

Hiring & Managing Staff

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Session Objectives:

- To know the steps involved in staff selection
- To understand the benefits of staff training
- To determine the appropriate balance of supervision and discipline
- To know how to conduct a formal evaluation

Staff Selection

The library director is responsible for hiring all staff, per Chapter 43.

1. Contact your system staff
2. Review your personnel policy
3. Have board approve PD and wage/benefits
4. Advertise locally and broadly
5. Screen applicants objectively

Staff Selection

6. Determine how the interviews will be conducted
 - Panels, uniformity, and other protections
7. Check references
8. Make the offer
9. Disclose the terms of hire
 - Probation, wage & benefits, hours, etc.

Staff Training

Staff need the tools necessary to perform the job they were hired for:

- Conferences
- System training
- Safety/CCR
- Specialized training, especially if evaluation indicates need for improvement

Supervision & Discipline

The key to effective supervision is determining the appropriate amount to confirm appropriate and effective operations without being intrusive or controlling.

- Too little supervision and staff thinks you do not care
- Too much supervision stifles creativity, initiative, and responsibility
- Successful supervision requires 2-way communication

Supervision & Discipline

Good training, appropriate supervision, and targeted coaching will minimize the need for discipline. However...

- A progressive discipline plan is vital to protect against discrimination accusations
- Document, document, document!
 - Observed and reported behaviors
 - Deficiencies
 - Accomplishments

Staff Evaluations

- Formal evaluations of staff should happen at least once per year. They consist of:
 - Written evaluation, in an established format, of performance based on PD
 - Interview to discuss the written evaluation and set goals for the next year
- Make discipline easier
- Staff know what is expected
- If you are doing it right, there will be no surprises in the evaluation

For more information:

- Your library system staff
- Your municipality/municipal attorney
- DPI Website: [AE-12](#) (Managing Staff), [AE-11](#) (Library as Employer)
- Contact Shannon Schultz, Public Library Administration Consultant, (608) 266-7270 or shannon.schultz@dpi.wi.gov