



# City of Appleton

225 N. Oneida Street  
Appleton WI, 54911

## Meeting Agenda - Final Library Board

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Wednesday, March 9, 2022

12:30 PM

225 N. Oneida Street

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### Personnel & Policy Committee

1. Call meeting to order

2. Roll call of membership

3. **Action Items**

[22-0255](#) Library Director's Job Description

**Attachments:** [Library Director Job Description 2010.pdf](#)

[Library Director Job Description Draft to Committee 3-2-2022.pdf](#)

[Competency Definitions.pdf](#)

[22-0256](#) APL Art Policy

**Attachments:** [Art Policy Draft 3-1-2022.pdf](#)

[22-0257](#) APL Scholarship Policy

**Attachments:** [Scholarship Policy Draft 3-2022.pdf](#)

4. **Information Items**

[22-0258](#) Temporary Suspension of Policies Not Relevant while in the Temporary Library Location

**Attachments:** [Temporary Library Policy Suspensions.pdf](#)

[22-0261](#) Trustee Essentials Chapter 5: Hiring a Library Director and Chapter 7: The Library Board and Library Personnel

**Attachments:** [Trustee Essentials Chapter 5 - Hiring a Library Director.pdf](#)

[Trustee Essentials Chapter 7 - The Library Board and Library Personnel.pdf](#)

7. Adjournment

*Reasonable Accommodations for Persons with Disabilities will be made upon Request and if Feasible.*



# Library Director

## NATURE OF WORK:

This is a department head position for the City, reporting to the Library Board of Trustees, accountable for the overall operation of the public library. The Director serves as the chief executive officer of the library and is responsible for the administration of all library functions within the goals, policies and guidelines established by the Library. Responsibilities include the organization and dissemination of information and services, effective utilization of library resources via development of policies, procedures and operating budget and oversight of overall library operations, including supervision of other administrative staff.

## JOB FUNCTIONS:

### ESSENTIAL JOB FUNCTIONS

- Directs all library operations, providing a balanced program of library services to meet the goals of the library and community
- Demonstrates leadership to the staff and community, developing a positive work environment, promoting staff morale, and serving as a model of professionalism, ethics and service improvement
- Employs effective management techniques in directing, planning, organizing, staffing, coordinating, budgeting, and evaluating library operations
- Establishes all staff duties and compensation, in conjunction with the City and the Library Board, and directly supervises administrative staff
- Maintains awareness of library and community trends to improve library operations and services
- Works with Trustees to establish policies, long-range goals and priorities; plans, formulates and implements library goals, objectives and procedures
- Acts as a resource for Trustees, providing orientation, support, and technical library advice
- Prepares annual budget request, administers approved budget and monitors expenditures and other financial matters, reporting to the Board of Trustees; seeks out additional revenue sources
- Investigates complaints from the public and explains library policies
- Encourages staff professional growth at all levels through participation in professional and community activities
- Coordinates operations with other City departments, the Outagamie Waupaca Library System, the Wisconsin Department of Public Instruction, and other library organizations and agencies
- Meets on a regular basis with the Mayor; maintains good relationships with the Common Council and other city, county, and state government entities
- Represents the library by establishing and maintaining effective working relationships with other governmental agencies, educational, civic and community groups and the general public; seeks opportunities for appropriate collaborations
- Coordinates closely with the Friends of Appleton Public Library, supporting and facilitating their work
- Maintains regular punctual and predictable attendance, works overtime and extra hours as required.

### OTHER JOB FUNCTIONS

- Other tasks as assigned

## REQUIREMENTS OF WORK:

Must be visionary regarding library trends, the impact of changing information technology and introduction and implementation of new ideas, Master's degree in Library Science, eligible for DPI Public Library Grade I Certification, eight to nine years of professional library experience including management and supervisory experience, as well as demonstrated:

- Knowledge of professional library science and administration
- Knowledge of buildings, grounds and equipment maintenance
- Knowledge of library automation technology
- Ability to develop, oversee and coordinate projects and supervise the work of others
- Ability to coordinate library services with other City and community activities
- Effective interpersonal skills consisting of creative and diplomatic management abilities
- Ability to develop and administer library budget
- Ability to think analytically and to develop new services
- Ability to exercise initiative and independent judgment
- Considerable knowledge of computers and networking, especially in regard to library applications, proficiency in use of personal computers, internet and digital communications.
- Highly developed verbal and written communication skills, social skills and adaptability, including ability to prepare comprehensive written and oral reports that present ideas clearly and concisely and to communicate effectively with people at various levels both within and outside the organization
- Ability to make administrative decisions, develop policies and supervise staff
- Dynamic motivational leadership skills, including ability to establish and maintain effective working relationships with associates, supervisors, volunteers, other community agencies, governmental bodies and the general public
- Ability to process information effectively to learn new materials, handle complex concepts, understand consequences, and see the big picture
- Desire to meet and serve the public

## **SUPPLEMENTAL INFORMATION:**

### **COMPETENCIES**

Communication

Visionary

Political Savvy

Strategic Skills

Decision Maker

## Library Director Job Description

### NATURE OF WORK:

The Library Director is responsible for the leadership and vision of the Appleton Public Library (APL). This position serves as the chief executive for the library and reports directly to the Library Board of Trustees, exercising considerable judgment and discretion and providing complex professional policy guidance. In addition, the Director works with numerous internal and external stakeholders and partners including the City of Appleton, the Friends of APL, the Outagamie Waupaca Library System, the community, and external organizations.

This is a senior leadership position within the City of Appleton and works closely with the Mayor, the Appleton Common Council, and other City departments to create and implement library goals that align with the mission and vision of the City of Appleton as well address the needs of the library's legal service area.

### JOB FUNCTIONS

#### ESSENTIAL JOB FUNCTIONS

##### Leadership and Strategy

- Develops and communicates a strong vision for a 21<sup>st</sup> Century library.
- Directs the library to achieve goals and serve the community.
- Leads the library's strategic planning efforts.
- Develops library policies and procedures, in conjunction with the library's leadership team, to guide programs and services.
- Oversees long range planning of capital projects and the library facility that reflect future needs and stewards the community's investment in the library.
- Develops library budgets that responsibly deliver library services to the community, balancing resources that are available with the community's evolving expectations and demands.
- Operates as a Department Head for the City of Appleton, serving on the Mayor's Leadership Team and advisory committees.

##### Operational Effectiveness

- Provides oversight of the library's finances in accordance with established laws and policies.
- Pursues grant funding opportunities and oversees grant reporting.
- Establishes strategic objectives and performance standards. Supports staff's knowledge and expertise through development and providing resources and autonomy to fulfill their responsibilities.
- Facilitates positive change management practices and supports staff resilience.
- Serves as advisor to the Friends of Appleton Public Library, a 501c(3), by ensuring the Friends are in alignment with the library's goals and objectives.

##### Community Responsiveness and Outreach

- Leads and fosters an inclusive culture that welcomes creative and innovative ideas while fostering respect among staff and community members.
- Establishes community-driven priorities, developing processes that include direct input from a diverse representation of the community.
- Creates and supports opportunities for community engagement through public meetings, community conversations, and outreach.
- Serves on community boards and organizations to represent the library.
- Advocates for the library, while serving as the primary spokesperson and liaison between the library and the federal, state, and local government agencies.
- Makes presentations on behalf of the library and serves as a spokesperson for the library with the media.

#### REQUIREMENTS OF WORK:

Master's degree in Library Science from an ALA accredited library school, eligible for Wisconsin Department of Public Instruction Public Librarian Grade I Certification or ability to obtain this credential before completion of the probationary period.

Eight or more years of increasingly responsible professional library experience including management and supervisory experience or other combinations of training and/or experience which translate to the knowledge and abilities necessary to perform the duties of this position, as well as demonstrated:

- Thorough knowledge of the philosophies, principles, and practices of public library administration, ideally in the context of a municipal library.
- Considerable knowledge of budgeting and fiscal control.
- Knowledge of library technology and digital services.
- Ability to operate with integrity, building cooperation and collaboration.
- Ability to supervise and direct staff.
- Ability to develop both short- and long-range strategies for implementing programs and services.
- Ability to communicate effectively.
- Ability to interpret complex statistical data.
- Ability to maintain positive relationships with colleagues, City, County, and State government entities. Serves on the Mayor's leadership team and advisory committees.
- Knowledge of modern office equipment, MS Office Suite.
- Ability to possess and maintain a valid Wisconsin driver's license.

City Competencies for Directors

DRAFT 3/1/2022

## **DIRECTORS/DEPUTY DIRECTORS**

- Communication
- Vision
- Organizational Savvy
- Strategic Mindset
- Decision Quality

### **COMMUNICATION**

Clearly conveys and receives information and ideas to individuals or groups. Invites and constructively responds to feedback. Keeps others informed as appropriate. Demonstrates effective written, oral and listening skills. Maintains a positive attitude consistently, despite difficult or challenging circumstances, and communicates positively when working with others.

Organizations thrive when the flow of information and ideas is timely and accurate. When quality of communication is a consistent high priority. Good communication results in mutual understanding, harmony, and action. Poor communication wastes time and resources, hinders goal accomplishment, and sours relationships. Leaders communicate to inform, persuade, coach, and inspire. People at all levels share ideas, learn from each other, and keep each other informed about problems, opportunities, progress, and solutions. Effective communicators provide a clear message that is understood by everyone in the audience. They are attentive listeners who are open to others' ideas. They deliver a message that is consistent but fine-tuned for a particular audience. It has just the right tone. The perfect pacing. The best possible wording. The audience finds the message to be crisp. Relevant. Impactful. Effective communication, whether written or verbal, enables you to convey your vision, to point the way forward, and to energize others to work together and pull in the same direction.

#### ➤ **Exceptional**

Delivers messages in a clear, compelling, and concise manner.

Actively listens and checks for understanding.

Articulates messages in a way that is broadly understandable.

Adjusts communication content and style to meet the needs of diverse stakeholders.

Models and encourages the expression of diverse ideas and opinions.

#### ➤ **Consistent**

Is effective in a variety of communication settings: one-on-one, small and large groups, or among diverse styles and position levels

Attentively listens to others.

Adjusts to fit the audience and the message.

Provides timely and helpful information to others across the organization.

Encourages the open expression of diverse ideas and opinions.

➤ **Inconsistent**

Has difficulty communicating clear written and verbal messages.

Tends to always communicate the same way without adjusting to diverse audiences.

Doesn't take the time to listen or understand others' viewpoints.

Doesn't consistently share information others need to do their jobs.

*Resources:*

*Adams, S. (2013, November 19). How to communicate effectively at work. Forbes.*

*Charan, R. (2012, June 21). The discipline of listening. Harvard Business Review Blog Network.*

*Cherry, K. (n.d.). Types of nonverbal communication: 8 Major nonverbal behaviors. About.com Psychology*

*Cohan, P. (2012, December 4). 5 Ways to communicate more clearly. Inc.*

*Nierenberg, A. (2005, February 17). Adapting to different communication styles. Small Business Advocate.*

*Bailey, E. P., Jr. (2007). Writing and speaking at work (4<sup>th</sup> ed.). Upper Saddle River, NJ: Prentice Hall.*

*Bough, B., & Condrill, J. (2005). 101 Ways to improve your communication skills instantly (4<sup>th</sup> ed.). San Antonio, TX: GoalMinds, Inc.*

*Garcia, H. F. (2012). The power of communication: Skills to build trust, inspire loyalty, and lead effectively, Upper Saddle River, NJ: FT Press*

*Hamilton, C. (2013). Communicating for results: A guide for business and the professions. Boston, MA: Cengage Learning.*

*Weeks H. (2008). Failure to communicate: How conversations go wrong and what you can do to right them. Boston, MA: Harvard Business School Press.*



## VISIONARY

Takes a long-term view and acts as a catalyst for organizational changes. Builds a shared vision with others. Influences others to translate vision into action. Capably translates high-level strategies into practice implementation strategies.

When faced with ongoing uncertainty and change, people look for something they can hold on to. Believe in. Aspire toward. They want to know that what they do matters. That they're contributing to something worthwhile. Larger than themselves. A sound purpose and inspiring vision – whether for an organization, team, project, or initiative – fuel commitment and unify efforts. People are more engaged when they understand how what they do connects to the big picture. They make better decisions when they know where they're headed. They're more resilient when setbacks occur, knowing they're on the right path. To influence others to pursue a meaningful direction, create a vision of the future you want to achieve together. A future that captivates the group's imagination. If that vision isn't inspiring to you on a personal level, it won't light any fires in others either. If you are passionate about the purpose, about closing the gap between current reality and the future you desire, you still need to find a way to ignite that passion in others. Shape and deliver a message that appeals to the core interests and values of your audience. But words alone aren't enough. You need to demonstrate your commitment to the purpose and vision you espouse. This will inspire others to show their commitment as well.

### ➤ **Exceptional**

Articulates a compelling, inspired, and relatable vision.

Communicates the vision with a sense of purpose about the future.

Makes the vision sharable by everyone

Instills and sustains organization-wide energy for what is possible

### ➤ **Consistent**

Talks about future possibilities in a positive way.

Creates milestones and symbols to rally support behind the vision.

Articulates the vision in a way everyone can relate to.

Creates organization-wide energy and optimism for the future.

Shows personal commitment to the vision.

➤ **Inconsistent**

Fails to personally connect with organization's vision.

Has difficulty describing the vision in a compelling way.

Can't simplify enough to help people understand complex strategy.

Struggles to energize and build excitement in others.

*Resources:*

*Baskin, e. (2014, January 6). To align employees, keep the vision simple – and unique to your culture. Good Company.*

*Frost, S. (n.d.). How to align employees with company goals. Chron.*

*Tabaka, M. (2010, August 24). 3 Steps to make your vision work for you. Inc.*

*Chappelow, C. (2012, September 5). 5 Rules for making your vision stick. Fast Company.*

 **Ways to Excel!**

Be a change agent for a new process, product, or service. Create a symbol for the change and champion it through to implementation.

Assist a floundering team in developing a clear sense of propose and a compelling vision for the future.

Take a strategic assignment that involves charting new ground and communicating the vision to a critical audience.

Prepare and present a strategic proposal to senior leaders that involves a change in direction and a request for sponsorship and resources.

Lead or be a team member on a start-up that requires creating a team charter to unify, focus, and inspire the team.

## ORGANIZATIONAL SAVVY

Has knowledge of and works well within a political setting. Exhibits appropriate diplomacy when dealing with official or bureaucratic networks. Understands the climate and culture of the organization, its formal and informal power structures. Identifies, builds, influences and strengthens internal support bases. Able to maneuver and achieve goals within politically charged environments. Views organizational politics as a necessary part of work life and adjusts to that reality.

Organizations are made up of formal structure, policies, buildings, inventory, intellectual property, and so forth. They may be logically planned and brilliantly orchestrated, but while human beings are still at the core, things can get messy. It's the human element that interjects politics, emotion, uncertainty, intrigue, and conflict. Often, we end up dealing with the confusing blend of the rational and irrational, the controlled and the random, the spoken and the unsaid. It's easy to get lost in the fog. Organizational savvy is the compass that guides you swiftly and without mishap to your destination. People who do this well understand the difference between what the organization intends to be versus the reality. They read the unwritten signs to navigate the organizational maze. They know who has power and influence. They appreciate who has respect. And they are aware of who only has a title. They know which messages work and which ones don't. They use their understanding to move things forward for the greater good. In short, they're masters at getting work done in an organizational setting. So accept the complexity of your organization. Don't fight it. Learn how to work with it to your advantage.

### ➤ **Exceptional**

- Navigates the political complexities of the organization easily.
- Has a clear understanding of other groups' business priorities.
- Avoids provoking tension between groups.
- Uses knowledge of organizational culture to achieve objectives.

### ➤ **Consistent**

- Is sensitive to how people and organizations function.
- Anticipates land mines and plans approach accordingly.
- Deals comfortably with organizational politics.
- Knows who has power, respect, and influence.
- Steers through the organizational maze to get things done.

➤ **Inconsistent**

Overlooks or disregards the political complexities of the organization.

Pursues own area's goals without considering the impact on other groups.

Says and does things that strain organizational relationships.

Tends to be impatient with organizational processes and makes political errors.

*Resources:*

*Warrell, M. (2013, August 20). Are you too agreeable? 7 Strategies to push back without coming off pushy. Forbes.*

*Brim, B. (2006, February 9). The best way to influence others. Gallup Business Journal.*

*Marcus, B. (2012, September 5). Hate politics? You still need to be political to advance your career. Forbes.*

*Musselwhite, C. (2007, October 1). Self-awareness and the effective leader, Inc.*

*Brandon, R., & Sheldman, M. (2004). Survival of the savvy: High-integrity political tactics for career and company success. New York, NY: Free Press.*

*George, B., & Sims, P. (2007). True north: Discover your authentic leadership. San Francisco, CA: Jossey-Bass.*

*Katzenbach, J. R., & Khan, Z. (2010). Leading outside the lines: How to mobilize the (in)formal organization, energize your team, and get better results. San Francisco, CA: Jossey-Bass.*

## STRATEGIC MINDSET

Able to devise, define and outline constructive strategies. Sees future path clearly and is able to translate high level strategies into practical implementation strategy. Determines objectives and sets priorities; anticipates potential threats or opportunities.

Being strategic involves looking, planning, and moving into the future with clear intentions and purposeful actions. Some think being strategic is an either-or proposition – that a person is either tactical or strategic. Focused on the short-term or long-term. Interested in details or the big picture. While many people gravitate toward one side, a strategic mindset requires readiness for both. It's about doing things today with an eye toward tomorrow. Making decisions now that will lead the organization toward its future objectives. Like deciding where to invest to capitalize on emerging trends in your market. Like building internal capabilities that will help bring a new strategy to life. To develop a strategic mindset, you need to thoroughly understand the territory in which you operate. You need to understand what unique capabilities your unit or organization has to offer. You need to consistently ask where you are going and how you will get there.

### ➤ **Exceptional**

Sees the big picture, constantly imagines future scenarios, and creates strategies to sustain competitive advantage.

Is a visionary and able to articulately paint credible pictures and visions of possibilities and likelihoods.

Formulates a clear strategy and maps the aggressive steps that will clearly accelerate the organization toward its strategic goals.

### ➤ **Consistent**

Anticipates future trends and implications accurately.

Readily poses future scenarios.

Articulates credible pictures and visions of possibilities that will create sustainable value.

Creates competitive and breakthrough strategies that show a clear connection between vision and action.

### ➤ **Inconsistent**

Is more comfortable in the tactical here and now.

Spends little time or effort thinking about or working on strategic issues.

Contributes little to strategic discussions.

Lacks the disciplined thought processes to pull together varying elements into a coherent view.

*Resources:*

*Birshan, M., & Kar, J. (2012, July). Becoming more strategic: Three tips for any executive. McKinsey Quarterly.*

*Clark, D. (2013, October 8). What's keeping you from being strategic? Forbes.*

*Green, H. (2012, September 11). Strategy ain't what it used to be. Forbes.*

*Hatch, J., & Sweig, J. (2001, March/April). Strategic flexibility – The key to growth. Ivey Business Journal.*

*Sirkin, H. L. (2013, September 23). The key to corporate fitness: Agility and flexibility. Bloomberg Businessweek.*

*Morgan, M., Levitt, R. E., & Malek, W. A. (2008). Executing your strategy: How to break it down and get it done. Boston, MA: Harvard Business School Publishing.*

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**Did you know?**

A strategic approach to leadership is, on average, 10 times more significant to your perceived effectiveness than other behaviors. At least that's what a global survey of 60,000 managers conducted by the Management Research Group in 2013 found. Strategic-minded leaders tend to look much more broadly when they solve problems and make decisions. They think in multiple time frames, balancing achieving things now with planning for potential future outcomes. They think systemically, making connections and understanding the impact their decisions have on other parts of the organization. The study also revealed that those with the highest ratings on these skills associated with strategic mindset were four times more likely than their lower-scoring counterparts to be viewed as high potential within their organization.

## DECISION QUALITY

Capably makes decisions in a timely manner. Weighs options carefully and thoroughly. Can take action without total picture when required. Collaborates in decision-making when appropriate. Bases decisions on facts versus personal interest or bias. Communicates decisions clearly and directly.

Making good decisions can be challenging: Short time frames. Limited information. Impatient people waiting for answers in the face of difficult trade-offs. Good decisions are based upon a mixture of analysis, wisdom, experience, and judgment. Trouble is, people are not all that good at making decision. They tend to overestimate their ability to make good judgments and are overconfident in forecasting outcomes. Making quality decisions in organizations today means working in an environment where ambiguity and uncertainty are the norm. Where considering whom to engage, what information to gather, and when to apply helpful tools are all considerations to take into account. Sound decisions come from a balance between speed and quality. Being totally correct all the time isn't a realistic goal. Instead, it's about being correct *enough* on decisions to move ahead and allow adequate time for effective execution.

### ➤ Exceptional

Decisively makes high-quality decisions, even when based on incomplete information or in the face of uncertainty.

Actively seeks input from pertinent sources to make timely and well-informed decisions.

Skillfully separates opinions from facts.

Is respected by others for displaying superior judgment.

### ➤ Consistent

Makes sound decisions, even in the absence of complete information.

Relies on a mixture of analysis, wisdom, experience, and judgment when making decisions.

Considers all relevant factors and uses appropriate decision-making criteria and principles.

Recognizes when a quick 80% solution will suffice.

### ➤ Inconsistent

Approaches decisions haphazardly or delays decision making.

Makes decisions based on incomplete data or inaccurate assumptions.

Ignores different points of view or makes decisions that impact short-term results at the expense of longer-term goals.

*Resources:*

*Wolf, R. F. (2012, September 24). How to minimize your biases when making decisions. Harvard Business Review.*

*Harvard Business Review. (2013). The management tip: Tips on decision making. Harvard Business Review.*

*Shaughnessy, H. (2013, December 9). 15 Ways to make much better decisions. Forbes.*

*Batista, E. (2013, November 8). Stop worrying about making the right decision. Harvard Business Review.*

*Denning, S. (2012, April 24). How are really great decisions actually made? Forbes.*

*The Staff of the Corporate Executive Board. (2011, December 12). Preventing 'Analysis Paralysis.' Bloomberg Businessweek.*

*Harvard Business Essentials. (2006). Decision making: 5 Steps to better results. Boston, MA: Harvard Business School Press.*

*Kourdi, J. (2007). Think on your feet: 10 Steps to better decision making and problem solving at work. London, England: Cyan Communications.*



## ART POLICY

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- 1) PURPOSE. The Appleton Public Library Art Policy provides a framework for the growth and development of exhibits and collections that complement the library's mission. It is the library's goal to present our diverse community with artwork and displays that reflect a wide range of views, expressions, opinions, and interests. Specific displays may include items that may be unorthodox or unpopular with the majority or controversial in nature. The library's display of these items does not constitute endorsement of their content but rather makes available its expression. Appleton Public Library ("APL" or "library") adheres to the principles of intellectual freedom, adopted by the American Library Association, as expressed in the Library Bill of Rights and the Freedom to Read and Freedom to View Statements.

This policy applies to:

- a) Artists contracted by the library
  - b) Permanent installations
  - c) Temporary exhibits on loan from other organizations
  - d) Rotating permanent collection
- 2) GOALS. APL is dedicated to enriching the library experience of its patrons by:
- a) Enhancing community appreciation of the arts.
  - b) Presenting a variety of works by artists as well as exhibitions of educational, cultural and/or historical significance.
  - c) Providing opportunities for library visitors to encounter original artwork and increase their visual literacy.
  - d) Helping local and regional artists to expand their public exposure while remaining open to artists working on a national or international level.
  - e) The library reserves the right to use its display and gallery areas at any time for its own display needs.
- 3) CRITERIA FOR SELECTION. General criteria for selecting library artwork, exhibits and installations are listed below. An item need not meet all the criteria to be acceptable.
- a) Artistic merit
  - b) Emphasis on artists living/working in the Fox Cities
  - c) Contemporary significance, popular interest, or permanent value
  - d) Prominence, authority, potential and/or competence of artist
  - e) Attention of critics and reviewers
  - f) Timeliness of material
  - g) Relation to existing collections and exhibitions

- h) Statement of challenging, original or alternative point of view
  - i) Authenticity of historical, regional, or social setting
  - j) Suitability of the exhibit for the library's physical limitations. Exhibit should not require climate control, physical security. An exception to this could be made in the case of works that are specifically time-based or of a temporary nature when it is understood that their installation would be of limited duration and any additional costs would be externally funded.
  - k) The exhibit should be available for a period of time that meets the library's needs
  - l) The exhibit should complement the library's collection and services
  - m) The exhibit should comply with all federal, state, and local laws, including those pertaining to libel, copyright, and pornography.
- 4) ARTISTS CONTRACTED BY THE LIBRARY AND PERMANENT INSTALLATIONS. The Adult Services & Engagement Librarian is responsible for identifying and coordinating exhibits with artists contracted by the library for temporary exhibits based on the library's needs and appropriateness to the space available. Applications are evaluated on a rolling basis.

Permanent installations will be evaluated on the same merits as above while incorporating City of Appleton Municipal ordinances and State of Wisconsin statutes for guidance and oversight as appropriate.

- a) Locations. We remind potential artists that our community represents a diversity of interests, values, and beliefs, and any exhibit must be appropriate for the diverse community including children and families. The Library Director reserves the right to authorize what work is appropriate for each space.

APL offers several locations for exhibiting art:

- i) Display cases
  - ii) Gallery spaces
  - iii) The possibility for site-specific and event-specific displays throughout the library, with accompanying programming such as with our Artist in Residence program.
  - iv) Via the library's digital communication channels (ex. website, social media, apps)
- b) Scheduling and duration. Exhibits vary in duration depending on the space involved and local demand. Proposals are accepted throughout the year. Display space is often booked out a year or more in advance. The Adult Services & Engagement Librarian may use their discretion to address the library's scheduling needs. Decisions made by the Library Director are subject to the appeal process in the library's bylaws.
  - c) Sale of Art. Art must not be priced for sale. The artist may leave their contact information near the exhibit in the form of an approved business card or small sign with the artist's name and contact information.
    - i) The library director is authorized to make exceptions for the sale of art where an agreed upon portion of the proceeds is donated to the library, Friends of Appleton Public Library, or for the sale of items displayed by program performers.

d) Indemnification. In consideration for being allowed to display items, the artist must agree to indemnify, defend, and hold harmless the City of Appleton and its officers, officials, employees, and agents from and against any and all liability, loss, damage, expenses, costs, and attorney's fees, arising out of the activities performed as described in the respective contract when caused in whole or in part by any negligent act or omission of the artist, anyone directly or indirectly employed by the artist, or anyone whose acts they may be liable, except when caused by the sole negligence or willful misconduct of the City. This agreement is contained in the contract that must be signed by the artist prior to the items being displayed.

5) ROTATING PERMANENT COLLECTION. Artwork owned by the library is part of a rotating permanent collection. Items in this collection may be displayed on a temporary basis, loaned to outside organizations for exhibitions or disposed of in a manner consistent with the City of Appleton Procurement and Purchasing Policy. Inclusion in this collection does not imply any obligation to retain or display work.

a) Donations. Donations of artwork are a gift to the library. Upon the library taking ownership of these items, the library retains sole decision-making authority over the display, retention, sale, or disposal of the artwork. Display of accepted artwork is at the discretion of the Appleton Public Library. There is no obligation for display.

Staff will use APL's Donations Policy to consider prospective gifts and/or purchases of artwork to determine the appropriateness for inclusion in this collection. In addition to the selection criteria in section 3, artwork will be considered based on the following criteria:

- i) Artwork acquired by the Appleton Public Library should be of sufficiently high artistic merit to warrant inclusion in the library collection. This generally requires that the works be unique pieces created by artists of established reputation or recognized potential.
- ii) Artwork should be compatible with the character of the library.
- iii) Artwork must be durable, sound, non-hazardous, and maintainable in terms of the nature of the materials. An exception to this could be made in the case of works where any ongoing costs would be externally funded.
- iv) The potential significance of the artwork as it relates to the library's presence within the community.

Appleton Public Library will provide recognition to all individuals, groups and/or corporations who donate services, financial support, or gifts of art to the library. Appropriate recognition will be determined through consultation with the donor and will generally be consistent with the recognition given to library donors.

6) DEACCESSIONING OF ARTWORK. The library retains the right to de-acquisition via the library's Gifts and Donations Policy and City of Appleton Procurement and Contract Management Policy if it is seen to be in the best interest of the library.

7) EXPRESSIONS OF CONCERN, RECONSIDERATION AND APPEALS. Despite care taken in selection, it is natural for differences of opinion regarding suitability of artwork to arise. Individuals may discuss their personal objections to the inclusion of a specific item with a librarian. If the discussion does not satisfy the individual, they may choose to complete a Request for Reconsideration, available at any service desk or online. The form will be forwarded to the appropriate staff member

in charge of the exhibit, who will consider the request in a timely fashion in consultation with the director. The questioned material will be reviewed, in its entirety, and once a decision has been made regarding the retention, relocation or removal of the artwork the director will issue a letter to the person, explaining the decision.

If the person is dissatisfied with the decision, he/she may appeal to the APL Board of Trustees ("library board") within fourteen (14) regular business days after the mailing date of the decision. The library board will reconsider the decision based at its next regularly scheduled meeting, allowing for fourteen (14) calendar days review time by the library board. The person appealing the decision shall be notified of the date, time, and location the library board will hear the matter and may appear at the meeting to be heard. Should the person requesting the appeal be unable to appear in person, he/she may ask the library board to consider the merits of the request based on a written statement. The library board shall base its reconsideration on whether the decision conforms to this Policy and the matter will be heard and voted on in accordance with the Board of Trustees's Bylaw Policy. The decision of the library board shall be final.

*Draft for approval 3/2022*

## SCHOLARSHIP POLICY

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### **Purpose:**

This policy will provide for consistent practices in the awarding of scholarships, will ensure that the intentions of donors are honored and will help secure the future value of the Friends of Appleton Library Frank P. Young Scholarship fund.

### **1. Background:**

Frank P. Young (1879-1969) was an educator who served on the Appleton Library (“APL”) Board of Trustees (“library board”) 1921-1938. His wife, Clara Stansbury Young, served on the library board 1957-1972. The Frank P. Young Scholarship Fund was established at APL in 1969 to help students obtain a graduate degree in library science and to further library service in the Appleton community. In 2008, the Friends of Appleton Library (“Friends”) provided a substantial gift and the fund was re-named The Friends of Appleton Library Frank P. Young Scholarship Fund.

### **2. Endowment fund:**

- a. All monies originally donated by the family of Frank P. Young and any additional monies donated to the scholarship fund will be administered in accordance with the fund agreement established by the Friends, library board and the Community Foundation for the Fox Valley Region (“Community Foundation”).
- b. The fund shall be invested within the Community Foundation as an agency endowment fund.
- c. The amount available for scholarships shall be determined annually by the fund agreement.
- d. In any year when no award is given those monies will continue to be invested in the endowment pool and will remain available for distribution.
- e. A copy of the current Scholarship Policy shall be provided to the Community Foundation.

### **3. Process:**

- a. **March:** The Community Foundation informs Friends of the total amount of award available for the year, based on fund agreement. Friends staff informs library staff.
- b. **October:** The library administrative support specialist sends scholarship information to the Milwaukee and Madison Library and Information Studies Schools, to Lawrence University, to the Outagamie Waupaca Library System, and to Fox Cities public and academic libraries.
- c. **November 30:** Deadline for receipt of applications.
- d. **January:**
  - i. The Scholarship Committee meets prior to the library board meeting to select number of scholarship recipients and amounts awarded per scholarship
  - ii. The library board members vote to approve the scholarship(s) selected by the Scholarship Committee, with a majority vote required for approval.
  - iii. Library staff notifies recipient(s) of scholarship award.

iv. Library sends letters of announcement to recipient(s) and recipient(s)' library school(s). Friends staff prepares scholarship check(s) to recipient(s).

#### **4. Qualifications for recipients:**

- a. The scholarship is awarded to full or part-time students working toward a master's degree in library science in a program accredited by the American Library Association.
- b. Applicants must submit a transcript with grade(s) from completing at least one term/one course.
- c. In recognition of the long and close relationship of the Frank P. Young family with Appleton and Lawrence University, preference is given to residents of Appleton or the Fox Cities area or graduates of Lawrence University.
- d. Preference will be given to applicants who are currently employed at Appleton Public Library.
- e. As a secondary consideration, preference is given to those intending to work in Appleton or the Fox Valley upon completion of their degree.
- f. An additional consideration may be given to candidates intending to work in public libraries.

#### **5. Award Criteria:**

The scholarship is awarded on the basis of:

- a. a letter/resume outlining the applicant's
  - i. educational background
  - ii. work experience
  - iii. volunteer experience
  - iv. career objectives
- b. a completed application form
- c. an official transcript from the library school providing at least one term of completed grades.
- d. two letters of reference
- e. receipt of application materials by the deadline by email.
- f. Payment of awarded scholarship will be contingent upon receipt of evidence that the recipient is currently enrolled and participating in such a graduate program at the time of the award.

2/15; 10/15; 3/22



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**APPLETON PUBLIC LIBRARY**  
225 North Oneida Street  
Appleton, WI 54911-4780  
(920) 832-6170 | FAX: (920) 832-6182

**TO: Members of the Appleton Public Library Personnel and Policy Committee/Board of Trustees**  
**FROM: Colleen Rortvedt, Library Director**  
**DATE: March 1, 2022**  
**RE: Temporary Library Operations and Policy Suspensions**

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The limitations of the temporary library will result in a reduction of certain services. Policies pertaining to these services will be suspended until we move into the new library.

The following policies should be suspended during the period of operating in the temporary library:

1. Comfort Room Policy
2. Displays Policy
3. Meeting and Study Room Policy
4. Piano Policy

These will be reviewed for relevance and brought to the Board for approval should the policies require updates to be relevant in the new library.

# Hiring a Library Director

# 5

## Basic Legal Requirements

Under Wisconsin law, library boards have the authority to hire, supervise, and, if necessary, fire the library director. The library director, in turn, has responsibility for the hiring and supervision of all other persons in library staff positions (provided the library board has authorized those positions). The library board also has the legal authority and responsibility for determining the compensation and general duties of the director (as well as of all other library positions).

Wisconsin statutes and administrative code rules *require* that all public library directors be properly certified by the Division for Libraries and Technology. Only libraries with a properly certified director can be library system members. (See [Trustee Essential #19: Library Director Certification](#).)

Library trustees must comply with state and federal laws that prohibit discrimination in hiring. (See [Trustee Tool A: Important State and Federal Laws Pertaining to Public Library Operations](#) for a list of these laws and sources of information about these laws.) Any written or oral questions to be asked of job candidates should be reviewed in advance by a person familiar with state and federal employment and discrimination law. Your municipal attorney and library system staff should be knowledgeable about these laws.

## ADA Compliance

The ADA requires reasonable accommodations in three areas of the employment process. The first involves the job application process. People with disabilities may only be asked questions asked of all applicants. Certain types of questions are not allowed. For instance, all applicants should be told the essential job functions and then asked whether there was any reason why they could not do perform those functions. But it would not be acceptable to single out someone who uses a wheelchair and ask how that person would do a particular task.

Examples of questions that can and cannot be asked during an interview are included on a document from the University of Wisconsin-Madison's Office for Equity and Diversity's website ([www.oed.wisc.edu/documents/job-interview-questions.pdf](http://www.oed.wisc.edu/documents/job-interview-questions.pdf)). Essential functions are the fundamental, crucial job duties performed in a position. They do not include marginal functions, which are extra or incidental duties. Job descriptions should be written so that the essential functions are clear. If pre-employment testing is required, then accommodations must be made, if needed, for people to take the test.

The second area requires reasonable modification or adjustments to the work environment or job procedures and rules, to allow a qualified person with a disability to do the work.

The third area requires equal access to whatever insurance and benefits are offered to other employees.

The ADA does not require employers to drop essential functions of a position in an effort to accommodate a person with disabilities. Employers are not expected

### In This Trustee Essential

- The basic legal parameters for the hiring of a library director
- Recommended steps to follow when hiring a new director



to provide personal items not available to other employees, but certain accommodations might be expected, such as adjustable chairs, wrist pads, or modified phones.

The ADA Wisconsin Partnership website has a helpful Frequently Asked Questions section that addresses employment issues under the ADA: [www.adawipartnership.org/FAQs.htm](http://www.adawipartnership.org/FAQs.htm).

## **The Long-Term Effects of this Decision**

Not all library boards will face the responsibility of selecting a new director. However, trustees who undertake this process must understand that it is singularly important and will have far-reaching and often long-term effects. Be prepared for a great deal of diligent effort—effort that will be worthwhile if you succeed in hiring the best person for the job.

## **What to Look for in a New Director**

A library director is the chief administrative officer of the library. The director is responsible both for day-to-day management of the organization and for assisting the library board with “big picture” issues like planning and policy-making. In developing the job description and assessing candidates, consider the following:

- experience working with library boards and governing bodies
- knowledge of budget preparation, policy development, administration, and employee supervision
- library experience in the following areas: public service, technical services, public relations, and automation experience
- demonstrated leadership ability and dependability

## **Steps to Follow When Hiring a New Director**

1. Immediately contact your library system—it has experienced staff that will be happy to assist you through this process.
2. Appoint a search and screen committee to develop or revise a draft job description, job ad, etc.
3. Ideally, the next step is to review the library’s strategic plan (if you have one) and analyze progress in reaching the goals and objectives. Knowing where the library needs to go will help trustees define the qualifications needed in the next director.
4. The board must approve a position description that reflects the necessary qualifications and duties of the job (including the requirements for certification). A competitive salary range and fringe benefit package must be established if you hope to attract qualified applicants.

5. The board or board committee checks references of applicants, evaluates qualifications, and arranges interviews with promising candidates (paying part or all of necessary travel expenses). A uniform list of questions should be developed for use in the interviews and for contacting references. Be sure to have these questions reviewed by someone knowledgeable about employment and discrimination law.
6. The board should make clear to candidates any probationary status, performance evaluation and salary adjustment procedures, and all other terms of employment, such as the Wisconsin certification requirement.
7. In addition to contacting listed references, the board may wish to contact current or past colleagues of the top candidate or candidates to get a more complete picture of the qualifications of the applicant. If you plan to do this, you should first get written permission from the candidate.
8. Once the board has made a hiring decision, it contacts the selected applicant and confirms the appointment and starting date in writing. It promptly notifies applicants not selected. The employment contract and/or letter of appointment should specify that as a condition of employment the director must obtain and maintain the appropriate state certification.
9. A thorough orientation program for the new director, similar to that described for trustees in [Trustee Essential #27: Trustee Orientation and Continuing Education](#), should be conducted.
10. A six-month or one-year probationary period is a common personnel practice. The board and director should mutually determine short- and long-term goals for this period. The board evaluates performance regularly throughout this period.
11. Assuming successful completion of probation, the board's supervision and evaluation responsibilities continue. Reviews of the director's performance and attainment of goals and objectives should be carried out annually. (See [Trustee Essential #6: Evaluating the Director](#).)

## Sources of Additional Information

- Your regional library system staff (See [Trustee Tool B: Library System Map and Contact Information](#).)
- Division for Libraries and Technology staff (See [Trustee Tool C: Division for Libraries and Technology Contact Information](#).)
- [Trustee Essential #19: Library Director Certification](#)
- [Certification Manual for Wisconsin Public Library Directors](#)
- [Trustee Tool A: Important State and Federal Laws Pertaining to Public Library Operations](#)

- Great Lakes ADA Center (MC 728), 1640 W. Roosevelt Road, Room 408, Chicago, IL 60608, (312) 413-1407 or (800) 949-4232, [www.adagreatlakes.org](http://www.adagreatlakes.org)
- Your municipal or county personnel staff and attorney.

*Trustee Essentials: A Handbook for Wisconsin Public Library Trustees* was prepared by the DLT with the assistance of the Trustee Handbook Revision Task Force.

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## Sample Job Description

[Note: This is an example of a director's job description for a small public library. The job description for your library director should reflect local needs. See [Trustee Essential #5: Hiring a Library Director](#) for more information.]

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 strategic 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 library building and grounds. 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 story time 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. Bachelor's 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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# The Library Board and Library Personnel

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).

# 7

## In This Trustee Essential

- 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



## Lines of Communication

While trustees will want to know the individuals who comprise the staff 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 members 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.

Because 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 that keeps 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 Webpage at <http://dpi.wi.gov/pld/boards-directors/policy-resources>.

## 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. Note: Under [2011 Wisconsin Act 10](#), collective bargaining for most public employees (including library staff) was sharply curtailed.

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 (<http://dpi.wi.gov/pld/boards-directors/policy-resources>)
- 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)
- State publications on employment laws ([dwd.wisconsin.gov/er/](http://dwd.wisconsin.gov/er/))
- Federal Laws Prohibiting Job Discrimination: Questions and Answers ([www.eeoc.gov/facts/qanda.html](http://www.eeoc.gov/facts/qanda.html))

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[www.adagreatlakes.org](http://www.adagreatlakes.org)

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