

Library Trustee Orientation - Part III

Personnel Responsibilities

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AGENDA

1. Trustee and Staff Roles
2. Job Descriptions
3. Hiring and Appointing the Library Director
4. Evaluation of the Director's Performance
5. Disciplinary Actions, Removal of Staff

Trustees, Librarian and Staff

- The Trustees are the governing body of the Library. They are responsible for policies, for budgeting and for hiring a competent staff.
- The Librarian is responsible for day-to-day operations, supervising staff and volunteers, and maintaining a collection of media consistent with the educational and entertainment needs of the community.
- The staff are responsible to the Librarian.

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Trustee Responsibilities

- Hiring, evaluating, dismissing Librarian and staff - see RSA 202-A:17);
- Supervising and evaluating the Library Director, *but not the staff or volunteers*
- Setting annual goals
- Setting compensation
- Adopting Personnel Policies for the Library

Attend NHLTA and Dept. of Labor training sessions.

Trustees Appointing Authority

- **202-A:11** (Powers & Duties of Library Trustees)
 Appoint a Librarian who shall not be a trustee and, in consultation with the Librarian, all other employees of the library and determine their compensation and other terms of employment ...
- Library employees are **NOT** town employees, they are employees of the Library Board of Trustees (NH Supreme Court, Taylor decision)

Hiring a Library Director

RSA 202-A:15 Public Librarian: Qualification and Tenure

"The librarian shall be appointed by the board of library trustees for a term of office agreed to at the time of employment and until a successor is appointed and qualified."

- Protects the librarian from arbitrary termination.
- Protects the library from an extended term of unsatisfactory performance.
- Renewal is a mutual decision of the Board and the Librarian.

Letter of Appointment for the Library Director

The letter of appointment/hire should contain:

- Term of appointment (date of hire and length of initial commitment) agreed to by the library director
- Compensation/salary
- Basic benefits (health insurance, paid leave) as described in personnel policies
- Hours of work (# of hours/week)
- Job description (attachment to letter)

Have an attorney check the letter before finalizing it.

The Director's Job Description

Purpose:

- Clarity
- Scope and limits of authority
- Defines ideal person
- Forms basis for performance review

Keep It Current:

- Review and update annually to reflect changing priorities
- Ask incumbent for input to updates

Components of the Job Description

- | | |
|------------------------|-----------------------------|
| ✓ General Purpose | ✓ Budget |
| ✓ Key Responsibilities | ✓ Collection Development |
| ✓ Policy | ✓ Advocacy |
| ✓ Board Meetings | ✓ Staff Hiring/Supervision |
| ✓ Legal Issues | ✓ Continuing Education |
| ✓ Planning/ Management | ✓ Qualifications/Experience |
| | ✓ Working Conditions |

Performance Appraisal

- The cornerstone of a healthy employment relationship!
- Trustees evaluate the Library Director; Director evaluates staff and volunteers.
- May have staff complete self-evaluation as part of the process
- Evaluation should occur at least annually.
 - ✓ Specific job responsibilities (as detailed in job description)
 - ✓ Personal attributes (flexibility, creativity, etc.)
 - ✓ Review achievement of goals set at prior evaluation
 - ✓ Set goals for the coming year

Purpose of the Evaluation

- Foster Communication
 - ✓ Provides constructive feedback on a regular basis
 - ✓ Facilitates better working relationships
 - ✓ Contributes to professional development
- Documentation
 - ✓ Provides an historical record of performance
 - ✓ Provides basis for salary recommendations
 - ✓ Supports disciplinary actions

The Evaluation Interview

Discussion: This is a two-way conversation, with both sides contributing.

Reflection: Look back on behaviors and accomplishments for the entire review period.

Coaching Opportunity: Trustees as the managers need to act as coaches, not judges.

Agreement on Clear Next Steps: Reflect on the past, but look toward the future.

Disciplinary Action

- Adhere to Personnel Policies
 - ✓ Progressive Discipline
 - ✓ Grievance Procedures
- Only trustees can terminate employment of any library staff member.

All personnel discussions (other than adopting/amending policies) should take place in non-public session.

Removal of Staff

RSA 202-A:17 Employees; Removal

"No employee of a public library shall be discharged or removed from office except by the board of trustees for malfeasance, misfeasance, or inefficiency in office, or incapacity or unfitness to perform the employee's duties."

- Notice and the opportunity for a public hearing must be provided. (Public hearing is the choice of the employee.)
- The library staff are NOT "at will" employees.

Volunteers

- Volunteers report to the Librarian.
- Volunteers can be used in a variety of ways to supplement *but not replace* the staff.
- Appropriate tasks include shelving, stamping, installing dust covers, etc.
- A background check should be required for all employees and volunteers who have contact with children.

Keys to Success

- Mutual respect
- Open communications
- Avoid surprises
- Monitor progress and evaluate performance
- Focus on the big things; let the trivia take care of itself.
- Maintain a sense of humor, have fun, show up!
- Review NHLTA Code of Ethics and adhere to it (see page 10 of Trustee Manual)

Tips and Tools

Check the NHLTA website for sample forms including

- Job descriptions
- Evaluation forms
- Job Posting for Library Director
- Hiring Checklist

Attend NHLTA workshops and regional meetings

Visit the NH State Library website for more samples

Look for "services for librarians/employment resources"
<https://www.nh.gov/nhsl/services/librarians/employment.html>

NHLTA Resources

- NHLTA Board Members
- NHLTA Conferences and Workshops
- 2016 Trustee Manual
mailed to each library, updated every 5 years
- NHLTA Newsletter – published quarterly
- NHLTA Web Site : www.NHLTA.org
(join listserv via link on Home Page)
- LISTSERV: to post a message, send email to
NHLTA-L@maillist2.nh.gov