

**Advocating for Pay Equity
in New Hampshire Libraries:
A Toolkit**

Prepared by the
New Hampshire Library Association
Pay Equity Task Force
2004

Introduction

At the 2003 New Hampshire Library Association Fall Conference at Eagle Pond, Danbury, NH, a task force was formed to address issues of pay inequity in New Hampshire libraries. At the first meeting in December, 2003, the group formulated a working mission statement: ***“To provide librarians and trustees statistics and data, job descriptions, and advocacy support for bringing library salaries to an equitable place around the state and within the community.”***

Over the course of the next six months, data was collected, compiled and analyzed by the task force. This resulting document is intended to facilitate discussion among interested parties about library compensation in their area, and to provide the necessary tools to actually begin working to improve the current status of library salaries.

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Working Towards Equity

In 2002, The American Library Association kicked off its Campaign for America's Librarians, an effort to examine salary and pay equity issues nationwide. If your library is undertaking a similar effort, we hope these points will add some New Hampshire perspective to your study.

□ **Begin at the Beginning**

When beginning your journey to pay equity, think of the following discussion points as a starting place. You may wish to work with a small group of interested individuals that may include library staff, trustees, and community members who have some expertise in salary issues.

- How broad should the investigation into current remuneration be? Inequitable salaries may be limited to one area of the library or be spread evenly from director to lowest paid employee.
- Are other groups in town working on the same issues, such as municipal departments?
- Is the library's budget growth in the past ten years the same as other town agencies or does it lag behind?
- Is there a town-wide situation that could be better addressed by a wage and classification study, including salaries of the public library? Human resource coordinators collect, analyze and make recommendations for such a study.

Plan Sensibly

Enclosed in this packet are many of the tools necessary to prepare your case for pay equity.

- Use the **Task List** to brainstorm job functions for employees.
- Circulate the **Job Analysis Questionnaire** to staff for more research on library duties.
- Use the **Sample Job Descriptions** to create your own job descriptions.
- Complete the spreadsheet "**Comparison of Library to Municipal and Educational Positions**" to underscore the actual amount of inequity and further reinforce your request. In many communities, local salary information is the key to finding the fair compensation for the library staff.
- Examine "**Practical Tips for New Hampshire Library Advocacy**" and use the points discussed to reinforce your request.
- Present accumulated data to the Board of Trustees, if necessary and with them to the appropriate funding source.

Results need to be presented in plenty of time for the Trustees/Budget Committee to absorb the implications and translate them into actual budget figures. While it is relatively easy to factor in a cost-of-living salary increase, real changes in library salary structure require a study period and time for decision makers to understand the material. Because the equity process may take more than one budget season, remember that it is important to continue work until all requests are met—regardless of the time frame.

□ **Make Changes**

Start early to advocate for change

Look locally, but also consider state and national figures. Study the information.

Use this packet and the information on the disk.

Keep track of local pay equity successes and document all personal successes no matter how small.

Congratulate yourself and all those who assisted in the process. Looking seriously at these issues will continue to benefit your library.

How To Use Task List

This task list is a tool to assist library directors in creating job descriptions and completing performance reviews. It is recommended that you personalize this list by picking and choosing what tasks are applicable to your library.

Please tailor this list to your own library experiences by marking each entry with the title which most accurately denotes the department/employee that completes the task.

D = Director

C = Circulation

R = Reference

T = Technical Services

CD = Collection Development

CH = Children's Services

A = Aide

TASK LIST

ADMINISTRATIVE

- Keeps up-to-date with online library list-servs and groups.
- Updates and mediates library website.
- Maintains spreadsheet which records petty cash transactions.
- Plans for the library's future with the Board of Trustees.
- Prorates expenses to be debited or credited to each department for cost accounting records.
- Prepares periodic reports of earnings, taxes, and deductions.
- Keeps records of leave pay and nontaxable wages.
- Prepares and issues paychecks.
- Compiles payroll data, and enters data or computes and posts wages, and reconciles errors, to maintain payroll records, using computer or calculator.
- Compiles payroll data, such as hours worked, taxes, insurance, and union dues to be withheld, and employee identification number, from time sheets and other records.
- Prepares computer input forms, enters data into computer files, or computes wages and deductions, using calculator, and posts to payroll records.
- Reviews wages computed and corrects errors to ensure accuracy of payroll.

___Records changes affecting net wages, such as exemptions, insurance coverage, and loan payments for each employee to update master payroll records.

___ Prepares grant applications as directed by the board of Trustees

___Prepares and makes petty cash deposit.

___Attends monthly board of Trustees meeting and annual Town Meeting.

___Acts as a liaison between Friends of the Library Group and Board of Trustees.

___Supervisors volunteers.

___Reads and responds to E-mail messages.

___ Reads incoming material and sorts according to file system.

___Delivers mail to post office, deposits to bank and runs other errands as requested

___Directs compilation of data based on statistical studies and analyses of past and current years to prepare budgets and to justify funds requested.

___Correlates appropriations for specific programs with appropriations for divisional programs and includes items for emergency funds.

___Reviews operating budgets periodically to analyze trends affecting budget needs.

___Prepares comparative analyses of operating programs by analyzing costs in relation to services performed during previous fiscal years and submits reports to director of organization with recommendations for budget revisions

___Testifies regarding proposed budgets before examining and fund-granting authorities to clarify reports and gain support for estimated budget needs.

___Administers personnel functions of budget department, such as training, work scheduling, promotions, transfers, and performance ratings.

___Supervises activities of other workers in unit.

___Trains and directs workers in performance of shelving tasks.

___Directs activities of workers in maintenance of stacks or in section of department or division such as ordering or receiving section of acquisitions department, card preparation activities in catalog department, or limited loan or reserve desk operation of circulation department.

___Prepares or assists in preparation of budget.

___ Coordinates activities of library branch of department, and assists patrons in selections and locations of books, audiovisual materials and others materials.

___Trains and directs workers in performance of such tasks as receiving, shelving, and location of materials.

___ Plans and conducts staff meetings and participates in community and professional meetings to discuss and act on library problems.

___Coordinates activities of branch or departmental libraries.

___Analyzes and coordinates departmental budget estimates and controls expenditures to administer approved budget.

___ Plans and administers program library services.

___Submits recommendations on library policies and services to governing body, such as board of directors/trustees, and implements policy decisions.

___ Reads technical manuals and brochures to determine equipment which meets establishment requirements.

___Conducts survey to determine user needs.

___Keeps abreast of new developments in library methodology and managements, with a focus on new applications of computer technology.

___ Keeps the Board informed of changes/trends in the library community (local, states, national)

___Prepares annual reports for publication in the community's annual Town Report and submits a progress report for monthly board meetings.

___ Maintains library policy and procedure Manual.

___Cooperates with the statewide library system. Submits report and statistics requested by State Library

___Supervises staff development through continuing education and regular staff meetings.

___Recommends repairs, alterations, and additions to the physical facility.

___Attends workshops and professional meetings.

___Communicates with local school librarians and teachers in an effort to coordinate library services

___ Provides informal instruction in use of the library to individual children and to school class and other groups.

PERSONNEL

___ Analyzes, selects, and executes recommendations of personnel, such as department chiefs or

branch supervisors.

___Administers personnel regulations, interviews and appoints job applicants, rates staff performance, and promotes and discharges employees.

___Plans and carries out policies relating to all phases of personnel activity.

___Recruits, interviews, and selects employees to fill vacant positions.

___Plans and conducts new employee orientation to foster positive attitude toward company goals.

___ Keeps record of insurance coverage, pension plan, and personnel transactions, such as hires, promotions, transfers, and terminations.

___Investigates accidents and prepares reports for insurance carder.

___ Conducts wage survey within labor market to determine competitive wage rate.

___ Prepares budget of personnel operations.

___Writes separation notices for employees separating with cause and conducts exit interview to determine reasons behind separation.

___Represents company at personnel-related hearings and investigations.

___ Compiles and maintains personnel records.

___ Records employee information such as personal data; compensation, benefits, and tax data; attendance; performance reviews or evaluations; and termination date and reason.

___Processes employment applications and assists in other employment activities.

___Update employee files to document personnel actions and to provide information for payroll and other uses.

___Examines employee files to answer inquiries and provides and information to authorized persons.

___Compiles data from personnel records and prepares reports.

___Administers and scores aptitude, personality, and interest tests.

___Records data concerning transfer of employees between departments

COLLECTION DEVELOPMENT

___Selects new books and materials to update and maintain collection by reading reviews, attending New Hampshire State Library sessions and examining new books.

- ___ Visits vendors to learn about available products or services.
- ___ Reviews and evaluates orders for books and audiovisual materials.
- ___ Examines trade publications and materials, interviews, publisher's representatives, and consults with others to select materials.
- ___ Examines and selects materials to be discarded, repaired, or replaced.
- ___ Examines books reviews, publisher's catalogs and other information sources to recommend material acquisition.
- ___ Issues and receives materials for circulation or for use in library.
- ___ Maintains reference and circulation materials.
- ___ Compiles list of library materials according to subject or interests using computer.
- ___ Selects, orders, catalogs, and classifies materials.
- ___ Selects books and audiovisual materials of interest to children to be acquired by library.
- ___ Compiles list of materials of interest to children. Activities may include story telling, book talks, puppet shows, and film and multimedia programs.
- ___ Selects and orders books, periodicals, films, and other materials for library.
- ___ Reviews publishers' announcements and catalogs, and compiles list of publications to be purchased.
- ___ Compares selections with card catalog and orders-in-process to avoid duplication.
- ___ Circulates selection lists to branches and departments for comments.
- ___ Selects vendors on basis of such factors as discount allowance and delivery dates.
- ___ Compiles statistics on purchases, such as total purchases, average price, and fund allocations.
- ___ Recommends acquisition of materials from individuals or organizations or by exchange with other libraries.
- ___ Performs routine descriptive cataloging, such as fiction and children's literature.
- ___ Downloads cataloging records to local computer network.
- ___ Marks designated classification number on material to facilitate placement on shelves.
- ___ Does computer search for materials not owned, reserves materials, and fills out appropriate forms.
- ___ Removes from collection outdated material. Arranges for disposal.

___Locates and removes files upon request.

___Color-codes material to be filed to reduce filing errors.

___Maintains materials records in NHU-PAC.

___Maintains library collections of books, serials publications, documents, audiovisual, and other materials.

___Compiles information on library materials, such as books and periodicals, and catalogs to identify material and to integrate information into library catalog.

___Arranges for periodic inventory of collection.

TECHNICAL SERVICES

___Researches, tests, evaluates, and recommends data communications hardware and software.

___ Identifies areas of operation that need upgrades of equipment, such as modems, fiber optic cables, and telephone wires.

___ Tests and evaluates hardware and software to determine efficiency, reliability, and compatibility with existing system, using equipment such as computer terminal and modem.

___Analyzes test dates and recommends hardware or software for purchase.

___Develops and write procedures for installation, use, and solving problems of communication hardware and software.

___Monitors system performance.

___Trains users in use of equipment

___Assists users to identify and solve data communication problems.

___ Writes technical specifications to send to vendors for bid.

___Oversees or assists in installation of communications hardware.

___ Performs minor equipment repairs.

___Advises those planning audiovisual programs on technical problems, such as acoustics, lighting, and program content.

___Evaluates audiovisual equipment and gives advice in selection of equipment and consideration factors, such as intended use, quality, and price.

___ Advises in planning and layout of physical facilities for audiovisual services.

___ Operates film projectors, splicers, rewinders, film inspection equipment, and tape and record playing equipment.

___ Trains personnel in operation and maintenance of audiovisual equipment.

___ Files cards in catalog drawers, according to system used.

___ Verifies bibliographical information on order requests.

___ Fills in additional information, such as publisher, date of publication, and edition.

___ Examines material and notes additional information, such as bibliographies, illustrations, maps, and appendices.

___ Tabulates number of sample cards according to quantity of material and catalog subject headings to determine amount of new cards to be ordered or reproduced.

___ Prepares inventory card to record purchase information and location of library material.

___ Requisitions additional cards.

___ Records new information, such as death date of author and revised edition date, to amend cataloged cards.

___ Prepares books for circulation. May stamp, cover and type cards, pockets, and spine labels.

___ Places cards, forms, microfiche, or other material in storage receptacle, such as file cabinet, drawer, or box.

PUBLIC RELATIONS

___ Delivers books reviews, programs, or lectures to publicize library activities and services.

___ Plans and directs or carries out special projects involving library promotion and outreach activity and be designated outreach librarian.

___ Plans and conducts public relations program designed to create and maintain favorable public image of library.

___ Plans and directs development and communication of information designed to keep public informed of library's programs, accomplishments, or point of view.

___ Arranges for public relations efforts in order to meet needs, objectives, and policies of individual, special interest group, business concern, nonprofit organization, or governmental agency, serving as in-house staff member or as outside consultant.

___ Prepares and distributes fact sheets, news releases, photographs, scripts, motion pictures, or tape recordings to media representatives and other persons who may be interested in learning

about or publicizing library's activities or message.

___ Purchases advertising space and time as required.

___ Arranges for and conducts public-contact programs designed to meet library's objectives, utilizing knowledge of changing attitudes and opinions of consumers, clients, employees or other interest groups.

___ Promotes goodwill through such publicity efforts as speeches, exhibits, films, tours, and question/answer sessions.

___ Represents library during community projects and at public, social and business gatherings.

___ Researches data, creates ideas, writes copy, lays out artwork, contacts media representatives, or represents employer directly before general public.

___ Develops special projects such as campaign fund raisers or public awareness about political issues.

___ Confers with production and support personnel to coordinate production of television advertisements and on-air promotions.

___ Prepares press releases and fact sheets, and composes letters using computer.

___ Disseminates facts and information about organization's activities or programs to general public.

PATRON SERVICES

___ Acts as circulation librarian

___ Plans and implements children's programs such as story time, reading clubs, book talks, workshops, etc.

___ Provides outreach service to schools, daycare, and community organizations.

___ Makes children's area inviting to children as evidenced by themes and decoration.

___ Designs and produces publicity, handouts, and bibliographies relating to children's services.

___ Provides library public relations service.

___ Searches catalogs files, biographical dictionaries, dictionaries, and indexes, and examine content of reference materials to assist patrons in locating and selecting materials

___ Assembles and arranges materials for display.

___ Prepares replies to mail requests for information.

- ___ Assists groups and individuals in locating and obtaining materials.
- ___ Furnishes information on library activities, facilities, rules, and services.
- ___ Explains and assists in the use of reference sources, such as card or book catalog or book and periodical indexes to locate information.
- ___ Describes or demonstrates procedures for searching catalog files.
- ___ Searches catalog files and shelves to locate information.
- ___ Assembles and arranges displays of books and other library materials.
- ___ Answers correspondence on special reference subjects.
- ___ Prepares and manages audiovisual programs for presentation to groups and leads discussions after film showings.
- ___ Manages library programming for children.
- ___ Develops children's programming.
- ___ Assists children in selecting and locating library materials.
- ___ Plans and conducts programs for children to encourage reading, viewing, and listening. Encourages children's use of library materials and facilities.
- ___ Confers with teachers, parents, and community groups to assist in developing programs to encourage and improve children's communication skills.
- ___ Plans and conducts library program to provide special services for young adults.
- ___ Selects books and audiovisual materials of interest to young adults to be acquired by library.
- ___ Assists young adults in selecting materials.
- ___ Plans and organizes young adult activities, such as film programs, chess clubs, creative writing clubs, and photography contests.
- ___ Delivers talks on books to stimulate reading.
- ___ Compiles lists of library materials of interest to young adults.
- ___ Confers with parents, teachers, and community organizations to assist in developing programs to stimulate reading.
- ___ Provides information service, such as answering questions regarding card catalogs, and assists the public in use of bibliographic tools, such as Library of Congress catalog.
- ___ Answers routine inquiries, and refers persons requiring professional assistance to librarian.

- ___ Examines materials on shelves to verify accuracy of placement.
- ___ Counts number of materials placed on shelves to record shelving activities.
- ___ Sorts material, according to author, classification number, subject matter, or title, to arrange material for shelving.
- ___ Welcomes new members and issues membership cards.
- ___ Explains privileges and obligations of memberships, discusses organization, adjusts complaints and provides other information to members.
- ___ Assists patrons with questions and requests for information in person and on the phone.
- ___ Schedules use of display areas.
- ___ Checks out books and magazines, video and audio tapes.
- ___ Tidies work and public areas.
- ___ Calls patrons with books on reserve shelf.
- ___ Notifies, by postcard, e-mail, or letter, patrons of overdue materials.
- ___ Places circulation cards in return books.
- ___ Shelves returned books.
- ___ Counts and files daily circulation.
- ___ Maintains computer spreadsheet which keeps record of daily circulation.
- ___ Oversees ILL policies and procedures.
- ___ Maintains ILL records online and on paper.
- ___ Prepare ILL materials for van distribution.
- ___ Receive and process ILL van deliveries.

Library Job Analysis

Name:

Title:

Supervisor's Title:

Department:

1. In a brief statement, describe the basic purpose of your job. Why does it exist?

2. What are the most important duties of your job and what percent of your time do you spend on each? Answer what the responsibility is, how it is performed, and why (the desired results of the performance).

3. Additional Responsibilities: List all "secondary" responsibilities or tasks that you perform.

4. What are the necessary equipment, instruments, and/or materials you use to perform your job, and how frequently do you use them?

5. Assignment of Duties:
 - () Who assigns your work? (Names and titles)

 - () When are your assignments made?

 - () How are assignments given. e.g., written, oral, etc.?

 - () Who reviews and approves your work?

6. Decision-Making

() Describe the specific decisions you are required to make in performing your job.

() What kinds of decisions must be referred to your supervisor/manager?

7. Reporting/Record Keeping

() For what records or reports are you accountable?

() For whom and what purpose are they kept?

8. Supervisory Responsibilities

() Do you supervise other employees?

() If yes, how many and what are their job titles?

9. If you were promoted, what type of educational training, job-related experience or other abilities would your replacement need? How much time would be needed for the training or experience (6 months, 1 years, 2 years, etc.)?

Sample Job Description

Job Title: Library Director

Job Summary: Under the direct supervision of the public library board of trustees, the library director is responsible for the operations of the library and the development and implementation of its service program, including: (A) assisting the board with long-range planning and policy development, and managing all library resources, including human resources; (B) organizing the acquisitions, access, storage, and control of collections; (C) designing and implementing services and programs for users of all ages; and (D) overseeing the maintenance and safety of the physical plant. The library director hires and supervises all assistants, substitutes, and volunteers who work in the library.

I. Specific Responsibilities

[Note: Priorities can be assigned to specific responsibilities or areas of responsibility, usually as priority A, B, or C, to help the employee manage time and address the board's most pressing concerns when the work load exceeds the available hours during certain periods of the year.]

Administrative Services:

1. Serve as the library's executive officer.
2. Serve as the technical adviser to the board.
3. Implement the policies of the library as established by the board.
4. Prepare the draft of the annual library budget for board discussion and approval.
5. Participate in the presentation of the adopted budget to local officials.
6. Receive and expend library funds according to established guidelines, and maintain accurate and up-to-date records showing the status of library finances.
7. Recruit, select, hire, supervise, evaluate, and terminate if necessary, library staff in conformity with library policy and state and federal law (and any applicable local civil service regulations and/or union contracts).
8. Prepare library board meeting agendas and necessary reports in cooperation with the library board president, and notify board members of scheduled meetings.
9. Prepare state annual report for review and approval by the library board.
10. Inform and advise the library board as to local, regional, state, and national developments in the library field, and work to maintain communication with other area libraries and the library system.

Collection Management:

1. Select or direct the selection of materials for all media and all age groups, based on the library's approved collection development policy.
2. Catalog and classify library materials according to accepted standards and maintain the public catalog.
3. Process materials to provide appeal, protection, and control.

4. Develop and maintain a regular weeding schedule.
5. Periodically review the collection development policy and make recommendations to the library board for revisions.
6. Oversee the shelving and organization of materials.
7. Prepare and distribute overdue notices to users with overdue or lost materials.
8. Maintain an accurate and up-to-date database of user registrations and activities, including information adequate to support reimbursement requests for nonresident borrowing.

Service and Service Promotion:

1. Develop and execute an array of service programs to address the various needs of users and to make the library more accessible to all. These might include: preparation and dissemination of bibliographies of popular topics and genre collections; tours of the library for school, daycare, and homeschooling groups; inclusion of interesting displays of an educational or cultural nature; presentations to local organizations or groups on the benefits offered by the library; provision of storytime sessions for small children, and teen and adult book discussion sessions; support of a summer reading program; acquisition of special materials and provision of accommodations to encourage use of the library by individuals with special needs; development of a homebound service for residents unable to visit the library.
2. Provide friendly and efficient direct assistance to users checking out materials, requesting directional or community information, or seeking materials or information on specific topics.
3. Prepare news releases and submissions to the media to announce new or special services and events that spotlight the library.
4. Assist and guide local volunteer groups (e.g., library friends) who wish to help with library promotion, fundraising, and enhancement of services.
5. Prepare grant applications, when grant opportunities are offered, in order to supplement local funding of library operations and development.
6. Maintain records showing all programs offered and number of attendees at each program.
7. Continually investigate the value, costs, and logistics of adding library services, new media, and new technologies in order to keep the library current and proactive in its service provision to the public.
8. Conduct ongoing evaluations of existing library programs, services, policies, and procedures, and submit recommendations for improvements to the library board.

Facilities Management:

1. Oversee care and maintenance of the library building and grounds.
2. Oversee the work of custodial staff.
3. Regularly review building needs and advise the board in its planning for future expansion or development.
4. Assess the adequacy of existing facilities in regard to the provision of automated services.

II. Essential Functions and Knowledge

1. Excellent interpersonal skills
2. Ability to effectively communicate ideas and information in both verbal and written form
3. Ability to work with governing boards, community groups and elected officials, and make presentations to them
4. Knowledge of public library philosophy, principles, and procedures which will allow effective recommendations to the board and sound decision making when faced with a wide range of circumstances
5. Ability to supervise staff and volunteers and delegate responsibility in an effective manner
6. Ability to read and comprehend print information, including technical, statistical, and financial information
7. Ability to locate and retrieve library materials in a variety of formats throughout the building, as well as from remote locations through networks including the Internet
8. Ability to assist patrons with location and retrieval of materials or information by title, subject, and interest of library patrons
9. Knowledge and ability to perform basic computer operations and troubleshoot problems, and to manage an automated circulation system and access external data bases
10. Ability to understand and implement instructions and directions
11. Ability to establish and maintain proper priorities and meet deadlines
12. Ability to work within a confidential environment
13. Ability to produce and maintain accurate files and reports
14. Ability to use and manage office equipment including a telephone system, fax machine, copier, and security systems
15. Ability to lift up to 40 pounds on a frequent basis (e.g. to retrieve books from outside book drop box, unload crates of interlibrary loan materials, accept delivery shipments of new library materials and supplies, pack and store materials for book sales, shovel snow and assist patrons with building evacuation in an emergency)
16. Knowledge and ability to type, sort and file
17. Ability to work hours and assignments as required by the library board

III. Required Education, Experience and Certification

1. Bachelors degree from a liberal arts program
2. Grade 3 Wisconsin Public Librarian Certification (Grade 2 if population over 3,000 Grade 1 if population over 6,000) or eligibility for required certification
3. Maintenance of required Certification through necessary coursework and/or qualifying continuing education

4. Three years of progressively responsible public library experience, or five years of experience in a service institution with comparable demands and responsibilities (i.e., staff supervision, working directly with the public, working with governing boards or bodies)

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New Hampshire Library Director

Sample Job Description

The following is drafted in accordance with the Public Library Standards (2000) published by the New Hampshire Library Association. The Public Library Standards are the affiliation standards for membership in the Statewide Library Development System (NH RSA 201-D) and are promulgated by the Commissioner of Cultural Resources through the Administrative Rulemaking process. As such, the Standards have the force of law and are written in a prescribed format.

- Lib 405.03 The Board of Trustees of a level two library in a town or city of more than 5,000 population shall appoint a Director with a Master's degree in library science from an ALA-accredited college or university program.
- Lib 405.05 "Appropriate Staff Remuneration". The staff of a public library, at any level, shall receive appropriate remuneration for experience and educational achievement, based on the salary scale of the library. The board of trustees may choose to accept or reject the personnel policies, including salary scale, of the town or city.
- Lib 405.07 Every Director of a level two library shall complete 60 contact hours of continuing education every 3 years, beginning with the date the library is granted membership in the statewide library development system or the date of employment, whichever is later.

The Library Director is hired, and discharged, by the Library Board of Trustees and is responsible for reporting directly to the Library Board of Trustees. Following the above stated PL Standards outlined by NHLA, the minimum educational requirements for the Director's position in a town of 7,500 will be a Master's Degree in Library Science from an accredited Graduate Program. There shall be a 1-year probationary period from date of hire. The Library Board of Trustees shall set the Library Director's salary. Placement on the wage matrix shall take into account education, experience, performance, and current statewide and national average salaries. The position of Library Director shall adhere to all town personnel policies, except where current library laws override such policies. There shall be an annual review conducted by the Library Board of Trustees; the Board in light of educational attainments and any meritorious performance on the part of the Director shall determine wage levels and adjustments.

The Library Director shall be responsible for the general administration of the library, long-range planning, development of policies, programs, and community outreach services. The Library Director's duties include, but are not limited to, the following:

General Library Administration Duties:

- Set library policies and procedures in conjunction with the Library Board of Trustees and carries out all policy changes.
- Interview, hire, train, supervise, and review performance of all library staff, including custodial staff in order to ensure efficient operation.
- Encourage staff development through in-house training, staff meetings, and allowing opportunities for educational seminars and classes.
- Schedule all staff in order to provide consistent coverage.
- Train and supervise all volunteers or grant provided employees.

- Listen to, and act, on suggestions from staff and patrons,
- Attend to the physical condition of the library in conjunction with hired custodial staff and town maintenance crews. Recommend repairs as needed, contract and oversee repair work throughout the building and grounds.
- Keep current with new library technologies trends, practices, and philosophies through professional reading, membership in professional organizations, and attendance at conferences.
- Administer the library computer network, online card catalog, and full-service web page. Includes doing updates to web information, network security, and monthly maintenance of the library database.
- Long range, and short range, planning for facilities, technology, and staffing.
- Works continually to identify community needs and changes in demographics that will effect how library services are provided.
- Ensure time sheets are tracked and handed in promptly
- Review need for and acquisition of maintenance contracts on all software and equipment.
- Prepare the annual budget in conjunction with the Trustees.

Maintenance and Development of Library Collections and Equipment:

- Select all library materials from reliable review sources to meet the current needs of the population.
- Select all items for deletion from the collection based upon usage, condition, and usability.
- Ensure that all historical items such as Town Reports, rare out-of-print books, local papers, etc. are housed properly and repaired/rebound professionally to ensure the continued use by residents. Includes digitizing old photos or documents where necessary.
- Purchase all library materials, supplies and equipment; keep a full inventory of all items purchased and insurance values.
- Inventory the library materials collection every 5-7 years.
- Catalog all library materials and maintain computer records of such items.
- Attend cooperative meetings for materials swaps and information.
- Seek and secure grants, donations, and other contributions from outside sources, including bequests and setting up trust funds.
- Manage library budget and other income, including library checkbooks, savings accounts, donated monies, and Town funds.
- Evaluate space needs and oversee facility configuration changes.
- Supervise and schedule meeting room use.
- Work with vendors to get the best price discounts available.

Reporting Duties:

- Present a monthly written report to the Library Trustees; keeping them informed of upcoming events, operational needs, budgetary concerns, or problems that need their attention.
- Attend all Trustee meetings and any pertinent meetings of the Planning board, Budget Committee, or Selectmen.
- Prepare annual town and state reports.
- Maintain statistics records (circulation, acquisitions, bank balances, discard counts, patron use numbers, etc.)
- Speak at professional conferences to share successes and ideas.
- Report to sending agencies about grant or volunteer employees working under federal or state programs at the library.

Outreach/Public Services:

- Provide outreach services such as homebound book delivery, food pantry book baskets, and school visits.
- Work with the Friends of the Library group to promote library services.
- Work with school officials, teachers, and school library personnel to promote library use and services, including ILL to the schools.
- Work with other community organizations as needed to do special programs.
- Provide space on the web page for community links.
- Promote services through radio, newspaper, civic group visits, posters, and newsletters.
- Maintain professional conduct and appearance at all times.
- Plan and direct special projects involving library promotion.
- Accept and acknowledge promptly any gifts to the library.
- Deal with any difficult patron situations or complaints concerning services or materials.
- Act as the local Boy Scout Badge Counselor for the “Reading Merit Badge”.
- Work well and frequently with the public, assisting at the circulation desk, answering reference questions and database questions, modeling good customer service to other staff, and assisting patrons in the location of materials.
- Coordinate all programming for patrons, including computer classes, author visits, and educational/literary events, including book group.
- Help the Children’s/YA librarian in chaperoning Teen Advisory Board events.
- Maintain a friendly, open, approachable environment for all library patrons.

Qualifications, Knowledge, Skills, & Abilities:

- A Master’s Degree from an accredited University or College.

COMPARISON OF LIBRARY POSITIONS TO MUNICIPAL AND EDUCATIONAL POSTIONS																	
Position	Library Clerk	Town Clerk	Town Secretary	School Aide	Librarian I	Town Clerk/ Secretary/ Tax Collector	Executive Secretary/ Administrative Assistant	Teacher BA	Teacher BA	School Media Generalist	Librarian II	Recreation Director or town	Teacher MA	School Media Specialist	Librarian III/ Library Director	Planning Director	Assistant Principal/ Principal/
	Library Assistant/	Typist		not listed in a state report						not listed in a state report		dept. head		not listed in a state report			depending on size of your town
	high school no exp. Required				Bachelor's Degree						Master's Degree				Master's Degree plus experience		
25,000 and over																	
Average	10.56-14.10	11.43-15.10	12.98-18.61		15.04-20.28	15.75-17.86	15.60-20.01	18.25-30.96	18.65-30.83		18.03-25.85	28.19-35.71	20.15-33.68		30.00-39.17	31.61-40.65	
Population 15,000 - 24,999																	
Average	9.71-13.57	11.01-14.17	12.41-16.30		12.68-15.88	12.46-15.26	16.07-20.73	17.67-29.52	18.52-29.98		16.04-21.33	20.32-24.19	19.06-33.08		25.61-29.38	25.68-32.62	
Population 10,000 - 14,999																	
Average	9.93-13.40	11.87-15.79	12.48-17.58		14.56-18.95	12.86-17.13	15.50-20.60	17.90-27.48	18.66-29.06		14.17-19.87	20.15-37.44	19.74-31.10		21.02-28.00	23.34-30.61	
Population 5,000 - 9,999				use your local school report						use your local school report				use your local school report			use your local school report
Average	9.24-11.43	11.43-14.60	12.40-15.02	school report	11.50-13.42	13.71-16.68	14.41-17.08	17.44-27.39	18.12-28.70		12.36-15.17	17.80-21.45	19.27-31.04		18.41-21.05	21.13-24.95	school report
Population 2,000 - 4,999																	
Average	8.26-9.85	10.25-11.62	10.58-12.60		10.21-11.34	10.83-12.18	12.14-14.29	16.62-25.77	17.37-27.22		12.06-13.32	15.87-17.54	18.33-28.89		14.44-16.14	None	
Population 1,000 - 1,999																	
Average	7.71-8.23	9.71-9.71	11.39-11.85		8.79-9.76	10.83-10.44	12.90-13.86	16.63-25.00	17.18-25.62		10.67-11.05	13.37-14.57	18.17-28.34		12.40-13.23	13.65-13.65	
Population 999 and under																	
Average	7.53-7.53	9.11-9.77	10.80-11.74		8.52-8.86	9.75-9.96	12.03-12.03	16.35-24.24	16.53-24.88		9.58-10.09	None	17.79-27.37		None	22.16-22.16	
Category Average	8.99-11.16	10.68-12.96	11.86-14.81		11.62-14.07	12.31-14.21	14.09-16.94	14.09-16.94	14.09-16.94		13.27-16.67	19.28-22.07	19.28-22.07		20.31-24.50	22.90-27.36	
Your Town's Wages																	
Position	Library Clerk	Clerk Typist	Secretary		Librarian I	Town Clerk/ Tax Assessor	Executive Secretary/ Admin. Asst.	Teacher BA	Teacher BA +15	School Media Generalist	Librarian II	Recreation Director	Teacher MA	School Media Specialist	Librarian III/ Library Director	Planning Director	Assistant Principal/ Principal/
EXPERIENCE COUNTS!									EXPERIENCE COUNTS!								

Practical Tips for New Hampshire Library Advocacy

*Know what your per capita library expenditure is and translate into community analogies

Example: \$30/per taxpayer equals

- * cost of one bestseller
- * one trip for three to the movies
- * one ticket to a New Hampshire attraction

*Keep accurate usage data

- | | |
|-----------------------|----------------------------|
| *Materials circulated | *In-house circulation |
| *Program attendance | *Computer usage |
| *People through door | *Interlibrary Loan service |

*Conduct internal and external surveys

- *Seek out non-users, circulate at town meeting, voting day, transfer station, etc.

*Communicate positive stories about the library

*Communicate fundraising efforts and results

*Use the task list as an advocacy tool

*Realize the importance of job titles and use them as advocacy tools

*Use your annual report and other local publications to advocate and keep the public informed

*Determine your community's spending priorities and align your marketing to match those perimeters

*Look for opportunities to interact and support other departments in your town or school

*Solicit input from staff

*Participate in New Hampshire Library Association and other professional organizations meetings, educational opportunities and activities

*Know who to talk to, know what you want to say, know how to say it and speak up

Helpful Websites for Job Descriptions

LibrarySupportStaff.com: Library Jobs: Descriptions, Classifications, Evaluations

Librarysupportstaff.com is an excellent site with lots of information and links on writing job descriptions as well as samples. LibrarySupportStaff.com is owned and maintained by Mary Niederlander, a Library Technician at Buffalo Hospital Medical Library since 1983.

<http://www.librarysupportstaff.com/jobdescriptions.html#jobs>

LibraryHQ.com—Resources for the Wired Librarian: Job Descriptions for Library Jobs

Libraryhq.com is another good site with lots of sample job descriptions divided by type of library and including a job description for trustees. LibraryHQ.com is a joint venture of CEA Capital Partners and Sirsi Corporation.

http://www.libraryhq.com/job_descriptions.html

Connecticut State Library, Division of Library Development Sample Job Descriptions

Job descriptions for many different library positions as well as links to other job description sites.

<http://www.cslib.org/jobdescript>

State Library of Ohio Job Descriptions

This list has been compiled to assist Ohio public libraries in developing effective job descriptions for their specific settings. The Ohio Library Council's Human Resources and Trainer Development Division has collected job descriptions from public libraries in Ohio to assist the State Library of Ohio's Library Programs and Development Division in this project.

They also used job descriptions currently in use in Ohio's small, medium and large public libraries.

<http://winslo.state.oh.us/publib/job.html>

Library Student Assistant Job Descriptions, Houston Cole Library, Jacksonville State University

Job descriptions for various library jobs that students or pages might perform.

<http://www.jsu.edu/depart/library/graphic/sjob.htm#Computer>

Management Assistance Program: Employee Job Descriptions

For profit and non-profit libraries, this site is written by Carter McNamara, MBA, PhD and has links to several articles worth reading such as “The Many Uses of the Job Description” and “Writing Effective Job Descriptions”. It also has links to performance management and other staffing issues websites.

http://www.mapnp.org/library/staffing/specify/job_desc/job_desc.htm

Montana State Library Sample Job Descriptions Index

Many different library positions are listed here including Library Substitutes and other part time employees.

<http://msl.state.mt.us/ldd/Samples/PositionDescriptions/librarpds.html>

Job Title Generator for Library and Information Science Professionals

This site is written and maintained by Michelle Mach, Digital Products Librarian for the Colorado State University Libraries. A humorous spin on job titles, this site also includes articles for further reading on the importance of our job titles.

<http://lamar.colostate.edu/~mach/jobtitles>

Book List

Developing a Compensation Plan for Your Library by Paula M. Singer; American Library Assn. Editions, 2002: 0838908160 \$38.00

Filling a void in the library management literature, this readable manual by a consultant with experience in helping large and small library systems design and facilitate compensation plans ably guides administrators through the steps involved, from the decision to undertake a compensation study through implementation and administration of a compensation program. In addition to serving as a how-to, the book includes thoughtful discussions of the philosophy of compensation plans; issues and trends in compensation; and the importance of tailoring any plan to the particular library and its mission, environment, and culture.

The Library Compensation Handbook: A Guide for Administrators, Librarians and Staff

by David A. Baldwin, Libraries Unlimited, 2003 : 156308970X \$47.50

Often the largest budget item in libraries, employee compensation is a vital, heavily discussed issue. This book provides library managers with essential information about establishing and maintaining a compensation system that meets the needs of library employees and furthers organizational goals. Written for library employees who want to know how salaries are determined and what opportunities are available to influence compensation, this book offers answers to virtually every question about compensation, policies, and practices.

Pay Equity: an Action Manual for Library Workers by Carolyn Kenady; American Library Assn. Editions, 1989: 0838933653

Performance Analysis and Appraisal: A How-To-Do-It Manual for Librarians by Stuart Robert D., Maureen Sullivan, Bill Katz; Neal-Schuman Publishers, Inc., 1991: 1555700616

The authors, internationally recognized authorities in library administration, offer practical advice to help supervisors at all levels evaluate staff effectively. Numerous examples and step-by-step techniques will assist supervisors in developing and writing job descriptions; analyzing jobs; preparing systematic evaluations that clarify employees' strengths and weaknesses; and establishing job enrichment specifications. Many forms and checklists are also included.

All of the above books are available on NHU-PAC.

Other Resources

Advocating for Better Salaries and Pay Equity Toolkit

www.ala-apa.org/toolkit.pdf

With sections written by many task force members and coordinated by Margaret Myers, formerly head of ALA's Office for Library Personnel Resources, the tool kit is user-friendly. It urges library workers to speak out for themselves in the same way they speak out on issues such as intellectual freedom on behalf of library users. It includes straightforward advice on how to present the message and make the case for better salaries, how to answer tough questions, and where to get help. Now in its second edition, the tool kit is available in print from the ALA Allied Professional Association (ALA-APA) or online.

ALA Better Salaries/Pay Equity Task Force working bibliography

<http://www.mjfreedman.org/researchbibliography3rd.pdf>

24 pages of good resources!

“California makes the case for pay equity; a statewide study formalizes librarians' longstanding complaint about low salaries”. Anne M. Turner, *Library Journal*, Oct 15, 2002 v127 i17 p42(3)

"Characterizing the Role of the Rural Librarian: A Survey." in *Rural Libraries Journal*
<http://library.clarion.edu/Rural/Characterizing.pdf>

Equal Work for Unequal Pay <http://www.slis.ualberta.ca/cap03/regan/unitedstates.htm>

An annotated bibliography on pay equity and salaries in librarianship.

Increasing Public Library Compensation: a How-to Guide for Vermont Libraries

<http://www.vermontlibraries.org/betterpay.pdf>

“Practical Tips to help Prove Your Value” by Amelia Kassel, *Marketing Library Services*, Vol. 16, No. 4, May/June 2002 <http://www.infoday.com/mls/May02/kassel.htm>

“Salaries stalled, jobs tight”. Stephanie Maatta, *Library Journal*, Oct. 15, 2003 v128 i17 p28 (5)

Vermont Public Library Statistics

http://dol.state.vt.us/GOPHER_ROOT5/LIBRARIES/stats/PLSTATS.HTML



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