



# Bedford Public Library System

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*321 North Bridge Street  
Bedford, VA 24523  
[www.bplsonline.org](http://www.bplsonline.org)*

## MEMO

8/7/2018

TO: Managers/Dept. Heads

FR: Jenny Novalis, Library Director

RE: Goal setting timeline, purpose and other info – guidelines for supervisors

### Purpose:

“Goal setting” is a modern technique to replace traditional yearly performance evaluations. The purpose of setting up to three goals for each employee to meet each year gives the employee a sense of accomplishment in their jobs and a concrete concept/task to work towards. Traditional performance evaluations exist to make sure employees meet minimum work standards with little thought given to the ability of an employee to improve job satisfaction or measure the level of pride of ones accomplishments within the organization. This new process also gives the supervisor a concrete set of steps/accomplishments to use as benchmarks in order to more accurately evaluate an employee’s ability to perform his or her job and adhere to the corporate culture within the BPLS.

### Details:

Initial goals should be set mutually by the employee and his or her supervisor. Goals can be set for one year at a time or multiple years and should be for the purpose of job improvement. At the employee’s request, a personal goal may be used as a professional goal, as long as it addresses a job-related task. Final determination will be made by the Library Director if a goal is not appropriate for the employee’s position or role within the library system.

Minimum standards of performance must still be maintained by all employees. Any employee who does not meet the minimum standard of conduct should be identified and, working with the Library Director, will have a step-by-step training plan or counseling plan developed to help the employee meet acceptable minimum standards. Appropriate personnel policies will still apply in any disciplinary situation.

Minimum standards are determined by the Library Director, the employee’s supervisor, appropriate KSAs specific to the position and/or other industry standards such as, OCLC’s Competency Index for the Library Field.

Each employee gets a copy of the form (if desired), supervisor keeps a copy and Library Director gets a copy. As with any document of a sensitive nature, please store in a locked cabinet and advise the employee to respect confidentiality by not leaving the document in public view.

Timeline should be similar to:

1. July/August each year: set goals to be accomplished by an agreed upon deadline.
2. Oct/Nov each year: meet one on one with the employee to review progress, identify better/different goals and/or provide guidance for meeting goals.
3. Jan/Feb each year: meet again and provide guidance.
4. Apr/May each year: meet again and report on successful completion or not of goals to Director. If no report is given, it is assumed the employee has met minimum performance standards over the past year, and is working positively toward his or her goals.

This timeline serves as a guide and meets the necessary requirement that each employee will have two formal opportunities for review / adjustment by their supervisor before the final review in Apr/May. It also ensures that only employees who show improvement towards or outright completion of goals will be eligible for a step increase in pay. Pay increases will be determined during the annual budgeting process each spring and will depend on various factors including the Library's overall financial position and identified priorities. The annual budget process starts in April and ends in June.

Related policies, forms and documents:

1<sup>st</sup>, 2<sup>nd</sup> – 4<sup>th</sup> quarter goal setting forms  
Position descriptions  
Personnel policies  
Position classification plan / salary and wage scale  
Competency index for the library field (last update 2/2014)  
General info for new hires  
Counseling statement form  
Library's annual operating budget  
Library's long range plan

Bedford Central Library • Big Island Library • Forest Library  
Moneta/Smith Mountain Lake Library • Montvale Library • Stewartville Library