

TIMBERLAND REGIONAL LIBRARY
SPECIAL BOARD OF TRUSTEES MEETING
1006 Sleater-Kinney S. E.
Lacey, Washington 98503

September 25, 1975

MINUTES

BOARD OF TRUSTEE MEMBERS PRESENT:

Elmer F. Keiski, Chairman--Thurston County
Robert M. Baker--Lewis County
Raeburn M. Hagen--Grays Harbor County
Rita H. McArthur--Mason County
Ruth K. Schmidt--Member-at-Large

BOARD OF TRUSTEE MEMBERS EXCUSED:

William H. Lawrence--Member-at-Large
Donald M. Cox--Pacific County

STAFF PRESENT:

Louise E. Morrison, Director
Virginia Barton, Assistant Director, Western Area
Janet L. Blumberg, Extension Services Librarian
Judy Green, Hoquiam Librarian
Michael Hedges, Community Relations Officer
Mary Russell, Lacey Librarian

Beverly Walter, Board Recording Secretary

OTHERS PRESENT:

Gary Hulbert, Donworth, Taylor & Co.

Chairman Keiski was not present when the meeting convened at 6:58 p.m., September 25, 1975. Rita McArthur was appointed Chairman pro tem, and turned the meeting over to Gary Hulbert for presentation of the classification study.

Mr. Hulbert stated that he would attempt to do a recap of the study, but felt it was difficult to come to grips with everything at this meeting, since some of the board members had not been involved in the many study group sessions which had been conducted. The first phase of the job study was the analysis phase, and the object of that phase was to learn about positions and work being performed. Each employee completed a written questionnaire and Mr. Hulbert had visited 25 community libraries and the service center, and as a result, had completed 144 individual interviews. From the questionnaires and interviews, he had amassed a great deal of information. As a result of this information, which was a combination of the questionnaires, individual interviews, and discussion with administration and staff, he developed the framework and the preparation for writing position descriptions. To date, he had prepared 31 written positions descriptions. These

written descriptions fall into two categories: (1) Exempt; and (2) Nonexempt. He said that these terms are identified under the federal "Fair Labor Standards Act" which encompassed all political subdivisions effective May 1, 1974. The exempt status refers to professional and supervisory up through Mrs. Morrison's position. Nonexempt are positions of a clerical nature. Overtime under the federal Fair Labor Standards Act applies to nonexempt positions but the exempt positions are, in fact, exempt from the overtime requirement. He said that there was some difficulty regarding the term "professional." This has certain connotations which had a psychological impact on employees. In the positions descriptions prepared, there is no reference to the term "professional." The title "Clerk" has been used the past thirty to forty years in general and has been associated with duties not of either a mechanical or supervisory nature. This has taken on many connotations, and has come under fire from the Human Rights Commission and is losing popularity. The title "assistant" was used to replace it.

Another important part of the program was the designation of promotional paths or "career paths." In looking at these career paths, it is important for the individual employee to know where their position has been defined and classified, and nonexempt positions have been defined in this particular classification structure. We have two basic groups: (1) Central Services; and (2) Community library. There was sufficient distinctiveness between the work of central services and the work of community libraries to identify them separately in distinct positions. Within these two groups, in terms of defining the number of levels of responsibility, Mr. Hulbert felt there were three levels within these two groups: (1) Entry level or junior positions; (2) Intermediate; and (3) Senior. There was some overlap here, but three levels in community library groups and three levels in central services group had been identified. In addition to the three basic levels, there are individuals performing responsibilities which met or overlapped the responsibilities of certain certificated librarians, i.e., a group, or several individuals, who were in charge of community library locations offering full services, perhaps even bookmobile. After the job study discussions, the Study Group felt that there were individuals who had charge of a sizeable function either in central services or community libraries providing services in a particular area of the district such as children's programs, etc., who were not graduate librarians but their responsibilities paralleled responsibilities of first level librarians. The Study Group identified two positions: (1) "Library Associate" and (2) "Senior Library Associate." The Study Group left in also the position of "Library Page." Mr. Hulbert also showed the board members diagrams on the chalk board, and illustrated his comments as he went along. He showed board members a job description form which contains a format and designation section, a scope of responsibilities section, and a typical duties section which are representative of the level of responsibility performed by this particular classification. Most of the descriptions were two pages long and some extended to three pages long. In terms of exempt classifications, there were many considerations to look at. For example, in certain certificated librarians positions in charge of and supervising a community library, Mr. Hulbert felt there were two levels of community librarians, and he noted that the term has also been used in libraries for non-certified librarians. He felt Study Group members were able to identify two levels of community librarians--community librarians and senior community librarians. In addition, there are certain specialties within certain locations among graduate or certificated librarians. Responsibilities of many certificated librarians are quite a blur because they may be involved in children's work, reference work, or performing audio visual functions and cover a wide band. The Study Group

concurrent in defining librarians doing children's work as Children's Librarian and Senior Children's Librarian, and those performing reference work as Reference Librarian and Senior Reference Librarian. He said that there were key certificated librarians which could not be properly categorized as children's or reference, who have been called "Staff Librarians." The Study Group felt the term appropriate, because a staff librarian would involve those performing in specialties such as audio visual, or serial positions, and new services would be evolving and until they are defined, it was his recommendation these positions be defined as "Staff Librarians" until such time as a separate classification could be identified for that particular function. He stressed that the program should not be so rigid that it could not account for future changes. So far, there had been identified (1) community librarian; (2) community librarian senior; (3) children's librarian; (4) children's librarian senior; (5) reference librarian; (6) reference librarian senior; (7) staff librarian, and (8) staff librarian senior. However, in addition, he said there was a need for classification pertinent to those hired as an immediate graduate, coming right out of school. (Chairman Keiski arrived at 7:30 p.m., and assumed his duties as Chairman.) In terms of the position and title "librarian" this refers to an individual who is just coming out of library school with no practical experience. Were it not for this particular level of position, it would mean a librarian without experience, coming right out of school, would be assigned the same level of responsibility and range of pay as someone with three to seven years experience, and an inequity would be created. Mr. Hulbert went on to say that these ranges were arrived at after 28 hours of job study group meetings, plus the hours spent on individual meetings. He went on to say that someone would be in the classification "librarian" until such time as that individual had gained experience in terms of application of knowledge, then they could move up into one of the three classifications mentioned previously. There are certain individuals who stay in their specialty area; they are of great value to the district and the district must account for this experience and consider incumbents for the senior level. He said that the senior level, when possible, should be filled from within the district. The greatest source of promotions is internal and the district should look at it as internal before searching externally.

Because of the size of the geographical area, he did not feel it was too practical for someone to move automatically from Lacey to Hoquiam; however, he said that he felt it was necessary to make sure these individuals had an opportunity to be considered for a position if they had the interest to apply. He said this should apply for nonexempt positions. He felt this was one key to a very positive employee-employer relationship. As part of the program and development of it, it comes to the point where the topic of salary comes into play, and salary was not discussed during Study Group meetings until recently, he said. Positions must be defined before salary is assigned. Now the question is: What is the market rate of pay for the same positions? He said that his firm had in mind conducting its own salary survey based on defined benchmark positions, which are those positions of a particular responsibility that could be quite soundly compared with those in other organizations; to identify minimum and maximum rates in terms of that market out there. He said that this involves the ability to recruit people and to retain them. From that standpoint, the study was helped through the auspices of other libraries (Sno-Isle and Pierce County). Those libraries had made available to the consulting firm some salary data in which they had invested money. In addition, Mr. Hulbert had collected quite an amount of data which would have application for Timberland in terms of the study. He reported that he is building the frame of reference to see

what is happening in the outside world in terms of benchmark positions. From there, the consultant had developed the salary structure. He said that he had tried to define general middle relationships in terms of salary data. Bob Baker asked if Timberland were not first concerned with salary data with respect to its own levels before making comparisons with outside organizations. The study has defined job classes, and overlaps, and perhaps errors in classification had been uncovered, but he felt Timberland had an existing salary structure that should be analyzed with respect to our own organization before consideration or comparison with outside agency salaries. Mr. Hulbert stated that he felt that minimum rates of pay should be established for entry levels and in the process of developing the salary structure and ranking positions attention should be given to the relationship of one position to another in terms of relative responsibility. He said that relative responsibilities of positions are the prime concern even without considering individuals.

Mr. Hulbert asked the board members to refer to the "Index" which each of them had in their packet regarding the proposed salary structure, and it was discussed at great length by Mr. Hulbert and the board. Mr. Hulbert further discussed general increases or annual increases and the impact of these costs in budgets of political subdivisions where revenues fluctuate. He discussed the importance of looking at the total picture. He further defined basic approaches to paying employees, establishing salary schedules, steps, and performance appraisals of individual employees. He said that the proposed classification and salary plan provided percentage step increases which he recommended, and he discussed the overall effect on the budget, and the flexibility of the plan. He discussed employees' present rates of pay as it affected where they would fit into the proposed salary schedule. Hiring procedures and promotions based on performance were also discussed. He further recommended that since approximately 71% of the Timberland budget was spent in salaries, that there was a need for someone who could give full time attention to compliance with current employment regulations and administration of the current salary plan. He felt there was a great need for administering this program on a day to day basis, as to steps, promotions, performance, recognitions, etc. He discussed the program in terms of Affirmative Action and stated that there was no ethnic reference in relation to proposed position descriptions. The descriptions were based on several factors: (1) What are they doing now; (2) the interviews; (3) the questionnaires; (4) discussions with the administrators and other individuals to determine what position responsibilities are; and (5) how the individual employee fits into the program, how they progress, and how are they treated under the program without regard to race, age, ethnic background, sex, etc. He felt this program met all standards set forth by the Affirmative Action Program. He also recommended that the position of director not have a range assigned, but that the board sit down annually to evaluate the progress of the library, the service performance, and other factors expected from that position, and measure the amount of increase by performance.

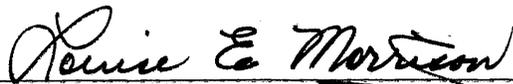
Chairman Keiski asked questions regarding an employee going to local city councils or Friends to complain about the proposed plan; how would this affect the overall picture? Discussion followed. Jan Blumberg discussed the problem of promotions based on performance, and particularly, as a supervisor evaluating an employee, the decision to give step raises or not to give step raises. Discussion followed regarding promotions and what was considered to be exceptional in order to be promoted during the year, and again at the yearly increment time. Mrs. McArthur wanted to know if Mr. Hulbert would be recommending a standard instrument to be used for performance appraisal. Mr. Baker felt that if the increment was withheld, because of inferior performance, the employee should be discharged. Further discussion

followed and it was Mr. Hulbert's recommendation that there should be a program for training the supervisors for consistency in appraisals. He further recommended that increment steps, other than yearly, should also be approved by the assistant director and the director, and not just by the person who was handling the personnel program; otherwise, it would not work. Conversions to the new plan were discussed. Mr. Hulbert recommended looking at the entire range structure annually. He felt that the plan should facilitate ability to adjust the entire range by the percentage of increase. He also felt this would not mean that everyone stayed in the same position, but as they continued to grow within their position, based on the concept of proficiency, and reached the top of their range, they could be promoted. He made further recommendations regarding three other supervisory positions which he felt should be included in the "exempt positions."

Mrs. McArthur asked for a continuation of this meeting until the following Thursday, as she felt everyone had absorbed about as much as they could at this meeting. Mr. Hulbert stated he would like to make one more comment, and that was the cost of the program. He said that going through the straight mechanical conversion would be 7.36% increase of the present payroll. He said that this was the first "test conversion" which would give the board some idea of what the outside cost is. He said that he would be going back to interviews and questionnaires and applying the knowledge he has gained in the last 3 to 4 months in making adjustments to this test conversion. He further stated that he thought it was vital that those responsible for the administration of the program be involved in tuning the salary conversions and not just accept his recommendations without question.

There was further discussion on the conversion to the new Classification and Salary Study Plan and the effect of costs to political subdivisions which were bound by the flat 106% increase which meant that their revenues were down.

The meeting recessed at 10:00 p.m. to be continued October 2, 1975.


Secretary


Chairman