DAVID Y. IGE
GOVERNOR

BRUCE D. VOSS
CHAIRPERSON

STATE OF HAWAIʻI
BOARD OF EDUCATION
P.O. BOX 2360
HONOLULU, HAWAIʻI 96804

June 15, 2023

TO: Human Resources Committee

FROM: Kaimana Barcarse
Chairperson, Human Resources Committee

AGENDA ITEM: Committee Action on State Librarian's evaluation for 2022-2023 Fiscal Year: end-of-year evaluation

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I. EXECUTIVE SUMMARY

- The Board of Education ("Board") approved a truncated state librarian evaluation system with simplified professional standards for the 2022-2023 school, but because the Board did not determine how the simplified standards would work, it delegated authority to the Human Resources Committee ("Committee") chairperson to determine it.

- The Committee will use a document provided by Superintendent Keith Hayashi to evaluate the professional standards component.

- The Committee will provide an overall rating for the professional standards component, a rating for each State Librarian Priority, an overall rating for the State Librarian Priorities component, and an overall cumulative rating.

- The Committee should review and consider State Librarian Stacey Aldrich's self-assessment and use a rating scale from previous state librarian evaluation processes.

II. BACKGROUND

The Board last revised its state librarian evaluation system on July 15, 2021, for the 2021-2022 fiscal year.[1] At its special meeting on October 6, 2022, the Board approved the truncated state librarian evaluation system recommended by me for the 2022-2023 school year with an amendment to include an evaluation of professional standards that are simplified rather than eliminate the professional standards from the truncated state librarian evaluation system.[2] At the same meeting, the Board also approved State Librarian Priorities.

While the Board agreed to amend the recommended truncated state librarian evaluation system to include simplified professional standards, the Board did not determine how the simplified professional standards would work nor did it delegate authority to anyone to do so on its behalf. Thus, at its general business meeting on October 20, 2022, the Board delegated authority to the Human Resources Committee chairperson to determine how the simplified professional standards would work in the approved truncated state librarian evaluation system for the 2022-2023 school year.

III. DISCUSSION

Per the authority the Board delegated to me, I revised the truncated state librarian evaluation system, attached as **Exhibit A**, to include a discussion and consensus on ratings for the professional standards.

Superintendent Hayashi provided me with a framework of competencies and traits for "transformative leaders" from The Broad Center, attached as **Exhibit B**, that he used for his self-assessment of his performance for his own evaluation. I agreed to have the Board use this document for the purpose of evaluating the professional standards of the superintendent for this year. State Librarian Aldrich requested to use the same document for her own evaluation for this year to which I have also agreed.

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[1] The Board's state librarian evaluation system for the 2021-2022 fiscal year is available here: https://boe.hawaii.gov/About/Documents/Library%20System/State%20Librarian%20Evaluation%20Process%20(revised%202021-07-15).pdf.

[2] The truncated state librarian evaluation system recommended by me (without the referenced amendment) is attached as Exhibit A to my memorandum dated October 6, 2022, available here: https://boe.hawaii.gov/Meetings/Notices/Meeting%20Material%20Library/HR_20221006_Action%20on%20State%20Librarian%20Evaluation%20and%20State%20Librarian%20Priorities.pdf. The October 6, 2022, Special Meeting minutes contain the referenced amendment and are available here: https://alala1.k12.hi.us/STATE/BOE/Minutes.nsf/ebb43af14ca5cdb30a2565cb006622a8/4c9cf7c38d19b0c60a2588db007939ae?OpenDocument.

The Committee will first discuss and rate the professional standards using The Board Center's framework as a guide. To simplify the process for this year, the Committee will not rate any individual standards and will provide just an overall rating for the professional standards component. (In previous years, the Board would rate individual standards and then provide an overall rating for the professional standards component based on the ratings of each individual standard.)

Next, the Committee will discuss and rate the State Librarian Priorities approved by the Board and agreed to by State Librarian Aldrich, attached as **Exhibit C**. The Committee will rate each State Librarian Priority and then provide an overall rating for the State Librarian Priorities component based on the separate ratings of each State Librarian Priority.

Lastly, the Committee will consider both the overall rating for the professional standards component and the overall rating for the State Librarian Priorities component and provide a cumulative rating, which will serve as the primary rating of State Librarian Aldrich's performance for the 2022-2023 fiscal year.

The Committee should review and consider State Librarian Aldrich's self-assessment, attached as **Exhibit D**, in determining the ratings. The Committee may consider other relevant information and data sources, including Committee members' own observations, in determining ratings. As the Board has done in its most recent evaluations, the Committee should use the following rating scale (taken from the state librarian evaluation process last revised on July 15, 2021):

RATING	CHARACTERISTICS
Highly Effective	Performance has continually exceeded expectations and has had an exceedingly positive impact on patrons, staff, community relations, and/or program outcomes.
Effective	Performance consistently meets expectations and maintains effective results, satisfactory program outcomes, and good relations with patrons, staff, and community members.
Marginal	Performance is inconsistent or partially meets expectations, has moderately affected program results, and has made some gains toward relations with patrons, staff, and community members.
Unsatisfactory	Performance does not meet expectations, requires significant improvement, and has not made any gains in program results or toward relations with patrons, staff, and community members.

After the Committee has decided on the ratings, it will make its recommendation to the Board. At that time, the Board and state librarian should engage in the joint self-reflection to identify lessons learned and areas of improvement for both parties using the information and data from the evaluation. The Board may make changes to the Committee's recommended end-of-year evaluation ratings after the discussion.

IV. RECOMMENDATION

For procedural purposes, I recommend a Committee member make a motion that provides an "effective" rating for all of the areas the Committee will rate. This is to start the discussion from a neutral standpoint, to streamline the discussion process so that the Committee does not need to spend time getting a motion and second for each rating area, and to simplify the recommendation that the Committee will be making to the Board. Based on the foregoing, I recommend the following motion:

Proposed Starting Motion: "Moved to rate State Librarian Stacey Aldrich on her end-of-year evaluation for the 2022-2023 Fiscal Year as follows:

Professional Standards Overall	**Effective**
State Librarian Priority 1	**Effective**
State Librarian Priority 2	**Effective**
State Librarian Priority 3	**Effective**
State Librarian Priorities Overall	**Effective**
Cumulative Overall	**Effective**

Committee members will have the chance to change any of these ratings during the course of deliberations. After the motion is on the floor, the Committee will discuss each rating area in the order shown above. If a Committee member wants to propose a rating other than "effective," the member would make a motion to amend the main motion, and if seconded, deliberation would commence on the proposed rating in accordance with parliamentary procedures. No amendment will be necessary if the Committee would like to keep a rating as "effective."

Exhibit A

Truncated State Librarian Evaluation System for the 2022-2023 School Year (revised as of June 15, 2023; new text underscored)

Date	Activity
October 6, 2022	The Board and state librarian mutually agree upon the truncated evaluation system, which consists of only the end-of-year final evaluation limited to State Librarian Priorities. The Board and state librarian also mutually agree upon the State Librarian Priorities.
May 11, 2023	The state librarian completes a self-assessment on her performance on the State Librarian Priorities and submits it along with all supporting documents and evidence to the Board Support Office. The Board Support Office posts this information publicly with the Board's June 15, 2023 general business meeting agenda.
May 18, 2023	The Board publicly discusses and comes to consensus on the end-of-year evaluation ratings for the professional standards and State Librarian Priorities. The Board publicly discusses with the state librarian its final evaluation findings. The Board and state librarian engage in a joint self-reflection to identify lessons learned and areas of improvement for both parties using the information and data from the evaluation. The Board and state librarian may provide comments, ask questions, and make recommendations to each other. The Board may make changes to its end-of-year evaluation ratings after the discussion. The minutes of the meeting serve as the official record of the evaluation of the state librarian.

Exhibit B

The Broad Center's *Dimensions of Leadership: Transformative Leaders*

The Broad Center

Education leaders
Community partners
Lasting results for students

DIMENSIONS OF LEADERSHIP: TRANSFORMATIVE LEADERS

September 2018

We are working towards a day when every family across the nation can access a great public school that meets their child's needs, and every student can graduate ready for college, careers and life. To get there, we need education leaders and high-performing school systems to open the doors of opportunity so every school, every classroom and every student gets what they need to be successful.

In service of that vision and mission, The Broad Center focuses on research-based leadership competencies and traits we believe to be integral in successfully transforming an organization or school system to produce radically different and significantly better results for all students. We refer to our overall framework as the Dimensions of Leadership, and within that framework we have outlined specific competencies and traits for leaders along a continuum at three distinct career stages: Rising Leaders, Breakthrough Leaders and Transformative Leaders.

EXCELLENCE

Public education is the foundation of a just and thriving society. Excellent public education unlocks opportunity and economic freedom, and it empowers our youth to reach their full potential. To ensure we prepare every child for a future of limitless possibilities, leaders must transform school systems to enable young people from every background and community to graduate high school with the tools necessary for them to realize their dreams — in college, in careers and in life. We know that when they are taught to high levels, all youth can achieve at high levels. Education leaders have the responsibility to organize public school systems to expect nothing less and provide the supports that give every student that chance.

EQUITY

Excellent public education is rooted in equity. Equity is essential to ensure the needs of every student are met. It is therefore integrated in all aspects of our programming and our leadership framework. To help every child reach their full potential, leaders:

- Acknowledge the history behind the systems and structures that drive inequities and how they manifest in education today, and actively work to dismantle them
- Challenge powerful stakeholders and hold themselves accountable to ensure that the students and communities who need the most get the resources they need to succeed and thrive
- Commit to equity-focused decision making throughout the school systems and communities they serve

K-12 KNOWLEDGE AND COMMITMENT

Education leaders will demonstrate and apply knowledge of how urban school systems work and can be dramatically improved. They will demonstrate a long-term desire and dedication to working in K-12 education. Knowledge of K-12 includes an understanding of:

- Context and history of urban education
- Effective teaching practices and student learning
- Non-academic functional areas
- System-wide levers for change
- Local and national perspectives on K-12 issues
- External application of acquired K-12 knowledge

TRANSFORMATIVE LEADER COMPETENCIES

We believe that transformative education leaders must demonstrate strength in the following competencies to enable school systems to become engines of excellence and equity.

VISION

- Creates and communicates strong, clear images of success that guides the organization's goals, objectives, mission and values
- Stimulates new ideas and innovations that push the boundaries for what others think is possible

STRATEGY

- Translates the vision into short-term and long-term plans aligned with organizational goals and objectives
- Analyzes strategies for leading change, considers broader system-wide implications and adapts to unintended consequences
- Synthesizes large quantities of data with an actionable and relevant summary
- Understands the broader system-wide implications of each decision
- Anticipates continual changes and obstacles in the environment, and develops contingency plans and responsive alternatives
- Encourages well-informed, calculated risk taking

MANAGEMENT

Project Management

- Secures and manages resources that support team success and team member development
- Prioritizes and get things done with urgency
- Pushes forward priority improvements while attending to crises that may arise

Talent Management

- Builds an environment to attract, retain and develop diverse and exceptional talent throughout the system
- Focuses on effective management and places people in roles that challenge them to achieve beyond their expectations
- Promotes a transparent atmosphere and encourages collaborative learning, honest feedback, diverse thinking and problem solving
- Coaches and mentors individuals to build mission-driven, cohesive and committed teams
- Develops, adapts, and flexes one's leadership style to meet the needs of individual team members
- Fosters a culture of diversity, equity and inclusion throughout the organization
- Develops and maintains high performance standards aligned to goals and the vision
- Holds individuals and departments accountable to performance standards and provides support, intervention and recognition as appropriate
- Enables others (and self) to work through times of crisis or change

COMMUNICATION

- Connects emotionally across a range of audiences
- Seeks to collaborate, build consensus and mobilize others to share ownership of and responsibility for the work
- Explains complex information in an accessible manner, balancing the use of information and emotion to reach a range of audiences
- Communicates with authority, credibility and calm in times of crisis
- Generates optimism around future possibilities and success to advance the organization
- Motivates others to transcend their expectations through meaningful and challenging work

NAVIGATION

- Understands and leverages local and national issues that impact the organization
- Skillfully engages stakeholders (including elected officials, community members, organizations, students and families) to represent the shared interests of the community as a whole
- Diagnoses, understands and empathizes with perspectives of other stakeholders in preparation for interactions intended to influence thinking or behavior
- Builds and effectively leverages political capital and partnerships with key allies, families and community members to support and advance their efforts
- Recognizes the assets that exist in the communities served and seeks to authentically understand their needs
- Works effectively with cabinet and board
- Facilitates collaborative decision making with internal and external stakeholders to support the organization's goals
- Builds a sense of urgency and gains buy-in

SUSTAINED IMPACT

- Embeds impactful change in the organization's culture, strategy and practices
- Encourages key influencers to support and maintain efforts
- Garners the necessary resources to successfully implement and sustain key strategies
- Implements the work in ways to ensure efforts endure beyond the tenure of any one individual

TRANSFORMATIVE LEADER TRAITS

We believe the following traits are essential to successful leadership in K-12 education:

EMPATHY

- Understands and shares the feelings of others
- Willing to put themselves in someone else's shoes

COURAGE

- Behaves and acts in ways that hold true to their core values and beliefs
- Stands up for what they believe is morally and ethically right, even in the face of pressure from powerful stakeholders and political forces

RESILIENCE

- Responds positively in the face of setbacks
- Confident in their own ability to rise to challenges

SELF-AWARENESS

- Identifies and reflects upon their own strengths and weaknesses
- Able to accurately assess how they are perceived by others
- Aware of how their behaviors and actions impact others
- Understands their own identity, power, privilege, and access, as well as the impact on work and decision making

DEVELOPMENT ORIENTATION

- Regularly solicits feedback from colleagues and stakeholders at all levels and identifies opportunities to grow as leaders, change behaviors, and develop skills to improve
- Pursues lifelong learning

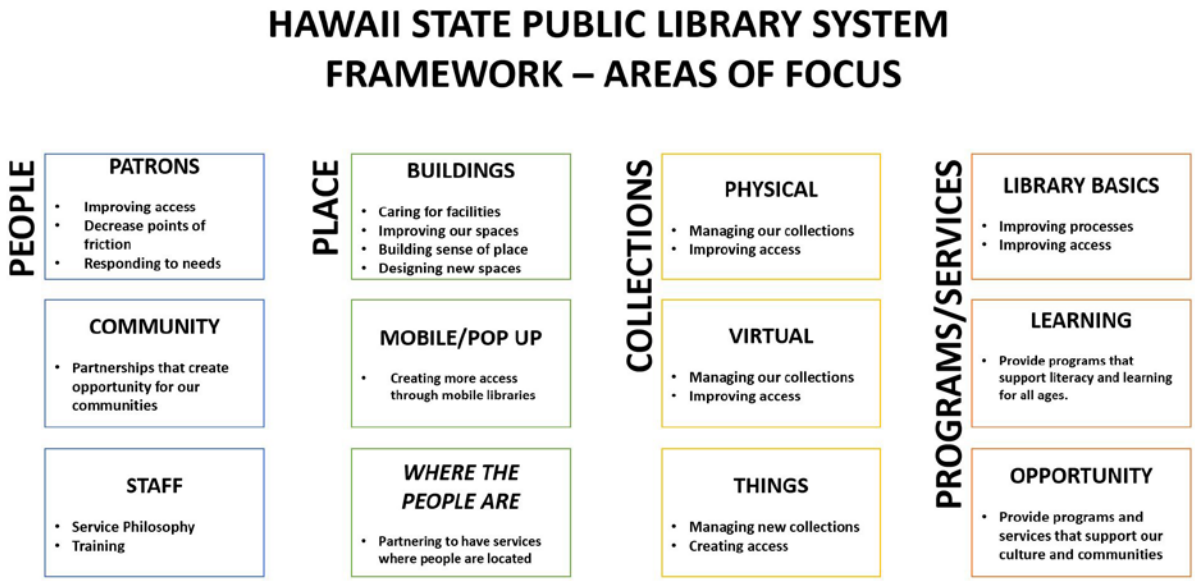
Exhibit C

State Librarian Priorities for the 2022-2023 Fiscal Year

State Librarian's Priorities
FY 2022-2023

INTRODUCTION

Hawaii State Public Library System (HSPLS) is the only single public library system in the United States. There are 51 library branches on 6 islands. This structure has advantages in creating economies of scale and support for Hawaii communities across the state. The challenge is creating a flexible planning and guiding system for 51 communities on 6 islands; each with their own unique needs. To address this challenge, we have created a Hawaii State Public Library System Framework with areas of focus. This framework is used by leadership to set goals and priorities each year. It will also be used by the local branches to set goals and priorities for their library. We wrap all of the goals and priorities into the map and use as a way to measure our movement forward. Each year we evaluate all of the achievements and learnings. We also review the framework and determine what should remain, what should be let go, and what should be added. This format enables us to focus on what is important, but flexible enough to grow and change.



This year's priorities for continuing to move the Hawaii State Public Library System forward are: 1) Update Mission and Vision and Expand Strategic Framework 2) Build Digital Literacy Framework to support SB2214, and 3) Implement RFID project to improve collection management and services to community.

While there are three key priorities, I plan on providing updates on the additional projects in our portfolio of work at check-in points with the Board of Education.

STATE LIBRARIAN'S PRIORITIES

PEOPLE/PLACE/COLLECTIONS/SERVICES & PROGRAMS

PRIORITY 1: Update Mission and Vision and Expand Strategic Framework

We are at a crucial cross road as we emerge from the pandemic. We can try to go back to the way things were or learn and grow to build for the future. This year we are working on the refresh of our mission and vision and the expansion of our current Strategic Framework. Our goal is to have a living document that helps us to be more strategic with our resources so that we can continue to provide the services and programs that support our communities.

INDICATORS

- **I.** *By July 31, 2022*, consultant selected to support the process.
- **II.** *By October 4, 2022,* online surveys for patrons and staff completed.
- **III.** *By October 31, 2022*, additional stakeholder input completed.
- **IV.** *By November 30, 2022,* new and/or updated mission, vision and expanded HSPLS Strategic Framework completed and presented to the Board.

SERVICES & PROGRAMS

PRIORITY 2: Build Digital Literacy Framework to Support SB2214

The thirty-first legislature in 2022 passed SB2214 (attachment A), which established a digital literacy program to be administered by the board of education through the state librarian to support the digital skills of our communities. While HSPLS has been providing digital literacy support since we first added computers to our libraries, this bill specifies the role of the library to 1) Establish a digital literacy program and 2) Provide coordination and facilitation of digital literacy activities with public, private and volunteer organizations.

The goal is to ensure that EVERYONE (including those with disabilities) has opportunities to learn the digital skills they need to be successful in communication, education, work, connecting with government, and navigating our digital world.

The goal of this priority to build a framework that can help us coordinate and facilitate digital literacy skill building opportunities that meet the needs of our patrons.

Digital Inclusion has been a major part of our services and programs. From offering access to the internet and devices to digital skill building online resources and classes. We will continue to build the plane as we are flying it.

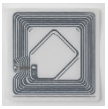
INDICATORS

- **I.** By *June 8, 2023*, present the HSPLS Digital Literacy Framework to the BOE, which will include a map of resources, partners, plans for implementing digital skills building opportunities statewide.

PEOPLE/COLLECTIONS

PRIORITY 3: Implement RFID project to improve collection management and services to community

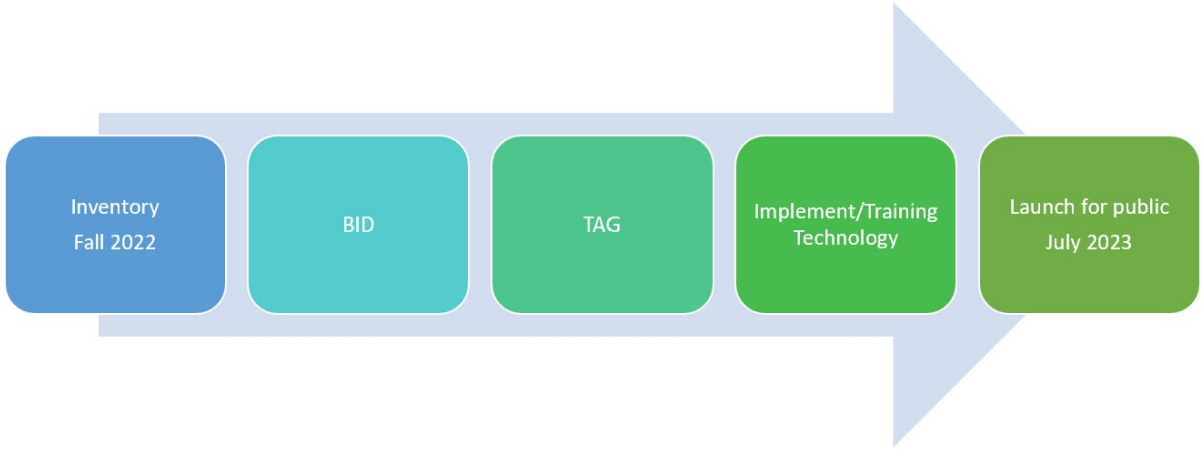
HSPLS received $3M in the GF budget in FY23 to implement a RFID project to improve collection management and services to the community. RFID stands for radio-frequency identification and is a technology that is used by most stores to manage inventory and security for their products. They are usually the square shaped tags you see on products that you purchase. This project also includes the use of new technology for staff to check out materials, ability to scan shelves for inventory, self-check machines, and security gates.



HSPLS will be implementing RFID in all of its branches to more effectively manage inventory, secure materials, and prepare for future technology upgrades like automated material handling systems (AMHS) for our largest circulating branches.

The goal of this priority is to use technology that will help us be more efficient and effective.

Here is a general overview of the project



INDICATORS

- **I.** *By January 31, 2023*, Inventories will have been completed by all branches.
- **II.** *By February 28, 2023*, vendor selected for equipment and implementation.
- **III.** *By March 31, 2023*, tagging project of materials will have begun.
- **IV.** *By May 31, 2023*, installation of equipment and training in libraries will have begun.
- **V.** *By June 30, 2023*, staff will have been fully trained.*
- **VI.** *By July 31, 2023,* launched to the public.*

**Note: While there are two dates outside of the evaluation period, I will report progress during my evaluation. These dates reflect the time needed to ensure competition due to potential issues with the BID process and/or supply chain issues.*

ATTACHMENT A

GOV. MSG. NO. 1334

EXECUTIVE CHAMBERS
HONOLULU

DAVID Y. IGE
GOVERNOR

June 30, 2022

The Honorable Ronald D. Kouchi,
President
and Members of the Senate
Thirty-First State Legislature
State Capitol, Room 409
Honolulu, Hawai'i 96813

The Honorable Scott K. Saiki,
Speaker and Members of the
House of Representatives
Thirty-First State Legislature
State Capitol, Room 431
Honolulu, Hawai'i 96813

Dear President Kouchi, Speaker Saiki, and Members of the Legislature:

This is to inform you that on June 30, 2022, the following bill was signed into law:

SB2214 SD2 HD1 CD1 RELATING TO DIGITAL LITERACY.
ACT 232

Sincerely,

David Y. Ige

DAVID Y. IGE
Governor, State of Hawai'i

Approved by the Governor
on JUN 3 0 2022

ACT 232

THE SENATE
THIRTY-FIRST LEGISLATURE, 2022
STATE OF HAWAII

S.B. NO. 2214 S.D. 2 H.D. 1 C.D. 1

A BILL FOR AN ACT

RELATING TO DIGITAL LITERACY.

BE IT ENACTED BY THE LEGISLATURE OF THE STATE OF HAWAII:

SECTION 1. The legislature finds that, according to a 2015 report by the Association of Library Service to Children, library services increasingly center on digital tools and media. In 2015, seventy-five per cent of households owned some form of digital media device. However, guidance and knowledge on the use of digital media are often lacking. Providing parents and children with a deeper understanding of the digital tools available to them is essential to the well-being of families in the twenty-first century.

The legislature further finds that digital literacy skills are crucial for career success in the twenty-first century. According to a Brookings Institution report from 2017, workplaces across the country and globe have undergone a rapid process of digitization. The percentage of workplaces with high levels of digital content has grown dramatically in recent years, while the percentage of workplaces that rely on a lower level of digital content has decreased by a similarly dramatic margin. While digitization offers advantages to digitally

literate individuals, it also increases barriers for members of the public who lack digital skills. Increasing digital literacy among members of the public would increase their competitiveness in an economy increasingly defined by the ability to use digital tools.

The purpose of this Act is to increase access to digital tools and promote digital literacy by establishing a digital literacy program to be administered by the board of education through the state librarian.

SECTION 2. Chapter 312, Hawaii Revised Statutes, is amended by adding a new section to be appropriately designated and to read as follows:

"**§312- Digital literacy program.** (a) The board of education, through the state librarian, shall:

(1) Provide for the establishment and ongoing operation of a digital literacy program for the public libraries in the State; and

(2) Provide coordination and facilitation of the activities of digital literacy service providers and digital literacy programs in the public, private, and volunteer sectors.

(b) The objectives of the digital literacy program shall be to provide programmatic activities promoting digital learning in the community by providing digital skill building opportunities that aim to improve:

(1) Knowledge and skills in digital literacy;

(2) Knowledge and skills in the use of digital education tools and platforms; and

(3) Knowledge, skills, and the use of digital education tools and platforms to make digital technology accessible to individuals with disabilities.

(c) The digital literacy program shall not affect existing department of education programs relating to adult education as provided under sections 302A-432 to 302A-435."

SECTION 3. There is appropriated out of the general revenues of the State of Hawaii the sum of $75,000 or so much thereof as may be necessary for fiscal year 2022-2023 for the establishment and administration of the digital literacy program established by this Act.

The sum appropriated shall be expended by the Hawaii state public library system for the purposes of this Act.

SECTION 4. New statutory material is underscored.

SECTION 5. This Act shall take effect on July 1, 2022.

S.B. NO. 2214 S.D. 2 H.D. 1 C.D. 1

APPROVED this 30th day of June , 2022

GOVERNOR OF THE STATE OF HAWAII

THE SENATE OF THE STATE OF HAWAI'I

Date: May 3, 2022
Honolulu, Hawaii 96813

We hereby certify that the foregoing Bill this day passed Final Reading in the Senate of the Thirty-First Legislature of the State of Hawai'i, Regular Session of 2022.

President of the Senate

Clerk of the Senate

SB No. 2214, SD 2, HD 1, CD 1

THE HOUSE OF REPRESENTATIVES OF THE STATE OF HAWAII

Date: May 03, 2022
Honolulu, Hawaii

We hereby certify that the above-referenced Bill on this day passed Final Reading in the House of Representatives of the Thirty-First Legislature of the State of Hawaii, Regular Session of 2022.

Scott K. Saiki
Speaker
House of Representatives

Brian L. Takeshita
Chief Clerk
House of Representatives

Exhibit D

State Librarian Stacey Aldrich's End-of-Year Self-Assessment for Fiscal Year 2022-2023

STATE LIBRARIAN EVALUATION

www.librarieshawaii.org

STATE LIBRARIAN'S EVALUATION FOR 2022-2023 FISCAL YEAR: END-OF-YEAR EVALUATION: State Librarian Stacey Aldrich's End-of-Year Self-Assessment for Year 2022-23

Napoleon Bonaparte once said, "A leader is a dealer in hope." I believe this to be true. While the world has changed since the pandemic in ways that have dramatically challenged our libraries, I am optimistic that as we move forward, our libraries will continue to be vital hubs for reading, learning and connecting.

This year, despite the challenges, we continued to move the organization forward. Although some of the projected timelines for our initiatives had to be adjusted based on emergent circumstances, significant and meaningful progress has been made on my top three priorities this year.

The most exciting work has been on our new Strategic Framework and Areas of Focus, which will be completed and shared with staff by June 30, 2023. Based on a tremendous survey response by both patrons and staff, this document will lay down the foundations and establish priorities that our organization needs to grow past the pandemic.

In addition, we've built plans and been awarded a grant to support digital literacy in a changing landscape of needs, and we are well into the implementation of the RFID project that will improve collection management and services to our communities. With the release of previously restricted funding, we have begun to rebuild staffing levels and expect that effort to continue this year.

While I have had challenges professionally and personally this year, I have stayed connected and dedicated to the success of our Hawai'i State Public Library System.

None of the organization's success would be possible without the amazing people I work with every day. I am grateful to the Executive Team for their support and the HSPLS staff who give their all to create opportunities for their communities.

- Part A: State Librarian's Priorities
- Part B: Professional Standards: Transformative Leader Competencies

Overall Self-Assessment				
State Librarian Priorities	Highly Effective	✓ **Effective**	Marginal	Unsatisfactory
Professional Standards	Highly Effective	✓ **Effective**	Marginal	Unsatisfactory

PART A: STATE LIBRARIAN'S PRIORITIES

SELF-ASSESSMENT SUMMARY

State Librarian Priority	Self-Assessment			
1	Highly Effective	✓ **Effective**	Marginal	Unsatisfactory
2	Highly Effective	✓ **Effective**	Marginal	Unsatisfactory
3	Highly Effective	✓ **Effective**	Marginal	Unsatisfactory
Overall	Highly Effective	✓ **Effective**	Marginal	Unsatisfactory

STATE LIBRARIAN PRIORITY 1: Update Mission and Vision and Expand Strategic Framework

- Indicator I – *By July 31, 2022, consultant selected to support the process.*
- Indicator II – *By October 4, 2022, online surveys for patrons and staff completed.*
- Indicator III – *By October 31, 2022, additional stakeholder input completed.*
- Indicator IV – By November 30, 2022, new and/or updated mission, vision and expanded HSPLS Framework completed and presented to the Board.

Highly Effective	✓ **Effective**	Marginal	Unsatisfactory

ACTIONS TAKEN IN FISCAL YEAR 2022-2023

As we continue to transition out of the pandemic, it was the perfect year to refresh our mission and vision and expand our Strategic Framework by adding areas of focus to help us be more strategic with our resources. As the state librarian, I led the process for procuring a consultant group and continue to direct this planning process. Solutions Pacific and Ward Research were hired to help us acquire stakeholder input and help us design our Strategic Framework and Areas of Focus Plan.

The Executive Team of HSPLS worked together with the consultants to:

- Identify survey questions to obtain patron, stakeholder and staff feedback
- Review the survey results
- Review the library landscape now and in the future
- Refresh the mission and vision based on input from staff
- Identify the key areas of focus based on input, library and community landscapes
- Draft the Strategic Framework and Areas of Focus plan

The entire plan is based on the themes that emerged from the patron and staff survey results. We received 18,699 survey responses from patrons and 306 from staff.

After hours of discussion and drafting the plan, we invited staff to participate in three representative focus groups (janitors, circulation staff, librarians, branch managers and support

staff) to review and comment on the new mission, vision and the areas of focus. The feedback was very insightful and generally positive. We are currently reviewing all of the feedback and the themes to identify any areas that need more clarity, and we are making small edits to the format with our consultants.

The final Strategic Framework and Areas of Focus document, along with an implementation strategy, will be completed and presented to HSPLS staff by June 30, 2023. Full implementation will begin July 1, 2023.

The original timeline was ambitious to begin with, and when we unexpectedly received 18,000+ survey responses, we determined that we needed to take additional time to thoughtfully analyze the wealth of information and intentionally hone our areas of focus. Following this, we built in additional opportunities to get more feedback from staff. As a result, we will have a stronger plan when we begin implementing it in the new fiscal year.

I am excited about our new Strategic Framework and Areas of Focus plan because it has crosswalks that fit nicely with the work the Department of Education is doing to support our students, and I look forward to sharing it with you.

FUTURE ACTIONS

- Complete small edits and formatting
- Discuss and share new Strategic Framework and Areas of Focus plan and implementation strategy with staff
- Present the plan to the Board of Education to include data, format, implementation, and year one priorities

STATE LIBRARIAN PRIORITY 2: Build Digital Literacy Framework to Support SB2214

- Indicator I – June 8, 2023, present the HSPLS Digital Literacy Framework to the BOE, which will include a map of resources, partners, plans for implementing digital skills building opportunities statewide.

Highly Effective	✓ **Effective**	Marginal	Unsatisfactory

ACTIONS TAKEN IN FISCAL YEAR 2022-2023

This year I spent considerable time working at the state level with the Broadband Hui and other statewide partners to develop and build plans for supporting digital literacy in a changing landscape of needs and resources. While we have been building our resources, we have also been working with partners who have included us in two upcoming federally funded projects to support digital literacy in Hawai‘i. Information about the National Governors Association Grant (NGA) I wrote to support this work is included on p. 13.

In addition, I spearheaded the effort to create a visual map that is crucial for understanding the current environment and available resources within a managable framework.

The attached HSPLS Digital Literacy Framework guides our efforts and ensures that we are providing the opportunities to learn digital skills that our community members need to be successful.

FUTURE ACTIONS

- Work with staff to continue to add to the map.
- Use the map as a tool for evaluating our environment and aligning resources to the needs of the community.

STATE LIBRARIAN PRIORITY 3: Implement Radio Frequency Identification (RFID) project to improve collection management and services to community.

- Indicator I – By January 31, 2023, inventories will have been completed by all branches.
- Indicator II – By February 28, 2023, vendor selected for equipment and implementation.
- Indicator III – By March 31, 2023, tagging of materials will have begun.
- Indicator IV – By May 31, 2022, installation of equipment and training in libraries will have begun.
- Indicator V – By June 30, 2023, staff will have been fully trained.
- Indicator VI – By July 31, 2023, launched to the public.

**Note: The two dates outside of the evaluation period reflect the time needed to ensure competition due to potential issues with the BID process and/or supply chain issues. I will report on progress as this project is completed.*

Highly Effective	✓ **Effective**	Marginal	Unsatisfactory

ACTIONS TAKEN IN FISCAL YEAR 2022-2023

There are several important components for this project: 1) Having the best staff to lead the project, 2) Completing inventories in all of our 51 library branches, 3) Going out for bid for the equipment and implementation, 4) Contracting, 5) Planning implementation, 6) Training and implementation.

Early in the year, I was able to identify an amazing staff member, Christine Weiss, to lead this project. I also worked with our IT staff and our Integrated Library Systems (ILS) vendor to identify technology and software that could make doing inventories easier. Christine worked with a small team to learn and train staff how to use for doing inventory.

Statewide, staff have been working diligently to complete their inventories. The process is taking staff a little bit longer than we anticipated because we are also using this as an opportunity to clean up our collections and database. This makes searching for an item in our collection much more efficient.

There was a protest following the selection of a vendor for this project, and that took about four months to resolve. We are now able to sign the contract with the selected vendor and are moving forward. We will be able to begin planning for implementation with the vendor in the next few weeks and begin implementation in coming months. We will have a better timeline after we meed with our vendor.

Once we have full implementation, our circulation and collection maintenance procedures will be more efficient and straightforward, allowing staff to undertake these tasks on a regular basis. Ultimately, the patrons will benefit. We are using technology for good.

FUTURE ACTIONS

- Plan with vendor for implementation
- Implement (tagging materials, installing equipment and training staff)
- Introduce to our communities
- Evaluate what is working and what may need further upgrades to improve processes and use

PART B: PROFESSIONAL STANDARDS: TRANSFORMATIVE LEADER COMPETENCIES

The following competencies are identified in the "Dimensions of Leadership: Transformative Leaders." I have identified examples and my self-assessment for each competency as a whole. It has been an interesting experience, and I would like to thank Superintendent Keith Hayashi for sharing this model for this year's evaluation process.

SELF-ASSESSMENT SUMMARY

Competency	Self-Assessment			
Vision	Highly Effective	✓ **Effective**	Marginal	Unsatisfactory
Strategy	Highly Effective	✓ **Effective**	Marginal	Unsatisfactory
Management-Project	Highly Effective	✓ **Effective**	Marginal	Unsatisfactory
Management-Talent	Highly Effective	✓ **Effective**	Marginal	Unsatisfactory
Communication	Highly Effective	✓ **Effective**	Marginal	Unsatisfactory
Navigation	Highly Effective	**Effective**	Marginal	Unsatisfactory
Sustained Impact	Highly Effective	✓ **Effective**	Marginal	Unsatisfactory

VISION

- Creates and communicates strong, clear images of success that guide the organization's goals, objectives, missions, and values
- Stimulates new ideas and innovations that push the boundaries for what others think is possible

Highly Effective	✓ **Effective**	Marginal	Unsatisfactory

SELF-ASSESSMENT

Each day, I work with a variety of stakeholders and future stakeholders. Internally, I have used the HSPLS Strategic Framework to ground how we do what we do to support our communities through people, places, collections, and services and programs. I speak about how we use physical and virtual spaces and collections to create connections for our communities. We strive to be the hub in or communities that connects people to books, ideas, information, learning and each other.

When I speak with external stakeholders, I share the same concepts, but with more examples of what we do now and what we want to be able to do in the future. I work hard to create a bridge from the mental models that people have of public libraries today to where we are going. This has garnered support from the True Initiative and other statewide partners who understand the vision of the hub in the community that connects.

I am always open to new ideas and ways of thinking about how we serve our communities. In fact, the library branches are encouraged to submit Pitch Your Idea proposals, and resources and/or connections are allocated to help meet the needs, as appropriate.

I am enthusiastically looking forward to implementing our new Strategic Framework and Areas of Focus, which includes our new mission and vision. It creates common vocabulary and a way that our whole organization will be able to share our vision together.

AREAS OF IMPROVEMENT

- Conduct more conversations with staff at all levels about the vision and direction of our organization.
- Encourage additional creative ideas that continue to help us support our changing communities.

STRATEGY

- Translates the vision into short-term and long-term plans aligned with organizational goals and objectives
- Analyzes strategies for leading change, considers broader system-wide implications, and adapts to unintended consequences
- Synthesizes large quantities of data with an actionable and relevant summary
- Understands the broader system-wide implications of each decision
- Anticipates continual changes and obstacles in the environment and develops contingency plans and responsive alternatives
- Encourages well-informed, calculated risk-taking

Highly Effective	✓ **Effective**	Marginal	Unsatisfactory

SELF-ASSESSMENT

My wheelhouse is strategy. I am a believer in understanding data, systems, structures, and challenges and building strategies that support change and growth.

As an example, for the last three years, I have been watching and talking with my colleagues across the country about book challenges they were facing. As you may know, the number of book challenges reported to the American Library Association in 2022 was 1,269 titles. It was the highest it had been in more than 20 years.

At the end of 2022, we began to see questions being asked about specific books in Hawaii's public libraries, and we also saw media stories about challenges at the state level. When this began, I knew we needed make sure that our communities were aware of the policies and procedures that direct our collection development and the process patrons may use to ask us to reconsider a book if they have concerns about it. I worked with staff develop a briefing on our Collection Development Policy and the process for reconsideration of materials, which we

sent to every legislator and the BOE. We wanted to make sure that the correct information was available to the public about our processes.

The information was given to constituents who expressed concerns, and we received several requests to review one title. Our staff read all of the requests and did a thorough review of the material and weighed the ability of the material to meet the requirements in our Collection Development Policy. They also searched for videos that the authors made describing their work. After the review, staff determined that the material did meet our Collection Development Policy and recommended that the subject heading be changed to more accurately and appropriately describe the book. This was done.

Our Collection Development Policy is an important strategy for ensuring that no one person makes decisions on what materials will be in the library. HSPLS serves diverse communities, and it is our role to make sure that everyone can find stories that they can see themselves in and information that helps them to be healthy, safe and informed.

We understand that not everyone has the same ideas or values, and we respect those differences by supporting the right of each individual and family to choose to read what is best for them.

AREAS OF IMPROVEMENT

- Work with staff to help them feel more comfortable taking calculated risks that ultimately serve our communities better.
- Ensure that the implementation of our Strategic Framework and Areas of Focus are effectively communicated.

MANAGEMENT: PROJECT MANAGEMENT

- Secures and manages resources that support team success and team member development
- Prioritizes and gets things done with urgency
- Pushes forward priority improvements while attending to crises that may arise

Highly Effective	✓ **Effective**	Marginal	Unsatisfactory

SELF-ASSESSMENT

I often say that my job involves juggling avocados, kittens and sometimes chainsaws on any given day. It‘s my responsibility to understand and support priorities, and to not only resolve crises but to learn and debrief with staff so we can do better in the future.

Over the past several years, we have had staffing challenges due to lack of funding, long hiring processes, and general hiring mailase that is affecting all work sectors. This makes it hard for staff (our larger team) to maintain services, and often times it’s a struggle to even remain fully

open. This past year, one of my goals was to get as many staff hired as we could. To accomplish this, I asked the former governor to release all restricted funds and to focus our budget requests on new staff and funding for the 64 position that we unfunded since 2021. Former Governor Ige released all of the restricted funds before he left office, and the legislature supported adding back $2M of the $3.2M to fund more positions. Our human resources team has been working diligently with our staff to hire. While we have not filled all of the vacancies, we are seeing some improvement.

Everyday requires reviewing what we have going on and what we need to prioritize. We are managing multiple building projects, partnerships at the state, island and local levels, staffing and projects.

AREAS OF IMPROVEMENT

- Work on not allowing someone else's emergency to pull me and the organization away from what we want to accomplish.
- Work more closely with the Executive Team to establish priorities based on the new Areas of Focus and align the resources we need to be more successful.

MANAGEMENT: TALENT MANAGEMENT

- Builds an environment to attract, retain, and develop diverse and exceptional talent throughout the system
- Focuses on effective management and places people in roles that challenge them to achieve beyond their expectations
- Promotes a transparent atmosphere and encourages collaborative learning, honest feedback, diverse thinking, and problem solving
- Coaches and mentors individuals to build mission driven, cohesive, and committed teams
- Develops and maintains high performance standards aligned to goals and the vision
- Holds individuals and departments accountable to performance standards and provides support, intervention and recognition as appropriate
- Enables others (and self) to work through times of crisis or change

Highly Effective	✓ **Effective**	Marginal	Unsatisfactory

SELF-ASSESSMENT

Many traditional talent development and support strategies for businesses are not possible to employ within the confines of the state government. That said, I support providing staff with as many learning opportunities as possible to support growth. For those staff who are making a difference and are engaging in the organization or working on projects that could benefit from conferences, we support them to travel and see what is possible beyond on islands.

I also work to maintain relationships with librarians who may want to come and work for our library system some day, and we work with the University of Hawai'i's MLIS program to support new librarians. We offer internships, and we are looking for new ways to make sure these graduates get into our interview pools in the future.

I also try to find ways for staff to connect with other library professionals and/or projects that are interesting to them. For example, I was able to connect staff who were interested in having a coaching experience to work with a library coach.

I intend to support and develop talent by providing internal leadership and management training. This year, wee have built a matrix of what kinds of skills or training would help us to build our future leaders and management staff. The training would also help us to build common vocabulary for talking about leadership and management and set the expectations more clearly. Our staff development librarian has begun to identify potential training opportunities in each of the areas identified in our matrix. The next step is to build a pilot program.

We work to provide opportunities for staff to share feedback and to be engaged. In our recent feedback sessions for the new strategic plan, staff openly shared what they liked and did not like. I truly appreciated their openness.

The Executive Team is a very helpful group that will step up and encourage and assist each other and our colleagues across the library whenever such support needed.

AREAS OF IMPROVEMENT

- Build clearer standards of accountability and articulate them more effectively
- Bring in more staff from all parts of the organization to help us think about how we can creatively attract adn support talent in our organization

COMMUNICATION

- Connects emotionally across a range of audiences
- Seeks to collaborate, build consensus and mobilize others to share ownership of and responsibility for the work
- Explains complex information in an accessible manner, balancing the use of information and emotion to reach a range of audiences
- Communicates with authority, credibility and calm in time of crisis
- Generates optimism around future possibilities and success to advance the organization
- Motivates others to transcend their expectations through meaningful and challenging work

Highly Effective	✓ **Effective**	Marginal	Unsatisfactory

SELF-ASSESSMENT

I truly believe that public libraries are not only hubs of opportunities in our communities, but they are also places that can change people‘s lives. I am enthusiastic and passionate about our public libraries, and that enthusiasm can be contagious (in a good way). I have been able to garner resources that have supported esports in Waipahu and funding to support our broadband connectivity.

Internally, as we look at implementing large scale changes or projects, we always include staff in the process. For example, the RFID project has a liaison in every branch, who works with the project leader to learn, provide feedback and be a conduit for questions, problems and/or ideas from the branch.

When communicating complex information, I break it down into digestable bites and use those bites to explain the issues to others. During this last legislative session, I was able to effectively articulate the challenges for public libraries to purchase ebooks, and the necessity of legislation to support reasonable pricing for libraries to ensure access for our communities. While the bill passed both the House and Senate, it did not get to conference committee, and there are efforts to modify it for next session.

When we have issues or challenges, I always feel it is necessary to communicate with staff as soon as possible. I always work with our Executive Team to make sure the messages we send out are accurate, timely, complete, consistent and answer as many questions as possible. Most recently, with increased challenges of books and patrons sometimes being uncivil, we pulled together information and provided a model for staff so they can work appropriately with patrons. I heard from a staff member that they appreciated this kind of communication that included information and concrete examples of how to deal with the situation.

I continue to practice the aloha response and work on ha‘aha‘a and ahonui, which are so important for communication. I must be empty to truly hear and wait for the moment to respond.

AREAS OF IMPROVEMENT

- In the last staff survey on communication within our organization, the range of desired sharing of information was from detailed to broad. I would like to work with staff to find the sweet spot of what is the best way to make sure staff have access to the information they need to feel connected.
- I‘ve recently had some coaching from our new communications person on presenting information in a more structured way, which helps me to be more focused and not forget points that I need to make.

NAVIGATION

- Understands and leverages local and national issues that impact the organization
- Skillfully engages stakeholders (including elected officials, community members, organizations, students and families) to represent the shared interests of the community as a whole
- Diagnoses, understands, and empathizes with perspectives of other stakeholders in preparation for interactions intended to influence thinking or behavior
- Builds and effectively leverages political capital and partnerships with key allies, families and community members to support and advance their efforts
- Recognizes the assets that exit in the communities served and seeks to authentically understand their needs
- Works effectively with cabinet and board
- Facilitates collaborative decision-making with internal and external stakeholders to support the organization's goals
- Builds a sense of urgency and gains buy-in

✓ **Highly Effective**	Effective	Marginal	Unsatisfactory

SELF-ASSESSMENT

This past year, I was asked by former Governor Ige's office to write a National Governor's Association (NGA) grant in 24 hours related to digital literacy and workforce development. It was based on my work with the statewide Broadband Hui and the work we do in libraries to support digital literacy. I quickly spoke with colleagues, created a team and submitted our proposal – on time – to build a plan for supporting digital literacy skills in the workforce in Hawai'i. We received the grant funding, and I was then tasked with leading the group and initiative on a short timeline. I was responsible for contracting a consultant group to help us build the plan based on stakeholder feedback and the requirements of the NGA grant, participate in national online and in-person meetings, do presentations, and with the team, present the plan to Governor Ige, which we did in August 2022.

The work that was done on this plan is now being used to build the Digital Equity Plan that the State must use to get further federal Broadband Equity Access and Deployment Program (BEAD) funding.

The project also helped us to identify new resources like Skillfinder, which we launched as the first public library system in the U.S. this past year. Skillfinder offers over ,1500 free online courses provided by the world's leading technology companies. The courses are focused on digital skill development for employees or people looking to build new skills and potentially change jobs.

AREAS OF IMPROVEMENT

- Build ways to effectively communicate with the Board, so there are more connections to what is possible and the national trends and opportunities for us.

SUSTAINED IMPACT

- Embeds impactful change in the organization's culture, strategy and practices
- Encourages key influencers to support and maintain efforts
- Garners the necessary resources to successfully implement and sustain key strategies
- Implements the work in ways to ensure efforts endure beyond the tenure of any one individual

Highly Effective	✓ **Effective**	Marginal	Unsatisfactory

SELF-ASSESSMENT

Over the years, I have worked to build practices that support the movement foward of our organization. One of the most important is that of staff development, and I believe the hiring of a staff development librarian is helping us to create more learning opportunities for staff.

I believe our new Strategic Framework and Areas of Focus will be the beginning of our ogranization coming together with our new mission and vision. The Areas of Focus will create the common vocabulary for us all to tell the story of our the library can be supportive of literacy, technology, life enrichment and deeping community relationships.

I continue to work with key influencers and to find ways to maintain those efforts. For example, the building of our new Waikōloa Public Library. There are many important stakeholders who are dedicated to the building of this new library, and we want to make sure that the energy and support for this new library and the Hawai'i State Public Library System continue after it is built. We will need to have people, collections and support for amazing services and programs. So, we continue to work to build the relationships and connections to build and sustain this new community library space.

AREAS OF IMPROVEMENT

- Develop more focused strategies for long-term sustained impact.
- Work more with the Board and Department of Education to find the connections with public libraries to build stronger resources for students and their families.

HAWAIʻI STATE PUBLIC LIBRARY SYSTEM
DIGITAL LITERACY FRAMEWORK 2023

June 2023

INTRODUCTION

In 2022, the Hawaiʻi State Legislature passed and the governor signed SB2214, which established a digital literacy program to be administered by the board of education through the state librarian to support the digital skills of our communities. While the Hawaiʻi State Public Library System (HSPLS) has been providing digital literacy support since we first added computers in our libraries, this bill specifies the role of the library is to:

1) Establish a digital literacy program, and
2) Provide coordination and facilitation of digital literacy activities with public, private and volunteer organizations.

The goal is to ensure that EVERYONE, including those we serve who are differently abled, has opportunities to learn the digital skills they need to be successful in communication, education, work, connecting with government, and navigating our digital world.

This Digital Literacy Framework focuses HSPLS' energy and resources on the services and programs that contribute to achieving this goal. It includes strategies that are based on patron input, and it expands upon the valuable partnerships established over the past several years. We recognize that strengthening these partnerships and identifying new opportunities for partnering are critical to the success of this effort. This Framework weaves state, federal and partner resources together to form an inclusive slate of programs offered through our public libraries. In addition, this Framework builds on staff training efforts already underway and anticipates continual development of these skills to meet evolving needs. It also provides the basis for reviewing and assessing the efficacy of the digital literacy strategies and programs being offered.

DIGITAL LITERACY FRAMEWORK

STRATEGY		PARTNERS	RESOURCES	PROGRAMS FY23-25
The strategies are based on the responses to the HSPLS 2022 Patron Survey & learning styles.		*The partners are current and potential partners for offering and connecting patrons to opportunities.*	*The resources available and needed to support each strategy.*	*These projects are in development to provide digital literacy opportunities.*
	One-on-one Assistance	AARP Alu Like Dept. of Education Dept. of Hawaiian Homelands (DHHL) Dept. of Health (DOH) Dept. of Labor and Industrial Hawai‘i Hawai‘i Broadband & Digital Equity Office (HBDEO) Hawai‘i Literacy, Inc. Individuals with skills and desire to teach Ka‘ala Souza Members of the Broadband Hui Non-profits that support digital skillls Ōlelo Pacific Basin Telehealth Resource Center (PBTR) Pearsuite Relations Universities and Colleges Workforce development organizations	People to be Digital Coaches Devices (Chromebooks, Microsoft laptops) Spaces for sessions General Funds	Project 1 – DOH & PBTR Digital Telehealth Navigator program in libraries to help people connect to their doctors and health information. Project 2 – Pearsuite to pilot a phone number patrons can call for help during specified hours. Call center will support and direct to library resources. Pearsuite will also provide “office hours” in five library branches.
	In-person Classes		Instructors Devices (Chromebooks, Microsoft laptops) Space for classes State General Funds Federal Funds	Project 1 – Rep. Case secured funding through the U.S. Department of Labor to implement in-person basic digital literacy classes in all 51 branches over a 2-year period. Project 2 – National Telecommunications and Information Administration 2-year grant to teach students how to record and share the stories of their communities using audiovisual tools. Grant includes classes for kūpuna to learn to interact with the internet safely via tablets. Partnering with with DHHL.
	Online Resources		*Online self-paced tools* Northstar, Skillfinder, Gale, Learning Express	HSPLS will market the resources that are available to the public via the public library‘s digital door and work with partners to connect communities to them. For example, HBDEO will be linking its digital literacy page to Northstar & Skillfinder.

STAFFING

In order to ensure smooth implementation and evaluation of these programs, we will use general funding to provide staff who will coordinate and keep them on track.

We are also dedicated to providing HSPLS staff with the training they need to assist the public. We are using Northstar as the baseline for the digital skills needed by staff, and we will continue to support additional training as community needs expand.

MARKETING

We will develop and implement markteting strategies to connect our communities to the learning opportunities available through the library.

MAP THAT GROWS WITH NEEDS

This Framework is designed to be flexible and responsive to new opportunties as we learn and adjust to the changing needs of our communities. Frequent review and assessment of each program will inform and guide these adjustments.