



TRL STANDARDS OF PERFORMANCE: SUPPLEMENTAL MATERIAL

September, 2012

TRL MISSION STATEMENT

Timberland Regional Library provides information, resources, services and places where all people are free to read, learn, connect and grow.

TRL VISION STATEMENT

For every reader, the best book
For every question the best answer,
For every need, the best resource
For every encounter, the best experience
For every library dollar, the best value
For every person, a place to belong

PURPOSE

To provide examples of behaviors demonstrated by effective Timberland staff. Each section corresponds to the sections in the NeoGov appraisal system. The first paragraph in each section is the narrative from the appraisal system. The list that follows includes examples of effective behavior.

TEAM

All Timberland staff work as one team.

CUSTOMERS

My customers are the people I interact with every day. They are the people that I work with side-by-side, the people that work in other libraries or at the service center, and the people that come into, call or contact the library. They are my reason for being at work.

I. DEMONSTRATES QUALITY CUSTOMER SERVICE

My customers are people who visit or call the library and other library staff. I recognize that the customer's experience is critical if we are to fulfill our mission and vision. I create a positive and welcoming atmosphere for customers. I maintain customer confidentiality. When customers need my help, I cease conversations with co-workers, put aside work being done and focus on the customer. My greetings are warm, friendly and include a smile. I identify myself to customers, in person and on the phone. If I'm interrupted, e.g. by phone ringing, I excuse myself, and after the interruption, I thank my customer for waiting. I consistently provide courteous, respectful, professional service; sarcasm and negative attitudes have no place in our library. I answer questions clearly and completely, to my customers' satisfaction and I refer questions to appropriate staff when necessary.

A. INTERACTS WITH CUSTOMER IN PERSON

Examples include, but are not limited to:

1. Acknowledges customers approaching the desks or on the floor.
2. Ceases conversations with co-workers when customers approach or are in library.
3. Sets aside work being done at the desk or on the floor when customers approach.
4. Establishes eye contact.
5. Smiles.
6. Gives friendly verbal greeting such as, "How may I help you?" "Hello," "I'll be with you in a __minute," etc. (approachable)
7. Offers assistance.
8. Gives customer full attention.
9. If interrupted, e.g. by phone ringing, excuses self. After interruption, thanks customer for waiting.
10. Uses open-ended questions.
11. Takes action. Gets to yes rather than no; knows resource and/or refers.
12. Exhibits professional behavior to all customers and staff.
13. Avoids sarcasm.
14. Consistent courteous behavior toward customers.
15. Answers customer's questions clearly and completely to customers satisfaction.
16. Invites customer to ask for more help if needed.
17. Refers customer questions to appropriate staff when necessary.
18. Uses positive phrasing in explaining problems and library rules.
19. Is open-minded and respectful toward customers with problems needing resolution.
20. Thanks customer kept waiting in person or on the telephone.
21. Explains to a customer when a problem or procedure is likely to take more than a few minutes.
22. Offers the customer the choice of waiting for an answer or resolution or being called back later.
23. Prioritizes the in-person customer.
24. Thanks customers for visiting the library, using library services, and attending library programs. Invites departing customers to visit the library again.

B. INTERACTS WITH PUBLIC ON PHONE

Examples include, but are not limited to:

1. Uses TRL Telephone Customer Services Guidelines, including:
 - a. Answers with a greeting, name, the full branch (or department) name, and a question. Speaks with a smile in voice.
 - b. Is helpful & specific (Ex. "This will take me about two minutes," not, "be right back"; "Here's what I can do for you...", not, "No.")
 - c. Uses appropriate level of formality for the customer.
 - d. Avoids library jargon (Ex. "I can take care of that for you," not "I just need to go into Symphony and edit your profile name so you can use self-checkout.")
2. Follows TRL Telephone Queries guidelines for confidentiality of customer information.
3. Uses Telephone Service Recovery techniques successfully for difficult interactions.

C. MODELS BEHAVIORS, DEMONSTRATES GOOD JUDGMENT

Examples include, but are not limited to:

1. Provides a good model of what employees are supposed to do when working with all staff.
2. Follows Timberland Regional Library's policies and procedures.
3. Is knowledgeable of, and provides good answers to questions about, TRL policies, procedures.
4. In libraries, maintains quiet conversations at public desks and on the floor. Discreetly shares comments that are negative, sensitive and/or related to customers away from the public areas.
5. When a mistake is made, admits it and asks for suggestions for improvement.
6. Answers phones promptly.

D. INTERACTS PROFESSIONALLY WITH ALL TRL STAFF

Examples include, but are not limited to:

1. Is collaborative, collegial, respectful to all staff in person, via email, etc. at all times.
2. Refrains from reflecting personal values and beliefs.

E. INTERACTS WITH DISRUPTIVE CUSTOMERS

Examples include, but are not limited to:

1. Converses in business-like manner; speaks calmly, keeps discussion impersonal
2. When appropriate, cautions customers about actions or behaviors prohibited by library regulations and informs them of consequences for failure to comply.
3. In Charge staff - maintains a calm, professional manner when handling a disruptive incident. Calls police if necessary; if police are called then files emergency report and notifies building staff and Administration.

F. RESOLVES COMPLAINTS

Examples include, but are not limited to:

1. Remains calm.
2. Doesn't take personally.
3. Gives full attention.
4. Maintains eye contact.
5. Acknowledges customer's concern.
6. Is not quick to explain or defend.
7. Listens to complaint/issue.
8. Paraphrases to ensure listening.
9. Uses open questions to get additional information.
10. Paraphrases or repeats to confirm understanding of problem or what customer expects.
11. Apologizes, if appropriate.
12. Takes action to resolve complaint.
13. Suggests options in plain language.
14. Explains what the customer should expect.
15. Confirms agreement.
16. Thanks customer for sharing concern.
17. If unable to calm customer or to resolve the complaint, refers the customer to appropriate person (supervisor, In Charge staff, Administration).

II. IS RELIABLE AND DEPENDABLE

My customers are people who visit or call the library and other library staff. My customers and my co-workers count on me, and I deliver. I am at my station, ready to work when my shift starts. I deliver what I say I will with customers, and in the event that I discover I can't, I communicate early and openly with those affected. I rarely make errors. I take responsibility for and do my best to correct my mistakes when they do happen. I identify problems to be solved, determine if it is appropriate to be solved by me or if I need assistance from my supervisor and/or co-workers. I coordinate my efforts with those of my supervisors and co-workers and offer solutions for problems. I follow standard safety practices at all times. I save personal business for my breaks. My professional behavior sets a positive example for others.

A. MANAGES TIME EFFICIENTLY

Examples include, but are not limited to:

1. Arrives to work on time, ready to work as scheduled. Ready to work is defined as the following: staff is scheduled to work 9-5, staff has to arrive a few moments before 9 to get ready for the day of work, work begins promptly at 9 a.m. as opposed to getting to work at 9 and putting lunch and coat away.
2. Notifies supervisor as far in advance of shift as possible of lateness or illness
3. Conducting personal business on breaks.
4. Have articles needed such as writing implements, paper, and work items.
5. Develops plan of action for assigned tasks.
6. Arranges tasks by priority.
7. Addresses highest priority items.

8. Verifies deadlines with supervisor and priorities if not clear.
9. Submits completed assignments so that they arrive at appropriate place by due date
10. Reports any problems as they arise in the meeting of deadlines.
11. Negotiates changes in due date, if necessary. Informs supervisor regularly of progress of work plan objectives through established communication mechanisms.
12. Alerts supervisor to potential problems in accomplishing work plan objectives on schedule.
13. Assesses appropriateness of work plan objectives with respect to changing system or administrative goals.
14. Negotiates with supervisor as necessary.
15. Seeks assistance from supervisor with work plan as necessary.
16. Requests additional resources, etc. as necessary for meeting work plan objectives.

B. SOLVES PROBLEMS

Examples include, but are not limited to:

1. Is alert to and notifies supervisor of potential situations with customers, building, supplies, etc.
2. Identifies the problem to be solved; determines if situation is appropriate to be solved by oneself or shares with supervisor or co-workers, co-workers in other departments, and Administration.
3. Offers solutions to the supervisor and/or colleagues, depending on the problem.
4. Implements plans as needed.
5. Reports final resolution to all interested parties by using TRL communications as needed (e-mail, Sharepoint, workbook, in person).

C. MAKES DECISIONS

Examples include, but are not limited to:

1. Identifies specific problem or issue.
2. Bases decisions on established library policies, procedures, and trainings; when not sure discusses with supervisor or building manager
3. Determines if decision is appropriately made by that level in organization.
4. Gathers sufficient information and input before making decision.
5. Analyzes data prior to making decision.
6. Selects most viable solution from among alternatives
7. Makes decisions in a timely manner.
8. Takes responsibility for own decisions and analyzes outcomes.
9. Informs people upon whom the decision will have impact.
10. Asks questions if does not know answer.

D. WORKS SAFELY

Examples include, but are not limited to:

1. Follows standard safety practices including Prepare Training, blood-borne pathogen guidelines, ergonomic guidelines, and other TRL relevant policies.

2. Reports unsafe conditions, and illegal and inappropriate customer situations including harassment to supervisor or library manager.
3. Does not work under uncorrected unsafe conditions.
4. Reports accidents, work-related injuries/pain, or ergonomic concerns immediately to supervisor and/or library manager who in turn will notify Human Resources.
5. Follows standard safety practices when using equipment or tools.
6. Stays home when feeling ill or could be contagious.

E. RESOLVES EMERGENCIES

Examples include, but are not limited to:

1. Carries out procedures according to TRL Emergency Procedures Manual, and local library Emergency Evacuation Procedures.

III. WORKS WELL WITH OTHERS, SHOWS RESPECT, CONTRIBUTES TO THE TEAM

My customers are people who visit or call the library and other library staff. I am an important part of the Timberland team. I create a positive work environment through cooperation, respect and trust. I am friendly and approachable, demonstrating professional behavior. I strive toward empathetic and compassionate interactions, trying to understand and acknowledge my customer's point of view. I communicate openly, with diplomacy and tact. At all times I maintain confidentiality; gossip has no place in our library. I listen to feedback without using excuses, deflecting or arguing. I offer feedback in a positive and direct manner. People enjoy working with me. I am a positive team member who participates and supports all members of the team.

Examples include, but are not limited to:

1. Is committed to TRL mission and vision statement.
2. Greets colleagues before talking about their work.
3. Is prompt in keeping commitments.
4. Responds to requests from peers for assistance by providing them with assistance.
5. Cooperates as member of any team independent of her/his personal likes or dislikes.
6. Volunteer's information that is helpful to others.
7. Does not make sarcastic comments. Does not use offensive, negative humor.
8. Respectful to customers.
9. Makes recommendations to appropriate staff regarding changes, problems, and innovations using correct channels of communication.
10. Reacts to problems or increased workloads by increasing personal management efforts.
11. Demonstrates professional behavior.
12. Strives toward empathetic and compassionate interactions that are, being able to understand and acknowledge another person's point of view.
13. Communicates openly, with diplomacy and tact.
14. Agrees to change responsibilities or add new tasks when asked by supervisor. Is flexible.
15. Gives and receives feedback in a positive and direct manner.
16. Contributes suggestions to improve workflow or customer service.
17. Offers help to other staff without being asked.

18. Looks for reasons within own sphere of influence for non-achievement (versus blaming others)
19. Voices views and concerns openly and respectfully at appropriate time and place
20. Builds and nurtures team relationships.
21. Is accountable for own work and how it impacts team output; follows through on projects and work tasks.
22. Is an active listener – is curious, intentional, and focused on understanding others.
23. Has strong feedback skills-approaches supervisor with suggestions to improve situation rather than with a complaint.
24. Communicates concerns to supervisor about own schedule, assistance with work needed, problems with co-workers and manager.
25. Employee receives feedback (i.e., specific, evaluative, and timely). Listens to supervisor feedback without using excuses, deflecting or arguing.
26. Maintains confidentiality when requested by a supervisor, meaning does not talk about work place concerns with other staff members.
27. Support decisions once they are made.
28. Is self-aware, understands how mood and behavior affect others.
29. Is aware of impulse control, including how one manages stress on the job.
30. Manages own time.
31. Willing to learn and grow.
32. Works cooperatively and understands staff shares a common goal. Is not competitive or secretive. Is non-territorial of department or work space.
33. Publicly unified in my response (in order to provide equal access).

IV. DEMONSTRATES A POSITIVE ATTITUDE AND FLEXIBILITY

My customers are people who visit or call the library and other library staff. I am enthusiastic about my job. I am flexible and welcome change that improves the organization. I support and comply with policies and procedures. I am open to new ways of thinking and doing my job. Once a decision is made, I let go and move forward with full support. I am willing to adjust my schedule to meet the needs of the library. I am self-motivated, show initiative, and demonstrate sound judgment. People want to be around me because of my positive attitude. When they want a positive team member who will participate and support all members of the team, they think of me.

Examples include, but are not limited to:

1. Shows initiative and enthusiasm.
2. Agrees to change responsibilities when asked by supervisor.
3. Offers to assist with new processes or changes.
4. Once decisions are made, implements changes with a positive and supportive attitude.
5. Treat problems and conflicts as a normal part of the process in getting things done.
6. Is self-motivated.
7. Demonstrates sound judgment.
8. Is adaptive to change such as new technology, procedures, trainings
9. Is able to self-reflect – able to monitor, analyze one’s work behaviors and improve where and as needed, admits to mistakes.
10. Is open to new ideas.
11. Tries to not take abusive customer behavior personally.

V. COMMUNICATES EFFECTIVELY

My customers are people who visit or call the library and other library staff. I demonstrate excellent communication skills in person, on the phone and online. I communicate effectively with customers; I use clear, concise professional language at all times and I actively listen. I am easily understood. I consider my audience and subject and choose the most effective way to communicate. I avoid using jargon. In all communication I am aware of my tone, striving for open, honest and accurate communication.

Examples include, but are not limited to:

1. Uses clear, concise professional language at all times.
2. Communicates openly, fully, honestly, constructively, accurately.
3. Initiates communication upward, uses appropriate channels of communication.
4. Avoids using jargon with customers.
5. Actively listens.
6. Responds timely to requests.
7. Allows people to express themselves without interrupting them.
8. Is aware of tone in all communications.
9. Is aware of body language.
10. Reads email and Sharepoint daily, including Director's Council, Public Services Team, Council of Libraries, Circulation and other committee minutes, Board reports and alerts.
11. Responds to email in a timely manner.

VI. STAFF MEMBER UNDERSTANDS THE DUTIES AND RESPONSIBILITIES OF THIS POSITION

I understand the duties and responsibilities of my position. If there are areas I need further instruction in, I make my supervisor aware of my needs. I am open to changes which improve my understanding and take initiative to keep up with technological innovations introduced to enhance my knowledge, skills and abilities. I understand that every position is critical and I understand my part in fulfilling the library's mission and vision.