

# HENNEPIN COUNTY

## LIBRARY BOARD




The public is welcome at all library board meetings

### February 13, 2020, 5:30-6:30 p.m.

Minneapolis Central Library | Robins Kaplan Miller & Ciresi Room | 300 Nicollet Mall | Mpls, MN 55305

# Library Board Agenda

## SPECIAL MEETING

1. Welcome and Call to order
-  2. Approval of agenda\*
-  3. Approval of minutes from January 22 meeting\*
4. Public Comment
5. eBooks update
6. Library Director Selection Update
7. Unfinished Business
8. New Business
-  9. Adjourn\*



\* *Library Board action items*



# HENNEPIN COUNTY

## LIBRARY BOARD

The public is welcome at all library board meetings

### Hennepin County Library Board Meeting

#### Meeting Minutes

The Hennepin County Library Board met on ~~Day~~, January 22, 2020 at the Rockford Road Library.

#### Attendees

**Present:** Katherine Blauvelt, Chris Damsgard, Tim Dolan, Jonathan Gaw, Rahfat Hussain, LaBelle Nambangi, and Erin Vrieze Daniels

**Hennepin County Staff:** Hennepin County Staff and Elected Officials

**Public:** Gordy Aune, Jackie Wells, Sue Dosal, Anne Taylor, Kathryn Smrekar,

#### Call to Order

President Katherine Blauvelt called the Hennepin County Library Board meeting of January 22, 2020, to order at 5:31 p.m., and welcomed all in attendance.

#### Approval of Agenda

Chair Katherine Blauvelt made a motion to approve the agenda.  
Seconded by Tim Dolan.  
Motion passed.

#### Consent Items

Chair Katherine Blauvelt made a motion to approve the November 20, 2019 meeting minutes.  
Seconded by Chris Damsgard  
Motion passed.

Chair Katherine Blauvelt made a motion to approve acceptance of donations from Friends of Hennepin County Library.  
Seconded by Chris Damsgard.  
Motion passed.

#### Library Board

Katherine Blauvelt, President | Chris Damsgard | Tim Dolan | Jonathan Gaw, Secretary | Rahfat Hussain | Adja K. Kaba  
Sheila Letscher | Margy Ligon | LaBelle Nambangi | Samuel Neisen | Erin Vrieze Daniels, Vice President

Interim Library Director  
Janet Mills



## Public Comment

Gordy Aune Jr of Brooklyn Park, Minnesota attended to observe a Library Board meeting. Anne Taylor of Golden Valley, Minnesota spoke on the Stories Together with Drag Performers program and what expectations she has of the new Library Director on screening participants who administer Hennepin County Library Programming.

## Staff Presentation

### **Rockford Road Library, Toni Miller and Tricia King**

Toni Miller spoke on the different programs offered at Rockford Road Library, such as Book Clubs for children, adults and the senior population. There are different collaborations and programs in place that involve community stakeholders such as the “New Hope Human Rights Commission”.

Tricia King highlighted some of the youth-specific programming offered at Rockford Road Library. One of their strongest partnerships is a collaboration with Robbinsdale ECFE. The Library hosts the Early Childhood Festival twice a year. The “Robbinsdale ECFE & Rockford Road” also offers early literacy stations, activity stations, storytime, and snacks. Rockford Road also has programming called “The Homeschool Book Club” that happens twice a year in the Springtime and Fall. The Book Club is a very diverse group of kids that started very small but has now grown significantly.

## President’s Report

### **Announcements**

President Katherine Blauvelt shared that the Hennepin County Board of Commissioners will be having interviews for appointments for the open positions available on the Library Board. Katherine acknowledged that Board member Chris Damsgard will be finishing his third term and thanked him for his contributions to the Board. Katherine stated that Board member Margy Ligon will not be reapplying for another term, also President Katherine Blauvelt will not be reapplying.

### **Budget and Long Term Planning**

President Katherine relayed that the Budget & Long-Term Planning Committee meeting has been rescheduled to February 6, 2020. Katherine appointed Tim Dolan to the Budget & Long-Term Planning Committee. Katherine confirmed that Rahfat Hussein was appointed Chair of the Committee at the November Library Board meeting.

### **Executive Committee Report**

Katherine stated there is nothing to report.

## **Communication Protocol**

The Board discussed the Communication Protocol for the Library and how the Board will communicate with patrons and or respond to patron emails. The Board reviewed the draft proposal and made some minor changes. Erin Vrieze Daniels made a motion to approve the Communications Protocol with the Library with the additions noted.

Motion by: Erin Vrieze Daniels  
Seconded by: Jonathan Gaw  
Motion passed.

Interim Director Janet Mills stated that the next steps will be to have the Board Clerk work with Library IT to implement put the changes.

## [Library Board Dialogue](#)

### **2020 Library Goals, Janet Mills**

Interim Director Janet Mills reflected on the goals of the Library for the year 2020, including developing a data strategy and a budget strategy. Janet spoke about her engagement with the Commissioners at the end of 2019 and she gave a recap of events surrounding these conversations such as the Library Budget Presentation to the County Board, and how the Capital Budget Task Force made the recommendation to defer 7 future building projects until additional conversation are had with Commissioners about services and sustainability of Hennepin County 41 Libraries. She spoke about how she encouraged colleagues to watch recordings of those interactions and to have conversations about the questions – What are the impacts of our programs/services on the community and why is this the Library's work?

Janet invited the Library Board to share their thoughts on the Commissioner's comments and the Library's strategic work in 2020. Lastly, there were the conversations that revolved around the merging of the Library fund with the General Fund.

## [Library Board Policies](#)

The Library Board discussed 3 policies. The Lending Policy, Policy Review Policy and Collections Development and Management Policy.

The Lending Policy received one amendment and was approved by the Library Board.

Motion by: Erin Vrieze Daniels

Seconded by: Jonathan Gaw

Motion passed.

The Policy Review Policy received amendments and was approved by the Library Board.

Motion by: Erin Vrieze Daniels

Seconded by: LaBelle Nambangi

Motion passed.

The Collections Development and Management Policy was approved with no further edits.

Motion by: Erin Vrieze Daniels

Seconded by: Tim Dolan

Motion passed

### Director's Report

#### **Library, Community and County Updates**

Interim Janet Mills spoke on the opening of the Arvonne Fraser Library and invited everyone to attend on January 25, 2020, the doors open at 9:00 a.m. and remarks will be made at 11:00 a.m.

The Eden Prairie Library will be reopening on February 25, 2020, in the evening. Chair Katherine offered the Board members the opportunity to speak at the reopening on behalf of the Library Board.

Janet informed the Board that the Franklin Library will be reopening but the date has been pushed back some. No event is being planned at this time, however, a spring event will be planned for Franklin Library involving the community.

Janet gave an update on the Census and how the Library will be involved.

Janet stated that she now has a new Manager. Assistant Hennepin County Administrator Dan Rogan, formerly in the County Attorney's Office, now leads the Operations Line of Business. Chet Cooper, Janet's former manager is now leading a Disparity Reduction Line of Business. Board member Erin stated she would like to invite Dan Rogan to a future Board meeting.

Janet informed the Board that interviews have begun and we will soon have a Communication Manager for the Library. Starting January 1, 2020, all County Communications and Community Engagement Services will be aligned in one department under the direction of Jamie Zwilling who is the County Chief Communication Officer. All of Library Communication staff will now report into Hennepin County Communication.

### Committee Reports

#### **Friends of Hennepin County Library, Erin Vrieze Daniels**

Erin stated that the Friends of HCL have three new Board members, and they received some large endowments at the end of 2019.

#### **Director Selection Committee Update, Katherine Blauvelt**

The Hennepin County Library Board Library Director Finalist Engagement Plan was reviewed by the Board. The Board also reviewed a handout that was provided by Hennepin County Human Resources. Katherine proposed two edits to the Board, and the Board discussed the engagement plan as a whole and offered feedback.

The next steps are for Katherine Blauvelt and Erin Vrieze Daniels to initiate conversations with County Communications and County Human Resources. Erin offered a motion with edits to approve the Hennepin County Library Board Library Director Finalist Engagement Plan.

Motion by: Erin Vrieze Daniels

Seconded by: Chris Damsgard

Motion passed

#### **Budget & Long-Term Planning Committee, Katherine Blauvelt**

Chair Rahfat Hussein of the Budget & Long-Term Planning Committee advised an agenda has been set. The first meeting will be February 6, 2020, at Ridgedale Library.

### Unfinished Business

Chair Katherine Blauvelt stated no unfinished business.

### New Business

Chair Katherine Blauvelt stated no new business.

### Adjourn

There being no further business, Jonathan Gaw made a motion to adjourn the meeting at 7:17 p.m.; seconded by Erin Vrieze Daniels. Motion passed.

The next meeting of the Hennepin County Library Board will be held at 5:30 p.m., Wednesday, March 25, 2020 at Minneapolis Central Library, Doty Board Room, 300 Nicollet Mall, Minneapolis MN 55401

---

[Name], Secretary



## Statement on Equitable Public Access to E-Books

Major publishers have introduced severe restrictions to e-book and e-audiobook lending for public libraries, including embargoes on the sales of new titles and unreasonably high prices, which far exceed the prices offered for print books. As a result, libraries will be unable to fulfill their core functions in building educated, literate communities. These restrictions will be most harmful for populations who already face significant barriers to equitable knowledge and information access in our communities – including youth, people living with disabilities and those with limited financial means.

Public libraries play an essential role in leveling the playing field and strengthening the foundation of our communities. As digital technologies become increasingly inseparable from the ways that people learn, work and interact, the library's unique ability to create onramps for information and knowledge access is more important than ever. There is significant, rising demand for e-books and e-audiobooks from public library users – overall, digital content circulation is increasing by 30% per year.

As elected public officials and trusted leaders in our communities, we are committed to protecting and supporting the capacity of public libraries to:

- Provide equal access for individuals to gain knowledge and become proficient with digital tools, regardless of their income, physical abilities, age, gender, sexual orientation, race, citizenship status or religion.
- Support lifelong learning and foster empathy, curiosity, civic engagement and a love of reading among community members.
- Educate community members about the rights, responsibilities and implications of their lives online, including data privacy risks when accessing online learning resources and digital content.
- Serve as valued partners to local government in advancing city/county outcomes for digital inclusion and as institutions that support informed citizens.

Our cities and counties are strongest when all individuals have the same opportunities to further their personal, educational and professional goals. Our democracy is non-negotiable. We stand with all who are urging e-book and e-audiobook publishers to institute fair, transparent and flexible lending models for public libraries.

# 113 city and county leaders have signed this statement, including:

---

## U.S. SIGNATORIES

---

*Keith Carson*  
COUNTY BOARD OF SUPERVISORS VICE-PRESIDENT  
**ALAMEDA COUNTY, CA**

*Ethan Berkowitz*  
MAYOR  
**ANCHORAGE, AK**

*Steuart Pittman*  
COUNTY EXECUTIVE  
**ANNE ARUNDEL COUNTY, MD**

*Steve Adler*  
MAYOR  
**AUSTIN, TX**

*Bernard Young*  
MAYOR  
**BALTIMORE, MD**

*John A. Olszewski Jr.*  
COUNTY EXECUTIVE  
**BALTIMORE COUNTY, MD**

*Nelson Wolff*  
COUNTY JUDGE  
**BEXAR COUNTY, TX**

*Marc McGovern*  
MAYOR  
**CAMBRIDGE, MA**

*Thomas Bernabei*  
MAYOR  
**CANTON, OH**



*Vi Lyles*  
MAYOR  
**CHARLOTTE, NC**

*Lori Lightfoot*  
MAYOR  
**CHICAGO, IL**

*John Cranley*  
MAYOR  
**CINCINNATI, OH**

*Stephen K. Benjamin*  
MAYOR  
**COLUMBIA, SC**

*John Gioia*  
COUNTY BOARD OF SUPERVISORS CHAIR  
**CONTRA COSTA COUNTY, CA**

*T.C. Broadnax*  
CITY MANAGER  
**DALLAS, TX**

*Nan Whaley*  
MAYOR  
**DAYTON, OH**

*Michael Hancock*  
MAYOR  
**DENVER, CO**

*Steve Schewel*  
MAYOR  
**DURHAM, NC**

*Wendell Davis*  
COUNTY MANAGER  
**DURHAM COUNTY, NC**

*Drew Boyles*  
MAYOR  
**EL SEGUNDO, CA**

*Mark C. Poloncarz*  
COUNTY EXECUTIVE  
**ERIE COUNTY, NY**

*Kathy Dahlkemper*  
COUNTY EXECUTIVE  
**ERIE COUNTY, PA**

*Bryan Hill*  
COUNTY EXECUTIVE  
**FAIRFAX COUNTY, VA**

*David Parrish*  
CITY MANAGER  
**GREENSBORO, NC**

*Nancy B. Vaughan*  
MAYOR  
**GREENSBORO, NC**

*Denise Driehaus*  
COUNTY COMMISSIONER  
**HAMILTON COUNTY, OH**

*Luke A. Bronin*  
MAYOR  
**HARTFORD, CT**

*Sylvester Turner*  
MAYOR  
**HOUSTON, TX**

*Calvin B. Ball III*  
COUNTY EXECUTIVE  
**HOWARD COUNTY, MD**

*Eileen Weir*  
MAYOR  
**INDEPENDENCE, MO**

*Frank White*  
COUNTY EXECUTIVE  
**JACKSON COUNTY, MO**

*Bobby Hopewell\**  
MAYOR  
**KALAMAZOO, MI**

*Frank Scott Jr.*  
MAYOR  
**LITTLE ROCK, AR**

*Eric Garcetti*  
MAYOR  
**LOS ANGELES, CA**

*Greg Fischer*  
MAYOR  
**LOUISVILLE, KY**

*Tina Skeldon Wozniak*  
COUNTY COMMISSIONER  
**LUCAS COUNTY, OH**

*Satya Rhodes-Conway*  
MAYOR  
**MADISON, WI**

*Anthony Traficanti*  
COUNTY COMMISSIONER  
**MAHONING COUNTY, OH**

*Dena Diorio*  
COUNTY MANAGER  
**MECKLENBURG COUNTY, NC**

*Marc Elrich*  
COUNTY EXECUTIVE  
**MONTGOMERY COUNTY, MD**

*Nancy Navarro*  
COUNTY COUNCIL PRESIDENT  
**MONTGOMERY COUNTY, MD**

*Deborah Kafoury*  
COUNTY CHAIR  
**MULTNOMAH COUNTY, OR**

*John Cooper*  
MAYOR  
**NASHVILLE, TN**

*Toni Harp\**  
MAYOR  
**NEW HAVEN, CT**

*LaToya Cantrell*  
MAYOR  
**NEW ORELEANS, LA**

*Breea Clark*  
MAYOR  
**NORMAN, OK**

*Jim Kenney*  
MAYOR  
**PHILADELPHIA, PA**

*Kate Gallego*  
MAYOR  
**PHOENIX, AZ**

*Chuck Huckelberry*  
COUNTY ADMINISTRATOR  
**PIMA COUNTY, AZ**

*Bill Peduto*  
MAYOR  
**PITTSBURGH, PA**

*Kate Merchant Snyder*  
MAYOR  
**PORTLAND, ME**

*Paul Livingston*  
COUNTY COUNCIL CHAIR  
**RICHLAND COUNTY, SC**

*Bryan Barnett*  
MAYOR  
**ROCHESTER HILLS, MI**

*Lovely Warren*  
MAYOR  
**ROCHESTER, NY**

*Melvin Carter*  
MAYOR  
**SAINT PAUL, MN**

*Jenny Wilson*  
MAYOR  
**SALT LAKE COUNTY, UT**

*Ron Nirenberg*  
MAYOR  
**SAN ANTONIO, TX**

*London N. Breed*  
MAYOR  
**SAN FRANCISCO, CA**

*Sam Liccardo*  
MAYOR  
**SAN JOSÉ, CA**

*Gleam Davis*  
MAYOR  
**SANTA MONICA, CA**

*George Van Dusen*  
MAYOR  
**SKOKIE, IL**

*Sam Page*  
COUNTY EXECUTIVE  
**ST. LOUIS COUNTY, MO**

*Richard Regula*  
COUNTY COMMISSIONER  
**STARK COUNTY, OH**

*Michael Tubbs*  
MAYOR  
**STOCKTON, CA**

*Wade Kapszukiewicz*  
MAYOR  
**TOLEDO, OH**

*Bobby Dyer*  
MAYOR  
**VIRGINIA BEACH, VA**

*Muriel Bowser*  
MAYOR  
**WASHINGTON, DC**

*Jamael Tito Brown*  
MAYOR  
**YOUNGSTOWN, OH**

---

## CANADA SIGNATORIES

---

*Jeff Lehman*

MAYOR

**BARRIE, ON**

*Andy Adams*

MAYOR

**CAMPBELL RIVER, BC**

*Rhona Martin*

DISTRICT BOARD CHAIR

**COLUMBIA SHUSWAP REGIONAL DISTRICT, BC**

*Leslie Baird*

MAYOR

**CUMBERLAND, BC**

*George V. Harvie*

MAYOR

**DELTA, BC**

*Michelle Staples*

MAYOR

**DUNCAN, BC**

*Don Iveson*

MAYOR

**EDMONTON, AB**

*Ron Oszust*

MAYOR

**GOLDEN, BC**

*Cam Guthrie*

MAYOR

**GUELPH, ON**

*Fred Eisenberger*

MAYOR

**HAMILTON, ON**

*Leo Facio*  
MAYOR  
**HARRISON HOT SPRING, BC**

*Sylvia Pranger*  
MAYOR  
**KENT, BC**

*Val van den Broek*  
MAYOR  
**LANGLEY, BC**

*Ed Holder*  
MAYOR  
**LONDON, ON**

*Gordon Krantz*  
MAYOR  
**MILTON, ON**

*Bonnie Crombie*  
MAYOR  
**MISSISSAUGA, ON**

*Leonard Krog*  
MAYOR  
**NANAIMO, BC**

*Rob Burton*  
MAYOR  
**OAKVILLE, ON**

*Dan Carter*  
MAYOR  
**OSHAWA, ON**

*Jim Watson*  
MAYOR  
**OTTAWA, ON**

*John Vassilaki*  
MAYOR  
**PENTICTON, BC**

*Dennis Dugas*  
MAYOR  
**PORT HARDY, BC**

*Gabriele Wickstrom*  
MAYOR  
**PORT MCNEILL, BC**

*David Formosa*  
MAYOR  
**POWELL RIVER, BC**  
*Kris Olsen*  
MAYOR  
**QUEEN CHARLOTTE, BC**  
*Kevin Acton*  
CHAIR  
**REGIONAL DISTRICT OF NORTH OKANAGAN, BC**

*Karla Kozakevich*  
DISTRICT BOARD CHAIR  
**REGIONAL DISTRICT OF OKANAGAN-SIMILKAMEEN, BC**

*Patrick Brabazon*  
DISTRICT BOARD CHAIR  
**REGIONAL DISTRICT OF QATHET, BC**

*John MacDonald*  
MAYOR  
**SAYWARD, BC**

*Cliff McNeil-Smith*  
MAYOR  
**SIDNEY, BC**

*Maja Tait*  
MAYOR  
**SOOKE, BC**

*Christine Fraser*  
MAYOR  
**SPALLUMCHEEN, BC**

*Walter Sendzik*  
MAYOR  
**ST. CATHARINES, ON**

*Michele Babchuk*  
DISTRICT BOARD CHAIR  
**STRATHCONA, BC**

*Doug McCallum*  
MAYOR  
**SURREY, BC**



*George Pirie*  
MAYOR  
**TIMMINS, ON**

*John Tory*  
MAYOR  
**TORONTO, ON**

*Mayco Noel*  
MAYOR  
**UCLUELET, BC**

*Kennedy Stewart*  
MAYOR  
**VANCOUVER, BC**

*Maurizio Bevilacqua*  
MAYOR  
**VAUGHAN, ON**

*Victor Cumming*  
MAYOR  
**VERNON, BC**

*Dave Jaworsky*  
MAYOR  
**WATERLOO, ON**

*Gord Milsom*  
MAYOR  
**WEST KELOWNA, BC**

*Brian Bowman*  
MAYOR  
**WINNIPEG, MB**

***Titles above reflect positions held by leaders at the time they signed the Statement on Equitable Public Access to E-Books. Leaders marked with an asterisk (\*) no longer serve in the positions listed above.***

**Hennepin County Library Board  
Background Document – February 2020  
Director Selection Process – Interviewing Candidates**

**A. Work to date:**

**1. Hennepin County Director Competencies (see next page)**

**2. Questions the DSP Committee compiled:**

“From the Jan 9, 2019 DSP Meeting:

Using the Library mission, vision and values as guidance; the committee determined questions would fall under three categories: system, vision and relationship building:

- **System:** Does the candidate have a demonstrated understanding and evidence of working in comparable sized systems; including diverse demographics, class, geography, and governance?
- **System:** Does the candidate demonstrate breadth of varied experience needed in library management?
  
- **Vision:** Does the candidate demonstrate the ability to articulate a vision; build partnership with staff and key community stakeholders; and effectively communicate the value of library service to residents and other stakeholders?
- **Vision:** Does the candidate have a track record of progress in ensuring everyone has the resources to read, graduate, engage, work and learn?
  
- **Relationship Building:** Does the candidate have a proven record of engendering trust across a large system by empowering their team resulting in innovative employee commitment and action?
- **Relationship Building:** Does the person demonstrate decision making based on integrity?”

**3. List of areas raised during public comment (based on one member’s notes):**

- greater transparency in decision-making to build staff trust
- return to national prominence through innovation
- experience working to end disparities
- new/outside perspective
- diverse candidates
- future-focused for relevancy of libraries
- culturally-sensitive person
- appreciation for differences/distinct character of libraries in system
- concern for folks who are disadvantaged
- experience with DEI
- experience engaging with groups who don’t yet use library
- don’t need “large” library experience if they are visionary leader with some library background

**B. Discussion: Anything missing from the above 3 areas (A.2.) that you believe are critical to raise with candidates?**

**C. Action: Five Representatives will Prepare Questions Based on our Discussion Today**

# HENNEPIN COUNTY DIRECTOR COMPETENCIES

HENNEPIN COUNTY HUMAN RESOURCES

<h2>CUSTOMER FOCUS</h2> <p>Conveys a clear commitment to service excellence and promotes dedication to meeting customer needs</p>	<h2>INTEGRITY &amp; TRUST</h2> <p>Exhibits and sets expectations for ethical behavior and honesty at all levels and in all situations</p>	<h2>CREATE VISION &amp; PURPOSE</h2> <p>Sets the vision and strategic direction for the department and manages department strategies in alignment with the county strategic direction</p>	<h2>PEOPLE &amp; RELATIONSHIP MANAGEMENT</h2> <p>Exhibits a broad spectrum of interpersonal skills to lead others and to work effectively with peers and higher levels within and across the organization</p>	<h2>LEADERSHIP COURAGE</h2> <p>Takes prompt action and confronts difficult situations</p>	<h2>STRATEGIC RESOURCE MANAGEMENT</h2> <p>Effectively manages a broad spectrum of resources</p>
<p><b>EXAMPLES:</b></p> <ul style="list-style-type: none"> <li>• Treats all customers with dignity and respect</li> <li>• Sets a vision for service excellence for customers</li> <li>• Fosters a creative and supportive environment that inspires enhanced customer service</li> <li>• Seeks and provides a method for input from internal/external customers to address future needs</li> <li>• Develops methods to engage and collaborate with community partners</li> <li>• Sets goals for enhancing service delivery</li> </ul>	<p><b>EXAMPLES:</b></p> <ul style="list-style-type: none"> <li>• Builds an inclusive work environment</li> <li>• Approaches diversity with honesty and confidence</li> <li>• Takes responsibility for own actions and actions of the department</li> <li>• Establishes trusting relationships with staff, colleagues, County Administration and the County Board</li> <li>• Creates an environment of open communication while respecting confidentiality</li> <li>• Sets ethical standards for the department</li> <li>• Holds self and others accountable for ethical behavior in the workplace</li> </ul>	<p><b>EXAMPLES:</b></p> <ul style="list-style-type: none"> <li>• Creates a compelling message which results in employee commitment and action</li> <li>• Takes risks, supports risk-taking and brings new ideas forward</li> <li>• Communicates complex information in a timely and effective manner in both formal and informal settings</li> <li>• Directs organizational change initiatives, champions changes and promotes flexibility to meet changing business needs</li> <li>• Creates a clear picture for integrating diversity into the workplace</li> <li>• Develops and communicates department measures and outcomes</li> <li>• Ensures performance objectives support the achievement of department results</li> <li>• Considers the organizational impact of decisions and includes stakeholders in decision making</li> <li>• Champions the departmental safety culture</li> </ul>	<p><b>EXAMPLES:</b></p> <ul style="list-style-type: none"> <li>• Collaborates and promotes cooperation across the organization</li> <li>• Fosters employee engagement and development</li> <li>• Creates, promotes and maintains a work environment where the value of diversity is understood and practiced and in which all are respected, valued, and welcomed</li> <li>• Shows consideration through listening, empathy, patience and courtesy</li> <li>• Ensures that disrespectful behaviors are promptly addressed</li> <li>• Effectively manages conflict</li> <li>• Sets clear expectations, holds managers accountable and takes necessary corrective action</li> </ul>	<p><b>EXAMPLES:</b></p> <ul style="list-style-type: none"> <li>• Acts decisively and takes responsibility for results of decisions</li> <li>• Takes the opportunity to positively incorporate diversity</li> <li>• States and defends own viewpoint while successfully negotiating a successful outcome</li> <li>• Sets challenging goals and performance expectations</li> <li>• Gives direct feedback</li> <li>• Acts on convictions to do the right thing and persevere despite obstacles</li> <li>• Holds self and others accountable for their actions</li> <li>• Proactively addresses people management challenges</li> </ul>	<p><b>EXAMPLES:</b></p> <p><b>Human Resource Management:</b></p> <ul style="list-style-type: none"> <li>• Optimizes the use of the organization's staff to meet the key results of the organization</li> <li>• Is strategic in hiring, deploying and utilizing staff to achieve organizational results</li> <li>• Conducts workforce planning to identify future staffing needs and strategies for meeting those needs</li> <li>• Prepares managers for future positions through succession planning</li> <li>• Maintains a diverse workforce and emphasizes the importance of using diverse resources</li> </ul> <p><b>Financial Management:</b></p> <ul style="list-style-type: none"> <li>• Makes sound financial decisions</li> <li>• Uses financial information to control costs and manage revenues</li> <li>• Is accountable for expenditures and ensures the sound stewardship and management of public resources</li> <li>• Provides the most effective service at the lowest cost</li> </ul> <p><b>Technology Management</b></p> <ul style="list-style-type: none"> <li>• Optimizes the use of technology to improve service delivery processes, reduce cost, generate revenue and improve outcomes</li> <li>• Uses data to develop and implement plans</li> <li>• Proposes technology solutions to solve organizational problems</li> </ul> <p><b>Innovation &amp; Knowledge Management</b></p> <ul style="list-style-type: none"> <li>• Fosters an environment in which innovation and creativity are encouraged and knowledge sharing is a responsibility of all employees</li> <li>• Leverages knowledge by finding ways to create, identify, replace and distribute organizational knowledge</li> <li>• Benchmarks with other organizations to identify best practices that could be used to improve county services</li> </ul>

