
Hiring a New Director

(one of three presentations for this session)

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Hiring a Director

Basic Steps

- ◆ Create a Search Committee
- ◆ Write Director Job Description
- ◆ Develop a timeline
- ◆ Advertising
- ◆ Resume Review
- ◆ Phone Interview
- ◆ Live Interview
- ◆ Select Your Director



Hiring a Director

Create a Search Committee



- ◆ Search Committee Membership “depends”
 - Sub-set of the Trustees
 - Include the leaving Director if separation is amenable
 - Include Assistant Director if they are not applying for the position
 - Include outside HR experts?
- ◆ Search Committee manages the search process;
 - Creates formal Job Description (approved by full board)
 - Handles timeline, advertising
 - Arranges phone and live interview schedule
 - Develops guidelines for interview process
 - Keeps track of resumes. Performs initial cut of applicants from resume analysis.
 - Make sure that candidates are contacted and understand the process
 - Writes the “thanks, but no thanks” letters

Hiring a Director

Write Director Job Description



- ◆ Begin with current Director Job Description as your baseline
- ◆ However, take a hard look at the current status of the library and changes since the current Director was hired..
 - What is the role of the library in the community today?
 - Have library needs changed? Has the library kept pace?
 - What do we really want or need in the next director?
- ◆ The answers to these questions will influence the development of the job description. The board may want to redefine the job, elevate the position, and revise qualifications and statements of the job responsibilities.
- ◆ Create List of “Must Haves” and “Would Likes”

Hiring a Director

Must Haves and Would Likes - Example



◆ Must Haves

- MLS from an ALA accredited school
- Five or more years relevant library experience
- Have at least Level 2 certification (or be qualified to apply for and receive at least Level 2) as required by the Indiana Administration Code, Section 5.
- Management experience
- A resume, cover letter, and at least three references

◆ Would Likes

- Over ten years relevant library experience
- Experience with Public Library budgeting and fund accounting
- Experience working outside the library as a library advocate to the community.
- Administrative experience as defined by IAC 590 (see below ¹)
- Involvement at a broader level with library organizations outside the local library (e.g. ILF membership, attendance at conferences, member of conference or ILF committees, other)
- Has been involved in strategic thinking and planning



Hiring a Director

Develop a timeline - Example



- ◆ Advertising
 - List the beginning of advertising and the last day of accepting resumes
- ◆ First Pass sorting of resumes
 - allow two weeks
- ◆ Phone Interviews (Sub-set of Board)
 - allow two week window, but hold phone interviews all at same time if possible
- ◆ Live Full Board Interview
 - target two weeks after Phone Interview to allow time for travel arrangements, etc.
- ◆ Decision / Offer
 - list latest date to make decision, but choice could potentially be made immediately after live interview]
- ◆ Board official vote to approve new director
 - Schedule “official Board vote” in next upcoming Library Board meeting
- ◆ New director first day of work
 - List desired first day of work

Hiring a Director

Advertising



- ◆ Search committee writes advertisement for release to job sites
- ◆ Search committee selects where advertisement will be placed
 - Suggestion: Indiana State Library "Webjunction" jobs listing (link to this page located in ILF's Focus newsletter and other sites.
 - Committee may agree to only list job in online sites. Print ads cost money and are ineffective in finding candidates.

Hiring a Director

First Pass Resume Review



- ◆ The Search Committee studies all the submitted resumes with the goal to select those candidates to invite to the First Phone Interview
- ◆ Some applicants can easily be eliminated due to;
 - Not meeting “Must Haves.”
 - MLS not from accredited university
 - Resume came in late
 - No cover letter, resume not complete nor professional
 - Other...
- ◆ This is also a good time to do a quick Google search, just to look for warning signs.
- ◆ Make sure to send out “thanks, but no thanks” letters (emails) to rejected candidates. Remember, you do not need to explain why.
- ◆ Via a personal phone call, invite the applicants who are being asked to participate in a phone interview. Give time and contact methods at that time if possible.

Hiring a Director

Phone Interview – Example Process



- ◆ Develop a set list of questions to be asked of each interviewee.
- ◆ Don't go off script
- ◆ Goal is to treat interviewee exactly like each other.
- ◆ Only one person asks the questions (although everyone is introduced)
- ◆ Keep strictly to the time.
- ◆ When time is up, interview is over.
- ◆ Give the interviewee 5 minutes to ask any question they may have.

Hiring a Director

Phone Interview – Example Process



- ◆ After hanging up, give group 5 minutes to review impressions before calling next person.
- ◆ When all interviews are done, group reviews all interviewees performance.
- ◆ Phone interviews can be extended over two nights if desired. Common questions and interview format allows this. but don't divided these days too far apart.
- ◆ Down select to 3 to 5 persons to move forward to Live Interview stage.
- ◆ Contact all interviewees by phone to let them know result of interview
- ◆ Give selected candidates the date of the Live Interview and expectations

Hiring a Director

Live Interview



◆ Before Interviews

- Create agenda for time of interview
- Hold all interviews on same day and time period
- A week or two before the Live Interview, ask each candidate to prepare a 5 minute PowerPoint presentation they will give to the Board during their interview. Bring presentation to Interview on thumb drive
 - » Topic of Presentation is;
 - ◆ Your plan for the first six months on the job, and
 - ◆ Your vision for where you see this library in five years.

◆ On day of Interviews

- Select a non-board member to greet the interviewee when they arrive, take them on a tour of the library, and get them to the interview room on time
- If the room has two doors, bring the next candidate in one door, while the preceding candidate leaves by the other.

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Live Interview



◆ Interview Agenda

- Welcome Interviewee,
- Board introductions given while the presentation is being loaded into computer. (5 minutes)
- Interviewee makes formal presentation (5 minutes)
- Board interview Q&A. (15 minutes)
- Candidate's questions (5 minutes)
- Interview ends.
- Inform interviewee that they will hear back from us no later than XXXX.
- Ask them to sign a permission form for background check
- Allow 15 minutes before next interview to discuss candidate.
- Welcome next Interviewee

Hiring a Director

Live Interview – Questions to Ask



- ◆ Goal of Interview is to determine;
 - Can the candidate do the job?
 - Will the candidate do the job?
 - Does the candidate's style match well with the library's environment?
- ◆ Sample Questions:
 - [GENERAL] Being a director is a salaried job and sometimes requires that you work evenings or weekends. Do you consider yourself to be flexible in making accommodations outside normal working hours for library needs and events?
 - [MANAGEMENT] Describe how do you manage employee performance evaluations
 - [CUST SERVICE] A customer complains about offensive material and demands that it be removed from the library's collection. What do you say to the customer?
 - [BEHAVIORAL] Tell us about a time when you were forced to make an unpopular decision
 - [SUMMARIZATION] Why should we hire you?

Hiring a Director

Sample Questions to NOT ask



- ◆ Are you a naturalized citizen or native born citizen?
- ◆ Do not inquire into applicant's health history or nature of physical or mental handicap
- ◆ Do not inquire about family
- ◆ Do not inquire into applicant's lineage, ancestry, national origin, decent, parentage, or nationality or that of parents or spouse
- ◆ Do not ask of religious affiliation or which church they may attend
- ◆ Do not ask what clubs, societies, or lodges an applicant belongs to
- ◆ Do you have any impairment that would affect your ability to perform the essential functions of the job for which you are applying?.
- ◆ and more . . .

Hiring a Director

Live Interview – The Salary Question



- ◆ Use the ISL Public Library data to research Director salaries of libraries with similar size to yours
- ◆ How do you respond to the “salary question” during the Live Interview?

"the exact salary offer will be dependent on the individual candidate and their skills, experience, and history. Salary and benefits will be included as part of the job offer. What are your expectations with respect to annual salary?"

Hiring a Director

Select Your Director

- ◆ Many means available to choose the best candidate
- ◆ But once you do, get a police criminal background check before making an offer.
- ◆ Include salary and benefits in offer.
- ◆ The final offer should be formalized in writing and presented to the candidate after the background check. The candidate should write the library board formally accepting the position and re-confirming the start date.

Appendix

Hiring a Director

Advertisement Example

LIBRARY DIRECTOR-TIPTON COUNTY PUBLIC LIBRARY (IN)

The XXXX Public Library Board of Trustees seek an experienced and energetic library leader to direct this outstanding county library serving a population of XX,XXX people in a county wide setting which includes a main library in the town of XXX and a small branch in the outlying town of XXX. Both the main and branch libraries have been renovated within the last 3 years and have a proposed budget of \$X,XXX,XXX for 2011 and a dedicated staff of XX employees.

Located XXXX , this community hosts 2 excellent school corporations, an outstanding hospital, and an emerging new factory manufacturing solar panels.

Responsibilities: The Director reports to a 7 member Board and is responsible for managing, planning, preparing the annual budget and directing the overall mission of the library. Essential duties include: Patron satisfaction, establishing priorities, developing and meeting the strategic goals and objectives of the library, maintaining a good working relationship with other governmental agencies, schools, and community leaders.



Hiring a Director

Advertisement Example

Qualifications: Minimum qualifications include a Master's of Library Science (MLS) from an accredited ALA program and a minimum of 5 years of progressively responsible experience in an administrative capacity. The ability to work toward and receive a Level 2 certification in the State of Indiana and to maintain Library Standards set forth by the State of Indiana is required.

Management experience is highly desired. The XXX Public Library Director should be able to lead a diverse group of skilled individuals and communicate both internally and externally by exhibiting excellent people, writing, computer skills, and experience in providing sound fiscal management.

Compensation: Dependent upon experience and qualifications (with benefit package).

Closes: End of Day Month, Day, Year

Contact: Send resume, cover letter, and 3 references to: Name and address

Hiring a Director

Examples of Good Questions

◆ General

- Describe some of your past public speaking experiences.
- How do you keep up with what is hot in the library world?
- What experience have you had introducing new technologies?
- What would your boss/co-workers say about you if I interviewed them?
- What are some of the good qualities or traits you possess?
- Apart from knowledge or experience, which of your traits or qualities need improvement?
- What would you consider to be your greatest achievement to date? Why?
- **Being a director sometimes requires that you work evenings or Saturdays when a situation arises. Do you consider yourself to be flexible in adjusting your private time for library needs and events?**

◆ Budget

- What experience have you had working with municipal governing bodies?
- Please identify potential revenue sources for public libraries.
- Describe Fund Accounting and its relationship to the Budgeting process?
- *Board – see attached article on Fund Accounting FYI **

Hiring a Director

Examples of Good Questions

◆ Management Style

- What techniques would you use to improve employee morale?
- What kind of partnerships and/or collaborations do you see as advantageous for a public library to establish within a community?
- How would you deal with a staff member who is not complying with library policy?
- **How would you deal with a board member that publicly speaks out against Board approved policies or directions (e.g. plans for building projects, decision on compensation increases, etc.)?**
- How would you determine staffing needs for services offered by the library?
- We have a multi-tiered workforce. How would you improve communication between employees, administration, and the board?
- Tell us about the most difficult personnel problem that you have had to deal with. How did you handle it? How was it resolved?
- **Describe how do you manage employee performance evaluations.**

Hiring a Director

Examples of Good Questions

◆ Customer Service

- What experience do you have in establishing community relations?
- What are some of the unique service populations that the library can serve and how can that service be provided?
- What techniques would you use to evaluate service quality and customer satisfaction with services provided?
- **How would you ensure that the library's customer service standards are practiced by all employees?**
- How would you deal with an irate customer that comes to you complaining about poor service he/she just received?
- An eight year old is using an Internet terminal. As you walk by you realize that he is logged into the Playboy site. What would you do?
- **A customer complains about offensive material and demands that it be removed from the library's collection. What do you say to the customer?**
- If you heard a staff member giving out incorrect information to a customer what would you do?

Hiring a Director

Examples of Good Questions

- ◆ Behavioral: Tell us about a time when you...
 - Worked effectively under pressure
 - Anticipated potential problems and developed preventive measures
 - Were forced to make an unpopular decision
 - Used your political savvy to push through a program that you really believed in
 - Had to deal with an irate citizen
 - Hired (or fired) the wrong person
 - Had to adapt to a difficult situation
 - Surmounted a major obstacle
 - Worked in an environment of multiculturalism, describing the project or example whereby you worked with people who did not look like you
 - Made a bad decision, describing how you minimized the damage and what you would do differently next time

- ◆ Summarization
 - Why should we hire you?

Hiring a Director

Examples of Unlawful Questions

- ◆ What dates did you attend college?
- ◆ Do you have any impairment that would affect your ability to perform the essential functions of the job for which you are applying?
- ◆ Can you perform the essential functions of the job with or without reasonable accommodations?
- ◆ Will you need an accommodation to perform the essential functions of the job?
- ◆ Have you ever filed a worker's compensation claims?
- ◆ Do not ask for birth certificate or baptismal record.
- ◆ Do not ask birthplace of applicant, parents, spouse or close relative.
- ◆ Of what county are you a citizen?
- ◆ Are you a naturalized citizen or native born citizen?
- ◆ Are your parents, spouse naturalized citizens or native born citizens?
- ◆ Do not inquire into applicant's health history or nature of physical or mental handicap.
- ◆ Do not inquire as to whether an applicant has children or plans to have children.
- ◆ Do not inquire about family members.
- ◆ Do not inquire into an applicants marital status or the name of spouse and if they are employed.

Hiring a Director

Examples of Unlawful Questions

- ◆ Do not inquire about military service.
- ◆ Do not inquire about original name of an woman applicant
- ◆ Do not inquire into language commonly used by applicant.
- ◆ Do not inquire into applicant's lineage, ancestry, national origin, decent, parentage, or nationality or that of parents or spouse.
- ◆ Do not inquire into the kinship of person to be notified in case of emergency.
- ◆ Do not ask what clubs, societies, or lodges an applicant belongs to.
- ◆ Do not ask that a photo be attached to application.
- ◆ Do not inquire of sexual orientation.
- ◆ Do not ask of religious affiliation or which church they may attend.
- ◆ Do not ask of names or addresses of relatives.
- ◆ Do not ask, how old are you and what is your date of birth?
- ◆ Do not comment on complexion or color of skin.
- ◆ Do not ask height or weight.
- ◆ Do not inquire about gender questions such as, are you, Miss, Mr., or Mrs.?

REVISED November 10, 2011
Yvonne Olinger, Brown County Public Library
Notes from ALA Meeting on Succession Planning and Director Search
Presented at ILF Annual Conference – Fort Wayne, IN. Nov 15,16, 2011

Presenters at ALA
June Garcia – Author of “How to get the job you really want,
And
Jobeth and Dan Bradbury (GossageSager.com)

Work of Trustees:

- Determine Time Frame – 5-6 months recommended
- Recruiting – 8 weeks
- Interviewing – 2-3 Weeks
- Negotiation – 1 week
- Time to Leave – 4-8 Weeks

The search boils down to FIT, Chemistry, and Match– Personality must fit culture of the library as determined by the community and the Board.

FIT and MATCH - A) Runners, B) Innovators, need worker bees, C) Rescuer - what to keep and discard
What does the library need?

Roles of Search Committee and Whole Board

- Keep all the Board informed every step of the way
- Search Committee may include: Friends members, Foundation members, Community Stakeholders, HR Director, staff member
- Remind Search Committee that power to appoint a new Director rests with the Library Board, Search Committee is advisory

The Library Board determines:

- Policy Decisions,
- Implementation decisions,
- Transition decisions

Err on the side of flooding committee and board with information rather than less.

Remind all about the CONFIDENTIALITY of applicants, discussions, anything to do with personnel.

- The larger the committee the harder it is to maintain confidentiality.
- Consider using a Confidentiality Statement for all committee members to sign:
Important - especially for staff that may not have knowledge of personnel issues related to job searches-
(June Garcia recommends)

The Role of Consultants

Hire a consultant early on in the process for maximum results. if you are using a consultant. When something goes wrong is not the time to bring a consultant in. They operate as your guide and consultant to protect the Board and Library. A professional process for succession speaks well for the library and the Board.

Staff Logistics Liaison – Someone from staff needs to help the board with the tasks of the process ex. Advertising, logistics of interviewee travel, It can be the outgoing Director. One person handles intake, responds immediately with: search schedule etc, questionnaire if using telephone or email etc., when interviews would happen for planning.

First Committee meeting:

- Scope of work – when it begins and ends
- Authority – Board makes final decision
- Candidates – recommendations
- Hands off when Search Committee work is done

Determination of what is wanted in a new Director

- Board and Staff Surveys are used. Ideally the Board and the Staff have similar goals for the new Director
- Develop descriptions of the community, use handouts if appropriate
- Use a website
- Information sent to prospective candidates upon request
- Be aware of “Uncola Syndrome” want what you don’t have

Determine Staff involvement in process – Search Committee participation, Logistics help with process, knowing how to refer potential candidates in the appropriate manner.

Search Committee and the Library Board must also “SELL” position, Why would you want to come here?

Consultant will also help board with “other” knowledge of candidates, not necessarily public knowledge.

Consultant may also help with “pool enhancement”, contacting people who might have be a right “fit” for the position.

Don’t reinvent wheel

- Use info from other ads as a template and a checklist but tailor ad to Brown County.
- Beware – “Position closes when filled” will not always get you the best candidate but instead perpetual applicants. Best candidates are probably already in a good job and they must do some thoughtful thinking before being “outed” and applying for our job.
- Have date for submission of applications end on a Tuesday or Wednesday, not a Friday or a Sunday.

Interview process

- Who is involved in interviewing?
- Processes to define: How are interview questions determined, Who will ask each question? Screening process narrows pool of applicants down to 6-8, down to 4,
- SCREENING INTERVIEW, how are they going to reach consensus? Rubric, up or down, check some references informally before bringing them here? If calling other references in the field, we must be able to trust who we call informally.
- Know state rules for hiring and other personnel considerations
- How will candidates be contacted: Telephone, Skype, Email? What you do for one you do for all, even internal candidates, ex. All must use Skype, even if they are in the building. Skype,
- During visit designate who is going to what in interview. We are selling ourselves as well as the candidate, selling themselves.
- Before interview, review questions in advance, review what is legal to ask? Consultant may do a draft list of questions? Purpose determines if we send questions ahead or not?
- When the candidates come:
 - Release on Tuesday if candidate arriving on Wednesday, Jobeth recommends giving resumes to staff, June gives a fact sheet to staff,
 - Process is like Speed Dating, how do the candidates present themselves to the staff
- Interviewing process : Open Forums – ex 1, Take questions, press conference style, see how they work on their feet? ex 2, Give questions an hour in advance? Still thinking on their feet but prepared
 - ALL processes gives board information; how they work, both in an informal, and informal setting, how do they work socially, how do they work with staff, solicit feedback in meaningful manner call (mayor). Develop a comment card? Check consistency of answers to staff and community and board.

- Contact after interviews by letter or email to those weeded. Call persons interested you want to contact again and remind them of process schedule.
- Final Interview - Board questions- all the Board at same time, separate meetings then all the board?

Other considerations

All Board reads all resumes - there are connections that search committee may not know. No prescreening by Search Committee. Some applicants may not qualify for the position but all have been reviewed by the Board.

Budget - Electronic ad, print for local newspaper, Marketing plan from consultant, legal requirements for local print of record?

Salary - Public Library Data Service – State Library Annual Report Information

Who should applicant address letter? To consultant? Board?

Cover Letter - consultant does not coach applicants, they must know how to do.

Pricing of Consultant –

- Flat Fee - standard meetings 4 – Plus a year guarantee past the hiring.
- Cafeteria Plan, choose what meets your budget and expectations, and what work the Board or Search Committee is willing to do. Ex: surveys conducted electronically not face to face with consultant.

Two rounds of interviews – ex. First interview, may use SKYPE. Skype levels playing field. All applicants must interview the same way, even if they are in the community or the building. All do the same, even if they are there. Audio and visual.

Hopefully 15 to 25 people will apply. The Bradbury's only accept applications electronically, (It also helps to assess the applicants level of commitment and technology skills)

Know open Door law requirements, posted etc.

COVER LETTER SUPER IMPORTANT in process, it helps the Search Committee and Board select potential applicants

All elements all have value to the process - What you do helps decide that you get what you want.

Other interested parties to the process: conversation with administrative staff, appointing officials? Stakeholders?

Reception for all candidates after interview process?

Tours – If taking candidate around community always have two people, never alone,

Questions given to candidates before selection for interviews are to weed out but not to select. Check references, maybe not current job now to “out” them but certainly later, once names are out fair game, Ideally find someone to help with references skill in knowing what you are hearing.

Board must determine if need to know of candidates helps later with community support when new Director is in place.

Process is a continuum - elements that work for library environment, ex. Community buy in, board buy in, appointing authority buy in

How will you use Staff Input, Community Input?

Pool of candidates: Generally - some easy to eliminate, and maybe there are two at top? Maybe consensus needs middle candidate?

Final negotiations, sometimes candidate changes their mind have a backup applicant,

Board must determine: Salary, start date, be aware of reporters in public meetings don't let them jump the board decisions.

Notify other candidates in a timely manner Notify staff quickly and certainly as quickly as others are notified

1. The Offer letter: Protect the Library and the Board and Search Committee,
2. Do you need Legal Advice?
3. Are you offering a Contract? Remember in a contract - 2 sides, Board and candidates have different concerns,
4. Any relocation expenses?,
5. Signing bonus?

ALL NEGOTIATIONS. Always "contingent upon successful references"

The bigger the job smaller the pool, medium job more applications

Issues affecting candidate pool- income for two people, mortgages, family issues where you live, proven past, rising stars, fading stars

Internal candidate? Be fair - no courtesy interviews. If you know what you want take candidate internally or go on to process

Determine Involvement of retiring director: they are there to help process, not decision making,
Consider no double overlap of Directors right away,
Former Director may help with questions later,
Especially in case of retirement no ambiguity is beneficial for all concerned

Celebrate old director, celebrate new start.

Determine a Transition Plan – Once candidate hired Board has much to do: develop transition team, how to shepherd new Director in the community, be there to help new Director

Other Resources:

Detroit Suburban Libraries "Guide to Finding the Right Library Director:
<http://www.owlweb.info/L4L/trustees/GuideToFindingTheRightLibraryDirector.pdf>

Alliance Library System: "Hiring a New Director:
http://www.alliancelibrarysystem.com/CEpdf/Hiring_a_%20new_director.pdf

DO a "Google" Search, Hiring a Library Director, There are many resources from other states.

Hiring a New Director



Presented by

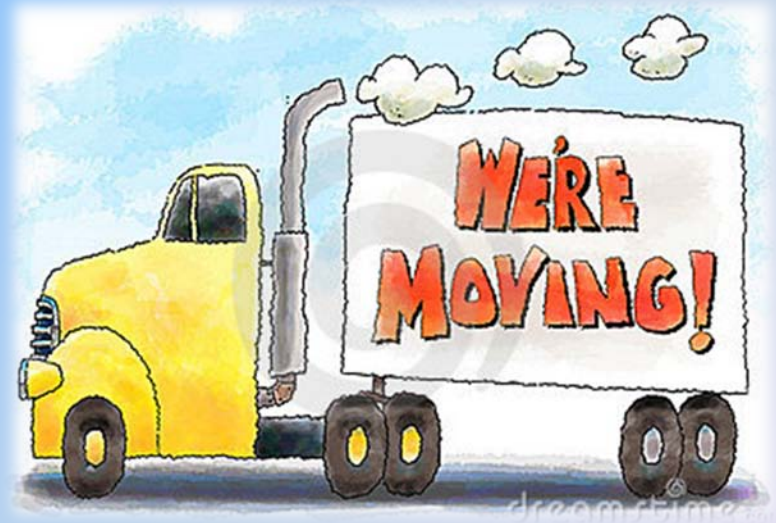
LeeAnn Biggs, President of the Hussey-Mayfield Memorial Public Library Board of Trustees, Zionsville, IN
Mary Rueff, Associate Director of Public and Technical Services, Hussey-Mayfield Memorial Public Library, Zionsville, IN

Two Types of Succession

Planned



Unplanned



Where Will We Look?

Internally



Externally



Cooperation / Communication

How will the Board and Staff interact?



3 Phases...

Phase I: Who & what are we looking for in a Director?

Phase II: How are we going to find & hire a Director?

Phase III: How will we transition our new Director?

Phase I

- ☞ **What is your current Director's job description?**
- ☞ **Is it accurate?**
- ☞ **Does it meet current and future needs?**
- ☞ **Does it need to be revamped?**

**NOW IS THE TIME TO WRITE A JOB DESCRIPTION
THAT SETS THE DIRECTION YOU WISH TO GO!**

Phase II

- ⌘ What is your timeline?**
- ⌘ Where will you advertise?**
- ⌘ Who will write your advertisement?**
- ⌘ Should you budget for travel and relocation?**
- ⌘ How will you develop your interview process?**

Interviewing

- ⌘ **How many rounds of interviews will you have?**
- ⌘ **What questions will you ask?**
- ⌘ **Who will ask the questions?**
- ⌘ **How will you evaluate the applicants?**
- ⌘ **How will you determine who is hired?**
- ⌘ **Will you negotiate & who will write the agreement?**

Phase III

WELCOME!!!!

Now what????

How do we transition into the new era?