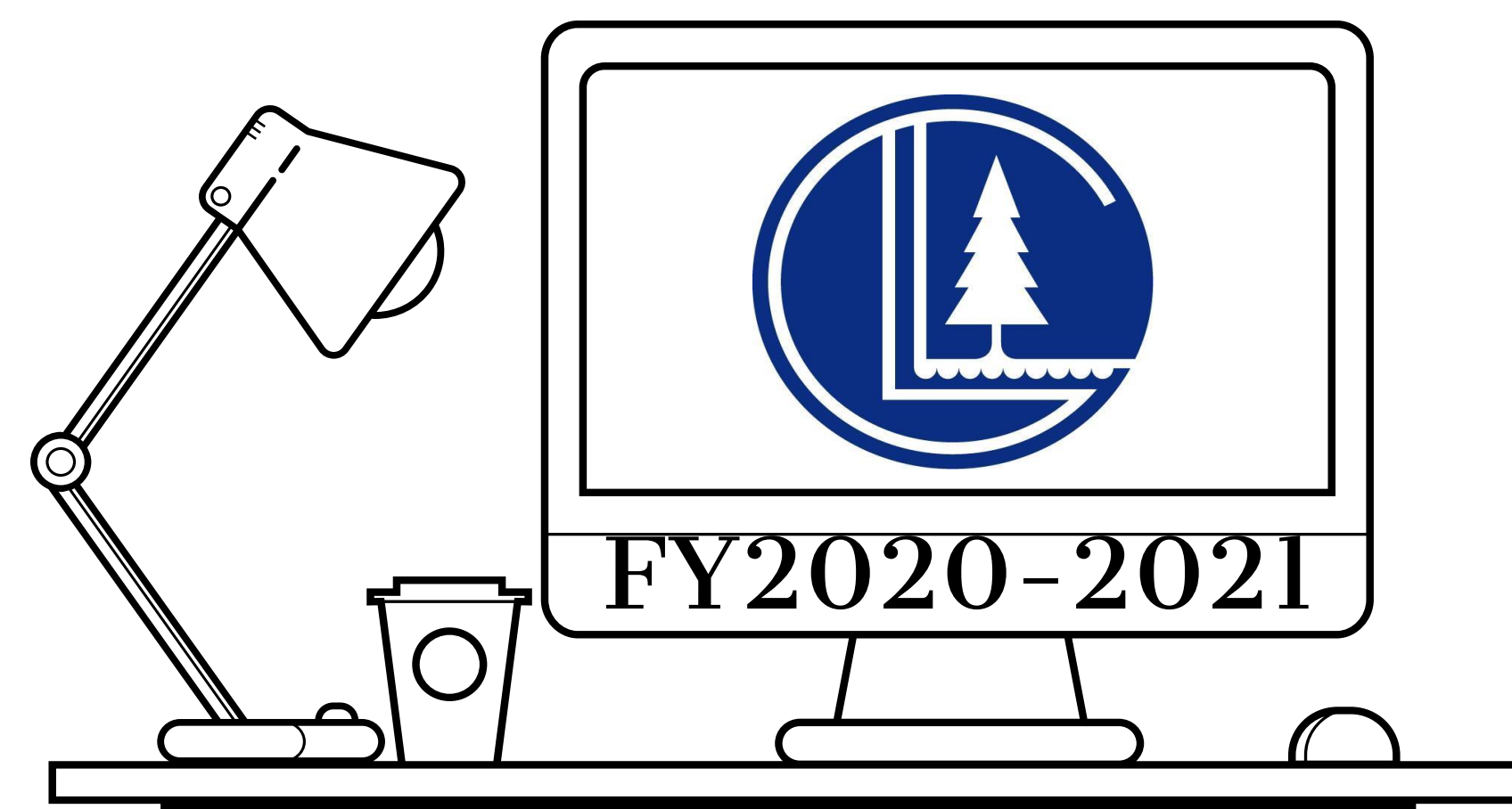
**Green** is complete      **Yellow:** completed soon      **Brown:** Ongoing      **Red:** Not started

Text underlined = new comment 9/21

- **Technology Initiatives**
  - **Finish Capira Implementation-Sheryl did great in spite of Covid-slowing this down.**
  - **Implement Bibliocore by September-Met all our deadlines. Roll out was June 1st.**
  - **Improvements to LLC Website-by November**
  - Ongoing improvements for the ILS and Reporting, including EZ Proxy and new website access
  - Continue to explore new technology options-Patron Point will begin in 10/21, EZ Proxy, downloading digital records into ILS, Hired Nick Heimler for back-up assistance.
- **Training Initiatives for Directors, Trustees and Cooperative Director**
  - Establish regularly schedules training opportunities for directors-mental health issues, Covid sharing sessions. I also did one on ones with 36 out of 42 directors about critical issues. I established a mentor program for 10-12 new directors and created a bi-monthly meeting for them as a group too.
  - Continue to work with Continue Education Committee-See attached report
  - Develop and offer Trustee training through visits to member libraries: Worked directly with the boards at Hesperia, Coopersville, Sparta, Salem, White Cloud, Henika and Flat River on hiring a director. Provided documentation for Tamarack. Counseled Allendale Township Staff on their director searches too. I also did board development with Coopersville (Employee manual), Dorr (OMA, FOIA, Board and Director Roles), Zeeland (LLC Overview)
- **Governance Initiatives: Meeting the needs of individual libraries and yet making sure we are meeting the needs of the board and councils as a whole. (See above)**
  - **Governance, Bylaws and Plan of Service Rewrites: First drafts to Board by November 31st.**
  - **Non-Resident Card Initiatives with Ad hoc committee-Completed, including use of LLC cards b y KDL. This was the definition of a group effort!**
- **Advocacy Initiatives**
  - **COVID-19-Purchased Foster Swift Preparedness plans for all 42. Provided ongoing guidance, updates, PEP, etc.**
  - **MCDA and Collaborating Partners initiatives: ARPA grant and secretary of MCDA**
  - **Grant Opportunities: ARPA Grant for Digital Content. Application was Completed on time and award is pending.**
  - Keep membership aware of current advocacy issues: COVID, ARPA, Mental Health, Budget, Penal Fines,

Cooperative Director: Compensation:

FY20-21: Salary 102,010 and 8% in MERS Defined Contribution. (We budgeted 2-3% with 1% (9% total) increase in MERS.



# workshops

Mindful Stress Resilience: Riding the COVID Coaster 11/16/2020

Adverse Childhood Experiences (ACES) 4/16/2021

Friendraising vs Fundraising: Development Strategies for Every Library 1/08/2021

Social Services Strategies and Tips 1/29/2021

Summer Reading Workshop: Tails and Tales\*

*\*planned by Youth Services and funded through LLC CE budget*

11/20/2020

The focus was on high-quality, timely capacity building opportunities in a format that allowed library staff to gain vital information and support as they sought to serve their respective communities during an extremely challenging time.

213  
participants

**Lakeland Library**  
Continuing Education Committee Report  
**Cooperative**