



# LiRN

Legal Information and Resource Network

## Library Services & Management Responsibilities Policy HR Policy and Guidelines

Consultation Drafts

Theresa Leitch  
Managing Director

## Background

LiRN is seeking input from stakeholders on draft policies that address a lack of clarity around:

- LiRN's minimum expectations around library services that should be offered and the management responsibilities that need to be executed in all funded libraries
- What constitutes library services/tasks versus association services/tasks
- Network HR policies and guidelines

### **Draft Library Services and Library Management Responsibilities Policy**

- Sets out core library services that must be available to licensees
- Sets out library management responsibilities that must be executed to properly run a courthouse library

### **Draft Network Library Staff Employment Policy and Guidelines**

- Requires that, as the employer, Law Associations ensure the proper completion of all tasks required to offer the services and execute the responsibilities listed in the *Core Library Services and Library Management Responsibilities Policy*
- Defines Additional Library Services as services available to library users that require the specialized skills in information retrieval and dissemination possessed by Library Staff
- Defines Association Activities as activities related to running the Association, offering services and benefits to its members, or generating an Association revenue stream
- Provides that Associations contribute to library staff salaries in a percentage proportionate to the amount of Association Activities the staff member is performing
- Provides Sample Role Descriptions, Salary Benchmarks, Staffing Levels, and Opening Hours as resources to assist Associations
- Ensures a level of consistency in employment practices and library staff duties across the LiRN system, thereby reducing tensions around HR issues in the Network

We welcome input on all aspects of these policies, and are particularly interested in obtaining feedback on the following questions:

- How can LiRN work with Associations to ensure that all the Core Library Services are available in each library?
- Where is the line between "Additional Library Services" & "Association Services"?
- The grants administered by LiRN come from a levy paid by licensed lawyers for the purpose of administering the library. At the same time, historically, associations were able to assign some association work to library staff without contributing to the salary from Association funds. In recognition of the foregoing, the draft policy states that the Association only needs to contribute to library staff salaries if Association activities take up more than 10% of the staff member's time. Is this appropriate? Is 10% an appropriate threshold?

## Attachment A

### Library Services and Library Management Responsibilities Policy

#### **Background and Purpose**

1. The Law Society of Ontario's [By-Law 13](#) charges LiRN with establishing guidelines and standards for the organization and operation of the Ontario county and district law library system ("Libraries").
2. LiRN provides financial support to the Libraries by the transfer of grants to county and district law associations ("Law Associations"). Conditional upon receiving a grant from LiRN, each Law Association shall operate the Library in accordance with the guidelines and standards established by LiRN.
3. By-Law 13 further requires that Libraries shall give access to its law library services and programs to every lawyer licensed to practice law in Ontario, regardless of whether the person is also a member of an Association, judges of Ontario courts, Ontario justices of the peace, and members of boards, commissions, or other tribunals in Ontario.
4. The purpose of this Policy is to provide clarity on:
  - a. The Core Library Services that shall be available in each Library; and
  - b. The Core Library Management Responsibilities that must be executed to properly run a library.

#### **Core Library Services**

5. Libraries shall make available the Core Library Services outlined in Appendix A.
6. All Core Library Services shall be readily available to all licensees in Ontario, whether or not they are a member of the Law Association, with the exception of:
  - a. Borrowing privileges, which may be made available to Association members only in the Association's discretion; and
  - b. After-hours access to the collection, which may be made available to Association members only in the Association's discretion.

#### **Core Library Management Responsibilities**

7. To ensure the proper provision of services and adequate reporting, Libraries shall execute the Core Library Management Responsibilities outlined in Appendix A to this policy.

#### **Inability to Provide Services or Execute Responsibilities**

8. A Law Association's inability to make the Core Library Services available or to execute the Core Library Management Responsibilities shall be taken into consideration when LiRN sets the Law Association's funding.

## Appendix A: Core Library Services and Core Library Management Responsibilities

### Core Library Services

Core Library Service	Associated Tasks
Provide timely and accurate research and reference services	<ul style="list-style-type: none"> <li>• Receiving and responding to calls, emails, and in-person requests</li> <li>• Completing reference interview to discern research issues</li> <li>• Referring to another library as appropriate</li> <li>• Retrieving materials such as case law</li> <li>• Executing Will Searches</li> <li>• Answering directional questions</li> <li>• Evaluating library services and client satisfaction and use results for continuous improvement</li> </ul>
Provide instruction and support in using library resources, including the print collection, electronic resources, and library equipment	<ul style="list-style-type: none"> <li>• Arranging for training sessions from vendors</li> <li>• Providing planned training, orientation, or tours</li> <li>• Providing on-the-spot instruction</li> <li>• Developing and maintaining guides and pathfinders</li> <li>• Assisting users with equipment</li> </ul>
Borrowing privileges	<ul style="list-style-type: none"> <li>• Checking out materials for users, including ensuring user is entitled to check out material</li> <li>• Generating overdue notices and ensuring return of materials</li> <li>• Billing and collecting for lost items</li> </ul>
Provide access to the collection (both print and electronic)	<ul style="list-style-type: none"> <li>• Managing access to the library</li> <li>• Maintaining physical collection, including re-shelving material, updating loose-leaves, etc.</li> <li>• Maintaining computer equipment</li> </ul>
Provide access to additional materials through inter-library loans within the network	<ul style="list-style-type: none"> <li>• Request, track, and return items</li> <li>• Receive requests, track and ensure return of items</li> </ul>

## Core Library Management Responsibilities

Core Library Management Responsibility	Associated Tasks
Collection Management	<ul style="list-style-type: none"> <li>• Liaising with legal publishers</li> <li>• Maintaining awareness of all legal publishers and new titles and resources</li> <li>• Researching, analyzing, comparing, and evaluating legal resources for purposes of acquisition by network or by individual library including assessing the Core List and gaps in collection to meet needs of local users</li> <li>• Negotiating and managing contracts for print subscriptions and non-centralized electronic resources where required for individual library</li> <li>• Acquiring and processing new resources</li> </ul>
Collection Maintenance	<ul style="list-style-type: none"> <li>• Loose-leaf filing</li> <li>• Shelving materials</li> <li>• Shelf-reading</li> <li>• Weeding the collection</li> </ul>
Cataloguing	<ul style="list-style-type: none"> <li>• Reporting and updating resource information to the Great Library</li> <li>• Maintaining any Association Integrated Library Systems for catalogue and/or circulation (e.g. LIBIB)</li> <li>• Completing annual inventory of materials</li> <li>• Weeding outdated materials, including updating catalogue records and arranging for disposal or dispersal</li> </ul>
Financial Administration	<ul style="list-style-type: none"> <li>• Developing and adhering to the library budget</li> <li>• Maintaining bookkeeping records, accounts receivable and accounts payable, and payroll</li> <li>• Negotiating of staff compensation packages</li> <li>• Reporting and making payroll deductions payment to CRA</li> <li>• HST reporting and payment if applicable</li> </ul>

Core Library Management Responsibility	Associated Tasks
	<ul style="list-style-type: none"> <li>• Filing other government documents</li> <li>• Facilitating banking, cheque signing and bank reconciliation</li> <li>• Preparing and providing regular financial reports to the Association and LiRN</li> <li>• Preparing and providing business cases as required to the Association and LiRN</li> </ul>
HR (where there is more than one library employee)	<ul style="list-style-type: none"> <li>• Succession planning</li> <li>• Hiring staff, students, &amp; volunteers</li> <li>• Supervising staff, including managing performance, development, discipline and terminations</li> </ul>
Library Administrative Tasks	<ul style="list-style-type: none"> <li>• Tracking and reporting statistics</li> <li>• Supervising day-to-day operations</li> <li>• Maintaining and ensuring library safety, security and cleanliness</li> <li>• Liaising with MAG, facility management, LiRN, and other organizations</li> <li>• Participating in training, conferences, professional organizations and professional reading</li> <li>• Ordering supplies and materials</li> <li>• Selecting and maintaining hardware, software and equipment</li> <li>• Serving on LiRN committees or working groups and contributing to surveys and data gathering exercises to improve network library services</li> <li>• Implementing procedures and protocols</li> <li>• Coordinating security passes or access cards</li> <li>• Collecting and sending mail and parcels</li> <li>• Maintaining password control for various resources</li> <li>• Reporting to the Association regarding various library administration tasks and issues</li> </ul>

<b>Core Library Management Responsibility</b>	<b>Associated Tasks</b>
	<ul style="list-style-type: none"><li>• Ensure smooth operation of computers, printers, copiers, etc.</li></ul>
Library Promotion	<ul style="list-style-type: none"><li>• Marketing and informing users of new acquisitions through promotion and other outreach</li></ul>

## Attachment B

### Network Library Staff Employment Policy and Guidelines

#### **Background and Purpose**

1. The Law Society of Ontario's [By-Law 13](#) charges LiRN with establishing guidelines and standards for the organization and operation of the Ontario county and district law library system ("Libraries").
2. LiRN provides financial support to the Libraries by the transfer of grants to county and district law associations ("Law Associations"). Conditional upon receiving a grant from LiRN, each Law Association shall operate the Library in accordance with the guidelines and standards established by LiRN.
3. The [Grant Administration Policy](#), adopted by LiRN's Board of Directors on September 3, 2021, requires Law Associations ~~are required~~ to identify and separate association operations from library operations, and LiRN grants are to be accounted for as restricted for library purposes.
4. Library staff salaries are paid from the LiRN grant. To assist funded Law Associations in providing access to long term disability benefits by providing the opportunity to work in a coordinated fashion, LiRN has contracted for a group policy.
5. For further clarity, the Law Associations are the employers of library staff; LiRN is not the employer of Library Staff.
6. The purpose of this policy is to provide clarity on:
  - a. The Core Library Staff activities that must be executed;
  - b. Additional library and association activities that may be assigned to Library Staff under certain conditions; and
  - c. Employment Practices Guidelines.

#### **Core Library Staff Activities**

7. As the employer, Law Associations shall ensure the proper completion all tasks required to offer the services and execute the responsibilities listed in the *Core Library Services and Library Management Responsibilities Policy*.
8. Determining the appropriate staff roles, staffing levels, and opening hours to do so is within the Law Associations' discretion. To assist Associations, LiRN has provided sample role descriptions and sample staffing levels that may be used as resources.

#### **Additional Library Services**

9. LiRN recognizes that, as the employer, Law Associations may assign tasks associated with Additional Library Services to Library Staff.



10. Additional Library Services are services available to library users that require the specialized skills in information retrieval and dissemination possessed by Library Staff, as outlined in Appendix A.
11. Additional Library Services may be made available to members or non-members in the Law Association's discretion.
12. Where Additional Library Services are assigned to library staff, the Association shall ensure that staffing levels and hours are sufficient to execute the Core Library Tasks and Library Management Responsibilities as a first priority. A Law Association's inability to make the Core Library Services available or to execute the Core Library Management Responsibilities shall be taken into consideration when LiRN sets the Law Association's funding.

### **Association Activities**

13. LiRN recognizes that, as the employer, the Association may assign tasks associated with Association Activities to Library Staff.
14. Association Activities are tasks related to running the Association, offering non-library services and benefits to Association members, or generating an Association revenue stream. For further clarity, these additional tasks may include but are not limited to those outlined in Appendix A.
15. Where Association Activities are assigned, Law Associations shall:
  - a. Ensure that staffing levels and hours are sufficient to execute the Core Library Tasks and Library Management Responsibilities as a first priority. A Law Association's inability to make the Core Library Services available or to execute the Core Library Management Responsibilities shall be taken into consideration when LiRN sets the Law Association's funding.
  - b. Contribute a proportional percentage of the Library staff member's salary if the Association tasks take up more than 10% of the Library staff member's working hours. A Law Association's inability to contribute to library staff salary as required by this policy shall be taken into consideration when LiRN sets that Law Association's funding.
  - c. Maintain any revenue generated from these additional services in an account separate from the LiRN grant money.

### **Network Library Staff Employment Guidelines**

16. Employer Law Associations are encouraged to:
  - a. Ensure library staff job descriptions reflect the totality of their duties, including those associated with additional library services and association tasks. LiRN has provided Sample Role Descriptions to assist in developing staff job descriptions in Appendix B.
  - b. Provide performance evaluations to library staff on a regular basis (at least annually). LiRN has provides sample performance evaluation forms that may be used as a resource in Appendix C.

- c. Review library staff salaries annually, considering available salary benchmarks or surveys, the market of the Association, the Association's not-for-profit status, and the totality of their duties including those associated with additional library services and association tasks. LiRN has provided salary benchmarking that may be used as a resource in Appendix C. Associations are not restricted from using additional resources in their review.
- d. Have in place the following employment policies. LiRN has provided sample policies that may be used as a resource in Appendix C.
  - i. Workplace Harassment and Violence Policy
  - ii. Leaves of Absence Policy
  - iii. Diversity and Inclusion Policy
- e. Ensure that all library staff report to a supervisor or manager. Where someone is in the highest role of the library staff hierarchy, the Law Association is encouraged to designate an individual or a committee from the Association or the Association's Board who will act as supervisor / manager for that person.

## Appendix A: Additional Library Services and Association Services and Duties

### Additional Library Services

Additional Library Service	Associated Tasks
Current awareness	<ul style="list-style-type: none"> <li>• Generating and/or circulate newsletters of legal developments</li> <li>• Providing other current awareness information, including circulating emails relevant to practice from other sources such as judiciary, MAG, FOLA or the Association</li> <li>• Creation of custom or practice related legal/newsfeeds</li> </ul>
Website development and maintenance	<ul style="list-style-type: none"> <li>• Develop, maintain and update Association / Library website (it is understood that in many cases the website contains both association and library content).</li> </ul>
Social media management	<ul style="list-style-type: none"> <li>• Develop, maintain and update Association / Library social media (it is understood that in many cases the social media accounts include both association and library content).</li> </ul>
Library Training	<ul style="list-style-type: none"> <li>• Creating library training sessions either for network library staff or association members covering topics such as library research, knowledge management, or information management where library research is the central theme of the training being offered, including conceptualizing the program, content, and speakers on their own or with assistance from a committee</li> <li>• Speaking at and developing materials for the program, or securing speakers and materials on their own or with assistance from a committee, as appropriate</li> <li>• Marketing the program</li> <li>• Registering participants and invoicing if required</li> <li>• Providing summary of content and credits of program for participants where CPD credits are available for the program</li> <li>• Making logistical arrangements for the program, which may include booking a room, arranging for</li> </ul>

	<p>refreshments, technical equipment set up, and registration</p> <ul style="list-style-type: none"> <li>• Welcoming participants and ensuring the program runs smoothly</li> </ul>
--	---

**Association Services and Duties**

Association Service or Duty	Associated Tasks
CPD Replays	<ul style="list-style-type: none"> <li>• Reviewing CPD offerings from the LSO and other providers</li> <li>• Selecting appropriate programs to present for group viewing</li> <li>• Marketing selected programs to membership</li> <li>• Registering and invoicing participants</li> <li>• Providing summary of content and credits of program for participants</li> <li>• Making logistical arrangements for replaying the program, which may include booking a room, arranging for refreshments, technical equipment set up, and registration</li> <li>• Welcoming participants and ensuring the replay runs smoothly</li> </ul>
CPD Creation	<ul style="list-style-type: none"> <li>• Creating CPD offerings including conceptualizing the program, content, and speakers on their own or with assistance from a committee</li> <li>• Securing speakers and materials on their own or with assistance from a committee</li> <li>• Marketing the program</li> <li>• Registering and invoicing participants</li> <li>• Providing summary of content and credits of program for participants</li> <li>• Making logistical arrangements for the program, which may include booking a room, arranging for refreshments, technical equipment set up, and registration</li> </ul>

	<ul style="list-style-type: none"> <li>• Welcoming participants and ensuring the program runs smoothly</li> </ul>
<p>Association Board Management / Board Secretary</p>	<ul style="list-style-type: none"> <li>• Planning Board meetings, including setting the date, time, location, and arranging invitations</li> <li>• Tracking and following up on attendance</li> <li>• Preparing and distributing meeting agendas and materials</li> <li>• Responding to questions regarding points of order</li> <li>• Preparing meeting minutes</li> <li>• Managing Board records such as meeting minutes and by-laws</li> <li>• Tracking of board member terms</li> <li>• Tracking important filing deadlines for incorporation / charitable status</li> <li>• Generating reports to the Board (with the exception of reports on library functions)</li> </ul>
<p>Routine Association Tasks</p>	<ul style="list-style-type: none"> <li>• Organizing and facilitating Association events and meetings</li> <li>• Coordinating Bench and Bar meetings</li> <li>• Building and maintaining relationships with local organizations related to family and criminal courts for purposes other than promotion of library services</li> <li>• Developing and implementing policies and procedures for Association other than library policies and procedures</li> <li>• Scheduling meetings</li> <li>• Controlling the booking of space for meetings</li> <li>• Managing association membership</li> </ul>

## Appendix B: Sample Role Descriptions, Salary Benchmarks, and Staffing Levels & Opening Hours

### **Sample Role Descriptions**

LiRN encourages all funded association employers to have comprehensive and up-to-date job descriptions for library staff.

To assist in creating these job descriptions, LiRN has provided these Sample Role Descriptions. Association employers may use them as written or adapt them as necessary to best reflect the employee's qualifications and duties and Association needs.

LiRN has also provided salary benchmarks that may be used by employer associations as one of the available resources in determining the market value of the library jobs. Associations may wish to consult other salary surveys and local market conditions in addition to the LiRN benchmarks.

LiRN acknowledges that some funded association employers already have in place well-functioning employment practices that include detailed organization structures, job descriptions, market salary reviews, and performance reviews. These Sample Role Descriptions and Salary Benchmarks are not intended to replace such practices, and LiRN does not purport to have captured every position in each network library. The titles used here are similarly not required.

LiRN does note that common **best** practice in the library sector is to reserve the title of "Librarian" for individuals who have successfully attained a graduate degree in librarianship. Librarians are information experts who:

- Assist users in finding, evaluating, and interpreting information
- Create tools and organizational structures to help users find, evaluate, and interpret information
- Effectively manage staff (where there are additional library staff)
- Manage and negotiate with vendors
- Create and adhere to budgets
- Provide experienced and customized legal reference services
- Evaluate print and electronic resources, integrate them to meet the needs of library users, and discard them when appropriate
- Evaluate the quality, authenticity and accuracy of sources, both traditional and electronic, and convey the importance of these to the user.

In the library sector, a "Library Technician" holds a diploma and is usually a support staff member who maintains library operations, doing work that is detailed and often technology-based. They are generally responsible for answering less complex research and reference questions.

Many libraries in our network employ a technician to run the library rather than a librarian. Because they oversee the library, they have taught themselves and taken on duties that would more generally be associated with librarians, such as collection management, accounting, and budgeting.

A “Library Assistant” does not have special library training. In the library sector, they would be responsible for clerical duties or work under the supervision of a trained librarian/library technician. Library Assistants would not normally be engaged to provide extensive research or reference services, collection management, accounting or budgeting. However, the current system has evolved such that library staff running local libraries have taught themselves and taken on such duties. Compensation and appropriate work descriptions should reflect this.

To reduce confusion between the sector-standard definitions of these terms and the responsibilities placed on network library staff, we have moved away from using the titles of Technician and Assistant.

The chart below outlines four Role Descriptions. We encourage Association employers and Library staff to review them carefully to determine whether current job descriptions need revision. We also encourage Association employers to use these role descriptions in developing job postings and job descriptions for future employees. While they are samples that can be used as a resource, they also outline the qualifications and duties required to provide appropriate levels of service.

## Role Descriptions

	Law Librarian	Library Manager 1	Library Manager 2	Clerk
Full or Part time	Full time	Full Time	Full or Part Time	Full or Part Time
Collection Size / User Base	Mid-size to large	Mid-size	Small	n/a
Supervisory Duties	May supervise others	May supervise others	Sole employee	Always reports to a Library Manager or Law Librarian
<b>Qualifications</b>				
Education	Graduate degree in librarianship  In some cases, long and exemplary work experience may be substituted for the graduate degree	Undergraduate degree preferred  Library Technician diploma  In some cases, long and exemplary work experience may be substituted for the diploma.	Undergraduate degree preferred	n/a
Able to provide Research / Reference / Directional Assistance to users	Able to provide research assistance on complex questions	Able to provide research assistance	Able to provide reference and directional assistance	Able to provide directional assistance (with guidance)
Law library experience	✓	Preferred	n/a	n/a
Experience with legal research databases	✓	Preferred	n/a	n/a
Able to work in a demanding and fast-paced environment with competing priorities	✓	Preferred	n/a	n/a
Demonstrated reference experience	✓	✓	Preferred	n/a
Demonstrated leadership skills	✓	✓	✓	n/a
Demonstrated planning, decision making, and problem-solving skills	✓	✓	✓	n/a
Able to work independently	✓	✓	✓	✓
Adept at establishing effective working relationships	✓	✓	✓	✓
Strong user-service focus	✓	✓	✓	✓



	Law Librarian	Library Manager 1	Library Manager 2	Clerk
<b>Core Duties</b>				
Supervising employee(s), including: <ul style="list-style-type: none"> <li>• succession planning;</li> <li>• recruitment</li> <li>• managing performance, development, discipline and terminations</li> <li>• delegating and ensuring completion of administrative library tasks and administrative association tasks (if applicable)</li> </ul>	If applicable	If applicable	n/a	n/a
Advanced legal research assistance on complex questions	✓	n/a	n/a	n/a
Basic legal research assistance	✓	✓	n/a	n/a
Reference and directional assistance	✓	✓	✓	✓
Instruct and support patrons using the print collection, electronic resources, and library equipment.	✓	✓	✓	n/a
Circulation management, including: <ul style="list-style-type: none"> <li>• checking out materials for users</li> <li>• ensuring users are entitled to check out material</li> <li>• generating overdue notices and ensuring return of materials</li> <li>• billing and collecting for lost items as required</li> </ul>	Delegates, trains staff, oversees completion, or carries out such duties	Delegates, trains staff, oversees completion, or carries out such duties	✓	n/a
Provide interlibrary loans as required, including: <ul style="list-style-type: none"> <li>• requesting, tracking, and returning items</li> <li>• receiving requests, tracking and ensuring return of items</li> </ul>	Delegates, trains staff, oversees completion, or carries out such duties	Delegates, trains staff, oversees completion, or carries out such duties	✓	✓
Collection management, including: <ul style="list-style-type: none"> <li>• liaising with legal publishers</li> <li>• maintaining awareness of all legal publishers and new titles and resources</li> </ul>	✓	✓	✓	n/a

	<b>Law Librarian</b>	<b>Library Manager 1</b>	<b>Library Manager 2</b>	<b>Clerk</b>
<ul style="list-style-type: none"> <li>researching, analyzing, comparing, and evaluating legal resources for purposes of acquisition by network or by individual library including assessing the Core List and gaps in collection to meet needs of local users</li> <li>negotiating and managing contracts for print subscriptions and non-centralized electronic resources where required for individual library</li> <li>acquiring and processing new resources</li> </ul>	Complexity varies with size of collection and user base	Complexity varies with size of collection and user base	Complexity varies with size of collection and user base	
Collection maintenance including: <ul style="list-style-type: none"> <li>loose-leaf filing</li> <li>shelving materials</li> <li>shelf-reading</li> </ul>	Delegates, trains staff, oversees completion, or carries out such duties	Delegates, trains staff, oversees completion, or carries out such duties	✓	Preferred
Cataloguing, including reporting and updating resource information to the Great Library	Delegates, trains staff, oversees completion, or carries out such duties	Delegates, trains staff, oversees completion, or carries out such duties	✓	n/a
Financial administration, including <ul style="list-style-type: none"> <li>bookkeeping</li> <li>drafting and adhering to a library budget</li> <li>providing regular financial reports to LiRN</li> </ul>	✓	✓	✓	n/a
Tracking and reporting library statistics	Tracks and delegates, trains staff, oversees completion, or carries out reporting	Tracks and delegates, trains staff, oversees completion, or carries out reporting	Tracks and reports	Tracks
Administrative library tasks, which may include:	Delegates, trains staff, oversees completion, or	Delegates, trains staff, oversees completion, or	✓	✓

	<b>Law Librarian</b>	<b>Library Manager 1</b>	<b>Library Manager 2</b>	<b>Clerk</b>
<ul style="list-style-type: none"> <li>maintaining library safety, security and cleanliness</li> <li>ordering supplies and materials</li> <li>coordinating security passes / access cards</li> <li>managing mail</li> <li>other duties as required.</li> </ul>	carries out such duties	carries out such duties		
Library promotion, including marketing and informing users of new acquisitions through promotion and other outreach.	Delegates, trains staff, oversees completion, or carries out such duties	Delegates, trains staff, oversees completion, or carries out such duties	✓	✓
<b>Additional Library Duties (Optional)</b>				
Website creation / maintenance and social media management as required.	Delegates, trains staff, oversees completion, or carries out such duties	Delegates, trains staff, oversees completion, or carries out such duties	✓	May be assigned tasks relating to updating website / social media
Current awareness services such as: <ul style="list-style-type: none"> <li>generating and/or circulate newsletters of legal developments</li> <li>providing other current awareness information, including circulating emails relevant to practice from other sources such as judiciary, MAG, FOLA or the Association</li> </ul>	Delegates, trains staff, oversees completion, or carries out such duties	Delegates, trains staff, oversees completion, or carries out such duties	✓	May be assigned administrative tasks related to current awareness
<b>Association Duties (As Assigned)</b>				
Continuing Professional Development replays, including: <ul style="list-style-type: none"> <li>reviewing CPD offerings from the LSO and other providers</li> <li>selecting appropriate programs to present for group viewing</li> <li>marketing selected programs to membership</li> <li>registering and invoicing participants</li> </ul>	Delegates, trains staff, oversees completion, or carries out such duties	Delegates, trains staff, oversees completion, or carries out such duties	✓	n/a

	Law Librarian	Library Manager 1	Library Manager 2	Clerk
<ul style="list-style-type: none"> <li>providing summary of content and credits of program for participants</li> <li>making logistical arrangements for replaying the program, which may include booking a room, arranging for refreshments, technical equipment set up, and registration</li> <li>welcoming participants and ensuring the replay runs smoothly</li> </ul>				
CPD Creation, including: <ul style="list-style-type: none"> <li>creating CPD offerings including conceptualizing the program, content, and speakers on their own or with assistance from a committee</li> <li>securing speakers and materials on their own or with assistance from a committee</li> <li>marketing the program</li> <li>registering and invoicing participants</li> <li>providing summary of content and credits of program for participants</li> <li>making logistical arrangements for the program, which may include booking a room, arranging for refreshments, technical equipment set up, and registration</li> <li>welcoming participants and ensuring the program runs smoothly</li> </ul>	Delegates, trains staff, oversees completion, or carries out such duties	Delegates, trains staff, oversees completion, or carries out such duties	✓	n/a
Association Board Management / Board Secretary, including: <ul style="list-style-type: none"> <li>planning board meetings, including setting the date, time, location, and arranging invitations</li> <li>tracking and following up on attendance</li> </ul>	Delegates, trains staff, oversees completion, or carries out such duties	Delegates, trains staff, oversees completion, or carries out such duties	✓	n/a

	Law Librarian	Library Manager 1	Library Manager 2	Clerk
<ul style="list-style-type: none"> <li>• preparing and distributing meeting agendas and materials</li> <li>• responding to questions regarding points of order</li> <li>• preparing meeting meetings</li> <li>• managing board records such as meeting minutes and by-laws</li> <li>• tracking of board member terms</li> <li>• tracking important filing deadlines for incorporation / charitable status</li> <li>• generating reports to the Board (with the exception of reports on library functions)</li> </ul>				
<p>Routine Association tasks as required, including:</p> <ul style="list-style-type: none"> <li>• organizing and facilitating association events and meetings</li> <li>• coordinating bench and bar meetings</li> <li>• building and maintaining relationships with local organizations related to family and criminal courts</li> <li>• developing and implementing policies and procedures for association</li> <li>• scheduling meetings</li> <li>• controlling the booking of space for meetings</li> <li>• managing association membership</li> </ul>	May delegate, train staff, oversee completion, or carries out such duties	May delegate, train staff, oversee completion, or carries out such duties	✓	✓

## **Salary Benchmarks**

Still to come

### Staffing Levels & Opening Hours

LiRN is providing this model as a guide to assist Associations in setting staffing levels and opening hours in such a way that ensures the services and responsibilities outlined in LiRN's Library Services and Responsibilities Policy can be executed.

Please note: this model is not intended to be prescriptive or to prompt changes in libraries that are currently staffed appropriately but do not conform to this model.

Services Offered / Duties Assigned	Collection / User Base	Staffing Level	Open Hours
<ul style="list-style-type: none"> <li>• Core Library Services</li> <li>• Core Management Responsibilities</li> <li>• Minimal association duties</li> </ul>	Small	Library Manager 2	Minimum 15 hours per week  This is context dependent, and alternative arrangements may be suitable.
<ul style="list-style-type: none"> <li>• Core Library Services</li> <li>• Additional Library Services</li> <li>• Core Management Responsibilities</li> <li>• More and more complex association duties</li> </ul>	Mid-size	Library Manager 1  Additional administrative or technical support as required	Regular business hours
<ul style="list-style-type: none"> <li>• Core Library Services</li> <li>• Additional Library Services</li> <li>• Core Management Responsibilities</li> <li>• More and more complex association duties</li> </ul>	Mid-size to large	Library Manager 1 / Law Librarian  Additional managerial, librarian, and administrative support as required.	Regular business hours

## Appendix C: Sample HR Documentation

### Sample Performance Management Guidelines

A performance management system is crucial for creating positive work environment that helps employees achieve their goals and achieving success as an organization. Effective performance management is not simply an annual activity, but rather a process that provides continuous support and regular feedback – both positive and constructive.

LiRN recommends that Associations adopt a performance management approach that allows the employee and the association to collaboratively:

- Identify areas for development
- Set [SMART goals](#) that align with their personal goals, the Association's goals, and LiRN's overall strategy for the network
- Encourage and support people to grow
- Provide actionable feedback

LiRN presents the following Performance Management Guidelines to assist Associations in developing a performance management process that meets the above goals.

Performance Management Guidelines	
Timing	Actions
Ongoing	Continuous and regular feedback – both positive and constructive.
January	<p>Set annual goals.</p> <p>LiRN recommends using <a href="#">SMART goals</a>: Specific, Measurable, Achievable, Realistic and Timely).</p> <p>Goals should be set collaboratively and align with the employee's personal goals, the Associations goals, and LiRN's overall strategy for the network.</p> <p>The goals should be recorded in written format (a sample form can be found <a href="#">here</a>. However, it is important to note that the goals can and should be revised as necessary.</p>
April / May	<p>Mid-Year Check-In.</p> <p>The employer and employee meet for a face-to-face review of the goals, discuss ongoing progress, provide feedback, and re-assess the priority or relevance of the goals.</p>



Performance Management Guidelines	
Timing	Actions
April / May	<p>Salary Review.</p> <p>LiRN requires that each library submit its budget for the following year by the end of May. Although this is early in the year, it is necessary for LiRN to be able to incorporate the libraries' budget requests into its own budget to be submitted to the LSO.</p> <p>Performance-based salary increases (over and above cost of living increases) should be supported by a business case during the budget process. A general business case template can be found <a href="#">here</a>. In the case of a salary adjustment, the business case should include details about the individual's performance review, including the overall rating.</p> <p>To ensure that salary increases can be incorporated into the budget process, LiRN therefore recommends that salary reviews take place in April or May, taking into consideration performance from the last time the salary was reviewed.</p>
Sept / Oct	<p>Performance Review: Self-Assessment and Employer Assessment.</p> <p>Both the employer and employee should have a current copy of the employee's position description to refer to in drafting their assessments.</p> <p>The employer should provide a self-assessment form to the employee to be returned 1-2 weeks in advance of the Performance Review Meeting. An example form can be found <a href="#">here</a>.</p> <p>The employer should familiarize her/himself with the employee's self-assessment in order better to complete their employer assessment. An example form can be found <a href="#">here</a>.</p> <p>The individual providing the review on behalf of the employer may be the Law Association President, the Law Association's Library Committee and/or Library Committee Chair, or, the Librarian responsible for personnel management.</p>
Sept / Oct	<p>Performance Review Meeting</p> <p>Once the employer and employee have each completed their Performance Review forms, a Performance Review Meeting should take place between them to discuss the forms. Allow an hour for this face-to-face meeting.</p> <p>It should be an honest and candid two-way communication in which the employer's performance review is related to the employee's description of</p>

Performance Management Guidelines	
Timing	Actions
	her/his performance and the employee's position description and goals. Skills, competencies and developmental needs should be discussed by both the employer and the employee.

## **Sample Onboarding Process**

Associations are the employers of library staff, and as such are expected to provide an orientation to new employees. As the funder and strategic lead for the Network, LiRN will also provide an orientation.

### *New Library Employee Checklist: Association*

#### Prior to Hiring

- Review / revise Job Description and salary range, including whether part of the salary will come from Association funds
- Inform LiRN of job posting and expected salary range offer
- Ensure that the salary offer fits within the library's budget or that a [business case](#) for additional funding has been approved.
- Follow Association's normal process for job postings and interviews
- Follow Association's normal process for making an offer

#### After Offer Accepted / Employee Starts

- Announce the new hire to LiRN and providing the following information:
  - o Name
  - o Title
  - o Start date
  - o Salary
  - o Full-time / Part-time status
  - o Total hours scheduled per week
  - o Scheduled hours (eg 9-5, 8.30 – 12.30)
  - o Number of days worked during the week
  - o Weekdays scheduled to work (eg M-F, Tuesdays and Thursdays)
  - o Any additional information you would like to share
- Follow Association's normal process for onboarding, which may include:
  - o Building an employee file with the following:
    - employee's resume
    - letter of offer of employment, signed by both parties
    - completed income tax forms

- acknowledgment of receipt of the employee manual (if applicable)
  - a void cheque
  - employment contract or payroll sheet
  - records of background/reference checks
- Putting the employee on the payroll in your accounting software.
  - Contacting the employee shortly before his or her starting date to welcome him or her to the company and review job basics such as work hours, dress code and employee parking.
  - Announcing the new hire to your staff, giving some information about the person and describing what he or she will be doing, as necessary.
  - Preparing the employee's workspace including any tools, equipment and other necessary or useful items.

## ***Sample Policies***

To be added.