

c. *“Watchdog” for the association and the profession.* This includes overseeing the affairs of the association and those of the profession at large to ensure against any intrusion or interference. For example, proposals for new legislation or reduction in the resources for library and information services must be monitored and acted upon. Also, internal dissatisfaction with association services, for instance, or objecting to a particular major policy decision, are other issues that need monitoring and action to prevent any weakening of the association.

Job Description

Whether the association has one or more paid members of staff or officers in elected capacities performing duties in the association, there is a need for precise and carefully prepared job descriptions. Job descriptions can be used for staff’s performance reviews and for assessments of performance of the elected officers. For good management of the association, it is worth spending time each year to review the job description.

Organization Chart

An organization chart is a useful working tool, for council members, membership at large and staff to observe and understand the association. This is important to relate sub-structures and the delegation of authority of working parties and sub-committees, etc.



International Federation of
Library Associations and Institutions

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GUIDELINES FOR LIBRARY ASSOCIATIONS OPERATIONS

Management of Library Associations Section

<http://www.ifla.org/VII/s40/smla.htm>

Introduction

In order for a professional organization to run its operation, officers must staff the organization. These officers, office holders, and members of staff can be elected or appointed. They can be honorary and unpaid, they can be partially remunerated with a token payment in recognition of the value of the work they do, or they can be paid for the actual work done and/or the hours worked on a part-time basis. They can be salaried, full-time members of the staff. A clear distinction should be made here.

Elected Officers/Office Holders — People elected by the membership or nominated to hold offices in the association and to perform particular functions.

Members of Staff — People appointed to posts within the association and paid to fulfill specific duties.

Token Payments (Honoraria)

Token payments in recognition of the responsibilities and tasks undertaken by elected officers where payment is permitted will depend on the financial health of the association. It is not unusual for someone in high office to receive such an honorarium. However, it is strongly recommended that if any money is available, it should be spent on employing a full or part-time staff member.

Elected Officers/Office Holders

Ideally, these elected officers shall be those who have high profiles in the profession. This is important since they may be expected to represent the association on formal state occasions or in negotiations with governments. They also have significant roles to play in the overall governance of associations, such as managing the association,

handling the organization's financial affairs, or chairing the organization's governing body.

President — Elected for a term ranging from one to four years depending on the association, he/she is normally a senior and highly respected member of the association. The president is usually the 'flagship' of the association, representing it on formal occasions and chairing the governance body of the association. One or more vice presidents are elected to provide continuity in case of vacancy or illness.

Chairperson — Chairs the association's governing body. In some associations, the president performs this function.

Executive Committee — Responsible for the supervision and management of the day-to-day affairs of the association.

Treasurer — If the association can afford paid staff, some of the responsibilities of this post may be delegated to the staff. However, the financial stability of the association is the responsibility of the officers and governing body. Therefore, an official treasurer's position is recommended so that financial policy decisions and budget decisions about whether to finance, or more importantly, not to finance a particular activity can be made. These decisions should not be left to the discretion of paid staff.

Secretary (Secretary General, Executive Director, Director General) — Responsibilities include production of records of meetings, management of the agendas, membership records, communication with members, calling for the annual general meeting, and managing the operations in large associations. This may be an honorary post, but if money is available for only one post, this is the place where a paid member of staff should be placed.

Other Honorary or Paid Posts

Membership Officer — Responsible for maintaining and recruiting members into the association.

Publication Officer — Responsible for publishing the association's newsletter, journal, and other publications.

Conference Officer — Responsible for managing the annual conference and continuing professional development, a major member service provided by associations.

Full-Time Members of Staff

It is strongly recommended that if, and when, an association has any money for investment in services, the association should hire either a part-time or full-time staff member. The benefits are very clear. The staff can provide continuity and ensure that the necessary statutory obligations are fulfilled and that the following responsibilities can be carried out:

- a. *Management and operation of the association.* This includes the calling and arranging for the annual general meeting, calling for motions and nominations for election, preparing the annual report, publishing regular newsletters or journals, maintaining financial records, and maintaining membership records.
- b. *Services to libraries and information services.* These services include fund raising for the association, organizing courses and workshops, providing supplies and products such as books, journals, posters, stationery, shelves, etc.