

November 14, 1974

Minutes of the special meeting of the Board of Directors of Skokie Public Library held November 14, 1974, at 6:00 p. m. , in the Library.

Members present: Walter Flintrup, Diana Hunter, Shirley Merritt, Richard Telingator, John Wozniak and Rabbi Karl Weiner, Miss Mary Radmacher, Chief Librarian.

Also present: Dr. Ronald Miller, Ph. D.

Rabbi Weiner presided and explained the special meeting was called to hear and discuss the report from Dr. Miller on the Personnel Administration Audit.

Dr. Miller stated his intention to go into the report and pick out those elements of the policy or procedural material that he recommends for revision. Other items are of a housekeeping developmental nature. He reviewed the report page by page, as follows.

Page 1, Equal Opportunity and Affirmative Action.

Based upon a review of the characteristics of the work force there are a few blacks in the custodial area and no Latin employees. This is the basis for recommendation to increase reach-out programs by advertising in the newspaper to reach Negroes and Latinos in the Evanston area. On page 2 the recommendation is that an affirmative action program should be initiated as soon as possible. Miss Radmacher plans to attend an Affirmative Action Seminar being held by ALA that should give enough information to set up such a program. Dr. Miller stated this institution is not of a size to need or pay a professional to do this and should be able to formulate its own program from the right type of material. This should enable the Library to increase minority enrollment.

Page 3, Employment Types.

The basic changes here are the creation of a new category called casual employee. Part-time should be broken up into two groups - those that work 20 or more hours and those under. Those working 20 hours or more do not have a limited amount of benefits and this should be considered. The temporary employee type needs to

be more completely identified.

Page 5, Staffing: Recruitment

In recruitment, need to develop what is normally from within. Dr. Miller did not know the Board's thinking whether it wishes to give promotion from within, but wanted to point the need to develop a personnel policy concerning promotion from within and job posting. External recruiting should be done to attract applicants from the minority groups.

Page 6, Staffing: Selection

These are a number of housekeeping items not necessary to discuss.

Pages 7, 8 and 9, Staffing

These pages concern matters which Dr. Miller has gone over with Miss Radmacher. Reference was made to paragraph 6 on page 7 referring to the intent to free the Chief Librarian by permitting decisions to be made by department heads rather than the Chief Librarian. Miss Radmacher was asked if she has been doing this. Dr. Miller replied by stating he was inferring that if the Library is going to develop a true managerial effect this should be done but it is at the discretion of the Chief Librarian to make the final decision as to what decisions can or cannot be made by department heads. It is possible that some department heads are not strong enough. The opinion was expressed that this would fit into the idea of having a move up policy and any institution has to develop a management in depth. Dr. Miller expressed his opinion that he would assume there are some positions in which the Chief Librarian does not perform to much value even in interviewing. If right kind of department heads, the Chief Librarian should not have to .

Page 10 - Personnel forecasting and planning.

Dr. Miller said if the Board is going to fulfill its obligations in the planning function, it needs to have input from the Chief Librarian on which budgets are based. He identified the types of information which would serve the Board's interest when it comes to budget formulation. Much of the information needed can be gotten from the Village and others are strictly internally generated.

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Page 11, Compensation Administration: Job classification and pay structure

These are some of the highest priority recommendations. They deal with matters which are currently being developed by the Chief Librarian. The recommendation is to continue these efforts. There is an absolute need for current job descriptions which contain job specifications. These should designate whether exempt or non-exempt regarding overtime requirements. Items 3, 4, 5, and 6 relate to the pay structure for clerical employees, professional, custodial and administrative. Suggest these four should be stabilized with their own income structure involved. This is where to develop the management area on the same pay scale as professional. Circulation Department has a fairly low salary as compared with other department heads. What is already set up should be examined for its relevancy and also to create a specific pay structure for custodial and security personnel. The professional pay scale should be reviewed and updated, and should be revised by dropping professional pay grades and by creating parallel, inter-related salary improvement tracks.

Seven and eight are related to policies of procedure which would permit the Board and Library of upgrading the pay structure for limits of pay structure for clerical and professionals. There is a paper structure. Is what you have now what you want? It does not include administrative and custodial.

Recommendation 9 is something that concerns Dr. Miller greatly. Before any recruitment or promotional activities are initiated, up-to-date job descriptions should be available.

Page 13, Salary Adjustments

Although Dr. Miller refers to merit salary increases they are really automatic salary increases. For the staff and size and condition of the Library these automatic increases are appropriate. The Board is not in the position to be willing to spend money and time to create a performance appraisal. If you have employees who are performing inadequately then you must turn to disciplinary procedure to deal with that. If an employee is not performing to normal standards of the job, this should be dealt with. To have a merit system must have an appraisal and the budget would not allow this. Mr. Flintrup asked if Dr. Miller envisioned 1, 2, 3, 4, and 5 steps within a job classification and after reaching the top does the employee cease any automatic increases in

salary? What incentive does he have to stay and does this become a Board decision to review? What procedures would be done? Dr. Miller replied that the step should be related to the learning curve. Going from the minimum to maximum should be to a reflection of the individual to do the job. When hired an employee cannot do a maximum job, but when the individual reaches the normal performance his pay should be at the maximum rate. Further salary increases would, therefore, be confined to cost of living and/or general percentage wage increases which would be given across the Board. If the individual needs to have a further increase in the position, this should be dealt with by the individual being promoted to a higher job. Question asked if the employee is aware of the ceiling on his job? Answer was that he believes every employee is aware there is a maximum and most are at the maximum or other rate. Now they either get promoted or get a general wage increase. The danger, of course is to try to regrade the job to get them more money. The job should be worth a certain amount of money and that is it. Question asked if the individual is dissatisfied what are they going to do to get more money? Answer, if the individual is not willing to make that effort to grow then the individual must accept the maximum. Dr. Wozniak asked what evaluation procedures are in existence now, formal or informal. None, except for pages - they have a creditable rating of performance.

Dr. Miller asked if a person falls down is some record made? What he proposes is a critical incident situation. If a job is ~~not done very well~~ then you should have a critical incident statement that is outside of the disciplinary procedure of early warning, written warning and dismissal. In this way if an employee asks why he was not considered for promotion, in evaluating a performance you have something to turn to. Also, Dr. Miller recommended there should be some effort to train management and develop a system.

Page 14, Hours of Work.

All of these points are housekeeping points with the exception of point No. 5. Currently there is a monthly pay given. The wage level that most of the employees are on, from month to month is a long period. Dr. Miller recommended a bi-weekly pay. Consensus of the Board it would be good for the morale to pay twice a month.

Dr. Miller also recommended limiting the split-shifts. The Library should not

have them and the best defense is to prohibit them.

Page 15, Overtime and Premium Pay

It is necessary to differentiate between part-time and full time. In the spring the Fair Labor Standards Act was extended to endorse local government communities. The overtime provision which is dealt with in this report as stated in the law is for non-exempt employees - you can do whatever you wish for other overtime. Non-exempt employees you must pay 1-1/2 time or compensatory time for time over 40 hours.

Page 16 § Overtime and Premium Pay - continued

Paragraph 2 refers to the tradition the Library has to automatically pay overtime for Sunday regardless of the number of hours worked during the employee's regular work week. This is against the institution's interest. Dr. Miller suggested shifting away from automatic time and a half for Sunday to payment for any time over 40 hours per week. Some libraries spell this out as part of the recruitment. The full time employees would qualify for the overtime. ~~What this is going to prevent are those~~ situations of inequity where someone works less than 37-1/2 hours and then gets time and a half for Sunday? Dr. Miller said culturally the country is set up for Sunday as a family day. There was discussion of whether it is possible to change the days of the week the Library is open to offset the Sunday hours. Question was asked if the Library had to guarantee overtime to get the employees to work Sunday? Miss Radmacher explained the Board's action at the time of starting Sunday hours and that this was set up after gathering material from all NSLS member libraries. At present working overtime is the employee's choice. This should be restructured so that a reasonable amount of overtime can be expected of every employee. Question asked if libraries can afford to do this. Miss Radmacher said it has been presented to new employees that we have a 37-1/2 hour work week, 5 day week and they have a responsibility to work one out of every three or four Sundays but they will receive time and a half and will be paid 4-1/2 hours for three hours of work on that Sunday. It was noted the problem is how to deal with the people. The staff had to be weaned away from a closed Sunday to an open Sunday and told they would be paid time and a half and now to go another step and say that in the future, should you decide you want to include Sunday you will not get time and a half. This is something for further discussion.

Dr. Miller referred back to Recommendation No. 1 on page 15 and said the law is very specific. It says you can have compensatory time off within a particular work week but you cannot take extra time worked in one week and allocate it to another week. The employee must be compensated within that work week but cannot carry time forward.

No. 2 on page 16, technically shows under what circumstances there is a period of non-work for computation of overtime.

No. 3 carries the theme of what is called "call-in" pay. Should an employee leave the institution and go home and then be called back to do the work of another employee, pay for that time would be under this term. This is specifically when an employee is called in after he has been gone two hours. Any employee who is called in, having left the Library should be guaranteed not less than four hours pay no matter how long his services are used. Should you call someone in to begin and work into the other shift (to start early or stay late) this should not be the case. The pay for that time would be an additional hour, etc.

Exempt and non-exempt definition is based upon the level of education and responsibility for the position, and does not have anything to do with what you pay. Part of the problem is that some employers establish a specific policy for all employees. With the Library's exempt employees, they can continue compensatory time and go from one work week to another. There are other inequities between exempt and non-exempt. Uniformity within the institution prevents that type of inequity that might develop. Work exempt want compensatory time off. This would have to be developed in more detail. Question is where do you want to go with exempt group - how much compensation do you want to permit them? Dr. Miller stated three groups fall into this category: professional, managerial and administrative. Each group should have criteria as to how you qualify within those groups - 50 percent would probably fall into exempt. Board must decide what degree of flexibility wish to build in. Do you want, within this institution, to have a single uniform policy with respect to overtime or a policy for non-exempt and something different for the exempt group? A lot of department heads have reached the top and could be eligible to receive a side benefit to compensate for having reached the top of their scale - perhaps a certain kind of benefit.

No. 4. Compensatory time off in lieu of overtime pay with respect to exempt employees should be developed. Three groups, exempt, non-exempt and managerial - should be considering unique groups more in favor of paying them a good annual salary, using them heavily at certain periods and giving them a latitude of taking off at certain periods. For the professional exempt, the Library must develop a definitive statement and within this group must decide how much latitude to be given.

Page 18, Miscellaneous Pay Practices

These fall into the housekeeping nature.

Pages 19, 20 and 21, Sick Pay

These are not changes in policy but housekeeping technical aspects.

Page 22, Holidays.

First recommendation was that the Library no longer consider Columbus Day as a holiday and that day be converted to a floating holiday. Should follow the school holidays to allow mothers and children to be off on the same day. Recommendation was for the Library to observe Washington's birthday because it is a local and Federal holiday. Recommendation was made that when a holiday falls on Monday the accompanying Sunday should be a closed day. This would help employees to have a block of holidays together

Page 23, Holidays

No. 7, what is now called floating holiday should be redefined as personal days. The personal days can be more tightly structured to be a personal day. It should be used for matters that cannot be scheduled during the working hours. One week advance notice should be given. As a personal day there is some latitude for the institution to say "cannot do it that day."

Page 24, Holidays

No. 9. This is a minor point - New Year's Eve should not be listed as a holiday but as an early closing.

Pages 25 and 26, Vacations

Most of this gets into housekeeping and cleaning up technical matters.

Page 27, Vacations

The Library now has a difference between vacation schedule for professional

employees and clerical technical employees. Dr. Miller suggested that these be equalized. There appears to be that assumption professional employees are more deserving of vacation than clerical employees. To do this it is going to require money and maybe it is something the Library cannot do immediately. There appears to be no fundamental reason why an employee has a difference in vacation time.

Page 28, Medical Insurance.

Dr. Miller did not conduct an analysis of the programs such as medical insurance and life insurance.

Page 33, Tuition Reimbursement.

To assist employees for internal promotion the Library may want to set up a tuition reimbursement fund. Might set aside a certain amount of money until it is used up. Mr. Flintrup said his company has had such a program in effect and found they would train somebody and ultimately lose them. There is no way you can tie employees to an institution after training them.

Page 34, Book Purchase Discount,

This is an established policy and Dr. Miller recommended some control be put on it.

Page 35, Probation

If you are going to have automatic increases, should have probation period of six consecutive months. This should be a time when the Library really scrutinizes that employee and either terminate or try to get the best return in that probationary period.

Page 37, Minus Time.

Minus time for non-exempt can only be utilized within the same week and a reverse for plus time.

Pages 39 and 40, Promotion and Transfer

These are mostly technical comments.

Page 41 - Layoff and Recall from Layoff

Layoff and recall should be a written procedure if it is necessary to have temporary layoff. Do not have such a policy now and this is essential.

Page 42, Termination of Employment

Most of this is housekeeping.



Page 44, Work Assignment

These are mostly technical comments.

Page 46, Absence Reporting

A written policy will tighten the area somewhat.

Page 47, Performance Appraisal.

Suggest a specific appraisal of employee performance during the six month probation period at the end of the first, third and fifth months. At the completion the employee should receive a salary increase and other benefits. This will give a good profile in that employee and work characteristics will emerge.

Page 49, Leave of Absence

A leave of absence policy should be written to include all of Dr. Miller's recommendations.

Page 50, Training and Development.

Dr. Miller directed the Board's attention to Recommendation No. 3 if it is going to move into the area of professional management. In developing capable managers and funds to do so an excellent external way would be with other people. The North Suburban Library System can contract for specific courses in these areas and could be financially responsible. Professional associations may be of some help in this regard. Dr. Miller indicated there are a number of external funding programs. The Library's role would be to excuse someone to attend. University of Illinois has quite a bit of money to put together a program.

Page 51, Standards for Personal Conduct

Dr. Miller has outlined a series of three policies for a standard of personal conduct. There is no systematic presentation of the standards of personnel performance the Library seeks in its employees. This cannot be inferred but should be stated. Recommendation No. 2 lists two categories which may result in immediate suspension and discharge.

Page 52, Procedures for Invoking Discipline

A policy which would, in effect, be instructions as to how to implement discipline should be written stating how you handle certain problems. That should be the basis of a

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specific personnel policy. The Library has the classic open door - if you have any problem see the Chief Librarian. There should be a specific policy which ultimately leads to the Board and the Board consideration.

Page 55, Communications and Personnel Component.

These are recommendations made from a technical standpoint.

Dr. Miller stated he did not think the Library had a costly Phase 2. There are not many gaping holes and it is a well run Library, A lot of things can be built into a policy. There are no major areas where the Library needs to spend a lot of money. The work ahead can be accomplished internally. He said the Library is close on some of these things and it would not take much to wrap up some policies. Effort must be made in salary structure, development of job descriptions, overtime and compensation to develop appropriate policies. Other things do not have to be done right away.

Rabbi Weiner expressed the Board's gratefulness to Dr. Miller for his work.

Rabbi Weiner then expressed his hope that the Board would proceed as quickly as possible by sitting down and following up on Dr. Miller's recommendations. He urged the entire Board to be willing to meet within the next week or two to go over the report.

Meeting adjourned.

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John Wozniak            -            Secretary