



## **Governance, Leadership, and Staffing Policy**

**POLICY:** It is the policy of the Norfolk Public Library (NPL), consistent with the requirements of MGL Ch. 78 and 605 CMR 3.00 and the recommendations of the Massachusetts Board of Library Commissioners (MBLC), that the Board of Library Trustees is its governing body; that the Board appoints a certified Library Director who is responsible for all of its operations; and that staff and volunteers, appointed by the Director, provide library services to patrons.

**DEFINITIONS:** None

### **PROCEDURE:**

#### **Governance**

1. The Board of Library Trustees, as the governing body of the Library, is legally responsible for NPL funding, property, policy, and service.
2. The Board appoints and evaluates a Library Director who is certified as a professional librarian by the MBLC. The Board issues employment contracts to the Director in accordance with Massachusetts General Laws Chapter 78, Sections 33 and 34.
3. The Board delegates to the Director and their designees direct responsibility for NPL personnel, collection development, and operations conducted in accordance with policies approved by the Board.
4. The Board advances the interests of the NPL before local and state officials and by collaborating with the Friends of the Library.
5. The Board develops policy and procedural statements as needed. These statements are reviewed annually. Policies are consistent with Massachusetts General Laws, regulations, and national and state library standards.
6. Board meetings are held monthly except for July and August.
7. Meetings are open to the public, in compliance with the Massachusetts Open Meeting Law. The Board reserves the right to vote an executive session. Executive sessions comply with the requirements of the Massachusetts Open Meeting Law.
8. Proceedings of the Board of Library Trustees meetings are public records. These records are posted to official town websites and are available for review in the Town Clerk's office.
9. The Board of Trustees has developed by-laws for its operation. The Board of Trustees By-Laws are reviewed annually and are posted at <https://norfolkpl.org/about/policies>

### **Leadership**

1. The Library Director, appointed by the Board of Trustees, is the chief administrative officer of the NPL.
2. The Director is responsible for all NPL operations, including:
  - development and administration of the library's operating and capital budgets
  - developing and implementing, in concert with the Board of Trustees and other stakeholders, strategic plans
  - hiring, supervising, evaluating, promoting and terminating staff on behalf of the Trustees
  - organizing and maintaining the physical space of the Library
3. The Norfolk Combined Facilities Department is responsible for maintaining the library building and grounds. Its responsibilities include custodial services, building maintenance and repairs, support of capital projects and day-to-day project management for new construction and major renovations.
4. The Director participates in the Board of Library Trustees meetings and collaborates with the Board of Library Trustees and leadership of the Friends of the Library.
5. The Library Director is responsible for recommending an annual budget to the Board of Library Trustees. The Board acts on this recommendation and adopts a final budget request for presentation to the Town.
6. The Director is responsible for expenditure of funds within approved budget categories and submits a balance sheet to the Board of Library Trustees at the January meeting.
7. The Director is authorized to close the NPL in the event of severe weather or other emergencies that make travel difficult or occupancy of the building dangerous, uncomfortable or inappropriate.
8. The Director or designees are the designated contacts to receive emergency calls on a 7x24-hour basis, including when the Library is closed. They will inform the Board of Trustees as may be warranted.
9. The Director or designees are responsible for ensuring that all fines, fees and all other monies collected by the NPL are remitted to the Town according to approved cash control and accounting procedures.

### **Staffing**

1. The Director assigns staff to perform tasks that directly and indirectly fulfill the mission of the NPL to meet the diverse cultural, educational, recreational, and informational needs of our community.
2. Staff duties and responsibilities are contained in written job descriptions.
3. Staff member performance is evaluated annually by the appropriate supervisor in accordance with performance review processes established by the Town of Norfolk and the Board of Library Trustees.

4. Staff are compensated according to the established classification and compensation schedule for the Town of Norfolk and are entitled to benefits as outlined in the Town of Norfolk Human Resources policies and applicable collective bargaining agreements.
5. Applications for leaves of absence are considered by the Director and/or the Board of Trustees according to the Town of Norfolk Human Resources Policies and applicable collective bargaining agreements.

### **Volunteers**

1. The NPL relies on volunteers to enhance service. The Board of Trustees values volunteers for their dedication, enthusiasm, and for the work they perform in support of the Library.
2. Volunteers are not used to replace regular staff.
3. The same management principles used in general Library administration apply to volunteers.
4. Volunteers receive orientation and training from a regular staff member.
5. Volunteers will not be assigned tasks that could cause a disruption in Library service if there is an unanticipated absence.
6. Recognizing that making the best use of volunteers requires considerable staff time and effort, there is a maximum number of volunteers that can be utilized at a given time. This number is established by the Library Director or their designee.
7. Volunteers are strongly encouraged to make a weekly commitment for a minimum of two (2) hours per week for an extended period of time.
8. Volunteers and staff are encouraged to apply for staff position vacancies for which they are qualified. Selection depends on individual qualification and ability. Consideration is not limited to current staff or volunteers.
9. The Town of Norfolk provides liability, property, and Worker's Compensation insurance to all staff members and volunteers.

### **Staff Development**

1. The Board of Trustees and the Library Director recognize the importance of staff development for all who govern, lead, and staff the NPL. Staff development activities provide participants with the opportunities to develop the knowledge, experiences, and competencies so that they can more effectively engage in the mission of the NPL. Staff development takes many forms: attending formal classes, workshops, or conferences; in-service training, one-on-one coaching, site visits, participation on a staff or network task force or committee, etc.
2. Staff members are encouraged to participate in appropriate professional programs and activities offered by the MBLC, Massachusetts Library Association, Massachusetts Library System, and other organizations, with the approval of the Library Director.
3. If approved meeting attendance results in a work week that exceeds an individual's normal schedule, compensation is granted consistent with the Town of Norfolk Human Resource Policy.

4. Staff members are encouraged to extend their professional knowledge by enrolling in undergraduate and/or graduate level courses relevant to library management and operations. A tuition reimbursement program is available to NPL staff with more than one year of service at the time a request for reimbursement is made. All requests for tuition reimbursement must be made in writing to the Library Director in advance of undertaking an educational experience. The Director presents requests to the Board of Library Trustees. The Board of Library Trustees is the final approving authority on requests for tuition reimbursement. After receipt of the Library budget for the next fiscal year, the Board of Trustees identifies the maximum funding anticipated to be available for tuition reimbursement in that fiscal year. The amount of funding available, if any, is contingent on resources available to the Board of Trustees for the operation of the Library.
5. Tuition approved under the reimbursement program is paid according to the following schedule:

<b>Employees with this number of years of service...</b>	<b>Are reimbursed at this rate...</b>
Greater than 1 year but less than 2 years	50%
Greater than 2 years but less than 3 years	60%
Greater than 3 years but less than 4 years	70%
Greater than 4 years but less than 5 years	80%
5 years or greater	Up to 90%

6. The Board of Trustees may at their discretion deviate from or modify the reimbursement schedule if they have reason to believe that such deviation and/or modification is in the best interest of the NPL.
7. Tuition reimbursement is granted only for courses that are successfully completed. Reimbursement must be requested prior to or during the course for which the staff member seeks reimbursement and may not be awarded retroactively.
8. Additionally, a staff member is eligible for tuition loan reimbursement if they meet the following criteria:
  - the outstanding loan debt is for tuition and other academic costs and fees incurred while enrolled in a recognized program leading to an MLS degree;
  - the MLS degree was successfully obtained;
  - the staff member was employed at the NPL for at least part of the time they were enrolled in the MLS program;
  - they have worked at the NPL for at least one year;
  - they did not participate in the NPL tuition reimbursement program.
9. The Board of Trustees will pay a maximum of \$1,000 annually, for a period not to exceed 10 years, to a staff member who participates in the tuition loan reimbursement program.
10. A staff member who wishes to be considered for tuition loan reimbursement shall submit their request in writing to the Library Director along with documentation that supports their eligibility as described in procedural statement #8 above.
11. The Director shall present requests for tuition loan reimbursement to the Board of Library Trustees. The Board of Library Trustees is the final approving authority on requests for tuition loan reimbursement. After receipt of the Library budget for the next fiscal year, the Board of

Trustees identifies the maximum funding anticipated to be available for tuition loan reimbursement in that fiscal year. The amount of funding available, if any, is contingent on resources available to the Board of Trustees for the operation of the Library.

12. The Board of Trustees may at their discretion deviate from or modify the tuition loan reimbursement schedule if they have reason to believe that such deviation and/or modification is in the best interest of the NPL.

**REFERENCE:** MGL Chapter 78, 605 CMR 3.00, MBLC, *Massachusetts Public Library Trustee Handbook* (retrieved from <https://mblc.state.ma.us/for/2018-handbook.pdf>)

**CANCELLATION:** This policy cancels all previous policies, procedures, memorandums, messages, and directives on this subject.

**APPLICABILITY:** This policy applies to all NPL trustees, staff members, and patrons.