5. **STAFF**

The success of virtually every program and service of the library depends upon having a skilled, motivated staff. In order to recruit and retain such a work force, the library must seek out the most qualified candidates, offer competitive salaries and benefits, support ongoing training and professional development opportunities and provide a work environment that ensures equitable treatment for all staff.

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5.1. **Staff: Library Director**

**BENCHMARK:** The library has a director who provides leadership, encouragement and clear communication and supports staff professional development.

<table>
<thead>
<tr>
<th><strong>Essential</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>The director:</td>
</tr>
<tr>
<td>□ Has an MLS from an ALA approved institution. (Libraries with populations of under 5,000 may substitute a library director with substantive and demonstrable training in library science to meet this level.)</td>
</tr>
<tr>
<td>□ Ensures that library staff are trained to provide services that support the strategic plan.</td>
</tr>
<tr>
<td>□ Uses written <a href="#">job descriptions</a> both to hire and to conduct annual performance evaluations.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Enhanced</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>□ Meets Essential level.</td>
</tr>
<tr>
<td>The director:</td>
</tr>
<tr>
<td>□ Creates a written plan for recognizing outstanding effort and achievement by library staff.</td>
</tr>
<tr>
<td>□ Provides written operational expectations for each position.</td>
</tr>
<tr>
<td>□ Implements a written professional development plan for staff that will support the strategic plan.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Exemplary</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>□ Meets Enhanced level.</td>
</tr>
<tr>
<td>□ The director provides resources and technology tools in support of professional development of library staff.</td>
</tr>
</tbody>
</table>
5.2. **Staff: Library Staff**

**BENCHMARK:** A sufficient number of qualified and well-trained staff is available during all library service hours.

- The library is staffed with an appropriate number of MLS librarians and other trained individuals who provide specialized services and support technology use.
- Staff receive orientation training upon employment with the library that includes training on Connecticut state statutes pertaining to libraries, the library mission statement and values of the library.
- Staff are trained in all policies and procedures required by their positions.
- To ensure the safety and security of the of the building, staff and patrons, the library has a minimum of two paid staff members on the main floor or service area plus one staff member on each additional floor or public service area during all hours the library is open.
- Staff are provided with the necessary tools and technology to provide service.
- Staff are trained on all technology used to provide services to patrons.
- The library meets the Essential benchmarks for:
  - FTE staff per 1,000
  - FTE MLS staff per 1,000

### BENCHMARK "ESSENTIAL"

<table>
<thead>
<tr>
<th>Population Groups, Towns/Cities</th>
<th>Up to 5,000</th>
<th>5,000 to 10,000</th>
<th>10,000 to 17,000</th>
<th>17,000 to 25,000</th>
<th>25,000 to 50,000</th>
<th>Over 50,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>FTE Staff Per 1,000 Population</td>
<td>0.6</td>
<td>0.5</td>
<td>0.4</td>
<td>0.4</td>
<td>0.35</td>
<td>0.35</td>
</tr>
<tr>
<td>FTE MLS Staff Per 1,000 Populat</td>
<td>n/a</td>
<td>0.1</td>
<td>0.1</td>
<td>0.1</td>
<td>0.1</td>
<td>0.1</td>
</tr>
</tbody>
</table>

### Enhanced

- Meets Essential level.
- The library is staffed with an appropriate number of MLS librarians and other trained individuals who provide specialized services and support technology use.
- The library employs MLS librarians to oversee programs and services for children, teens and adults.
- The library employs a qualified staff member to coordinate public relations activities for the library.
- Sufficient personnel with expertise in information technology are available to assess, develop/design, administer and maintain library technologies.
- Staff receive training in sensitivity issues including diversity and ability awareness and working with patrons from diverse cultural backgrounds and limited ability to speak English.
- To ensure the safety and security of the of the building, staff and patrons, the library has a minimum of two paid staff members on the main floor or service area plus two staff members on each additional floor or public service area.
during all hours the library is open.

- At least one MLS staff member is on duty during all hours when the library is open.
- The library meets the Enhanced benchmarks for:
  - FTE staff per 1,000
  - FTE MLS staff per 1,000

**BENCHMARK “ENHANCED”**

<table>
<thead>
<tr>
<th>Population Groups, Towns/Cities</th>
<th>Up to 5,000</th>
<th>5,000 to 10,000</th>
<th>10,000 to 17,000</th>
<th>17,000 to 25,000</th>
<th>25,000 to 50,000</th>
<th>Over 50,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>FTE Staff Per 1,000 Population</td>
<td>0.7</td>
<td>0.7</td>
<td>0.6</td>
<td>0.6</td>
<td>0.6</td>
<td>0.5</td>
</tr>
<tr>
<td>FTE MLS Staff Per 1,000 Population</td>
<td>0.1</td>
<td>0.15</td>
<td>0.15</td>
<td>0.18</td>
<td>0.18</td>
<td>0.18</td>
</tr>
</tbody>
</table>

**Exemplary**

- Meets Enhanced level.
- The library employs a qualified staff member to coordinate development and fund-raising and explore opportunities for grants.
- The library is staffed with an appropriate number of MLS librarians and other trained individuals who provide specialized services and support use of technology.

**BENCHMARK “EXEMPLARY”**

<table>
<thead>
<tr>
<th>Population Groups, Towns/Cities</th>
<th>Up to 5,000</th>
<th>5,000 to 10,000</th>
<th>10,000 to 17,000</th>
<th>17,000 to 25,000</th>
<th>25,000 to 50,000</th>
<th>Over 50,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>FTE Staff Per 1,000 Population</td>
<td>1.15</td>
<td>0.9</td>
<td>0.75</td>
<td>0.75</td>
<td>0.75</td>
<td>0.7</td>
</tr>
<tr>
<td>FTE MLS Staff Per 1,000 Population</td>
<td>0.3</td>
<td>0.3</td>
<td>0.3</td>
<td>0.3</td>
<td>0.3</td>
<td>0.3</td>
</tr>
</tbody>
</table>
5.3. Staff: Personnel Policies & Compensation

**BENCHMARK:** To ensure a productive, engaging workplace with equitable treatment and compensation for all staff, an approved personnel policy is available to all staff members.

- **Essential**
  - □ The library provides a written personnel policy with detailed descriptions of job classifications, duties and compensation.
  - □ Entry-level staff salaries meet current [Connecticut Library Association minimum standards](#).
  - □ Library staff receive benefits comparable to those of municipal staff.
  - □ All staff have annual performance reviews.

- **Enhanced**
  - □ Meets Essential level.
  - □ Entry-level staff salaries exceed current Connecticut Library Association minimum standards.

- **Exemplary**
  - □ Meets Enhanced level.
  - □ Salary, benefits and hours are comparable to other positions in the community that require similar education and responsibilities.
5.4. Staff: Staff Safety

**Benchmark:** The library maintains a safe work environment for the staff.

**Essential**
- Announcements can be heard in all areas of the library.
- The Emergency Preparedness plan is available in writing to all library staff and volunteers. (See Facilities – Safety/Security/Emergency Preparedness.)
- Library staff are trained on safety and emergency procedures.
- Library volunteers are trained on safety and emergency procedures.

**Enhanced**
- Meets Essential level.
- The library has an Emergency Preparedness Committee which includes a member of the municipal public safety department.
- The library schedules at least annual training on emergency and safety procedures for library staff members and volunteers.

**Exemplary**
- Meets Enhanced level.
5.5. **Staff: Professional Development**

**Benchmark:** The library delivers valued programs and services through competent, well-trained staff who understand community needs and are committed to high-quality customer service. Staff have the necessary training to provide the best possible patron experience and ensure that patrons have access to all materials and services provided by the library.

### Essential
- Staff are provided paid release time to attend professional development sessions.
- The library provides regular in-house opportunities for staff development.
- The library provides paid release time for staff to participate in professional organization activities and leadership.
- Staff have minimum professional development contact hours per year:
  - Professional staff (full- and part-time) 14 hours
  - Full-time paraprofessional staff 8 hours
  - Part-time paraprofessional staff 4 hours

### Enhanced
- Meets Essential level.
- Each employee has an individual plan for professional development.
- The library pays staff members’ professional development fees.
- The library offers at least a partial tuition reimbursement for staff pursuing bachelor’s or master’s degrees in library science or Library Technical Assistant certificates.
- The library pays professional organization membership fees for the chief library administrator.
- Staff have minimum professional development contact hours per year:
  - Professional staff (full- and part-time) 21 hours
  - Full-time paraprofessional staff 12 hours
  - Part-time paraprofessional staff 8 hours

### Exemplary
- Meets Enhanced level.
- The library pays all costs for staff professional development activities.
- The library offers paid release time for staff pursuing bachelor’s or master’s degrees in library science or Library Technical Assistant certificates.
- The library pays professional organization membership fees for professional full-time staff.
5.6. **Staff: Resources**

Professional Organizations and Membership Information

- [American Library Association (ALA)](#) | [Personal Membership](#)
- [Connecticut Library Association (CLA)](#) | [Membership](#)
- [New England Library Association (NELA)](#) | [Membership](#)
- [Public Library Association (PLA)](#) | [Membership](#)