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September 17, 2026

TO: Human Resources Committee

FROM: Elynne Chung
Chairperson, Human Resources Committee

AGENDA ITEM: Action on process to evaluate the State Librarian for 2026-2027 fiscal year performance

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I. EXECUTIVE SUMMARY

I propose that the process to evaluate the State Librarian for the 2026-2027 fiscal year include:

- A single end-of-year evaluation of the State Librarian's:
  - Fulfillment of duties and responsibilities as per the State Librarian's position description; and
  - Progress toward a set of metrics, to be known as targeted goals, that ensure the State Librarian has clear direction and goals for making progress on the Hawaiʻi State Public Library System's 2026 Strategic Plan and to ensure alignment between the Board of Education (Board) and State Librarian;
- A collaborative dialogue that also considers any extenuating circumstances that may arise during the fiscal year and may impact the State Librarian's performance; and
- A defined rating scale and timeline.

II. BACKGROUND AND DISCUSSION

Per section 312-2.1, Hawaii Revised Statutes, the Board is responsible for appointing the State Librarian. The employment contract with State Librarian Stacey A. Aldrich requires that there be a formal evaluation by the Board of her performance as State Librarian at least annually.

State Librarian Aldrich is scheduled to be evaluated by the Board this fall, for the 2025-2026 fiscal year, based on the process approved by the Board at its March 12, 2026, general business meeting.

I propose a process to evaluate the State Librarian for the 2026-2027 fiscal year as outlined below.

Evaluation of the State Librarian

The State Librarian evaluation for the 2026-2027 fiscal year will include a review of:

- Whether the State Librarian is meeting the requirements of the employment contract based on the duties and responsibilities of the position – which cover areas such as leadership, organizational culture, communications, and community relations – pursuant to the State Librarian position description (attached as **Exhibit A**).
- The State Librarian's progress toward a set of metrics, referred to here as targeted goals. This will ensure the State Librarian has clear direction and goals that align with and support the Hawai‘i State Public Library System's (HSPLS) 2026 Strategic Plan.

The evaluation will help ensure alignment between the Board and State Librarian.

I recommend that the evaluation take into account the State Librarian's self-assessment. I also recommend that the Board consider other relevant information, including that presented to the Board throughout the fiscal year and Board members' own observations.

Exhibit B details the process for the State Librarian evaluation for the 2026-2027 fiscal year.

III. RECOMMENDATION

Based on the foregoing, I recommend the Board approve the process to evaluate the State Librarian for her 2026-2027 fiscal year performance, as explained in this memorandum.

Proposed motion: "Moved to approve the process to evaluate the State Librarian for her 2026-2027 fiscal year performance, as explained in Human Resources Committee Chairperson Elynne Chung's memorandum dated September 17, 2026."

Exhibit A

Position Description for State Librarian

Hawaii State Public Library System
POSITION DESCRIPTION - STATE LIBRARIAN

I. INTRODUCTION

The State Librarian is appointed by the Board of Education ("Board") and is under the direction of the Chairperson of the Board. The State Librarian is responsible for the operation, planning, programming, and budgeting of all community/school and public libraries within the State.

II. MAJOR DUTIES AND RESPONSIBILITIES:

The State Librarian provides the vision, structure and support for the development of the Hawaii State Public Library System, which continues to grow to meet the ever-changing needs communities statewide.

A. Administrative:

1. Works with and presents recommendations to the Board in the formulation of effective strategic plans to achieve desired results, capital improvement projects, and budget, and then effectively implements.
2. Works with and presents recommendations to the Board for best practice Board policies that support the effective operations of the library system and upholds those approved policies.
3. Establishes internal policies and procedures with ongoing review and updating to ensure they meet the needs of the organization and patrons.
4. Interprets and insures compliance with established policies, procedures and rules to facilitate administration of library services.
5. Develops positive relationships and partnerships with the Governor, legislature, Department of Budget and Finance ("Budget and Finance"), and other state agencies, Friends of the Library of Hawaii groups and other entities at the local, state and federal level to develop library spaces, collections, services and programs.
6. Presents and works with the Governor, legislature, and Budget and Finance on yearly budget requests.
7. Develops and implements strategies to effectively manage all library facilities.
8. Works with staff to develop collections that effectively balance local, island and statewide resources.
9. Guides and works with staff to develop programs and services that provide equitable access to all library resources for all.
10. Demonstrates ability to adapt and evolve as needs and/or situations require change in policies, procedures, programs and/or services to support the community.
11. Supervises staff through ongoing interactions, evaluations and coaching.
12. Approves the selection and assignment of personnel, leaves without pay, and the administering of disciplinary and other personnel actions.

13. Provides administrative leadership in collective bargaining concerns.
14. Serves as the state administrative agency for libraries.
15. Works closely with the leadership of the Department of Education to identify and implement programs and/or services of support for students and families.
16. Prepares special reports and correspondence as required.
17. Performs other related duties as required.

B. Organization:

1. Aligns leadership actions, staffing, and resources to a patron-centered vision.
2. Nurtures an organization of working together, trust, and high expectations by supporting leadership and staff who work behind the scenes and in branches to make decisions that improve library services.
3. Leads and supports the use of quantitative and qualitative data to identify priorities, assess organizational effectiveness, identify effective practices and promote continuous organizational learning, and inform instruction for administrators and library staff.
4. Ensures that all staff receive relevant and continuous professional development, including leadership development, that directly enhances their performance.

III. CONTROLS OVER THE POSITION

This position receives general policy directions that affect the library system from and is evaluated by the Board.

This position exercises general supervising (or direct supervision, depending on the issue) to a version of staffing as in the 2018 Organizational Chart:

Classification	**Pos. No.**	**Name of Office**
Private Secretary II	120352	Office of the State Librarian
Administrative Assistant	102936	Office of the State Librarian
Special Assistant to the State Librarian	102071	Office of the State Librarian
Librarian IV	15445	Office of the State Librarian
Administrative Services Officer	32512	Administrative Services Branch
Information Tech Specialist VI	15147	Electronic Services Support Section
Librarian V	46945	Library Development Services Section
Librarian VI	10924	Technical Services Sections
Managing Librarian II	00303	Hawaii State Library
Managing Librarian II	49822	Public Libraries Branch
Managing Librarian I	19333	Library for the Blind & Physically Handicapped

The State Librarian may work with the Department of Human Resources Development to restructure the organization to function more effectively as resources, programs and services change.

IV. QUALIFICATION REQUIREMENTS OF THE JOB:

Experience and Training: Master's level library science degree from an American Library Association ("ALA") accredited college or university. A minimum of six years of progressively responsible job-related professional experience in library work, of which three years shall have been in an administrative capacity. Experience working in both a state library and public library setting preferred.

Knowledge of: Principles of best practice as they relate to: library science; collection development; facilities management; development of library services and programs; customer service; library administration; technology and applications to library services; state government structure, state laws and their application in regulations, policies and rules; management; public relations; and budgeting.

Ability to: Formulate effective and flexible plans to achieve desired results; make sound, logical decisions under stress; exercise good judgement; ability to see problems objectively and create solutions; plan, organize and coordinate the activities of a large staff of administrative, technical, and clerical personnel to provide public library services to the State; build positive relationships with staff and community (including the Governor, legislature, Board, Friends of the Library of Hawaii groups, civic and private groups) through effective communication both orally and in writing; analyze quantitative and qualitative data to evaluate and improve library operations, programs and services; analyze trends and work with staff to prototype and evaluate new programs and services; create and provide reports and presentations for multiple stakeholders that are clear and concise; and develop, present and explain budgets to public officials and others.

(approved August 15, 2019, at the Special Meeting of the Board of Education)

Exhibit B

State Librarian Evaluation Process for 2026-2027 Fiscal Year Performance

Purpose

The purpose of the evaluation of the State Librarian is to provide a structured, transparent, and evidence-based assessment of the State Librarian. The evaluation process measures the State Librarian's fulfillment of duties and responsibilities, as well as the State Librarian's performance related to targeted goals that are rooted in the Hawai'i State Public Library System's (HSPLS) 2026 Strategic Plan. The evaluation is designed to support continuous organizational growth, ensure accountability, and align leadership actions with a shared vision for the important services our libraries provide to meet the diverse needs of all in our communities across the state.

Evaluation Considerations

- Per section 312-2.1, Hawaii Revised Statutes, the State of Hawai'i Board of Education is responsible for appointing the State Librarian. As part of the process and per the Board's employment contract with State Librarian Stacey A. Aldrich, the Board evaluates the State Librarian's performance at least annually. No process or instrument is completely objective. There will always be some subjectivity, but the evaluation process should foster a fair analysis of the State Librarian's performance.
- The State Librarian is responsible for the Hawai'i State Public Library System which is a large, statewide organization with complex operations. Each targeted goal may embody a number of efforts and processes and involve multiple stakeholders. There may be variation in the implementation and effectiveness of these efforts and processes within each targeted goal, so the Board must consider a range of efforts and a preponderance of evidence to determine a fair and representative rating.
- The Board will rate the State Librarian's fulfillment of duties and responsibilities, and performance on each targeted goal.

Evidence for State Librarian Evaluation

- **State Librarian Self-Assessment:** Self-assessment reveals State Librarian's perceptions and reflections of their job performance. The State Librarian will submit a written self-assessment.
- **Documentation Evidence:** The State Librarian may provide evidence to the Board of fulfilling their duties and responsibilities as per the State Librarian's position description, and their progress toward targeted goals. Additionally, Board materials and updates to the Board throughout the fiscal year may be included as evidence.
- **Observations**: The Board may also consider other relevant information, including Board members' own observations.

Evaluation of the State Librarian's Fulfillment of Duties and Responsibilities

The State Librarian evaluation will include a review of whether the requirements of the position are being met, based on the duties and responsibilities indicated in the position description (attached as **Exhibit A)**.

Evaluation of the State Librarian's Progress Toward Targeted Goals

The evaluation will also include a review of the State Librarian's progress toward targeted goals, to ensure the State Librarian has clear direction and goals for making progress on HSPLS' 2026 Strategic Plan, and to ensure alignment between the Board and State Librarian.

The strategic plan includes HSPLS' organizational framework, which identifies the core elements that provide the foundation for delivering responsive, high-quality services and positioning the libraries to meet the evolving needs of Hawai'i's communities – people, places, collections, and programs and services. The strategic areas of focus in the strategic plan help align HSPLS' work with what matters the most to Hawai'i's communities and identify where it can make the greatest difference. The areas of focus are:

- Strengthening Literacy;
- Creating Life Enrichment Opportunities;
- Navigating our Digital World; and
- Serving as Community Hubs.

These areas of focus serve as the basis for the targeted goals for State Librarian's evaluation.

State Librarian's Targeted Goals FY2026-2027

The following are the targeted goals for FY2026-2027. In the table below, you will find references to the Hawai'i State Public Library System's Strategic Plan in column two to demonstrate the relationship of the goals to the organizational framework and areas of focus. Updates for each of these goals will be provided to the Board through the State Librarian's reports.

GOAL NO.	HSPLS STRATEGIC PLAN	TARGETED GOALS
1	**Organizational Framework** → People → Places **Areas of Focus** → Creating Opportunities for Life Enrichment → Serving as a Community Hub	**GOAL 1:** Evaluate library hours of service to create models for the future that build a vision for what is possible with appropriate resources. **IMPLEMENTATION/TIMEFRAME** • Initiate statewide hours survey of all communities (Winter 2027). • Analyze results (Spring 2027). • Discussion with Branches (Spring 2027). • Create models for future hours with the resources that are available and present to the Board of Education. (Presentation to Board in Fall 2027)
2	**Organizational Framework** → Programs & Services **Areas of Focus** → Navigating our Digital World	**GOAL 2:** Ensure that our communities have access to quality programs and learning opportunities that support understanding and ability to navigate Artificial Intelligence (AI). **IMPLEMENTATION/TIMEFRAME** • Provide staff-facilitated community conversations about AI for patrons and HSPLS staff (Fall 2027). • Participation as one of three pilot state libraries on a national AI grant to create a library AI learning tool and community conversations for using AI to solve chal lenges. (This is a 3-year project that has just begun; a more specific timeline will be provided as the project moves forward.) **GOAL 2.1:** Implement a pilot project that uses technology to increase access to library services in a community. **IMPLEMENTATION/TIMEFRAME** We have identified two projects for FY27:

		• Project 1: We are currently seeking to improve awareness and use of our digital resources by working with the DOT/Airports to make available signage with QR codes to invite people to grab an ebook or emagazine to take on their trip. We are at the beginning stages of this project and will be working with our ebook vendor to help us with the technology side. Implementation should be done by (Summer 2027). Evaluation and adjustments as needed by December 31, 2027. • Project 2: We are also working on improving our internal processes to provide more efficient book delivery. We are implementing an Automated Materials Handling System for our Oʻahu drivers. This new system will auto-sort materials, which will reduce time and strain on our delivery drivers. The bid has been completed, comp-any identified, and we are now finalizing the contract. The new system should be implemented by Summer 2027. Evaluation and adjustments will be done ongoing and as needed.
3	**Organizational Framework** → People → Collections → Programs & Services **Areas of Focus** → Strengthening Literacy	**GOAL 3:** Support the literacy needs of learners by providing opportunities to understand and build skills at the public library. **IMPLEMENTATION/TIMEFRAME** • Provide a literacy film festival in at least one library on Hawaiʻi Island, Oʻahu, Kauaʻi, Lānai, Maui, Molokaʻi (Spring 2027). • Work with our literacy partners like Hawaiʻi Kids Can, Hawaiʻi Literacy, Inc., Department of Education to identify a pilot project in 2027 that will support literacy in Hawai'i and build readers. (Fall 2027)
4	**Organizational Framework** → Places **Area of Focus** → Creating Opportunities for Life Enrichment → Serving as Community Hubs	**GOAL 4:** Demonstrate progress on not only caring for our public library spaces, but progress on capital improvement projects, including the following: → Building updates will be provided during State Librarian reports. → Lahaina Public Library. Complete the installation of a pop-up library (Winter 2027) and work with Department of Accounting and General Services (DAGS) to have construction bid for new library out by August 2027. → Waikōloa Public Library. Construction bid is awarded and begins by the end of FY27

		to early FY28 if no issues arise. → Kea‘au/Mountain View Public Library. Construction continues with opening by FY28.

Evaluation Discussion

To further guide the Board in conducting its evaluation, the discussion during the evaluation may also include, but not be limited to, the following topics:

- Noteworthy achievements;
- Progress made in other aspects of HSPLS' 2026 Strategic Plan;
- Goals, objectives, and/or projects for the subsequent evaluation period;
- Training or development opportunities for the subsequent evaluation period; and
- Management support desired.

In conducting the evaluation, the Board will also consider any extenuating circumstances that may arise during the fiscal year and that may impact the State Librarian's performance.

The evaluation dialogue provides an opportunity for the Board and State Librarian to collaboratively exchange feedback and recommendations designed to identify lessons learned and cultivate continuous organizational growth.

Rating Scale

The following scale will be used in the evaluation based on the State Librarian's fulfillment of duties and responsibilities, and progress toward the targeted goals:

Rating	Characteristics
Exceeds (3)	Performance exceeds stated expectations or goals.
Meets (2)	Performance meets stated expectations or goals.
Does not meet (1)	Performance does not meet stated expectations or goals, is not evident, and/or requires significant improvement.

For the fulfillment of duties and responsibilities, a single rating will be provided.

For the targeted goals, each goal will be assigned an individual rating. Then an overall rating will be determined by taking an average of these individual ratings.

Finally, a cumulative rating will be determined by taking an average of:

1. The rating for the fulfillment of duties and responsibilities; and
2. The overall rating for the targeted goals.

Each of these ratings must be "meets" or better to earn a cumulative rating of "meets" or better.

The following explains this in table format, as an example:

Evaluation Item	Description of Evaluation Item	Rating
Fulfillment of duties and responsibilities		
Targeted Goal 1		
Targeted Goal 2		
Targeted Goal 3		
Targeted Goals - Overall		
Cumulative		

The ratings will be determined by majority vote.

Timeline

This timeline allows ample time to review year-end results before the State Librarian's self-assessment and evaluation are conducted. It is important that the State Librarian and Board have context to conduct a fair self-assessment and evaluation, respectively.

Activity	Timeline
The Board and State Librarian mutually agree upon the State Librarian evaluation process.	November 2026 (General Business Meeting)
The Board provides interim feedback to the State Librarian based on the State Librarian's regular reports to the Board.	Winter 2026
The State Librarian presents the Board with an end-of-year self-assessment.	Fall 2027 (General Business Meeting)
The Board's Human Resources Committee publicly discusses and rates the State Librarian's performance for the year. The Committee makes a recommendation on the evaluation ratings to the full Board.	Fall 2027 (Human Resources Committee meeting)
The Board publicly discusses and rates the State Librarian's performance for the year. The minutes of the meeting serve as the official record of the evaluation of the State Librarian.	Fall/Winter 2027 (General Business Meeting)

Timeline is subject to change.