

The Library Board and Library Personnel

This Trustee Essential covers:

- *The roles of the board and the library director on personnel issues*
- *How board decisions can affect the quality of library staff and library services*

The most important determinant of library service quality is the training, experience, attitude, and motivation of the library staff. Developing and maintaining a high-quality library staff requires careful decision-making and cooperation by both the library board and the library director.

Role of the board / role of the director

The most direct personnel responsibility of the library board is the hiring and supervision of the library director (see *Trustee Essential #5: Hiring a Library Director* and *Trustee Essential #6: Evaluating the Director*), but the board's responsibilities extend to issues that affect all library staff. It is the library director who hires and supervises all other library staff, but the library board has the legal responsibility for establishing the duties and compensation, as well as the personnel policies, for all library staff.

While both the library board and the library director have significant personnel responsibilities, the library will operate most effectively if the two parties cooperate and communicate on important personnel matters, while avoiding intrusion into each other's area of responsibility. Keep in mind that:

- the library director can and should recommend personnel policy changes, but can implement only policies officially approved by the board.
- the library director has the authority to hire staff to fill positions authorized by the library board and to supervise those staff, but should keep the library board informed of important personnel issues and consult with the board, if possible, before making significant personnel decisions.
- the library board's unsolicited intrusion into the director's responsibility to select and supervise staff can undermine the authority of the director and create discord and disorganization in library operations.

Staff duties and compensation are another area where cooperation is essential. While the library board has the legal responsibility for establishing staff duties and compensation, your library will run most effectively if the library board delegates to the director the responsibility for the day-to-day assignment of staff duties and supports the recommendations of the director for changes in staff compensation (within the policies established by the board).

Lines of communication

While trustees will want to know who the staff are and what they think about the library and its policies, services and collections, trustees must be very careful to avoid undermining the authority of the director if he/she is going to be able to manage effectively. Trustees should direct staff who have complaints about the director, policies, or materials to discuss the situation with their supervisor or the director. If that does not resolve the issue, the staff should be encouraged to follow the library's grievance or complaint procedure provided in the library's personnel policy. Only in extreme situations should staff complaints go directly to the board.

Since the library board may want input from the staff on certain issues, the board should solicit such input through the director. In addition, the library board may decide to obtain library staff input on the director's performance as part of a formal evaluation process. (See *Trustee Essential #6: Evaluating the Director* for more information about the evaluation process.)

Except in unusual circumstances, communication between the library board and library staff about library business should be carried on through the library director. Going behind the director's back undermines the trust necessary for effective and orderly operation of the library.

Staff compensation levels

The ability to attract and retain high-quality staff depends partially on competitive and fair wages and benefits for library staff. Compensation for library staff should be competitive with compensation provided by similar-sized libraries in Wisconsin and nationwide (see the Sources of Additional Information section below for sources of this data). Compensation for library staff should be in line with other community positions that require similar training and responsibilities.

Personnel policy

It is the responsibility of the library board to approve a personnel policy for library staff that formally establishes compensation and benefit policies, rules and conditions of employment for library staff, etc. It is important for these policies to be gathered into a written personnel handbook available to all library staff. These written policies ensure that all staff are treated according to the same rules.

Many state and federal laws govern the relationship between employer and employee, and it is essential that the library's personnel policy comply with these laws. (For more information, see *Trustee Tool A: Important State and Federal Laws Pertaining to Public Library Operations*.) Your municipality or county may have personnel department staff who keep up to date on these laws. Knowledgeable individuals should review all proposed changes in the personnel policy. To simplify maintenance of their personnel policies, many library boards adopt the personnel policy of their municipality as the library personnel policy, subject to those changes approved by the library board.

The library board should also approve a salary schedule that covers all staff positions and written job descriptions that list the essential job duties of each staff position, any educational and experience requirements, the physical and mental requirements of the job, and the salary

range. Carefully prepared job descriptions will help the library comply with Title I of the Americans with Disabilities Act (ADA), which deals with employment issues. For more information about the employment-related requirements of the ADA including a sample job description, see *Trustee Essential #5: Hiring a Library Director*.

Sample personnel policies are available from the Wisconsin Public Library Policy Resource Web Page at <http://dpi.wi.gov/pld/policies.html>.

Library employee unions

The right to bargain collectively is guaranteed by federal and state law. The library board must not take actions that interfere with library employees' legal collective bargaining rights.

In Wisconsin, collective bargaining practices are subject to rulings of the Wisconsin Employment Relations Commission (WERC). The WERC has ruled on a number of occasions that the library board (and not the municipality) is considered the "employer" of library employees for collective bargaining purposes. Therefore, it is the library board (or a designee of the library board acting under library board supervision) that negotiates with any union(s) representing library employees. An individual familiar with Chapter 43, library board concerns, and collective bargaining law should handle all labor negotiations on behalf of the board. Knowledgeable individuals should assist in the development of library board collective bargaining strategy. The library board must ratify any union agreements involving library employees.

The library board may not abrogate or delegate its legal responsibilities for establishing library policies and personnel policies or for determining the duties and compensation of all library staff. In addition, the library board may not take away the library director's legal authority to hire and supervise all other library staff.

Personnel records and board meetings on personnel issues

Wisconsin's public records law provides special rules for the handling of staff personnel records, and Wisconsin's open meetings law has special rules for library board proceedings involving collective bargaining and other personnel issues. See *Trustee Essential #14: The Library Board and the Open Meetings Law* and *Trustee Essential #15: The Library Board and the Public Records Law* for more information.

Continuing education for library staff

Library staff members, regardless of their level of employment, should have the opportunity to continue to expand their knowledge of library practice, communication skills, and library technology related to their job responsibilities through participation in workshops, conferences, and other continuing education activities. It is recommended that the library adequately budget for staff continuing education and professional activities, including paid work time for attendance, registration fees, and travel costs. Wisconsin library directors must participate in continuing education as required by Wisconsin librarian certification and recertification rules. (See *Trustee Essential #19: Library Director Certification*.)

Discussion Questions:

1. How can the library board help attract and retain high-quality library staff?
2. How can the library board help promote the professional growth of library staff?
3. What is the library board's role in disciplinary action concerning a library staff member?
4. How can the library board promote orderly functioning of library operations?

Sources of Additional Information:

Your regional library system staff (see *Trustee Tool B: Library System Map and Contact Information*)

Your municipal attorney and municipal personnel staff.

Sample personnel policies on the Wisconsin Public Library Policy Resource Page at <http://dpi.wi.gov/pld/policies.html>

Annual Wisconsin Association of Public Libraries *Salary and Fringe Benefit Survey* (contact WLA or your library system for a copy)

Annual nationwide *Public Library Data Service Statistical Report* (available from the Public Library Association)

Wisconsin Association of Public Libraries *Sample Library Position Descriptions* (contact WLA or your library system)

OWLS web page on personnel issues at <http://www.owlsweb.info/141/personnel.asp>

State publications on employment laws at <http://www.dwd.state.wi.us/dwd/publications/viewsort/default.asp?ID=NEW>

Federal Laws Prohibiting Job Discrimination: Questions and Answers at <http://www.eeoc.gov/facts/qanda.html>

ADA "Access Guide," Cornell University, School of Industrial and Labor Relations at <http://www.ilr.cornell.edu/edi/accessforall/index.htm>

Great Lakes DBTAC, University of Illinois–Chicago, Department on Disability and Human Development, 1640 West Roosevelt Road, Chicago, IL 60608, (800) 949-4232, gldbtc@uic.edu, <http://www.adagreatlakes.org>

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