

# SWAN Services Restructuring

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## Service Needs, Management & Succession Planning

### SWAN Board Meeting Friday, March 18, 2016

SWAN is adding services never offered before to its portfolio for libraries. This is exciting and shows that we are at last moving ahead after several years of transition. SWAN is considering further steps towards independence as an organization in terms of a new facility for its operations. Within this approach are new responsibilities in the areas of IT and administration. The growth of the consortium by 23 libraries requires us to consider new ways of providing support and services to a 100 library consortium.

### Guiding Principals

#### Departmental Size & Structure

Keep all SWAN departments to a smaller, more manageable level, especially in light of increased work from home (WFH) and subsequently increased managerial oversight needed to utilize staff in this way appropriately.

- Staff roles where appropriate should be used as broad specialists (generalists), with expertise that is shared amongst all individuals in those roles.
- Additional support staff should be hired in these tiers as needed.
- Managers should focus more upon managerial duties: delegation, overseeing staff needs and morale, escalated cases, productivity and performance, and adding member libraries.

#### Cross-Training and Succession Planning

All positions in the department should be cross-trained on all skills found in their role. All positions should have a clear succession plan and outline of work, in the event of termination/resignation/retirement.

- This allows for improved work-life balance, as no single individual is the only one responsible for certain tasks and these responsibilities can be shared more easily. Time off will that way not result in piled up tasks when the person returns, and difficulty detaching from work while away.
- Removal of “The \_\_\_ Person” model, where individuals are solely responsible for a certain task.
- In the event of a termination/resignation/retirement, others should be ready to assume any duties needed, with clear direction as to where these projects or tasks have left off.
- Each department works with HR to create training modules and documentation for department tasks, allowing each staff member to easily cross-train (or onboard, in the case of new hires).

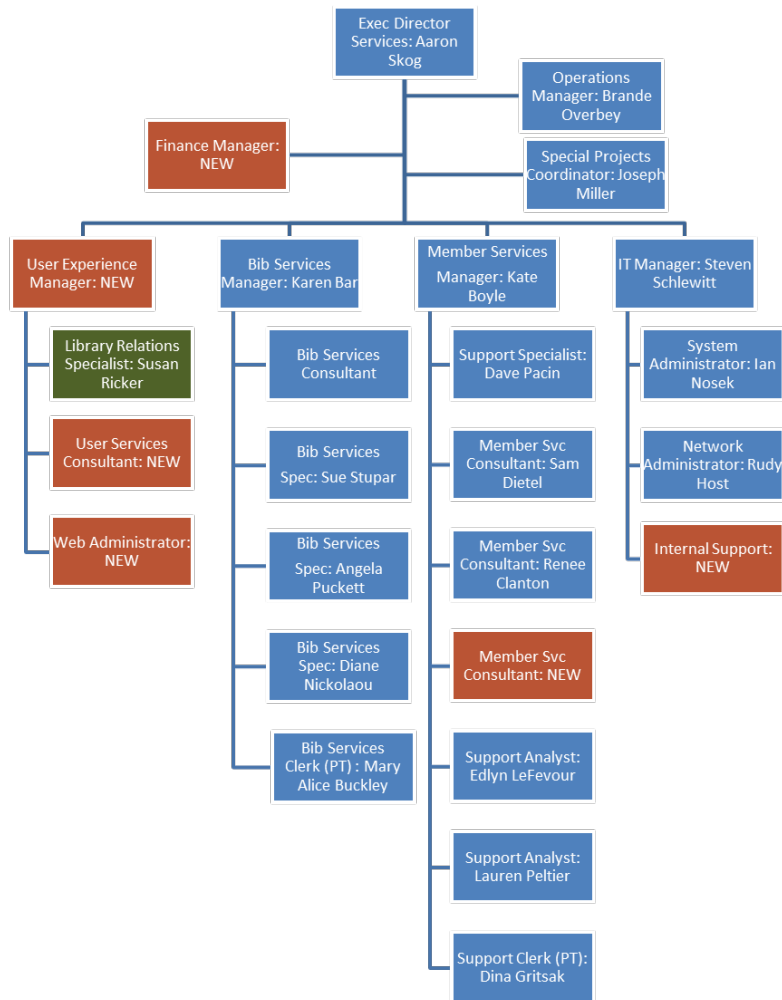
## Proposed Structure

SWAN, under its new facility, will no longer use RAILS IT support for infrastructure. The staff desktop, phones, software, and troubleshooting will all be managed within SWAN. The SWAN IT staff can manage this with an added position, but will also require that some of the services they currently are involved with be moved to staff members within SWAN that have skills to support these services.

Member Services is experiencing tremendous pressure to support and train member library staff on new software. The addition of patron notification with text messages and automated telephony through SVA require additional monitoring by staff. Support tickets from libraries have increased from 150 per month to 550 per month. All of this is within our existing 77 library composition.

SWAN Administration is reliant on RAILS to fulfill its requirements in the area of finance and facility. The move to a new facility should include addressing both of these areas.

SWAN current structure does not adequately meet the needs of our existing libraries and will most certainly require a new model in order to expand to a 100 library consortium.



## **User Experience Department**

SWAN will need more expertise in the area of our online presence. This includes our catalog, support website, patron website, mobile applications, e-book integration, and online resource integration with EBSCO EDS. This will be met through a new department within SWAN called User Experience. SWAN would start with recruiting and hiring the manager position, and then develop the other positions with that manager. The Library Relations Specialist position currently reporting to the Executive Director would shift to this department.

## **SWAN Administration Department**

For the purposes of this overview, SWAN considers all of the direct reports to the Executive Director the “SWAN Administration” department. The guiding principles for our structure are to ensure we have a sustainable model, with succession planning and cross-training as key components. While it might be possible to continue an arrangement with RAILS for services, this is the time to consider moving ahead with independent operations for SWAN Administration. This requires us to add a position for finance and to modify the Office Manager position to include expanded responsibilities, including facilities management.

One area of concern that is not addressed within this proposed staffing structure is the SWAN Executive Director. The proposed structure keeps the Executive Director position involved directly in the SWAN operations as they relate to supervision of a substantial number of direct reports, which results in less time being “membership facing.” One position we discussed at length internally was an Assistant Director position. This position would manage all four departments and consortia projects. In terms of succession planning and the next three years for SWAN, this position is one we would like to discuss further with the SWAN Board and SWAN Management team.

## **SWAN Member Services**

This department will undergo an evaluation with SWAN Administration to determine its needs. The process will include reviewing all positions, their written descriptions, and position grades. For the purposes of this plan, we are including an additional position of Member Services Consultant, but this could change once our internal review is complete.

## **SWAN Bibliographic Services**

We have completed an evaluation of this department and do not consider additions or changes at this time.

## **SWAN IT**

The department has two positions which were created and filled within the past year. IT will need one additional position to support SWAN staff working within its hybrid model of working from home and a new facility.

## **Next Steps**

At the March 18<sup>th</sup> SWAN Board meeting, we look forward to an open dialogue regarding these ideas and welcome your feedback to help us adjust and improve our proposed positions. We plan to incorporate any recommended changes to these position descriptions prior to sending them off to Management Association for assignment of pay grades and exemption statuses the week of March 21<sup>st</sup>.

We will present the finalized job descriptions to the Board at the April 15<sup>th</sup> meeting for vote, thereby completing the administration department restructuring process.

3/16/2016

Job Title: User Experience Manager

Description Type:

 New  Revised

Job Category:

FLSA Status:

 Exempt  Non-exempt**Reporting Relationship:**

Reports to (Title): Executive Director

List of direct reports (by Title):  Applicable  Not Applicable

- SWAN Library Relations Specialist
- SWAN User Experience Support Specialist
- SWAN Web Administrator
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**Position Summary:**

The User Experience (UX) Manager is responsible for facilitating user experience design and implementing/managing experience features on behalf of SWAN. This position will lead a team consisting of PR, web administration, and support roles to form an effective user experience model for the organization.

**Core Job Functions:**

- Proactively identify opportunities to improve the user experience for both SWAN membership and patrons.
- Provide input into the SWAN product roadmap based upon user needs.
- Define and communicate overall vision and goals for the User Experience team.
- Plan, manage, and analyze a broad range of UX activities.
- Set design direction and establish UX guidelines and measures of success for products.
- Develop wireframes, behavioral specifications and personas.
- Champion and drive high quality user experience, research and visual design.
- Ensure timely delivery of projects that are driven by user research and quantitative metrics.
- Create solid recommendations and prioritization based on user and business needs.
- Lead a team of talented UX professionals, providing mentorship to broaden their skills and manage their career growth – conducting performance reviews, critiquing design work and recruiting top talent.
- Work with the Library Relations Specialist and UX team to help develop marketing and public information efforts.
- Help to coordinate SWAN special events and public relations activities and represent SWAN at membership and outside organizational functions.
- Keep abreast of current library trends by reading professional literature and attending CE meetings, conferences, and workshops.
- Research interaction design trends and technology trends.
- Help model catalog acquisitions and computerized library systems sharing practices to maximize efficiency of materials distribution and encourage inter-library collaboration.
- Look at material needs of SWAN libraries and community members to create a unique and diverse catalog.
- Participate in weekly SWAN management meetings, project calls, and other revolving appointments.
- Take the initiative to work with other departments to collaborate on solutions and implement changes.
- Execute interaction design and visual design as a part of a multi-disciplinary team.
- Create and implement enhancements to user materials that reflect overall SWAN brand and branding materials; recommend additional marketing and programming content for Library Relations Specialist and UX team to create and implement.
- Help maintain our software products and direct the design of new features, enhancements, and solutions.

- Act as the user-advocate during the development process, subjecting early-stage designs to usability testing or expert review, and offering implementation suggestions from a user-centered perspective.
- Other duties as assigned.

**Knowledge, Skills, and Abilities:**

## Education -

- Bachelor's Degree (Master's Degree preferred) or equivalent experience in cognitive science, human-computer interaction, communications, or a design-related field.

## Knowledge/Experience -

- At least five (5) years of user experience, presentation, information technology, and communication experience.
- Two (2) or more years of user experience design experience for software, Web applications which leverage emergent technologies, consumer electronics and/or mobile devices.
- At least three (3) years of supervisory experience.
- Ability to thrive in a busy environment and deal well in the context of ambiguity.
- Ability to work effectively with the staffs of the participating SWAN libraries and to maintain good working relationships with the SWAN staff.
- Creative, innovative, and able to work with stakeholders across all organizational levels.
- Ability to express oneself clearly and concisely, both orally and in writing.
- Ability to organize work and to supervise support staff; demonstrated success in leading a service team.
- Ability to develop individual talents and team effectiveness.
- Ability to exercise independent judgment and recommend solutions; takes a collaborative approach to problem solving, with the emphasis on building consensus, relationships, and results.
- Exceptional design skills, production value and attention to detail .
- Strong working knowledge of Photoshop, Illustrator, InDesign, Fireworks and associated design tools.
- Ability to create wireframes as well as visual design comps .
- Ability to create and implement enhancements to GUI (Graphic User Interface) and make other graphics, video and web design recommendations.

## Working Conditions and Physical Requirements –

- Ability and willingness to work varied hours, extended hours and to travel occasionally on behalf of SWAN.
- Office working environment.
- Must have the ability to input data, read computer screens and printed material, communicate effectively in-person, via phone, videoconferencing and e-mail, and operate office equipment.
- Primarily sedentary work, but occasional physical activities such as lifting, crouching, or climbing may be required.

**Position Description Updated on: 3/16/16****Acknowledgement**

I acknowledge that I have read the job description and requirements for the User Experience Manager position and confirm that I can perform these core job functions.

Name: \_\_\_\_\_

Date: \_\_\_\_\_

2/24/2016

Job Title: Operations Manager

Description Type:

 New  Revised

Job Category:

FLSA Status:  Exempt  Non-exempt**Reporting Relationship:**

Reports to (Title): Executive Director

List of direct reports (by Title):  Applicable  Not Applicable**Position Summary:**

The Operations Manager (OM) is responsible for ensuring and improving the performance, productivity and efficiency of SWAN operations through the provision of effective methods and strategies for the organization. The OM also oversees all human resource, personnel, and facilities operations for the organization.

**Core Job Functions:**

Operations:

- Act as a liaison between the Executive Director, SWAN Board, and member libraries as required.
- Assist the SWAN Board and Board committees; serve on committees as selected.
- Acts as SWAN's FOIA (Freedom of Information Officer) and OMA (Open Meetings Act) Officer.
- As a member of the management team, attend biweekly meetings and provide input regarding decisions for the operation of the organization as needed.
- Lead the monthly staff meeting, ensuring that all staff members have a voice via active participation.
- Work with the Executive Director and Finance Manager on the yearly audit processes and development of the fiscal year budget for the organization.
- Serve as the facilities manager for the organization, ensuring that all facilities-related needs for staff are met and that the physical space is maintained in optimal condition.
- Work with Finance Manager to ensure that all vendor invoices are paid and payment reimbursements are processed in an accurate and timely manner.
- Keep abreast of current HR, business and library trends by reading professional literature and attending CE meetings, conferences, and workshops.
- Create travel arrangements for all staff; prepare detailed trip itineraries and maintain log of scheduled arrangements.
- Maintain all organizational calendars, and help to plan and run meetings and events as needed.
- Work independently on special projects as assigned.

Personnel and Human Resource Management:

- Design and implement personnel policies and procedures, and Employee Handbook updates as needed.
- Develop recruiting sources and recruit, screen and recommend qualified applicants for employment; write and place employment advertisements.
- Create and conduct candidate interviews, background checks, and offer letters.
- Counsel and assist employees with problems and questions relating to personnel policies and procedures.
- Monitor the unemployment compensation program, and follow up as necessary on claims to control costs.
- Recommend salary structure and salary changes by conducting benchmarking and market analysis.
- In absence of Finance Manager, process bi-weekly payroll for all employees, monitor and process wage increases as scheduled, and follow up on employee payroll deduction programs.
- Plan, investigate and recommend new employee benefit plans, prepare detailed analysis reports and review with Executive Director. Research, analyze, and recommend modifications to existing benefit plans as needed.

- Conduct employee benefit plan and insurance enrollment programs, and explain plan benefits and administration procedures. Process yearly open enrollment changes.
- Administer performance appraisal program; conduct annual management training, recommend system improvements, and monitor salary adjustments to ensure compliance with policy.
- In absence of Finance Manager, develop, maintain and update various payroll related reports such as 401(a) payouts, government labor reports, worker's compensation quarterly report, insurance premium reports, W-2s and 1095 reports.
- Develop and conduct employee training and development programs, with the support of department heads.
- Create, organize and maintain manual and computerized employee file systems and databases of highly confidential data.
- Provide orientation and on-boarding programs for employees joining the organization; provide termination services and exit interviews for employees leaving the organization.
- Work with Finance Manager to review and approve insurance carrier billings, check for accuracy and appropriate charges.
- Other duties as assigned.

### **Knowledge, Skills, and Abilities:**

#### Education -

- A Bachelor's degree in human resources, business administration, or a related field (Master's degree strongly preferred).
- HR certification is a plus.

#### Knowledge/Experience -

- Minimum of five (5) years of related HR and business operations experience.
- Two (2) years or more of experience in a supervisory or mentor role is strongly preferred.
- Previous experience with OMA and working with non-profit boards is strongly preferred.
- Ability to express oneself clearly and concisely, both orally and in writing. Occasional large and small group presentations will be required for this role.
- Ability to multi-task while ensuring meticulous accuracy with very detailed projects.
- Ability to handle sensitive and confidential situations, as well as to exercise judgment and discretion.
- Must be able to work autonomously in a leadership role.
- Ability to work and interact with all levels and different styles of personalities while maintaining outstanding customer service orientation.

#### Working Conditions and Technical/Physical Requirements -

- Advanced knowledge of Microsoft Office Suite including Word, Excel, Outlook and PowerPoint.
- Must have the ability to input data, read computer screens and printed material, communicate effectively in-person, via phone, videoconferencing and e-mail, and operate office equipment.
- Ability and willingness to work varied or extended hours as needed, and travel occasionally on behalf of SWAN.
- Primarily sedentary work, but occasional physical activities such as lifting, crouching, or climbing may be required.

### **Acknowledgement**

I acknowledge that I have read the job description and requirements for the Operations Manager position and confirm that I can perform these core job functions.

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Signature

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Date



3/16/2016

Job Title: Finance &amp; Accounting Manager

Description Type:

 New  Revised

Job Category:

FLSA Status:

 Exempt  Non-exempt**Reporting Relationship:**

Reports to (Title): Executive Director

List of direct reports (by Title):

 Applicable Not Applicable**Position Summary:**

The Finance and Accounting Manager maintains the financial affairs of the organization. This position oversees all fiscal operations for SWAN, including budgeting, monthly internal reporting, payroll transactions, accounts receivable, accounts payable, GASB accounting, internal controls, and year-end audit.

**Core Job Functions:**

- Develop and maintain accounting principles, practices and procedures for the organization to ensure accurate and timely financial statements.
- Lead the analysis of SWAN investment and project decisions, and provide guidance to the management team and board of directors in regards to business goals and budgeting.
- Direct the preparation of journal entries and coordinate month-end closing procedures, review accrual accounts for adequate balances, review trial balance and general ledger and prepare statements.
- Prepare financial statements as needed for management and SWAN Board review.
- Maintain the company's system of accounts and keep books and records on all company transactions and assets.
- Act as company liaison with banking institutions regarding situations such as loan activity, accounts information and foreign currency transactions.
- Oversee the preparation of payroll tax returns and general tax returns to comply with federal and state guidelines.
- Audit open account receivable ledger on a monthly basis to determine appropriate actions to initiate.
- Ensure that all vendor invoices are paid and payment reimbursements are processed in an accurate and timely manner.
- Serve as a budgetary signing authority for SWAN.
- Evaluate and recommend policy and procedure changes effecting any financial aspect of the company.
- Monitor all account receivable and account payable transactions and interface with the general ledger to determine if any adjustments are necessary.
- Lead the yearly audit processes and development of the fiscal year budget for the organization, with assistance from the Executive Director and Operations Manager.
- Conduct periodic internal audits of SWAN's financial and accounting practices, ensuring legal compliance and fulfillment of best practices.
- Process bi-weekly payroll for all employees, monitor and process wage increases as scheduled, and follow up on employee payroll deduction programs.
- Develop, maintain and update various payroll related reports such as 401(a) payouts, government labor reports, worker's compensation quarterly report, insurance premium reports, W-2s and 1095 reports.
- Serve as lead on the annual report process, and act as a liaison with RAILS with regards to needed reporting and statistics.
- Review and approve insurance carrier billings, check for accuracy and appropriate charges.
- Keep abreast of current accounting, business and library trends by reading professional literature and attending CE meetings, conferences, and workshops.

- As a member of the management team, attend biweekly meetings and provide input regarding decisions for the operation of the organization as needed.
- Other duties as assigned.

**Knowledge, Skills, and Abilities:**

## Education -

- A Bachelor's degree in accounting, business administration, or a related field (Master's degree preferred).
- Certified Public Accountant (CPA) is a plus.

## Knowledge/Experience -

- Minimum of five (5) years of related experience in the financial reporting/general ledger area.
- Previous experience with GASB, Open Meetings Act, FOIA, and working with non-profit boards is strongly preferred.
- Ability to express oneself clearly and concisely, both orally and in writing. Occasional small group (board) presentations will be required for this role.
- Ability to multi-task while ensuring meticulous accuracy with very detailed projects.
- Ability to handle sensitive and confidential situations, as well as to exercise judgment and discretion.
- Must be able to work autonomously in a leadership role.
- Ability to work and interact with all levels and different styles of personalities while maintaining outstanding customer service orientation.
- Ability to handle multiple tasks while dealing with constant interruptions.

## Working Conditions and Technical/Physical Requirements -

- Advanced knowledge of Microsoft Office Suite including Word, Excel, Outlook and PowerPoint.
- A high degree of knowledge regarding payroll and accounting software is required.
- Must have the ability to input data, read computer screens and printed material, communicate effectively in-person, via phone, videoconferencing and e-mail, and operate office equipment.
- Ability and willingness to work varied or extended hours as needed, and travel occasionally on behalf of SWAN.
- Primarily sedentary work, but occasional physical activities such as lifting, crouching, or climbing may be required.

**Acknowledgement**

I acknowledge that I have read the job description and requirements for the Finance and Accounting Manager position and confirm that I can perform these core job functions.

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Signature

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Date

2/17/2016

**Job Title: Assistant Director****Description Type:** New  Revised**Job Category:****FLSA Status:** Exempt  Non-exempt**Reporting Relationship:****Reports to (Title):** Executive Director**List of direct reports (by Title):** Applicable  Not Applicable

- SWAN Member Services Manager
- SWAN Bibliographic Services Manager
- SWAN IT Manager
- SWAN User Experience Manager

**Position Summary:**

The Assistant Director is a professional administrative position responsible for assisting the Executive Director with the day-to-day operations of the consortium. This role also supervises the SWAN management team.

**Core Job Functions:**

- Responsible for process evaluation and improvements of SWAN administrative functions and services, to ensure optimal operation of the consortium.
- Assists the Executive Director in the development and implementation of the SWAN fiscal year budget.
- Helps to lead the SWAN Strategic Planning process.
- Works with accounting to review and approve bills as necessary; serves as a budgetary signing authority for SWAN.
- In the Executive Director's absence, may serve as interim leader of SWAN.
- Assists the administrative team with the annual audit process and annual report.
- Assists the Executive Director in the development of SWAN policies and makes recommendations for change as necessary; assists with the implementation of SWAN Board decisions and policies.
- Assists the Executive Director and Project Coordinator in planning, researching and developing major projects.
- Works with the Executive Director to provide support for SWAN vendor accounts.
- Prepares reports, surveys and proposals for the Executive Director and SWAN Board.
- Periodically presents reports and updates to the SWAN membership at Quarterly meetings, as needed.
- Acts as SWAN's FOIA (Freedom of Information Officer) and OMA (Open Meetings Act) Officer.
- Assists with the recruitment of SWAN staff, as a member of the leadership team.
- Responsible for the training and ongoing evaluation of direct reports; may fill in for these roles when vacant, until a replacement has been found.
- Works with the Library Relations Specialist and User Experience team to help develop marketing and public information efforts.
- Keeps abreast of current library trends by reading professional literature and attending CE meetings, conferences, and workshops.
- As assigned, coordinates SWAN special events and public relations activities and represents SWAN at community and outside organizational functions.
- Participates in weekly SWAN management meetings, project calls, and other revolving appointments.
- Other duties as assigned.

**Knowledge, Skills, and Abilities:**

## Education -

- MLS from an ALA accredited graduate school.

## Knowledge/Experience -

- At least six (6) years of library experience.
- At least three (3) years of supervisory experience.
- At least two (2) years of computerized library systems/technology experience strongly preferred.
- Previous experience in developing budgets and overseeing accounts strongly preferred.
- Ability to work effectively with the staffs of the participating SWAN libraries and to maintain good working relationships with the SWAN staff.
- Ability to express oneself clearly and concisely, both orally and in writing. Occasional large and small group presentations will be required for this role.
- Ability to organize work, supervises management staff, develop individual talents, and support team cohesion.
- Ability to exercise independent judgment and recommend solutions; takes a collaborative approach to problem solving, with the emphasis on building consensus, relationships, and results.
- Ability to thrive in a busy environment and deal well in the context of ambiguity.

## Working Conditions and Physical Requirements –

- Ability and willingness to work varied hours, extended hours and to travel occasionally on behalf of SWAN.
- Office working environment.
- Must have the ability to input data, read computer screens and printed material, communicate effectively in-person, via phone, videoconferencing and e-mail, and operate office equipment.
- Primarily sedentary work, but occasional physical activities such as lifting, crouching, or climbing may be required.

**Position Description Updated on: 2/17/16****Acknowledgement**

I acknowledge that I have read the job description and requirements for the Assistant Director position and confirm that I can perform these core job functions.

Name: \_\_\_\_\_

Date: \_\_\_\_\_