

Recruiting and Developing a Library Staff

DURING the past two years the Louisiana State University Library has received many inquiries regarding its classification and pay plan for the library staff. The purpose of this article is to describe this plan and to show how it has been developed to create conditions which it is hoped will be favorable to attracting a staff member of high quality to the library's service.

Administration

All matters relating to personnel for the student, clerical, and professional staffs are centralized in the office of the assistant to the director. Prospective student assistants are interviewed in this office, referred to library supervisors, and, if satisfactory, assigned to positions in the main and branch libraries. Members of the clerical staff are employed through civil service in accordance with regulations established by state law. The assistant to the director has also the primary responsibility for selecting and recommending professional staff appointments and for administering the personnel policies.

Selection

When a vacancy occurs the assistant to the director and the head of the department concerned prepare a description of the general character of the position to be filled, the duties to be performed, and the qualifications considered necessary in the person appointed. If the vacancy is in a branch library, the opinion of the dean or director

of the college, school, or department concerned is usually requested. The description of the position of librarian of the college of education library, reproduced in Form I, is an example.

FORM I

Librarian of the College of Education Library Louisiana State University

The college of education library, containing some six thousand volumes, serves the faculty, graduate students, and undergraduates in the college, which includes the department of health and physical education. One of eleven branch units on the campus, it is administered by the main library. The staff consists of a trained librarian and student assistants.

Duties

1. To assist students in the college to locate and select materials and to use indexes, bibliographies, etc.
2. To serve as a member of, and secretary to, the library committee of the college, assisting in the selection of materials and the preparation of orders.
3. To prepare bibliographies of educational materials for various persons and agencies, particularly teachers and administrators in Louisiana schools.
4. To assemble and to supervise the use of materials for various graduate courses, particularly workshops and short courses during the summer term.
5. To advise with graduate students who are doing study and research in the fields of education and health and physical education.
6. To keep statistics and compile reports on library use.
7. To supervise student help.

Qualifications

1. Professional.

a. Graduation from an approved college or university, with a major in the field of education; advanced work in education is desirable, but not essential.

b. One year of training in an accredited library school.

c. Experience in school, college library, or reference work is highly desirable.

2. Personal.

a. Ability to secure the confidence of students and faculty members served by the library.

b. Initiative and dependability.

Salary and Status

1. Salary range, \$2400-\$3400.

2. Automatic increases of \$100 every other year; possible merit increases for work of outstanding quality.

3. Senior librarian status, with the equivalent academic rank of instructor.

Date _____

The job description has a threefold function: (1) it helps the officer in the library school or other placement agency from which recommendations are solicited to suggest suitable and qualified people for the position; (2) it tells the applicant frankly and fairly what is expected of the librarian and what he may expect in terms of salary, status, and promotion; (3) it helps the librarian to decide, when applications are received, whether or not a candidate is fitted

for the particular position. One additional item which facilitates comparison of the qualifications of several candidates is the biographical data sheet which each candidate is requested to submit. This form includes the usual vital statistics, together with information about experience and publications.

During the course of the normal correspondence between the assistant to the director and the candidate who is selected to fill a position, many of the applicant's questions regarding status, salary, and possibilities for promotion are answered adequately. But the total picture of his privileges and responsibilities as a member of the staff is presented only in the staff code, a copy of which he receives when he reports for work.

The Staff Code

The *Revised Policies Governing the Classification, Compensation, Tenure, and Leaves of Absence of the L.S.U. Library Staff as approved by the Board of Supervisors, May 26, 1947* (hereinafter referred to as the staff code) classifies library positions under five grades or ranks: assistant, junior librarian, senior librarian, assistant librarian, and associate director. Because of the difficulty of correlating exactly the requirements and responsibilities of the li-

TABLE I
Library Rank, Compensation, and Equivalent Academic Rank

Library Rank	Salary Scale	Equivalent Academic Rank
Assistant (subprofessional)	\$1600-1900	
Junior Librarian	2000-2300	Assistant
Senior Librarian	2400-3400	Instructor
Assistant Librarian	3100-4100	Assistant Professor
Associate Director	4200-5200	Associate Professor

brary staff with those of the teaching faculty, the relationship between library and teaching ranks is expressed in terms of "equivalent academic rank." The purpose underlying this arrangement is to identify the library staff with the teaching rather than with the administrative or clerical staff.

The precise requirements, responsibilities, and remuneration for each position on the staff cannot, of course, be specified in the code. However, certain minimum requirements for each grade are set forth, together with a general statement of the degree of responsibility to be assumed and the salary range. Positions requiring similar preparation and imposing similar obligations are grouped in a given rank. Variations for individual positions within a rank are matched by corresponding salary gradations within the range for that rank.

The first, a subprofessional rank, is designated library assistant. An assistant must be a college graduate who has had some previous library experience, special subject training, or some formal courses in library science, but who does not have a degree in library science. As a rule, an assistant is assigned duties of a routine character and is given considerable supervision, although he may be given a more responsible position if he has had extensive library experience or advanced work in a subject field. The special privileges afforded assistants to pursue a course in library science are discussed later.

Staff members in the first professional rank hold the title of junior librarian. For the most part, they come to their positions directly from library school and are assigned where their first years of work can be carefully supervised.

The senior librarians constitute the majority of the staff. They are the experienced librarians who are responsible for

performing most of the professional operations which are referred to collectively as library service. They may have some supervisory responsibilities, particularly with regard to student help. For certain types of senior positions, subject specialization to the level of the M.A. degree may be considered as important or more important than library experience.

On the administrative level are the heads of the various departments, with the rank of assistant librarians. They are required to hold at least the master's degree, either in library science or in a subject field, and to have had varied experience in college or university libraries.

The responsibility for coordinating larger units of service (e.g., public service and technical processes) rests on the associate director and the chief of technical processes, both of whom hold the equivalent academic rank of associate professor. The minimum requirements for these positions include the master's degree and extensive experience in college and university libraries of recognized standing.

An analysis of the salary ranges in Table I reveals something of the theory on which the personnel plan is based. It will be noted, for example, that the range for junior librarians is relatively short. Through biennial automatic increases of \$100, which are specified for all librarians with the rank of junior librarian or above, a junior librarian will reach the maximum for his grade at approximately the same time that his experience will justify promotion to the next rank. It is assumed that a staff member at the junior level who does not merit promotion after reaching the maximum for his grade is probably not worth retaining on the staff. The importance of a longer range for senior librarians is perhaps obvious. The opportunity for promotion from this rank to upper levels is restricted by the

* TABLE II
Comparison of Faculty-Library Staff Tenure Provisions

Equivalent Rank	Initial Appointment	Renewal	Tenure
Assistant Junior Librarian	1 year 1 year	Annually Annually	None None
Instructor Senior Librarian	1 year 1 year	Annually Annually for 3 years	None Of indeterminate dura- tion after 3 years
Assistant Professor Assistant Librarian	Stipulated for no longer than 3 years Not to exceed 3 years		None Of indeterminate dura- tion after term of initial appointment
Associate Professor Associate Director	May be for stipulated term May be for stipulated term		Of indeterminate dura- tion after term of initial appointment, if stipu- lated Of indeterminate dura- tion after term of initial appointment, if stipu- lated

fact that there are at present only four major departments in the library which are headed by assistant librarians. In order to retain the services of the seniors, the library must offer other inducements. One of these is the prospect of continued salary advancement over a period of years.

The inflexibility of salary schedules is one of the drawbacks of classification and pay plans. For staff members with the rank of assistant librarian or higher, this inflexibility is offset by special provisions which are discussed under:

Promotion

Tenure is provided in the code wherein provision is made for the appointment of senior librarians, assistant librarians, and associate directors for indefinite terms. First appointments to each rank may be for limited terms, but reappointments following are considered as for indefinite terms. More liberal provisions of tenure

for librarians as compared with the teaching faculty (Table II) is justified on the ground that there is very limited opportunity for appointees below the equivalent academic rank of associate professor attaining a rank where the provisions of teaching tenure apply.

Members of the library staff, like members of the teaching faculty, have their choice between two retirement systems. The university retirement plan provides for automatic retirement and a pension at the age of seventy, the amount depending on length of service and annual salary. The optional plan is membership in the Louisiana Teachers' Retirement System, which is based on contributions by the staff member matched by university funds.

The code states that annual leave and sick leave benefits "shall be the same as for the teaching and research staffs." Staff members who have worked a full year are entitled to thirty calendar days of annual

leave. Librarians who have been on the staff for less than a year are granted annual leave on a pro rata basis. All staff members have, in addition, sixteen university-wide holidays.

The amount of sick leave due staff members varies with the length of their service. The minimum is thirty days with full pay during any fiscal year and not more than sixty days during the first five-year period of employment. Those who have served over fifteen years may be granted as much as six months' sick leave with full pay during the fourth five-year period of employment, and during each succeeding five-year period. Any additional time required may be recommended as leave without pay.

Special Study Provisions

As indicated previously, the staff code provides for the appointment of subprofessional workers with the rank of library assistant. In most cases, the assistants are college graduates who plan to enter the library profession. The policies which have been set up, and which are reproduced in Form II, indicate the nature of the plan.

FORM II

Policies Concerning the Position Classification Library Assistant

Recognizing that there are many routine duties in a large university library which are neither strictly professional nor strictly clerical in nature and which might be performed by persons with a general rather than a specialized education, the L.S.U. Library has established the position classification of "assistant." The minimum qualifications for assistants as stated in the library code are: graduation from a recognized college or university; library experience or some formal courses in library science.

Although assistants do not have professional status with equivalent faculty ranking, they are regular members of the library staff, entitled to full sick leave and annual leave privileges. In addition, assistants who wish

to take work in the library school leading to the B.S. in L.S. degree are permitted to enroll for a maximum of six credit hours during any regular semester and for a maximum of four credit hours during any summer session. Assistants taking advantage of this opportunity for study will be allowed a maximum of six hours off each week on library time and will be scheduled to work a minimum of thirty-three hours per week during the regular hours of the departments to which they are assigned. Assistants who do not enroll in the library school will be scheduled to work thirty-nine hours per week.

Assistants carrying the maximum load indicated above could complete the work for the B.S. in L.S. degree in two years, including summer sessions. No assistant should attempt to complete the course in a shorter period of time. It should be clearly understood that anyone accepting an appointment as an assistant accepts the obligation to uphold the standards of service maintained by the department to which he is assigned. The work of assistants will be rated regularly in the same manner as that of professional members of the staff, and these ratings will become part of the assistant's personnel record.

Assistants will be used primarily in public service departments where they will serve as loan desk attendants. They may also be used in technical processes where the work requires a broader training than that of a clerical assistant and where the primary task is not typing.

The employment of library assistants has a threefold purpose. In the first place, it provides the library with intelligent, interested people who are able to perform many routine duties more satisfactorily and with less training than high-grade clerical help and thereby relieve the professional staff of some of its routine work. Second, it serves as a recruiting device by means of which college graduates may be introduced to the profession. Third, it encourages and aids students who might otherwise be unable to attend library school because of financial inability.

Continued study by members of the pro-

professional staff is stimulated and encouraged by various means. The personnel policies which supplement the code state that a staff member may, with the approval of his department head, enroll for one class related to his work, with the time for class meetings being deducted from his regular schedule of thirty-nine hours per week. The tendency has been for staff members to take courses in foreign languages which benefit both the library and the individual librarian.

The university regulations governing sabbatical leave for the teaching staff apply to all members of the library staff of the rank of assistant librarian or higher. Such staff members may, upon the completion of six consecutive years of service, be granted twelve months' leave with one-half pay, or six months' leave with full pay, for "study, research, or other equally meritorious pursuit."

The third type of study provision is the "shorter leave," mentioned in the staff code as follows, "Shorter leaves with pay may be granted to any member of the library staff for the purpose of advanced study. The maximum period for such shorter terms shall be two months, exclusive of the regular annual vacation leave." The terms are more adequately defined in the following policy:

The term "advanced study" shall be interpreted to include individual research and travel for professional observations, as well as attendance at formal school sessions.

Requests for leave, together with plans for study or research projects, shall be submitted to the library council before the university library budget is submitted to the university administration (February 1).

Provisions shall be made in the annual budget for substitutes, when necessary, for those granted leaves.

Staff members are encouraged, by being allowed time off and, when possible, by financial assistance, to attend meetings of the various professional associations.

Staff Ratings

Periodic objective rating of staff members is as essential in university libraries employing a considerable number of people as is the testing of the teaching ability of the faculty. To judge fairly when to promote staff members and to use their effort most effectively, that effort must be evaluated in the work it is doing. The delegation of duties to department heads carries with it recognized responsibilities, and outstanding among these is a proper evaluation and use of the staff working under their supervision.

The rating scale used at the Louisiana State University Library is an attempt to refine the subjective over-all judgments that every department head or supervising officer must and does make of those he supervises. The difficulty of applying any one scale to a variety of positions was recognized, but it was felt that a rating form adapted to each position would be too time-consuming to fill out, interpret, and keep to date. The rating scale finally adopted included a graduated rating (poor to superior) of twelve factors: ability to follow instructions, accuracy, cooperativeness, initiative, job knowledge, judgment, loyalty, organization of work, professional spirit, quantity of work done, reading habits, and relationships with people. Lack of uniformity of standards among raters is reduced by a careful observance of the instructions on the rating form, by the definition of factors, and by experience and practice in rating. The rating form provides for four consecutive ratings on a single sheet as is evidenced by the copy reproduced in Form III. The back of the rating form provides space for additional comment, the name and title of the rater, and the date of the rating. All ratings are held confidential in the office of the director. They are used to disclose the need for change, which might take the form of promotion, transfer, or dismissal.

The following ratings are based on a studied review of staff member's performance during the periods:

(A) From _____ to _____ (B) From _____ to _____ (C) From _____ to _____ (D) From _____ to _____

INSTRUCTIONS

- Use utmost deliberation and your own judgment.
- Disregard your general impression of staff member and concentrate on one factor at a time.
- Study carefully the definitions for each factor and analyze the specifications for each degree. If specification adequately fits, use lower numeral. If definitely better than lowest but doesn't quite measure up to next lower degree, use higher numeral.
- As you consider each factor, call to mind instances that are typical of the staff member's work and actual performance. Keep notes between ratings.
- Insert an "X" in squares A, B, C, and D for each rating under the numeral merited. Place numerical score for each factor for each rating in columns at right. Total score vertically, giving grand total score in lower right-hand corner.
- Complete the reverse side for each rating.

FACTORS	POOR		FAIR		GOOD		EXCELLENT		SUPERIOR		PERIOD			
	1	2	3	4	5	6	7	8	9	10	A	B	C	D
ABILITY TO FOLLOW INSTRUCTIONS This factor appraises the staff member's ability to comprehend and execute orders	Often misinterprets and fails to perform work as requested		Repeated instructions necessary to complete task		Carries out instructions adequately		Comprehends readily; follows directions carefully		Comprehends intuitively, interprets and carries out instructions intelligently					
	A B C D	A B C D	A B C D	A B C D	A B C D	A B C D	A B C D	A B C D	A B C D	A B C D				
ACCURACY This factor appraises the accuracy of the staff member's work	Inaccurate				Work usually accurate				Work consistently accurate					
COOPERATIVENESS This factor appraises the staff member's capacity for good team work	Unwilling to cooperate		Goes along passively		Gives limited cooperation		Cooperates freely		Exceptionally fine team work					
INITIATIVE This factor appraises the staff member's capacity for original conception and independent action	Requires constant direction		Rarely makes suggestions		Resourceful to a limited extent		Frequently makes constructive suggestions for library improvement		Keen perception of needs combined with ability to carry through					
JOB KNOWLEDGE This factor appraises the staff member's understanding of all phases of work assigned	Has inadequate knowledge		Just gets by; slow to grasp		Knows work quite well		Thoroughly understands job		Thoroughly understands job and its relation to other library work					
JUDGMENT This factor appraises the staff member's ability to make balanced decisions	Makes poor decisions		Indecisive; disregards important facts		Decisions usually tenable		Good judgment		Sound, mature judgment; makes decisions readily					
LOYALTY This factor appraises the staff member's regard for the best interests of the institution and those connected with it	Loyalty questionable		Apparently loyal		Supports policies of institution		Actively supports policies of institution		Zealously loyal; contributes to morale					
ORGANIZATION OF WORK This factor appraises the staff member's ability to systematize work both as to method and time	Work must be organized for him		Has difficulty in organizing work		Plans work adequately		Organizes work efficiently		Organizes and analyzes work readily, clearly, and intelligently					
PROFESSIONAL SPIRIT This factor appraises the extent to which the staff member keeps abreast of new developments in the library field	Is uninformed		Makes some effort to keep informed		Well-informed		Well-informed and correlates ideas with work done		Exceptionally well-informed and exceptional ability to correlate ideas with work done					
QUANTITY OF WORK DONE This factor appraises the amount of acceptable work done	Low output		A slow worker		Turns out required amount		Usually does more than expected		Output unusually high; exceptionally fast					
READING HABITS This factor appraises the extent to which the staff member reads and knows contents of book	Does not read books		Reads little; does not know books		Knows books in current demand; reads reviews		Reads widely and intelligently		An omnivorous and critical reader					
RELATIONSHIPS WITH PEOPLE This factor appraises the staff member's personality	Arouses antagonism; avoided		Too forward or too backward		Gets along reasonably well		Easy to work with		Friendly and stimulating to work with					
	GRAND TOTAL													

Promotion

The ranking of staff, the salary schedules, and the automatic increases, as revealed to each staff member in the staff code, are satisfactory in that they show each member how he stands and assure him of some additional remuneration for reasonably good work. However, the *Policies Governing Merit Increases* (Form IV) make it clear that promotion from one rank to another or special merit increases are not determined on the basis of length of service. Special knowledge of a technical nature or of a subject, exceptional ability to correlate ideas with the library job at hand, or personality in phases of the work where personal contacts are of paramount importance—these are some of the qualities which a librarian must possess in greater degree than others to warrant a promotion or merit increase. From those members of the staff who have rated "excellent" or "superior" on the rating form are chosen the ones who have contributed the most to the library; these few are recommended for merit increases in the library's budget request.

FORM IV

*Policies Governing Merit Raises for the
Louisiana State University Library
Staff as Approved by the Board
of Supervisors, Dec. 19, 1946*

Merit raises in excess of automatic increases may be granted to individuals of outstanding ability or performance. Such raises shall not be in excess of \$500 per individual per year, shall not increase the library budget for professional services by more than 1 per cent for a given year and, except for the rank of assistant librarian and above, shall not increase an individual's salary above the maximum for his rank.

It should be clearly understood that merit raises are to be granted only to those members of the library staff who have demonstrated by their work at this university that they are outstanding and superior. The staff members recommended for merit increases

will be drawn from those who receive the highest ratings on the "Staff Member's Merit Rating" form. Ratings on this form will be made semiannually during the first year of employment and annually thereafter. No definite quota of merit increases will be given. Each case will be judged individually on the basis of the accepted criteria of excellence.

Recommendations for merit increases shall be submitted by the director of libraries to the dean of the university. The dean of the university shall present all recommendations for merit raises to the university committee on library promotions (dean of the university, dean of the graduate school, and chairman of the university committee on libraries) before they are submitted to the president of the university.

It should be noted that the policies provide for merit increase for assistant librarians (department heads) or higher, in excess of the maximum salary for their rank. This provision is regarded as one of the most important in the merit plan, since it compensates in part for the inflexibility of maximum salary schedules.

Merit recommendations are reviewed by a committee of three as stated above in the policies. Staff members receiving promotions based on merit are informed of this special honor by letter from the president's office.

Conclusion

The foregoing plan, developed over a period of time to meet the situation in a specific institution, is based on certain assumptions or principles. These principles could apply rather generally to university libraries and are sufficiently important to merit special mention.

The first of these principles is that if the library is to be an integral part of the educational program, the library staff should be identified with the teaching faculty rather than with the administrative or clerical staff. It is not suggested, however, that

status and remuneration of the teaching faculty can be applied directly to the library staff. The conditions of work, the scholarly qualifications required, the nature of the duties, and the responsibilities involved in the various ranks of the two professions are too different to allow of precise assimilation.

The second principle is that every librarian should know his status in relation to others on the staff and his chances for advancement in salary and promotion in rank.

The third principle is that the work of staff members should be evaluated objectively and that promotion should be based on superiority in terms of the specified criteria.

The fourth and final principle is that the professional growth and development of an individual staff member through formal study and through participation in professional activities has a direct and perceptible

effect on the staff member's ability to contribute to good library service.

The L.S.U. Library personnel plan as embodied in the staff code is by no means static. Since the code was first approved in 1944, supplementary policies such as those described herein have been developed to interpret and clarify its provisions. Last year when the high cost of living made salary adjustments necessary, every member of the professional and subprofessional staff received a substantial cost-of-living increase. More recently, the salary ranges in all classifications above the rank of junior librarian have been extended in order that the library might attract and retain valuable staff members. There is every indication that the code will be subject to further revision and modification to meet the new problems which result from changing conditions in the library and in the profession as a whole.

Changes in Format of *Monthly Catalog*

During the month of July 1947 a survey of all indexing and cataloging procedures of the library of the Division of Public Documents was made by Jerome K. Wilcox, chairman, Committee of Public Documents, American Library Association. As a result, the format of the *Monthly Catalog* beginning with the September 1947 issue is considerably changed. Recognition will be given to the three major approaches in locating government publications: agency, subject, and check list. The main body of the catalog will consist of a list of publications by issuing agency ignoring department. The subject index will be considerably expanded and references will refer to entry or item number rather than page. Under each agency publications will be arranged in check list order, monographs and series with contents, all in one alphabet. In lieu of the *Document Catalogue*, now discontinued, three supplements to the *Monthly Catalog*, 1941-42, 1943-44, 1945-47, will be

published and will include declassified publications and noncurrent publications formerly held for listing in the document catalog. Furthermore, declassified publications will henceforth be listed as received each month in the *Monthly Catalog*, beginning with the May 1947 issue. The first supplement, 1941-42, is ready for publication and the other two should be ready by the first of the year. Thereafter all efforts will be concentrated on making the *Monthly Catalog* a complete comprehensive list of all government publications, printed and processed, whether reproduced at the Government Printing Office or elsewhere. The present plans, for the first time, include listing of field agency publications.

The report made by Mr. Wilcox to the Public Printer concerning the survey is published in the September 1947 issue of the *Monthly Catalog*, which has been distributed. —Fred W. Cromwell, Superintendent of Documents.