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| **DATE:** | Tuesday, Dec. 2, 2021 |
| **TIME:** | 2:00 – 3:15 pm  |
| **LOCATION:** | Virtual (zoom meeting) |
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 **LIBRARY COUNCIL MEETING MINUTES**

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| **UNIVERSITY**  | Deborah Jakubs | **MINUTE TAKER:** | Katryna Robinson |
| **LIBRARIAN:** |  |  |  |
| **CHAIR:** | Patrick Charbonneau |  |  |
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**AGENDA**

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|  | 1. **Introduction**
2. **Duke Libraries Staff Compensation – Executive Group & Kim Burhop**
3. **Questions and Discussions**
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**MINUTES**

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| **Introduction** |
| **TIME ALLOCATED** | **5 minutes** |
| **DISCUSSION**  | Patrick and EG introduced Kim Burhop, who spoke about the issue of compensation at Duke Libraries. Kim Burhop-Service is the Director of Library Human Resources at Duke University Libraries. In that role she oversees and provides leadership for the delivery of key HR functions, including recruitment, employee relations, performance management, staff development and compensation. Current topics of interest include how to embed diversity, equity, and inclusion into the culture of the libraries and the impact of wellness initiatives on performance and retention. |

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| **Duke Libraries Staff Compensation** |
| **TIME ALLOCATED** | **50 minutes** |
| **DISCUSSION**  | Kim started by explaining that all positions at Duke are in a Job Family - a grouping of similar positions. For most Job Families, but not all, there are a variety of levels or bands. These levels each have a salary range. Positions at DUL primarily fall into one of four groups. Each group has a slightly different recruitment, compensation and promotion process.Librarian (Job Family 29) IT Banded (Job Family 8) 37% of employees fall under “other.” This group includes both exempt and non-exempt positions, along with students, graduate assistants, interns, etc.Positions in Job Family 29 include:* Assistant Librarian
* Assistant Librarian, Senior
* Associate Librarian
* Librarian
* Professional Library Staff
* Library Department Head
* Associate University Librarian

Approximately 39% of Library Staff are in Job Family 29. All positions in Job Family 29 are academic appointments.Library HR is responsible for recruitment and compensation (not handled through Duke HR) with approval through the Provost’s Office. Vacant positions are posted on Academic Jobs Online, not through Duke HR/ Success Factors.LHR completes salary surveys, monitors market, etc.Assistant Librarian, Assistant Librarian, Sr, Associate Librarian, and Librarian are all part of the ranking system and continuing appointment process.Committee on Appointment and Promotion (CAP) makes recommendation on initial rank and promotion based on criteria outlined in “Duke University Libraries Consolidated Guidelines for Continuing Appointment and Promotion.”Rank is independent of specific role (cataloger, department head, etc.)Librarians are tracked by rank, not position, in HR data. Non ranked positions in Job Family 29 include: Professional Library Staff, Library Department Head, and Associate University LibrarianThese positions are not subject to rank review or eligible for continuing appointment.IT Banded (Job Family 8) positions include:* Analyst, IT, Analyst IT, Sr, Manager, IT, Manager, IT, Sr, and Director, IT.
* OIT, in conjunction with Duke Rewards and Recognition (R&R), manages banded classifications.
	+ OIT reviews classification, reclassifications, participates in salary surveys
* The classifications are broad and encompass a wide variety of responsibilities and knowledge requirements.
* Bands have wide salary ranges.
	+ Additional responsibilities, changes to responsibilities, increased knowledge and new skill sets may result in movement within the band rather than reclassification to a new band.
* Approximately 24% of staff are in IT positions

Most non-Librarian and non-IT positions are classified into job families with a job level. Positions in the same job family and same job level have the same market-based range. Positions are classified based on the roles and responsibilities of the position, not the experience and background of the incumbent. Duke Rewards & Recognition regularly reviews levels and ranges based on market studies. Ranges for the level could be revised based on market assessment, or a job classification may change levels due to market factors. Leveled positions may be exempt (monthly) or nonexempt (bi-weekly). Examples of these positions include library assistant, staff assistant, program coordinator, and library section head. Approximately 37% of library staff fall under the “other” category, as do a vast majority of employees at Duke. The Libraries have 68 non-exempt employees 29 exempt. Job Family examples are: 03 - Office Support-General, 06 - Office Support-Secretarial and 28 - Administrative and Managerial.Here are our demographics:Kim talked a bit about “The Great Resignation.” Companies all over the country are dealing with a mass exodus of employees. The pandemic shifted a lot of people’s priorities. Kim renamed it “The Great Re-Shuffling.” The Libraries are losing staff, but we also have strong candidate pools. As if December 2, 2021, there were 9 retirements, 1 appointments ended, 13 employees voluntarily resigned, and employee turnover is at 11.5%, a record high at DUL.Kim conducts exit interviews with all employees who agree to one. The chart below compares 2018-2020 to 2021. Some people are leaving the workforce due to retirement, career advancement, and career changes, but compensation is the main factor for most.There has been a steady and increasing volume of searches.Candidate pools are generally strong. DUL has had 31 new hires and transfers since Jan 1, 2021. There have been a high number of withdrawals from searches (received another offer or salary). Salary expectations are coming in higher (even with the range posted).Duke Rewards & Recognition is responsible for monitoring the market and setting ranges for all staff positions, except for librarians (Job Family 29). LHR monitors and participates in salary surveys for librarian positions. Compensation adjustments are funded from the annual budget allocation, the merit pool or reductions in other budget areas.A main factor in the lack of competitiveness with regards to pay is that the library budget allocation has decreased by $3.75 million over 3 years.Compared to other ARL institutions, we are not keeping pace with compensation:Significant salary compression issues have occurred within various classifications.DUL needs to prioritize and take a thoughtful approach to compensation adjustments; we simply cannot do everything this year given budget cuts.Duke has not yet provided information as to how they will be approaching salaries for FY23 (market adjustments, merit increases) – they are still reviewing data.The extent of market changes – salary surveys are lag indicators of the market and most of our information is anecdotal. |

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| **Questions and Discussion** |
| **TIME ALLOCATED** | **10 minutes** |
| **DISCUSSION**  | Most of Library Council was very interested in Kim Burhop’s presentation and stated that their units were dealing with very similar issues; budget cuts, “The Great Resignation,” not keeping pace with the market, particularly departments that fall under Student Affairs, and the Humanities.  |