



Pay Equity

North Carolina Library Association

Using the Power of Information to Enrich Lives

Pay Equity Task Force

Hickory, 2007

October 18

Dr. Paula M. Singer



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Agenda



- Goals
- Methodology
- Equal Pay for Equal Work vs. Pay Equity
- Findings
- Cautions
- Recommendations
- Future of the Library Workforce Study
- Next Steps

Background

During her term as NCLA President, Dr. Pauletta Brown Bracy organized a Task Force on Pay Equity to investigate issues of pay equity for library personnel in North Carolina.

Project Steering Committee

- **Dr. Beverley Gass**, Guilford Technical Community College, *Project Manager*
- **Jenny Barrett Boneno**, Forsyth County Public Library
- **Dr. Pauletta Brown Bracey**, School of LIS, North Carolina Central Univ.
- **Dr. Robert Burgin**, (Past) President, NCLA, *Fiscal Manager*
- **Keith Burkhead**, Guilford Technical Community College
- **Evelyn Council**, Fayetteville State University
- **Jennie Hunt**, Greensboro College
- **Connie Keller**, Elon University

Other Partners

- Don King, UNC
- Jose Marie-Griffiths, UNC
- Univ. of Pittsburgh, University Center for Social and Urban Research
- State Librarian, Mary Boone
- NCLA Board of Directors

Letter

Dear Fran,
written in 1974

Equal Pay for Equal Work

Equal Pay Act of 1964

- Prohibits different pay rates for men and women performing the same job
- Equal Work must receive Equal Pay
- To prevail in an Equal Pay Act claim, employee must prove:
 - Receives lower wage
 - Works in the same establishment
 - Job essentially the same, and requires substantially equal
 - Skill, effort
 - Responsibility
 - Working conditions

Pay Equity Defined

Evaluating and compensating jobs based on their **skill, effort, responsibility and working conditions**, not on the people who hold the jobs (men or women).

Similar terms:

- ✓ *Comparable Worth*
- ✓ *Equal Pay for Work of Equal Value*

National Committee on Pay Equity

Status of Equal Pay for Equal Work



Undervaluing Work of Women

- Women employed full-time on average earn 75¢ per \$1 earned by men
- Gap larger for women of color
- Gap flows through to affect pension, thus perpetuating the inequity

Reflects society's undervaluation of the work of women relative to traditional male work

Source: Department of Labor

3 Phase Project

- ✓ **Phase One: Planning and Development of Project Methodology**
- ✓ **Phase Two: Survey Development and Implementation: Public and Academic Libraries**
- ✓ **Phase Three: Development of Web-based Educational Materials and Tools**

Goals Expanded

- ✓ Assess pay equity
- ✓ Provide libraries with salary information
- ✓ Partner with the Future of the Library Workforce Study – IMLS/UNC

Academic and public libraries

- Note: Paid for by a federal Library Services & Technology Act (LSTA) grant



How Long It Took



Methodology

- 6 Committee meetings to date/training session
 - 7 teleconference calls with committee
 - Many, many conference calls with Project Manager and UNC/Pittsburgh partners
- Designed 4 compensation surveys
 - Academic Library and Institutions of Higher Education
 - Public Library and Local Government
- Cross section Library & Government, **Academic Library and Higher Education** positions
- UNC Institute for Government Services Survey, CUPA positions
- Pilot studies (academic and public); analysis, changes
- Focus on pay study v. pay equity (invitation)

Jobs Surveyed



Public Library

- Library Director
- Library Division Manager
- Senior Librarian
- Librarian
- Circulation Supervisor
- Library Associate
- Bookmobile Driver
- Circulation Clerk
- Technical Processing Clerk
- Systems Administrator
- PC Technician
- Web Master

Government

- Finance Director
- Public Health Director
- Information Technology Director
- County Engineer
- Senior Planner
- Civil Engineer
- Solid Waste Truck Driver
- Tax Clerk:
- Office Assistant
- Zoning Code Enforcement Officer
- Building Maintenance Worker
- Recreation Program Supervisor
- GIS Technician
- Planner
- Systems Administrator
- PC Tech
- Web Master

Jobs Surveyed

Academic Library



- library director
- chief public service librarian
- chief technical services librarian
- library information technology services director
- reference specialist
- librarian
- senior librarian
- library technician
- circulation clerk
- computer support specialist
- building maintenance worker
- library technical processing clerk
- systems analyst
- instructor
- assistant professor
- faculty with master's degree
- faculty with master's degree + 30 credits

Jobs Surveyed

College/Institution



- dean (humanities or undergraduate programs)
- chief financial officer
- chief, enrollment management
- director, continuing education
- director, administrative computing
- senior accountant
- systems analyst
- sr. electrical/electronic engineer
- counselor
- student activities officer
- buyer
- programmer analyst, supervisor
- continuing education specialist
- PC technician
- cashier
- building maintenance worker
- instructor (IT department)
- assistant professor
- faculty with master's degree
- faculty with master's degree + 30 credits

Public Library Jobs and matching Local Government Jobs



Library Jobs	City/County Government Jobs
library director	finance director public health director information technology director
librarian	senior planner civil engineer zoning code enforcement officer recreation program supervisor planner systems administrator
library division manager	county engineer civil engineer senior planner
circulation supervisor	recreation program supervisor planner
library branch manager	senior planner planner civil engineer
library associate	zoning code enforcement officer
circulation clerk	tax clerk office clerk
bookmobile driver	solid waste truck driver building maintenance worker
systems administrator	systems administrator
web master	web master
PC technician	PC technician

Academic Library Jobs and matching Higher Education Jobs



Academic Library Jobs

Higher Education Jobs

library director	dean (humanities or undergraduate programs) chief financial officer
chief public services librarian chief technical services librarian	chief enrollment management director, continuing education
librarian	counselor
library information technology services director	director, administrative computing
reference specialist	buyer student activities officer
senior librarian	senior accountant sr. electrical/electronic engineer programmer/analyst supervisor
library technician	cashier
circulation clerk	cashier
computer support specialist	PC technician
building maintenance worker	building maintenance worker
technical processing clerk	cashier
systems analyst	systems analyst
instructor	instructor (IT department)
assistant professor	assistant professor (IT department)
faculty with master's degree	faculty with master's degree (IT department)
faculty with master's degree + 30 credits	faculty with master's degree + 30 credits (IT Department)

For participating:

- Promise of very useful, customizable data base
- Compare their library's jobs with others in libraries and local governments or institutions of higher education for:
 - Compensation and budget planning
 - Updating salary plans and compensation systems
 - HR planning, including recruiting, retention and succession planning efforts
 - Assessing pay equity
 - Have the data needed to help “make a case” to local officials and funders or deans, provosts, and Boards regarding fair and competitive pay.

Findings: Public Libraries



Library Director

(mean \$68,317 / \$61,737 median)

100% require MLS or MS

Highlights: Average Pay



- On the average, earns **6.3% or \$4,565** year less than a Finance Director (2% require MS)
 - *At the median: 8.7% or \$5,913*
- **18.5% or \$15,483** year less than a Public Health Director (28% report requiring MS)
 - *At the median: 21% or \$16,472*

Library Director, con't

- On the average, earns **3.4% or \$2,424** less than an IT Director (<1% report requiring MS)
 - At the median: **3% or \$1,835**
- **19.1% or \$13,388** less than a County Engineer (0 report requiring MS; 2 require PE)
 - At the median: **24.6% or \$14,601**
- *Comparisons don't take longevity or performance into account (both of which can accelerate salary growth)*

Library Director

(mean \$50,969 / \$38,498 median)

Highlights: **Minimum Pay**



- The minimum pay of the Library Director is **6.1% or \$3,491** year less than that of a Finance Director
 - *At the median: 9% or \$4,950*
- Minimum pay is **15.6% or \$9,917** less than that of a Public Health Director
 - *At the median: 19% or \$11,708*

Library Director, con't

- At range minimum, earns **2.3% or \$1,241** less than an IT Director
 - At the median: **2.3% or \$1,172**
- At range minimum earns **11.3% or \$6,787** less than a County Engineer
 - At the median: **11.4% or \$6,416**

Library Director

(mean \$83,496 / \$75,922 median)

Highlights: **Maximum Pay**



- The maximum pay of the Library Director is **5.6% or \$4,957** year less than that of a Finance Director
 - *At the median: 11.3% or \$9,688*
- Maximum pay is **14.5% or \$14,141** less than that of a Public Health Director
 - *At the median: 16.8% or \$15,327*

Library Director, con't

- At range maximum, earns **2.5% or \$2,180** less than an IT Director
 - At the median: **2.3% or \$1,825**
- At range maximum earns **10.3% or \$9,618** less than a County Engineer
 - At the median: **12.7% or \$11,031**



What are the Differences

In Your County?

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Library Director



Highlights: Geographic Differences

- In **County X**, the Library Director (MLS) earns:
 - \$21,705 less than the Public Health Director (MS)
 - \$9,392 less than the Finance Director (MS)
 - \$6,779 less than the Information Technology Director (BS) and
 - \$561 more than the County Engineer (BS)

Library Director



Highlights: Geographic Differences

- In County Y, the Library Director (MLS) earns:
 - \$863 less than the Finance Director (BS) and
 - \$7,907 less than the Public Health Director (BS)
 - But \$12,472 more than the Information Technology Director (BS)

Librarian

(mean \$37,241 / \$36,951)

80% require MLS



Highlights: Average Pay

- On the average, earns **23.6% or \$11,501** less than a Senior Planner (8% require MS)
- **30% or \$16,063** less than a Civil Engineer (0 require MS)

Librarian con't

- A librarian earns just a tad more (1.5%) than a Zoning Code Enforcement Officer (3% require MS; 45% require HS); a tad less (1.4%) than Recreation Program Supervisor (0 require MS; 43% require BA/BS)
- An average of **9.3% or \$3,833 less than a Planner** (4% require MS) (Median of 3.7% or \$1,427)
- An average of **24% or \$11,966 less than a city/county Systems Administrator** (0 require MS) (Median of 23.6% or \$11,442)

Librarian

(mean \$33,046 / \$33,274)



Highlights: **Minimum Pay**

- At range minimum a Librarian earns **19.6% or \$8,073** less than a Senior Planner
- **22.2% or \$9,405** less than a Civil Engineer
- A librarian earns just a tad more at the minimum (3.16%) than a Zoning Code Enforcement Officer; a tad less (<1%) than Recreation Program Supervisor
- An average of **9.3% or \$3,390** less than a Planner at the minimum (Median of 5.2% or \$1,838)

Librarian con't

- A librarian earns just a tad more at the maximum (3.16%) than a Zoning Code Enforcement Officer; a tad less (<1%) than Recreation Program Supervisor
- An average of **9.3% or \$3,390 less than a Planner** at the maximum (Median of 5.2% or \$1,838)
- An average of **17.17% or \$6,849 less than a city/county Systems Administrator** at the maximum (Median of 14.1% or \$5,449)

Librarian



Highlights: Geographic Differences

- In **County X**, a Librarian (MLS) earns:
 - \$20,837 less than a Civil Engineer (BS)
 - \$19,9098 less than a Systems Administrator (BS)
 - \$12,966 less than a PC Technician (HS)
 - \$506 less than an Office Assistant (HS)

Librarian



Highlights: Geographic Differences

- In County Y, a Librarian (MLS) earns:
 - \$16,392 less than a Systems Administrator (BS)
 - \$2,914 less than a Computer Technician (HS)
 - \$12,739 less than a Civil Engineer (BS)
 - \$6,878 less than a Recreation Program Supervisor (BS) and
 - \$11,995 less than a Web Master (BS)



What are the Differences

In Your County?

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Library Branch Manager

(mean \$50,514 / \$38,331 median)

51% require MLS



Highlights: Average Pay

- On the average earns **\$9,228** or **19%** less than a Senior Planner (8% require MS)
 - Median: 19% or \$8,832
- Earns **4%** or **\$1,560** less than a Planner (4% require MS)
 - Median: 1% or \$47
- Earns **26%** or **\$13,789** less than a Civil Engineer (0 require MS)
 - Median: About the same

Library Branch Manager

(mean \$32,493 / \$32,274 median)

Highlights: **Minimum Pay**



- On the average earns **\$8,626** or **21%** less than a Senior Planner at the minimum
 - Median: 20.2% or \$8,165
- Earns **10.8%** or **\$3,943** less than a Planner at the minimum
 - Median: 8.8% or \$2,839
- Earns **23.5%** or **\$9,958** less than a Civil Engineer at the minimum
 - Median: 20.4% or \$8,277

Library Branch Manager

(mean \$50,806 / \$49,814 median)

Highlights: **Maximum Pay**



- On the average earns **\$11,073** or **17.9%** less than a Senior Planner at the maximum
 - Median: 18.4% or \$11,207
- Earns **9.5%** or **\$5,328** less than a Planner at the maximum
 - Median: 8.1% or \$4,380
- Earns **29.6%** or **\$21,352** less than a Civil Engineer at the maximum
 - Median: 27.4% or \$18,807

Library Branch Manager

Highlights: Geographic Differences

- In County X, a Library Branch Manager (MLS) makes
 - \$610 less than a Civil Engineer (BS)
 - \$319 less than a Systems Administrator (BS)
 - \$1,001 less than a Web Master (BS)

Library Associate

(mean \$28,254/ \$27,898 median)

39% require BA/BS; 29% require AA



Highlights: Average Pay

- On the average earns **\$8,443** or **23%** less than a Zoning Code Enforcement Officer (10% require BA/BS)
 - Median: About the same
- Earns **31%** or **\$12,820** less than a Planner (48% require BA/BS)
 - Median: 27% or \$10,480

Library Associate

(mean \$24,301/ \$24,605 median)



Highlights: **Minimum Pay**

- On the average earns **\$7,735 or 24.1%** less than a Zoning Code Enforcement Officer at the minimum
 - Median: 21.3% or \$6,666
- Earns **33.3% or \$12,125** less than a Planner at the minimum
 - Median: 30% or \$10,507

Circulation Clerk

(mean \$21,993 / \$22,548 median)

Highlights: Average Pay



- On the average, earns 10% or **\$2,540** less than a Tax Clerk
 - Median: 7.4% or \$1,790
- On the average, earns 15% or **\$3,791** less than an Office Clerk
 - Median: 9.6% or \$2,386

Circulation Clerk

(mean \$20,239 / \$20,064 median)

Highlights: **Minimum Pay**



- On the average, earns **7.6% or \$1,672** less than a Tax Clerk at the minimum
 - Median: 6.1% or \$1,314
- On the average, earns **8.7% or \$1,931** less than an Office Clerk at the minimum
 - Median: 9% or \$1,990

Circulation Clerk

Highlights: Geographic Differences

- In County Y, a Circulation Clerk earns
 - \$231 less than a Tax Clerk
 - \$5,079 less than a Building Maintenance Worker and
 - \$9,116 less than an Office Assistant

Systems Administrator

mean \$45,914 / \$45,399 median

23% require MLS; 31% require BA/BS



Highlights: Average Pay

- A systems administrator working for a library earns an average of **6.7% or \$3,293** less than a systems administrator working for a city/county (0 require MS; 37% require BA/BS).
 - The median differential is 6.2% or \$2,993

Computer Technician

mean \$34,831 / \$35,455 median

53% require AA



Highlights: Average Pay

- A Computer Technician working for a library earns an average of **11.4% or \$4,478** less than a Computer Tech working for a city/county
- The median differential is 10.2%/\$4,011

Computer Technician

mean \$28,699 / \$27,615 median

Highlights: Minimum Pay



- A Computer Technician working for a library earns an average of **15.7%** or **\$5,340** less than a Computer Tech working for a city/county at range minimum
 - The median differential is 19.6%/ \$6,741

Comparison to Educator Pay

Comparisons to educator pay as reported by the North Carolina Board of Education Department of Public Instruction.

	Minimum	20 years exp.	Maximum (teachers = 30 yrs +)
Librarian	\$33,274		\$50,744
Teacher (MS, certified)	\$37,632	\$56,628	\$65,760
Teacher (MS, NBPTS certification)	\$45,720	\$63,420	\$73,656

Additional Comparisons to Educator Pay

	Minimum	Maximum (principals = 32+ yrs)
Library Director	\$50,969	\$83,496
Principals (includes 7 levels of principals w/ 1-100 teachers)	\$49,296	\$94,860
Superintendent (includes 5 levels)	\$53,004	\$125,724

Comparisons should be made locally in consideration of scope and impact of the job, budget, number of employees, facilities, degree of independence, population served, etc.



Findings:

Academic Libraries

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Responses



- Survey to all academic libraries and colleges, universities and community colleges
- Completed: 73 academic libraries
26 colleges/universities/community colleges
- Following analysis is based on statewide data of above

Library Director

(mean \$74,608 / \$59,000 median)

Highlights: Actual Pay

- On the average earns **\$23,147** or **30.3%** less than a Dean
 - Median: 42.4% or \$25,000
- Earns **50.4%** or **\$37,567** less than a Chief Financial Officer
 - Median: 80% or \$47,000
- Earns **28.6%** or **\$21,384** less than a Chief of Enrollment Management
 - Median: 49.8% or \$29,400
- Earns **11.5%** or **\$8,957** less than a Director of Continuing Education
 - Median: 34% or \$79,247

Library Director

(mean \$52,186 / \$47,400 median)

Highlights: Minimum Pay

- On the average earns **\$18,719** or **36%** less than a Dean at range minimum
 - Median: 27% or \$12,702
- Earns **55%** or **\$28,774** less than a Chief Financial Officer at range minimum
 - Median: 64% or \$30,206

Library Director

(mean \$94,659 / \$65,000 median)

Highlights: Maximum Pay

- On the average earns **\$11,343 or 12%** less than a Dean at range maximum
 - Median: 47.2% or \$30,697
- Earns **13% or \$12,336** less than a Chief Financial Officer at range maximum
 - Median: 53.8% or \$35,000

Library Director



Highlights: Geographic Differences

- In College A, the Library Director earns
 - \$15,578 less than a Dean
 - \$49,652 less than the Chief Financial Officer

Chief Public Services Librarian

(mean \$60,903 / \$57,318 median)



Highlights: Actual Pay

- On the average earns **\$35,089** or **57.6%** less than a Chief of Enrollment Management
 - Median: 54% or \$31,083

Chief Public Services Librarian

(mean \$43,109 / \$42,607 median)

Highlights: Minimum Pay



- On the average earns **\$21,575** or **50%** less than a Chief of Enrollment Management at range minimum
 - Median: 33% or \$14,058

Chief Public Services Librarian

Highlights: Geographic Differences

- At College B, a Chief Public Services Librarian earns
 - \$46,654 less than a Chief of Enrollment Management
- At College C, A Chief Public Services Librarian earns
 - \$35,018 less at range minimum and \$121,180 less at range maximum than a Chief of Enrollment Management

Librarian

(mean \$39,509 / \$40,000 median)

Highlights: Actual Pay

- On the average earns **\$4,819** or **13%** less than a Counselor
 - Median: 17.5% or \$6,398

Librarian

(mean \$36,065 / \$35,062 median)

Highlights: Minimum Pay

- On the average earns **\$1,274** or **3.5%** less than a Counselor at range minimum
 - Median: 8.4% or \$2,938

Librarian

(mean \$50,203 / \$49,000 median)

Highlights: Maximum Pay

- On the average earns **\$2,409** or **4.8%** less than a Counselor at range maximum
 - Median: 8% or \$3,891



Librarian



Highlights: Geographic Differences

- At **College E**, a Librarian earns
 - \$8,645 less than a Counselor
- At **College F**, a Librarian earns
 - \$77 more than a Counselor

Circulation Clerk

(mean \$23,308 / \$25,250 median)

Highlights: Actual Pay

- On the average earns **\$4,903** or **21%** less than a Cashier
 - Median: 7% or \$1,765

Circulation Clerk

(mean \$21,563 / \$22,880 median)

Highlights: Minimum Pay

- On the average earns **\$3,044** or **14%** less than a Cashier at range minimum
 - Median: 3.4% or \$779

Circulation Clerk

(mean \$27,693 / \$30,000 median)

Highlights: Maximum Pay

- On the average earns **\$5,988** or **21.6%** less than a Cashier at range maximum
 - Median: 21% or \$6,211

Circulation Clerk



Highlights: Geographic Differences

- At **Community College G**, a Circulation Clerk earns
 - \$4724 less than a Cashier
- At **Technical College H**, a Circulation Clerk earns
 - \$8,578 less than a Cashier

Systems Analyst

(mean \$55,178 / \$54,995 median)

Highlights: Actual Pay

- On the average earns **\$6,624** or **12%** more than a Systems Analyst working in higher education in general
 - Median: 9% or \$4,995

Systems Analyst

(mean \$34,908 / \$37,408 median)

Highlights: Minimum Pay

- On the average earns **\$6,457 or 18.5%** less than a Systems Analyst in higher education in general at range minimum
 - Median: 6.7% or \$2,500

Circulation Clerk



Highlights: Geographic Differences

- At Community College G, a Circulation Clerk earns
 - \$4724 less than a Cashier
- At **Technical College H**, a Circulation Clerk earns
 - \$8,578 less than a Cashier

Examples:

Question

- College Z wants to compare the salary of their chief public service librarians to the salaries of other chief public service librarians in the State as well as to the chief of enrollment management in their own school

Findings

- Use the website to learn that the chief public service librarian at College Z earns 15.6% less than her counterparts state wide (actual pay)
- College Z also discovered that their chief public service librarians earn 96.5% less than the chief of enrollment management in their own school

More Examples:

Question

University of ABC's library wants to compare the salary of their IT positions to those of the IT positions in the school in general:

Findings

- Use the website to discover that the Computer Support Specialist working in the library at the University earns 12.4% less than the PC Technician in the University in general (median of actual pay)

More Examples:



Question

XYZ Community College wants to compare its Librarians and Circulation Clerks to comparable positions in the college

Findings

- Use the website to create the table on the next slide.

More Examples:

- Use the website to learn the following about XYZ Community College:

	Median Pay		Median Pay
Librarian (MLS)	\$24,000	Circulation Clerk (AA)	\$25,000
Counselor (MLS)	\$43,812	Cashier (AA)	\$29,724
Difference	-82.5%	Difference	-18.9%

Findings

- There **IS** a difference in pay for between jobs that are library based v. local government, even for the same position such as Computer Tech, Systems Administrator and WebMaster
- There **IS** a difference in pay for jobs that require comparable education, experience, skill, effort and responsibility between jobs that are predominately female v. those that are more often held by men
- Traditional “women’s work” **undervalued** starting at first job on career ladder

Recommendations

- Make a case to local officials ... guide, tool kit in PowerPoint format is available
- Ensure job descriptions as well written and reflective of actual duties
 - Include professional level duties required of, and performed by, nonprofessional staff
 - Stress IT responsibilities
 - Include supervisory responsibilities, including students and volunteers
- Senior library staff need to a) serve on local government compensation committees b) ensure that HR personnel in the local government or academic institution are fully aware of the scope and depth of library jobs

Recommendations

- Women need to negotiate salaries, including their starting salary. This is not common (7% v 57%) and impacts their salaries throughout their career. This information and skill could be an important offering by NCLA
- There appears to be a Male Premium
- Libraries need to “make the case” to state and local elected and appointed officials. The toolkit, along with ALA materials, will help them do this

Cautions

- Data is based on aggregate of State; need to analyze based on locality
- There is a difference based on geography ... this is not, however, an issue when comparing jobs in Library A to jobs in Local Government A
- There is a need for users to analyze by degree of match, education & experience required and hours for non-exempt positions; there is a difference even within library systems
- Salary data probably increased over time; it is likely that ratios remain the same.

Other Considerations

- Variations in pay may be due to:
 - Length of time in positions
(note: will also analyze hire rates where reported)
 - Budget
 - Supervisory responsibility
 - Size of library in relation to “place” in government entity

Date Base



- Ability to create custom reports
 - By position
 - By library or government
 - Can compare 2 positions (e.g. librarian and senior planner)
 - Can match to other libraries or to local government
- Information
 - Average salary
 - Hire rate, minimum and maximum of range
 - Longevity pay
 - # employees in position
 - Degree of match -15% to +15%
 - Education
 - FLSA status

YOU CAN VIEW IT AT:

<https://surveyweb2.ucsur.pitt.edu/ncladb/index.php>

User Name: ncladmin Password: mickey

Products

- **Web-based Products - accessible from NCLA Pay Equity Website**
 - A web-accessible North Carolina library salary database
 - Reports and Presentation Materials
 - An educational resource guide for library personnel
 - What is compensation? Pay equity?
 - How to use the database
 - As a tool to compare similar positions across libraries
 - As a tool to analyze pay equity
 - Templates for depicting data
 - Powerpoint template & talking points to use with local officials/ academic officials
 - Influence
 - Action plan
 - Resources
- Training
- Tracking



And That's Not All!

Future of the Library Workforce



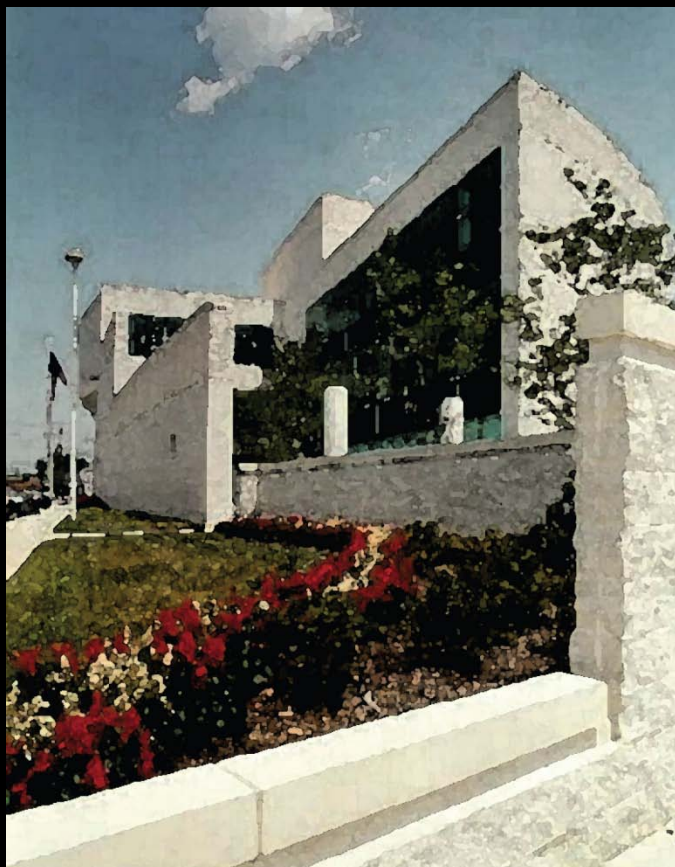
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Library Staff Survey

- 596 responses from library staff via NCLA survey to Public Libraries
- Assess individual pay inequities
 - Age, gender, experience, race
- Additional information regarding fringe benefits
- Librarian career paths

Your Questions? Comments?



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