

LIBRARY DIRECTOR
BROOKS FREE LIBRARY

Authorized by Brooks Free Library Board of Trustees on May 5, 2025.

SUMMARY - NATURE OF THE WORK

The Library Director is appointed by and reports to an elected Board of Library Trustees. As the executive and administrative officer of the Library, the Director is responsible for the management of staff, finances, operations and services. Assists the Trustees with policy development and strategic planning. Ensures collections, resources, programs and services are aligned with the Library's mission and are responsive to community needs and interests. Personnel management responsibilities include recruitment, selection, appointment, training, evaluation and corrective action for performance and conduct issues. Reviews organizational structure, recommends and implements changes to organizational structure. Prepares realistic financial forecasts, budget and capital requests for the Board and represents the Trustees in presenting these requests to Town officials, boards and committees. Manages administrative and financial functions, including procurement and purchasing, accounting and payroll. Manages Library technology, including hardware, software and networks. Directs technical services, public information, programming, and outreach functions.

ESSENTIAL DUTIES AND RESPONSIBILITIES

Support to Board of Trustees

Advises the Board on policy formulation, budget development, state certification, strategic planning, professional standards and best practices. Communicates effectively, keeping the Trustees informed on personnel, staffing, finances, operations, services, and facility maintenance matters. Provides timely, accurate information the Board needs to make decisions. Recommends new and revised policies; relays Board decisions and policies to staff and directs their implementation. Represents the Trustees in communications and meetings with the Town Administrator, Select Board, Finance Committee, boards and committees.

Library Operations

- Manages library operations, ensuring efficiency and effectiveness. Plans, directs and implements services and programs that fulfill the Library's mission and are responsive to community needs and interests. Through the Deputy Director, ensures public service staff members are well-trained, public service desks have adequate coverage and high-quality service is provided.
- Oversees the implementation of the Collection Management Plan by the Deputy Library Director, ensuring the collection is broad, deep, and inclusive. Leads reconsideration team for material challenges. Determines if the work will be retained, re-located or removed from the collection.
- Manages Library technology, including wired and wireless networks, hardware, software and electronic systems. Ensures staff have the technology to work efficiently and the public is provided highspeed Internet access with up-to-date hardware and software. Assesses needs, develops technology plans and directs implementation of new technology.
- Actively participates in the governance of the Cape Libraries Automated Materials Sharing (CLAMS) consortium, ensuring shared systems function smoothly, the consortium is responsive to Brooks Free Library needs, and costs are contained. Advocates for a fair, equitable fee formula.
- Manages the public information function; serves as spokesperson for the Library to the Town, the community, and the press. Promotes library resources and services through outreach activities, social media, newspapers, cable television, and newsletters. Develops partnerships with community organizations; serves as liaison to the Friends of Brooks Free Library.

- Monitors the condition of the building and grounds, informing Town officials of maintenance and custodial issues. Coordinates and tracks short and long-term maintenance activities.
- Implements a comprehensive system of security procedures and resources to safeguard staff and patrons, and to protect the building, collections, assets and resources. Ensures staff members are well trained and respond appropriately to challenging patron behavior.
- Directs emergency preparedness and response for the Library. Develops and implements plans for the preservation of collections and to open the library to assist with response and recovery. Works cooperatively with the Emergency Management Director and proactively and independently when centralized response isn't needed or doesn't focus on services the library can provide community members.
- Responsible for compliance with public records laws and serves as public records officer for the Library. Safeguards data on the intellectual pursuits and identity of patrons, in compliance with state law, professional standards and Library policy on response to law enforcement inquiries.

Personnel and Position Management

- Exercises personnel authority delegated by the Trustees. Responsible for the substance of personnel decisions for Library staff, while following procedural provisions of the collective bargaining agreement, Personnel Bylaw and general Town policies. Responsibilities include recruitment, selection, training and development, disciplinary action and performance evaluation. Participates in collective bargaining, representing the Trustees on management's collective bargaining team.
- Directly supervises Deputy Library Director and the librarians, paraprofessionals and administrative staff engaged in technical services, information technology, technology education, programming, outreach, administration, accounting, purchasing and procurement functions. The Deputy Director heads the public service departments, directly supervising the professional librarians in charge of the Circulation, Reference and Youth Services Departments, and through them, manages their subordinates.
- Oversees subordinate supervisors' performance of personnel functions, ensuring union contract and Personnel Bylaw provisions are correctly and consistently applied; provides mentoring to ensure they adopt sound supervisory practices.
- Management of recruitment efforts include preparation of job postings, screening tools, interview questions and crediting plans for rating applicants. Determines when internal candidates do not meet requirements and external candidates may be considered. Selects candidates for appointments and promotions, appoints Library staff members, and sets pay rates for appointments, promotions and changes to lower grade. Approves two-step increases for exceptional performance.
- Addresses conduct and performance issues through warnings, counseling, mentoring, training, letters of reprimand, performance improvement plans and denials of step increases and longevity payments. Provides guidance to subordinate supervisors on conduct and performance issues with subordinates, reviews their recommended disciplinary actions and determines if it is appropriate. Recommends termination of employees to the Board of Trustees.
- Reviews grievances at first step from direct reports and second step for subordinate supervisors; investigates complaint and issues decision. Provides support to Trustees and Town officials on grievances that reach those levels. Determines if modifications to job duties, manner of performance or additional equipment are necessary or possible in response to an employee

requests for accommodations. Assists Trustees and Town formulate response to discrimination complaints, unemployment and workers compensation claims.

- Ensures the Library is an inclusive, safe and secure workplace. Takes disciplinary action against employees engaging in discrimination, harassment or other inappropriate activity. Enforces Standards of Conduct for patrons. Issues No Trespass Orders for repeated or severe violations.
- Responsible for position management functions. Reviews operations for efficiency and effectiveness, reassigns duties when needed and for staff development purposes, and reallocates staff within Library departments as needs change. Analyzes duties and responsibilities, job descriptions, education and experience requirements to ensure they reflect current needs. Prepares and recommends job descriptions for approval by the Trustees. Analyzes the cost of increasing the number or hours of positions and classification changes; prepares cost/benefit analysis for the Trustees review and approval for major changes.
- Periodically reviews organizational structure and prepares reorganizations. Documents rationale and projected financial impact, prepares implementation plan and timeline, and recommends changes to the Board of Trustees. Once approved by the Board and, if necessary, negotiated by the Town with the union, manages implementation of reorganizations.

Financial Planning and Management

- Manages expenditures of funds appropriated in the operating budget and from gift and trust funds, articles, and state aid funds. Ensures reports from the Town Treasurer are reconciled with Library spreadsheets and trust fund bank statements. Approves payroll and payment of invoices. Monitors expenditures to ensure they do not exceed appropriations. Alerts officials when shortfalls are projected and modifies operations, staffing levels or services if necessary to remain within allocated funding.
- Prepares realistic requests for the operating budget, capital projects, articles and other funding requests for Trustee approval. Ensures operating budget will meet projected Municipal Appropriation Requirement and Materials Expenditure Requirement for state certification. Assists the Trustees in advocating for funding; leads the presentation of budget and capital requests to Town officials, and advising them on state certification standards.
- Works cooperatively with the two association libraries in Harwich, ensuring they understand the need to meet state requirements, advising on proper completion of reports; and consolidating their reports into a compiled certification report for the Town of Harwich.

Purchasing and Procurement

Exercises delegated procurement authority from the Board of Trustees. Manages procurement and purchasing for the Library and ensures compliance with M.G.L and local directives. Ensures maximum utilization of cooperative purchasing agreements and collaboratives. Prepares specifications, solicits quotes, prepares contract, approves award and signs contracts with vendors. Establishes Library procurement and purchasing procedures and ensures staff members performing these functions understand and comply with procedures.

Supervision Received

Director is appointed by the governing Board of Trustees. The Trustees delegate personnel management, financial management, procurement authority, management of library operations, collection development and management and provision of library services of the public to the Library Director.

Exercises considerable initiative and independent judgment in the performance of duties and responsibilities; gathers and analyzes information and data, assesses situations/conditions, evaluates options and formulates solutions; interprets and applies professional standards and ethics, state law regarding the confidentiality of library records, collective bargaining agreement, Personnel By-Law, policies set by the Trustees and general Town-wide policies, administrative and financial procedures. Position is in the Personnel Bylaw Management Plan and under state law may be covered by an employment contract with the Board of Trustees. Cooperates with and maintains collegial relationships with Town officials, seeking guidance on personnel, procurement and other matters as needed.

Education and Experience

The Board of Trustees has set the following education and experience requirements:

Master's Degree in Library and Information Science or similar program accredited by the American Library Association, ability to obtain Massachusetts Certificate of Professional Librarianship issued by the Massachusetts Board of Library Commissioners within the specified timeframe after appointment as required by the Commonwealth of Massachusetts and five years of progressively responsible experience in library administration, including supervisory and personnel management experience, strategic planning, program development, and financial management functions including development of budget proposals and funding requests and oversight of expenditures, procurement and purchasing. No substitution allowed for the Educational and Certification requirements, but in exceptional instances specialized education, training, and/or experience may be substituted for part of the Experience requirement.

Knowledge, Skills and Abilities

A candidate for this position should have:

- Comprehensive knowledge of the principles and standards of professional library work; understanding, support of and ability to act in accordance with the library's mission to provide free and equal access to ideas, information, resources and services, from all points of view, and to be proactive in identifying and reducing barriers to library use. Continuing interest in professional development and new approaches; demonstrated experience evaluating trends in the field and successfully adapting and implementing new initiatives.
- Ability to carry out responsibilities independently, set priorities, use sound judgement and exercise initiative; Ability to assess situations, troubleshoot, plan and implement solutions.
- In-depth understanding of public library operations and services; professional experience demonstrating the ability to direct and oversee foundational library services such as collection development, technical services, reference, youth services, circulation, technology, readers advisory, programming, and services to people with disabilities. Ability to cover public service desks and perform other essential functions when needed.
- Understanding of the roles and responsibilities of the Library Director and elected Board of Trustees, recognizing when to bring matters to the attention of the Board of Trustees.
- Demonstrated experience managing and directing human resources functions, including recruitment, selection, evaluation, professional development, and disciplinary actions. Ability to supervise, lead others and delegate effectively; Ability to set and enforce behavioral and performance standards; Ability to manage conflict and to build consensus.
- Experience managing in a union environment, ensuring subordinate supervisors understand and follow the provisions in the collective bargaining agreement. Ability to evaluate and respond to requests for accommodations, grievances and other informal and formal complaints.

- Ability to maintain professional relationships and work collaboratively with the Town Administrator, other Town department heads, boards and committees. Ability to recognize when to seek advice from Town Administration regarding Town-wide policies, procedures and/or provisions of the union contract, Personnel Bylaw or provisions of Mass. General Law. Maintains awareness of issues impacting the Town and potential impacts on Library funding, operations and services.
- Demonstrated commitment to identifying the needs and interests of all segments of the community and designing collections, services and programs in response. Ability to create a welcoming and inclusive environment; Ability to clearly and assertively provide direction to patrons regarding standards of conduct and enforce policies and procedures.
- Proven problem-solving and project management skills; ability to collect, analyze and utilize data to inform decision-making; demonstrated experience thinking strategically and planning a course of action or argument that results in support of Library requests.
- Ability through both verbal and written methods, to provide concise, timely, and accurate information, internally and externally, among all organizational levels and with appropriate personnel; ability to listen to and evaluate complaints and concerns and formulate solutions; ability to prepare thorough and accurate reports and proposals and to speak persuasively at public meetings and at presentations to boards and committees.
- Proven technology skills and ability to evaluate, plan and implement new systems and resources. Ability to effectively utilize office software, specialized software such as the Integrated Library System, scheduling and other electronic resources, and computers and devices, cloud-based software, storage and file sharing.

Tools and Equipment Used

Operates typical equipment found in a public library such as a telephone, computer, printer, barcode reader, scanner, projector, copy machine, assistive listening devices/system and other adaptive equipment. Must be able to utilize this equipment and assist patrons with their use.

Physical Requirements

The following descriptions are representative of the physical demands required to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform essential functions.

Minimal physical effort is required to perform managerial and administrative duties; moderate physical effort under typical library conditions is required for tasks involving coverage of public desks, check-in and check-out of materials, and collection maintenance. With or without adaptive equipment, the employee must speak and hear well enough to be able to communicate effectively with others and to read printed material, screens on the Integrated Library System and other resource management systems, text on the screens of computers and devices, spine labels and barcodes. When covering public desks must be able to place, retrieve, lift and move books and other items located on shelves at heights ranging from floor level to above the shoulder, push and pull a full cart or bin of materials, and lift and move containers weighing up to 30 lbs. May be required to stand or sit for long periods, get up and down from a seated position frequently, climb stairs, walk, reach, bend, kneel, and use hands to operate equipment, shelve materials and/or locate items in the collection, and use a computer for prolonged periods.

Work Environment

The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job.

Position requires regular contact with Trustees, staff members, volunteers, patrons, community members, Board members of the Friends of Brooks Free Library, Town Administration, other department heads, members of Town boards and committees, colleagues at other libraries, the CLAMS consortium and state agencies, reporters, representatives of community organizations, vendors and in-house and contracted maintenance staff. Informal announcements and formal presentations at meetings of Town boards and committees are required. Work occurs primarily in the library, indoor offices and meeting spaces with some outdoor activities for programs and outreach events. Work schedule may require regular evening and weekend shifts and meetings or programs outside of normal work hours.

Work is performed in typical library conditions and entails the inherent risks that occur in a public library, open to everyone, where community members come for a variety of reasons and stay for extended periods. Some patrons may experience a variety of behavioral actions that may cause them to conduct themselves inappropriately. Procedures and systems are in place to reduce safety risks but all staff members must be alert to the possibilities and prepared to act. The Director has overall responsibility for ensuring staff and patron safety, and must remain alert for potential safety and security risks and be prepared to act to prevent, de-escalate, or respond to incidents. Requests police assistance and issues No Trespass Orders when circumstances warrant.

Director has access to confidential personnel records of employees and applicants, and confidential information regarding the intellectual pursuits of patrons, which is protected by Mass. General Law, the protected personal identity and data of patrons, and other confidential records. Director is responsible for ensuring compliance with state law and Trustees' policy on response to law enforcement inquiries to protect this confidential information.

Poor performance of duties and responsibilities can have significant consequences. Poor budget preparation may result in insufficient funding, inadequate oversight of expenditures may cause the Library to exceed appropriations, resulting in emergency requests for additional funds and/or the loss of services to patrons if staffing or open hours need to be reduced to compensate, and failure to properly project funding needed to meet the Municipal Appropriation Requirement and the Materials Expenditure Requirement for state certification may have serious consequences, resulting in the loss of state aid and reciprocal borrowing privileges for patrons, i.e., the ability of patrons to receive materials through interlibrary loan and to borrow materials in-person at other Massachusetts libraries. Poor performance of personnel management responsibilities may result in labor-relations problems, grievances, discrimination and other formal complaints, lack of properly trained staff to provide services to patrons, low morale, and turnover of employees. Poor oversight of library operations may result in inefficient operations, inadequate staffing, poor quality service to community members, deterioration in the quality of patron and bibliographic databases, missed deadlines, unnecessary controversies, and negative publicity. Consequences of poor performance impacts the quality of service to individual patrons as well as the community as a whole and may adversely impact the use of and support for the Library, and result in the inability of the Library to meet its goals and objectives. Failure to protect the privacy of patron data and records and personnel records could result in unauthorized disclosures of such information

External and internal applicants, as well as incumbents who become disabled as defined under the Americans with Disabilities Act, must be able to perform the essential job functions (as listed) either unaided or with the assistance of a reasonable accommodation to be determined by management on a case by case basis.