

HUMAN RESOURCES

Overview

The Human Resources Standard for public libraries includes three elements: general policies needed to handle employment for the library; guidelines concerning staffing; and plans for professional development.

The Library or Governing Authority is responsible for policy oversight. The Library Director is responsible for policy implementation and in doing so demonstrates concern for legality, professionalism, and employee well-being.

One of the most important tasks for Governing Boards is hiring the Library Director. It is important that the Board have a clear understanding of the responsibilities of the Library Director and consider the importance of the Master of Library and Information Science (MLIS) degree. Advisory boards assist respective city and county officials who are responsible for hiring the Library Director.

Boards and directors stay current with the latest opportunities for continuing education for both themselves and staff. The American Library Association, the Public Library Association, the Colorado Association of Libraries (CAL), the Colorado Library Consortium (CLiC) and the Colorado State Library (CSL) are continually updating professional development programs.

As institutions of learning, libraries are expected to create a “culture of learning” not only for their patrons but also for the library staff and trustees. A culture of learning, as defined by Peter Senge in his 1990 book, The Fifth Discipline follows: *“Organizations where people continually expand their capacity to create the results they truly desire, where new and expansive patterns of thinking are nurtured, where collective aspiration is set free, and where people are continually learning to learn together.”* Creating a learning culture for all staff and trustees is an ongoing effort.

Although professional growth and development often require an outlay of dollars, it does not need to incur a cost (webinars, lectures, etc.) and therefore would not be fully represented in a budget allocation. The Colorado State Library believes that it is important to budget for continuing education, but encourages Library Directors to also monitor staff development by hours. This could be accomplished through a staff development plan or with employee evaluations. Outcomes of any training are monitored.

Below you will find tables listing both state and national data on the number of full-time employees (FTE) per 1,000/population and tables that provide information on the number of Master’s Degrees in Library and Information Sciences (MLIS) per 1,000/population. The MLIS degree has many equivalents including the Masters of Library Sciences (MLS) and the Masters

of Science in Library Science (MSLS) to name a few. In addition there are two accrediting bodies when it comes to professional library degrees including the American Library Association (ALA) and the National Council for Accreditation of Teacher Education (NCATE). These tables are provided as data points in the decision process.

Full Time Equivalent (FTE) Employees Per 1,000 Population Served (Colorado) 2009				
Population	(25%ile)	(50%ile)	(75%ile)	(95%ile)
100,000+	0.39	0.54	0.84	1.12
25,000-99,999	0.42	0.53	0.66	1.00
10,000-24,999	0.54	0.62	0.82	1.18
5,000-9,999	0.53	0.75	0.98	1.27
2,500-4,999	0.58	0.72	1.02	1.98
1,000-2,499	0.74	1.01	1.49	2.57
Under 1,000	0.58	1.13	2.37	3.09
Resorts	0.69	1.14	1.88	5.15
Statewide	0.54	0.74	1.07	2.13

Full Time Equivalent (FTE) Employees Per 1,000 Population Served (National) 2008				
Population	(25%ile)	(50%ile)	(75%ile)	(95%ile)
500,000+	0.31	0.45	0.57	0.83
100,000-499,999	0.28	0.38	0.55	0.91
50,000-99,999	0.29	0.42	0.61	1.05
25,000-49,999	0.32	0.46	0.69	1.27
10,000-24,999	0.34	0.50	0.74	1.31
5,000-9,999	0.35	0.55	0.80	1.43
2,500-4,999	0.38	0.56	0.82	1.45
1,000-2,499	0.44	0.66	0.98	1.75
Under 1,000	0.52	0.91	1.53	3.59

A Guide to (FTE) Employees per 1000 served

To determine the number of FTE Employees per 1,000 Served

Formula: $FTE \div LSAP \times 1000 = \text{number of Employees per 1,000 Served}$

Example: A library serves a population of 15,000 and FTE staff is 6:

$$6 \div 15,000 \times 1000 = .4$$

Full Time Equivalent (FTE) Master's Degree in Library Science Per 1,000 Population Served (Colorado) 2009				
Population	(25%ile)	(50%ile)	(75%ile)	(95%ile)
100,000+	0.07	0.11	0.16	0.23
25,000-99,999	0.07	0.10	0.17	0.24
10,000-24,999	0.04	0.08	0.14	0.35
5,000-9,999	0.00	0.12	0.18	0.33
2,500-4,999	0.00	0.00	0.09	0.33
1,000-2,499	0.00	0.00	0.00	1.00
Under 1,000	0.00	0.00	0.00	0.41
Resorts	0.08	0.21	0.40	1.00
Statewide	0.00	0.07	0.16	0.41

Full Time Equivalent (FTE) Master's Degree in Library Science Per 1,000 Population Served (National) 2008				
Population	(25%ile)	(50%ile)	(75%ile)	(95%ile)
500,000+	0.08	0.10	0.15	0.24
100,000-499,999	0.05	0.08	0.13	0.23
50,000-99,999	0.04	0.08	0.15	0.30
25,000-49,999	0.04	0.09	0.17	0.40
10,000-24,999	0.00	0.08	0.17	0.42
5,000-9,999	0.00	0.00	0.14	0.38
2,500-4,999	0.00	0.00	0.00	0.32
1,000-2,499	0.00	0.00	0.00	0.46
Under 1,000	0.00	0.00	0.00	0.00

A Guide to (FTE) Master's degree in Library Science per 1,000 Served

To determine the number of Master's degree in Library Science per 1,000 Served

Formula: $\text{FTE MLIS} \div \text{LSAP} \times 1000 = \text{number of Master's degrees in Library Science per 1,000 Served}$

Example: A library serves a population of 150,000 and FTE MLIS is 10:

$10 \div 150,000 \times 1000 = .066$ or $.07$

Human Resources Checklist

General

- ☐ 1. Follow state and federal laws in recruiting, hiring, and firing.
- ☐ 2. Recruit and hire based on equal employment principles.
- ☐ 3. Create written human resource policies and review every two years.
- ☐ 4. Clarify staff compensation in writing and provide basis of wages and benefits that reflect community and market standards.
- ☐ 5. Use written job descriptions, both to hire and to conduct annual performance evaluations.
- ☐ 6. Adopt a staffing plan that addresses the following:
 - Job descriptions
 - Competencies
 - Organization Development
 - Succession Planning

Staffing

- ☐ 1. Ensure enough staff to provide quality community service. (See tables above)
- ☐ 2. Recruit and select staff with community demographics in mind, especially focusing on cultural and multilingual diversity.
- ☐ 3. Provide paid staff during all hours the library is open.
- ☐ 4. Patrons of all ages are served by staff.
- ☐ 5. Library Governing Authority selects a Library Director who, minimally, has a college degree, but preferably has an MLIS or equivalent.
- ☐ 6. Libraries with a LSAP over 25,000 have at least one staff member with an MLIS degree.

Professional Development

- ☐ **1. Provide staff with training in standard library values, philosophy, management, and operational practices.**
- ☐ **2. Provide in house or continuing education activities for staff, trustees, and volunteers.**
- ☐ **3. Compensate staff and board members who attend continuing education.**
- ☐ **4. Allocate funding for staff development.**