



THE LIBRARY BOARD AS EMPLOYER

Wisconsin Library Association
November 3, 2011

Today we will discuss.....

- Relationship to the Library Director
- Personnel Policy for the Library
- Library Board and other Library Staff

Relationship to the Library Director

Primary role:

Supervisor

*as the Board of Trustees, not as individuals

Library Board's Supervisory Roles:

- Hiring a new director
- Evaluating the director
- Firing the director when necessary

Hiring the Director



Hiring the Library Director

Appoint a search and screen committee

- Include Board members, staff, community members



Hiring the Library Director

Review (and update) the job description

- Make sure it accurately reflects duties

Hiring the Library Director

Creating the job ad

“Why would a talented director want to work for our library?”

Hiring the Library Director: Creating the job ad

Opening paragraph:

- List 3-5 selling points about the position and the library

Specifics:

- General scope of work
- Work environment
- Benefits available
- Job requirements (education and experience)
- How to apply and deadline for applications

Example of Selling Points

The Board of Trustees of the **Public Library of Youngstown & Mahoning County**, seeks a **dynamic, articulate administrator skilled in communicating, listening and responding** to lead the Library in providing quality programs and services for this **culturally rich and diverse community of 229,000**.

Entrepreneur magazine (2009) identified Youngstown/Mahoning County as one of the top 10 communities in the U.S. for starting a business. **Forbes magazine** (2011) called the metro area as "One of the Best Cities for Jobs" in the U.S.--adding to its earlier recognition as one of the "Best Bang for Your Buck" metro areas in the country.

Contributing to these accolades are **young dynamic political leaders and thriving tech ventures like Turning Technologies (Inc. 5000)**. In addition Youngstown State University, a **growing arts and cultural environment, a beautiful parks system and being one of the most affordable places in the nation to live and work** make the County an attractive location.

Hiring the Director

Post the Job Ad

Library, City Hall

Online

Library web site

System web site

WIS PUBLIB

LisJobs.com

Library web site
System web site

HELP WANTED

Library web site
System web site

Hiring the Library Director

Create a list of interview questions

- Think about the most important skills your new director needs to have
 - Tailor questions to those skills
 - Open vs. Closed questions
- Consult with City/Village Attorney or HR dept. to avoid legal pitfalls

What you should know:

State and Federal laws that prohibit discrimination in hiring

- Title VII of the Civil Rights Act of 1964
 - Equal Pay Act of 1963
 - Age Discrimination in Employment Act of 1967
- Title I and Title V of the Americans with Disabilities Act
 - Civil Rights Act of 1991

Hiring the Library Director

Reviews Applications
Looking for the “best fit”

- Weed out unqualified applicants
- Select candidates to interview



Hiring the Director

Conduct Interviews

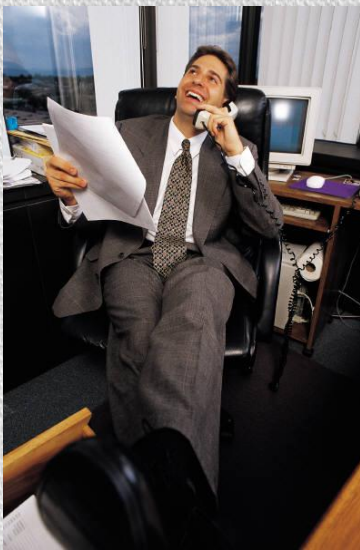
- Use the same set of pre-determined questions with every candidate



Hiring the Library Director

Check References

- Go beyond just the references on the resume
- Ask the same questions of each reference



Hiring the Library Director

Search & Screen Committee Recommends Candidate to Full Board for Approval

- Confirm appointment and starting date in writing
 - Notify applicants not selected

Evaluating the Director



Evaluating the Director

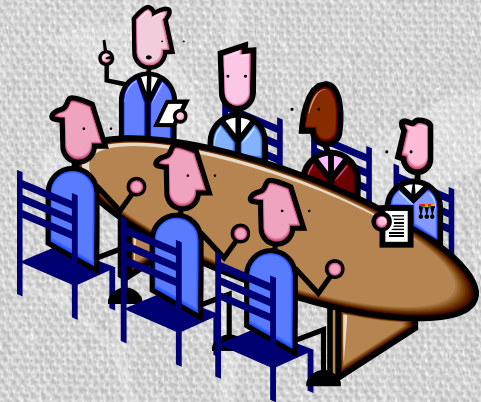
Why?

To provide the director with formal
feedback on performance

Evaluating the Director

Who?

The Entire Board



Evaluating the Director

What?

The evaluation should be based on 3 factors:

1. The director's performance as it relates to the job description.
2. A list of objectives from the preceding year jointly written and agreed upon by the director & the board.
3. The success of the library in providing service to the public and the director's contribution to that success.

Evaluating the Director



When?

Once a Year

For New Directors:

3 months

6 months

1 year

Evaluating the Director: Tips for success

- Be sure the director's job description is up to date
- Have clear expectations for performance
- Deal with performance issues right away, don't wait until a formal evaluation!
- Consider outside factors that may be influencing performance

Firing the Director



Firing the Library Director

- Have an established, systematic and documented procedure in place for how the library deals with discipline and termination issues.
- Communicate performance issue to the director and discuss actions needed to correct the problem
- Document performance issue(s) and steps taken to address the issue. Escalate actions per the disciplinary procedure
- Get legal advice before terminating the director

Having a successful working relationship requires:

- Mutual Respect
- Clear, open communication
- Professional behavior -- “What happens in the board meeting, stays in the board meeting.”

Library Board as Employer

Personnel Policies



Personnel Policies

Describes the relationship
between
management and employees



Personnel Policies establish:

- General employment information
 - “At will” status
 - Employee status definitions: full-time, part-time, exempt, non-exempt
- Wages
 - Pay periods
 - Payroll deductions
 - Overtime
- Benefits
 - Insurance – health, dental, life...
 - Retirement plan
 - Earning Leave: sick, funeral, personal

Personnel Policies establish:

- Work schedules
- Procedures for using vacation, sick leave, funeral leave, etc.
- Work rules and Disciplinary Procedure
- Grievance policy
- Resignation and retirement

The Board can:

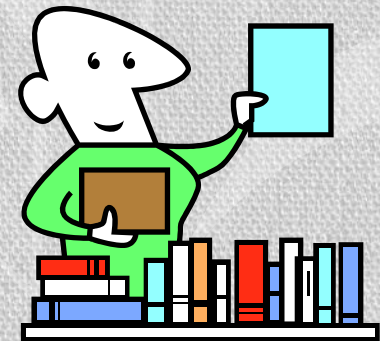
- Adopt the municipality's personnel policy as is
- Write a new policy with referral to sections of the municipal policy

Library Board & Library Staff



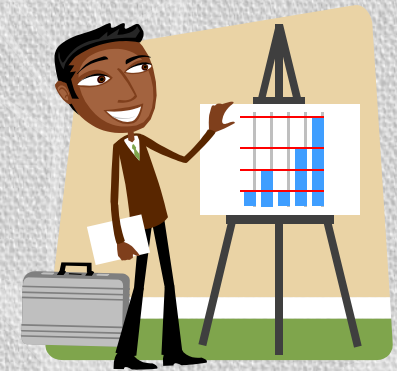
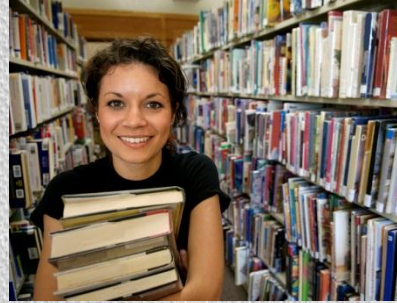
Board of Trustees relationship to library staff

- Creates staff positions
- Establishes staff duties and compensation
- Adopts a personnel policy

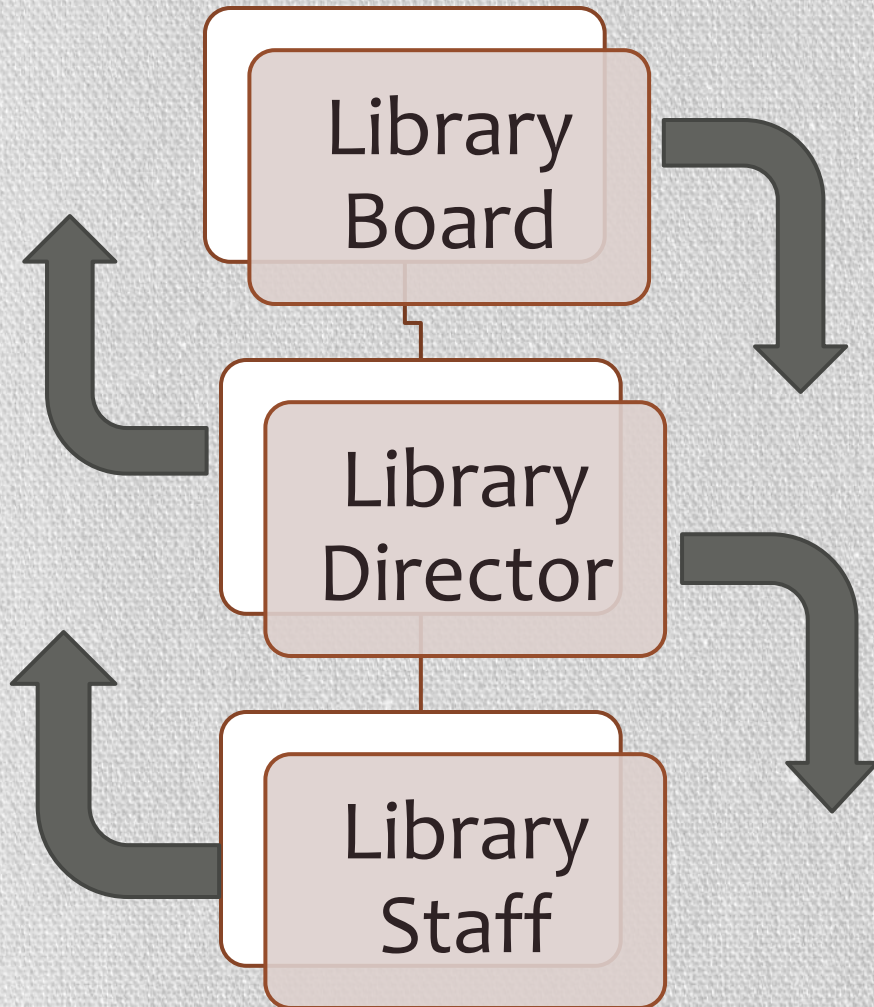


Trustees May Interact with Staff:

- As a patron of the library
- In committee meetings
- In the planning process
- When staff make reports at a board meeting
- If trustees volunteer at the library
- During library social events



Chain of Command



Lines of
Communication
follow the
Chain of
Command

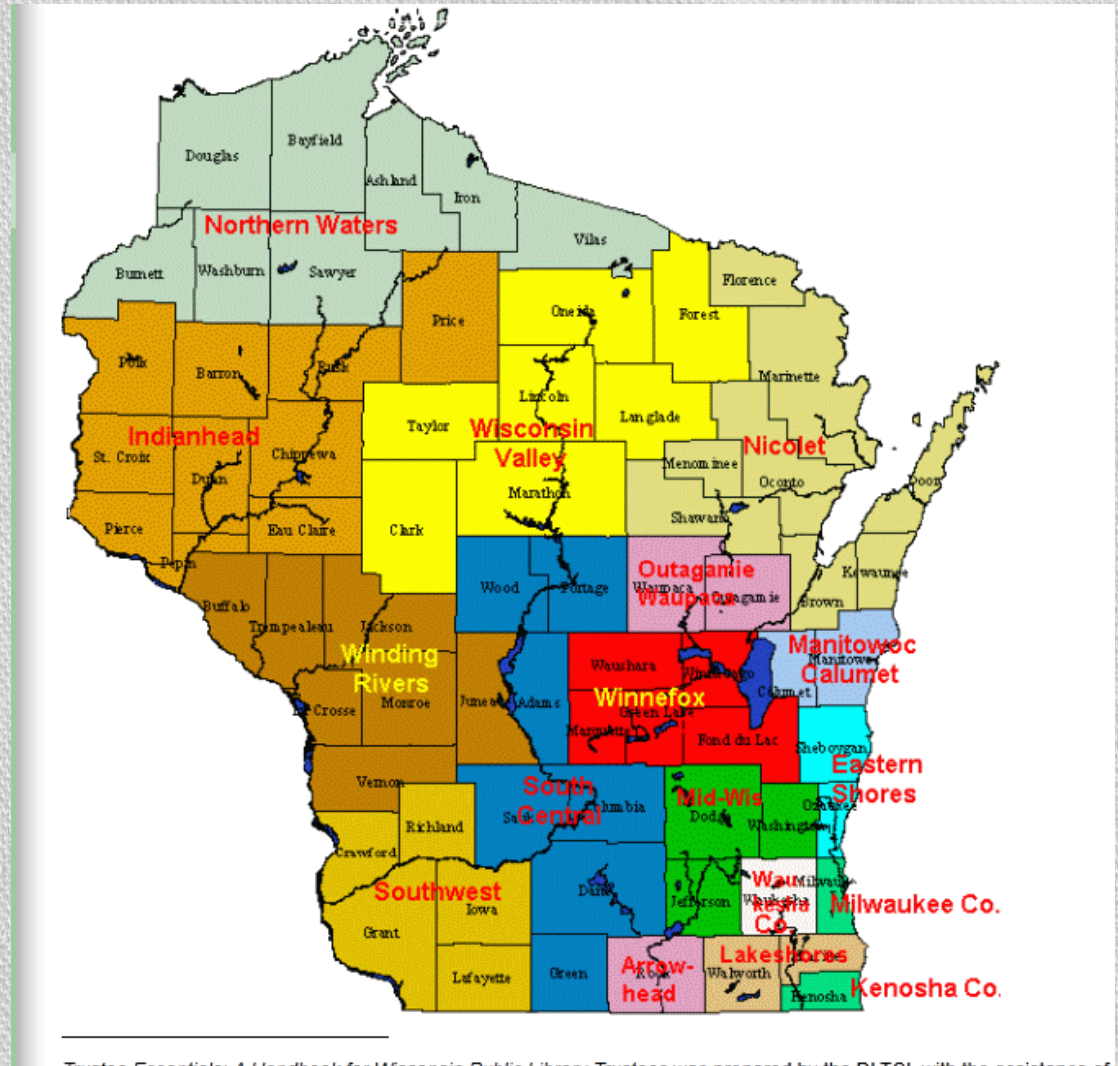
What to do if a staff member shares a complaint

- Refer the person to the library director
- Not resolved?
 - Follow the Library's grievance policy



Resources

Library System Staff



Resources

Public Library
Development Team



Resources

Trustee Essentials
Handbook





Question Time!

