

**Compensation Guidelines for
Kansas Public Library Directors
2003**

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**Sponsored by the KLA Public
Library Standards Committee**

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INTRODUCTION:

This publication was written by the KLA Public Library Standards Committee and [will be] reviewed for endorsement by the Kansas State Library Advisory Commission and the Kansas Library Association. It is intended to help library trustees and administrators reach public library director salaries that will be competitive in the 21st century and help Kansas libraries retain excellent administrators.

When the 2000 revision of the Kansas standards for public libraries were distributed to the Kansas library community, the reaction from many Kansas librarians indicated that they felt it was time for more guidance on appropriate salaries for library directors.

The KLA Public Library Standards Committee wanted to respond to this need but did not find it easy to address. Kansas is a varied state, both demographically and economically. Library salaries that represent a stiff challenge in one community might fail to make the library a competitive employer in another community.

The Committee members decided that they could not base salary guidelines on current Kansas library budgets. Instead, they should consider the proper market value of a profession where the practitioners must have formal education, lifelong training, sophisticated skills and a strong commitment to the quality of life in the library's service community. When the salary for the library director is lower than the salary for positions of comparable responsibility, the community will find it difficult to retain a good library administrator.

The salary guidelines proposed in this publication are intended to serve as a goal that will bring Kansas library directors salaries to a level that will retain talented and highly-trained administrators and foster the continuing development of excellent public library service for Kansas residents. Some communities may find it difficult to reach a competitive salary for the library director. Others may quickly need to move beyond these guidelines to retain an excellent library administrator.

The guidelines listed in this publication are baseline salaries. There is a strong emphasis on the added value of achievements in education and continuing education.

The Committee members have also recognized that good benefits are critically important to a competitive compensation package and they have attempted to offer guidance in building strong benefits for public libraries.

Kansas has much to be proud of in the field of public library development:

- The Kansas Library Trustee Association was formed to foster library trustee development and has grown to over 800 members.
- The state has strong library systems and good library training programs for all levels of library staff.

- The Kansas library community has made good progress with library technology and Kansas libraries have an unusually strong presence on the Internet.

But Kansas public libraries lose too many good library staff members to other occupations. We lose too many library directors to other occupations or to other states. Kansas salaries are too often inadequate to support the skills and abilities that Kansas librarians must maintain in the information society.

Public library administrative salaries fail to indicate the level of professional development required for these positions. They send a false signal about the commitment, training and skills needed for these positions.

In spite of the difficulties involved, it is time for the Kansas library community to make a case for professional salaries for highly professional librarians. Building competitive salaries may involve building stronger library budgets with both local funds and state grants-in-aid. This will require effective cooperation among local librarians, library organizations, consultants, trustees and government officials.

The KLA Public Library Standards Committee wishes to express appreciation for the assistance given by the Kansas state librarian and state library staff, the regional and urban system personnel, the Pottawatomie-Wabaunsee Regional Library and the School of Library and Information Management during this project.

KLA Public Library Standards Committee:

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PLANNING FOR HIGHER SALARIES

Staff compensation should be a top priority for any public library, comprising 55 to 70% of the total budget. While library collections can sometimes be strengthened by effective fundraising, staff compensation must receive stable public support.

The focus of these guidelines is on effective salaries for library directors. It should be understood that a schedule of competitive compensation for all staff is essential to the excellent operation of the library.

Library boards have been known to work for years to create a staff compensation package that included improved salaries and good benefits. But

that level of commitment requires a realistic knowledge of what the library staff does and what they have to offer.

It is the responsibility of the library director and the library board to annually review and update the library director's job description. The job description should describe not only library-based responsibilities but community networking and community leadership activities.

It is the responsibility of the library board to know what the library director and staff bring to the library in education, training, talents, abilities and commitments.

It is the responsibility of the library director to realistically market his or her assets to the board during the evaluation process. It is also the responsibility of the library director to acknowledge weaknesses and present strategies for improvement.

It is the responsibility of the library director to realistically market the assets and accomplishments of the library staff and to evaluate the library's staff compensation package in relation to those assets and accomplishments.

A library director cannot expect the library board to commit to a competitive compensation package when the trustees do not understand the skills that the library director and library staff must have to run a modern public library.

Nor can the library board expect to negotiate successfully for increased library support when local government and community leadership do not understand that public librarianship is a responsible and demanding profession that requires education credentials, continuous training and a number of professional skills.

Education and training credentials offered by public library directors in Kansas often include:

- top level Library Employee Education Project (LEEP) certifications
- KPLACE certification (The three year training program for non-MLS librarians)
- undergraduate library certificates
- ALA-accredited Master of Library Science degrees
- other relevant degrees such as business administration.

Skills and abilities offered by public library directors often include:

- accounting and fiscal management
- personnel management
- strategic planning
- volunteer management
- community leadership skills
- special training in leadership through university or community programs
- professional knowledge of print and electronic reference resources
- professional collection management skills
- special training and abilities in library technology
- web publishing
- marketing and public relations

- program and conference planning
- fundraising
- public speaking
- storytelling
- writing

It is the responsibility of the library board, with the help of the library director, to review the salaries paid locally to municipal department heads, teachers and school library media specialists.

If the library director has good training and good skills but the salary is below the salaries paid for these comparable positions, the library's budget is too low. In mid-size and large libraries the same assessment is needed for library department heads.

ALL paid library staff should be paid an hourly wage that exceeds the current minimum wage established by federal law. The current minimum wage can be confirmed with a call to the regional system consultant or the public library consultant at the Kansas State Library.

The library board should have a schedule and procedure for annual or semi-annual review of the library director's position. The library director should have a schedule and procedure for semi-annual or quarterly review of each staff position. This review should include a review of position descriptions, of progress with current objectives and of accomplishments.

The library director and library board should create salary schedules for all staff positions that provide for regular cost-of-living increases.

Salary schedules should also reflect increased compensation that will be given for longevity, for academic credentials and for accomplishments in continuing education.

The library director and board should have a salary contract that gives formal recognition to the working partnership between them. The contract should be reviewed and signed annually. A copy should be shared with local government. (*A sample salary contract is included at the end of this publication.*)

The library director and board should thoroughly review the staff compensation package every two years, confirming the salaries and benefits as competitive with local municipality and school district salary schedules for positions with similar levels of responsibility.

NOTES:

SALARY NEGOTIATIONS

If the library's compensation package is determined to be inadequate, the library board should work with the library director, the regional system staff and the state library consultants to plan a strategy for raising the library salaries.

If a competitive compensation package is not feasible under the present library budget, the director and trustees should prepare a strategic plan for increasing library support through increased tax support and/or local government support.

The strategic plan for increasing library support should include both written presentations to local government and community leadership and oral presentations at the time that the annual library budget is presented to local government. It should also include face-to-face planning sessions with those who have funding authority. All communications on better salaries should be designed to inform and not to confront or criticize.

When reports are made on the need for better salaries, the focus should not be on the needs of any individual but on the education, skills and accomplishments of the library director and staff. If there is not a track record that reflects

- professional growth,
- skills that are valuable to the community and
- accomplishments that have benefited the community,

then it is not feasible to make a case for significant salary increases. But in many cases, evidence for all three can be mustered.

The help of system and state library consultants can be very valuable in building this evidence. The consultants can help library directors assess their longevity, education, training, skills and talents. They can also help them market their accomplishments in building projects, programming for all ages, collection development, library technology, staff development and support for the community's economic development and quality of life.

Library trustees who are committed to staff development should be actively involved in planning and negotiating for better salaries. But the process can take some time. If the library board is temporarily unable to provide competitive compensation, the trustees should thoughtfully consider other ways to show appreciation to a good library staff. Research has shown that job satisfaction and positive feedback are as important to many people as financial compensation.

Such measures can include:

- one time bonus payments
- extra days off
- board recognition for special accomplishments in performance or continuing education
- public recognition of an exceptional performance rating.

NOTES:

COMPENSATION FOR EDUCATION AND TRAINING

INTRODUCTION

Good library directors must do much more than perform routine job duties to justify a professional salary. They must develop skills that have visible value to the library's service community. This is why professional education and lifelong training are a critically important part of staff development. Documented credentials in education and training should be worth higher compensation. Respect for sophisticated training builds the commitment that fosters library excellence.

These are guidelines for percentage values above baseline salary that should be assigned to credentials in education and training. Some of these credentials are Kansas-based programs. Others represent more formal education that is recognized nationally.

1. LIBRARY EMPLOYEE EDUCATION PROJECT (LEEP)

The Kansas State Library has had a program since 1989 that documents and recognizes achievements in continuing education. The LEEP database contains continuing education records for over 4000 people. Six certificates are awarded for contact hours in library related education recorded in the LEEP database. These levels are:

Level One - 30 hours
Level Two - 60 hours
Level Three - 120 hours
Level Four - 200 hours
Level Five - 400 hours
Level Six - 600 hours

Level One and Level Two are not especially difficult to obtain if the library has good commitment to staff development. Good directors and trustees mark them as evidence of professional commitment and actively encourage library staff to continue in the program.

The higher level LEEP awards do represent a substantial commitment in both time and effort. The body of knowledge that they signify is enough to turn a potentially good librarian into an experienced and talented professional. Quite often, 90 hours of a high LEEP award has been won in the highly respected KPLACE program. Also, those who win the highest level LEEP awards are often completing an undergraduate degree, since college courses do qualify for LEEP credit.

Level Three LEEP (120 hours) should be assigned a 5% increase over baseline salary.

Level Four LEEP (200 hours) should be assigned a 10% increase over baseline salary.

Level Five LEEP (400 hours) has been earned by less than 45 library staff in Kansas. It should be assigned a 15% increase over baseline salary.

Level Six LEEP (600 hours) has been earned by less than 15 library staff in Kansas. It should be assigned a 20% increase over baseline salary.

2. KPLACE

KPLACE is the three-year training program in library administration that is designed for those who do not have the MLS degree. It represents 90 contact hours of training in community study, networking, customer service, leadership skills, collection management, reference, library technology and marketing. It is currently the education standard for Kansas library directors who do not have the MLS degree.

KPLACE should be assigned a 15% increase over baseline salary.

3. LIBRARY SERVICES CERTIFICATE

The Library Services Certificate Program is the newest academic program offered by the School of Library and Information Management at ESU. There are six certificates that will be offered by the program: General Library Training, Library Administration, Reference Services, Collection Development, Library Technology and Youth Services.

Each certificate represents 12 hours of undergraduate academic credit or 180 contact hours of library training. The Certificate Program is designed for those who are not in a position to work for the MLS degree but who want specialized library training and/or academic credit that will be recognized across the country.

A Library Services Certificate should be assigned a 20% increase over baseline salary.

4. UNDERGRADUATE BACCALAUREATE DEGREE

While it is true that some Kansas library directors have made themselves into excellent librarians through continuing education and in-service training, the undergraduate college degree is still worth respect. It represents a body of knowledge in some major academic discipline. It represents a training in study and academic research that is very valuable to a librarian. It frequently represents a more sophisticated background in public affairs that is of continuing benefit.

The undergraduate college degree is also a prerequisite for those who wish to climb the career ladder of library administration by taking a larger library or moving into another library field. For these positions, they would need an MLS degree.

An undergraduate college degree should be assigned a 20% increase over baseline salary.

5. ALA-ACCREDITED MASTER OF LIBRARY SCIENCE

The MLS degree is the education credential standard for any Kansas library director serving a population of more than 8000 people. In a smaller community, an MLS degree would theoretically be assigned an increase of 35% over baseline salary. It is recognized that some MLS directors have private reasons for preferring to live in a small community and may accept a lower salary to have quality of life in other areas. It is recommended that a library board find some way to acknowledge the MLS degree in a competent and talented director that they want to keep.

6. OTHER MASTER DEGREES

There are some advanced academic degrees, such as those in business or public administration, that are extremely valuable to a public library director and may be extremely valuable to the larger community. The value of these degrees need to be thoughtfully assessed and they should be assigned an increase of 25-35% over baseline salary.

BENEFITS

INTRODUCTION

A good package of benefits is very important to making a total compensation package effective. The director does sometimes get different benefits from other staff members because of hours worked or some other factor. But this chapter describes benefit guidelines for the entire library staff.

Competitive benefits should be appropriate for the library positions, rather than targeted to an individual's circumstances. Like salaries, benefits for a position should be comparable to government positions of comparable responsibility.

Whenever an applicant is interviewed for a library position, the benefits should be clearly explained and questions answered. The applicant should be given a breakdown of the compensation package that includes gross salary, benefits, net salary, pay periods and pay range.

All benefit policies should be part of a written personnel policy in the library's policy manual and they should be reviewed annually. A copy should be given to every employee upon employment and to every board member at the start of their term.

OPTIONS FOR FUNDING LIBRARY BENEFITS

Library benefit packages are usually funded in one of two ways:

1. The library employees are carried with the benefit package for the parent government.

or

2. The library works with the parent government to establish an Employee Benefit Fund Levy that will pay the employer's share of library benefits (K.S.A. 12-16, 102). The governing body must pass an ordinance prescribing the purposes for which this fund will be used. To levy property taxes for this fund, it is necessary to establish the fund by ordinance prior to budget approval. (*Sample documents for establishing an Employee Benefit Fund are included at the end of this document.*)

The Employee Benefit Fund helps the library by funding benefits outside the regular operating budget for the library. The Employee Benefit Fund may pay the employer's share of any employee benefits exclusive of salary, such as health insurance, retirement, social security, unemployment and worker's compensation.

Once the Employee Benefit Fund is established, the parent government may not decline to fund the amounts necessary to support it. (Attorney General's Opinion No. 89-50).

When a public library is establishing or changing the support of employee benefits, it is recommended that the director and trustees consult with regional system and state library consultants.

HEALTH INSURANCE

A group health insurance plan should be available to all full time employees. Full time may be defined as 36-40 hour employees or any employee who works 2000 hours a year.

A group health insurance plan should be available to all part-time employees of 20 hours or more. Under some plans, the employee may have to pay a greater share of the benefits.

Group health insurance should include options for: (a) Single health, dental & vision (b) Family health, dental & vision (c) Single health & family dental & vision.

Employees should be aware that Public Law 99-272, Title X, referred to as COBRA, offers a temporary extension of health coverage at group rates in certain instances where coverage would otherwise end due to a reduction in hours or termination of employment. In order to qualify for this continuation of coverage you must be an employee covered by a qualifying group health plan that is an employer-sponsored plan maintained by any employer of 20 or more employees (there are a few exceptions to this).

The human resources personnel of the library or municipality should be contacted for information on COBRA. Online information may be found at <www.cobrainsurance.htm>

LIFE INSURANCE

A basic life insurance policy of \$10,000 should be provided by the employer for full time employees.

RETIREMENT

The library should have a retirement program for employees.

Kansas public libraries are eligible to participate in the Kansas Public Employees Retirement System (KPERS). KPERS is deducted at the rate of 4% with the library contributing an additional 3.67% (as of 2003) for all full time (defined as 36-40 hours) and part time (17 1/2 hours) employees.

An employee who has been employed for one full year and who works 17.5 hours per week or 1000 hours per year is eligible for KPERS if the library participates in the KPERS program. Certain persons are not covered, including persons who contribute to the U.S. Civil Service System or persons who are specifically exempted by the law.

Public libraries with more than one full time staff member should also offer an optional tax-deferred retirement plan for employees.

HOLIDAYS

Holidays with paid leave for all full time and part time employees should include major national holidays. Paid holidays often include:

- New Year's Day
- Martin Luther King Day
- Presidents Day
- Memorial Day
- Independence Day
- Labor Day
- Veterans Day
- Thanksgiving Day
- Friday after Thanksgiving
- Christmas Eve Day
- Christmas Day

PERSONAL DAYS

Full time employees should receive a benefit of 2 personal days per year. Part time staff that work 20 hours or more should receive a benefit of 1 personal day per year.

These may be taken from first day of employment but they usually do not accumulate from year to year nor are they paid out at the end of employment.

ANNUAL LEAVE

Annual leave should be awarded to full time staff, with increased annual leave recommended for longevity:

- 1-5 years - at least 8 hours per month
- 6-10 years - at least 10 hours per month
- 11+ years - at least 12 hours per month

Part time staff working 20 hours or more should receive at least 7 hours per month.

Annual leave usually cannot be taken until the staff member has been employed for six months.

The personnel policy should specify the maximum rate at which annual leave may be accumulated by the employee. It should also specify if any unused annual leave will be paid if the employee leaves the library in good standing.

SICK LEAVE

Sick leave should be granted to full time employees at a rate of at least 8 hours per month and to part time employees at a rate of at least 4 hours per month.

Sick leave is granted for illness of self or a member of immediate household or family. If care is needed for other individuals, it is usually handled through annual leave or some other specified type of leave.

Sick leave may or may not be paid out at some rate if the employee leaves the library in good standing. This is determined by library or municipality policy.

FAMILY AND MEDICAL LEAVE ACT

Family and Medical Leave (FMLA) entitles eligible employees to take up to 12 weeks of job-protected leave in a 12-month period for specified medical treatment or family care. Libraries, regardless of size, are covered as employers if they receive money from county, city, or state.

Family and Medical Leave may run concurrently with the employee's paid sick leave and paid medical leave. When paid leave is exhausted, the employee may choose to take unpaid leave that completes the 12 week period in a 12 month period.

When there is a request for Family and Medical Leave, the human resources personnel for the library or the municipality should be contacted for information. On-line information can be found at <http://www.dol.gov/dol/esa/fmla.htm>.

OTHER LEAVE

Other leave granted by public libraries can include

- maternity leave
- civil service leave
- funeral leave
- military leave
- disability leave.

Policies for these should be specified in the library's personnel policy.

NOTES:

SALARY GUIDELINES

PUBLIC LIBRARY DIRECTOR SALARIES

INTRODUCTION

Library directors serving populations under 8000 do not have the MLS degree as the public library education standard. These salaries are built on percentages above the federally proposed minimum wage.

Library directors serving a population of more than 8000 have the MLS degree as the education standard for their positions. The directors salaries for larger libraries are built on percentages above the \$30,000 that is considered an acceptable minimum standard for a librarian with the MLS degree.

Kansas has some extremely competent library directors who serve more than 8000 people and have not found it practical to work for the MLS degree. These directors can document formal education, continuing education, in-service training, honors and accomplishments that clearly justify the Kansas salary standard for the population they serve.

BASELINE SALARIES FOR KANSAS LIBRARY DIRECTORS

Gateway Libraries - 500 or less population

6.65 - proposed minimum wage
10.64 - 60% above minimum wage
\$22,131

Linking Libraries - 500 -1000 population

6.65 - proposed minimum wage
11.97 - 80% above minimum wage
\$24,897

Service Center Libraries - PART ONE 1000 - 1500 population

6.65 - proposed minimum wage
13.30 - 100% above minimum wage
\$27,664

Service Center Libraries - PART TWO 1500 - 2500 population served

6.65 proposed minimum wage
13.96 - 110% above minimum wage
\$29,036

Major Service Center I Libraries - PART ONE - 2500 - 5000 population served

6.65 - proposed minimum wage
14.63 - 120% above minimum wage
\$30,430

Major Service Center I Libraries - PART TWO 5000 - 8000 population served
6.65 - proposed minimum wage
15.96 - 140% above minimum wage
\$33,196

Library directors serving over 8000 people have the MLS degree as the education standard. These salaries are built over a proposed minimum of \$30,000 for library staff who hold the MLS degree.

Major Service Center I Libraries - PART THREE - 8000 - 10,000 population served

MLS degree is education standard
\$42,000 - annual salary - 40% above \$30,000 minimum for MLS director

Major Service Center II Libraries - PART ONE -10,000 - 15,000 population served

MLS degree is education standard
\$48,000 - annual salary - 60% over \$30,000

Major Service Center II Libraries - PART TWO - 15,000 - 20,000 population served

MLS degree is education standard
\$60,000 - annual salary - 100% above \$30,000

Major Service Center II Libraries - PART THREE - 20,000 - 25,000 population served

MLS is education standard
\$66,000 - annual salary - 120% above \$30,000

Major Resource Center I - PART ONE - 25,000 - 35,000 population served

MLS degree is education standard
\$72,000 - annual salary - 140% above \$30,000

Major Resource Center I Libraries - PART TWO - 35,000 - 50,000 population served

MLS degree is education standard
\$78,000 - annual salary - 160% above \$30,000

Major Resource Center I Libraries - PART THREE - 50,000 - 75,000 population served

MLS degree is education standard
\$84,000 - annual salary - 180% above \$30,000

Major Resource Center I Libraries - PART FOUR - 75,000 - 100,000 population served

MLS degree is education standard

\$90,000 - annual salary - 200% over \$30,000

NOTES :

SAMPLE Director's Contract:

AGREEMENT

THIS AGREEMENT, made and entered into this 28th day of November 2001 by and between the Library Board of the Regional Library of Pottawatomie and Wabaunsee Counties, Kansas, hereinafter called PARTY OF THE FIRST PART:
and _____, hereinafter called PARTY OF THE SECOND PART.

WITNESSETH: That the PARTY OF THE FIRST PART hereby hires and employs PARTY OF THE SECOND PART in the capacity of Head Librarian and Administrator of the Regional Library of Pottawatomie and Wabaunsee Counties, Kansas, for the term of 12 months, commencing on the 1st day of January, 2002, and ending on the 31st day of December, 2002, and agrees to pay her for said term the sum of \$_____, said sum to be paid in 12 equal monthly installments.

PARTY OF THE SECOND PART shall acquire books, magazines, and other materials for said Regional Library, employ and supervise additional help as may be necessary and, in general, conduct the business and manage said Regional Library, all of which is to be subject to the approval of the PARTY OF THE FIRST PART.

IT IS FURTHER AGREED THAT PARTY OF THE SECOND PART shall be entitled to twenty-two working days paid vacation annually and is to be credited with one day of paid sick leave for each month she is employed, and, in the event she is hired for an additional year or other term of

employment, any amount of sick leave accumulated, not to exceed 60 days, may be applied to any future employment contract.

IT IS FURTHER AGREED that this agreement may be changed or altered by mutual agreement of the PARTIES hereto.

IT IS FURTHER AGREED that this agreement may be terminated for just cause by either party upon 30 days written notice.

WITNESSETH our hands the day and year written first above.

Library Board of the Pottawatomie
Wabaunsee Regional Library

BY:

Chairperson

Secretary

PARTY OF THE SECOND PART

Treasurer
PARTY OF THE FIRST PART