

**Minutes of the Special Meeting of the Human Resources Committee of the
Board of Library Trustees of the
Village of Carol Stream.**

Date: January 25, 2012

Time: 7:30 p.m.

Place: Horizon Room

1. Call to Order

Committee Chair Bailey called the meeting to order at 7:30 p.m.

2. Roll Call

The roll was conducted by recognition.

Present: Trustees Bailey, Arends and DeRango

Absent: President Douglas

Also Present: Trustees Hudspeath, Wade and Jeffrey, Library Director Ann Kennedy,
Assistant Library Director Pam Leffler

3. Discussion, Re: Proposed Pay Increases

Director Kennedy explained to the Trustees that every year the Library compares its salaries to the LACONI Salary Survey and the American Library Association Salary Survey to see if salaries paid by the Carol Stream Public Library are consistent with salaries paid for similar positions in the profession. Human Resources Administrator Fran Venegas conducted a preliminary study this year. Kennedy and Venegas are in agreement that the Library's Salary Ranges do not need adjusting and will not be bringing a recommendation to the Board this year. The salary ranges currently in effect will be carried over for another year.

Director Kennedy asked the Committee to consider a 2% increase in the three salary budget lines for FY2013. Director Kennedy reported that there was a 3% increase in the salary budget lines in FY2012 but there had been no increase in FY2011. Director Kennedy reported that the Bureau of Labor Statistics Consumer Price Index for Chicago rose 2.1% in 2011 and that the Illinois Department of Revenue reported the CPI for the State of Illinois went up 3%. Over the last 3 years there has been a 7% increase in CPI but salaries have only gone up 3%. With the 2% requested for FY2013, the salary increase would be 5%. The income tax in Illinois was increased in 2012 and the payroll tax cut has only been extended through February. Director Kennedy stated that employees will be taking home less money and purchasing less with what they take home. Director Kennedy said that the Library can afford this increase in all budget lines for a staff that has been working very well with increased activity in all areas. Director Kennedy further requested that the Director be authorized to award the merit increases between 0 and 2.5%, with the total not to exceed the total increase in the three budget lines.

Trustee DeRango stated that last year the salary increase was 3%, depending on performance, but the CPI was 1.5%. Trustee DeRango questioned why the 2.1% CPI was being used this year as a

basis for the increase but the CPI was not used last year. Director Kennedy stated that last year the total CPI for two years was used because there was no increase for the previous year. Director Kennedy stated that in 2009 the CPI was 2.7, in 2010 it was 1.5, and in 2011 it was 2.1 yet the only salary increase was 3% in FY2012. Trustee DeRango stated that he hasn't seen an increase in four years. Director Kennedy stated that she understands that people in the community have not seen a pay increase in several years but that the Board and Trustees are employers of people who work at the Library and as employers it is incumbent upon them to do what they can for their employees. Trustee Jeffrey stated that he represents the tax payers of Carol Stream. Director Kennedy stated that she is not asking for a tax increase. Trustee Jeffrey stated that the employees already got a 3% increase in salary and Kennedy is now asking for another 2% on top of it. Trustee DeRango stated that, as a person elected to be fiscally responsible to tax payers, he could not look the people in the eye and say he gave a pay increase to library staff when a lot of people are out of work, unemployed, struggling to pay bills or underemployed. Trustee Jeffrey asked if the Committee was talking about an increase for the entire staff. Director Kennedy replied that they were.

Trustee Arends stated that some good points were brought up but the Committee has just touched the surface. Trustee Arends expressed his doubt that the Consumer Price Index should be the basis to determine salary increases. Trustee Arends stated that under Illinois Statute the CPI is only relevant for determining the tax cap. Trustee Arends expressed his concern that three years of Consumer Price Index was being quoted to try and get salary increases to catch-up to three years of CPI. Trustee Arends stated that they should be looking at the budget to see if a 2% increase is feasible. Director Kennedy stated that she has looked at the entire budget and that the requested increases can easily be given in the FY2013 budget. Director Kennedy stated that when the FY2012 budget was approved by the Board, after all the cuts, there was \$175,000 income over expense and that the Board put together a budget where there was money left over at the end of the year. Trustee Arends questioned the timing of requesting the salary budget increases at this point in the budget cycle. Director Kennedy stated that the previous year Trustee Arends requested that the Human Resources Committee meet at the beginning of the budget process to put together a recommendation. Trustee Arends reiterated that he did not believe the recommendation could move forward without looking at the entire budget first.

Director Kennedy stated that she is asking the Board for direction on putting the budget together, that she has done a preliminary budget with 2% salary increases, and that the budget can sustain those increases easily. Trustee Arends stated that he understands that everyone is working harder but the economy is bad and unemployment is still high. Director Kennedy clarified that the Trustees are stating that the economy is bad and unemployment is still high therefore library workers will not get a pay raise. Director Kennedy asked who will decide when the economy has turned around enough for library employees to get a raise?

Trustee Jeffrey stated that the employees already got a 3% increase and that the Director is coming back for a 2% increase and most of the budget is already for salaries. Trustee Jeffrey stated, "It'll be a political price to pay in 2013, whoever votes for it. There are some people who will take a very dim view of it."

Trustee Hudspeath stated that the Trustees are making the library the scapegoat of the bad economy when the budget within the institution works. Trustee Jeffrey questioned the surplus of funds in the budget and asked if the surplus was a result of the Library overtaxing the citizens. Trustee Hudspeath responded that this was not the case, but rather the surplus in funds is a direct result of the library managing its budget wisely and prudently. Trustee Hudspeath encouraged the Trustees to look at it from the view point that they are the employers of the library. Trustee Hudspeath stated that for the nine years she has been on the Board there has been a tendency to look at raises and salary ranges and make it a very personal thing. Trustee Hudspeath added that there are some people at the Library who make more money than the Trustees do with maybe a few exceptions and it's difficult to look at somebody whose salary is larger than yours and think that there is a justification that they should have more. Trustee Hudspeath added that the reality is that the Trustees are the employer and if staff has performed according to the goals set for them then there is no reason that they shouldn't have a raise, unless there is no money in the budget. Trustee Arends clarified that the budget process and procedures do not say no money in the budget but they say within budget constraints and that the discretion to define the constraints rests with the Board. Trustee Arends asked Director Kennedy if the Library would hire another person in the next year. Director Kennedy stated that if someone leaves, the Library will replace them, but there will not be a new position. Trustee Arends asked if someone would be hired for the Simkus Satellite. Director Kennedy stated that the satellite will not be open in FY2013 so there will not be a need to hire someone for it in FY2013.

Trustee Arends reiterated his concern that the ultimate decision to vote on a 2% raise for staff cannot be made until the budget process is complete. Trustee Arends further questioned what would happen to funds that were budgeted for this year but would not be expended. Trustee Bailey stated that is an issue for the Finance Committee not the Human Resources Committee. Trustee Arends asked when the Board would be voting on the 2% salary increase for FY2013. Director Kennedy stated the vote would be held at the February Board meeting. Trustee Arends asked if they will know at the February Board meeting what the tax levy will be. Director Kennedy explained that the tax levy for next year was determined in FY2011. Director Kennedy stated that she has projected out a 0% tax levy increase for next three years so the Board knows what the tax income will be. Trustee Arends asked if the 2% increase is already in the levy and has already been approved. Trustee Bailey explained that the levy has been approved which indicates that the funds are available for the salary increase.

Director Kennedy addressed the comment about over taxing people. Director Kennedy stated that the staff is very careful on spending money, that they rebid contracts and look for ways to cut spending, that they don't spend money if they don't need to. The Board levies a sufficient amount to run the Library and the staff has been prudent with expenses. Trustee Jeffrey reiterated that the Library has surplus funds. Director Kennedy stated that is because they watch how they are spending money.

Trustee Bailey stated that the Board should reward the people who did that work by giving them an increase. Trustee Bailey added that the staff did make a sacrifice two years ago and that he would vote yes for an increase next year. Trustee Bailey stated that when private businesses and companies have a profit they reward employees, that the Library looks like a company that has a profit, and that the Library needs to reward quality workers and keep them here. Trustee Wade

questioned the analogy between public and private sector and asked how the Board determines the residents' ability to keep paying their taxes. Trustee Wade stated that the Library is not a private company where we sell something, make a profit, and spread that profit among employees. Trustee Wade stated that the Library is tax based and needs to consider how the economy is doing.

Trustee Arends stated that he is not in support of the salary increase because of the amount, that there are a lot of factors that go into the determination of the amount, and that he wanted to know the role of the Finance Committee. Director Kennedy stated that the Human Resources committee makes a recommendation and the Finance Committee determines if it will fit into the budget. Trustee Arends asked that if the Library can afford the 2% increase, what if the Board doesn't approve the increases in the three budget lines. Director Kennedy stated that there would be excess funds at the end of the year. Trustee Wade stated that the Library Board is already talking about trying to get the reserves reduced. Trustee Arends asked if the issue is that we can afford the increases or that we need to get our reserves down? Trustee Bailey stated that the issue is that the staff deserves an increase and that the Library can afford it.

Trustee Arends stated that he is concerned about an expectation in a public organization where the public is severely economically depressed that there is no consideration of the economy in the policy on wages. Trustee Arends stated that he is further concerned about how this is perceived in the community and that last year the Library was the only taxing body with large raises. Director Kennedy stated that the Village did not give increases last year but the schools, Park District, and Fire District gave raises. Director Kennedy stated that the Village is heavily dependent on other sources of income but even the Village's finances are improving this year. Trustee Wade stated that the national unemployment rate for November 2011 was 8.6%, for Illinois it was 9.4% and for the Chicago/ Joliet metropolitan area it was 9.8%. Director Kennedy asked how those numbers had changed over the previous year, had they gone up, down or stayed even? Trustee Wade stated that the point was that the Illinois unemployment rate is worse than the national average, that in 2001 – 2006 the unemployment rate was between 4 and 6% and it is worse now. Director Kennedy stated that all indicators are that the economy is turning around. Trustee Arends stated that there is a lag before that can be addressed in property values.

Trustee Arends asked if this was a morale issue and would it create a non-motivational work climate. Trustee Hudspeath asked Trustee DeRango if when he did not get a raise for 4 years, did it cause a continuing morale issue? Trustee DeRango stated that for him it was a personal morale issue, that after being unemployed for six months he was disappointed with no raise, but he was glad he was still employed.

Trustee Bailey stated that the United States President said that the economy is good, that unemployment is down, and that the economy is looking better every day. Trustee Hudspeath asked if the issue was the 2% figure or the notion that library staff can get raises when others can't. Trustee Hudspeath asked how an institution should evaluate the need for a raise if it is financially affordable. Trustee Hudspeath stated that she is hearing an argument that it gives a bad impression when the Library can manage its budget and give raises to those who deserve it. Trustee Arends stated that it is the review process which determines if a job is well done and the review process should be conducted first. Trustee Hudspeath stated that the Committee and

Board need to make the decision if a job well done will be financially rewarded. Trustee DeRango stated that he has been told that his financial reward would be keeping his job.

Trustee Arends asked what the affect would there be if there were no salary increase? Director Kennedy said that with respect to the budget there would be income over expenses. Trustee Arends asked if the Library shouldn't spend money on services for the people rather than spending it on salaries. Director Kennedy stated that the Library needs staff here to provide those programs and services. Director Kennedy gave an example of the computer classes which are a program in high demand but the Library does not have the staff to conduct more classes and if the Board wants to put the money into the services that are in demand then more staff is needed. Director Kennedy stated that she is not asking for more staff but is asking the Board to compensate the staff that is putting out the extra effort to be here for those high demand programs. Trustee Arends stated that the Library needs to look at staff and redefine the functions they are doing.

Director Kennedy stated that her impression of the Human Resources Committee is that David DeRango and Tom Arends are not in favor of raises where as Jim Bailey is in favor of them. Director Kennedy further stated that her impression is a vote of the full Board would be four not in favor and two in favor. Trustee Bailey stated that he would vote for it because the Library has to make a continued investment in its staff to keep the quality people currently employed. Trustee Hudspeath stated that raises are the reward for meeting the goals that have been set and if an organization is financially able to do that than it should. Trustee Jeffrey stated that the private sector produces something that produces a profit, that the Library provides a service and the tax payers pay for it, and that the Trustees represent the tax payers. Trustee Hudspeath stated that for those tax dollars they are getting a successful library that is full of people. Trustee Jeffrey stated that qualified help would be easy to find. Trustee Bailey clarified that he said he wants to keep the quality people that are doing a good job. Trustee DeRango stated that the Library hasn't mistreated its employees, that they've always had pay raises up to a few years back, then they get a raise and then they miss another year. Trustee Bailey stated that the government granted a Social Security increase of over 3.5% based on the fact that the economy is improving and that is a barometer of the economy. Trustee Arends stated that he cares about the taxation model in Carol Stream and that the case hasn't been made for 2% increase.

Trustee Arends asked why the increase is across the board and who needs it most? Director Kennedy stated that the Library gives salary raises on merit not because of a perceived need. Trustee Arends asked if the determination could be made after the review process is done. Director Kennedy stated that a raise cannot be awarded if money isn't budgeted now, that reviews are made at the end of the year, and if the Committee and the Board don't determine to give raises right now then when the reviews are done, there will be no raises.

Trustee Arends suggested that the funds be used to purchase more laptops and technology. Trustee Arends stated that the requested raise is very minimal in context of the overall need to serve the community. Trustee Hudspeath stated that Trustee Arends is penalizing people because they work at the library and 99.9% of the village doesn't. Trustee Jeffrey stated that a raise would be penalizing the tax payer that isn't getting raises. Trustee Hudspeath questioned what she saw as the underlying premise that unless we are in the best economic situation that we can

be in then those who work for a government organization don't deserve a thing other than a paycheck. Trustee Hudspeath added that this argument penalizes people for being employed by a government organization. Trustee Arends stated that it is not our job to set a standard for other government bodies. Trustee Hudspeath stated that the Library could be a standard for other government bodies, that we live within our means and we put out a good product. Director Kennedy added that the Library has no debt, that people are using the Library at an increasing rate and that the Library doesn't increase taxes. Trustee Hudspeath stated that the Committee is not focusing on the positive with this but only worrying about what someone else is thinking. Trustee Bailey stated that the salary increase is good for the Library and that he doesn't care what people think, that if they want to vote him out of office, so be it. Trustee Bailey added that he gets positive feedback from the community, that they love the Library and the staff. Trustee Jeffrey stated that he also hears from residents that they like our Library and we have a good staff but he feels that a 2% raise after a 3% raise is not justifiable. Trustee Jeffrey added that it isn't the amount but the fact that there is a pay raise, that it is too close to the last one and that it is not across the board. Trustee Jeffrey stated that he feels everyone should get the same rate. Director Kennedy stated that it is not Library policy to give across the board increases, that raises are based on job performance. Trustee Arends stated that it could be a decision for the Board, that there could be no raises but give bonuses across the board at the end of the year. Director Kennedy stated that in the past there have been salary range adjustments where across the board adjustments were given to bring everyone up, but those are no longer done. Director Kennedy stated that it is Board policy to not give cost of living or across the board increases but to only give merit raises.

Trustee Arends suggested that the Committee look at employee benefits comprehensively, including staff training and education. Trustee Arends expressed his concern that the Trustees need to address tax payers, the positive image of the Library in the community, and negative reaction to consecutive raises.

Trustee Bailey called the question to determine consensus on whether or not to go along with the proposal as presented. Trustee Bailey stated that he would move that the proposal be recommended to the Board. Trustee Arends stated that he has no issue with passing the recommendation to the Board but has reservations about the amount. Trustee Arends asked that the measure be tabled until the Finance Committee could decide if the raises are possible. Director Kennedy stated that if the Human Resources Committee does not recommend a salary increase then the Finance Committee has nothing to discuss. Trustee Arends asked if raises could be determined differently for Exempt vs. Non-Exempt. Director Kennedy stated that every staff member is treated the same and that raises are based on goals that were set for the year.

Trustee DeRango voted against the proposal. Trustee Arends said he could not vote for the proposal because he disagrees with the amount and the way that it would be implemented. Trustee Arends suggested that the Exempt staff get a 1% raise and that the non-Exempt staff get a 2% raise. Trustee Arends also offered for consideration that increases for any one staff member not exceed 2%. Director Kennedy stated that they would be treating people differently and would penalize Exempt staff for being professional librarians. Trustee Arends stated that professional would get more dollars because their salary is more than the nonprofessional salary. Director Kennedy stated that it goes back to what the job is worth which is why there are salary ranges.

4. Discussion, Re: Proposed revisions to Job Descriptions for:

- Interlibrary Loan Clerk
- Technical Services Assistant I, Technical Services Assistant II
- Cataloging Assistant, Technical Services Lead
- Librarian I, II, III (Technical Services)
- Youth Services Aide, Summer Reading Program Aide
- Librarian I, II, III, Assistant Department Head, Part-time Librarian I (Youth Services)
- Department Head (All Departments)

Director Kennedy distributed copies of the old job descriptions which were being superseded. The new job descriptions had been distributed earlier with the meeting packet. Director Kennedy highlighted changes in the new documents that were consistent for all of them. The listing for equipment was updated as was the criteria for advancement. A final statement was added which states that the document describes the job currently available and is not an employment contract. The physical requirements of the job were also added so that the employee knows what is required. Names of the departments were brought up to date and all Job Descriptions were given a consistent format.

The Job Description for the Interlibrary Loan Clerk had not been revised since 1996. The position now entails performing interlibrary loan duties full time and no longer includes clerical assistance. Some of the functions in the old description were outdated and additional non-essential tasks were added. The position is being changed from a grade level four to a grade level five. The responsibilities of the position are consistent with other grade five requirements, making decisions at a higher level, working independently, and discretion with confidential information. The position is now more technology focused and involves more interaction with staff and public.

Trustee DeRango enquired about the requirement to carry 10 pounds. Director Kennedy stated that few positions have to carry more than 10 pounds. Trustee Arends asked why the terms “Essential” and “Non-Essential” were used instead of “Primary and “Secondary” tasks. Director Kennedy explained that essential tasks are things that are done every day and that the terms non-essential and essential are used in all job descriptions. Director Kennedy stated that to maintain the consistency across all documents they would have to rewrite all descriptions if the terminology were changed. Trustee Arends asked about the promotion criteria and the requirement of “Satisfactory performance at current level” and would this imply that satisfactory performance would make an employee eligible for promotion. Director Kennedy explained that all three criteria need to be met including the last one, a business need for someone at that level.

Director Kennedy reviewed the group of job descriptions for Technical Services. The old format was hard to follow and did not clearly delineate job responsibilities at each level. The new format has each level separated, similar to the job descriptions in other Departments. In the revised description for Technical Services Assistant 1 and Technical Services Assistant 2, the entry level position has been eliminated. The new job descriptions better differentiate the functions performed at each level. The non-essential functions were changed as ordering supplies and sorting mail are no longer done in the Technical Services Department. Added to the document were the need for knowledge of policies and procedures, attendance at meetings and

continuing education functions. Trustee DeRango asked if only grade four would use the computers and not grade 3 unless they wanted to learn. Director Kennedy explained that they could learn if they wanted but that would not guarantee a promotion to level four.

Director Kennedy reviewed the job description for Technical Services Cataloging Assistant and Technical Services Lead. The job descriptions state the responsibilities of those positions including the basic functions of cataloging and the supervision of non-professional staff in the absence of the Department Head. The old job descriptions did not include the Technical Services Librarian 1, 2, and 3 and those employees were working under generic librarian descriptions. Director Kennedy explained the different librarian levels which are dependent on the amount of experience.

Trustee DeRango asked if these employees would have to reach high for books. Director Kennedy stated that generally these employees are not working in the stacks that they work in the back room. These positions require manual dexterity and some ability to lift, carry, and climb stools. Trustee DeRango expressed his concern that the Library not be exposed to liability. Director Kennedy stated that is why physical requirements are being added to all job descriptions.

Director Kennedy reviewed the job description for Youth Services Aide, Summer Reading Program Aide which has not been updated since 1992. The name of the Department has been changed and Summer Reading Program Aide has been added to the description. Attendance at staff meetings has become a non-essential function. The new job descriptions also update the equipment listing.

Director Kennedy reviewed the job description for Youth Services Librarian 1, 2 and 3 and the Assistant Department Head and Part-Time Librarian. In 1992 when the old position descriptions were written, all librarians in all departments were lumped into one job description. In 2010 the Library started making separate job descriptions by department. The functions are not necessarily different between departments but the Youth Services job description includes the sentence of ability to relate to the children in the Community and their care givers. The new job description also adds duties under the Exempt 3 position to assist in administrative duties as assigned. Under non-essential functions the Exempt 2 and Exempt 3 may be in charge of the department and the Library.

Trustee Arends asked if Non-Exempt 7 and 8 are part-time librarians and would they ever be an Assistant Department Head. Director Kennedy stated that the Assistant Department Head would be an Exempt 3. Director Kennedy was asked for clarification on the grade level of each job title.

Trustee Arends asked that the Board review job descriptions every other year. Director Kennedy agreed that the goal should be to look at all job descriptions on a rotating basis every three years but right now they are trying to catch up on the old ones.

Director Kennedy reviewed the job description for Department Heads. The older job description was last written in 1992. The Adult Services job description was revised in 2003. The job description for the Circulation Department Head was revised in 2004. The Board is asked to

approve a job description that puts all department heads back in one document and updates that document. The biggest change in the job description is making the Head of Circulation Services the same grade as the other Department Heads. In the past 20 years the position has changed greatly and only a professional should now be considered for the position. The Head of Circulation Services supervises 27 employees, must have knowledge of library policies, library laws, ethics, customer service, automation, and library trends. The person in this position must meet all the requirements of the other Department Heads and have the same amount of responsibility. Items have been added which state the department heads must direct and manage a department team, make budget recommendations, and monitor and control budget lines. Non-essential functions now include representing the library in the community and staffing the public service desk as needed.

Trustee DeRango asked if the job description was gender specific. Director Kennedy stated that the Personnel Code and all job descriptions are gender neutral. Trustee Wade asked if in the past the Circulation Department Head could be an Exempt 5. Director Kennedy stated that it has always been categorized as an Exempt 4 but the Library could hire someone with the qualifications of an Exempt 5. Trustee DeRango pointed out that department heads hire and train staff and asked if they could dismiss staff. Director Kennedy stated that only the Library Director is authorized to dismiss staff but it is done in consultation with the Department Head. Director Kennedy added that only the Library Director can hire, that the Department Head does all of the work and brings recommendation to the Library Director who signs the documents. Trustee Arends asked for clarification that the Library Director hires someone whom she hasn't met. Director Kennedy stated that it is the responsibility of the Department Head and that she needs to rely on the Department Heads to make those decisions.

5. Adjournment

There being no further business to come before the Human Resources Committee, the Meeting was adjourned at 9:28 p.m.

Approved (date)

Ann Kennedy, Library Director
for the
Human Resources Committee