

TO: Personnel Board

FROM: Julie Trimbell, Human Resources

DATE: August 17, 2015

SUBJECT: Library Associate Director

At the request of Library Director Greg Mickells, Human Resources has studied Library Community Services Manager position, #504, in CG18, Range 14, which is currently vacant due to a retirement in March of this year. The vacancy resulting from this retirement along with that of another high level manager in April 2014 has provided the opportunity to evaluate the positions and the needs of the Madison Public Library, and to provide a system-wide approach to administration and supervision. Based on a review of the submitted position description, discussions with Mr. Mickells, and a review of other positions in the City's classification plan, both within Library and in other City agencies, I recommend the following:

- Creation of a new classification titled Library Associate Director with placement in CG18, Range 16 for the reasons outlined in this memo;
- Recreation of the current Library Community Services Manager position (#504) as a Library Associate Director in CG18, Range 16;

Mr. Mickells was hired as the Library Director in 2012. At that time, the Library was organized into seven separate service areas, all reporting to the Director (see attached). The incumbent who retired in March was responsible for overseeing the services provided by the eight library branches. The other retired incumbent oversaw Reference and User Services with a focus on the Central Library. Mr. Mickells has gradually reconfigured the structure (see attached) and views the Madison Public Library as nine libraries rather than a central library with eight branches. Following the March retirement, Mr. Mickells took on many of the responsibilities of that position. The creation of this new classification will alleviate that increased workload and provide more time for the Director to focus on special projects at the national and regional levels, allow greater flexibility with community outreach and serving on committees, designate an assistant director, and provide a system-wide approach to administration and supervision among all of the libraries. The incumbent will be responsible for supervision of seven Librarian Supervisors, a Library Program Coordinator and potentially a technology position in the future. The incumbent will manage and control the daily supervision of the Central and Neighborhood Library operations and personnel functions, provide direction and leadership for the management team overseeing service delivery both within library facilities and in the community, and play a key role in the development and implementation of the Library's mission and vision in conjunction with the Library's strategic objectives and with respect to the budget process.

In researching similar positions of this level throughout the City, the classification of Assistant Parks Superintendent in CG18, Range 16 was reviewed. The class specification outlines:

*...highly responsible managerial, administrative, and professional work assisting in the administration and operations of the City of Madison Parks Division. Under the general supervision of the Parks Superintendent, work includes managing and controlling the daily*

*supervision of the operations and service field units in the Division, supervises the payroll, personnel functions of the Division, provides oversight and analysis of worker's compensation, wage insurance and general payroll distribution and requires conferring with, advising, and informing the Superintendent on major policy and procedural areas affecting the Division. Work is performed under broad management policy and requires considerable independent judgment and discretion in supervising, directing, and controlling the operational activities in assigned areas of responsibility. This position will act on behalf of the Parks Superintendent and the Parks Division during absences of the Parks Superintendent and as specifically delegated in order to provide for continuity of services.*

This classification functions at a similar level as the recommended classification of Library Associate Director with managerial responsibilities, including supervision, operations, strategic planning, budget, and community relations, within a large, multi-location City agency. The incumbent also acts on behalf of the Department/Division head.

A second classification reviewed is the Monona Terrace Associate Director in CG18, Range 14. The class specification outlines:

*...responsible managerial, supervisory and professional work as a second-line management position of the Monona Terrace Community and Convention Center. Positions in this classification may have responsibility for supervising the activities and staff of the Business Office, managing the Center's computerized event business management system, coordinating the human resource management functions, and supervising the operations of the Center, or may be responsible for directing sales, marketing, gift shop, public and community relations, tourism and volunteer services, and event services, both directly and through subordinate supervisors. The work is characterized by the use of independent judgment and discretion in a wide variety of administrative and programmatic areas where decision-making cannot be standardized and operational situations often require immediate action. The positions work under the general supervision of the Monona Terrace Director and are in charge of the Convention Center in the Director's absence.*

Although there are similarities in the level of responsibilities, the Madison Public Library has multiple facilities citywide, which is a separate dimension to consider. The libraries are located in various locations throughout the city and with that bring a diverse community with diverse needs (i.e., homelessness, digital divide, etc.). This element adds a level of complexity to this new classification. In addition, the Library Associate Director requires a Master's degree and four years of experience, whereas the Monona Terrace Associate Director requires a Bachelor's degree and three years of experience. Because of this, the new classification should be placed at a higher range than CG18, Range 14.

The final classification reviewed is the Library Business Operations Manager in CG18, Range 14. This is the second highest level classification within the Library structure following the Library Director. The class specification outlines:

*...responsible managerial, professional, and administrative work dealing with the full spectrum of business and administrative operations at the Madison Public Library. Work incorporates comprehensive responsibility for the Library collections, including acquisitions and cataloging; negotiation and oversight of the Library's contract with the South Central Library System; and preparation and oversight of the Library's operating budget. Work involves considerable discretion and judgment in a wide variety of assigned administrative and program areas. Under*

*the general direction of the Library Director, the employee plays a key role in the overall management of the Library.*

This is a high level management position at the Library with system-wide responsibility over collection services. In addition, the incumbent has a significant role with the South Central Library System, and the Library's budget process and strategic planning. The supervisory responsibilities of this classification are not as vast as will be for the Library Associate Director who will be responsible for all public services staff working at the eight Neighborhood Libraries, as well as staff at the Central Library, including the specialty areas of Youth Services and The Bubbler program. The Library Associate Director will also have a significant role in advocacy activities developing partnerships within the community. In addition, the Library Associate Director will serve as the designated employee to act on behalf of the Library Director during absences. The Library Business Operations Manager requires a Master's degree and three years of experience, which is slightly less than that of the Library Associate Director. For these reasons, the new classification should be placed at a higher range.

With the Library Director classification equivalent to CG18, Range 20, it is recommended that the classification of Library Associate Director be created in CG18, Range 16 and that the vacant position #504 of Library Community Services Manager be deleted and recreated as a Library Associate Director. This would be consistent with the structure in Parks, with the Parks Superintendent also in Range 20 and the Assistant Superintendents in Range 16. The Library intends to fund this position through vacancy savings resulting from the two Library Community Services Manager retirements.

The necessary Resolution has been prepared to implement this recommendation.

Editor's Note:

Compensation Group/Range	2015 Annual Minimum (Step 1)	2015 Annual Maximum (Step 5)	2015 Annual Maximum +12% longevity
18/14	\$74,121	\$89,231	\$99,938
18/16	\$81,395	\$98,090	\$109,861

cc: Library Director Greg Mickells