



LIBRARIES

Library Board of Trustees Meeting
Wednesday, November 18, 2015, 9:00 am
ImagineIF Kalispell

MEETING MINUTES

Present: Al Logan, Michael Morton, Connie Leistiko, Terry Guidi, Jane Lopp (Board); Kim Crowley, Connie Behe, Teri Dugan, (Staff); Sarah Johnson (Library Foundation);

Arrived at 10:15 a.m: Tammy Skramovsky, Bre Hanson (Human Resources Department);
Deena Wirkus (staff), Barb Wirkus, Ted Wirkus, Janice Shultz, Becca Parsons

- I. Call to Order:** T. Guidi called the meeting to order at 9:09 am.
- II.** Open time for persons to address the Board: no one present
- III. Approval of Minutes:**
Moved by M. Morton "that we approve the minutes of the September 23, 2015 Board meeting as presented."
Seconded by A. Logan **APPROVED**
- IV. Reports**
Finance Report:
Moved by A. Logan "that we accept the September 2015 Financial Report as presented."
Seconded by C. Leistiko **ACCEPTED**

Moved by M. Morton "that we accept the October 2015 Financial Report as presented."
Seconded by A. Logan **ACCEPTED**

Directors Report:
 - K. Crowley reviewed the November Directors report.

Marion Update

- S. Anderson provided details about the current status of ImagineIF Marion. Library Services in Marion are continuing with the help of volunteer and school staff. Plans to refresh and reconfigure the library are underway. Painting will take place the weekend of December 4th.
- A brief update on ImagineIF Columbia Falls was also included. Library Board will meet there in January at which time all remodeling will be complete.

County ADA Assessment

- K. Crowley presented an overview from the Flathead County ADA survey results.
- ImagineIF Columbia Falls, Bigfork, Marion and Kalispell all ranked within the top 35 county buildings in need of upgrades to become ADA compliant. ImagineIF Columbia Falls has the worst score of any county buildings, though many of the violations were taken care of in the remodel. The lift to the stage needs to be replaced and all other violations are in City portions of the building.
- Cost estimates and project descriptions were reviewed for all of the sites. Staff considers the lift in Columbia Falls the top priority.

Foundation Report

- S. Johnson reported that the annual appeal letter is in process and should be mailed this week.
- The Bill Harley concert was a success and fun community event.
- Lunch and Learn meetings are completed for this calendar year.
- Document management and calendar productivity are current projects that the Foundation Board has undertaken.

Break 10:20

Resume 10:26

T Guidi closed the meeting at 10:26 for a personnel matter. With just the library trustees, Human Resources representatives, Library Director and D. Wirkus in the room, Guidi asked Wirkus if she would like the meeting to be open or closed. Wirkus stated that she wanted an open meeting; public and staff were invited back into the room.

Personnel Matter

- D. Wirkus introduced her counsel, a Mr. Thomas Izard from Lockport, NY, who was present via Wirkus' cellphone. J. Lopp asked if Mr. Izard was an attorney, he stated he was not. D. Wirkus stated that she was appealing her change in position from Branch Manager in Columbia

Falls to Library Advisor in Kalispell, calling it a two-step demotion. She proceeded to read a prepared letter of appeal. (This and supporting emails are attached.) D. Wirkus asked to be reinstated as Branch Manager II at ImagineIF Columbia Falls.

- K. Crowley responded by reading a prepared statement, copied here:

Statement from Kim Crowley

18 November 2015

The issue at hand is that Deena is better suited to a library advisor position than a branch manager position. We spent some months bringing Deena to Kalispell to learn from example how a successful team works. Sean Anderson spent significant time checking in with Deena and coaching her on how to be a better manager of the branch. We haven't seen that Deena has improved in the area of leadership, thus I have changed her position to that of a library advisor and moved her to Kalispell after the due process was completed (documented by the paperwork I just gave to you). There has been no change in pay associated with this position change. Only her duties have changed and we've removed the duties of Leader and supervisor.

I have to think of ImagineIF from a global perspective and put staff in positions that play to their strengths. In this instance, I believe Deena has more potential as an individual contributor than in a leadership role. In this new position she is still a member of the front line team but she is not responsible for managing others or complex departmental duties. Deena is not skillful in managing or coaching subordinate staff, nor is she proactive in her work. She follows direction well, but is not a self-starter or project manager.

It is for these reasons that I have moved her to a position that is closely supervised, that of library advisor. I know that this is a huge transition for Deena and it will take a period of adjustment. I will directly supervise Deena through this transition.

- C. Behe responded to points made in the appeal letter regarding insubordination.
- S. Anderson responded to points mentioned in the appeal letter regarding missed meetings.
- C. Leistiko stated that a change of position is not something of a rarity at the library. Recent years have brought about many changes in staff positions and job descriptions.
- J. Lopp clarified that while the title and job has changed for D. Wirkus, her pay has not been reduced. She remains at the same level of pay.
- M. Morton asked Wirkus if she was questioning the authority of the Director to make decisions based on the best interests of the library. Wirkus stated that she was not questioning the authority of the Director, she just wanted back her position as Branch Manager in Columbia Falls.

- M. Morton also stated that he sympathized with Wirkus. This is a tough transition for someone who has been in a position for 35 years, but that he also supported the authority of the Director to put D. Wirkus in another position.
- T. Guidi summarized the situation and stated that it was the job of the Library Board to either uphold or deny the action of the Library Director to place D. Wirkus in the Library Advisor position rather than that of Branch Manager and said that he would entertain a motion.

Moved by M. Morton "I move that the Library Board deny the appeal of Deena Wirkus asking for a position change from Library Advisor to that of Branch Manager II position."

Seconded by C. Leistiko

APPROVED

(reports resumed)

Statistics:

- C. Behe reported the most recent statistics.
- Checkouts are in decline which coincides with current trends in libraries.
- Building traffic is up.
- WiFi usage continues to climb.

V. Old Business

VI. New Business

The policy committee met on Monday, November 16th and recommends the following actions:

Policy #2011-06 Safety of Children (ACTION)

J. Lopp recommended to reaffirm policy #2011-06 as reviewed and updated by the policy committee.

Seconded by C. Leistiko.

Reaffirmed

Policy #4003 Special Reference (ACTION)

J. Lopp recommended to reaffirm policy #4003 as reviewed and updated by the policy committee.

Seconded by C. Leistiko.

Reaffirmed

VII. Housekeeping

Next regular meeting: Wednesday, December 9, 2015, 9:30AM, ImagineIF Bigfork.

VIII. Adjourn: 11:47PM.

DATE: November 18, 2015
TO: ImagineIf Library Board
FROM: Deena Wirkus
RE: Appeal regarding the October 9, 2015 "failure to meet expectations" notification and subsequent October 13, 2015 meeting

I am appealing the two step demotion from Library Branch Manager II to Library Advisor pursuant to a meeting with Kim Crowley on October 13, 2015 and the accompanying October 9 letter regarding my performance as Branch Manager at ImagineIf Columbia Falls.

At the outset, I'd like to point out something pretty obvious: while there are plenty of people at this hearing, most of them supportive of me and my performance over many years, you may notice I have no one testifying on my behalf. Interestingly enough, I spoke to a number of library staff and, to a person, they all thought these allegations were totally without merit and merely spiteful. However, when asked if they would testify before this board, again, to a person, they all refused, fearing the repercussions and retribution that would likely follow, from Ms. Crowley. That is the environment in which this demotion has been created. Who wouldn't be afraid, when the person with the most experience and longest seniority in the entire ImagineIf library system is treated this way? In a similar vein, when my counsel attempted to ask questions of my immediate supervisor Sean Anderson, he was told, on November 16, that Ms. Crowley ordered him not to answer any questions.

As a 35 year employee, 20 of those as Branch Manager at ImagineIf Columbia Falls, I feel I am being forced out of a job I both love and have excelled at for all of those years.

Before addressing individual points, I would like to remind you that since we have not had any sort of official employee reviews since 2011 it is difficult to point to any history of positive or negative comments on my leadership skills and change management within the last four years. It is certainly unacceptable to simply have this October 9 letter put forth with no supporting documentation. So, when her October 9 letter states that my performance has not "met expectations for some time" I was never informed of this either verbally or in writing! The Kalispell work was described simply as a way to enable me to run childrens story time better and to assist Megan with outreach programs.

While there was no supportive material attached to the October 9 letter, there was a meeting on October 9, 2015 with Kim, Teri Dugan and myself where scant verbal evidence was provided. Part of the reason for this appeal is that there has been absolutely no documentation to support a change in my position. It should also be noted that I was not informed that the meeting on October 13 was to be considered a "hearing", it was portrayed as merely "a discussion". As such, I was not informed that I had the right to counsel at that meeting. I have remedied that situation this time. Mr. Thomas Izard is on the cell phone in speaker mode and is fully authorized to represent me in this matter.

The opening paragraph of the October 9 letter mentions "working closely" and "many hours of coaching"; I am aware of neither. It has been mentioned to me more than once that having me

working in Kalispell is supposed to enable me to watch how the "professionals" handle themselves.

Here is a typical week in Kalispell :

Tuesdays - help with story time by making sure all the toys are picked up, make sure the crafts are available and even help create a craft. Then count the children and adults present then help the children make their crafts and clean up afterwards. I would be in children's from 9:00 until 12:00 or even 1:00. Then I would go to lunch and after lunch I would either cover children's again for about an hour then go downstairs where I would work on outreach programs by myself. Either by looking for events in the valley on the computer, calling prospective places where to have outreach and maybe have a meeting with Megan Glidden about Outreach. Note: Megan's praise for my work in the attached February 9 2015 email chain would seem to indicate my performance is not quite the dismal failure Ms. Crowley would like you to believe.

Fridays - I work downstairs on the computer looking for events, have a meeting with Megan, and/or gather items together to take to Outreach programs.

None of these activities included close supervision or coaching.

And now, to address the specifics of the October 9 letter and I use the word "specific" lightly since little specificity was provided:

Bullet 1: Lack of Leadership skills: It is difficult to lead or coach my staff when I am scheduled to work hours that have me out of the library when they are there. Since scheduling responsibilities have been taken from me and given to Rishara some years ago and then to Sean, I rarely work with Becca or Marilyn. Neither Isa nor Ann have provided any indication of a negative work environment and unless Nancy provided some information in her exit interview to the contrary, her primary reason for leaving was not because I provided a negative work environment so, this item is not substantiated. It should be noted: even when I am not there, everyone does have their assignments and they do them quite well.

Bullet 2: Failure to attend meeting: Due to recent scheduling by Sean, it seems that meetings sometimes fall on my days off. If these meetings are essential, they should not be held when people cannot reasonably attend. Lately, I have been asked to work seven days a week, where some of those days are just for meetings. This is not acceptable for a professional position or organization.

Bullet 3: Inability to embrace change: It is unfortunate that a reasoned disagreement is characterized as an inability to embrace change. The only change that I was not happy about and mentioned was the new faxing services. The charges for faxing were increased by 666% with little discussion with the Branch Librarians. When I voiced concern that such a gross increase might be detrimental to our patrons, this is what Kim considered to be "an inability to embrace change". I mentioned that the Columbia Falls library customers consisted of a group of people that more than likely did not have a credit card or a debit card and that they would go back out to their vehicles hoping to find enough change to cover the original fees much less be able to afford these new prohibitive ones. I was trying to keep an affordable faxing service for our customers. I

have to believe that this somehow plays into the library's core value of "Welcoming the community with exceptional customer service". In general, I have been both pleased with and supportive of the many positive changes in the ImagineIf Library system. The attached October 8, 2015 email chain demonstrates my enthusiastic support of recent changes.

Bullet 4: Discussing personal issues at work: I feel comfortable discussing personal matters with staff members that I have worked with for many years; this is a sign of a truly cohesive team. If anyone asked me to stop, I stopped immediately. If Kim is referring to Sean, my supervisor, then we are encouraged to talk about anything we want at the weekly check-in meetings, including personal matters and then to talk about library items.

Bullet 5: Inability to deal with basic scheduling issues: I have very successfully managed to schedule basic changes for the past 20 years. Example, having Ann, Becca or Marilyn change their hours around to provide needed coverage. I have also been told that since the budget is tight, not to schedule anyone for extra hours. In fact, I have been told that if coverage is needed, they would send someone from Kalispell. So, when responsibility for scheduling is in my hands, there are no problems. It should also be noted that scheduling is defined as one of the elements in the job description for Branch manager. However, as mentioned above, this responsibility is now primarily in the hands of Sean and if there are scheduling problems, perhaps he should be consulted. The attached August 26, 2015 email thread demonstrates how well I worked with Patty Jones and Sean in resolving complicated scheduling issues.

Bullet 6: Inability to complete time sheet: Due to my schedule changing on a weekly basis, and with the extensive amount of outreach work that ends up putting me over 40 hours per week, it has lately been necessary to deal with significant amounts of compensatory time. Rather than make a mistake with this complicated and varying reporting, I have ensured the correctness of things with Teri before approving my time sheet. It is unfortunate that my attention to detail is characterized as an inability to perform my work. Note: recently Sean did call with some questions on my time sheet but there was not a problem once he understood the hours worked and why and no changes were required. In fact, as can be seen from the attached August 25, 2015 email, I have been quite proactive in ensuring proper time reporting.

Bullet 7: Missed meetings and insubordination: The critical meeting Kim is referring to was the Youth Services meeting that Connie mentioned that I had not responded to and where I told Connie that it was my scheduled day off. She said that I needed to be there and again I said that it was my day off and I would not be able to be there. Before I could suggest that Connie and I talk about this later (since we were in front of other staff) Connie insisted that I attend this meeting and that it was important. Becca and Nancy were scheduled to attend the Youth Service meeting since they actually handle youth services. Finally Megan suggested that Connie and I talk about this at a later date but Connie never contacted me. It should be noted: I did not miss the meeting, I was there, even on my day off. Again, this level of professionalism is something that should be commended and not cause for complaint. Kim mentioned that I told Connie that I still wasn't sure why I had to be there and Connie explained it to me and I said, "Yes, I understand." So, as far as I was concerned, it was taken care of at the meeting. There have not been any problems

since. There were absolutely no examples, either written or verbal, as to any alleged insubordination.

So, to summarize my response to these "areas of concern": none of the verbal examples support the alleged areas of concern and no other supporting documentation was provided.

And just three additional notes I would like to mention:

- 1) At the beginning of the October 9 meeting in Kalispell, Kim handed me the letter and afterwards, I was asked to relinquish my keys to the Columbia Falls Library. This attempt to disrespect my many years of service, suggesting I could not be trusted, is totally unacceptable.
- 2) In the October 13 letter notifying me of the order of position/work location change, pursuant to our **12:30 PM** meeting, Kim indicated that she had "considered my testimony before making a decision" This seems most disingenuous when it turns out she notified the entire staff of this change via email before the meeting even took place. (See attached email dated October 13, 2015 **9:55 AM**)
- 3) During the meeting on October 13 with Tammy Skramovsky, Kim and myself, Kim verbally assured me that my salary would not change as a result of this proposed position change, no written documentation confirming this, has been provided to me.

In closing, I'd like to ask how many of you know of someone who has worked for years in a job they love, only to quit because management becomes so onerous that it overrides the joy of their chosen profession? This is exactly what Ms. Crowley is attempting here; to make doing my job as miserable as possible. This harassment started in earnest in February of 2011 with spurious allegations that I effectively fought against. And now she is doing it again with nothing but vague intimations that do not hold up under scrutiny.

Thank you for your time and consideration in reinstating me to my rightful Library Branch Manager II position since no evidence supports a decision to demote me to a Library Advisor.

Re: Today

Megan Glidden

Mon 2/9/2015 3:08 PM

To: Deena Stacy <dstacy@imagineiflibraries.org>;

Hi Deena,

Thank you for all the work you have been doing, I think you are a great asset to the Outreach team (it's just me and you for now)!

Let's see if I can address everything:

Marilyn must have taken the stickers, I printed some more and we can put them in tomorrow.

I am so glad you are interested in going to the Pond Hockey on Friday! I think since you are going to this one we don't need to see if anyone else is available, because it is paid time it does mean rearranging schedules and as you know there is plenty of work to be done and limited working hours. I got the copy of your message to and from Vonnie, so that looks good. Just so you know she is also the owner of Hops and has given us several donations for our programming, which is awesome.

I like the romance quotes, I was thinking of longer passages, but these are all great, and I like that it takes less time, so not as big of a commitment. I did pull a few books and found a few more passages, so I think we should be pretty well set. We can go over more Blind Date night stuff tomorrow afternoon, I just send a meeting request.

As far as more events, I think we should keep looking instead of committing to something that is quite right for us.

I like the picnic idea, hmm, we'll keep thinking about that too.

Thanks again for everything, I hope you had a bit of fun. See you tomorrow!

Megan

Megan Glidden
Programming Librarian

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From: Deena Stacy
Sent: Friday, February 06, 2015 2:56 PM
To: Megan Glidden
Subject: Today

Hi Megan,

I just want to thank you for being such a great, patient leader. I did enjoy our outing at the Winter Warm Up. I was very impressed that at least a 100 people visited our table.

I have started on the list of fun items to complete. I do like scavenger hunts!

I did not find any stickers for the remaining books that are at my desk. I do think a couple would be perfect for the "Date with a Book" that do not have the stickers. I would need about 10 more. I did find some stickers, but they are the decals with "imagine if" on them and some thin imagineif stickers. I will put samples of both on your desk.

I am definitely attending the Friday night Pond Hockey event, and I sent a letter to Vonnie with a blind copy to you, letting her know I will be there.

I am going to attach the list of quotes that I have come up with so far. Some are funny, some steamy, and of course some old favorites.

I only found one event for April, but I am not sure it is right for us. It is the March for Babies (Dimes) on April 25th at Lawrence. It starts at 10 am.

About the only things I could think of for a bike challenge are:

1. design a bike
2. picnic at Woodland Park where everyone arrives on their bike. A kind of bring your own food, or we could supply drinks.

I am getting ready to go out and start hanging up posters. Yippee

Deena Stacy
Branch Librarian

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Re: Friday afternoon

Deena Wirkus

Thu 10/8/2015 10:14 AM

To: Kim Crowley <kcrowley@imagineiflibraries.org>;

Cc: Sean Anderson <sanderson@imagineiflibraries.org>;

Thank you Kim,

To tell you the truth, I am very excited about the changes we have made. I absolutely love the new look and the openness of the library. I have had numerous compliments and one of my favorites is: did you add on to the library? People actually think we added an addition. That is how great it looks. I was also just asked if we lost books. I mentioned that we might have, but we want items on the shelves that get used and we have to thin out the non-movers so that we can keep adding new items. It is very exciting in here and I love watching the expressions on people faces and then their smiles!

Deena Wirkus
Branch Librarian

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From: Kim Crowley
Sent: Thursday, October 8, 2015 9:49 AM
To: Deena Wirkus
Cc: Sean Anderson
Subject: Re: Friday afternoon

We're going to discuss the changes at Columbia Falls since the remodel and moving forward.
See you tomorrow at 4:00 pm.

Thanks,
kc

Kim Crowley

Director

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From: Deena Wirkus
Sent: Wednesday, October 07, 2015 3:57 PM
To: Kim Crowley
Cc: Sean Anderson
Subject: Re: Friday afternoon

Hi Kim,

Thank you for letting me know about the meeting. I would have been totally in the dark about a meeting even happening. What is the meeting going about?

Thank you,

Deena Wirkus
Branch Librarian

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From: Kim Crowley
Sent: Wednesday, October 7, 2015 11:24 AM
To: Deena Wirkus
Cc: Sean Anderson
Subject: Friday afternoon

Hi Deena,

Re: Friday afternoon - Deena Wirkus

The reason that Susan will be heading to CFalls on Friday is because I need you to come to a meeting we are having here in Kalispell at 4:00 pm. If you can please quickly show her closing procedures when she arrives and then be here by 4:00 pm, that would be great.

Thank you,

kc

Kim Crowley
Director

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Re: Coverage in Cfalls

Patty Jones

Wed 8/26/2015 3:41 PM

To: Deena Wirkus <dwirkus@imagineiflibraries.org>;

Deena,

So here's the first email you sent for coverage, which has been taken care of.

The first group are the Wednesdays. Nancy works for only 3 hours on Wednesdays, from 9-12. Ann works from 10-4 on Wednesdays. We need someone to work in the afternoons, cover the desk for the afternoon storytime, and close since Ann is suppose to leave at 4.

Wed, September 2

Wed, September 9

Wed, September 16

The second group are the Thursdays. Ann is suppose to work from 10-6. There is also books and babies at 11. Ann could come in early to get ready to open, but someone is still needed to cover the desk during books and babies. If Ann comes in early, then she would need to leave early. Or someone else could come in early, get the library ready to be opened, then cover the desk during books and babies. Then Ann could come in at her normal time and close the library.

Thursday, September 3

Thursday, September 10

Thursday, September 17

If I'm looking at the dropbox schedule correctly, the staffing dates you refer to in your email below is:

9/8 Nancy (close)

Marilyn

9/9 Nancy

Tony (close)

9/15 Nancy (close)

Marilyn - who is on vacation! You better change that to Patty.

9/16 Nancy

Tony (close)

Right? It should all be good. We don't have enough staff to have three people there on any particular day.

Patty Jones

Circulation Services Manager

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From: Deena Wirkus
Sent: Wednesday, August 26, 2015 2:30 PM
To: Patty Jones
Subject: Fw: Coverage in Cfalls

Hi again,

It is a good thing that Tony, Pam and Jennifer are here right now. We are getting the schedule figured out and I am updating the schedule right now. Please look at it to double check everything. Thank you,

Deena Wirkus
Branch Librarian

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From: Sean Anderson
Sent: Wednesday, August 26, 2015 12:59 PM
To: Deena Wirkus
Subject: RE: Coverage in Cfalls

I thought about it on the way back here, and here are my thoughts.

Finding a third person to cover Storytime is going to be a major burden, considering all of the vacations, etc. happening at that time. Tony will be there 10-5, so there will be someone to watch the desk. If Storytimes are anything like today, I think the two of them could handle it just fine.

As far as the Tuesdays go, check with Ann to see if she can switch her hours from Friday to Tuesday and work 3-7 those days. Beyond that, I have to ask you to get in touch with Patty and April to see about other options. I simply don't have time to figure all this out, and having me as the middle-man is just adding time to the whole process.

I need to get with Connie soon and make a game plan for figuring out schedules. You're the keeper of the schedules over there, and going forward, I'd prefer to not have that responsibility on my plate. The logistics of who's responsible for getting coverage by what time is what we still need to figure out, but I'd like to take a step away from scheduling in CF since I'm not there often enough and, again, being the middle man isn't very productive for anyone.

Keep me updated with what you find out.

Thanks,

Sean Anderson
Senior Librarian

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From: Deena Wirkus
Sent: Wednesday, August 26, 2015 12:23 PM
To: Sean Anderson <sanderson@imagineiflibraries.org>
Subject: Coverage in Cfalls

Hi Sean,
Here are a couple of problem areas.
Sept 8th -- no one closing
Sept 9th -- no one covering storytime
Sept 15th -- no one closing
Sept 16th -- no one covering storytime

If I spot anything else, I will let you know.
Thank you for finding coverage. It is a painful chore!

Deena Wirkus
Branch Librarian

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my vacation

Deena Wirkus

Tue 8/25/2015 3:28 PM

To: Teri Dugan <tdugan@imagineiflibraries.org>; Sean Anderson <sanderson@imagineiflibraries.org>;

Hi Teri and Sean,

I will not be here to fill in my timesheet for the next two time periods. Here is what it looks like I hope:

August 24---WORKING 8
August 25---WORKING 7
August 26---WORKING 9
August 27---WORKING 8
August 28---vacation 8
Sept 1---vacation 9
Sept 2---vacation 9
Sept 3---vacation 9
Sept 4---vacation 8
Sept 5---vacation 5
Sept 7---HOLIDAY 8
Sept 8---vacation 7
Sept 9---vacation 9
Sept 10---vacation 8
Sept 11---vacation 8
Sept 15---vacation 9
Sept 16---vacation 8
Sept 17---vacation 7
Sept 18---WORKING 8
Sept 19---WORKING 8

Thank you,

Deena Wirkus
Branch Librarian

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my vacation - Deena Wirkus

<https://outlook.office365.com/owa/#view...>

Staffing shuffle

Kim Crowley

Tue 10/13/2015 9:55 AM

To: All Staff <imagineiflibraries@imagineiflibraries.org>;

Hi all,

Beginning today you will be seeing familiar faces in unexpected places.

Marilyn Bennett will be retaining her hours at ImagineIF Columbia Falls and working out of the Adult Services Department at ImagineIF Kalispell.

Deena Wirkus will be fulfilling her hours here at ImagineIF Kalispell in the Circulation and Adult Services Departments.

Tony Edmundson will be moving to ImagineIF Columbia Falls for the majority of his hours, and keeping Fridays here at ImagineIF Kalispell.

Please give each of these staff a warm welcome in their new environments and help them to get settled in. If a customer asks "Where's Tony?" or "Where's Deena?" or "Where's Marilyn?" simply say, "Tony is working in Columbia Falls today, how can I help you?" Or, "Deena is working in Kalispell today, how can I help you?"

If you have any questions or concerns, please address them to your supervisor, to Sean, Connie, or to me.
kc

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9 October 2015

To: Deena Stacy
From: Kim Crowley

Kim Crowley

Your performance as a Branch Manager at ImagineIF Columbia Falls has not met expectations for some time. We have been working closely with you over the past year to deal with some remedial issues as well as coach you in leadership skills and change management. Though we have spent many hours in coaching and have sent you to several continuing education classes, we have not seen significant improvements in your behavior.

Specifically, these are the areas of concern:

- Lack of leadership skills—coaching other staff, positive role modeling, and creating a positive work environment
- Failure to understand why it is critical for a manager to be at a meeting that will discuss managing the basic functions of ImagineIF Columbia Falls and Columbia Falls staff
- Inability to embrace change to move staff and the facility forward (disagreeing with changes; arguing about changes already made)
- Continually discussing personal issues while at work, though we have coached you to not do so and staff have asked you to stop
- Inability to deal with basic scheduling issues on your own
- Inability to complete your time sheet without checking in with Teri
- Missed meetings and insubordination in meetings (confronting Assistant Director in front of subordinate staff at meeting to discuss Adult Programming and transitions at Columbia Falls)

To address these deficiencies, I am considering moving you to work at ImagineIF Kalispell for all of your hours under my direct supervision.

You will be expected to report to work in Kalispell on Tuesday, October 13, at ^{12:30}~~8:30~~ a.m. to discuss this proposed change. By signing below you accept receipt of this document.

*Deena recieved a copy of letter.
Liri Sugar*

KALISPELL
247 1st Avenue East
Kalispell, MT 59901

BIGFORK
625 Federal Avenue
Bigfork, MT 59901

COLUMBIA FALLS
150 1st Street West
Columbia Falls, MT 59902

MARION
1000 1st Street East
Marion, MT 59902

DATE: October 13, 2015

TO: Sean Anderson

FROM: Deena Wirkus

RE: ~~Notice of Grievance~~ regarding the October 9, 2015 "failure to meet expectations" notification

I am officially filing a ~~grievance~~ with regard to the memo dated October 9, 2015 from Kim Crowley regarding my performance as Branch Manager at ImagineIf Columbia Falls.

Before addressing individual points, I would like to remind you that since we have not had any sort of official employee reviews since 2011 it is difficult to point to any history of positive or negative comments on my leadership skills and change management within the last four years. It is certainly unacceptable to simply have this letter put forth with no supporting documentation.

While there was no supportive material attached to the letter, there was a meeting on October 9, 2015 with Kim, Teri Dugan and myself where verbal examples were provided. Part of the reason for this grievance is to simply get these verbal examples on record and then to question their validity.

Bullet 1: It is difficult to lead or coach my staff when I am scheduled to work hours that have me out of the library when they are there. Since scheduling responsibilities have been taken from me and given to Sean, I rarely work with Becca or Marilyn. Neither Isa nor Ann have provided any indication of a negative work environment and unless Nancy provided some information in her exit interview to the contrary, her primary reason for leaving was not because I provided a negative work environment so, this item is not substantiated.

Bullet 2: Due to recent scheduling, it seems that meetings sometime fall on my days off. If these meetings are essential, they should not be held when people cannot reasonably attend. Lately, I have been asked to work seven days a week, where some of those days are just for meetings. That is not acceptable for a professional position or organization.

Bullet 3: It is unfortunate that a reasoned disagreement is characterized as an inability to embrace change. The only change that I was not happy about and mentioned was the new Faxing services. The charge went from a dollar for the first page and then an additional 15 cents per page up to \$1.75 for the first page and then an additional dollar for each page after. So, the old system where we, the librarians sent the pages, went in price for a three page fax of \$1.45 to \$3.75. I mentioned that the Columbia Falls library customers consisted of a group of people that more than likely did not have a credit card or a debit card and that they would go back out to their vehicles hoping to find enough change to cover a \$1.15 one page fax. I was trying to keep an affordable faxing service for our customers. I have to believe that this somehow plays into the library's core value. In general, I have been both pleased with and supportive of the many positive changes in the ImagineIf Library system.

Bullet 4: I feel comfortable discussing personal matters with staff members that I have worked with for many years; this is a sign of a truly cohesive team. If anyone asked me to stop, I stopped

immediately. If Kim is referring to Sean, my supervisor, then we are encouraged to talk about anything we want at the weekly check-in meetings, including personal matters and then to talk about library items. Perhaps Kim might talk to her employees a bit more and thus discover things like the fact that they are divorced and have reverted to using their maiden names.

Bullet 5: I have very successfully managed to schedule basic changes. Example, having Ann, Becca or Marilyn change their hours around to provide needed coverage. I have also been told that since the budget is tight, not to schedule anyone for extra hours. In fact, I have been told that if coverage is needed, they would send someone from Kalispell. So, when responsibility for scheduling is in my hands, there are no problems. It should also be noted that scheduling is defined as one of the elements in the job description for Branch manager. However, as mentioned above, this responsibility is now primarily in the hands of Sean and if there are scheduling problems, perhaps he should be consulted.

Bullet 6: Due to my schedule changing on a weekly basis, and with the extensive amount of outreach work that ends up putting me over 40 hours per week, it has lately been necessary to deal with significant amounts of compensatory time. Rather than make a mistake with this complicated and varying reporting, I have ensured the correctness of things with Teri before approving my time sheet. It is unfortunate that my attention to detail is characterized as an inability to perform my work. Note: recently Sean did call with some questions on my time sheet but there was no problem once he understood the hours worked and why and no changes were required.

Bullet 7: The critical meeting Kim is referring to was the Youth Services meeting that Connie mentioned that I had not responded to and where I told Connie that it was my scheduled day off. She said that I needed to be there and again I said that it was my day off and I would not be able to be there. Before I could suggest that Connie and I talk about this later (since we were in front of other staff) Connie insisted that I attend this meeting and that it was important. Becca and Nancy were scheduled to attend the Youth Service meeting since they actually handle youth services. Finally Megan suggested that Connie and I talk about this at a later date but Connie never contacted me. It should be noted: I did not miss the meeting, I was there, even on my day off. Again, this level of professionalism is something that should be commended and not cause for complaint. Kim mentioned that I told Connie that I still wasn't sure why I had to be there and Connie explained it to me and I said, "Yes, I understand." So, as far as I was concerned, it was taken care of at the meeting. There has not been any problems since.

As for the "working closely" and "many hours of coaching" mentioned in the opening paragraph, I am aware of neither. It has been mentioned to me more than once that having me working in Kalispell is supposed to enable me to watch how the "professionals" handle themselves. Here is a typical week:

Tuesdays - help with story time by making sure all the toys are picked up, make sure the crafts are available and even help create a craft. Then count the children and adults present then help the children make their crafts and clean up afterwards. I would be in children's from 9:00 until 12:00 or even 1:00. Then I would go to lunch and after lunch I would either cover children's again for about an hour then go downstairs where I would work on outreach programs by myself.

Either by looking for events in the valley on the computer, calling prospective places where to have outreach and maybe have a meeting with Megan Glidden about Outreach.

Fridays - I work downstairs on the computer looking for events, have a meeting with Megan, and/or gather items together to take to Outreach programs.

Neither of these activities included close supervision or coaching.

So, to summarize: none of the verbal examples support the written areas of concern.

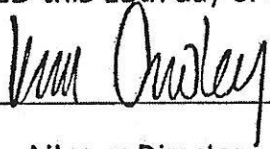
ORDER OF POSITION/WORK LOCATION CHANGE

On Friday, October 9, 2015, a memo was delivered to Deena Wirkus from Kim Crowley. The memo outlined deficiencies in Deena's performance and a potential remedy of moving her to ImagineIF Kalispell under Kim Crowley's direct supervision. A meeting was scheduled for 8:30 am on Tuesday, October 13th, to discuss the proposed change. That meeting time changed to 12:30 pm at Deena Wirkus's request.

Deena Wirkus presented her side of the case at this meeting. Kim Crowley considered her testimony before making a decision.

I hereby change your position to Library Advisor. You will work under my direct supervision at ImagineIF Kalispell until further notice. This change will not affect your current pay. We will work together to devise a schedule for you to work in the Circulation, Children's and Adult Services Department.

DATED this 13th day of October, 2015,

A handwritten signature in cursive script, appearing to read "Kim Crowley", is written over a horizontal line.

Kim Crowley, Library Director

YOU ARE HEREBY ADVISED that you have a right to appeal this position change under the Flathead County Personnel Policies and Procedures Manual, within ten (10) days of the date of this Order.



FLATHEAD COUNTY, MONTANA

Employee Status Change Form / Data Sheet

EMPLOYEE #: 376

PURPOSE: ☐ New Hire ** (see below) ☐ Termination ☒ Position Change ☐ Distrib. Acct Change ☐ Step Increase ☐ Payroll Ded Change ☐ Address/Phone Change ☐ Other _____	Name: <u>DEENA KAY WIRKUS</u>		RECEIVED <u>OCT 20 2015</u>
	Mailing Address: _____		
	Residential Address: _____		FLATHEAD COUNTY COMMISSIONERS
	Phone #(s): _____		
	SSN: _____		Date of Birth: _____ (mm/dd/yyyy)
	Marital Status: _____		Race: _____ Sex (M or F): _____
	Emergency Contact Information: _____		

PAYROLL DATA		EFFECTIVE DATE: <u>10/13/2015</u> (mm/dd/yyyy)	PP#: <u>22</u>
Dept: <u>LIBRARY</u>	Distribution Acct Code #1: <u>2220 - 248 - 460110 - 110</u>		<u>100</u> %
Dept: _____	Distribution Acct Code #2: _____		____ %
Dept: _____	Distribution Acct Code #3: _____		____ %
Job Title #1: <u>LIBRARY ADVISOR</u>		Job Code: <u>06050</u>	W/C Code: _____
Job Title #2: _____		Job Code: _____	W/C Code: _____
RATE OF PAY:			
Table: <u>STANDARD</u> Range: <u>22</u> Step: <u>4</u>		<u>17.9666</u> Per ☒ Hour ☐ Year ☐ Exempt	☒ Non-Exempt
Hire Date: _____		Position Ann. Date: <u>10-13-2015</u>	Next Step Increase: <u>12/31/2015</u>
(mm/dd/yyyy) Layoff Date: _____		Termination Date (last working day): _____	

check one: ☐ 0: Seasonal Length of season: _____ mnths ☐ 1: Temporary (9 mnths or less) Length of assignment: _____ ☐ 2: Short Term (90 days or less) ☐ 5: Elected ☐ 6: Appointed ☐ 7: Election Judge ☐ 8: Part Time Avg Hrs/Week: _____ ☒ 9: Full Time	FTE#: <u>1.00</u>	PAYROLL DEDUCTIONS		PAYROLL BENEFITS	
		080 Pre-Tax Life Ins \$ _____	090 Life Only Ins \$ _____		
		090 After-Tax Life Ins \$ _____	Health Ins \$ _____		
		140 Pre-Tax Health Ins \$ _____	Retirement _____		
		160 After-Tax Health Ins \$ _____			
		180 Med Exp Acct \$ _____			
		170 Dep Care Acct \$ _____			
		Group Ins ☐ On ☐ Off			
		Prior Government Service Credit? _____			
		Terminations only:			
		cash out sick: yes / no	VEBA? yes / no		
		cash out vac: yes / no			

Other Change(s): _____

Department Head Signature

Date

**FOR NEW HIRES: Complete the Payroll Data and Job Status sections along with the employee's name. Attach the original job application and reference checks, and submit to the Human Resource Department for approval before the job offer is made.

FOR OTHER CHANGES: Fill out ONLY name, employee number and applicable fields for the change and submit to the Human Resource Dept.

Recommend: ☒ Approval ☐ Denial Human Resource Signature/Date: <u>[Signature] 10/20/15</u>	Approval: ☒ Approved ☐ Denied Commissioners' Office Signature/Date: <u>[Signature] 10/20/15</u>	Payroll Initials: Pay Period: Processed:
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Statement from Kim Crowley
18 November 2015

The issue at hand is that Deena is better suited to a library advisor position than a branch manager position. We spent some months bringing Deena to Kalispell to learn from example how a successful team works. Sean Anderson spent significant time checking in with Deena and coaching her on how to be a better manager of the branch. We haven't seen that Deena has improved in the area of leadership, thus I have changed her position to that of a library advisor and moved her to Kalispell after the due process was completed (documented by the paperwork I just gave to you). There has been no change in pay associated with this position change. Only her duties have changed and we've removed the duties of Leader and supervisor.

I have to think of ImagineIF from a global perspective and put staff in positions that play to their strengths. In this instance, I believe Deena has more potential as an individual contributor than in a leadership role. In this new position she is still a member of the front line team but she is not responsible for managing others or complex departmental duties. Deena is not skillful in managing or coaching subordinate staff, nor is she proactive in her work. She follows direction well, but is not a self-starter or project manager.

It is for these reasons that I have moved her to a position that is closely supervised, that of library advisor. I know that this is a huge transition for Deena and it will take a period of adjustment. I will directly supervise Deena through this transition.