

Illinois Public Library Standards: Human Resources

Staff are essential to the success and effectiveness of the library. To be successful, staff should be paid competitive wages, have a thorough understanding of policies and procedures, and be provided continuing education and professional growth opportunities. A skilled, qualified, and empowered staff ensure that the library is a welcoming, vibrant, relevant, inclusive, and trusted community resource.

STANDARD	CORE	INTERMEDIATE	ADVANCED
1	The library has sufficient staff for the hours that the library is open.	Staffing levels are sufficient to carry out the library's mission, to develop and implement strategic plan initiatives, and to provide services.	Library staff represent community demographics, especially focusing on cultural and multilingual diversity.
2	The library has a set of board-approved personnel policies.	The personnel policies are reviewed on a regular schedule by the director and key staff.	The personnel policies are reviewed by an attorney.
3	The library provides job descriptions for all positions.	Job descriptions are reviewed as needed in order to align strengths, education, and expertise of staff with open positions and operational needs.	Job descriptions are reviewed by an HR professional.
4	The library compensates staff in a fair, equitable, and competitive manner. The library allocates up to 70% of the operating budget for salaries and benefits. This includes FICA, pension and health benefits.	The library has a salary schedule that includes all positions. The schedule is reviewed and adjusted to reflect cost of living and industry benchmarking.	The library conducts a market benchmarking study every 3-5 years, with pay ranges, conducted by a human resources professional, to determine current competitive pay practices.

5	The library provides employee benefits as directed by federal, state, and local law.	The library provides employees an expanded benefits package that may include healthcare and wellness benefits, tuition reimbursement, and/or pension or retirement savings. The library contributes to the premiums of any associated costs.	The library contributes to the premiums of healthcare and wellness benefits for employees and their dependents.
6	The library follows state and federal laws in recruiting, hiring, onboarding, supervising, and terminating employees.	Key library staff keep abreast of current HR laws and trends (e.g., attending webinars, engaging an attorney or reputable HR consulting firm).	The library employs a staff member who is dedicated to human resource management.
7	Staff members receive coaching, feedback, and support for their own development at least annually.	The library has a performance appraisal system that provides staff with an annual evaluation of current performance and guidance in improving or developing new skills according to their job description.	The performance appraisal system develops work goals and activities that align with the strategic plan.
8	New employees receive a thorough orientation and job training. The library complies with all state-mandated training requirements.	The library supports and encourages staff to acquire new skills, keep current with new developments in public libraries, and renew their enthusiasm for library work.	The library provides paid work time and funding for conference attendance, tuition assistance, and other skill and leadership development.

9	The library has a succession plan for the director.	The library has a succession plan for staff with specialized knowledge (e.g., assistant director, facilities manager, IT manager, business manager) that includes procedural job task instructions and checklists.	
---	---	--	--