

## Sample Role Description Matrix

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

To assist in creating these job descriptions, LiRN has provided this Sample Role Description Matrix. These samples may be used written or adapted as necessary to best reflect the employee's qualifications and duties and Association needs.

Note that an individual's library duties may fall under any of the columns and contain a mix of duties that range from legal research to administrative or clerical. When hiring new staff, and looking at compensation levels, consider both the range of duties and the educational or experience requirements to attain the skills necessary to perform them. LiRN is available to support Law Association Boards in applying the matrix when staffing new positions.

For further clarity in applying this matrix, LiRN notes that an employee who has taken on the role and duties of a library manager and works without the direction of a librarian should be compensated as a library manager.

LiRN acknowledges that many Law Association employers already have in place well-functioning employment practices that include detailed organization structures and job descriptions. These Samples 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 often 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/or complemented or supplemented their college degree with coursework 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/or complemented or supplemented their college degree with coursework and taken on such duties. Compensation and appropriate work descriptions should reflect this.

The chart below outlines five 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 Description Matrix

	Law Librarian	Library Manager 1	Library Manager 2	Library Technician	Clerk
Full or Part time	Full time	Full Time	Full or Part Time	Full or Part Time	Full or Part Time
Collection Size / User Base	Mid-size to large	Mid-size	Small	Any	n/a
Supervisory Duties	May supervise others	May supervise others	Sole employee	Always reports to a Library Manager or Law Librarian	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	Library Technician diploma  In some cases, long and exemplary work experience may be substituted for the diploma.	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 reference and directional assistance	Able to provide directional assistance (with guidance)
Law library experience	✓	Preferred	n/a	Preferred	n/a
Experience with legal research databases	✓	Preferred	n/a	Preferred	n/a
Able to work in a demanding and fast-paced environment with competing priorities	✓	Preferred	n/a	Preferred	n/a
Demonstrated reference experience	✓	✓	Preferred	n/a	n/a

	Law Librarian	Library Manager 1	Library Manager 2	Library Technician	Clerk
Demonstrated leadership skills	✓	✓	✓	n/a	n/a
Demonstrated planning, decision making, and problem-solving skills	✓	✓	✓	n/a	n/a
Able to work independently	✓	✓	✓	✓	✓
Adept at establishing effective working relationships	✓	✓	✓	✓	✓
Strong user-service focus	✓	✓	✓	✓	✓
Excellent oral and written communication skills	✓	✓	✓	✓	Preferred
Good understanding of industry-standard technology	✓	✓	✓	✓	✓
<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	n/a
Advanced legal research assistance on complex questions	✓	n/a	n/a	n/a	n/a

	Law Librarian	Library Manager 1	Library Manager 2	Library Technician	Clerk
Basic legal research assistance	✓	✓	n/a	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</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	May perform delegated tasks with guidance	n/a

	Law Librarian	Library Manager 1	Library Manager 2	Library Technician	Clerk
<p>and new titles and resources</p> <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>					
<p>Collection maintenance including:</p> <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

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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	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 and reports	Tracks
Administrative library tasks, which may include: <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>• coordinating bench and bar meetings</li> <li>• other duties as required.</li> </ul>	Delegates, trains staff, oversees completion, or carries out such duties	Delegates, trains staff, oversees completion, or 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 Duties (As Assigned)</b>					

	Law Librarian	Library Manager 1	Library Manager 2	Library Technician	Clerk
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
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	Library Technician	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</li> </ul>	Delegates, trains staff, oversees completion, or carries out such duties	Delegates, trains staff, oversees completion, or carries out such duties	✓	May perform some duties as delegated	n/a

	Law Librarian	Library Manager 1	Library Manager 2	Library Technician	Clerk
<p>include booking a room, arranging for 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>					
<p>Association Board Management / Board Secretary, including:</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 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> </ul>	<p>Delegates, trains staff, oversees completion, or carries out such duties</p>	<p>Delegates, trains staff, oversees completion, or carries out such duties</p>	✓	<p>May perform some duties as delegated</p>	n/a

	Law Librarian	Library Manager 1	Library Manager 2	Library Technician	Clerk
<ul style="list-style-type: none"> <li>generating reports to the Board (with the exception of reports on library functions)</li> </ul>					
Routine tasks as required, including: <ul style="list-style-type: none"> <li>organizing and facilitating association events and 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	✓	✓	✓