

# MEMORANDUM

**State of Alaska**  
**Department of Administration**  
**Division of Personnel**

**To:** Mila Cosgrove  
Director, Division of Personnel

**Date:** December 30, 2004

**Thru:** Lee Powelson  
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**Subject:** Librarian and Library Assistant Study

## **Introduction**

The Department of Education and Early Development, Division of Libraries, Archives, and Museums submitted a study request to the Division of Personnel for the Librarian class series. Following subsequent discussion with the Acting Director of the division, it was agreed that the Librarian Assistant series would be included as part of this study.

## **History**

George Smith, Acting Division Director of the Division of Libraries, Archives and Museums provided the following brief history.

In 1900 the United States Congress established the Alaska Historical Library and Museum, but the collections were not generally available to the public until the early 1920s when the Territorial government moved into the new Territorial Office Building. By the early 1960s the expanding collections had run out of space with no place to relocate. In 1967 the residents of Juneau funded the construction of a new museum building in honor of the centennial of the Alaska Purchase. When the new museum moved into it's new facility in 1968, the Governor removed the Historical Library from that program and combined it with the Alaska State Library, which had been established in 1958. In 1970 the state created the State Archives and moved the program into the new State Archives Building in 1975. In 1988 the Governor placed the State Archives in the Division of Libraries. The Commissioner of Education placed the State Museums in the same division in 1991, and renamed it the Division of Libraries, Archives and Museums

## **History - Class Series**

The Librarian I-III and Librarian Trainee professional job classes were created in November 1970. Incumbents worked in the Alaska State Library or in small departmental libraries to provide reference and research services for agency employees, outside researchers, and the public. At this time the Librarian Trainee was considered the entry level of the professional librarian series. In December 1970, minor revisions to all the class specifications were made. At that time a master's degree in Library Science from a college accredited by the American Library

Association was preferred although substitutions in the minimum qualifications for the Librarians I-III were allowed. A bachelor's degree preferably in Library Science, combined with professional librarian experience was offered as one substitution. An alternative substitution allowed for a bachelor's degree and "specified progressive responsible experience requiring extensive knowledge and use of library systems on a year for year basis." In October 1977 at the request of the Department of Education, changes were made to the class specifications at all levels of the series to reflect the growing trend requiring librarians to be experienced with audio-visual programs. In 1988 the Division of Personnel revised the minimum qualifications for the entire professional series to require a master's degree in Library/Informational Science from a program accredited by the American Library Association, with no substitutions.

In July 1989, the Department of Education requested that a new job class, Librarian IV, be established. This resulted in the complete revision of the Librarian I-III job classes and also abolished the Librarian Trainee class. The minimum qualifications for all librarian job classes were further revised and broadened in January 1995. The program requirement for a master's degree "from an American Library Association accreditation program" was amended to "an accredited college in library or informational science, media services, or closely related science".

Librarian Assistants were created in April 1974. Similar to the Librarians, the minimum qualifications were revised in October 1977 to include a reference to audio-visual programs. In July 1989 the class specifications for Librarian Assistants were revised with no substantive changes. Class specifications were further revised in 1996 with changes being made to the definition, distinguishing characteristics, duties, and knowledge, skills and abilities of the class specifications at both the I and II levels.

### **Scope**

The study included all positions allocated to the Librarian I - IV and Library Assistant I - II job classes. These classes cover all professional and technical level positions located in the Department of Education and Early Development, one professional level position located in the Department of Fish and Game, and one technical level position located in the Department of Corrections.

### **Contacts**

George Smith Acting Director of the Division of Libraries, Archives, and Museums presented information regarding the work of the Librarians and Library Assistants. Thirteen incumbents (7 professional and 6 technical) were selected for position audits and some supervisors were contacted to clarify information.

### **Method**

Position descriptions were received for all positions included in the study. The Acting Director of Libraries, Archives, and Museums served as the Occupational Consultant and presented information to classifiers on the work performed by Librarians and Library Assistants at the State Library. No other representatives made presentations since only two positions located in two separate departments exist outside the Department of Education and Early Development.

Incumbents in both benchmark and mixed positions were selected for interview. After analyzing all gathered information against the classification factors, draft class specifications were written and provided to all Division of Personnel classifiers for review and comment. The draft specifications were revised and sent to the Acting Director of Libraries, Archives, and Museums for additional review and comment. A test allocation session was conducted, class specifications were further revised based on comments received in the test allocation session, and finalized following additional review and discussion with the department representative. The positions were then allocated to the appropriate job class using the new class specifications. The job classes were analyzed for internal alignment and assigned to the appropriate salary range. The new class specifications were published, positions were allocated, and the study findings were documented.

### **Analysis**

Librarians and Library Assistants provide information and resource-related services and assistance to library users. Incumbents perform a broad range of professional duties in support of libraries or archival repositories that collect, organize, and make available a wide selection of materials in numerous formats. Although the purpose of the work remains consistent, the advent of web-based resources and the digital age has influenced the methods for performing many duties and has widely increased the range of materials and tools available for use. Electronic publishing and the increasing use of the Internet as a medium for disseminating diverse documents, literature, journalism, and information has exploded over the last decade. Digital media, and the rise of Internet distribution of it, has caused profound changes in librarianship as well. This has had a direct affect on library services and has dramatically expanded and varied the work performed by librarians and library assistants. While the benefit of new technology is apparent, the necessity for librarians and library assistants to keep current with ongoing changes in technology is a constant challenge. Issues such as how to access and preserve electronic information or how to structure searches and search strategies on the internet where there is no organization, quality control, or set standards for use, continue to create challenges and directly influence the work. Librarians and library assistants are tasked with keeping up with the constant changes in the technological flow of information, an issue that directly impacts the variety and complexity of the work performed by positions in these job classes.

Most Librarian and Library Assistant job classes are located within the Division of Libraries, Archives, and Museums. The exceptions are a professional position located in the Department of Fish and Game and a technical position located in the Department of Corrections. In order to allocate all positions appropriately, careful evaluation and analysis of both the similarities and differences of each position was required. During the process of examining and comparing the work performed by all librarians and library assistants, classification factors used by classifiers served as guidelines to provide the basis for determining levels of the series and analyzing positions for appropriate allocation. The classification factors considered include:

- nature, variety, and complexity of the work
- nature of supervision received by the incumbent
- nature of the available guidelines for performance of work
- initiative and originality required
- purpose and nature of person to person work relationships

- nature and scope of recommendations, decisions, commitments and consequence of error
- nature and extent of supervision exercised over the work of other employees
- qualifications required

Using the eight factors as the foundation for making comparisons, it is evident that there continues to be four distinct levels of work in the professional series. Although librarians perform a wide variety of duties, the nature of the work performed by librarians is to organize, plan, and direct the overall operations of a library. Closer examination of the nature of the work performed at each level confirms that there are differences in the variety and complexity of work performed at the journey, advanced, expert, and manager levels. Additional classification factors that distinguish the levels of work between the four librarian classes are the complexity in work, the purpose and nature of person-to-person relationships, and the nature and scope of recommendations, decisions, commitments and consequence of error. For each level in the series, the class controlling work is defined by the degree to which these factors influence assignment and performance.

The Librarian series includes four levels: journey, advanced, expert, and manager.

**Librarian I** is the journey level in the series. Incumbents initially receive close supervision from the supervisor. With experience and demonstrated ability, supervision is relaxed and methods of performing tasks are usually left to the judgment of the incumbent. At this level incumbents are generalists who possess a broad knowledge of librarianship to perform a variety of professional library services. Class controlling factors include the assignment of a variety of professional librarian duties, the level of complexity in the duties performed, and the degree of decision-making authority. Although incumbents are allowed some latitude and independence to perform duties and make decisions, the level of complexity in the work and decision making authority is limited in scope. Contacts are generally limited to staff, patrons, and researchers.

**Librarian II** is the advanced level in the series. At this level, incumbents either supervise a functional area of the library, or perform professional work in a specialized functional area. The class controlling factors are the specialized knowledge and experience, and the greater degree of decision making-authority. Whereas incumbents work independently as a specialist or coordinate the work in functional areas, the scope of responsibility and decision-making authority is greater than that which is required at the journey level. Decisions made at this level may directly impact several related functional areas.

**Librarian III** is the expert level in the series. Incumbents in this class are experts who provide training and consultative services for the library development program, or supervise a large unit or specialized collection. The class controlling factors at this level is found in the high level of independence and decision-making authority, the level of complexity of the work, the nature of contacts, and the consequence of error. The complexity of the work requires expertise in a wide range of library services in order to effectively manage a unit or perform consultative services. As part of the management team, incumbents evaluate library services and development, supervise advanced level staff, and develop and implement policies and procedures. The

Librarian III has a direct impact on library operations. Incumbents perform high level work and handle the most complex questions and issues.

**Librarian IV** is a single position job class responsible for managing and administering the library development program. This position supervises expert level staff while performing expert level work. The complexity of the work, impact and authority to independently make decisions and commitments, and high consequence of error is class controlling. The incumbent performs the full range of administrative duties for this program, has substantial authority to establish program goals and objectives, develops policies and procedures, and directs the work of subordinates. As the program manager, the incumbent provides an expertise in library development in order to achieve program goals.

The primary nature of the work performed by Library Assistants is to support the overall operations of a library or archive. As with librarians, similar comparisons in complexity, the purpose and nature of person to person relationships, the nature and scope of recommendations, decisions, commitments and consequence of error, and minimum qualifications indicates there are differences between the entry and journey technical levels.

**Library Assistant I** is the entry level in the series. Incumbents may perform technical duties in support of library or archive functions. Tasks are generally well defined, routine, and limited in scope. Incumbents carry out tasks that are covered by established precedents and guidelines. Library principles and practices are obtained through on the job training.

**Library Assistant II** is the journey level in the series. At this level, incumbents independently perform the full range of assignments using standard methods and techniques. Some experience and knowledge of the work is required at this level to evaluate and make decisions on more complex tasks. Methods for organizing and prioritizing work are usually left to the discretion of the incumbent.

During the allocation process, two mixed positions, both Library Assistants II (PCNs 053078 and 206615) warranted closer assessment to determine if the nature and variety of the work performed was sufficiently comparable for grouping purposes. When classifying mixed positions the preponderant duties and responsibilities of the position provide the basis for classification.

PCN 053078, currently a Library Assistant II in the Alaska State Library performs a variety of duties that directly support overall library functions and operations. This position coordinates circulation duties and performs a variety of supportive duties for professional library staff (70%), works on the design, editing, and layout of paper publications (10%), and maintains the library web site (20%). While some of the duties performed by this position may be different from traditional library work, the amount of time dedicated to performing publication or web site related duties does not constitute a substantial portion of the incumbent's time. Therefore, PCN 053078 remains in the Library Assistant series.

PCN 206615, currently a Library Assistant II in the Department of Corrections performs mixed duties for the Anchorage Correctional Complex. The incumbent provides legal research

instruction and assistance to inmates requesting legal information (54%), and directs and supervises inmate law library assistants (7%). This position also acts as chief GED examiner for the complex by administering tests and coordinating and cataloging GED files (22%). Additionally, the incumbent acts as notary for the inmate population (8%) and performs (9%) various duties which involves communicating with Correctional personnel and staff and the Office of the Attorney General regarding procedures, status reports, and troubleshooting. While some of the duties performed by this position may be varied, a substantial amount of time is spent performing technical level library duties. Therefore, PCN 206615 remains in the Library Assistant series.

Although comparisons of the work for all positions indicated some differences with regard to nature and variety of work, those differences were not sufficient to fail the grouping criteria and warrant creation of a new class or reclassification of the positions out of the series. As a result, all positions included in this study sufficiently meet the definition and distinguishing characteristics the Librarian or Library Assistant job classes.

Following the revision of the class specifications, the job classes were reviewed to determine the appropriate placement within the classification outline. The Librarian and Library Assistant series are appropriately placed within the group that includes classes of positions that administer, supervise, or perform research, consultation, and instruction related to public service education (P3XXX). Further, these job classes continue to meet the criteria for the family of job classes which includes positions that administer, supervise, or perform work related to the collection and custody of books, publications, artifacts, and historical records (P35XX).

### **Internal Alignment**

The state's pay plan, as mandated by the state constitution and statutes, is governed by the merit principle and includes "integrated salary programs based on the nature of the work performed." The pay plan is based upon the state's classification plan, provides for fair and reasonable compensation for services rendered, and reflects the principle of "like pay for like work." In achieving this principle, internal consistency is the primary consideration when setting the salary range of a job class. This internal consistency reflects the difficulty, responsibility, knowledge, skills and other characteristics of a job. Job classes in the same family and group are typically used during classification and internal alignment studies.

Job classes that have been scheduled for study are precluded from comparison for purposes of internal alignment. As a result, the number of comparable professional and technical level job classes within the Educational, Information, Libraries, and Museums Group was limited. In order to ensure full compensatory consideration, professional and technical job classes sufficiently similar in kind and level outside this Group (P3XXX) were included in the analysis.

### **Library Assistant I (P3570)**

Positions in this job class provide library support services. Incumbents process and fill routine information requests, maintain and track borrowed and returned materials, and order, process and maintain printed library materials. The work requires the application of technical level knowledge of library processes and procedures.

**Job classes compared:** In addition to the Library Assistant I, only two other job classes are located in the Educational, Information, Libraries, and Museums Group (3XXX). These two job classes were given a cursory review because they are in the same group as the Library Assistants. Only one of these, Publications Technician I, was considered sufficiently similar for comparison. The review was broadened to include other SR 11 classes outside the Group that perform work requiring similar skills and abilities. From these job classes, Recorder II was determined to be sufficiently similar for comparison.

Range 11: Publications Technician I (P3604) and Recorder II (P7521).

The selected job classes at SR 11 perform duties in support of technical and professional staff. The level of complexity of the work, attention to detail, use of guidelines for performing work, and scope of recommendations and decision-making authority is limited. Incumbents may conduct some research to locate information for patrons, however, this research is usually limited and not analytical in nature.

Range 12: Education Program Assistant (P3156) and Vocational Rehabilitation Assistant II (P3332), located in the 3XXX group (Educational, Information, Libraries, and Museums) were considered appropriate to use for comparison. In addition, other SR 12 technical job classes, PFD Technician (P1216), Criminal Justice Technician I (P7011), Human Resource Technician I (P1406), and Natural Resource Technician I (P6651) were reviewed to provide a larger group of comparable classes. The technical positions assigned to SR 12 review, audit, and perform research to process documents or conduct assessments. Incumbents must apply established policies and procedures to interpret statutory requirements and make decisions to accept or reject documents or applications and make situational assessments. These positions provide specific information in support of programs through the interpretation and analysis of specific data rather than the focus on data collection and disbursement. The consequence of error for these job classes is substantially higher than that found at lower levels.

Based on the complexity of work, nature and scope, of recommendations, availability and use of guidelines to perform duties, decisions, commitments and consequence of error, allocation of the Library Assistant I to SR 11 remains appropriate.

### **Library Assistant II (P3571)**

Positions in this job class provide technical support and apply specialized technical knowledge to perform library functions. Through experience, fully proficient incumbents have gained sufficient knowledge of library procedures to function independently and respond to moderately complex inquiries.

### **Job classes compared:**

Range 13: Education Associate I (P3157); Vocational Rehabilitation Assistant III (P3333); Publications Technician II (P3605); Publications Specialist I (P3606); and Recorder Technician (P7527). The positions at SR 13 perform journey level technical work in support of professionals. Incumbents may perform data gathering and fact finding, information compilation, technical analysis, research, and reporting of a limited scope. While incumbents may exercise

initiative, the nature of the work is assistive, the complexity of work is limited, and regulations and guidelines for performing work are specific and straightforward.

Range 14: Information Officer I (P3613); Retirement and Benefits Technician (P1445); Vocational Rehabilitation Evaluator Associate II (P3335); Eligibility Technician II (P4172); and PFD Technician II (P1217). Positions at SR 14 are either entry level professional job classes or advanced level technical job classes. The job classes selected for comparison at this range perform advanced technical work. These job classes require incumbents to work independently, review, evaluate, and analyze information, interpret multiple regulations, and determine compliance on the information received from client sources. Positions provide guidance in areas that may be sensitive, complex, and not clearly defined in statutes and regulations.

Based on the nature and complexity of the work, scope of recommendations, decisions, commitments and consequence of error, allocation of the Library Assistant II to salary range 13 remains appropriate.

### **Librarian I (P3573)**

Positions are journey level professional. Incumbents perform a variety of professional level library duties and apply professional knowledge to perform a wide variety of library functions.

### **Job classes compared:**

Range 15: Education Associate II (P3158); PFD Unit Supervisor (P1220); Human Resource Technician III (P1408); and Recorder IV (P7523). These are the working supervisor levels in paraprofessional series or entry level in a professional series. Incumbents have substantial involvement in unit production, regularly exercise decision-making authority, and are responsible for the more complex analytical and evaluative aspects of the work.

Range 16: Human Resource Specialist I (P1410); Publications Specialist II (P3607); Education Coordinator (P3140); PFD Specialist I (P1218); and Retirement and Benefits Specialist I (P1442). These classes are commonly the journey level of the professional series and incumbents perform a range of tasks that are analytical, evaluative and interpretative in nature. Methods of performing tasks are usually left to the judgment of the incumbent, with the supervisor available for assistance if needed. Some classes at this level may be a developmental level for work requiring an extensive body of knowledge in a specialty field.

The Librarian I is the journey level in the professional series. Incumbents are generalists who use a broad knowledge of library principles, methods, practices, and resources to perform professional duties in several functional areas of library work. Incumbents must have considerable knowledge in library work to independently perform work that is analytical, evaluative and interpretive in nature. The work requires the consistent exercise of discretion and judgment throughout the performance of duties. As a measure of the type of work, degree of difficulty, and skill and knowledge needed to perform the work, professional standards for beginning librarians stipulate a master's degree in Library Science or Informational Services as minimum qualifications. Allocation to SR 16 is appropriate.

**Librarian II (3574)**

Positions perform at the advanced level as either a specialist providing expertise in a functional area of librarianship or the supervisor of multiple functional areas of library work while performing journey level professional librarian work.

**Job classes compared:**

Range 17: Educational Assistant III (P3159); Information Officer II (P3614); and Human Resources Technical Services Supervisor I (P1432). These are journey level and supervisory classes requiring extensive and broad based knowledge of program services to perform duties that are analytical, evaluative, and interpretive in nature, and may supervise professional, technical, or clerical staff.

Range 18: Human Resource Specialist II (P1411); Research Analyst III (P1794); and PFD Specialist II (P1219). These classes are either: 1) the advanced professional levels serving as working leaders and having responsibility for supervising a functional area with journey level professional staff; or 2) specialists working in a particular functional area of expertise. Positions at this level require analytical skills to perform difficult and technical work.

The Librarian II is the advanced level in the professional series. These positions are either responsible for supervising multiple functional areas or acting as a specialist in particular area of library work. Incumbents are working leaders or experts in a particular area of library work. Further, as a measure of the complexity of the work and skill and knowledge needed to perform the work, professional standards for librarians stipulate a master's degree in Library Science or Informational Services as minimum qualifications. Considering the nature and complexity of the work and qualifications required, allocation to SR 18 is appropriate.

**Librarian III (3575)**

Positions at this level are at the expert level and either supervise a unit including advanced level professional positions or perform consultant work for the Library Development Program.

**Job classes compared:**

Range 19: Education Specialist I (P3160); Publication Specialist III (P3608); Human Resources Technical Supervisor II (P1433); and Local Government Specialist IV (P1874). Positions in these classes often serve as subject matter specialists in planning, developing and maintaining standards. They may act as team leaders, exercising judgment in complex and sensitive matters. They may perform comprehensive and complex analysis on a statewide scope. Incumbents may also manage major functional services and perform advanced work.

Range 20: Human Resource Specialist III (P1412); Information Officer III (P3615); Program Coordinator (P4678); and Retirement and Benefits Specialist III (P1450). Positions at this level are the experts in a series or managers or supervisors of advanced level work. Incumbents develop, plan, coordinate, manage and supervise a comprehensive unit or serve as consultants for an ongoing statewide program.

As part of a management team, Librarians III are responsible for either planning, coordinating and directing the work and organization of their unit and operating with significant authority to make independent decisions on management activities for their units, or acting as consultants for the library development program. At this level, minimum qualifications are a master's degree in Library Science or Informational Services and at least two years of journey professional library experience. Allocation to SR 20 is appropriate.

**Librarian IV (P3577)**

The single position at this level is responsible for the full range of administrative duties of the library development program, performs expert level duties, and supervises expert level staff.

**Job classes compared:**

Range 21: Education Specialist II (P3161); Education Administrator I (P3170); Local Government Specialist V (P1875); and Research Analyst IV (P1795). These are managerial classes which require expertise in a particular field to supervise the work of other advanced level professionals and manage, plan, and direct a unit which is responsible for programs or functions having a statewide impact. At this level, incumbents may serve as staff advisors to management on budgetary, policy or legislative implications of studies/findings

Range 22: Education Administrator II (P3171); Chief Vocational Rehabilitation (P3328); and Human Resource Specialist IV (P1413). These are advanced professional classes that are assigned administrative and managerial duties for major, long-term programs. Incumbents have full administrative responsibility of programs including financial management, policies and procedures. In addition these classes may serve as consultants on the most complex management issues in their specialty.

Librarian IV is the managerial level in the professional series, this position is assigned full administrative responsibility for the statewide Library Development program including grant administration, policy and procedures development, full supervision of advanced level staff, and the most complex program issues. Minimum qualifications are a master's degree from an accredited college in library or information science, media services, or a closely related field, and two years of advanced professional librarian experience with responsibility for planning and directing activities of a major section, supervision of a major specialized collection, or providing consultative services to school districts and/or municipalities. Allocation to SR 22 remains appropriate.

**Conclusion**

Four distinct levels of professional work performed by the Librarians were identified: journey, advanced, expert, and administrator. Two distinct levels of technical work performed by the Library Assistants were identified: entry and journey. The class specifications clearly define and distinguish the work of the series, allow for career progression, and establish minimum qualifications that meet the national professional standards and provide for a broad pool of qualified applicants. Based on the duties and responsibilities Librarians I, II, III, and IV are assigned to salary ranges 16, 18, 20, and 22, respectively. Library Assistants remain assigned to

salary ranges 11 and 13, respectively. The new class specifications are effective January 1, 2005.