



## State of New Hampshire

### PUBLIC EMPLOYEE LABOR RELATIONS BOARD

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Teamsters Local 633 of New Hampshire for  
The Londonderry Leach Library Association

Petition

v.

Londonderry Leach Public Library

Respondent

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Case No. M-0785

Decision No. 2001-130

### REPRESENTATIVES

#### For Teamsters Local 633 of New Hampshire:

Thomas D. Noonan, Business Agent

#### For the Londonderry Leach Public Library:

Mark T. Broth, Esquire

#### Also Appearing as Witnesses:

Sally E. Nelson  
Jona E. Bostwick  
Dianne A. Gavrish

### BACKGROUND

The Teamsters Local 633 of New Hampshire, (hereinafter referred to as the "Petitioner") filed a Petition for Certification with the Public Employee Labor Relations Board (hereinafter referred to as the "PELRB") on September 12, 2001 proposing creation of a single bargaining unit comprised of regular full time and regular part time

by the Londonderry Leach Library (hereinafter referred to as the "Library"). On that same day, the PELRB forwarded a "Notice of Filing" to the Library to the attention of Jona Bostwick, its interim Library Director. On September 12, 2001 a Notice of Hearing was also forwarded by the PELRB to the parties. On September 24, the Library filed its exceptions to the petition and a Motion to Continue. The Library's present objection is to the inclusion of four of the six Librarians and alleges that these four positions are supervisory positions whose inclusion is prohibited under the provisions of RSA 273-A:8, II. The Library withdrew its Motion to Continue by letter to the PELRB, dated September 28, 2001.

A hearing on the matter was held before the undersigned Hearing Officer on October 24, 2001. At the commencement of the hearing, the parties' respective representatives stipulated to the existence of a community of interest among the proposed positions pursuant to RSA 273-A:8, I, but reserved the Library's exceptions of four positions. The parties also stipulated that the Londonderry Leach Public Library was the public employer for purposes of this action. The party representatives waived oral closings at the conclusion of their respective cases. At the close of the evidentiary hearing, the record was left open for submission of legal memoranda by the parties. Following receipt of the parties' respective Memorandum of Law, the record was closed on November 6, 2001.

#### FINDINGS OF FACT

1. The Respondent, Londonderry Leach Public Library, employs persons to carry out the functions of a municipal library within the Town of Londonderry. The parties have stipulated that it is the party in interest to these proceedings and a public employer within the meaning of RSA 273-A:1 X.
2. The Petitioner, Teamsters Local 633 of New Hampshire seeks to become the exclusive bargaining representative of a proposed bargaining unit comprised of certain employees of the Respondent who perform work at the Londonderry Leach Library.
3. The parties agree for purposes of this hearing that a community of interest exists among the proposed positions, as suggested in RSA 273-A:8, I and PUB 302.02 and that the Respondent's exceptions to the inclusion of four persons designated as the respective heads of the departments of Children Services, Circulation Services, Reference Services and Technical Services are based upon the so-called "supervisory" exclusion within RSA 273-A:8, II.
4. The prior permanent Library Director had served in that capacity for the last six years. The position of Library Director has been filled on an interim basis since August 29, 2001, by Jona Bostwick, who was previously a part time Reference Librarian at the Library and continues to work one night each week

in that part-time position. Prior to her interim assignment, she had not been a department head.

5. Ms. Bostwick testified that the Londonderry Leach Library has a Board of Trustees who govern through monthly meetings. These Trustees employ a Library Director responsible for the development and administration of all library functions and its day-to-day operation and who serves as the library's personnel administrator. The Library Director also oversees the financial operations of the library and approves all invoices for payment (See also, Petitioner's Exhibits #2, #3, and #4).
6. Ms. Bostwick testified that she has continued to adhere to the same library policies and procedures that had been in place prior to her assuming the interim directorship.
7. Sally E. Nelson has been employed within the library for nine years and for the last four years as the Head of Circulation Services. The library budget is formulated by the Library Director and the Trustees. Staff members as well as department heads are able to go to the Library Director with a budget suggestion or a request. There are no separate departmental budgets within the library. The Director informs the department heads of the amount of increase in the book budget. The line items appearing on the budget are determined by the Director. The Library Director presents the budget to the Trustees, the Trustees then present it, with the Director, to the Town Manager and the Town Manager then presents it to the Town Council for approval.
8. Ms. Nelson testified that the department heads do not participate in the hiring, promoting or demoting of any persons employed or to be employed by the Library. She stated that neither participation in interviewing nor other input had ever been solicited from her during any hiring. She further stated that a person is generally hired and given an outline of what to do and when they will work by the Director. Also, Ms. Nelson testified that the Director has made all of the decisions regarding the assignment of duties and responsibilities for all employees. Her testimony was uncontroverted by other witnesses. Such testimony of the actual manner of operation does not comport with language appearing in the Library's Personnel Policy at SECTION XVI RECRUITMENT/PROMOTION. This section provides that the department heads have direct and significant input into the hiring and promotion process. Although present at the hearing, no Trustee was called by the Respondent to testify on this or any other issue.
9. Eighteen persons were employed in the several "types of jobs" presently within the library. They include: a Library Director, Heads of Departments, Library Technicians, and Library Assistants. The Head of Circulation Services further testified that all employees report to the Library Director who, in turn, reports to the Board of Trustees. Any staff member is expected

to report any incidents to the Director that regard either library patrons or other employees.

10. The written job description for a Library Assistant indicates that such an employee performs his or her duties "[u]nder general supervision" and "[w]orks under the direction of the Head of Circulation and the Head of Children's Services. (Respondent's Exhibit #1, page 6). The written job description for a Library Technician indicates that these individuals perform their duties under "general supervision of a Department Head or the Library Director" and "[w]orks under the direction of the Head of Children's Services, Head of Technical Services or the Library Director. Respondent's Exhibit #1, page 7). Ms. Nelson testified that the Director determines what both the Library Technicians and the Head of Reference Services do.
11. Ms. Nelson testified that the Library Director made all staff assignments of department heads and also those employees below the position of department head. The Library Director assigned Librarians, Library Technicians and Library Assistants to specific areas of responsibility within departments, e.g. oversight of overdue books and oversight of inter-library loan materials. The Director also determined the shifts and number of hours to be worked by each employee. Ms. Bostwick also testified that the assignment of employees to assure coverage for the Library's operating hours was her "job" when acting as interim Director. The department heads collected information regarding the availability of employees for work and the Director made the decision of who is to work and what hours they are to work. This testimony does not comport with SECTION XXV WORK HOURS of the Library Personnel Policy that states that scheduling is to be done by each department head. (Petitioner's Exhibit #3).
12. The Library Director's normal workweek is Monday through Friday from 9:00 A.M. through 5:00 P.M. Other library employees work varying shifts covering a greater number of hours of operation that include Monday through Thursday from 9:00 A.M. through 8:00 P.M. and Friday and Saturday from 9:00 A.M. through 5:00 P.M.
13. There are many hours of library operation when the various departments within the library are supervised by employees other than the department heads because neither the Director nor department head is present or is not scheduled to work. (Petitioner's Exhibit #1). Ms. Nelson testified that the Children's Services department operated without a department head for a period of at least six months.
14. The Reference Services department is usually overseen by the reference librarian on duty as the department head is not present during all shifts. The head of Reference Services and the reference librarians have the same

qualifications and perform the same duties under the direction of the Library Director.

15. The Library Director attends meetings with the department heads of other Town of Londonderry agencies and regularly attends the Library Board of Trustees' meetings. Heads of the four library departments do not.
16. Ms. Nelson testified that the department heads did not participate in the development of the library policies. The development, adoption and implementation of those policies are undertaken by the Library Director and the Trustees.
17. The testimony of Ms. Nelson generally characterized the library staff as being self directed, sharing a common goal and mission statement developed by the Trustees and the Library Director and she characterized a department head's supervisory role as "overseeing the daily running" of the department.
18. Employee problems are addressed by the Library Director. Ms. Nelson's testimony described that there had been three discipline incidents that she could remember, including an employee in her own department, and all three incidents were handled by the Library Director who determined what the discipline would be and administered it. She says the Director recently issued an oral warning to a staff person.
19. Among the essential job functions of the Library Director is to serve as the library's personnel administrator and to oversee the financial operations of the library and approve invoices for payment (Position Description - Library Director, Petitioner's Exhibit #2)
20. The Library Technicians report to the Library Director or the head of Technical Services. The Director determines what both individuals do.
21. Ms. Nelson testified that she had undertaken performance evaluations in the past and had submitted them to the previous Library Director who reviewed them. Further, she testified that the Library Director had directly intervened in her evaluation of employees assigned to the circulation desk and on one occasion returned an evaluation form to her and suggested that she modify her original evaluative conclusion. She further testified that the department heads do not suggest or have input to the specific amount of any proposed increase in an employee's pay and that they were instructed to leave the space blank on the evaluative form that called for a suggested amount. The Director would later fill it in. (Respondent's Exhibit #2).
22. There are two evaluation forms that have been interchangeably used. Some department heads still are "using up" earlier versions. Neither allows the department head to grant an increase or to recommend a percentage increase.

On the earlier form which provided a space for a recommended percentage increase, the Director would fill that portion in. (Respondent's Exhibit #2)

23. Testimony given at the hearing and the provisions in department head job descriptions offered as exhibits differed substantially from several policies within the written Library Personnel Policy relevant to a determination of whether or not the department heads were, in fact, exercising the requisite authority.
24. Ms. Bostwick indicated that among policies and procedures that continued in place from the prior incumbent were those relating to employee performance evaluations. She testified that the department heads "did the initial" evaluation and then brought it to her for review.
25. The written Library Personnel Policy SECTION IX PERFORMANCE PAY POLICY provides a procedure that is at variance with the actual manner in which these evaluations are carried out, including the reservation of authority by the Library Director to recommend pay increases. (Petitioner's Exhibit #3). Also, the stated policy within this document is that any staff evaluation performed by a department head is subject to appeal to the Director and not subject to the grievance procedure
26. On cross-examination, Ms. Bostwick's testimony regarding the completion, delivery to the Trustees, custody, and release of a specific a evaluation form (See Respondent's Exhibit #2) was characterized by responses that she, "Didn't remember", she "Didn't recall" and that she, "Didn't know".
27. Dianne Gavrish is the head of the Reference Department. She testified that she has never recommended a percentage merit increase as part of any performance evaluation. She corroborated Ms. Nelson's testimony that the Library Director is the one that recommends increases to the Board of Trustees. She never disciplined any employee

### DECISION

This matter involves a request to form a bargaining unit comprised of individuals employed in several positions within the Londonderry Leach Public Library. Specifically, the Petitioner, Teamsters Local 633 of New Hampshire, has asked the Public Employee Labor Relations Board to certify all regular full-time and part-time Librarians, Librarian Assistants, and Library Technicians. The PELRB has jurisdiction to make the

determination of an appropriate bargaining unit. RSA 273-A:8. Each request for the formation of a bargaining unit is to be reviewed on its own circumstances on a case by case basis. Appeal of Town of Newport, 140 N. H. 343, 352 (1995). "Ultimately, the question is whether there exists a mutuality of interest in working conditions such that it is reasonable for the employees to negotiate jointly." University System v. State of New Hampshire, 117 N.H. 96, 100 (1977), see also, Appeal of the University System of New Hampshire, 120 N.H. 853, 855 (1980).

In the present case, the parties have stipulated to the existence of such a general community of interest among these library workers. However the Respondent, Londonderry Leach Public Library, has taken exception to the inclusion of four of the Librarians, each of whom heads one of the four operational departments within the library. The Library bases its exceptions upon a statutory exclusion that states in relevant part, "Persons exercising supervisory authority involving the significant exercise of discretion may not belong to the same bargaining unit as the employees they supervise." RSA273-A: 8, II. In such unit representation cases as this, it is important to determine whether or not the authority is exercised and whether or not the supervision involves the significant exercise of discretion.

The Library is governed by a Board of Trustees who transact their regular business through monthly meetings with the Library Director. They employ a Library Director who is the overall administrator of the day to day operation of the Library. The prior Director had held that position for the last six years and her policies and procedures have continued to be followed by the interim Director since her own appointment on August 29, 2001. The four departments to which the other seventeen individuals can be assigned are: Circulation Services, Children Services, Reference Services and Technical Services.

The organizational hierarchy within the Londonderry Leach Library as described within the several documents entered into evidence depicts a elected governing body with the responsibility for "the entire custody and management of the library and of all the property of the Town related thereto." (Petitioner's Exhibit #4). Witness testimony supports that the Trustees do, in fact, act in this regard and fulfill their role through monthly meetings attended by the Library Director. The By-Laws state that in addition to the Library Director, the Trustees "shall appoint all other employees of the library in consultation with the Library Director and determine their compensation and terms of employment." (*Ibid* Section 1.5; citing RSA 202-A:11 V). The Trustees, again in consultation with the Library Director, "may discharge or remove any employee of the library". (*Ibid*. Section 1.8; citing RSA 202-A:17). The Trustee By-Laws are based in large part on RSA 202-A:1 *et seq.* as exemplified by the frequent references to the provisions of that statute. The By-Laws indicate that the Library Director is the administrative officer of the Library and among other things is "responsible for the proper direction and supervision of the staff" and "for the financial operation within the limitations of the Library's budget as approved by the Board." (*Ibid*. Section 2.2.) Another section of this same document states that the Director "shall recommend to the

Board of Trustees the appointment of all Library employees. (*Ibid* Section 2.3; citing RSA 202-A:16).

The Library established the Londonderry Leach Library Trustee By-Laws (Petitioner's Exhibit #4) in 1991. A Personnel and Compensation Policy became effective in 1998 after approval of both the Town Council and the Board of Trustees. (Petitioner's Exhibit #3). The stated intention the latter policy was to assure uniformity of treatment for these workers regardless of the department to which any may be assigned. While such an intention may support the concept of "community of interest," it provides little insight in relation to the supervisory exclusion determination under RSA 273-A:8, II. Because relevant provisions appearing in document form were contradicted by credible testimony and evidence otherwise demonstrated that the department heads do not exercise supervisory authority involving the significant exercise of discretion the Library's request for the four exclusions is denied. The rationale for this determination follows.

Since its creation the PELRB has retained the primary authority to define and interpret the term "supervisory" in the context of collective bargaining. Department of Revenue Administration v. Public Employee Labor Relations Board, 117 N. H. 976 (1977); Appeal of the City of Concord 123 N. H. 256 (1983). When the PELRB is asked to examine exclusions based upon a supervisory relationship, it is guided, in part, by the standard expressed by the court in Appeal of East Derry Fire Precinct, 137 NH 607, 611 (1993) which provides that "A supervisory relationship exists when the supervisor is genuinely vested with significant supervisory authority that may be exerted or withheld depending on his or her discretion." Further guidance provided by the court indicates that the PELRB should consider the employee's authority to evaluate other employees, the employee's supervisory role, and the employee's disciplinary authority as well as other factors. *Ibid.* at 610.

A review of the By-Laws and the Personnel and Compensation Policy reveal that the Library Director is the chief administrator of the facility. (See for example, Personnel and Compensation Policy, Section II B "shall be responsible for the development and overall administration of the Policy"). The testimony at hearing from all witnesses supported this characterization. It is not necessary to this decision to further examine, in any further detail than is provided above, the relationship of the Trustees and the Director. It is sufficient and accurate to conclude that the Director regularly made recommendations to the Trustees on financial, personnel and operational issues and the Trustees then appropriately acted upon them.

There are written job descriptions in existence for all library employees, including the four positions to which the Library takes exception. A review of their duties and responsibilities as contained in these descriptions reveals no responsibility for disciplining staff, suspending staff with or without pay, or sending staff home before their shift is completed as were present in the Appeal of E. Derry Fire Precinct, 137 N.H. 607 (1993). An examination of these job descriptions likewise does not reveal any assignment of duty or responsibility for department heads to undertake performance evaluations of



staff within their department or to discipline them. Indeed, a fair reading of the job descriptions of the department heads submitted as Respondent's Exhibit #1 demonstrates the predominant ministerial nature of their "supervisory" position, *e.g.* plans, organizes and directs activities, orders supplies, performs routine clerical work, oversees this and that, assists with desk coverage, supervises student aids, resolves customer complaints, oversees and monitors budget and expenditures (See for example, Head of Children's Services description).

The one exception to the absence of relevant supervisory duties and responsibilities contained within the job descriptions regards scheduling. All four descriptions provide for each department head to be responsible for scheduling the employees in their respective department. On the topic of scheduling, the testimony indicated that the Library Director, following the hiring of an employee, determined the number of hours that an employee would work and on what shifts the employee would work since coverage for the hours of library operation requires various shift assignments of employees. The existence of these various shifts results in situations where the several departments are supervised at times by Library Technicians because neither the Director nor a department head may be present on a particular shift. (See Petitioner's Exhibit #1). In the matter of scheduling subordinate staff, notwithstanding the reference to scheduling in each of the department head job descriptions and certain provisions in the written Personnel Policy, credible testimony establishes that the Director made all initial staff schedule assignments of library employees, as well as assigning Librarians, Library Technicians and Library Assistants to specific areas of responsibility within departments. The actual process for the continuing periodic schedule described in testimony by both Ms. Nelson, a department head and Jona Bostwick, the interim Director, indicates that the Director circulates a schedule with employees' shift assignments on it around to the several departments. While their testimony differed as to who made the initial assignments of staff on the circulated schedule during the interim tenure of Ms. Boswick, the Hearing Officer sees no ambiguity regarding the Director's ability to approve or modify employees' schedule assignments.

On the issue of hiring, testimony established that the Director is responsible for soliciting employee candidates, interviewing and hiring new employees subject to final approval by the Board of Trustees. A nine year employee who has served as he head of Circulation Services for the past four years testified specifically that the heads of the various departments did not participate in this hiring and promotion process. The testimony of this department head, Ms. Sally E. Nelson, who was the chief witness for the Petitioner, is found by the Hearing Officer to be credible. It also is not inconsistent with the department head job descriptions that provide no such responsibilities. It is to a significant degree at odds with the procedure provided in SECTION XVI RECRUITMENT/PROMOTION of the Londonderry Leach Public Library's written Personnel Policy (Petitioner's Exhibit #2) that provides for direct and significant input by the department heads into the hiring and promotion process. Ms Nelson's testimony was uncontroverted by any other witness called by either party.

The summary of duties contained within the written job descriptions for Library Assistants indicates that he or she works "Under general supervision, performs clerical and semi-technical work in the library's Circulation and Children's Departments. Circulates and re-shelves library materials, answers phone, assists patrons and provides direct customer service." (Respondent's Exhibit #1, page 6). The supervision clause within the job description of the Library Technician indicates that he or she "Works under the direction of the Head of Children's Services, Head of Technical Services or the Library Director." The summary of duties provision of the Library Technician's job description states that they work "under general supervision of a Department Head or the Library Director...." (Respondent's Exhibit #1, page 7).

Testimony depicted a collegial working relationship among the heads of the departments and "self-directed" technicians and assistants who were focused on helpful service to library patrons spanning all hours of library's operation. The testimony of Ms. Nelson, which the Hearing Officer again finds credible, indicated that the Library Director determined what tasks both the Library Technicians and the Head of Reference Services were to perform within that department and that the Director determined what both the Head of Technical Services and the library technicians in the Technical Services department did.

On the issue of discipline, there is no provision in the job descriptions of the department heads that they have such responsibilities. The Compensation and Personnel Policy document does contain a reference to the role department heads are to play in the discipline process. (See Petitioner's Exhibit # 3, SECTION XIII DISCIPLINARY PROCESS). On this subject, as with the subject of hiring, the actual process utilized within the library revealed in testimony differed significantly from that written policy. The uncontroverted testimony provided by Ms. Nelson was that she was aware of three disciplinary actions that had occurred during her tenure. One of these occurred within her own department. She testified that in each instance, the Library Director addressed the incident and meted out the discipline. There was no direct testimony offered by the Respondent to refute this testimony concerning the actual practice followed within the Library.

On the issue of employee performance evaluations both the relevant written policy and the testimony indicate that there are employee performance evaluations undertaken by the department heads. The department heads complete an evaluation form approved by the Director and the Trustees. While the written policy provides that a specific merit increase is to be awarded (Petitioner's Exhibit #3, Section IX), the credible testimony was that the Director would reserve to herself the amount of any percentage increase and that the department heads were instructed to leave that space blank on the evaluation form. Ms. Nelson testified specifically that the "4%" appearing on an evaluation form she had completed on August 6, 2001 was not her handwriting. (Respondent's Exhibit #2, page 6). In any case, any employee evaluated by a department head could appeal their evaluation (Petitioner's Exhibit #3, Section IX C.8) and any evaluation was not subject to the grievance procedure (*Ibid*, Section IX A.4). The interim Director indicated in testimony that she continued the prior actual policies regarding

evaluations and in her own words, the department heads "did the initial" evaluation and then presented it to her for review.

It does not appear that the roles these positions play in employee evaluations present the existence of the "significant exercise of discretion" anticipated in RSA 273-A:8, II. In the use of common language there is sense of import or substantiality when one indicates that an act is significant, that it is "1.b) full of meaning, 2. important; momentous," *Webster's New World Dictionary, Second Edition* at 1325. Indeed, the exercise of discretion connotes independent authority at work. The concept of authority, again as defined in *Webster's New World Dictionary, Second Edition* at 94, speaks of "the power or right to give commands, enforce obedience, take action, or make final decisions." The testimony of witnesses, one an interim Library Director and the other a head of the large Circulation Services department, addressed the manner and method of employee evaluations utilized within the Library. The impact of the department heads' participation simply does not amount to affective discretion or that degree of finality in the evaluative process subject, as their input is, to two higher levels of approval.

This matter involves persons employed in the delivery of library services and does not present the circumstances at issue in either of the firefighter/fire officer cases, Appeal of University System of N. H., 131 N. H. 368 (1988) or Appeal of E. Derry Fire Precinct, 137 N. H. 607 (1993). In Appeal of University System of N. H., 131 N. H. 368 (1988) those cast in supervisory roles participated in evaluations where their evaluation was given weight in granting merit pay increases and in terminating new employees. Supervisory duties included assigning work, ensuring shifts were fully staffed and taking command at the scene of a fire. Likewise in the East Derry case, the evaluations undertaken by those fire officers effected the hiring and terminating of firefighters and included the authority to send unfit firefighters home. The evidence presented in the instant case involves library employees, written job descriptions that, with the exception of a role in scheduling, are void of important indices of supervision, a written personnel policy that has not been followed and credible testimony of how the operation actually operates. The evidence does not disclose a genuine vesting of requisite supervisory authority to anyone other than the Library Director and the Board of Trustees to hire or terminate an employee or to exercise the discretion to grant an increase in wages.

In the more recent of the two firefighter cases referenced above, Appeal of E. Derry Fire Precinct, 137 N. H. 607 (1993), the court acknowledged that "some employees performing supervisory functions in accordance with professional norms will not be vested with the requisite degree of discretion in the exercise of authority. *Ibid.* at 611; also cited in the Appeal of Town of Newport, 140 N. H. 343 (1995). Significantly, witnesses of both parties used the words "oversight" or "oversee" when characterizing the manner of supervision exercised on a day to day basis within the library. Librarians, Library Technicians, and Library Assistants are all performing cataloguing functions, computer functions, sorting functions and reporting functions in accordance with accepted library standards or policies adopted by the Board of Trustees and undertaking a myriad of other clerical and administrative tasks assigned by the Director.

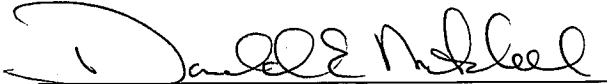
In the Appeal of Town of Newport, 140 N. H. 343 (1995) the issue was the composition of a multi-disciplinary middle managers' bargaining unit engaged in the performance of several public works functions and the fire lieutenants. The inclusion of fire lieutenants in that case is not relevant to the instant matter as the deciding factor was community of interest within a multi-disciplinary unit and not their supervisory status *vis-a-vis* firefighters. Crucial to the court's finding of the requisite significant supervision exclusion of those supervisory positions was their authority to recommend hiring, retention, and dismissal of employees, to approve leave requests, and to be responsible for disciplinary action. That combination of discretionary supervisory action is not presented by facts of the instant case.

In making the decision to deny the requested exclusions the Hearing Officer has chosen to rely on what he deems credible witness testimony and supporting documentation found in the several exhibits presented by the parties as to how the Londonderry Leach Library actually operates rather than on certain provisions within a single written policy that obviously has not been followed. In the future event that the department heads actually are granted, in practice, the magnitude of supervisory authority contained in that document and do hire, promote, discipline, demote, terminate, and grant wage increases and other employment benefits to other employees within their departments, then the PELRB would be presented with a different case and the determination of the appropriate composition of this bargaining unit might be different. However, until such time as that transfer of authority takes place, management rights expressed in paper policies but essentially not implemented by the Library can not be relied on to exclude employees from becoming part of a bargaining unit of members with whom they share a community of interest. Management bears the responsibility to administer the policies in such a manner as to assure that they are actually implemented in day-to-day operations.

In this case, the bargaining unit to be submitted for certification shall consist of all employees in the classifications of Librarians, Library Assistants and Library Technicians.

So Ordered.

Signed this <sup>8<sup>th</sup></sup> day of December, 2001.

  
Donald E. Mitchell, Esq., Hearing Officer