



Nicolet Federated Library System

Trustee Training
August 2023

Board & System Personnel

- Hiring the Director
 - Director Certification
- Evaluating the Director
- Establishing staff job descriptions, compensation and personnel policies

Role of the Board & Director

- Director:

- Responsible for hiring and supervising staff.
- Inform the board of major personnel issues and decisions.
- Recommend appropriate library and personnel policy changes to the Board.
- Establish procedures to carry out policies.
- Assigns day-to-day staff duties and responsibilities.

- Board:

- Under Wisconsin law, the Board has the authority to hire, supervise and fire the director.
- Consult with director regarding major personnel issues and decisions.
- Approve recommended library & personnel policies.
- Set compensation and staff duties.

Hiring the Library Director

- Trustees must comply with state and federal laws that prohibit discrimination in hiring.
- Reasonable accommodation is required:
 - During the job application process, such as all applicants must be asked the same questions.
 - Changes to the work environment and job procedures must be made to allow a qualified person with a disability to do the work.
 - Equal benefits and insurance must be offered to all employees.

Hiring the Library Director

- Given the administrative role the director plays for both managing day-to-day operations and understanding long-term goals, the Board should look for directors who have:
 - Experience working with boards and governing bodies
 - Knowledge of setting and managing a budget
 - Knowledge of policy development and employee supervision
 - Library experience
 - Leadership ability

Onboarding the Director

- The Board should provide the new director:
 - Introduction to the office, staff, key local contacts & elected officials
 - Thorough orientation of policies, procedures & essential functions
 - Short- and long-term responsibilities, goals & objectives
- Highly recommend each board & director engage in succession planning for a short-term, long-term, or permanent leave of absence.

Director Certification

- Director certification is required to ensure that all libraries in the state receive a high-level of professional management and administration.
- Certification requirements:
 - Grade I – libraries with population of 6,000 or more
 - Requires MLIS and ongoing professional development
 - Grade II – libraries with populations of 3,000 – 5,999
 - Bachelor's Degree and ongoing professional development
 - 12 credits of courses regarding library administration & collection development
 - Grade III - libraries with populations under 3,000
 - Associate's Degree and ongoing professional development
 - 12 credits of courses regarding library administration & collection development

Director Evaluation

- Board should evaluate the director's performance annually.
- Director and board should set goals for the director's professional growth and library development.
- Set clear expectations.
- Determine how success will be measured by creating objective standards to make the evaluation more meaningful and less personal.

Director Evaluation

- Areas for evaluation:
 - Staff relationships and management
 - Board relationship and communication
 - Financial management
 - Quality of library services
 - Community relations
 - Facilities management

Source Materials for Further Information:

- Trustee Essentials
 - TE 5: [Hiring the Library Director](#)
 - TE 6: [Evaluating the Director](#)
 - TE 7: [The Library Board and Library Personnel](#)
 - TE 19: [Library Director Certification](#)
- United for Libraries Short Takes for Trustees:
 - #8 - [Evaluating the Library Director](#)