



**Being an Effective Manager:  
Dang it, Jim, I'm a librarian, not a lawyer,  
accountant, engineer...**

Maine Library Association  
2019 Conference  
September 30, 2019

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Getting from this...



To this...



# New Employees



- ▶ Introduction: Staff, organization chart, building, employee manual, policies, mission, culture, safety
- ▶ Paperwork: Payroll forms (I-9), benefits enrollment, application, resume, employment letter, checklist in file
- ▶ Misc. – Name badge, keys, security system, telephone system, nearest Dunkin

**Auburn Public Library  
New Employee Checklist**

	Contact	Sign Off & Date
Introduction to Staff	Immediate Supervisor	
Tour of Building	Immediate Supervisor	
Safety & Security Procedures Review	Immediate Supervisor	
Read All Library Policies (located in Standard Operating Guidelines folder on Intranet)	Immediate Supervisor	
Acknowledgement of Receipt of the Auburn Public Library Employee Handbook	Immediate Supervisor	
Mission & Culture of APL	Mamie Ney	
Explanation of timecards (how to fill them out, when to turn them in, etc.)	Immediate Supervisor	
Payroll Paperwork	Sarah Cunningham	
Send payroll information to City Hall	Sarah Cunningham	
Benefits Orientation (FT Only)	Sarah Cunningham	
Name Badge	Sarah Cunningham	
Staff & Emergency Contact Info (For Safety & Security Manual)	Sarah Cunningham	
Building Keys Issued	Mamie Ney	
Security Alarm System Training	Brian Usher	
Outlook & Phone System Review	Brian Usher	
Add employee information to "Personnel" Excel file	Admin. Asst.	
Update "Unscheduled Closings Telephone Tree" & replace old copies in the Emergency Binders	Admin. Asst.	
Update "Library Organization Chart" form	Admin. Asst./MN	

# Problem Employees



- ▶ Identify the problem – Document, document, document!
- ▶ Having the talk – Document, document, document!
- ▶ Listing your options – Document, document, document! PIP – Performance Improvement Plan
- ▶ Keep communicating – Document, document, document!
- ▶ Having “the talk” – Document, document, document!

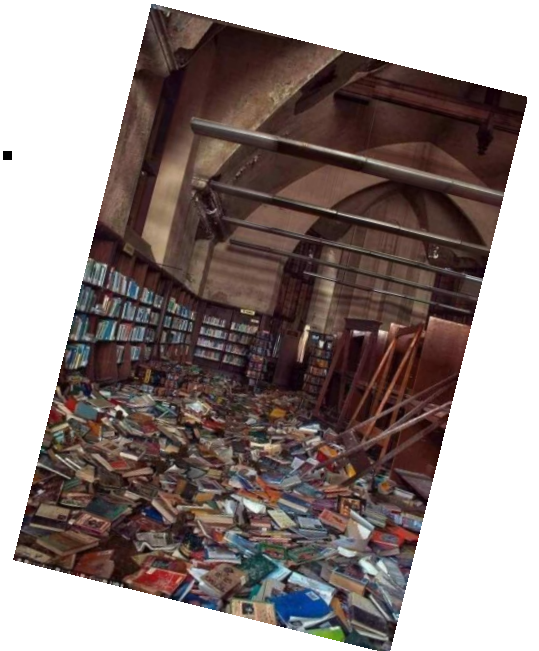
# Trustee and Board Relations

- ▶ **Establish or recognize an MOU of the relationship with roles and responsibilities clearly defined. What is the board's job and who does what?**
- ▶ **By-Laws in place and updated/reviewed annually.**
- ▶ **Conflict of interest protocol.**
- ▶ **Bring robots, staff, new books, e-readers, photos and food. Excite them.**
- ▶ **Circle back to your Mission Statement on every point.**



# Building Maintenance Is Work!

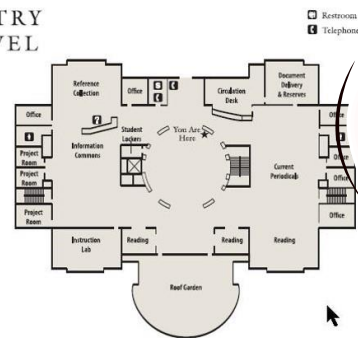
- ▶ Be prepared for most anything:
  - Safe shoes, flashlight, duck tape, painters tape, tarp, safety glasses, good ladders, quality gloves, and a basic tool kit.
- ▶ Don't apologize:
- ▶ The building needs service, you're just the caretaker.
- ▶ Time is money, execute quickly.



# Keep a binder and calendar together

- ▶ Keep a calendar for seasonal recurring prompts.
- ▶ Keep a binder sectioned by Divisions with space to expand for additional contractor contact information, quotes, work orders and warranty records.
- ▶ Keep a set of simple floor plans.

ENTRY LEVEL





# CSI Master Format 1995 Edition

- ▶ Division 01 — General Requirements
- ▶ Division 02 — Site Construction
- ▶ Division 03 — Concrete
- ▶ Division 04 — Masonry
- ▶ Division 05 — Metals
- ▶ Division 06 — Wood and Plastics
- ▶ Division 07 — Thermal and Moisture Protection
- ▶ Division 08 — Doors and Windows
- ▶ Division 09 — Finishes
- ▶ Division 10 — Specialties
- ▶ Division 11 — Equipment
- ▶ Division 12 — Furnishings
- ▶ Division 13 — Special Construction
- ▶ Division 14 — Conveying Systems
- ▶ Division 15 — Mechanical
- ▶ Division 16 — Electrical

# Budgeting / Advocacy

- ▶ Not so strange to throw these things together! Best time to advocate is budget season!
- ▶ Know your story!
- ▶ Know your audience!
- ▶ Build your “army!” Recruit outside your board, friends, etc.
- ▶ Keep the messages consistent. Minimize “library speak.”



## Advocacy

Advocacy is a political  
aims to influence public  
media campaigns,  
direct approach is  
speak on behalf of  
they also a'

# An Effective Manager...

- ▶ 1. You understand the value of employees
- ▶ 2. *You express gratitude*
- ▶ 3. You communicate clearly
- ▶ 4. *You listen effectively*
- ▶ 5. You make decisions
- ▶ 6. You trust your employees to achieve
- ▶ 7. You resolve conflicts
- ▶ 8. You get to know your employees
- ▶ 9. *You set a good example*
- ▶ 10. You're transparent
- ▶ 11. You're a high achiever
- ▶ 12. *You stay one step ahead of everyone else*
- ▶ 13. You take time for yourself!



# Additional Reading

- ▶ *What They Don't Teach You in Library School*, Elizabeth Doucette (Curtis Library, Brunswick), ALA Editions, 2010, <http://bit.ly/2piEhcR>
- ▶ *Tips for Library Managers* (Parts I and II), Sara Roberts, Public Libraries Online, 7/5/2016 and 8/3/2016; <http://bit.ly/2nP8rUR>; <http://bit.ly/2ou7jGi>
- ▶ *10 Library Management Tips for Running a Great Library*, Job Description and Resume Examples, 2019, <http://bit.ly/2nRsn9t>
- ▶ *What Library Managers Need to Know*, American Library Association, <http://bit.ly/2mUWexm>

# Contact Information

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