

The Value of Iowa Librarians...

Reaching Equitable Compensation



A Questionnaire

*Developed by the State Library of Iowa
and Iowa Library Service Areas*

Acknowledgments

The State Library of Iowa and Iowa Library Service Areas wish to thank Paula M. Singer, Ph.D. for her permission to adapt this questionnaire from her work. She is the author of *Developing a Compensation Plan for Your Library*, published by the American Library Association in 2002.

Other contributors were:

Karen Burns, Southwest Iowa Library Service Area
Ken Davenport, Northeast Iowa Library Service Area
Sandy Dixon, State Library of Iowa
Barb Shultz, North Central Library Service Area

2005

Supported by the Institute of Museum and Library Services
under the provisions of the Library Services and Technology Act
as administered by the State Library of Iowa

Introduction

Too often the work of library directors and staff is not understood, is undervalued and is not compensated fairly. In other words, many library directors and staff receive lower pay than other employees who do comparable work. The purpose of this document is to address these inequities.

This questionnaire will help you gather information about your job and serve as an important tool in helping others understand the value of the service you provide and the need to be compensated fairly. An equitable salary is also important for customer service so that libraries can attract and keep good employees. When there is a high turnover because of low salaries, customer service is compromised.

We are asking you to complete the questionnaire because you know the most about your job. Your answers, the responses from other employees performing similar work, and your supervisor's comments will serve as the basis for:

- < Summarizing key position information;
- < Providing information necessary for reviewing and comparing your library salaries to those of other libraries and employers;
- < Ensuring that all jobs are accurately evaluated;
- < Determining how jobs within the library compare to each other; and
- < Drafting updated job descriptions.

Levels of Use

You may use this document in a number of ways depending on how far you want to go with it. Here are a few suggestions to get you started:

- < **Basic Level:** Use it with the library board to justify a salary increase for the library director.
- < **Second Level:** Have all library staff complete it to justify an increase for the library staff as a whole.
- < **Third Level:** Approach the city and request that the city as a whole conduct a pay equity study if they haven't already and/or to request a library budget increase to improve library salaries.

Directions

PLEASE COMPLETE THE QUESTIONNAIRE WITH YOUR JOB IN MIND, NOT YOUR PERSONAL CHARACTERISTICS OR PERFORMANCE.

Before you begin to answer the questions, please take a few minutes to read through the entire questionnaire, reading all instructions carefully. Once you begin to answer the questions, **be as objective as possible – this is about what you do, not how well you do it. Remember, it is your position, not your performance, which is being evaluated.** We estimate that it should take about an hour and a half to complete the questionnaire.

As you respond to the questions, your answers should reflect:

- < what would normally be expected of someone fully trained in the job, rather than a beginner or someone performing over and above what is required;
- < the expected or normal routine of the job rather than special projects, temporary assignments, or out-of-the-ordinary occurrences; and
- < the job as it is today, rather than what you expect it to become in the future.

In addition:

- < **Complete each section accurately and thoroughly.** Try not to understate or inflate your answers. Please do not use acronyms or abbreviations.
- < **Choose the best response for your job.** If no response exactly matches your job, choose **the one** that reflects your job 90% or more of the time.
- < **Answer every question.**
- < **Provide examples.**
- < Feel free to **write comments** in any section and to **attach additional materials** if necessary.

After you have completed this questionnaire, if you are a public library director, you will want to share it with your board; if you are a library staff member, please give it to your supervisor by **(date)**. If you have any questions, please contact your Library Service Area.

Thank you for your participation!

II. Duties and Responsibilities

List and describe the basic, essential duties of your job. **List them in order of importance, listing first those tasks that you consider to be the most important to your job.** The chart is filled in for you with sample duties and responsibilities of a library director. Please revise them to accurately reflect your position.

Be sure to consider your work assignments over a long enough period of time to picture your job as a whole. For instance, if your work varies from season to season or at specific times, you may have to view your job over an entire year to accurately estimate percentages. On the other hand, if your duties are basically the same from month to month, you may only have to consider your job over a week or month to accurately reflect percentages.

In the second column, indicate how often you perform each duty (D = daily, W = weekly, M = monthly, Q = quarterly, A = annually, I = infrequently.)

In the third column, indicate approximately what percentage of your time you spend performing each job duty on an annual basis. **Include all duties that require at least 5% or more of your time. The total of all duties should be no more than 100%.** For any activity that requires less than 5% of your time over the course of the year (marginal duties) please use more general terms and combine all or some of them together to estimate a percentage. For example, you may want to list “miscellaneous clerical duties” with a corresponding percentage of 5%. Attach additional sheets or materials if necessary.

Job Duty (Please Describe)	Frequency (D/W/M/Q/A/I)	% of Time annually
1. Acts as professional/technical advisor to board of trustees on policy, finances, planning and library performance		
2. Hires and supervises personnel		
3. Implements board policy, interprets for the public		
4. Administers the budget		
5. Develops the collection		
6. Manages library services and programs		
7. Directs and provides outreach services to the community		
8. Manages and maintains the library facility/building, computer technology and other library equipment		
9. Represents the library in the community and promotes the library and its services		
10. Teaches the community how to access, evaluate and use information resources		

11. Participates with city government as department head		
12. Other (fill in)		
Total:		100%

III. Special Projects

Please describe any special projects or assignments you are working on. Include an estimated duration or timeframe for each (i.e., three months, summer, etc.) in the column on the right. Examples of special projects are grants, capital expansions/buildings, committees that are not ongoing (classification study is one).

Project	Duration

IV. Education/Training

This factor is an indication of the minimum education and training required to adequately perform the job duties of your job. The Iowa Certification Program for Public Librarians has six levels described below. To receive Direct State Aid, the public library is required to have a director certified at the required level. The required levels are:

0-2,499 population	Levels I, II, III, IV, V, VI
2,500 – 4,999	Levels II, III, IV, V, VI
5,000 – 19,999	Levels IV, V, VI
20,000 and above	Level VI

Select the minimum level of training and/or education that best describes the **job requirements** rather than your personal background. Please circle only **one** number.

Certification Level I

- High school diploma **or** General Educational Development (GED)
- Completion of Public Library Management 1 and 2

Certification Level II

- High school diploma **or** General Educational Development (GED)
- Completion of Public Library Management 1 and 2
- Five years of library work experience **or** 30 semester hours of college credit from an accredited college or university

Certification Level III

- High school diploma **or** General Educational Development (GED)
- Completion of Public Library Management 1 and 2
- Ten years of library work experience **or** 60 semester hours of college credit from an accredited college or university

Certification Level IV

- Bachelor’s degree from an accredited college or university
- Completion of Public Library Management 1 and 2

Level V

- Bachelor's degree from an accredited college or university
- A college credit course in each of these four areas: library administration; selection of all types of library materials; organization of library materials; reference and information services

Level VI

- Graduate degree in library or information science from an accredited college or university

Another way to describe the education and training required for your job is below. Use whichever is more helpful.

- 1) My job requires a G.E.D. or high school diploma.
- 2) My job requires up to one year of job-related course work after high school.
- 3) My job requires an associate's degree or two years of formal training beyond high school.
- 4) My job requires a bachelor's degree.
- 5) My job requires additional education beyond a bachelor's degree in a specialized area.
- 6) My job requires a master's degree.

V. Experience

Please indicate the **minimum** level of relevant experience required to successfully perform your job. Please circle only **one** number.

- 1) No previous experience required.
- 2) Six months to one year experience.
- 3) One to three years experience.
- 4) Three to five years experience.
- 5) Five to seven years experience.
- 6) Seven to ten years experience.
- 7) More than ten years experience.

Next, list any licenses or certifications you possess that may be applicable to your current job. Please indicate whether you think the license or certification is required or preferred in the performance of your job. It is not necessary to list education or training requirements covered in the previous section.

Iowa Certification Program for Public Librarians

Indicate Your Certification Level

REQUIRED OR PREFERRED?

Example: Required for Direct State Aid

MOTOR VEHICLE OPERATION

Are you required to operate a vehicle as part of your job? Yes No

If yes, what type of vehicle do you operate? (e.g., passenger car, van, etc.)

COMPUTER SKILLS

Does your job require the use of a computer? Yes No

If no, please skip to the next page. If yes, indicate which of the following applications you use and describe the types of tasks you perform.

SOFTWARE	TASKS PERFORMED
Subscription Databases <input type="checkbox"/> EBSCOhost <input type="checkbox"/> FirstSearch <input type="checkbox"/> Other _____	
Library Automation Systems <input type="checkbox"/> Follett <input type="checkbox"/> Winnebago <input type="checkbox"/> Other _____	
Internet	
Email	
Word Processing <input type="checkbox"/> Microsoft Word <input type="checkbox"/> Other _____ <input type="checkbox"/> Other _____	
Spreadsheets <input type="checkbox"/> Microsoft Excel <input type="checkbox"/> Other _____	
Databases <input type="checkbox"/> Microsoft Access <input type="checkbox"/> Other _____	

Presentations <input type="checkbox"/> Microsoft PowerPoint <input type="checkbox"/> Other _____	
Desktop Publishing <input type="checkbox"/> Microsoft Publisher	
Webpage Development / Website Management <input type="checkbox"/> Microsoft FrontPage <input type="checkbox"/> Manage Library's Website <input type="checkbox"/> Other _____	
Other	

VI. Communications/Key Contacts

In this section, we would like you to provide information about the nature and extent of your regular contacts and interaction with customers to complete your work. Customers are internal customers, defined as other library employees, vendors, or contractors; or external customers, defined as those who use the library's services.

This question focuses upon the type of interaction the position has with customers. You should report contacts that are required on a regular basis.

A. Nature of Contact

Please circle the **one** number that identifies the level of communication generally required in your job.

- 1) Interaction involves routine information exchange and/or simple service activities requiring common courtesy, e.g., answering questions, directing calls, giving direction in response to simple requests.
- 2) Interaction requires moderate tact and cooperation, e.g., scheduling and/or coordinating multiple personal calendars, responding to questions that require some research to provide the correct answer.
- 3) Interaction requires substantial sensitivity and cooperation, e.g., basic project interaction, providing information to library customers who from time to time may be upset or angry.
- 4) Interaction involves considerable explanation and persuasion leading to decision, agreement, or rejection on complex issues; diplomacy is required, e.g., problem solving discussion regarding responsibilities, finance, workflow, or to facilitate service; important contacts involving difficult matters of agreements or controversies.
- 5) Interaction requires expert skills in persuasion, influence, and motivation of personnel at the highest level. Issues are complex and require diplomacy and negotiation, e.g., controversial operating relationships, final decision-making and problem solving discussion regarding library system objectives and goals, presenting highly controversial issues and negotiating major contracts.
- 6) All of the above

B. Level of Contact

Circle the **one** number that most closely describes the level of contact that is required on a normal basis to complete your job.

- 1) Level of contact is extremely infrequent with virtually no outside contact or contact beyond the immediate work unit/area.
- 2) Level of contact is primarily with clerical and technical staffs, and first-level service representatives.

- 3) Level of contact is primarily with library customers, guests, professionals, vendors, and/or supervisors. Regular contact with city department heads, community and media representatives.
- 4) Level of contact is primarily with managers and/or department heads, community representatives, or media representatives.
- 5) Level of contact is primarily with assistant directors or the executive director, community leaders, business and industry leaders, elected officials, and/or financial agencies.

C. Description of Contacts

List contacts with whom you regularly communicate to do your job (e.g., library customers, board members, vendors, city representatives such as city clerk, mayor, etc.). Briefly describe what you normally communicate about with these individuals and how often (daily, weekly). Please list only those persons *outside* your immediate work area.

WHO	Communicate About What	How Often
<i>Example:</i> City clerk or administrator	<i>Example:</i> Requesting or supplying financial information	<i>Example:</i> Monthly
1.		
2.		
3.		
4.		
5.		

Please add rows if necessary.

VII. Customer Satisfaction and Service

Please circle the **one** number that most closely reflects the position's ultimate level of responsibility for customer service.

- 1) Work requires understanding and communicating routine, work-related information, and requires normal courtesy, respect and tact in dealing with others. Position interacts effectively with others in everyday contacts.
- 2) Ensures that customer satisfaction and service are maintained through daily interactions with internal and external contacts. Performance impacts the overall image of the library to some degree, though positive or negative consequences are relatively short-term.

- 3) Job has significant accountability for ensuring customer service and satisfaction within the organization by monitoring and establishing business procedures. Job has a major positive or negative impact on public relations or the library's public image.

Please provide examples of the customer relations and communications activities involved in your job.

VIII. Supervision

A. Supervisory Responsibility

Please circle the **one** number that best describes your position's supervisory responsibility.

- 1) Job has no responsibility for the direction of others.
- 2) Job functions as a lead worker performing essentially the same work as those supervised. May assist in training.
- 3) Job supervises work within a unit of the organization. Makes recommendations on hiring and disciplinary actions. Evaluates program/work objectives and effectiveness and realigns work as needed. Responsible for training, instructing, and scheduling work within a unit or agency. Has input into performance evaluations.
- 4) Job oversees multiple work functions within the organization. Makes hiring decisions and carries out disciplinary actions. Evaluates work objectives and effectiveness and recommends modifications to staffing patterns as needed. Conducts performance evaluations.
- 5) Job has direct responsibility for supervising and managing the operations of multiple departments and resolves the most complex problems.

B. **Please indicate the number of employees who report directly and indirectly to you.** (Indirect reports are those who report through another supervisor or manager.)

	Full-Time	Part-Time
Direct		
Indirect		
Volunteer		

- 2) Works under general supervision with little functional guidance; rarely refers cases to supervisor unless a change to policy or procedure is involved.
- 3) Position functions under general direction and uses a wide range of procedures in meeting job responsibilities. The position plans and manages own work with minimal direction.
- 4) Position is under broad administrative direction; determines procedures for a library or division; is directly accountable for results.

IX. Complexity and Problem-Solving

This factor identifies the extent to which someone in your job must use analytical and problem-solving skills in performing varied activities as well as the amount of independent judgment you must use. Please circle the **one** number that best describes the highest level of complexity of your job.

- 1) Work of a relatively routine nature; requires only the ability to understand and follow instructions.
- 2) Work involves a choice of action within limits of standard policy and procedures.
- 3) Work requires judgment in the adaptation and interpretation of established practices, procedures, theories and/or concepts to solve problems and situations for which the solution is not clearly defined.
- 4) Work is governed generally by broad instructions and objectives usually involving frequently changing conditions and problems with *some* judgment, initiative, creativity, and/or ingenuity.
- 5) Work requires the ability to plan and perform involved or technical work presenting new or regularly changing problems, work from broad instruction, deal with complex factors not easily evaluated. Work requires considerable judgment, initiative, creativity, and/or ingenuity in areas where there is little precedent.
- 6) Work requires the ability to act independently in the administration of policies and programs for major divisions or functions.

Please describe a couple of the more difficult job duties, projects, or problems that you have handled in the past twelve months. Please be specific.

X. Decision Making

This question is in two parts. The first relates to decision-making **authority**, the second to the **impact** of the decisions made.

A. What decision-making **authority** exists in your job? Circle only **one** number.

- 1) I have the authority to make routine or recurring decisions or suggestions based on rules or procedures.
- 2) I consult with my supervisor and/or others before making non-routine decisions and share responsibility for the decisions.
- 3) I consult with others on difficult decisions and share responsibility for decisions.
- 4) I provide input on policy development, interpret policy and provide final approval on decisions that affect my department or area of responsibility.
- 5) I make decisions about organization strategy or about significant transactions.

Please give a specific example of a decision you typically have to make.

B. What is the **impact** of the decisions you make on your workplace operations? Circle only **one** number.

- 1) Incorrect decisions affect primarily my own work, are easily detected and have little impact.
- 2) A poor or incorrect decision may cause short delays in getting the work done in my area and affect other employees or customers.
- 3) Errors or poor decisions may cause major delays or disruptions to a service or project.
- 4) Errors or incorrect decisions may result in injury, damage to property or the organization's reputation, or financial loss.
- 5) Incorrect decisions impact system-wide plans and policies and may have significant impact on the organization over the long term.

Please give a specific example showing the impact of decisions you typically make.

Describe the positive or favorable effects your job has on the performance of your workplace operations or the organization as a whole when performed well.

Describe the negative or unfavorable effects on your area, department, or the organization as a whole that might result from an error made by someone in your job.

XI. Working Conditions

Working conditions are described as the physical effort required to perform the duties of the position and the environmental factors in which duties are typically performed. Circle the **one** number that best describes the physical effort and environmental factors in which your position is performed.

Physical Effort

- 1) The position has few physical requirements.
- 2) The position occasionally requires stooping or bending. Occasional very light lifting, such as three or four reams of paper, four or five books, or other materials (up to 20 pounds) may be required.
- 3) The position routinely requires lifting of moderately heavy items, such as equipment, boxes (up to 40 pounds) and/or very long periods of walking on a routine basis, and/or standing for long periods of time and/or frequently requires stooping and bending. Tasks involving repetitive motion may be required.
- 4) The position involves considerable physical exertion, such as regularly lifting of heavy items (up to 80 pounds) such as carts or crates full of books, on a highly frequent basis and/or assuming awkward positions.

Please provide one or two examples that you feel best show the physical requirements of your job:

Environmental Factors

This question considers the **quality of physical working conditions** in which your job is performed. Take into consideration lighting, temperature extremes and changes, noise pollution, air pollution, hazards from falling or being hit by objects, and the possibility of disease. Circle one.

- 1) There are *no major sources of discomfort*, e.g., essentially normal office environment with acceptable lighting, temperature and air conditions.

- 2) There are *occasional minor discomforts from exposure to less than optimal temperature and air conditions*. The position may involve dealing with modestly unpleasant situations, as with occasional exposure to office chemicals and/or extensive use of computer monitors and other video display terminals..
- 3) There are *routine discomforts from exposure to moderate heat, cold, moisture/wetness and unpleasant air conditions*. The position may involve routine exposure to disease, soiled materials and light chemical substances such as cleaning solutions.
- 4) There are *routine exposures to significant levels of heat, cold, moisture and air pollution*. The position may involve exposure to disease, chemical substances and physical trauma of a minor nature such as cuts, bruises, and minor burns.

If you responded by circling number “4”, please indicate one or two of the more significant discomforts in your work environment:

Supervisor’s Comments

This portion of the questionnaire is to be completed by your supervisor. (If you are a public library director, your “supervisor” is the library board.

Supervisors, please give completed questionnaires to _____ by **(date)**.

As a supervisor, it is important that you review this questionnaire and identify any discrepancies between the employee’s responses and your own knowledge of the job. Remember, this questionnaire is intended solely for the purpose of accurately describing the position and **not the individual or his/her performance**.

If you would like to add a note or suggest a correction to any answer, please do so next to the employee’s answer and identify your entry with your printed initials, without changing the employee’s answer.

In addition, please complete the following:

1. Do you agree with the answers provided by the employee? If not, please explain.
2. List any important job duties this person performs that may have been omitted. Please add them under the appropriate section as well.
3. Additional comments:

Supervisor’s Name

Supervisor’s Title

Supervisor’s Signature

Date