

PERSONNEL ORGANIZATION AND PROCEDURE

A Manual Suggested for Use in
College and University Libraries

Prepared by the Subcommittee on
Personnel Organization and Procedure
of the
A.L.A. Board on Personnel Administration

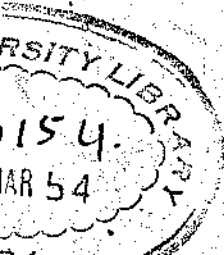
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FOREWORD

This manual is based on the publication entitled Organization and Personnel Procedure of the _____ Library which was prepared by a subcommittee of the A.L.A. Board on Salaries, Staff, and Tenure and published in August 1940. The original subcommittee was composed of Marie C. Corrigan, Catharine Carl Melinat, Pauline Reich, Elizabeth Richards, and Amy Johnson, Chairman -- all from the Cleveland area.

The 1940 publication had been set up as one statement and footnotes were used to indicate differences in procedure for a particular type of library. It had been planned originally to set up the present revision in similar manner. Therefore, a subcommittee was appointed in the Middle Atlantic area, with its membership elected to represent various sizes and types of libraries.

After the subcommittee had been at work on the project for some time, it came to the conclusion that one statement with footnotes to show deviations was both cumbersome and confusing, as too many variations existed. Forms of organization, clientele, terminology, methods of support and control vary greatly from one kind of library to another. The subcommittee, therefore, recommended to the Board on Personnel Administration that separate statements be issued for the various types of libraries. The board approved the revised plan.

Selected groups from the subcommittee, therefore, representing specific types of libraries formulated drafts for their particular type of library. Five librarians assumed primary responsibility for drafting the statement for college and university libraries. They were Howard Rovelstad, University of Maryland Libraries, College Park; Mrs. Elizabeth Miller Shaw, Goucher College Library, Baltimore, Md.; Blanche Prichard McCrum, Library of Congress, formerly in college library work, and two members of the Johns Hopkins University Library staff -- Martha J. Hubbard and Emily Caroline Schilpp.

The entire subcommittee later studied all drafts not only for content and principles stated but also to bring the statements for the various types of libraries into conformity wherever possible. Further revisions were made. Meetings of the subcommittee and the Board on Personnel Administration were held to discuss the revised drafts. After the statement had gone through several revisions by such processes, it was sent to the Board of Directors of the Association of College and Reference Libraries, to the members of its Publications Committee, and to a selected group of librarians for comment. Some changes were made as the result of their suggestions.

At the meeting of the subcommittee and the board in January

1952, the Board on Personnel Administration accepted the college and university libraries statement for publication.

The subcommittee is grateful to the University of Illinois Library and the University of North Carolina Library for permission to reproduce the personnel forms appearing in Appendix I.

Amy Winslow, Chairman
Subcommittee on Personnel
Organization and Procedure

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CONTENTS

	<u>Page</u>
Foreword.	iii
Introduction	1
I. Objectives	3
II. Organization and Administration	4
A. Government	4
B. Support	4
C. Administrative Organization.	4
III. Relationship with the College Community	7
IV. Classification of Positions	8
V. Salary Schedules	10
VI. Appointments	11
A. Recruitment	11
B. Selection.	11
C. Placement.	12
D. Temporary Appointments	12
E. Probationary Period	12
F. Reappointment	13
VII. Tenure	14
VIII. Development of the Staff	15
A. In-service Training	15
B. Encouragement of Further Education	16
C. Professional Reading	16
D. Professional Affiliations and Activities	16
IX. Service Ratings	18
X. Promotions, Transfers, Demotions.	19
A. Promotions	19
B. Transfers.	19
C. Demotions.	20
XI. Separation from Service.	21
A. Retirement	21
B. Resignations.	21
C. Dismissal.	21
1. Incompetence or Unfitness.	21
2. Termination for Cause	22
D. Suspension	22
E. Termination without Prejudice	22
1. Financial Exigency	22
2. Discontinuance of an Activity	22
XII. Working Conditions	23
A. Work Week.	23
1. Hours of Work.	23
2. Holidays	23
3. Sunday Work	23
4. Time for Meals and Relaxation	23
B. Work Load.	24
C. Time and Method of Salary Payment.	24
D. Leaves of Absence	24
1. Vacations	24
2. Sick Leave.	25
3. Illness or Death in Family	26

	<u>Page</u>
4. Jury and Military Duty.	26
5. Sabbatical and Other Special Leaves of Absence	26
XIII. Welfare and Economic Security.	27
A. Insurance.	27
B. Retirement Plans	27
C. Credit Plan	27
D. Accidents and First Aid	27
E. Staff Quarters	28
XIV. Staff Relationships	29
A Selected List of References.	30
Appendix I Selected Personnel Forms.	34
Appendix II Tenure in Libraries; A Statement of Principles of Intellectual Freedom and Tenure for Librarians.	41
Tenure in Libraries; A Statement of Principles of Intellectual Freedom and Tenure for Nonprofes- sional Library Employees	46
Library Bill of Rights	51
Appendix III Resolution on Loyalty Programs.	52
Appendix IV Personnel Service Rating Report	53

INTRODUCTION

The personnel policies suggested here have been written as if for a real situation, but are intended to serve only as a guide in library personnel procedures which, it is hoped, will be acceptable to boards of trustees, administrators, and staff members alike.

IN NO CASE IS IT EXPECTED THAT THE MANUAL CAN BE ADOPTED WITHOUT SOME MODIFICATION TO FIT LOCAL CONDITIONS AND REGULATIONS. It is hoped that each library will draw up its own manual of Personnel Organization and Procedure, incorporating such differences as local policies and regulations necessitate, but accepting the fair principles of personnel administration here presented.

Probably no group of libraries or librarians varies as much among themselves in policies and needs as those for whom this handbook is intended. It has obviously been impossible to draw up a statement which will be applicable to all local situations as they are found in college and university libraries, but an attempt has been made to set down those principles of personnel management which should be clearly stated by the governing authority and the administration of any library organization, and clearly understood by, and in the hands of, every member of the staff. This manual will also prove useful to prospective employees, who should know under what personnel regulations they would be employed.

These provisions are intended as a guide for the chief librarian in formulating a personnel manual for his library. Some provisions may seem to be beyond possibility of acceptance in a particular library, but no practice has been recommended which is not already in operation in one or more libraries which have set up good personnel procedures. The recognition of these provisions as the accepted practice of other libraries may aid the chief librarian in establishing such policies in his own library.

Regardless of the size of the staff, it is of inestimable importance to the morale of its individual members and to the maintenance of good relations between staff members and the administration, and among staff members themselves, that decisions be made on the various aspects of personnel policy dealt with in the following pages, and that the established policies be readily available to each member of the library staff. In using this manual as a guide, college and university librarians must bear in mind the desirability of a flexible type of organization, but it is hoped that they will be able to use its suggestions, adapting them to policies in keeping with the size, functions, and objectives of the institution.

In an increasing number of college and university libraries,

those members of the staff who hold professional positions are given faculty status and rank. This status carries with it such academic privileges as sabbatical leave and participation in faculty retirement plans. No longer is actual classroom teaching or a research assignment considered as a prerequisite for faculty status. Catalog and order librarians, as well as reference and circulation librarians, are considered as important to a successful teaching program as are the faculty members of the various academic departments. Chief librarians who are administering professional staffs which have faculty status and rank should incorporate the pertinent faculty policies into the various sections of the manual for their own libraries.

The manual is in accord with the Code of Ethics for Librarians but will be found to overlap with the code only slightly. Many detailed regulations which libraries will find necessary for staff direction have been omitted. The administrator will not, therefore, expect to find here particulars in regard to time sheets, tardiness, borrowing and parking privileges, and similar matters.

In Appendix I will be found a number of personnel forms which are in use in various libraries. A great many forms submitted by libraries of different sizes and types have been examined. Perhaps none of these selected are perfect for other libraries, but they are included as good, suggestive examples. Attention is also called to the Handbook of Personnel Forms and Records, by Eileen Ahern, a publication of the American Management Association, which will be helpful.

I. OBJECTIVES

The objectives of the _____ library are based on the objectives of the college itself. These library objectives are:

1. To assist in carrying out the instructional program of the college.
2. To secure, organize, and service books, periodicals, documents, films, phonograph records, and other library material used in the instructional program.
3. To provide the physical facilities and equipment that will assist in the using of library resources.
4. To instruct students in the effective and efficient use of the library and of library material.
5. To encourage students to develop the habit of self-education in order that books and libraries may contribute to their intellectual development in future years.
6. To encourage extracurricular use of library material.
7. To assist and cooperate with faculty members in their instructional programs.
8. To fulfill, as completely as practicable, the library requirements of graduate students and faculty members engaged in research.
9. To cooperate with other libraries in the community, region, and elsewhere.

The library is primarily a teaching instrument. The professional library staff, administrative organization, and building are so planned as to implement teaching, learning, and research by the use of all library material. The staff is composed, therefore, of educators who teach, not in the classroom, but by mobilizing the resources of the library according to a well-defined program.

II. ORGANIZATION AND ADMINISTRATION

A. Government

The chief administrative officer of _____ college is the president, who is directly responsible to the board of trustees, the policy-forming body of the institution. Because the library is a major unit of the college and serves all departments, the chief librarian, as chief administrative officer of the library, is directly responsible to the president.

B. Support

The library is allocated annually a proportion of the educational budget of the institution, exclusive of capital outlay and auxiliary expenses. In addition to this amount, the library receives income from endowment and gift funds, as well as from library fines collected. The principal funds are listed below, with purposes as specified by the donors.

Principal Endowment Funds

C. Administrative Organization

The chief librarian is the administrative officer of the library. He acts in the advisory capacity of a professional expert to the president of the institution and has the authority of an administrative department head. He formulates and administers policies, rules, and regulations for the purpose of securing the fullest use of the library by students and faculty. He is responsible for the preparation of the annual request for funds, which is based on estimates submitted by library department heads, and for the expenditure of funds granted. He has full responsibility for determining internal policies and procedures; for selection of books and other materials; and for the complete discharge of all duties delegated to him by the institution.

The chief librarian is in charge of personnel and is responsible for assignment of duties, staff morale, service standards, and staff development. He recommends to the president of the college the appointment of members of the staff, promotions and transfers, and salaries in conformity with the classification and pay plan. He likewise recommends dismissals of staff members, subject to procedures established for dismissal. (See XI, C, Dismissal.)

He is the representative and spokesman of the staff to the

president. He welcomes communications from individual staff members, either directly or through the established line of responsibility, and from the staff organization which may lead to improvement of library service or of personnel relationships and employment conditions.

The library staff member in charge of personnel occupies a liaison position in the library. He seeks to interpret personnel policies and to adjust personnel problems throughout the library. He is responsible for recruitment; preliminary selection of candidates; development, administration, and periodic audits of the classification and pay plan; development and administration of the rating system; orientation and in-service training programs; interpretation of personnel regulations; employee counseling; investigation and adjustment of complaints, working conditions and staff welfare; and maintenance of personnel records, including the employment record of each staff member.¹

The president of the college appoints the library committee, which is composed of members of the faculty, to assist the chief librarian in establishing broad, general policy and in the allocating of book funds. The members are appointed upon recommendation of the chief librarian. This group functions in an advisory capacity without administrative duties or powers and also acts as a liaison between the library and other faculty members. The chief librarian is an ex-officio member of the committee and serves as its secretary. He is the representative and spokesman of the staff to the committee.

The head of each department of the college appoints a library representative, whose duty is to encourage faculty members of his department to recommend material to be purchased by the library, and who acts as a clearing house for these recommendations and for other library matters concerning his department.

The student library committee is appointed by the student government association in consultation with the chief librarian. The purpose of the committee is to act as a liaison between the library and the student body.

A list of the library staff, library committee, library representatives, and student library committee is revised annually

¹These personnel functions should be handled by some one individual in every library. With a staff of more than 25, the chief librarian may wish to delegate the duties to the assistant chief librarian. The Board on Personnel Administration recommends a full-time personnel officer for a library with a staff of more than 75 members.

and made available to all concerned.

In order to facilitate the functioning of the library, it is organized into departments, each of which is responsible for a major type of operation or service. Responsibility regarding the work of each department rests with the head of the unit, and he, in turn, delegates responsibilities and duties to assistants, making clear the correct line of supervision.

Following is a list of the departments of the library with their subordinate divisions:

_____	_____
_____	_____
_____	_____

The library has established departmental libraries to provide special collections readily available to students and faculty doing work in particular subject fields. Following is a list of the departmental libraries with their respective locations on the campus:

_____	_____
_____	_____
_____	_____

An organization chart of the library, showing lines of administrative responsibility, is available in each department.²

²Organization charts are not included in this manual. Examples may be found in G. R. Lyle, Administration of the College Library (2d ed.; N.Y.: Wilson, 1949), p.70-75; and L. R. Wilson and M. F. Tauber, The University Library (Chicago: Univ. of Chicago Pr., 1946), p.109-24.

III. RELATIONSHIP WITH THE COLLEGE COMMUNITY

Library service is rendered impartially to students and members of the faculty. All persons in any way connected with the institution are granted library privileges. Projects and new enterprises of the faculty, when they involve the library, are welcomed and worked out cooperatively whenever possible. Controversial problems are referred to the head of the library department involved and, when difficult of solution, to the chief librarian.

To promote better relationships with the college, members of the library staff are encouraged to participate in campus activities and committee work. Publicity and relationship with student publications are carefully planned. Public criticism of the library and of educational and administrative policies of the college is avoided by members of the staff.

Library service is available to residents of the community when such service will not interfere with requirements of students and faculty and will not duplicate the services provided by other libraries.

Careful planning with other libraries and institutions in the community avoids needless duplication of service and insures cooperation and mutual understanding. Interlibrary loan relationships are maintained with other libraries in accordance with the Inter-Library Loan Code.¹

¹"Revised Code," Library Journal, LXV (October 1, 1940), 802-03.

IV. CLASSIFICATION OF POSITIONS

All positions in the library are classified, the various positions being grouped in classes which are similar in the following respects: kind, complexity, and difficulty of duties; responsibility involved; and the qualifications required, including education, technical training, experience, basic traits, and abilities.¹

Professional positions require for their adequate performance: (1) an understanding of library objectives, functions, procedures, and techniques; (2) a familiarity with principles of library organization and administration (including the interrelation of library departments); (3) acquaintance with the contents and use of basic reference tools; and (4) an understanding of books and readers, and the means by which they are brought into effective relationship. In general, these positions require persons who have a knowledge of library work as taught in an accredited library school. In a few exceptional positions, unusual subject, language, or bibliographical specialization, combined with appropriate library experience, may be more essential than library school education.

Nonprofessional positions are similar to those in other departments of the college. No professional library training is necessary in order to qualify for these positions. Student assistants are included in the nonprofessional grades.

The classification plan reflects existing conditions in the library. Therefore, as new positions are created and others are changed in responsibility, they are reviewed and reclassified. Provision also exists for review of any position classification upon request. In addition, a periodic audit of the entire plan is made every three to five years in order to maintain a just evaluation of all positions and responsibilities.

A copy of the complete classification plan is available in

¹For libraries not now having a classification plan, the Classification and Pay Plans for Libraries in Institutions of Higher Education, 2d ed., prepared by the A.L.A. Board on Personnel Administration, Subcommittee on Budgets, Compensation and Schemes of Service for Libraries Connected with Universities, Colleges and Teacher Training Institutions, is suggested as a guide. Position Classification and Salary Administration in Libraries, prepared by the A.L.A. Board on Personnel Administration, Subcommittee on Job Analysis Manual and Classification and Pay Plan Manual, will be found invaluable. (See also A SELECTED LIST OF REFERENCES.)

each department. A general statement of duties, examples of typical tasks, a statement of the qualifications required, and an indication of the possible lines of promotion are given for each class of position. Staff members are encouraged to become familiar with this classification plan.

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V. SALARY SCHEDULES

The pay plan of the library consists of a salary schedule for each class of position with the rates of pay so adjusted that they reflect the level of difficulty and responsibility of each class of position. The salary schedules are in line with those most recently adopted as standard by the Council of the American Library Association. Maintenance of these schedules is necessarily contingent upon income and existing regulations regarding salaries in comparable grades of service in the college. A copy of the current pay plan is made available to each member of the staff.

The salary schedule for each class of position insures pay comparable with that received by persons doing comparable work either in the library or elsewhere in the college and community. Each schedule is made up of several steps and gives the minimum or starting rate, intermediate rates or increments, and the maximum rate. The various steps indicate the progressive increase in value of the employee as he attains proficiency in his position. Earned increments due on are granted annually, except in case of great financial exigency. They are at no time automatic but are dependent on efficiency, development, and attitudes as revealed by service ratings.

Periodically the entire pay plan is reviewed in the light of current library salary standards, cost of living, and pay for comparable work in the college. This study may result in a complete revision of the basic salary plan or in adjustments of certain schedules which are out of line.

A promotion to a position in a higher class is accompanied by an increase to the minimum salary provided for that class of position or to the next higher step above the present salary, whichever is greater. A transfer from one position to another in the same class of position or another class of position of the same level of difficulty and responsibility is not accompanied by an increase in salary.

Student assistants are paid a salary on an hourly basis. There is a fixed minimum rate in line with the college rates for student assistants performing comparable work in other departments of the institution. The wage rate schedule is based on the responsibilities of the work performed, and increases are based on length of service.

Temporary employees are compensated at the rate of the class of position to which appointed.

VI. APPOINTMENTS

A. Recruitment

In general the library recruits only for the entrance classes of the service. This is in line with its policy of filling vacancies in the higher grades by promotion. (See X, A, Promotions.) If a position calls for specialized knowledge or ability, recruits are sought from outside the library when no one with the necessary qualifications is available on the staff.

The usual channels of recruitment are followed for all positions: correspondence with library schools, advertising in professional journals and the local press, and contact with employment agencies and business schools. In such transactions description of the job, qualifications required, and salary schedule for the position in question are given. Local residents are considered solely on the basis of their qualifications and are shown preference only when credentials warrant.

In recruiting for new professional staff members, an effort is made to secure graduates from various accredited library schools, in order to achieve balance and varied points of view on the staff.

Student assistants are recruited and selected by the library staff member in charge of personnel. The student employment office, advertising in the student paper, and library staff contacts with students aid in securing eligible student assistants.

The library carries on an active recruiting program in the college directed at enlisting the interest of particularly promising college students and student assistants in library work as a career. It also seeks to encourage and develop other promising nonprofessional assistants and to direct them toward a professional career. Assistance and encouragement are given in the securing of scholarships and financial aid to such students.

B. Selection

Selection of staff members is based solely upon merit, with due attention to educational and technical qualifications, as well as personality, native endowment, temperament, suitability, and aptitude for the position involved. Purely personal considerations do not enter into the selection of staff members, nor is there discrimination or favoritism because of race, creed, sex, marital status, opinions, beliefs, or political alignment. Appointment of members of the immediate families of the board of trustees, administrative officers of the college, or faculty is strictly avoided.

All candidates must pass an examination by a physician

acceptable to the college before permanent appointment. Physically handicapped persons are eligible for appointment to positions they are able to fill satisfactorily.

All applicants are expected to supply the information requested on the application form and to submit names of references who are familiar with their character and abilities. These records are carefully investigated by the staff member in charge of personnel to insure that the candidate is qualified for the job. Personal interviews at a convenient place are arranged when possible. When a candidate is asked to come from a distance for an interview, a minimum of half of the traveling expenses is paid by the library.

Final negotiations concerning appointments are accompanied by a copy of this manual. If the appointee comes from some distance, approximate figures concerning cost of living are furnished.

C. Placement

Appointments are made by the president of the college on the recommendation of the chief librarian. Notice of appointment is made in writing and states definitely the position or class of position to which the person is appointed, including the classification grade, terms of salary, probation, and tenure, hours of service, sick leave, vacation allowance, and provision for other leaves and retirement. Acceptance of appointment is made in writing and addressed to the official from whom the notice of appointment was received. Such acceptance on the part of the employee is in the nature of a contract and carries with it a moral obligation to abide by the terms specified in the letter.

D. Temporary Appointments

For temporary appointments (i.e., for six months or less), preference is given to those with qualifications which would entitle them to consideration for permanent positions. When positions are temporary, this is clearly stated at the time of appointment.

All student assistant appointments are temporary and are held only by those who are actually attending the college.

E. Probationary Period

The first year of service constitutes a probationary period, during which the individual is trained for effective performance on the job. Throughout this period, and at least every three months, the supervisor discusses with the probationer his strengths and weaknesses and makes recommendations for further improvement. These discussions may well take place at the time

of the quarterly service rating reports. (See IX, SERVICE RATINGS.) In case a new employee fails to give satisfactory service in his first assignment, opportunity is offered him, whenever possible, to prove his abilities in another position and under a different supervisor.

If a probationer is to be allowed to complete his full probationary period but is not to be continued in service after the expiration of the probationary period, he is given at least three months' notice prior to the expiration of his probationary period if holding a professional position¹ and at least one month's notice if holding a nonprofessional position. The library is not obligated to retain a probationer throughout his probationary period if his performance is below par and there is little evidence that further training would rectify the situation. In such instances, a professional employee receives one month's notice and a nonprofessional two weeks' notice. In no case is notice given without previous and repeated warning.

At the time when permanent appointments are made, the quality of work and personal characteristics of a new appointee are considered with great care. In case of doubt, the appointee is given clearly to understand in writing that the second year's appointment is also probationary.

The decision to appoint permanently rests with the president, but is based upon the recommendation of the chief librarian, who considers the record of service as reported by those who have had opportunity to become familiar with the work and personal qualifications of the member concerned.

F. Reappointment

A staff member who resigns in good standing is eligible for reappointment at a future time and may be considered when an opening is available, providing his qualifications are satisfactory.

¹Certain academic institutions may have adopted the A.A.U.P.'s Principles of Tenure for their professional library staffs and have set the probationary period at seven years after a series of term appointments. Notice should be given at least a year prior to the expiration of the seven-year probationary period.

VII. TENURE

Appointment to a position in this library carries with it a guarantee of the principles of tenure and intellectual freedom, as defined by the American Library Association in its statements: Tenure in Libraries¹ (see Appendix II) and Resolution on Loyalty Programs (see Appendix III).

Following the satisfactory completion of the probationary period, a staff member, unless appointed on a temporary basis, is assured of continuous and permanent tenure as long as he performs his duties competently and in accordance with the general policy outlined by the governing body. If necessity for dismissal arises, the employee shall be given the option of a hearing of which he has been given due and ample notice. (See XI, SEPARATION FROM SERVICE.)

¹Tenure in Libraries is two statements: the first for librarians and the second for nonprofessional library employees. The A.A.U.P.'s Principles of Tenure should be referred to by those academic institutions which have adopted the A.A.U.P.'s principles for their professional library staffs in place of the first of the A.L.A. tenure statements.

VIII. DEVELOPMENT OF THE STAFF

A. In-service Training

In-service training is an integral part of the library's program and consists of orientation or induction training of new personnel, training to increase efficiency, training for promotion, and training for supervision. It is one of the most important functions of a supervisor.

Staff members are given a few days of induction training at the beginning of the period of employment. A tour of the building and the campus, the provision of handbooks for new employees, talks on the objectives and history of the library and the college, and conferences with supervisors provide a background with which to begin actual on-the-job training. New staff members are expected to familiarize themselves with the various manuals of procedures.

Each supervisor is expected to direct the training of each staff member in a thorough understanding of the duties and responsibilities of his position. All training emphasizes increased effectiveness, but the supervisor also provides opportunities, including transfer, for the staff member to assume new responsibilities and to make use of special interests, knowledge, and abilities.

The supervisor seeks constantly to discover among his staff members those who are best qualified for promotion and to devise assignment of duties which will develop characteristics and abilities required for advancement.

Training for supervision is a continuous process which takes place formally and informally. The manual, Supervising Library Personnel,¹ by Adra M. Fay, is of special help in training supervisors.

Employee participation in management is fostered by committees, conferences, and department and staff meetings.

Training courses for nonprofessional employees and discussion groups are other means of in-service training sponsored by the library.

¹Adra M. Fay, Supervising Library Personnel (Chicago: American Library Assn., 1950), 24p.

B. Encouragement of Further Education

Employees may be permitted to take advantage of opportunities for special study in the college as long as such study does not lessen the physical efficiency of the individuals or place strain upon other employees. The actual time required to attend classes is deducted from regular weekly schedules.

Sabbatical leaves may be granted professional staff members upon completion of six consecutive years of service. Twelve months' leave with half pay or six months' leave with full pay may be granted for study or research in library science or in a subject field.

When circumstances justify, the library grants to professional staff members with outstanding records leaves of absence with pay for shorter periods to take courses in library science or a subject field. Extended leaves without pay may be granted for study but may also be granted for other purposes.

Application for sabbatical leaves and for leaves with or without pay are made to the chief librarian, after consultation with the immediate supervisor. Employees granted such leave are expected to remain with the library at least one year after conclusion of the leave.

The chief librarian keeps the staff informed of available scholarships, fellowships, and special grants in library science or subject fields. Qualified staff members are encouraged to take advantage of these.

When mutually satisfactory arrangements can be made, exchanges may be effected between outstanding staff members and recommended employees of other libraries, either in this country or abroad.

C. Professional Reading

Professional staff members are expected to keep abreast of library literature and books in other fields.

D. Professional Affiliations and Activities

Membership and committee work in professional, educational, and college organizations are stimulating and educational, of benefit to the library, and so are encouraged. With the approval of the chief librarian, a reasonable amount of time and secretarial help is allowed for work on such committees if the library's regular work will not suffer as a result.

Arrangements for attendance at lectures, professional meetings, conferences, and institutes are made as far as possible on

a rotating basis and are governed to a large extent by the needs of the service. Active participation in such meetings merits priority. Time with pay, including travel time, is allowed staff members to attend such meetings, and the library pays the expenses of the officially designated representatives.

Staff members are encouraged to engage in experimental activities and special studies which may make contributions to professional knowledge. They are urged and given every opportunity to make, in their own right, written contributions to professional journals and other publications. When describing the library's policies and procedures, such contributions should be reviewed by the chief librarian.

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IX. SERVICE RATINGS

Periodic reports from supervisors on the work of employees are essential to a just and intelligent personnel policy and to the employment of the individual in the position where he can benefit the library and work with greatest satisfaction to himself. In order to evaluate the abilities, performance, and potentialities of staff members, the head of each department is required annually, not later than _____, to submit to the chief librarian a service rating for each employee under his direction. At the same time, opportunity is also given for the employee to rate himself. These reports provide a partial basis for promotion, salary adjustment, and transfer and are essential in cases requiring demotion or dismissal.

Before the report is sent to the chief librarian, the supervisor discusses his rating with each assistant. The assistant's signature is required on the report.

During the probationary employment of any staff member, reports are required every three months. Likewise, after promotion of an employee to a new position involving added or different responsibilities, reports are required twice during the first year in that position. In case an immediate supervisor finds serious fault with any staff member during the probationary year, the chief librarian discusses the matter frankly with the employee, and he may be given further opportunity to improve or given a chance in another assignment of similar grade when arrangements can be made.

A standard rating form (see Appendix IV) is provided for use by supervisors. "Instructions to Raters," a guide for supervisors, is provided with this form. In addition, all supervisors receive special oral instruction in the importance of rating sheets, the need for objectivity and frankness, and the essentiality of written records for protection of both the library and the individual.

Reports are kept in the chief librarian's office in a private file but may be seen upon request at any time by the person rated or by supervisors concerned.

X. PROMOTIONS, TRANSFERS, DEMOTIONS

A. Promotions

When vacancies occur it is the policy to fill them by promotion or transfer if candidates with necessary qualifications are available on the staff. Failing to find such candidates, the chief librarian is free to seek new appointees elsewhere. (See VI, A, Recruitment.)

Whenever confidential information or time limitations do not prevent, announcement is made to the staff of pending vacancies. Requests for promotion or transfer to a vacancy or to a particular type of position may be made at any time by any member of the staff who considers himself qualified for the position. Such a request should be submitted to the chief librarian in writing. A duplicate copy of this request will be welcomed by the head of the department in which the staff member is employed but is not obligatory.

Promotional reports on such applicants are made, on forms provided for the purpose, by the immediate supervisor, the department head, and any others whose opinions would be valuable. These reports provide an evaluation of the employee in qualities which are significant for the position in question.

Promotions are based upon evidence of satisfactory performance, service ratings, promise of future development, and upon educational, technical, and personal qualifications. Length of service, unaccompanied by increased efficiency and interest in the work, is a reason against rather than in favor of promotion. Seniority is a determining factor only when two or more candidates have equal qualifications. Promotions are provisional for one year with periodic reports being made by the immediate supervisor. (See IX, SERVICE RATINGS.)

If an appointee fails to meet the requirements of the position as evidenced by service ratings, he is returned, after a provisional period of not more than two years, to his former grade and salary, without prejudice to any future opportunity for promotion.

There are occasional opportunities to place staff members on acting assignments and so to test their fitness for promotion. Whenever feasible these assignments are given to employees who are being considered for advancement. Temporary assignments to higher positions carry with them appropriate advancement in salary for the duration of the assignment.

B. Transfers

While promotion implies an assignment to new duties,

involving increased responsibilities and carrying with it an increase in salary and a change in class of position, a transfer, on the other hand, is a shift of an employee to a position of the same grade in another unit of the library, without an increase in salary. Transfers are made whenever feasible or necessary to aid in proper placement, to allow for in-service training, to provide additional or wider experience, to achieve more effective personnel utilization, and to equalize promotional opportunities.

If, for reasons of ill health, age, or other responsibilities, an employee is unable to fulfill the requirements of his position, he may be transferred to a position of equal rank involving less strain or to part-time employment.

Transfers are discussed in advance with staff members concerned, in order to explain reasons for the moves and to give consideration to the employees' wishes if circumstances permit.

C. Demotions

If an employee fails to fulfill the duties and responsibilities of his position, he may be placed in a lower grade position. An assignment in a lower grade carries with it compensation within that grade of service. Previous warning and opportunity to improve his performance shall have been given.

XI. SEPARATION FROM SERVICE

A. Retirement

Voluntary retirement may take place at the age of 60 or after completion of 30 years of service. Staff members are automatically retired at the age of 65. Retirement from service is followed by a suitable retirement allowance or annuity. (See XIII, B, Retirement Plans.) Notification of retirement date is given the employee six months before the final date of employment.

B. Resignations

Resignations are submitted in writing to the chief librarian. One month's notice is requested, under ordinary circumstances, for professional positions and two weeks' notice for nonprofessional positions. If possible, longer notice should be given, particularly by staff members in important positions.

C. Dismissal

Dismissals are made by the president of the college on the recommendation of the chief librarian. The advice and counsel of the legal representative of the college may be obtained when advisable.

1. Incompetence or Unfitness

No arbitrary discharge shall threaten the security of staff members on permanent appointment. (See VI, E, Probationary Period.) Since the fitness of staff members is carefully tested and reported on during the probationary year, it is assumed that cause for dismissal will not arise except under unusual circumstances or changed conditions. Dismissal for growing unfitness or incompetence, insubordination, mental or physical disability may, however, be made for the good of the service.

If the work of a staff member is unsatisfactory, he shall be so advised. If, within a reasonable time, he fails to improve the quality or quantity of his work so that it meets the required standard, he will be warned and, if possible, transferred for trial to a different type of work or to another unit or department of the library. If dismissal seems advisable, at least three months' notice is given to professional employees and one month's notice to nonprofessional. The employee concerned may, if he wishes, request a hearing before the proper authorities and obtain legal counsel and such representatives as he may choose. (This privilege does not apply to probationary employees.)

2. Termination for Cause

A staff member guilty of conduct which is criminal, infamous, or dishonest in the eyes of the law is subject to dismissal. A member of the permanent staff charged with such offense shall be notified in writing of the charge and of the date of a hearing, which shall be held before a representative of the governing body and the administrative officer. At least 14 days' notice shall elapse between written notification and the hearing. If they so desire, both sides may have a limited number of witnesses at the hearing, including legal counsel and such representatives as they may choose. If the decision which follows is one of dismissal, immediate termination of the service of the staff member may be required for the good of the library.

D. Suspension

A staff member charged with an offense which may necessitate removal for cause may be suspended without pay pending the outcome of the hearing. If the employee is cleared by investigation, restitution of unpaid salary is made.

E. Termination without Prejudice

1. Financial Exigency

In the event of clearly evident financial exigency or urgently needed retrenchment, it may be necessary to terminate the services of staff members. If this should occur, service ratings and length of service will be taken into consideration. Notice will be given as far in advance as possible (in no case less than six months for a professional employee or three months for a nonprofessional, including accrued vacation due). If requested the employee is given opportunity for a hearing of which he has been given 14 days' notice. Every assistance possible is given the employee in finding a suitable position elsewhere, and an explanatory statement is given him for use in seeking a position.

2. Discontinuance of an Activity

In an exceptional case the best interest of the library may warrant the discontinuance or curtailment of an activity. Should such action become necessary, every effort will be made to transfer the staff member thus affected to some other activity for which he is qualified. If a transfer cannot be arranged, an early notice will be given (in no case less than six months for a professional employee or three months for a nonprofessional, including accrued vacation due), and, as in the case of financial exigency, every possible assistance in finding another position.

XII. WORKING CONDITIONS

A. Work Week

1. Hours of Work

Full-time members of the library staff work 38 hours on a five-day per week schedule arranged by the head of each department or unit of service. They are not usually scheduled for more than two evenings per week and never more than three. No morning, afternoon, or evening schedule may exceed four hours except in unusual emergencies. Time required for teaching of library courses which are part of the staff member's duties is included in the regular work week. Authorized overtime, i.e., over 38 hours per week, is paid for at the rate of time and a half.

2. Holidays

The library is closed on the following legal holidays:

The library is open on the following legal holidays: _____

Staff members scheduled to work on legal holidays when the library is open are allowed equivalent time off at a later date. When a legal holiday falls on a day which is a regular day off for a staff member, he may take equivalent time off at a later date.

For members of religious groups which have special observances on days other than legal holidays observed by the library, supervisors, upon request, arrange the schedule so that assistants may absent themselves on their own time. Supervisors shall, whenever possible, allow these employees to make up their lost time.

3. Sunday Work

Sunday work is included within the regular 38 hours per week schedule and is arranged on a rotating basis, in order that there will be a fair distribution of assignments among employees who are qualified for the duties involved. Sunday schedules are planned at least a month in advance.

4. Time for Meals and Relaxation

One hour on the staff member's own time is allowed for lunch or supper, and staff members are usually required to take the full hour. They are also allowed 15 minutes of library time for relaxation in each half day scheduled.

B. Work Load

The supervisor maintains proper balance in the work load of each position. In assigning duties and in managing the flow of work in his unit, he delegates work so that each employee may maintain a high level of performance in all duties of the position and so that monotonous and physically fatiguing parts may be alternated, insofar as possible, with those more stimulating.

C. Time and Method of Salary Payment

Salaries are paid by checks, which are distributed on the last day of each month. When pay day comes on Saturday, Sunday, or a holiday, checks are distributed on the previous day. Arrangements are made with the _____ for salary deductions for withholding tax, annuity contributions, and insurance and hospitalization payments.

A staff member leaving for a vacation or leave of absence may, upon request, and with the approval of the chief librarian, receive an advance payment of salary due for all or part of this period of absence.

D. Leaves of Absence

I. Vacations

Annual vacation with pay is granted to full-time and part-time employees working on a regular schedule, exclusive of temporary and student assistants. The amount varies according to the service in which the individual is employed and the hours worked per week. Vacations must normally be taken within the vacation year in which granted, and at least two-thirds should be taken as a unit. Any deviation from this procedure must be approved by the chief librarian. For purposes of determining the vacation allowance, the vacation year is figured from _____ through _____.

- a. Full-time staff members, professional and non-professional, receive 22 working days based on a five-day work week.
- b. Part-time employees working on a regular schedule receive the same proportionate vacation allowance as is given full-time staff members. Thus, the part-time professional staff member will be away from the library for those periods on which he would have worked during 22 days based on a five-day work week, namely, four weeks and two days.
- c. No vacation allowance is given to those employed

on a temporary basis or to student assistants.

- d. For new staff members, not excluded from vacation allowance in section c, who have been in the library's employ _____ months but less than the full vacation year, the allowance is prorated for the number of months of service. No allowance is given for less than _____ months' employment.
- e. Employees, not excluded from vacation allowance in section c, who leave the library's employ during a vacation year receive accrued vacation prorated for that portion of the year they have been employed, provided they have been in the employ of the library a total of at least 11 months and have given adequate notice of resignation. If they have been employed less than 11 months, their prorated vacation is based on the amount of employment beyond six months.
- f. Holidays falling in a vacation period are not counted as part of the vacation allowance.

2. Sick Leave

Sick leave with pay is allowed to all full-time employees and to part-time employees working on a regular schedule, exclusive of temporary employees. The sick leave allowance is granted when employees are incapacitated by illness, injury, pregnancy, and confinement, when they must be absent for medical, dental, or optical examination and treatment, or when they have been exposed to a contagious disease.

One month (22 working days, based on a five-day week) of sick leave with pay is allowed to all full-time members of the staff each year (exclusive of temporary employees), except that ten working days only (based on a five-day week) are allowed during the first six months of service. Part-time employees working on a regular schedule receive the same sick leave allowance but at the part-time rate of pay.

Unused sick leave may be accumulated up to 66 working days (based on a five-day week) and carried indefinitely. The accumulated amount may be used in any year after the current year's allowance has been used.

Suspected abuse of the sick leave privilege by an employee may result at any time in the requirement of a doctor's certificate.

3. Illness or Death in Family

Adequate leave with pay is allowed in case of serious illness or death of a member of the immediate family or household. The amount of leave is dependent on the amount of travel time required, but in case of death of a near relative is not less than three working days, and in case of serious illness in the family is not more than five working days.

4. Jury and Military Duty

Staff members working half time or more a week who are drafted for jury duty or as witnesses in court will be granted leave with pay unless, in rare circumstances, difficulties of schedule should make it advisable for the library to ask that certain staff members be excused. Staff members working half time or more a week who are in the military reserve corps and are ordered to temporary active duty will be granted leave with pay for ten working days. Those entering military service are granted leave of absence according to federal regulations.

5. Sabbatical and Other Special Leaves of Absence

If not detrimental to the service of the library, staff members may be granted sabbatical leaves or special leaves, with or without pay. (See VIII, B, Encouragement of Further Education.)

XIII. WELFARE AND ECONOMIC SECURITY

A. Insurance

Health, accident, hospital, and group insurance may be secured by making arrangements with the designated staff officer.

B. Retirement Plans¹

Pension and retirement arrangements are automatically effective for all permanent staff members after _____ months of service. Each staff member contributes to the system through regular deductions from his salary, the amount depending on salary, age, and sex. The institution also makes a contribution for each member, approximately the same as that of the individual. Details of the plan may be obtained from _____.

In addition to the library's retirement plan, qualified staff members may wish to avail themselves of the benefits of the A.L.A. Retirement Plan or the Teachers Insurance and Annuity Association of America Plan.

C. Credit Plan

Any member of the staff is eligible to join the credit union, which provides a loan and savings fund for employees. Full details of the plan may be secured from _____. Members of the credit union may borrow from the fund when the loan has been approved by the officers of the union.

D. Accidents and First Aid

All accidents, whether to the staff or the public, should be reported at once, and in writing, to the chief librarian. The _____ office is equipped to furnish first aid. Information concerning workmen's compensation, for which library employees are eligible, may be obtained from the _____ office. Any injury for which such compensation is to be claimed should be reported immediately to the chief librarian. Employees are paid the difference between compensation allowance and full pay.

¹Federal social security is available to library employees under certain circumstances.

E. Staff Quarters

Rooms are provided for the comfort and convenience of the staff. These include cooking and refrigerating units, water coolers, and rest rooms equipped with easy chairs and cots, sufficiently segregated to permit quiet and relaxation. An individual locker is assigned to each member of the staff.

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XIV. STAFF RELATIONSHIPS

It is important for the well-being of the library that complete understanding exist between the staff and the administration and among the individual members of the staff on the policies and programs of the library and its agencies.

Toward this end staff meetings are held _____ or on special call. Matters of policy are explained, and professional problems are discussed. Suggestions and comments from the staff are welcomed.

The staff organization, in which membership is entirely voluntary, is approved by the administration as an opportunity for interchange of ideas, expression of opinion, and fostering of harmonious relations among staff members. The chief librarian is not a member of this organization. Space for meetings is available in the library. The chief librarian will receive petitions, suggestions, resolutions, etc. from the group. There is no discrimination against an employee because of membership or nonmembership in such an organization.

The chief librarian welcomes the views of individual staff members who wish to make requests or suggest changes in library procedure. These are presented to the person next in authority. Personal grievances are given a fair hearing by the immediate supervisor. If a necessary adjustment cannot be reached, the matter is referred to the chief librarian.

The library operates upon the principle that each employee has something to contribute to the formation of policies and procedures. Few important decisions are made without staff participation in thinking and planning. Much of this is accomplished through staff committees, which are appointed with a view to representation of varied types of work and grades of service.

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Appendix I

SELECTED PERSONNEL FORMS

UNIVERSITY OF ILLINOIS LIBRARY

INFORMATION BLANK
(Nonacademic Staff)

Name _____ Age _____ Birth date _____

Local Address _____ Place of birth _____

Home Address _____ U. S. Citizen - Yes _____ No _____ Illinois Resident - Yes _____ No _____

Phone No. _____ Sex _____ Height _____ Weight _____ Health _____

Single _____ Married _____ Physical defects _____

No. of dependents _____ Position wanted _____

Name of any relative employed by the University _____

EDUCATION

Name	Dates Attended	Date of graduation and degree
High School		
Business College		
University		
University Graduate Work		
University Course _____	Major _____	Minor _____
Foreign languages studied _____		

EXPERIENCE

Employers & Location	Dates	Type of Work	Salary

REFERENCES

Name & Address	Occupation

Date _____ Signature _____

(over)

Indicate what Civil Service examinations you have taken and for what classifications:

U. S. Civil Service examination - classification _____

Illinois State Civil Service examination - classification _____

University of Illinois Civil Service examination - classification _____

CHECK KINDS OF WORK IN WHICH YOU HAVE HAD EXPERIENCE

Accounting	Editorial	Printing
Auditing	Filing	Purchasing
Bookkeeping	Mail	Statistical
Bookkeeping machine operator	Messenger	Stenographic
Clerical (general)	Order	Shorthand speed _____
Correspondence	Payroll	Stencil cutting
Drafting	Proofreading	Stock keeping
		Typing
		Typing speed _____

CHECK AND STATE KIND OF OFFICE APPLIANCE YOU HAVE OPERATED

Adding machines	Calculating machines	Tabulating machines
Addressing machines	Duplicating machines	Typewriters
Bookkeeping machines	Printing machines	Ediphone or Dictaphone

UNIVERSITY OF NORTH CAROLINA LIBRARY

CHAPEL HILL NORTH CAROLINA

CHARLES E RUSH DIRECTOR

Your name has been given to us as a reference by the person named below, who has applied for a position in this library. We shall be very appreciative if you can furnish the helpful information desired and return it in the enclosed stamped envelope. Do not hesitate, if you prefer, to write a letter or a descriptive paragraph concerning the applicant. You are assured that this information will be considered confidential and that we shall be grateful for your assistance.

Yours very sincerely,

Name of applicant

Position desired

OPINION REPORT—Using check mark in columns

	VERY HIGH	SUPERI- OR	AVER- AGE	INFERI- OR	VERY POOR	REMARKS
CHARACTER						
FORCE						
LEADERSHIP						
ADAPTABILITY						
SELF-RELIANCE						
INITIATIVE						
LOYALTY						
ENTHUSIASM						
TEAM-WORK						
SELF-CONTROL						
PERSONALITY						
APPEARANCE						
MANNER						
GENERAL CULTURE						
ABILITY						
ALERTNESS						
SCHOLARSHIP						
ACCURACY						
ORIGINALITY						
VOLUME OF WORK						
QUALITY OF WORK						

How long and in what capacity have you known the applicant?

If ever in your employ, would you re-employ?

Give reasons, if answer is negative

General statement:

Date

Signature

UNIVERSITY OF NORTH CAROLINA LIBRARY
INTERVIEWER'S REPORT ON APPLICANT FOR STAFF SERVICE
 (Underscore characteristics where possible; additional comments will be helpful)

Name of applicant Interviewer
 Address Date

APPEARANCE AND PHYSICAL CHARACTERISTICS

Health: Robust. Average. Frail.

Energy: Energetic. Nervous. Normal. Listless. Slow.

Physique: Tall. Medium. Short. Stout. Slender. Thin.

Facial features: Fresh. Pale. Attractive. Plain. Blemishes. Large features. Full lips.

Voice: Irritating. Pleasant. Loud. Low. Distinct. Indistinct.

Dress: Neat. Careless. Appropriate. Inappropriate. Extreme. Prim. Chic.

Additional comments:

ATTITUDES AND PERSONAL CHARACTERISTICS

Manner: Assured. Dignified. Courteous. Ingratating. Blunt. Awkward. Self-conscious.

Alertness: Keen. Intuitive. Mentally acquisitive. Inattentive. Slow.

Temperament: Enthusiastic. Excitable. Sense of humor. Solemn. Secretive. Frank. Sarcastic.

 Apathetic. Sophisticated. Unsophisticated.

Self-appraisal: Confident. Conceited. Modest. Self-centered. Self-pitying.

Sociability: Friendly. Takes initiative. Talkative. Approachable. Reserved. Interested in people.

Additional comments:

ABILITIES

Clarity of expression: Logical. Inarticulate. Good use of English. Ungrammatical. Accent.

Judgment: Dependable. Well-considered. Hasty. Erratic. Biased.

Promise: Probable qualities of leadership. Probably will develop rapidly. Probably will develop slowly. Little promise of development. Problematical.

Additional comments:

(OVER)

ADEQUACY OF PREPARATION

Knowledge of books: Well-read. Good critical sense. Average background.

Limited to light literature. Superficial. Poor background.

Scholarship: Attainments above average. Intellectual interests predominate. Average level.
Ambitious but handicapped. Little real interest.

Cultural background (describe briefly):

Special interests (specify):

Additional comments:

Recommendation: Recommend highly. Recommend. Doubtful. Undesirable.

Your opinion: Above average. Average. Below Average.

Rating scale (for use in grading interview)

Poor	10 - 15
Fair	16 - 19
Good	20 - 21
Very good . .	22 - 23
Exceptional . .	24 - 25

Grades on interview (for use by interviewer)

Appearance	(Maximum 25%)
Attitudes	(Maximum 25%)
Abilities	(Maximum 25%)
Adequacy	(Maximum 25%)
Total rating	

FINAL GRADE (to be filled in by Librarian's Office)

	Maximum	Actual
Application	100%
Interview	100%
References and experience	100%
Test	100%
School records	100%

Final grade

(Divide total by 5)

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(27726)

Appendix II

T E N U R E I N L I B R A R I E S

A STATEMENT OF PRINCIPLES OF INTELLECTUAL FREEDOM AND TENURE FOR LIBRARIANS

Adopted by the Council of the American Library Association,
June 21, 1946

Purpose

The purpose of this statement is to promote understanding and support of intellectual freedom and tenure, and agreement upon procedures to assure fair employment practices in all types of libraries.

Libraries are educational institutions which not only supplement and enrich the program of formal education but provide the only educational program available to many persons. Libraries are conducted for the common good and not to further the interest of the individual librarian, the governing body, or the library as a whole. It is in the interest of the common good that all citizens may have freedom to seek and to learn the truth on all subjects. Intellectual freedom is essential to these purposes. It is fundamental for the protection of the rights of the librarian. It carries with it duties correlative with rights.

Intellectual Freedom

Intellectual freedom means for the librarian: freedom to develop, maintain, and improve library service to the end that each citizen can assume the responsibility placed upon him by a democratic society to educate himself continuously and to improve his ability to participate usefully in activities in which he is involved as a citizen of the United States and of the world. Intellectual freedom implies freedom in the selection of books, in the presentation of material on all sides of controversial questions, and in the dissemination of information on

¹The word "librarian" as used in this document includes all members of the library staff who hold on a permanent basis full-time positions comprising professional library duties, i.e., library school graduates and others occupying professional and/or administrative library positions.

all subjects. It presupposes an acceptance by the institution of the principles of the Library's Bill of Rights.² Intellectual freedom precludes partisan political control of appointments and makes it possible for librarians to devote themselves to the practice of their profession without fear of interference or of dismissal for political, religious, racial, marital, or other unjust reasons.

The librarian is a citizen, a member of a learned profession, and a representative of an educational institution. When he speaks or writes as a citizen, he should be free from institutional censorship or discipline, but his special position in the community imposes special obligations. As a man of learning and an educational officer, he should remember that the public may judge his profession and his institution by his utterances. Hence, he should at all times be accurate, should exercise appropriate restraint, should show respect for the opinions of others, and should make every effort to indicate that he is not an institutional spokesman on controversial issues.

Objectives

Tenure means that following the satisfactory completion of a probationary period, the employment of a librarian, unless appointed on a temporary basis, should carry with it the assurance of continuous and permanent tenure as long as he performs his duties competently and in accordance with the aims and objectives of librarianship and of the governing body. Although no librarian on permanent appointment can have a vested interest in any position, his services shall not be terminated except in case of retirement for age, financial exigencies of the institution, or other adequate causes. On the other hand, employing a librarian for successive, limited periods with the intent to avoid the granting of permanent tenure is deemed unethical. An adequate pension system for retirement at a specified age or for disability should be provided whenever possible in the best interests of the employee and the institution.

Principles

Tenure, as an elementary right of any professional group, guarantees specifically:

- (1) Intellectual freedom as defined above.
- (2) Appointments and promotions based solely on merit without interference from political, economic, religious, or other groups.

²Superseded by the Library Bill of Rights adopted by the Council of A.L.A., June 18, 1948.

(3) A sufficient degree of economic security to make the library profession attractive to men and women of ability. Freedom and economic security are indispensable to the success of a library in fulfilling its obligations to each citizen and to society.

(4) The opportunity for the librarian to devote himself to the practice of his profession without fear of undue interference or dismissal and provides freedom from discharge for political, religious, racial, or other unjust reasons.

✓ (5) The opportunity for the librarian to attain the highest level of professional growth.

Interpretations

In the interpretation of these principles, it is understood that the following represents acceptable library practice and that expressed acceptance of them by employer and employee should be made a part of the procedure of all professional library appointments:

(1) The precise terms and conditions of every appointment should be stated in writing and should designate the position to which the person is appointed; the terms of salary, employment, probation, and tenure; hours of service; vacation allowance; and provisions for leaves and retirement. It should also include any limitation of intellectual freedom because of religious or other aims of the institution. This statement should be in the possession of both the institution and the prospective employee before the appointment is made.

(2) Beginning with appointment to a full-time professional library position on a permanent basis, the probationary period should not be less than one year nor more than three years except for certain academic institutions which by adoption of the A.A.U.P. Principles of Tenure for their professional library staffs have set the probationary period at seven years after a series of term appointments or unless the probationary period is specified to the contrary in law.

If the minimum probationary period is insufficient to determine a given individual's potentialities, an extension of the period should be specific as to time and should be stated in writing. Notice should be given at least three months prior to the expiration of the probationary period, if the librarian is not to be continued in service after the expiration of that period.

In the case of college and university libraries operating under the A.A.U.P. Principles of Tenure, such notice "should be given at least one year prior to the expiration of the

(seven-year) probationary period." A library may, if it wishes, recognize the term of service in another library as a part of the probationary period. During the probationary period, a librarian should be assured the same intellectual freedom as other members of the professional library staff have.

(3) Appointments to substitute, temporary, or training positions, and those embodying a definite agreement on the maximum period of employment, such as internships and working fellowships, need not be counted towards the completion of the probationary period.

(4) Termination for cause (incompetence and unfitness, insubordination, conduct which is criminal, infamous, or dishonest in the eyes of the law) of a continuous or permanent appointment, or the dismissal for cause of a librarian previous to the expiration of a term appointment should, if possible, be considered by both a library staff or staff association committee and the governing board of the library.

In all cases where the facts are in dispute, the accused librarian should be informed in writing at least fourteen days before the hearing of the charges against him and should have the opportunity to be heard in his own defense by all bodies that pass judgment upon his case. He should be permitted to have with him an adviser of his own choosing who may act as counsel. There should be a full stenographic record of the hearing available to the parties concerned. In the hearing of charges of incompetence, the testimony should include that of librarians and other employees, either from his own or from other institutions.

Librarians who are dismissed for reasons not involving moral turpitude should receive their salaries for at least three months from the date of notification of dismissal whether or not they are continued in their duties at the institution, unless such payment for nonperformance of duties is prohibited by law.

College and university librarians under the jurisdiction of the A.A.U.P. tenure rules "should receive their salaries for at least one year from the date of notification whether or not they are continued in their duties at the institution."

These principles of tenure do not apply when a librarian's resignation has been accepted even though such resignation is for the purpose of avoiding dismissal.

(5) Termination of continuous or permanent appointment because of financial exigency should be demonstrably bona fide. Dismissal on grounds that the position is to be abolished for lack of funds is justified only when the position is actually abolished. Situations which make such drastic retrenchment necessary should preclude expansion of the staff at other points at

the same time, except under extraordinary circumstances. In such cases, the library administration should make a genuine effort to place the person in some other suitable position in the library or library system where a vacancy exists. If such transfer is not practicable, as long a period of notice as possible (from six months to a year as a rule) should be given, and the person should be entitled to his regular vacation allowance. If there is strong reason to question the legitimacy of the financial exigency the dismissed person may request a hearing and procedure for the hearing as outlined in (4) above should be followed.

Where federal, state, or local civil service rulings or school tenure laws conform to these principles they are to be considered acceptable.

Note.—These principles conform in substance and insofar as applicable to librarianship to the 1940 Statement of Principles of Tenure, which has been widely accepted by the American Association of University Professors, the Association of American Colleges, and other organizations.

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T E N U R E I N L I B R A R I E S

A STATEMENT OF PRINCIPLES OF INTELLECTUAL FREEDOM AND TENURE FOR NONPROFESSIONAL LIBRARY EMPLOYEES

Adopted by the Council of the American Library Association,
July 4, 1947

Purpose

The purpose of this statement is to promote understanding and support of intellectual freedom and tenure, and agreement upon procedures to assure fair employment practices in all types of libraries.

Libraries are educational institutions which not only supplement and enrich the program of formal education but provide the only educational program available to many persons. Libraries are conducted for the common good and not to further the interest of the individual librarian,¹ the nonprofessional library employee,² the governing body, or the library as a whole. It is in the interest of the common good that all citizens may have freedom to seek and to learn the truth on all subjects. Intellectual freedom is essential to these purposes. It is fundamental for the protection of the rights of all library employees. It carries with it duties correlative with rights.

Intellectual Freedom

Intellectual freedom means for the nonprofessional library employee: freedom to assume the responsibility placed upon him by a democratic society to educate himself continuously and to improve his ability to participate usefully in activities in which he is involved as a citizen of the United States and of the world. Intellectual freedom implies freedom in the

¹The word "librarian" as used in this document includes all members of the library staff who hold on a permanent basis full-time positions comprising professional library duties, i.e., library school graduates and others occupying professional and/or administrative library positions.

²The words "nonprofessional library employee" as used in this document include all employees of the library who hold full-time positions on a permanent basis except for librarians for whom a statement of principles of tenure was adopted by the A.L.A. Council on June 21, 1946. This statement was printed in the A.L.A. Bulletin 40:451-53, November 1946.

presentation of material on all sides of controversial questions, and in the dissemination of information on all subjects. It presupposes an acceptance by the institution of the principles of the Library's Bill of Rights.³ Intellectual freedom precludes partisan political control of appointments and makes it possible for library employees to devote themselves to their work without fear of interference or of dismissal for political, religious, racial, marital, or other unjust reasons.

The library employee is a citizen and a representative of an educational institution. When he speaks or writes as a citizen, he should be free from institutional censorship or discipline, but his special position in the community imposes special obligations. He should remember that the public may judge his institution by his utterances. Hence, he should at all times be accurate, should exercise appropriate restraint, should show respect for the opinions of others, and should make every effort to indicate that he is not an institutional spokesman on controversial issues.

Objectives

Tenure means that following the satisfactory completion of a probationary period, the employment of a nonprofessional library employee, unless appointed on a temporary basis, should carry with it the assurance of continuous and permanent tenure as long as he performs his duties competently and in accordance with the aims and objectives of the governing body. Although no library employee on permanent appointment can have a vested interest in any position, his services shall not be terminated except in case of retirement for age, financial exigencies of the institution, or other adequate causes. On the other hand, employing anyone for successive, limited periods with the intent to avoid the granting of permanent tenure is deemed unethical. An adequate pension system for retirement at a specified age or for disability should be provided whenever possible in the best interests of the employee and the institution.

Principles

Tenure, as an elementary right of any group, guarantees specifically:

- (1) Intellectual freedom as defined above.
- (2) Appointments and promotions based solely on merit

³Superseded by the Library Bill of Rights adopted by the Council of A.L.A., June 18, 1948.

without interference from political, economic, religious, or other groups.

(3) A sufficient degree of economic security to make employment in the library attractive to men and women of ability. Freedom and economic security are indispensable to the success of a library in fulfilling its obligations to each citizen and to society.

(4) The opportunity for the library employee to work without fear of undue interference or dismissal and provides freedom from discharge for political, religious, racial, or other unjust reasons.

Interpretations

In the interpretation of these principles, it is understood that the following represents acceptable library practice and that expressed acceptance of them by employer and employee should be made a part of the procedure of all library appointments:

(1) The precise terms and conditions of every appointment should be stated in writing and should designate the position to which the person is appointed; the terms of salary, employment, probation, and tenure; hours of service; vacation allowance; and provisions for leaves and retirement. It should also include any limitation of intellectual freedom because of religious or other aims of the institution. This statement should be in the possession of both the institution and the prospective employee before the appointment is made.

(2) Beginning with appointment to a full-time nonprofessional library position on a permanent basis, the probationary period should not be less than six months nor more than one year.

If the minimum probationary period is insufficient to determine a given individual's potentialities, an extension of the period should be specific as to time and should be stated in writing. Notice should be given at least one month prior to the expiration of the probationary period, if the nonprofessional library employee is not to be continued in service after the expiration of that period.

During the probationary period, a nonprofessional library employee should be assured the same intellectual freedom as other members of the library staff have.

(3) Appointments to substitute, temporary, or training positions, and those embodying a definite agreement on the maximum period of employment need not be counted towards the completion of the probationary period.

(4) Termination for cause (incompetence and unfitness, insubordination, conduct which is criminal, infamous, or dishonest in the eyes of the law) of a continuous or permanent appointment, or the dismissal for cause of a library employee previous to the expiration of a term appointment should, if possible, be considered by both a library staff or staff association committee and the governing board of the library.

In all cases where the facts are in dispute, the accused library employee should be informed in writing at least fourteen days before the hearing of the charges against him and should have the opportunity to be heard in his own defense by all bodies that pass judgment upon his case. He should be permitted to have with him an adviser of his own choosing who may act as counsel. There should be a full stenographic record of the hearing available to the parties concerned. In the hearing of charges of incompetence, the testimony should include that of librarians and other employees, either from his own or from other institutions.

Nonprofessional library employees on continuous or permanent appointment who are dismissed for reasons not involving moral turpitude should receive their salaries for at least one month from the date of notification of dismissal whether or not they are continued in their duties at the institution, unless such payment for nonperformance of duties is prohibited by law.

(5) Termination of continuous or permanent appointment because of financial exigency should be demonstrably bona fide. Dismissal on grounds that the position is to be abolished for lack of funds is justified only when the position is actually abolished. Situations which make such drastic retrenchment necessary should preclude expansion of the staff at other points at the same time, except under extraordinary circumstances. In such cases, the library administration should make a genuine effort to place the person in some other suitable position in the library or library system where a vacancy exists. If such transfer is not practicable, as long a period of notice as possible (from three to six months as a rule) should be given, and the person should be entitled to his regular vacation allowance. If there is a strong reason to question the legitimacy of the financial exigency the dismissed person may request a hearing and procedure for the hearing as outlined in (4) above should be followed.

(6) These principles of tenure do not apply when a nonprofessional library employee's resignation has been accepted even though such resignation is for the purpose of avoiding dismissal.

Where federal, state, or local civil service rulings conform to these principles they are to be considered acceptable.

Note.—These principles conform in substance and insofar as applicable to libraries to the 1940 Statement of Principles of Tenure, which has been widely accepted by the American Association of University Professors, the Association of American Colleges, and other organizations.

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*Adopted by Council of A.L.A., at
Atlantic City on June 18, 1948*

Library Bill of Rights

THE Council of the American Library Association reaffirms its belief in the following basic policies which should govern the services of all libraries:

1. As a responsibility of library service, books and other reading matter selected should be chosen for values of interest, information and enlightenment of all the people of the community. In no case should any book be excluded because of the race or nationality, or the political or religious views of the writer.

2. There should be the fullest practicable provision of material presenting all points of view concerning the problems and issues of our times, international, national, and local; and books or other reading matter of sound factual authority should not be proscribed or removed from library shelves because of partisan or doctrinal disapproval.

3. Censorship of books, urged or practiced by volunteer arbiters of morals or political opinion or by organizations that would establish a coercive concept of Americanism, must be challenged by libraries in maintenance of their responsibility to provide public information and enlightenment through the printed word.

4. Libraries should enlist the cooperation of allied groups in the fields of science, of education, and of book publishing in resisting all abridgment of the free access to ideas and full freedom of expression that are the tradition and heritage of Americans.

5. As an institution of education for democratic living, the library should welcome the use of its meeting rooms for socially useful and cultural activities and discussion of current public questions. Such meeting places should be available on equal terms to all groups in the community regardless of the beliefs and affiliations of their members.

By official action of the Council on February 3, 1951, the Library Bill of Rights shall be interpreted to apply to all materials and media of communication used or collected by libraries.

AMERICAN LIBRARY ASSOCIATION, 50 EAST HURON STREET, CHICAGO 11, ILLINOIS

Appendix III

RESOLUTION ON LOYALTY PROGRAMS

WHEREAS, A democracy must preserve freedom of thought and expression if it is to survive; and

WHEREAS, Loyalty investigations of library employees may create an atmosphere of suspicion and fear and tend to limit intellectual freedom by rendering it hazardous to hold or express other than popular or orthodox views; and

WHEREAS, Librarians have a special responsibility to provide information on all sides of controversial issues, but cannot do so if intellectual conformity becomes a factor affecting their employment or tenure; and

WHEREAS, The American Library Association has received evidence that loyalty tests may easily lead to the violation of the constitutional rights of library employees, and in some cases already have done so; therefore, be it

Resolved, That we, the Council of the American Library Association, strongly protest loyalty programs which inquire into a library employee's thoughts, reading matter, associates, or membership in organizations, unless a particular person's definite actions warrant such investigation. We approve the affirmation of allegiance to our Government. We condemn loyalty oaths and investigations which permit the discharge of an individual without a fair hearing. We hold that in a fair hearing the accused is furnished a statement of the charges against him, is allowed to see the evidence against him, is given an opportunity to prepare and to present his defense and to question his accusers with the aid of legal counsel, is presumed innocent until proved guilty, and is given the opportunity, if adjudged guilty, of judicial review.

Adopted by the Council of the
American Library Association
July 21, 1950

Personnel Service Rating Report

Prepared by the Subcommittee on Service Ratings
of the

A. L. A. Board on Personnel Administration

Name..... Date.....

Position

Department, Division, Branch

☐ Professional☐ Subprofessional☐ Clerical

Excellent

or
superior

Very good
or
above
average

**Below
average
or
doubtful**

Poor or unsatisfactory

Duties (To be listed by immediate supervisor in conference with employee)

Total evaluation of work.

Additional comment:

PERFORMANCE — Execution of duties 1-8

						No opportunity to observe	Additional comments
1. ACCURACY (Freedom from mistakes)	Exceptional	Very few errors. Maintains high standards	Steady, careful. Work usually acceptable	Frequent errors	Very many errors. Work must always be followed up		
2. MEMORY (Retention of facts)	Exceptionally retentive	Well trained memory. Remembers important items	Endeavors to have the facts in mind	Fifful memory	Habitually forgetful		
3. THOROUGHNESS (Perseverance, following through to completion)	Meticulous in checking. Always sees things through	Usually thorough. Sometimes skips details under pressure	Moderately careful. Inclined to take too many shortcuts	Superficial. Does not follow through if difficulties arise	Does not complete assignments satisfactorily		
4. PUNCTUALITY (On duty promptly)	Always ready for duty promptly	Always on time	Usually on time	Frequently late but tries to correct habit	Usually late. Inclined to correct habit		
5. ORGANIZATION OF WORK (Analyzes and systematizes both method and time schedule for work)	Analyzes and organizes work readily, clearly, & intelligently	Organizes work satisfactorily	Shows some ability for organization	Has difficulty in organizing work	Work must be organized for him		
6. ABILITY TO FOLLOW INSTRUCTIONS	Comprehends quickly. Carries out instructions intelligently	Adequate comprehension. Follows directions carefully	Carries out instructions	Repeated instructions necessary to complete task	Often misinterprets and fails to perform work as requested		
7. QUANTITY OF WORK (Amount accomplished)	Exceptionally fast worker.	Rapid worker usually ahead of schedule	Accomplishes assigned tasks	Does just enough to get by	Quantity of work unacceptable		
8. JUDGMENT (Ability to make balanced decisions)	Sound, mature judgment. Makes decisions readily	Good judgment on majority of problems	Thinks slowly but makes tenable decisions	Indecisive. Disregards important facts	Makes snap decisions		

PERSONAL QUALITIES — Physical and mental characteristics 9-22

9. APPEARANCE (Cleanliness, neatness, taste in dress)	Exceptionally pleasing. Shows discriminating taste	Always well groomed	Neat. Not particularly interested in appearance	Inclined to be careless in less of appearance	Slovenly		
10. HEALTH (Vitality, energy, power of endurance)	Abundant energy well applied. Stands up under pressure	Rarely ill. Strong endurance	Fair. Work not affected adversely	Lacks stamina	Health a serious handicap to work		
11. MANNERS (Courtesy, tact)	Has charm. Is sincerely gracious and always considerate	Is courteous and tactful	Usually polite	Inclined to be brusque	Inconsiderate. Ill bred		
12. SELF-CONFIDENCE (Assurance as opposed to timidity)	Assured but not arrogant.	Self-confident	Moderately confident. Rarely shows discouragement	1. Underestimates own ability or overconfident 2. Inclined to be overconfident	1. Timid or 2. Arrogant		
13. POISE (Emotional self-control)	Always master of self in any situation	Well balanced	Self-controlled under ordinary circumstances	Easily upset	Ill at ease		

14. DISPOSITION

(Natural or prevailing temper of mind)

Always cheerful	Even tempered	Usually pleasant	Unpredictable	Irritable
A leader. Sought by others	Generally well liked. Friendly	Liked by those who know him	Tolerated by others	Avoided. Arouses antagonism
Brilliant and creative mind	Has imagination. Devises new schemes & methods	Resourceful to a limited extent	Rarely makes suggestions	A plodder. Needs direction
Exceptionally open-minded. Eager to test ideas of others	Receptive to new ideas	Slow to accept new ideas	Satisfied with status quo	Rejects new methods
Keenly perceptive	Watches for opportunities beyond the line of duty	Sees the more obvious tasks	Seldom sees beyond routine	Dull. Cannot see beyond routine
Systematically prepares himself for more advanced work	Puts forth an effort to improve and learn	Normally ambitious	Little ambition. Hoping for a lucky break	Satisfied. Interested only in getting by
Actively helpful	Good teamworker. Usually ready to co-operate	Works well with people he likes	Prefers to work alone	Cannot work with others
Seeks constructive criticism and profits by it	Welcomes criticism and acts upon it	Generally accepts criticism	Can always find an alibi	Resents criticism
Unquestionably loyal. Contributes much to esprit de corps	Supports policies and methods of institution	Apparently loyal. No positive contribution	Loyalty questionable	Disloyal

PROFESSIONAL QUALITIES — 23-27

23. PROFESSIONAL ACTIVITIES

(Interest in library and allied organizations)

Enters into professional activities with enthusiasm & genuine interest	Interested member of professional groups	Joins organizations. Has had little opportunity to be active	Slight interest in professional groups	Not interested
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24. RELATIONS WITH LIBRARY PUBLIC

1. (Approachability, desire to assist)

Enthusiastic. Sought by readers	Easily approached and responsive	Does not proffer help, but gives it willingly on request	Indifference apparent to public	Public repelled
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2. (Ability to put self in place of patron)

Readily understands patron's request	Questions until able to interpret patron's problem	Usually satisfies patron	Acts automatically. No imagination	Antagonizes by lack of comprehension
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25. READING HABITS

(Reads and knows contents of books)

An omnivorous reader. Broad knowledge & interests. Critical ability	Reads widely and intelligently	Knows books in current demand. Reads reviews	Reads little. Does not know books	Does not read books
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26. APPLICATION OF BOOK KNOWLEDGE (Ability to fit books to reader)	Readily combines judgment of people and knowledge of books to meet readers' needs	Selects books successfully. Pleases patrons	Can suggest suitable but not always best book for reader	Is at a loss with any but simple needs	Discourages readers by selecting unsuitable books
27. AWARENESS OF COMMUNITY (Ability to analyze the possibilities of library service to the particular community)	Measures accurately community needs and interests	Interested in library service to the community	Willing to consider the obvious community interests and needs	Knows little about people of community or their interests	Unconscious of importance of considering the community
ADMINISTRATIVE ABILITY --- 28-33					
28. LEADERSHIP (Ability to stimulate)	Exceptional and inspiring leadership	A good leader. Thoroughly respected	Able to lead but does not inspire	Has little influence on others	Ineffective
29. JUDGMENT OF PERSONNEL (Analyzing and estimating abilities of staff)	Has extraordinary ability to see merits and deficiencies in people	Makes sound decisions and is ready to correct misjudgments	Fairly good judge	Likely to misjudge obvious characteristics	Judgment not to be trusted
30. FAIRNESS TO SUBORDINATES	Exceptionally fair and square. Sympathetic understanding	Deals justly, impartially & firmly	Deals fairly in most cases	Sometimes unjust or partial	Plays favorites. Easily prejudiced
31. ABILITY TO DIRECT (Formulating and issuing commands)	Visualizes a line of procedure and gives explicit directions	Gives careful instructions with clear explanation	Usually gives adequate instructions	Directions often vague	Commands wholly inadequate
32. ABILITY TO TRAIN	Develops staff members to a high degree of efficiency	Achieves definite progress with each member	Occasionally develops good workers	Rarely develops staff	No training ability
33. SUPERVISORY ABILITY (Overseeing and guiding accomplishment)	Unusual ability to guide workers and to detect and eliminate obstacles	Good supervisor. Keeps work running smoothly	Obtains adequate results from staff	Lack of perception and foresight hampers accomplishment	Hesitant & vague. Unable to see things through

Indicate below any special abilities or interests which are not being used on present job.
 Is employee fitted for the particular job he now does?
 Is he trying to fit himself for his job or for advancement in library work? Please specify fully.

Have you discussed this rating with the employee and tried to help him correct faults?
 Have you definite recommendations to make, such as transfer to another job, salary increase, discharge? If so, state specifically with reasons.

Name of Rater

Position held