

**MONROE COUNTY PUBLIC LIBRARY  
BOARD OF TRUSTEES**

**WORK SESSION  
Wednesday, January 14, 2015  
5:45 p.m.  
Meeting Room 1B**

**AGENDA**

1. Call to Order –Valerie Merriam, President
2. Resolution to Encumber 2014 Balances (pg. 1-3) – Gary Lettelleir
3. Resolution to Request Advance Tax Draws (pg. 4) – Gary Lettelleir
4. Internet and Computer Use Policy (pg. 5-7) – Ned Baugh
5. Study Room Use Policy (pg. 8-9) – Sara Laughlin
6. Recommendation to Adjust Salary Schedule and Update on New Service Model (pg. 10-55) – Sara Laughlin
7. Public Comment
8. Adjournment

View the Board Packet on the Library’s website:

<http://mcpl.info/library-trustees/meetings>

**MONROE COUNTY PUBLIC LIBRARY**  
**ENCUMBRANCE OF APPROPRIATION BALANCES**

WHEREAS, it has been determined that it is now necessary to encumber appropriated balances from the 2014 annual budget.

NOW THEREFORE be it resolved by the Trustees of the Monroe County Public Library, Monroe County, Indiana that the following encumbrances are appropriated balances from 2014 and will be paid from appropriations carried forward into 2015. These amounts are shown separately and carried forward on the attached Ledger of Encumbrances and Balances. The disbursements charged to the encumbered appropriations of the 2014 annual budget will be identified as such on the 2015 appropriations.

2014 Operating Fund

Printing Services - Metropolitan	1,650.00
Printing Services - Overnight Prints	<u>2,432.79</u>
<b>TOTAL ENCUMBRANCES</b>	<b>4,082.79</b>

Presented to the Monroe County Public Library Board of Trustees, read in full, and adopted the 21st day of January, 2015 by the following vote.

AYE	NAY

**NOTE:** NO CLAIMS WILL BE APPROVED FOR PAYMENT UNLESS ORIGINAL COPY OF THIS ORDER OR THE P.O. NUMBER IS MADE A PART OF THE VOUCHER.

# PURCHASE ORDER

MONROE COUNTY PUBLIC LIBRARY

303 EAST KIRKWOOD AVENUE  
BLOOMINGTON, INDIANA 47408

P.O. **No 9560**

This Number Must be on Invoice, Voucher and Delivery Memos.

DATE **12/29/14**

REQ.

IN ACCORDANCE WITH BID AND CONTRACT DATED

If subject to discount please indicate on Invoice.

TO  
ADDRESS  
CITY  
SHIP TO  
SHIP VIA

**Overnight Prints**  
**75B2 Las Vegas Blvd S. Suite #487**  
**Las Vegas, NV 89123**

CHARGE TO APPROPRIATION FOR \_\_\_\_\_ APPROPRIATION NUMBER \_\_\_\_\_

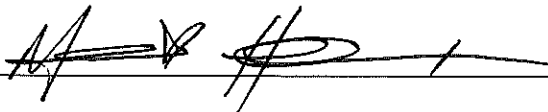
QUANTITY	UNIT	DESCRIPTION	UNIT PRICE	AMOUNT
15,000	Bookmark	Various Bookmarks — see attached	(0.029036) 0 03	435 54
20,000	Rack Card	Various Rack Cards — see attached	(0.069712) 0 07	1394 24
4,000	PostCard	Monroe County Timeline	(0.0434925) 0 04	173 97
500	Brochure	Indiana Bedrock	(0.19294) 0 19	96 47
5,000	Brochure	Children's Services	(0.066514) 0 07	332 57

TOTAL AMOUNT OF ORDER

\$ **2,432** <sup>79</sup>

I HEREBY CERTIFY THAT THERE IS AN UNOBLIGATED BALANCE IN THIS APPROPRIATION SUFFICIENT TO PAY FOR THE ABOVE ORDER.

BILLING ON THIS ORDER MUST BE ACCORDING TO PRICES SHOWN ABOVE.



ORDERED BY **Michael Hberger**  
**Manager - Communications & Marketing**  
TITLE

FEDERAL EXCISE TAX EXEMPT

STATE RETAIL TAX EXEMPT  
CERTIFICATE NO. **003119181 001 6**

NOTE: NO CLAIMS WILL BE APPROVED FOR PAYMENT UNLESS ORIGINAL COPY OF THIS ORDER OR THE P.O. NUMBER IS MADE A PART OF THE VOUCHER.

# PURCHASE ORDER

MONROE COUNTY PUBLIC LIBRARY

303 EAST KIRKWOOD AVENUE  
BLOOMINGTON, INDIANA 47408

P.O. **No 9561**

This Number Must be on Invoice, Voucher and Delivery Memos.

DATE **12/29/14**

REQ. \_\_\_\_\_

IN ACCORDANCE WITH BID AND CONTRACT DATED \_\_\_\_\_

If subject to discount please indicate on Invoice.

TO  
ADDRESS  
CITY  
SHIP TO  
SHIP VIA

**Metropolitan  
720 S. Morton  
Bloomington, IN 47403**

CHARGE TO APPROPRIATION FOR \_\_\_\_\_ APPROPRIATION NUMBER \_\_\_\_\_

QUANTITY	UNIT	DESCRIPTION	UNIT PRICE	AMOUNT
3,000	SqCard	Mango Languages Info	0 09	275 00
3,000	SqCard	Treehouse Info	0 09	275 00
3,000	SqCard	Zinio Info	0 09	275 00
3,000	SqCard	3M eBooks Info	0 09	275 00
3,000	SqCard	Overdrive Info	0 09	275 00
3,000	SqCard	Think Library eNewsletter Info	0 09	275 00

TOTAL AMOUNT OF ORDER

\$ **1650 00**

I HEREBY CERTIFY THAT THERE IS AN UNOBLIGATED BALANCE IN THIS APPROPRIATION SUFFICIENT TO PAY FOR THE ABOVE ORDER.

BILLING ON THIS ORDER MUST BE ACCORDING TO PRICES SHOWN ABOVE.



ORDERED BY **Michael Hoerger**  
**Manager - Communications & Marketing**  
TITLE

FEDERAL EXCISE TAX EXEMPT

STATE RETAIL TAX EXEMPT  
003119181 001 6  
CERTIFICATE NO. \_\_\_\_\_

**MONROE COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES**

**RESOLUTION TO REQUEST ADVANCE TAX DRAWS  
FROM MONROE COUNTY AUDITOR**

BE IT RESOLVED that the Board of Trustees of Monroe County Public Library, 303 E. Kirkwood Avenue, Bloomington, Indiana shall request advance tax draws from Monroe County Auditor to be paid before semi-annual tax settlements.

BE IT FURTHER RESOLVED that the requests will be submitted to the Monroe County Auditor in April and October of 2015.

ADOPTED THIS \_\_\_\_21st\_\_\_\_ DAY OF \_\_\_\_January\_\_\_\_, 2015

AYE

NAY

_____	_____
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_____	_____
_____	_____

# Internet and Computer Use Policy

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## INTRODUCTION

This is a library-wide policy for the management of computer data networks and the resources they make available, as well as stand-alone computers that are owned and administered by the Monroe County Public Library (MCPL). The policy reflects the principles of MCPL. It specifies the Library's objectives in providing computing resources for public use, and the responsibilities assumed by the users of such resources.

In accord with Indiana Code (IC 36-12-1-12), MCPL performs a public review of this Internet and Computer Use Policy annually.

## OBJECTIVES

MCPL provides computers which allow public access to a variety of electronic resources, including in-house databases (the library catalog, magazine indexes, and business directories), productivity software (word processors, spreadsheets, etc.), and the Internet (primarily through Web browsers). While MCPL does not provide email accounts, patrons may send and receive email if they have an account accessible through the World Wide Web.

In keeping with our general policies, MCPL protects patrons' rights to privacy and confidentiality. MCPL keeps any communications that reside on its computer network confidential. However, in general, electronic communication is not secure and networks are sometimes susceptible to outside intervention. As part of normal system maintenance, network administrators do monitor system activity, but the library does not reveal information about an individual's use of computer resources unless compelled to do so by a court order.

To promote equitable access to computer resources, MCPL utilizes time management software. To access the Internet, an individual must use his or her own library card number or guest pass number. Staff may also take other measures to manage Internet time including (but not restricted to) reserving terminals for individuals or groups with specific needs.

## USER RESPONSIBILITIES

To ensure fair and proper use of library computing resources, users must follow the legal and cooperative rules listed below.

### **Legal Responsibilities:**

Computing resources may only be used for legal purposes. Examples of illegal use include, but are not limited to, the following:

- Attempting to alter or damage computer equipment, software configurations, or files belonging to MCPL, other users, or external networks
- Attempting unauthorized entry to MCPL's network or external networks
- Intentional propagation of computer viruses, trojans, etc.
- Violation of copyright or communications laws
- Violation of software license agreements
- Transmission of speech not protected by the First Amendment, such as libel and obscenity

### **Cooperative Responsibilities:**

MCPL strives to balance the rights of users to access different information resources with the rights of users to work in a public environment free from harassing sounds and visuals. We ask all our library users to remain sensitive to the fact that they are working in a public environment shared by people of all ages, with a variety of information interests and needs. In order to ensure an efficient, productive computing environment, the Library insists on the practice of cooperative computing. This includes:

- Respecting the privacy of other users
- Not using computer accounts, access codes, or network identification codes assigned to others
- Refraining from overuse of connect time, information storage space, printing facilities, processing capacities, or bandwidth capacities
- Refraining from the use of sounds and visuals which might disrupt the ability of other library patrons to use the library and its resources

### **SANCTIONS**

MCPL relies on the cooperation of its users in order to efficiently and effectively provide shared resources and ensure community access to a wide range of information. If individuals break these acceptable use rules in any way, their right to use networked resources may be suspended for a specified time, depending on the damage caused by their actions. They will be notified of the length of and reason for the suspension. Individuals using library computing resources for illegal purposes may also be subject to prosecution.

### **COMPUTER USE AT MCPL INCLUDES PUBLIC ACCESS TO THE INTERNET**

MCPL aims to develop collections, resources, and services that meet the cultural, educational, informational and recreational needs of its diverse community, and which respond to advances in technology. With this goal in mind, and as part of its mission to meet the changing needs of the community, MCPL offers access to the Internet.

A global network of computers, the Internet provides access to a wide variety of educational, recreational and reference resources, many of which are not available in print, but there is no central control over its content or users. The Internet contains a diverse range of information, some of which may be objectionable or offensive.

MCPL cannot protect users from offensive Internet content, but librarians can offer advice and suggestions to help ensure effective Internet searching.

MCPL has investigated filters designed to restrict access to various online content, but has found them to be both overly broad (restricting access to materials that no one would find objectionable) and not fully effective (allowing access to a considerable number of sites of the sort they purport to block). Given these limitations, MCPL has not installed such software. In order to provide alternatives for minors, MCPL does provide links through the Children's site to search engines with filters.

## **DISCLAIMERS**

Except for the Web pages produced by the Library, MCPL does not control Internet content and makes no general effort to limit Internet access. However, when informed of a violation of MCPL's Internet and Computer Use Policy, library staff will enforce the legal and cooperative responsibilities outlined above.

As with other materials, parents and guardians of minor children--not the library nor its staff--are responsible for supervising their children's use of Internet resources at the library.

MCPL cannot ensure the availability nor the accuracy of external electronic resources. Like print materials, not all electronic sources provide accurate, complete or current information. Users need to be good information consumers, questioning the validity of information.

## **LIMITATION OF LIABILITY**

MCPL assumes no liability for any loss or damage to users' data or devices, nor for any personal damage or injury incurred as a result of using MCPL's computing resources. This includes damage or injury sustained from invasions of the user's privacy.

*Adopted by the [Board of Trustees](#) of the Monroe County Public Library on March 5, 1997, amended June 21, 2001; June 20, 2002; and July 17, 2003; reaffirmed June 16, 2004; revised June 15, 2005; reaffirmed June 20, 2007; June 17, 2009, September 15, 2010; September 19, 2012; December 18, 2013:*



# Study Room Policy

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Approved by Board of Trustees

Monroe County Public Library provides study rooms and digital creativity studios for public use. The Study Room Policy is developed in accordance with the Library's mission.

The Library does not sponsor or endorse the views of any group or individual using study rooms. A group may not use the Library logo in any form or identify or imply that the Library is a sponsor.

This policy is for use of the Library for outside groups and individuals and does not apply to Library-sponsored programs or approved use by Library-affiliated groups.

## Reserving a Study Room

The Library administration has written procedures for the use and scheduling of study rooms that are in the best interest of the Library and the community.

Study rooms on the second floor and digital creativity studio spaces on the first floor of the Main Library may be reserved free of charge for two-hour increments on a first-come, first-served basis by individuals with a Monroe County Public Library card. All other study rooms are available on a first-come, first-served basis without reservation.

Basic requirements to reserve a study room/digital creativity studio are as follows:

- Possess a Monroe County Public Library card
- Complete a study room reservation
- Abide by the Library's Behavioral Rules
- Covered drinks only; no food allowed

The Library reserves the right to:

- Preempt or reschedule meetings when the Library needs the study room space.
- Refuse or discontinue any use which is disruptive to the normal operation of the Library, destructive to the building or equipment, fails to follow the Library's [Behavioral Rules](#), or if information is falsified on the study room application. Meeting room use that generates excessive noise will be considered disruptive.
- Allow staff to enter any study room to ensure adherence to Library policies and to ask users to vacate the room before library closing.

The Library may cancel scheduled room use when Library policy has been or will be violated.

No charge may be made for admission and no freewill collection may be made in the Library, nor can items, services, or memberships be sold or promoted during open hours.

### **Study Room Setup**

Study room users are responsible for setup and cleanup. Each study room has a set configuration. If a group decides to use a different room setup, the room must be returned to its original configuration upon departure.

The Library is not responsible for the loss of and/or damage to equipment or materials owned by study room users. The Library cannot store supplies or equipment. All materials left are turned in to lost and found.

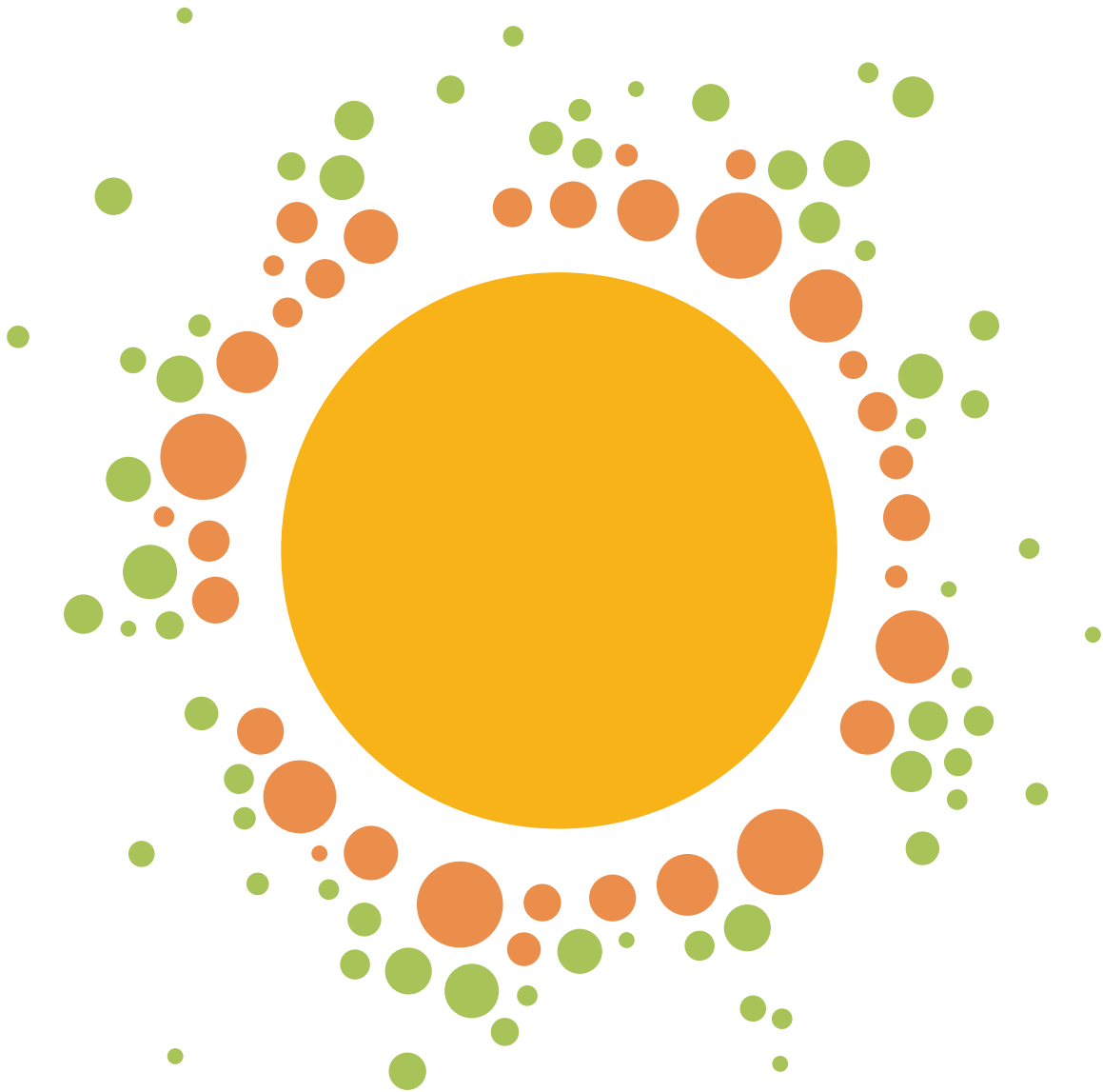
### **Study Room Usage Subject to Clean-up Fees**

If a user fails to leave a study room or equipment in its original condition, he/she may be charged a fee for clean-up or repair, as approved by the Board of Trustees in the Fee Schedule.

# MONROE COUNTY PUBLIC LIBRARY

## Revision to 2015 Wage and Salary Schedule

<b>2015 Wage and Salary Schedule</b>			<i>Proposed Revised 2015 Wage and Salary Schedule</i>				
<u>Pay Grade</u>	<u>2015 Minimum</u>	<u>Current 2015 Maximum</u>	<u>Proposed Pay Grade</u>	Increase Amount	Increase Percent	<i>Proposed Rate</i>	Proposed Maximum
<b>HOURLY / NON-EXEMPT</b>			<b>HOURLY / NON-EXEMPT</b>				
<b>A</b>	\$7.66	\$10.72	<b>1</b>	0.59	0.077	<b>8.25</b>	<b>10.83</b>
<b>B</b>	\$8.78	\$12.29	<b>2</b>	0.44	0.050	<b>9.22</b>	<b>12.41</b>
<b>C</b>	\$10.82	\$15.14	<b>3</b>	0.11	0.010	<b>10.93</b>	<b>15.30</b>
<b>D</b>	\$11.94	\$16.71	<b>4</b>			11.94	16.71
<b>E</b>	\$13.16	\$18.42	<b>5</b>			\$13.16	18.42
<b>F</b>	\$14.28	\$20.71	<b>6</b>			\$14.28	0.28
<b>G</b>	\$15.82	\$22.93	<b>7</b>			\$15.82	22.93
<b>SALARIED/EXEMPT</b>			<b>SALARIED/EXEMPT</b>				
<b>H</b>	\$1,377.14	\$2,065.70	<b>8</b>			\$1,377.14	2,065.70
<b>I</b>	\$1,545.45	\$1,652.56	<b>9</b>			\$1,545.45	2,295.23
<b>J</b>	\$1,807.70	\$1,807.70	<b>10</b>			\$1,807.70	2,654.85
<b>K</b>	\$2,576.93	\$2,576.93	<b>11</b>			\$2,576.93	3,769.23



## Customers at the Center

# A New Model for Library Service in Monroe County

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# A 21<sup>st</sup> Century Library for Monroe County

The use of our library is continually changing. With the Internet and ubiquitous mobile devices, the world of information is now at people's fingertips at work, in school, and at home. At the library, we have documented changes in circulation patterns, fewer research-level questions, and the increased use of our convenience services, like the drive-up window, online holds, and e-content. Customers visiting the Library have high expectations for quicker, more personal service. At the same time, many in our community are not aware of what we offer and are not coming to the Library; we need to find new ways to add value to their lives.

We must respond to the changes in the information environment that challenge our relevance in the community. Fortunately, we have so much to offer: deep experience with valuable community building skills, broad knowledge of local resources, and a tradition of extraordinary service. Our recent experiences with initiatives like Nonprofit Central, It's Your Money, school partnerships, and the Bloomington Technology Partnership show there are new and exciting ways for the Library to engage with our community. We can make a real difference using our information skills, community connections, and our reputation for neutrality.

Last summer, we were challenged by Cheryl Gould to *think different* about library service and community engagement. Through a variety

of exercises and activities, Cheryl helped us explore mental models of what 21<sup>st</sup> century library service in Monroe County should look like. The exercises allowed us to hear different perspectives and challenged our assumptions—our mental models. After some “mental model busting” and collaborative work, we drafted a shared vision of library service. With this vision as a compass, library management has been hard at work over the past four months, drafting a new service model for the Library.

*Customers at the Center* is our vision for a new way to meet the challenges ahead and provide excellent library service in a 21<sup>st</sup> century Monroe County. A new way to provide consistent, exceptional customer service. A new way to support and empower librarians to be engaged with our community. A renewed focus on strategically meeting community and audience needs. A new way to holistically manage all our content. New ways for strategic teams to make decisions and respond to new opportunities for library service. *Customers at the Center* is a new way to provide excellent service now and in the future.

## **The Vision for Customers at the Center**

- We are known for the highest quality customer service. Library employees work together to anticipate the individual needs of our customers and consistently exceed their expectations.
- We are very focused on attracting high-priority new audiences to the library. We are using a variety of methods to get to know them, understand what they're interested in, and to reach them.
- Our employees are highly respected professionals who apply the skills of their education, training, and experience, and are recognized for the value they add in the community.
- We are at the center of literacy and reading in Monroe County.
- We are recognized for developing shared technology resources to support learning, economic development, and civic engagement and for applying leading-edge technology in our own operations.
- We are a valuable partner whose participation is sought-after by other organizations.
- Our partnerships develop into ongoing collaborations, where others depend on us for key functions and we depend on them.
- We are constantly questioning our services, processes, and organization and responding with new approaches to meet rapidly changing and highest-priority needs in our community.

## **The Guiding Principles of Customers at the Center**

- Reflect what's best for our customers, community, and the Library in the next few years, based on our data, customer and employee input, trends, and best practices.
- Identify and leverage knowledge, abilities, and interests of employees by providing tools, training, and opportunities for growth. No one will lose his/her job as a result of reorganization, but job assignments may change to better support strategic directions and hopefully to better align with employee strengths and interests.
- Honor the Library's values of accessibility, freedom of expression, inclusiveness, integrity, lifelong learning, respect, service, and neutrality.
- Seek best practices from other libraries and organizations to inform the organizational design.
- Communicate frequently and value employee input. Provide opportunities for all employees to contribute and consider all input.
- Acknowledge that change is necessary and difficult. We must position ourselves for a future that is different from the past, question current practices, remain open to new ideas and approaches, and value and honor past experience.
- Work within current personnel budget amounts to achieve the most efficient and effective use of public resources.
- Understand that the Library, like other successful organizations, will continue to evolve after this organizational redesign is completed.

# Important Goals of *Customers at the Center*

## **Excellence in Service**

We are well known for our excellent customer service. The new service model capitalizes on this and empowers all frontline staff to engage and help customers—in the building, on the phone, and online. We want our customers to find the right help at the right time in the right place, with as few referrals as possible.

In our own studies, we found that 80% of the questions received at our service points are directional or straightforward reference questions that can be answered without the advanced knowledge of a librarian.

With *Customers at the Center*, frontline staff are scheduled and coordinated across the library. Frontline staff are consistently and deeply cross-trained to confidently answer the vast majority of customer questions and provide consistent, exceptional customer service.

## **Community Engaged Librarians**

We have long sought opportunities to partner with area organizations. Efforts to achieve core Library goals are enhanced when we make community partnerships a key part of our overall strategy. Partners help us reach new audiences, save money, and magnify impact.

In the new service model, we seek to become a catalyst, through which our community will benefit directly from our professional skill sets, our content, our promotional channels, and our deep knowledge of the community landscape.

Our librarians will serve a critical role in developing these mutually beneficial partnerships, which require sustained networking with community partners, research, knowledge of community needs and preferences, collaborative program planning, and ongoing assessment of project and program outcomes. Recent successes have demonstrated clearly that we have the skills necessary to treat community engagement as a critically important method of extending Library service.

With *Customers at the Center*, librarians are more available to be engaged in the community. Librarians are onsite at all hours our buildings are open, but some hours at the desk are replaced by involvement with high-priority audiences.

## **A Renewed Focus on Community Needs**

We must continue improving the ways in which we move our customers from childhood through adolescence into adult life, progressing from one set of services to another. With *Customers at the Center*, key audience strategists work across the entire library system to plan new initiatives, communicate customer and community needs, measure impact, and to mentor staff. They study usage patterns, audience needs, and emerging best practices.

Audience strategists are critical consultants for analyzing collections and content; assessing current responses and the effectiveness of programs; and serve as a resource to the Library for children, teens, adults, and special populations.



## **Holistic Content Management**

Content—from our books and movies to our online resources—is the heart of the Library. Our content is a shared resource that draws our community to the Library. It must remain relevant and vibrant, continually meeting community needs, regardless of the format.

With the continued evolution of content, the Library is challenged to manage a variety of formats and help people find and use them all—physical and digital—and to make tough decisions about where to invest limited public funds.

With *Customers at the Center*, all content management functions are brought together: from acquisition to shelving and moving materials and finally to weeding.

Our content is an essential asset in meeting the literacy, reading, and information needs of our community.

With *Customers at the Center* we have renewed our emphasis on pathways to access. How we present our content, both within our walls and via our web site, must be easy to understand and navigate and we must make the portals and the tools customers use to get to our content sensible and consistent. Content management ensures collections are marketed effectively, customer service staff are well trained in the use of our tools, and that we are planning new initiatives in a deliberate, data driven manner.

## **More Collaboration through Teams**

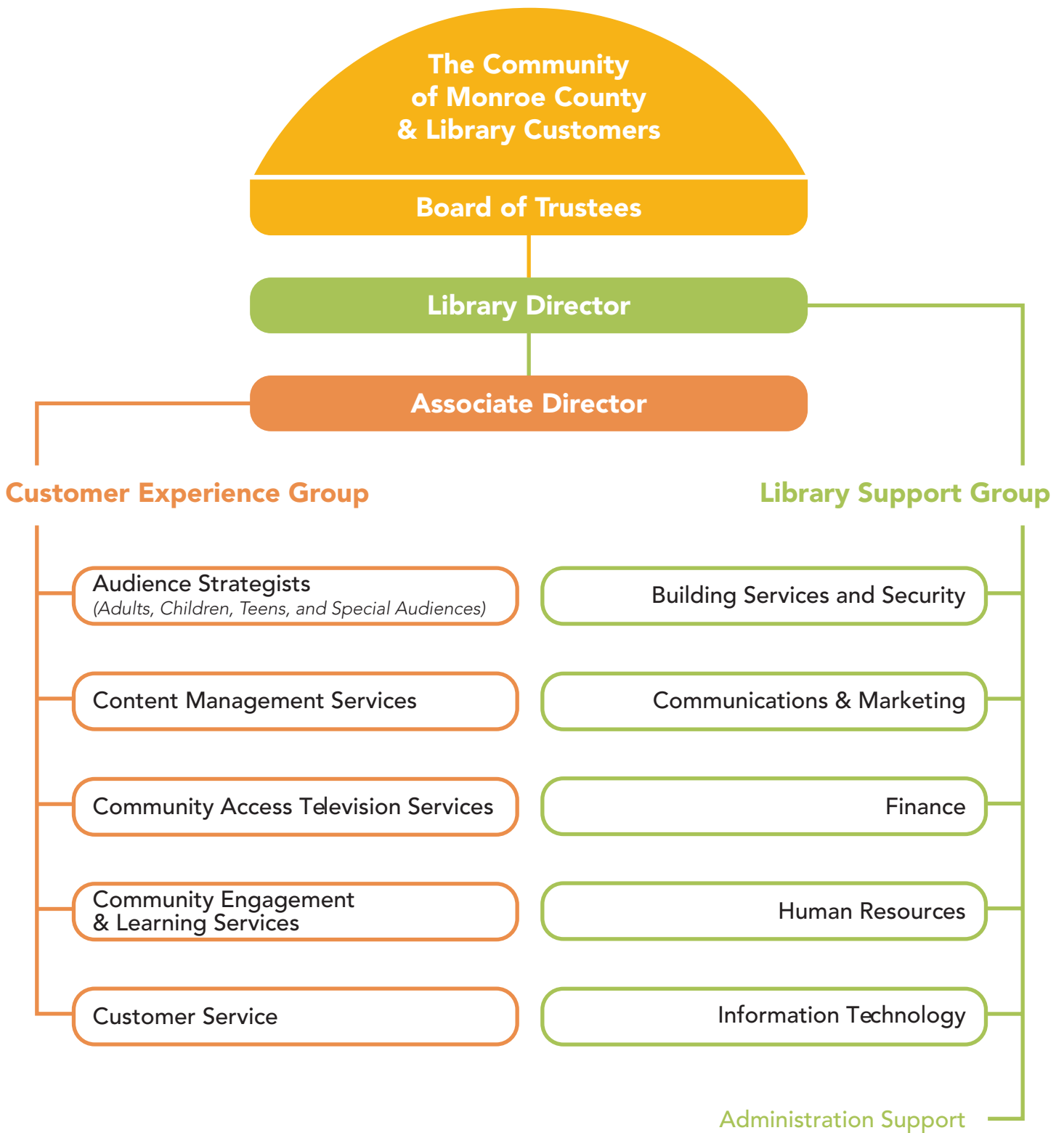
The Library has a tradition of creative problem solving and inventiveness. We have bright staff members developing programs, pursuing interesting displays and merchandising ideas, and developing service responses that fill unique needs in our community.

When new opportunities or problems arise that do not fit neatly into our departmental and decision-making structures, we currently address them on an ad hoc basis or create committees. Despite the fact that we have a strong track record of collaborating when needed, we often struggle to bring these valuable efforts to wider use in the Library.

With *Customers at the Center*, a critical part of our organizational structure is a team-based approach for managing and implementing our strategic direction.

Staff members have a single manager for scheduling, assessment, and direction. Participating on teams with managers and staff from across the Library, however, is also a regular part of work.

# Customers at the Center Organizational Chart

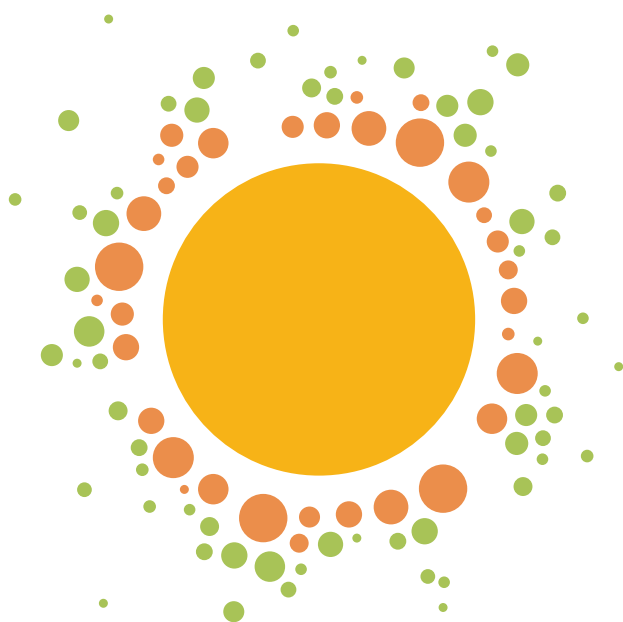


## Customer Experience Group

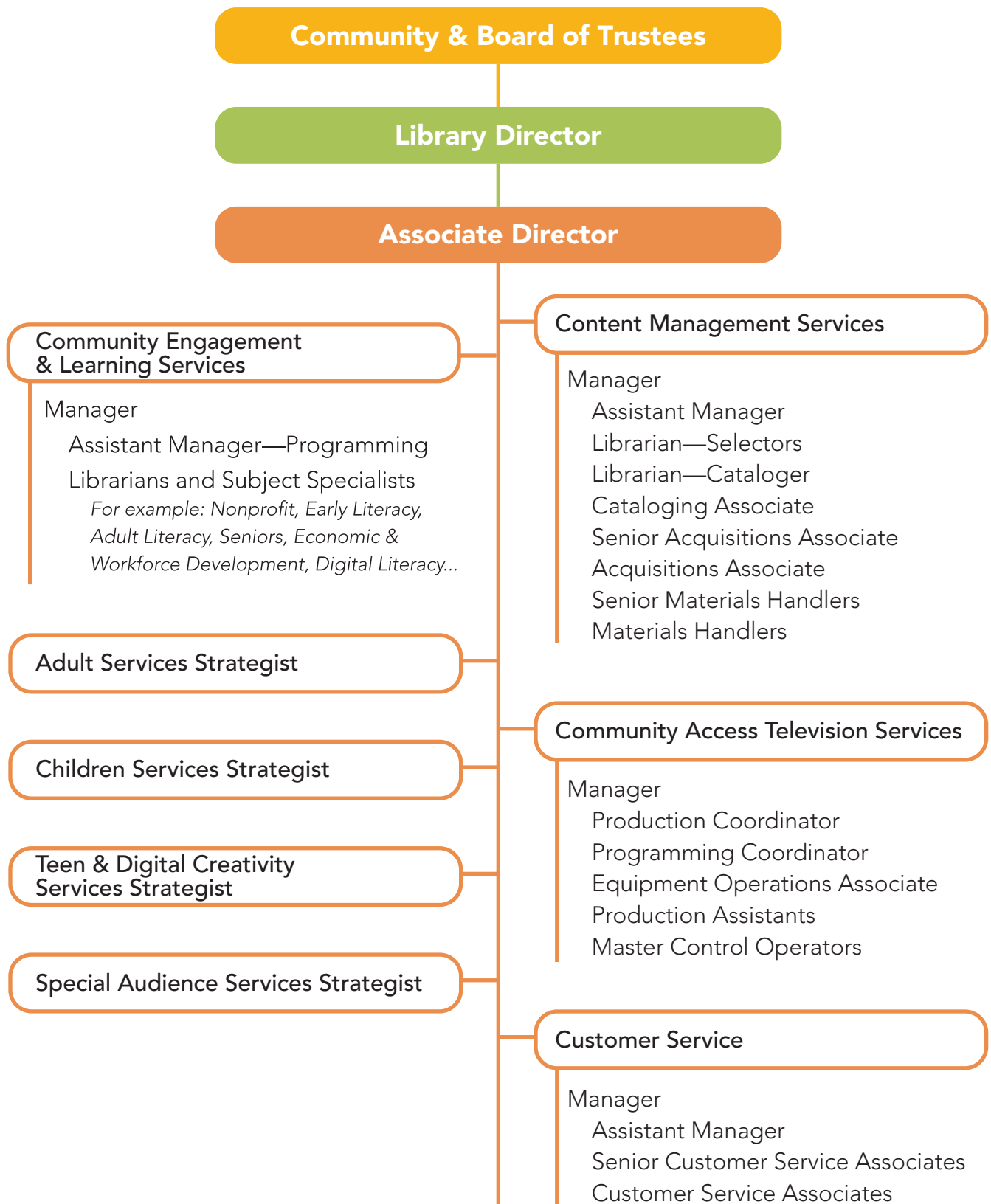
The Customer Experience Group is responsible for delivery of all front line customer service—in the library and in the community.

Staff work with Strategists and across Units in this Group to communicate customer needs, impact, and to mentor staff.

The Strategists and Units in the Customer Experience Group work closely together to ensure we understand the needs of current and potential customers and meet those needs through face-to-face assistance, instruction, programming, and access to content and collections. Customer Experience Group staff work collaboratively with staff in the Library Support Group to ensure support—be it equipment, logistical support, budgets, staffing, etcetera—is in place to meet the needs of customers.



# Customer Experience Group



## Community Engagement & Learning Services Unit

**Overview:** This is the locus for community engagement, leading to greater partnership building and maintenance, as well as deep subject and audience specialization. Staff in this Unit represent the Library in the community; present public programs in and out of the Library; answer in depth reference questions; and work closely with Audience Strategists to provide expert subject or audience level service and instruction through on-site availability, community delivery, and by appointment.



## Processes:

- Create original content
- Develop and support partnerships
- Identify and develop new programs to meet community needs
- Identify emerging services or technologies to help our customers
- In depth/expert assistance in subject matter or audience; answering in depth reference questions
- Instruct customer groups
- Manage learning relationships (VITAL, Treehouse, etc.)
- Present programs in the community, in the Library
- Provide training and support for groups meeting in public spaces
- Reach out to new audiences
- Represent the Library in the community

## Library Space, Physical Locations:

Staff may have a personal desk anywhere in the building(s). The primary concern for desk location is to ensure opportunities to collaborate with other Community Engagement & Learning Services staff to learn from each person's area of strength and expertise across audiences.

## Management & Staffing:

Under the direction of the Manager and Assistant Manager, nearly all Librarians and Subject Specialists work in the Community Engagement & Learning Services Unit.

The Community Engagement & Learning Services Unit manager is responsible for the implementation of the Library's community engagement strategies, including partnerships and programming. The manager provides strategic direction, leadership, supervision, scheduling, and guidance for staff in the unit.

The Community Engagement & Learning Services Unit assistant manager is responsible for scheduling and routine supervision of staff in the unit. The assistant manager is primarily responsible for coordination of program planning, implementation, and assessment.

Librarians and Subject Specialists have excellent communication skills and extensive knowledge of the Library's services, policies, and objectives, as well as with one or more audience and subject specialties. Librarians and Subject Specialists proactively engage with the community and plan, implement, and assess programs. They also provide frontline customer service—and mentor other Library staff—an average of 8–12 hours per week.

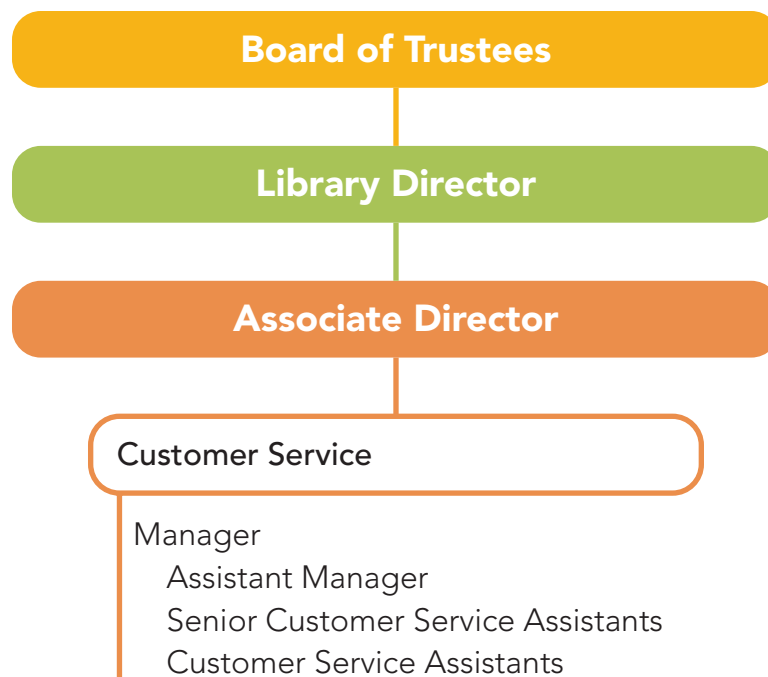
# Customer Service Unit

**Overview:** The Customer Service Unit are system-wide front-line staff responsible for the customer experience at all service points and desks: welcome and greet library customers; roving service across the Library; issue library cards; provide circulation and renewal service; answer customer account questions; accept payment for overdue accounts; provide basic information services; triage in-depth questions to on site experts; provide support/instruction for computer applications and use; maintain displays and rotate items; advise readers/viewers/listeners; and staff the call center. Customer Service Managers schedule all service desk hours across the Library\*, including branches and bookmobiles (exceptions: VITAL and CATS desks). Staff work primarily “on-desk” all working hours. Off desk hours might include staff development, special projects, and sometimes program support.

## Service Points:

- 1st Floor Circulation Desk
- 2nd Floor Information Desk/2nd Floor Circulation Desk (transitions to a single service point/desk)
- Bookmobile
- Call Center
- Children’s Desk
- Digital Creativity (Level Up)
- Drive-up Window
- Ellettsville
- Indiana Room Desk (potentially transitions to Community Engagement Desk—the home desk for Community Engaged librarians)
- Monroe County Correctional Center (Jail)
- Teen (The Ground Floor)

*Exceptions: VITAL and CATS*



\*Customer Service Managers do not schedule on-call experts—Librarians and Subject Specialists—from the Community Engagement & Learning Services Unit.

## Processes:

- Accept donations—materials
- Accept payment for lost/overdue materials
- Advise readers/viewers/listeners
- Answer directional questions
- Answer ready reference questions
- Assist patrons in locating materials
- Assist patrons in using computers and equipment
- Call center—all incoming calls and communication: phone, chat, email (triage higher level to an expert).
- Check out materials/renew items
- Claims-never-had requests/claims returned
- Deliver materials to homebound, senior centers (also occasional community engagement opportunity to learn of more service needs)
- Greet patrons
- Issue library cards
- Maintain library displays
- Maintain patron database
- Maintain supplies for patrons
- Produce overdue notices
- Provide service at jail
- Provide service on Bookmobile
- Straighten and pick up public areas
- Support and instruction in computer use
- Triage research-level reference questions

## Library space, physical locations:

Staff work and sit primarily at desks, branch(es), and bookmobile. Personal desk space is available on the Mezzanine, Children's office, Teen office . . . for personal effects or computer access, some may be shared with other staff within the Unit. Managers's offices in current Circulation Managers offices.

## Management & Staffing:

Under the direction of the Manager and Assistant Manager, the majority of frontline staff providing direct customer service work in the Customer Service Unit.

The Customer Service Unit manager is responsible for the development and implementation of the Library's customer service policies and processes. The manager provides strategic direction, leadership, supervision, scheduling, and guidance for staff in the unit.

The Customer Service Unit assistant manager is responsible for scheduling and routine supervision of staff in the unit. The assistant manager provides daily staff supervision and prioritizes, directs, and delegates unit workflow.

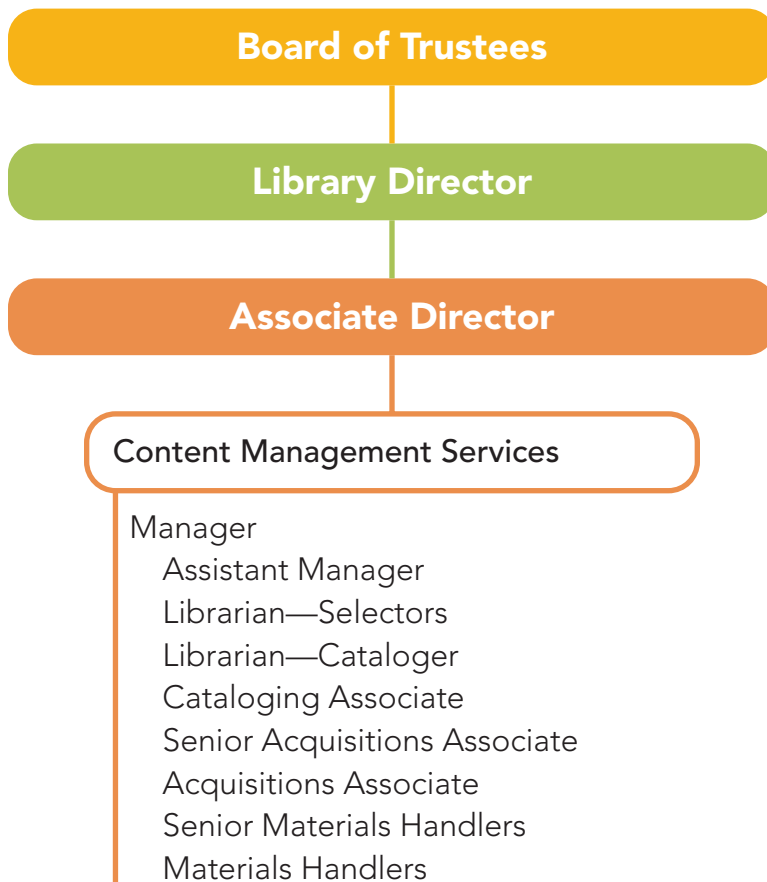
Senior Customer Service Associates provide excellent and consistent customer service. While trained to work at any service point, Senior Customer Service Associates primarily work at specific service points with audiences they have a demonstrated skill and experience with.

Customer Service Associates provide excellent and consistent customer service. Customer Service Associates are trained and scheduled to work at all service points.



# Content Management Services Unit

**Overview:** Responsible for the intellectual and physical maintenance of our collection—from selection, to readying for shelf, to placement on the shelf, and return to the shelf after customer use. Interlibrary Loan occurs here because the connection between ownership and access is so close, as well as the tools for the work (OCLC). Staff who shelve materials also have the greatest working knowledge of collection arrangements; therefore hold management also occurs in this unit.



## Processes:

- Acquisitions—order, payment, and vendor relationships
- Cataloging
- Customer billing (assess charges for non-return, etc, collection agency)
- Digitization and metadata creation for local collection building
- Gather and analyze data on use of collections and content (in coordination with Programming & Assessment Unit)
- Interlibrary Loan
- Materials handling/check-in
- Prepare materials for shipment to Ell, etc.
- Pulling Holds (Main and Ellettsville)
- Selection (all formats, all audiences—in consultation with Community Engagement Librarians)
- Shelf ready processing
- Shelving/Reshelving/maintaining physical footprint and order (shifting, shelf labeling, etc.)
- Weeding, evaluation

## Library space, physical locations:

- Third floor (current CS office) for selection, acquisition, cataloging, processing.
- Second floor (current AMH office area) for evaluation, weeding, materials handling, shelving.
- Ellettsville space for weeding, materials handling, pulling holds.
- Digitization equipment in the Indiana Room area.

## Management & Staffing:

The Content Management Services Unit manager is responsible for the Library's content and access strategies. The manager provides strategic direction, leadership, supervision, scheduling, and guidance for staff in the unit.

The Content Management Services Unit assistant manager is responsible for scheduling and routine supervision of staff in the unit. The assistant manager provides daily staff supervision and prioritizes, directs, and delegates unit workflow.

Content Services Selectors have excellent communication skills and extensive knowledge of the Library's services, policies, and objectives, as well as with one or more audience and subject specialties. Selectors select Library content—physical and digital—to meet the needs and preferences of current and new audiences, as well as the community at large. They also provide frontline customer service 6–8 hours per week.

Senior Materials Handler Associates efficiently and accurately return Library materials to their proper location, while providing expertise in two or more content management areas.

Materials Handler Associates efficiently and accurately return Library materials to their proper location.

# Community Access Television Services Unit

**Overview:** Community Access Television Services (CATS) provides citizens of Monroe County a local medium for the creation and distribution of information, opinion, and other constitutionally protected forms of free speech. By virtue of CATS being in the Customer Experience Group, their mission as part of the Library can continue to reach its full potential and CATS can continue to grow as an integral part of Library services.



**Processes:**

- CATS Archive content
- CATS Create CATS Week with WFHB
- CATS Create community calendar
- CATS Dub programs
- CATS Edit video
- CATS Maintain website
- CATS Measure deviations of output
- CATS Schedule programs for cablecasting
- CATS Tape community events
- CATS Tape government meetings
- CATS Tape public service announcements
- CATS Troubleshoot cablecasting

**Library space, physical locations:**

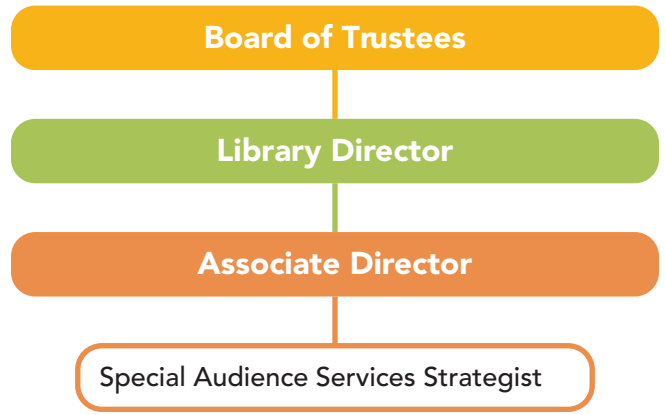
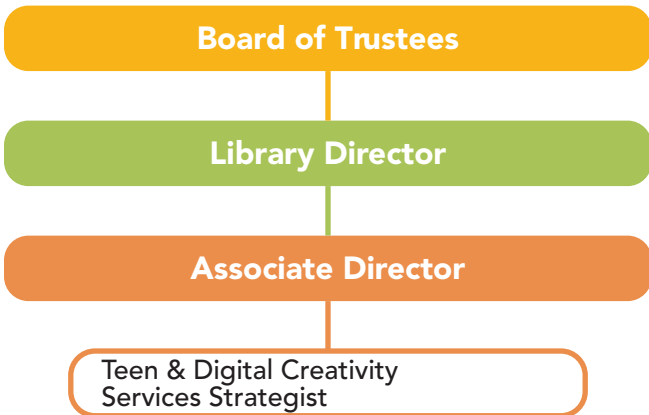
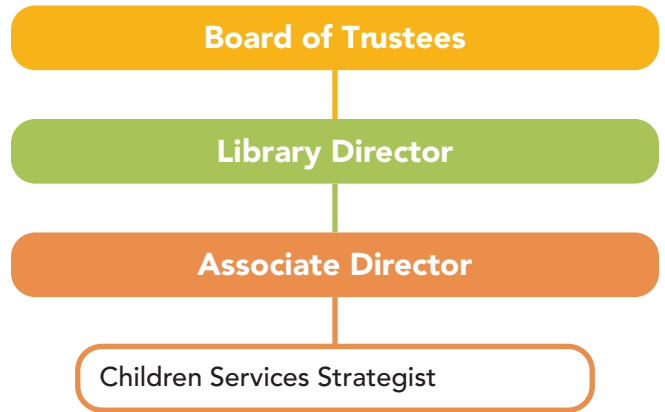
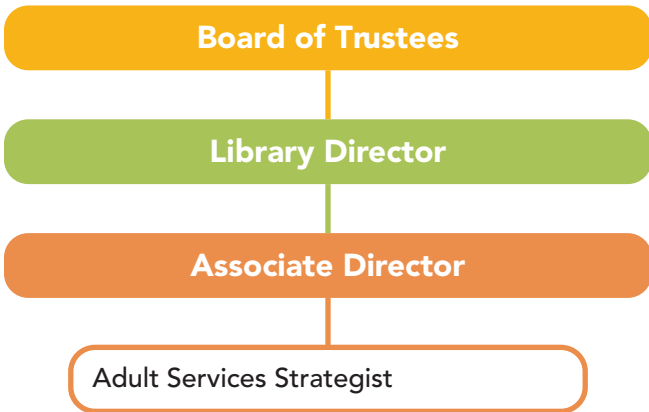
Maintains current location in the Main Library on the first floor.

**Management & Staffing:**

Maintains current staffing arrangements.

# Audience Strategists

**Overview:** Audience Service Strategists are thought leaders responsible for the comprehensive planning, development, and implementation of the Library’s service strategies for key constituencies. They initiate relationships with key community stakeholders, participate on various community boards and committees, and read research with the goal of understanding audience needs, preferences, behaviors, and emerging trends, using findings to inform process improvement and strategic decisions. They contribute to the creation of potential solutions by providing content expertise, design, and delivery concepts. They work closely with Community Engagement, Customer Service, and Content Management units to share feedback and ensure audience-based services are meeting needs and following best practices. They oversee development of proposals for funding, award applications, and support for partner initiatives and coordinate funded initiatives to support program execution, evaluation, and timely reporting.



**Processes:**

- Coordinate funded initiatives
- Engage in market research
- Identify and develop community partnerships
- Improve processes to meet audience needs and preferences
- Mentor and train Library customer service staff
- Oversee development of proposals for funding
- Participate with community organizations
- Plan, develop, and implement audience-based service strategies
- Serve on community organization and governmental committees and boards

**Management & Staffing:**

The Audience Strategists are the thought leaders responsible for the comprehensive planning, development, and implementation of the audience-based service strategy. Strategists collaborate with Unit Managers to analyze customer feedback and use the results to improve processes and ensure audience-focused services are meeting needs and preferences, and are aligned with the Library's strategic plan.

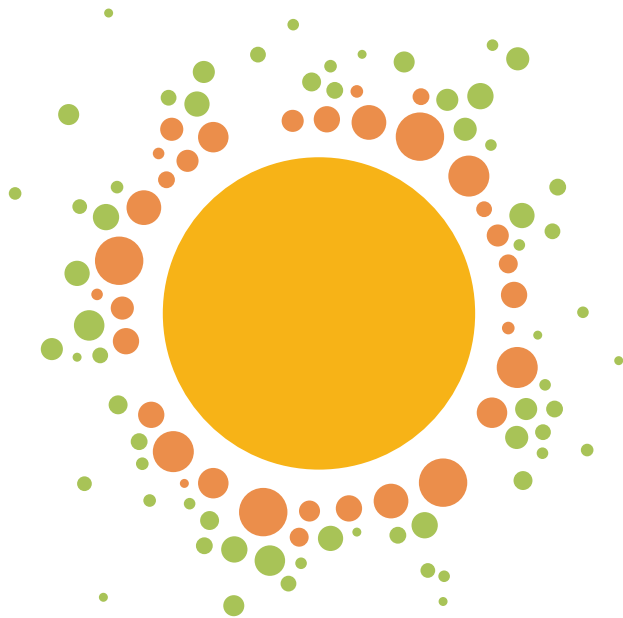
Audience Strategists budget and monitor expenditures for grants and special initiatives. Strategists play a key role in training, mentoring, and ongoing professional development across the Library. They also provide frontline customer service 6–8 hours per week.

**Library space, physical locations:**

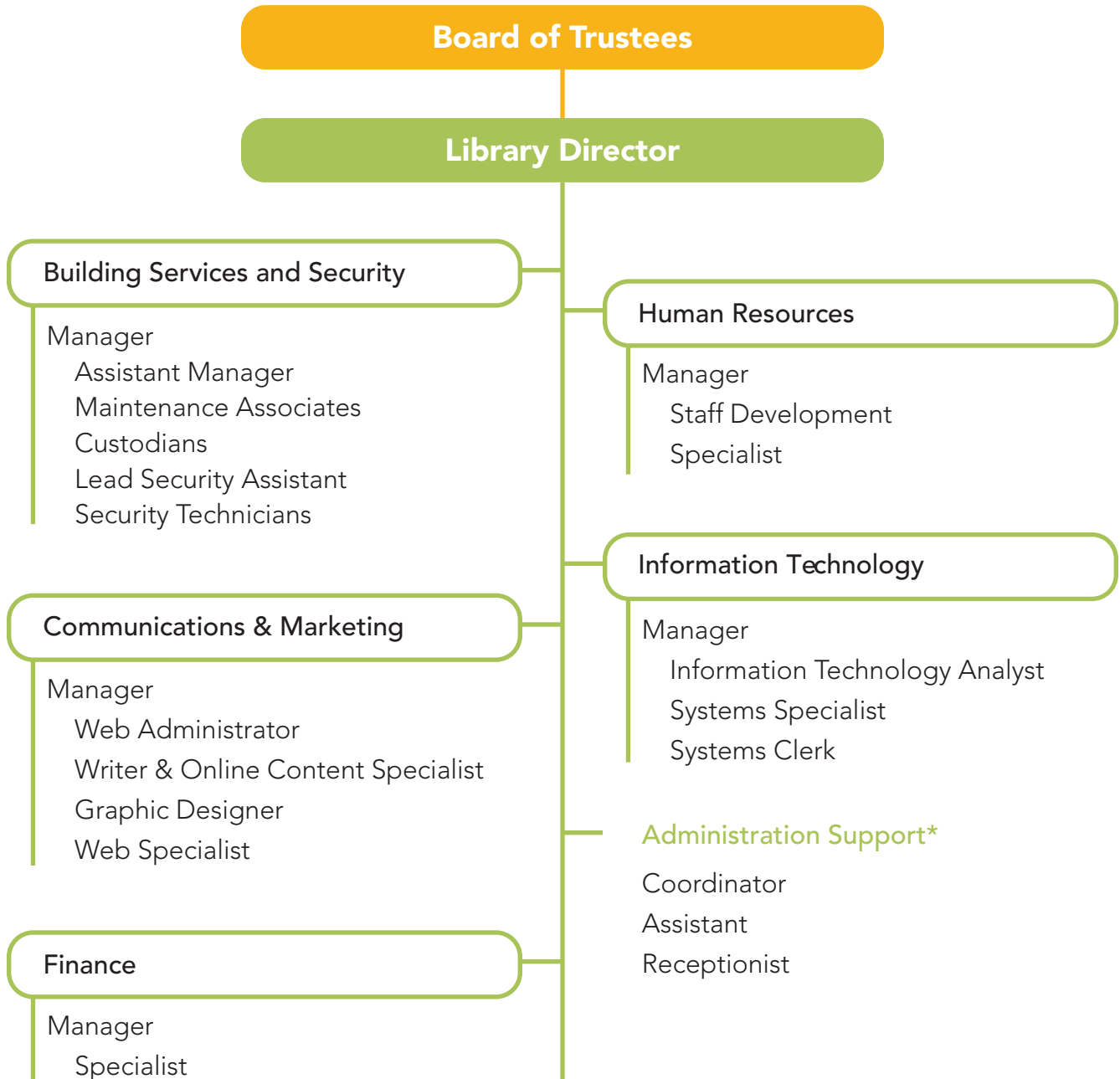
Staff may have a personal desk anywhere in the building(s).

## Library Support Group

The Library Support Group ensures the Library's strategic vision and directions are in place while providing support to all Units of the Library to meet those goals. Library Support Units provide budgetary support to align with strategies; expand capacity to focus on goals through logistical support; provide tools for evaluation and assessment; and provide system-wide guidelines, policies, and templates to guide actions. This Group provides an objective voice to ask challenging questions to ensure alignment with the Library's mission, vision, and strategic plans.



# Library Support Group



\*Administration Support is not a unit, but continues as it does in our current model: support staff for Administration.



# Building Services & Security Unit

Formerly "Facilities"

**Overview:** Provides strategic direction on security of staff and patrons; building repair; and facilities maintenance and cleaning.

Building Services and Security manages all aspects of building interior and exterior cleanliness, maintenance, and repair; library security; and receipt and delivery of mail and packages to Units.



## Processes:

- Clean Library facilities
- Deliver materials to Ell, Main
- Maintain equipment (not technology)
- Maintain exterior building spaces
- Maintain vehicles
- Manage lost and found
- Open and close the building
- Provide security

## Library space, physical locations:

Maintains current office and security locations throughout the Library.

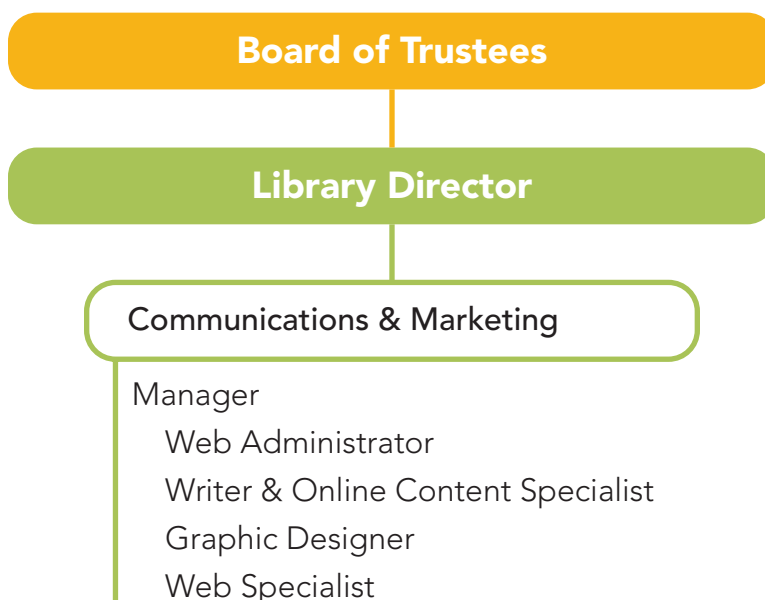
## Management & Staffing:

Maintains current staffing arrangements.

Assistant Manager job description updated.

## Communications & Marketing Unit

**Overview:** Provides strategic direction and coordination for all communication and marketing output. Staff in this unit provide system-wide direction, support, and work for content and direct marketing of programs and services; market research; grant proposals and award/prize submissions; promotional and information materials; and virtual engagement—including the Library’s website and other online-based services and interactions.



### Processes:

- Maintains relationships with media
- Maintains web site
- Manages patron comment process along with managers of all units
- Produces and distributes newsletters
- Manages Library communications

### Library space, physical locations:

Staff works in current locations: Manager’s office in Administration, graphics office, and three desks in Collection Management/Information Technology office.

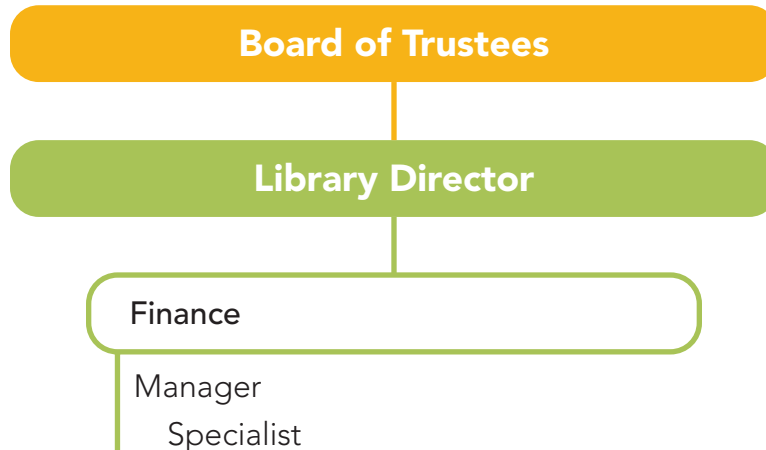
### Management & Staffing:

Maintains current staffing arrangements, with the addition of a Writer & Online Content Specialist. This position is the primary writer and copyeditor for the Library—from brochures and online content, to continuously working on grant proposals for the Library. This position is also the coordinator of virtual engagement and content marketing work created by Customer Experience Group staff.

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## Finance Unit

**Overview:** Leads strategic development and financial management and budget planning for annual and multi-year operating budgets. Responsible for fiscal policies and procedures; fund management; business processes; and compliance.



### Processes:

- Maintain asset inventory
- Pay bills
- Plan, create and manage budget

### Library space, physical locations:

Maintains current offices on the 3<sup>rd</sup> floor of the Main Library.

### Management & Staffing:

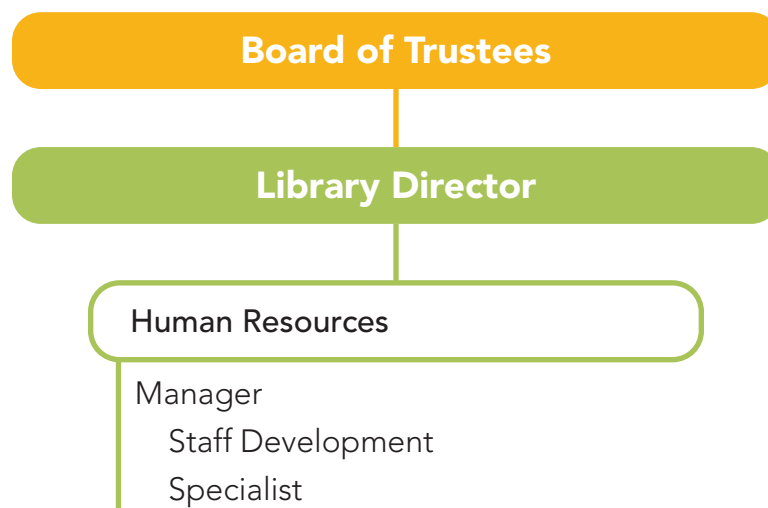
Maintains current staffing arrangements.

# Human Resources Unit

**Overview:** Accountable for the Library’s human resources strategy; develops, implements, and administers Library policies; analyzes complex matters involving employee policies, procedures, and personnel practices; and ensures compliance with local, state, and federal law.

Provides strategic direction for Library staffing, employee total compensation, annual benefit provisioning and administration, employee relations (individual/union), and performance management.

Identifies, develops, and coordinates staff development across the Library.



## Processes:

- Develops and implements strategies for staff development
- Maintain Employee records
- Maintain working relations relationships with staff and solve problems
- Manage and administer employee policies
- Manage compliance training
- Manage Employee benefits
- Manage orientation of new employees
- Manage Payroll
- Manage recruitment and processing
- Manage union relations
- Manages wellness strategy

## Library space, physical locations:

Maintains current offices on the 3<sup>rd</sup> floor of the Main Library.

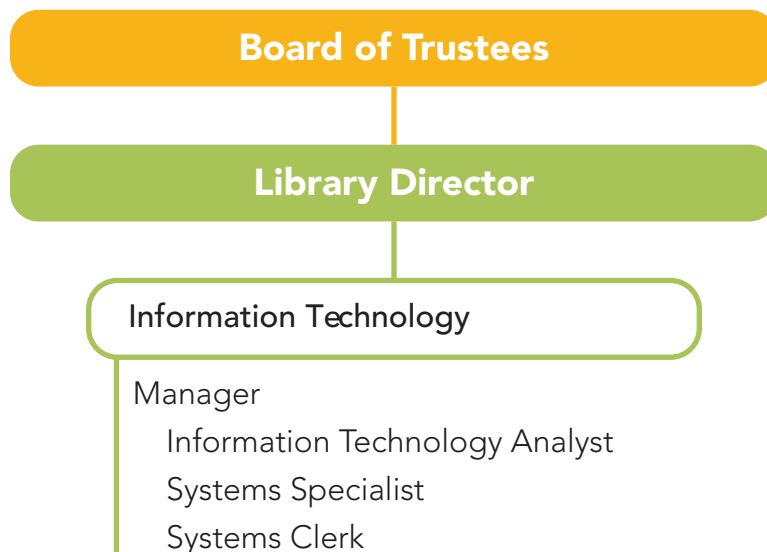
## Management & Staffing:

Maintains current staffing arrangements, with the addition of a position for staff development.

# Information Technology Unit

Formerly "Information Systems"

**Overview:** Strategically plan for technology needs of the Library, including: new and emerging trends in library and office productivity tools, applications, and library systems.



## Processes:

- Desktop support
- Manage and maintain public and staff computing equipment and software
- Network Service and maintenance
- Select technology in consultation with other library support and customer service units.
- Special applications support (Polaris)
- Technology Strategy
- Web services maintenance

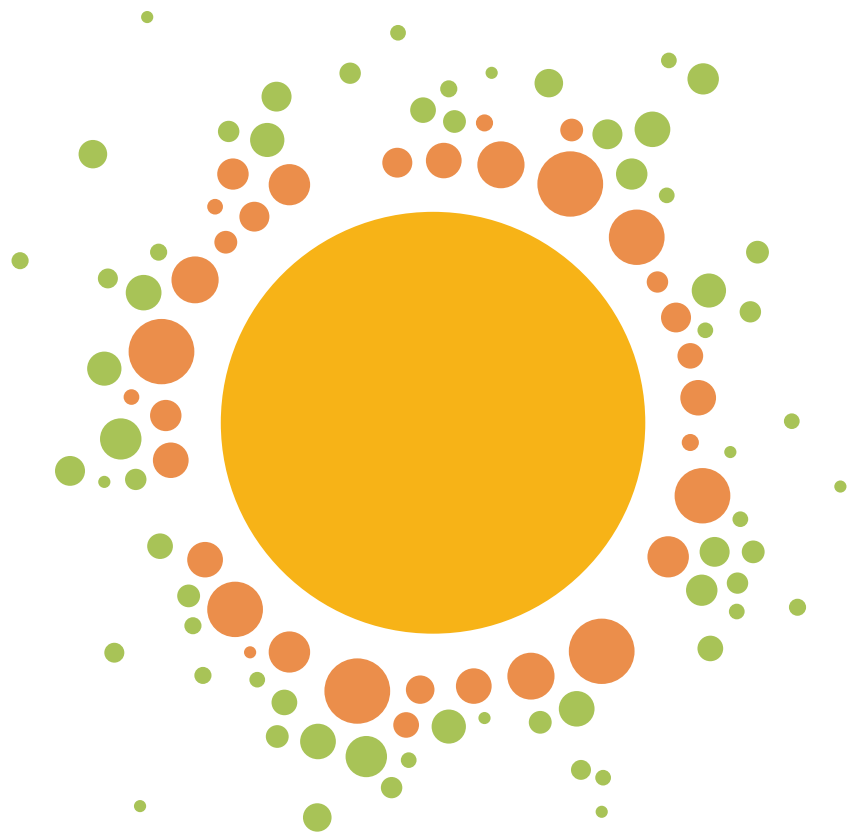
## Library space, physical locations:

Maintains current office arrangements on the 3<sup>rd</sup> floor.

## Management & Staffing:

Maintains current staffing arrangements.





# Audience Services Strategist (Children, Teen, Adult, Special)

**Reports to:** Associate Director

## **Expertise**

I am the thought leader responsible for the comprehensive planning, development, and implementation of the audience-based (children, teen, adult, or special) service strategies. For the target audience, I research audience preferences, emerging trends, and behaviors in using Library services. I collaborate with Managers to analyze customer feedback, and use the results to improve processes and ensure audience-focused services are meeting community needs and preferences and are aligned with the Library's strategic plan.

I enhance the Library's relationships with key community stakeholders. I participate on various community boards and committees and listen to the groups' expressed values, needs, and goals. I contribute to the creation of partnerships and provide content expertise, design, and delivery concepts. I create and support proposed initiatives related to the audience.

I provide front-line services an average of 6-8 hours per week in various locations, in order to model best practices and maintain familiarity with customer needs and preferences and with Library content. I demonstrate how to apply best practices and provide excellence in deep reference services, various media and communication tools, referrals, readers' advisory, information access, and content.

I oversee development of proposals for funding, award applications, and support for partner initiatives and coordinate funded initiatives, working with Communications/Marketing and Community Engagement units to support program execution, evaluation, and timely reporting.

## **Teams**

I convene an Audience Team (Children, Teens, Adults, Special Populations), made up of Librarians, Subject Specialists, content selector for the audience, and representatives from the Customer Services Unit. The Audience Team develops training and staff development and plans and coordinates initiatives.

I participate on the following teams:

- Customer Experience Leadership Team
- Content Management Team
- Programming Team

I participate in the Library Support Leadership Team and Customer Service Team as needed.

I collaborate with the Communications/Marketing Unit to promote and highlight the Library's services and resources, with a distinct focus on the audience, partners, and the community.

## **Direction and Development**

I budget and monitor expenditures for grants and special initiatives.

I play a key role in training, mentoring, and ongoing professional development in my areas of expertise, contributing knowledge about needs and preferences of the target audience, issues and trends affecting Library services to the audience, and deep content knowledge.

I serve on search committees for Librarians serving the audience and contribute to work planning and annual performance reviews completed by Community Engagement and Customer Service Managers.



# Community Engagement & Learning Services Manager

**Reports to:** Associate Director

## **Expertise**

I am responsible for the implementation of the Library's community engagement strategies. In concert with Audience Strategists, I gather and aggregate data about target audiences, Library usage, and emerging trends, using the data to improve processes and ensure services are meeting community needs and preferences and are aligned with the Library's strategic plan.

I hire, train, supervise, and evaluate the Assistant Manager, Librarians, and Subject Specialists engaged in partnerships aligned with the Library's strategic plan and in enhancing the Library's relationships with key stakeholders, including targeted outreach initiatives and in-house expert support.

I set the foundation for and oversee the creation, delivery, and assessment of the Library's programming for all audiences, in Library facilities and elsewhere in the community.

I am responsible for resolving complex community engagement issues.

## **Teams**

I convene the Learning Services & Programming Team, made up of Community Engagement & Learning Services Assistant Manager, Audience Strategists, Community Engagement Librarians, Staff Developer, a representative from the Communications/Marketing Unit, and representatives from the Library Support Group as needed. The Programming Team reviews program proposals, aligns with Library priorities, selects and strengthens programs to be presented, identifies partners, and decides upon communication strategies.

I participate on the Customer Experience Leadership Team for planning and the coordination of community engagement, customer service, and content management service provisioning across Library units.

I collaborate with the Communications/Marketing Unit to promote and highlight the Library's services and resources, with a distinct focus on potential customers, partners, and the community.

## **Supervision**

I ensure consistent application of operational, financial, and human resource standards, processes, and policies. I budget and monitor expenditures.

I provide strategic direction, leadership, supervision, scheduling, and guidance for employees in the unit. I am responsible for employee selection and retention; I hire, train, mentor, and evaluate performance. I set expectations and allocate assignments. I am responsible for and encourage professional development.

I prioritize, direct, delegate, and monitor unit workflows and activities to ensure efficient and timely completion of assignments and goal achievement. I am responsible for effective use of the Library's resources and equipment and continually assess and improve unit processes and systems.

# Community Engagement & Learning Services

## Assistant Manager-Programs

**Reports to:** Community Engagement & Learning Services Manager

### **Expertise**

I am responsible for scheduling and routine supervision of employee in the Community Engagement & Learning Services unit. I work closely with the Manager to support the unit's strategic staffing needs, through hiring, selection, orientation and training, and ongoing professional development. I make management decisions in the absence of the Manager.

I participate in initiating partnerships and enhancing the Library's relationships with key stakeholders aligned with the Library's strategic plan.

I play a key role in the Community Engagement Unit's strategic directions planning and in the development and implementation of Library-wide policies, processes, and initiatives.

I provide leadership support for creation and delivery of the Library's programming. I coordinate library-wide programming and develop, gather, and analyze evaluation data to make improvements.

I assist in resolving complex community engagement issues.

I provide front-line service an average of 6-8 hours per week in various locations, in order to model best practices and maintain familiarity with customer needs and preferences and with Library content.

### **Teams**

I participate on the Learning Services & Programming Team to review program proposals, align with Library priorities, select and strengthen programs to be presented, identify partners, and decide upon communications strategies.

I participate on the Content Management Team to review usage data, set content budget, review policies, and investigate and make recommendations for new content options.

I may contribute to and collaborate with the Audience Strategist Teams.

I collaborate with the Communications/Marketing Unit to promote and highlight the Library's services and resources, with a distinct focus on promoting programs to potential customers, partners, and the community.

### **Supervision**

I provide daily supervision for the employees in the unit and ensure consistent application of operational, financial, and human resource standards, processes, and policies. I budget and monitor expenditures.

I participate in employee selection and retention; I train, mentor, and contribute to performance evaluation. I set daily expectations and allocate assignments. I am responsible for and encourage professional development.

I prioritize, direct, delegate, and monitor initial workflow and activities to ensure efficient and timely completion of assignments and goal achievement. I support effective use of the Library's resources and equipment and continually assess and improve unit processes and systems.

# Community Engagement Librarian/Subject Specialist

**Reports to:** Community Engagement Manager

## **Expertise**

I have excellent communication skills and extensive knowledge of the Library's services, policies, and objectives, as well as with one or more audiences and subject specialties and with Library content.

I employ my skills and knowledge to proactively engage with organizations and individuals providing services that reach my audience, thereby ensuring that Library service is reaching current and new audiences and meet important community needs. This engagement includes participating in community organizations, events, and initiatives; creating and sustaining partnerships; participating on boards, forums and local market research and planning initiatives; and communicating through traditional and new media.

I plan, implement, and assess programs (including events, displays, online content, and other aspects) at the Library and in the community. My engagement with the community enables me to continue successful ongoing programs and to reach new audiences through innovative programs. My emphasis on partnering enables my programs to complement, rather than duplicate, those of other organizations. I actively promote and highlight the Library's services and resources, with a distinct focus on promoting programs to potential customers, partners, and the community.

I stay abreast of and contribute to research, best practices, and innovations within my areas of expertise. I accomplish this by taking advantage of professional development opportunities locally and through regional and national organizations relevant to my fields.

I provide front-line services an average of 8-12 hours a week in various locations, in order to maintain familiarity with customer needs and preferences and with Library content.

I use my audience and subject expertise to evaluate the Library's content and services, proactively making recommendations to keep them relevant. I provide oversight for Library resources and content related to my area(s) of expertise.

## **Teams**

I participate on:

Audience Team (one or more)

Programming Team

I may also be a Unit representative on the Customer Service Team or Content Management Team.

## **Direction and Development**

I am responsible for communicating ideas, issues, and potential solutions to the Community Engagement & Learning Services Manager.

I mentor other Library employees and help them learn specific audience, subject, and content knowledge, as well as processes. Other Librarians and Customer Service Assistants regularly consult me as a resource when they are faced with in-depth customer needs.

I may serve as a person in charge.

# Customer Service Manager

**Reports to:** Associate Director

## **Expertise**

I am responsible for development and implementation of the Library's customer service policies and processes, and for the look and functionality of public service areas, across all Library facilities.

I assure adequate staffing to meet daily and strategic customer service needs at all Library public service points, through hiring, selection, orientation and training, and ongoing professional development.

I gather and analyze data about current Library usage and customer feedback, customer satisfaction, and trends, and use the results to improve processes and ensure services are meeting customer needs and preferences and are aligned with the Library's strategic plan.

I enhance the Library's relationships with key stakeholders and support targeted initiatives. I set the foundation for and lead the creation and delivery of the Library's customer service.

## **Teams**

I convene the Customer Service Team, made up of representative Community Engagement Librarians, Customer Services Associates, Building Services & Security Manager, and representative Materials Handler Associates, with Library Support Group representatives as needed. The Customer Service Team develops training and staff development, recommends policy or process changes, and coordinates implementation of new customer service initiatives.

I participate on the Customer Experience Leadership Team, to coordinate customer service, content management, and community engagement, across Library units.

I collaborate with the Communications/Marketing Unit to promote and highlight the Library's services and resources to customers, partners, and the community, with a distinct focus on customers visiting Library buildings and outreach services.

## **Supervision**

I ensure consistent application of operational, financial, and human resource standards, processes, and policies. I budget and monitor expenditures.

I provide strategic direction, leadership, supervision, scheduling, and guidance for employees in the unit. I am responsible for employee selection and retention; I hire, train, mentor, and evaluate performance. I set expectations and allocate assignments. I am responsible for and encourage professional development.

I prioritize, direct, delegate, and monitor unit workflows and activities to ensure efficient and timely completion of assignments and goal achievement. I support effective use of the Library's resources and equipment and continually assess and improve unit processes and systems.

# Customer Service Assistant Manager

**Reports to:** Customer Service Manager

## **Expertise**

I am responsible for scheduling and routine supervision of employees in the Customer Service unit. I work closely with the Manager to support the unit's strategic staffing needs, through hiring, selection, orientation, training, mentoring, and ongoing professional development, aligned with customer needs and preferences and the Library's strategic plan. I make management decisions in the absence of the Manager.

I provide leadership in initiatives to improve service to current customers and to attract new customers.

I provide front-line service an average of 6-8 hours per week in various locations, in order to model best practices and maintain familiarity with customer needs and preferences and with Library content.

I assist in resolving complex customer service issues.

## **Teams**

I participate in the Customer Service Team to develop training and staff development, recommend policy or process changes, and coordinate implementation of new customer service initiatives.

I collaborate with the Communications/Marketing Unit to promote and highlight the Library's services and resources to customers, partners, and the community, with a distinct focus on customers visiting Library buildings and outreach services.

## **Supervision**

I provide daily supervision for the employees in the Customer Service unit and ensure consistent application of operational, financial, and human resource standards, processes, and policies.

I participate in employee selection and retention; I train, mentor, and contribute to performance evaluation. I set daily expectations and allocate assignments. I am responsible for and encourage professional development.

I prioritize, direct, delegate, and monitor Customer Service unit workflow and activities to ensure efficient and timely completion of assignments and goal achievement. I support effective use of the Library's resources and equipment and continually assess and improve unit processes and systems.

I budget and monitor expenditures.

# Senior Customer Service Associate

**Reports to:** Customer Service Manager

## **Expertise**

I provide excellent and consistent assistance to patrons and employees. I am the public face of the Library and am responsible for insuring that customers receive the best public service as I help them navigate and utilize the Library's physical and digital content, services and spaces. I maintain positive relationships with Library professionals who direct and guide my daily work and with customers and the community.

In my daily work, I may:

- Work at different Library service points and locations.
- Be a concierge who greets and assists visitors
- Help customers locate, check out, and place holds on materials
- Create and update customer accounts and resolve issues with accounts.
- Help customers find answers to their questions – in person, on the phone, or online.
- Provide clerical assistance in projects and daily routines
- Register patrons for programs
- Assist Librarians with programming and training for the public and employees
- Create and maintain displays and publicity materials
- Create content for social media posts, photos, reading lists, webpages, etc.
- Participate in team and group work developing new services, policies or processes, or other special projects
- Have a demonstrated interest, advanced skills and experience in working with at least one audience (children, teens, adults, or special groups) or subject specialization

In fulfilling my daily responsibilities I strive to embody the Library's values of inclusiveness, accessibility, respect, lifelong learning, integrity, service, and freedom of expression.

## **Teams**

I serve on an Audience Service Team (Children, Teen, Adult, Special). I may represent the unit on the Customer Service Team.

I am a regular contributor to Library-wide communications and discussions and a voice representing the needs and interests of customers and employee with whom I work.

## **Direction and Development**

I assist the Customer Service Manager, Audience Strategists, and others as directed. Along with my daily tasks, I may be asked to develop needed expertise in specific audience or service areas and I pursue training and education to meet that goal as well as any other needs as directed by my manager. I may be asked to assist in the training of other employees or to share my expertise with others.

I am responsible for communicating ideas, issues, and potential solutions to the Customer Service Manager.

# Customer Service Associate

**Reports to:** Customer Service Manager

## **Expertise**

I provide excellent and consistent assistance to patrons and employees. I am the public face of the Library and am responsible for insuring that customers receive the best public service as I help them navigate and utilize the Library's physical and digital content, services and spaces. I maintain positive relationships with Library professionals who direct and guide my daily work and with customers and the community.

In my daily work, I may:

- Work at different Library service points and locations.
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- Help customers locate, check out, and place holds on materials
- Create and update customer accounts and resolve issues with accounts.
- Help customers find answers to questions – in person, on the phone, or online.
- Provide clerical assistance in projects and daily routines
- Assist in maintaining displays and publicity materials
- Register patrons for programs
- Participate in team and group work developing new services, procedures or policies

In fulfilling my daily responsibilities I strive to embody the Library's values of inclusiveness, accessibility, respect, lifelong learning, integrity, service, and freedom of expression.

## **Teams**

I may represent the unit on the Customer Service Team.

I am a regular contributor to Library-wide communications and discussions and a voice representing the needs and interests of customers and employees with whom I work.

## **Direction and Development**

I assist the Customer Service Manager, Audience Specialists, and others as directed. Along with my daily tasks, I may be asked to develop needed expertise in specific audience or service areas and I pursue training and education to meet that goal as well as any other needs as directed by my manager. I may be asked to assist in the training of other employees or to share my expertise with others.

I am responsible for communicating ideas, issues, and potential solutions to the Customer Service Manager.

# Content Services Manager

**Reports to:** Associate Director

## **Expertise**

I am responsible for implementation of the Library's content and access strategies, developed in consultation with the Content Management Team. I gather and analyze data about Library content usage, customer satisfaction, and trends to inform analysis and process improvement.

I oversee all aspects of management of the physical collection in all Library locations, including selection, acquisition, cataloging, preparation of materials for circulation, shelving, repair and replacement, and weeding.

I take the lead in selecting, licensing, and creating easy access to digital content.

I support the Library's digitization initiatives, helping set priorities, creating metadata architecture to ensure easy access, carrying out digitization processes, and maintaining database quality.

I enhance the Library's relationships with key stakeholders and support targeted initiatives. I set the foundation and lead the creation and delivery of the Library's content services for all service points.

## **Teams**

I convene the Content Management Team, with members including Content Management Assistant Director, Selectors, Audience Strategists, Community Engagement & Learning Services Assistant Manager-Programs, Community Engagement Librarians/Subject Specialists, and representatives from the Library Support Group, if needed. The Content Management Committee reviews usage data, recommends budget priorities, reviews policy, and explores and recommends new content options.

I participate on the Customer Experience Leadership Team.

I collaborate with the Communications/Marketing Unit to promote and highlight the Library's content services and resources to customers, partners, and the community.

## **Supervision**

I ensure consistent application of operational, financial, and human resource standards, processes, and policies. I budget and monitor expenditures.

I provide strategic direction, leadership, supervision, scheduling, and guidance for employees in the unit. I am responsible for employee selection and retention; I hire, train, mentor, and evaluate performance. I set expectations and allocate assignments. I am responsible for and encourage professional development.

I prioritize, direct, delegate, and monitor unit workflow and activities to ensure efficient and timely completion of assignments and goal achievement. I support effective use of the Library's resources and equipment and continually assess and improve unit processes and systems.



# Content Services Assistant Manager

**Reports to:** Content Services Manager

## **Expertise**

I am responsible for scheduling and routine supervision of staff within the unit. I work closely with the Manager to support the unit's strategic staffing needs, through hiring, selection, orientation and training, and ongoing professional development. I make management decisions in the absence of the Manager.

I initiate and supervise Content Management employees in providing content aligned with customer needs and preferences and the Library's strategic plan. I support initiatives to improve service to current customers and to attract new customers. I assist in resolving complex content issues.

I provide front-line service 6-8 hours per week in various locations, in order to model best practices and maintain familiarity with customer needs and preferences and with Library collections.

I participate in planning, development, and implementation of the Library's content and access strategies, selection of physical and digital content. I gather and analyze data about Library content usage, customer satisfaction, and trends to inform analysis and process improvement.

I enhance the Library's relationships with key partners and support targeted initiatives. I set the foundation and lead the creation and delivery of the Library's content services for all service points.

## **Teams**

I participate in the Content Management Team to review usage data, recommend budget priorities, review policy, and explore and recommend new content options.

I collaborate with the Communications/Marketing Unit to promote and highlight the Library's content services and resources to customers, partners, and the community.

## **Supervision**

I provide daily supervision for the employees in the unit and ensure consistent application of operational, financial, and human resource standards, processes, and policies. I budget and monitor expenditures.

I participate in employee selection and retention; I train, mentor, and contribute to performance evaluation. I set daily expectations and allocate assignments. I am responsible for and encourage professional development.

I prioritize, direct, delegate, and monitor unit workflow and activities to ensure efficient and timely completion of assignments and goal achievement. I support effective use of the Library's resources and equipment and continually assess and improve unit processes and systems.

# Content Services Selector

**Reports to:** Content Services Manager

## **Expertise**

I have excellent communication skills and extensive knowledge of the Library's services, policies, and objectives, as well as with one or more audiences and subject specialties and with Library content.

I employ my skills and knowledge to select Library content, physical and digital, to meet the needs and preferences of current and new audiences and meet important community needs. I evaluate the Library's content, proactively making recommendations to keep it relevant. I provide oversight for Library resources and content related to my area(s) of expertise.

I stay abreast of and contribute to research, best practices, and innovations within my areas of expertise. I accomplish this by taking advantage of professional development opportunities locally and through regional and national organizations relevant to my fields.

I provide front-line services an average of 6-8 hours a week in various locations, in order to maintain familiarity with customer needs and preferences and with content.

I may participate in community organizations, events, and initiatives; on boards, forums and local market research and planning initiatives; and communicate through traditional and new media.

I may participate in reviewing and updating content in support of programs (including events, displays, digital content, and other aspects) at the Library and in the community. My emphasis on partnering with public service units in the Library enables me to select content to enhance Library and partnership initiatives. I actively promote and highlight the Library's services and resources, with a distinct focus on promoting programs to potential customers, partners, and the community.

## **Teams**

I participate on:

- Content Management Team
- Audience Team (one or more)

I may also be a Unit representative on the Customer Service Team.

I may be consulted by the Programming Team.

## **Direction and Development**

I am responsible for communicating ideas, issues, and potential solutions to the Content Services Manager.

I mentor other Library employees and help them learn specific audience, subject, and content knowledge, as well as processes. Audience Specialists, Community Engagement Librarians, and Customer Service Assistants regularly consult me as a resource when they are faced with in-depth customer needs.

# Content Services Senior Materials Handler Associate

**Reports to:** Content Services Manager

## **Expertise**

I am responsible for efficiently and accurately returning Library materials to their proper location. I provide expertise in two or more content management areas (processing of new materials, check-in of periodicals, materials evaluation and repair, digitization, interlibrary loan, or location of materials).

My daily work assignments vary based on the needs of the unit. I may assist with routine tasks, undertake special projects, and participate in teams or groups.

In my daily work, I may:

- Work at different Library service points and locations
- Complete tasks in the Materials Handler job description, including shelving of materials
- Prepare new materials for circulation
- Check-in newspapers and periodicals
- Evaluate and repair Library materials
- Digitize content
- Process interlibrary loan transactions
- Search for materials needing attention
- Pull materials from weeding lists
- Shelf Library materials
- Provide directional assistance to Library patrons
- Provide assistance for projects and daily routines, including data entry

In fulfilling my daily responsibilities I strive to embody the Library's values of inclusiveness, accessibility, respect, lifelong learning, integrity, service, and freedom of expression.

I share ideas with and report areas of concern to my Manager. I work closely with Selectors to identify and prepare materials to be removed from the collection due to condition.

## **Teams**

I am a regular contributor to Library-wide communications and discussions and a voice representing the needs and interests of the public and employees with whom I work.

I may participate as a member of the Customer Service Team.

## **Direction and Development**

I seek out appropriate opportunities to continue my development as a Library employee.

I may be asked to assist in the training of other employees or to share my expertise with others.

Along with my daily tasks, I may be asked to develop expertise in working with one or more specific content areas and pursue training and education to meet that goal.

# Content Services Materials Handler Associate

**Reports to:** Content Service Manager

## **Expertise**

I am responsible for efficiently and accurately returning Library materials to their proper locations. I maintain the Library stacks in a condition that assures customers and other employees can find desired items.

When I am working in the public areas of the Library, I provide directional assistance to Library patrons and refer them to Customer Service employees for further help.

In my daily work, I may:

- Work at different Library service points and locations
- Shelve Library materials
- Pick up materials left by patrons
- Attend the sorter
- Pull materials to fulfill customer holds
- Read shelves to make sure materials are in order
- Shift Library collections
- Process new/discarded/ materials
- Search for lost/missing/claimed items
- Pull unclaimed holds
- Provide directional assistance to Library patrons
- Assist with special projects

In fulfilling my daily responsibilities I strive to embody the Library's values of inclusiveness, accessibility, respect, lifelong learning, integrity, service, and freedom expression.

I share ideas with and report areas of concern to my Manager. I report areas of the collection with space issues and identify materials with condition issues. I am a regular contributor to system wide communications and provide feedback.

## **Teams**

I am a regular contributor to Library-wide communications and discussions and a voice representing the needs and interests of the public and employees with whom I work.

## **Direction and Development**

I seek out appropriate opportunities to continue my development as a Library employee.

I may be asked to assist in the training of other employees or to share my expertise with others.

# Staff Development Specialist

**Reports to:** Human Resources Manager

## **Expertise**

I am the expert on best practices in staff development at the Library. I work closely with Administration, Unit Managers, and Audience Strategists to design, implement, and assess staff development activities for all employees in support of the Library's strategic objectives. Activities include orientation and other onboarding strategies, training for specific library tasks, ongoing job-embedded development opportunities within the Library, as well as external learning opportunities.

I have excellent communication skills and extensive knowledge of the Library's services, policies, and objectives. I observe front-line services on a regular basis in various locations, in order to retain familiarity with customer needs and preferences and with training and development priorities. I use my assessment expertise to analyze the impact of learning activities and make improvements.

I employ my skills and knowledge to proactively engage with organizations and individuals providing staff development, thereby ensuring that employees are prepared to provide excellent service, engage with the community to meet important community needs and Library priorities, and reflect on their practice.

My engagement with the local community and with staff development experts nationally enables me to develop innovative staff development programs that complement, rather than duplicate, those of other organizations.

I stay abreast of and contribute to research, best practices, and innovations in staff development. I accomplish this by taking advantage of professional development opportunities locally and through regional and national organizations relevant to my field.

## **Teams**

I participate on:

Customer Service Team

Learning Services & Programming Team

I may also be a Unit representative on Audience Teams (Children, Teens, Adults, Special Audiences) and others as needed.

## **Direction and Development**

I am responsible for communicating ideas, issues, and potential solutions to the Human Resources Manager.

I mentor other library employees and help them learn specific staff development tools and strategies. Administrators, Managers, Audience Specialists, and others regularly consult me as a resource.

I may serve as a person in charge.

# Writer & Online Content Specialist

**Reports to:** Communications & Marketing Manager

## **Expertise:**

I have excellent communication skills and extensive knowledge in creating and coordinating online content, including newsletters, social media, blogs, and content management systems (particularly Drupal.)

I am broadly knowledgeable about library policies, services, programs, and strategic directions.

I am an excellent writer and copyeditor and employ my writing skills to tell the Library's story and create original content in all forms to support Library programs, services, and resources and to engage a variety of audiences. I also work on internal initiatives such as grant applications, style guides and manuals, and staff communications.

I have great organizational skills to support the coordination of staff-created content. I work with staff across the Library to ensure continuity across all content. I model best practices in developing and creating content, copyedit staff-created content, and teach staff how to write online content. I help develop and execute strategies for keeping content fresh and relevant across all mediums, including print, web, and social media. I coordinate regular review of staff-created content to assure it is accurate, up-to-date, and useful.

I am familiar and comfortable working with a content management system (particularly Drupal.) I have working knowledge of HTML and CSS and am able to edit code for displaying webpages and electronic newsletters. I keep up with current technology and best practices for website usability and design. I contribute to the overall strategy for website organization and design.

## **Teams:**

I participate on teams as needed. I may be called upon to be the Unit representative on the Learning Services and Programming Team.

## **Supervision:**

I am responsible for communicating ideas, issues, and potential solutions to the Communications & Marketing Manager. I assist the Communications & Marketing Manager and Web Administrator as directed.

## **Education**

Bachelor's degree in English, journalism, or related communications field.

## **Experience**

Experience with professional writing, copyediting, and working with content management system required.

Portfolio required.

## **Certification**

None

## Planning Steps in New Service Model

	Date	Activity
✓	2012	Strategic Planning including customer survey, futures planning, staff input, etc.
✓	2012-2013	Renovation planning, focus group participation and identification of customer needs for the future.
✓	Jul 2013	Communication & Marketing Department established; Michael Hoerger hired.
✓	May 2014	Teen and Digital Creativity Department created; Kevin MacDowell hired.
✓	Spr/Sum 2014	Multiple resignations, retirements among staff.
✓	Spring 2014	Brainstorming with managers to discuss service models to better meet customer needs.
✓	Jun 2014	Managers discuss strengths, weaknesses, opportunities, and threats in current service model/organizational structure.
✓	Jul -Aug 2014	"Thinking Different About the Future" sessions with Cheryl Gould and all staff.
✓	Aug 2014	Lint pages launched to communicate about service model planning including these documents: a FAQ, MCPL service model vision, a staff comment/question form.
✓	Aug 2014	New Service Model Vision created from "Thinking Different" discussions with staff.
✓	Aug 28, 2014	Managers discuss a model for centralizing ready reference and circulation.
✓	Sep 2014	Lint pages added. Pages for ideas submitted by staff and library data added.
✓	Sep 4, 2014	First Brown Bag Lunch for all staff to discuss service models.
✓	Sep 2014	Managers grouped broad processes into logical functional groups.
✓	Sep 2014	Managers explored various library organization structures and planning processes.
✓	Sep 2014	Develop guiding principles: identify/agree upon/share with staff.
✓	Oct 2014	Managers further refined functional group structure.
✓	Oct 2014	Managers held all-day retreat and selected one service model for further development. Management structure, analysis of volume of activity, and staffing levels needed in each area were identified.
✓	Nov 2014	Managers analyzed activities within key jobs and developed job overviews.
✓	Dec 2014	Share new service model with employees for feedback. Five open meeting sessions held. Documents added to Lint: New service model concept proposal, job overviews, and planning steps.
Ongoing	Dec 2014	Post FAQ from open meetings. Continue to update FAQ as new questions emerge.
Ongoing	Dec 2014	Transition planning begins.
✓	Dec 2014	Begin development of skills assessment instrument.
	Jan 2015	Associate Director position posted nationally
✓	Jan 2015	Complete development of job descriptions for each changing or new position, including certification requirements. Identify pay grades for each position.
✓	Jan 2015	Gather and analyze library data and determine number of staff needed in each position.
✓	Jan 2015	Analyze budget requirements of new structure.
✓	Jan 2015	Develop salary schedule.
	Jan 2015	Share pay schedule with LMC, incorporate feedback as possible.
	Jan 2015	Post job descriptions including certification requirements, pay grades, to Lint.
	Jan 2015	Share new service model with Board. Obtain approval for new salary schedule.
	Jan 2015	Managers and coordinators take skills assessment and select unit preferences.
	Jan 2015	Select managers, audience strategists, and assistant managers.
	Jan 2015	Share manager/assistant manager/audience strategist placement with staff.

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	Jan-Feb 2015	Introduce assessment and provide instruction and next steps at all-staff meeting(s). Job descriptions, pay grades and schedule as well as management structure is in place and shared.
	Feb 2015	Employees complete skills and strength assessment and select unit/role preferences.
	Feb 2015	Managers meet one-on-one with employees to discuss strengths, skills and preferences.
	Feb 2015	Managers finalize employee assignments.
		Managers identify staff development and specific training needs and timelines for delivery identified through staff feedback and assessment process.
		LINT updates to include new unit structure and assignments.
		Identify and procure any tools or equipment needs in new structure.
		Employee seating/space planning.
		Budget line assignment changes to identify new units and staffing.
		Email distribution lists created for easy communication for units and teams.
Ongoing		Unit team-building, training, and staff development across the library.
		LINT updates to include: overall new look for departments, staff changes: room changes, employee contact numbers, space changes, emergency contact information & procedures (who calls whom, who's responsible, emergency procedures, evacuation), etc.
		Staff move to new positions, new structure in place.
Ongoing		Assessment and evaluation of new structure and delivery of service.