Hiring a New Library Director

Resource Packet for Public Library Boards of Trustees

April 2015

Chief Officers of State Library Agencies

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A resource packet for public library boards of trustees intended for use when faced with the important task of hiring a new leader to run their library.

April 2015

COSLA is an independent organization of the chief officers of state and territorial agencies designated as the state library administrative agency and responsible for statewide library development.

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Please refer to the COSLA website for updated information and resources. www.cosla.org

This guide is brought to you by the Chief Officers of State Library Agencies (COSLA).

Table of Contents

Sample Job Description – Library Director.....1

Recruitment Newsletter Template 3

Sample Library Director Job Ad 5

Sample Interview Questions 6

Sample Rubric for Reference Checks 7

Sample Letter of Agreement 8

Sample Letter to Candidates Not Selected 9

Sample No Interview to Applicants 10

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SAMPLE JOB DESCRIPTION – Library Director

Resources:

- Trustee Essentials: A Handbook for Wisconsin Public Library Trustees
  http://pld.dpi.wi.gov/sites/default/files/imce/pld/pdf/handbook.pdf
  - Job descriptions, pg TE5-5-8
- A Library Board's Practical Guide to Finding the Right Library Director
  http://will.state.wy.us/ldo/boards/GuideToFindingTheRightLibraryDirector.pdf
  Detroit Suburban Librarians' Roundtable Succession Planning Committee, 2005
  - Sample job description on page 19-22
- Director Search Process (Massachusetts, Revised 2013)
  http://mblc.state.ma.us/advisory/trustees/director_search.pdf
  - Job description, pg. 10

Example:

Customer Service Vision Statement

Anytown Public Library is committed to providing excellent service to its community. Staff members are expected to interact with all patrons and staff with courtesy and respect.

Definition

Under administration of the Library Board of Trustees, this exempt position is responsible for day-to-day library operations. The director deals responsibly with patron problems and emergencies to maintain a safe and pleasant work environment. The director is responsible for supervision of all employees.

Responsibilities and Duties Include

A. Provides friendly, courteous and accurate service to all users
B. Provides a leadership role in the library
C. Responds to patron requests, suggestions and complaints
D. Evaluates operations and activities of the library, plans for future needs, develops library collections and services and adopts and implements new services
E. Advocates for the library by serving as the official representative of the library in the community and throughout the library field and by speaking before community, civic and other groups about the library's services
F. Establishes and maintains effective working relationships with library patrons, other governmental agencies, civic and community groups and the general public
G. Develops staff job descriptions, recommends and administers personnel policies involving hiring, evaluating, promoting and terminating staff
H. Directly supervises the Management Team; indirectly supervises all library employees
I. Defines expectations for staff performances, oversees and implements the staff evaluation process
J. Promotes staff morale through communication, staff meetings, in-service programs and staff trainings

K. Supervises and encourages staff members continuing education
L. Maintains neatness of public areas including desks, counters, shelves, tables and personal space visible to public
M. Attends library board meetings and committee meetings and serves as a resource for the library board
N. Develops and submits an annual budget and monthly financial reports to the library board
O. Formulates and recommends policies to the library board and implements board adopted policies and library procedures
P. Monitors and approves appropriations and expenditures
Q. Prepares legal documents, files required documents, publishes required notices
R. Oversees grant proposals and submissions
S. Creates, organizes and implements solicitation of donations and/or gifts to the library, reviews and acknowledges receipt of donations and/or gifts
T. Monitors, oversees and evaluates the cost and adequacy of insurance coverage, services provided by insurance companies and insurance proposals and provide recommendations for the library board
U. Oversees the automation and technology needs and maintenance of the library, implements new technology as appropriate
V. Attends library and professional meetings and participates in regional and statewide professional activities

Knowledge, Skills and Abilities

A. Knowledge of library philosophies, practices, procedures and technologies
B. Ability to set priorities, make decisions, and exercise discretion with patrons and staff
C. Ability to think analytically and to exercise initiative
D. Ability to prioritize work, meet established deadlines, delegate duties and attend to detail as appropriate
E. Ability to handle multiple and simultaneous tasks
F. Ability to develop and implement policies and procedures
G. Ability to establish and maintain effective relationships with staff and with local and regional media
H. Ability to hire, train, supervise, discipline and evaluate staff at all levels of experience
I. Ability to work effectively as a team
J. Knowledge of library budgetary and fiscal practices and library law
K. Knowledge of computers and the Internet, especially integrated library systems software, Microsoft Office, and similar software programs
L. Ability to communicate effectively, both in writing and orally and to prepare and present reports and other information in the appropriate format
M. Ability to work the hours needed to complete responsibilities of Library Director

Qualifications:

A. MLS from an ALA accredited program
B. Five years library experience
C. Two years supervisory experience
D. Position requires day, evening and weekend hours
E. Access to transportation

Town Name, State

YOUR LIBRARY'S NAME HERE

About Us

Contents

Our Community

Population:

Weather:

Culture:

Industry:

Activities

Highlights

Learning & Leisure - page 2

Snap Shot - page 2

The Library Leads – page 2

An Invitation… Place an inspiring invitation from the Board Chair, Mayor, or other official that will be inviting to the applicant.

Learning and Leisure

Think about your article and choose e picture that supports or enhances the message you're trying to convey. Avoid selecting images that appear to be out of context. Microsoft includes thousands of clip art images from which you can choose, and you can import them into your newsletter. There are also several tools you can use to draw shapes and symbols .Once you have chosen an image, place it close to the article. Be sure to place the caption for the image near the image, too.

This section should reflect the culture of your community and represent its best qualities. Think about what will attract a newcomer to want to become associated with your community.

SNAP SHOT

List items here that illustrate the value of your library and the interest of your community. For example:

- Six active book clubs
- Computer Education Program
- Teen Advisory Board
- Jobs Center

The Library Leads…

Include information here about where your library is headed

Replace this text with a quote from the document, an inspiring quote from a notable citizen or a summary of an interesting point. You can position the text box anywhere in the document.

Sample Library Director Job Ad

The Anytown Public Library is currently accepting resumes and seeking highly qualified applicants for the position of Library Director.

Reporting directly to the Board of Trustees, the Library Director is responsible for overseeing all aspects of Library operations to efficiently and effectively serve the public needs. We are seeking a candidate with strong communication skills and progressively responsible library service.

Interested persons should apply by submitting a resume, cover letter and three references to libraryboard@anytownlibrary.org. Questions may be directed to the same address.

Additional Examples:

- A Library Board's Practical Guide to Finding the Right Library Director
  http://will.state.wy.us/ldo/boards/GuideToFindingTheRightLibraryDirector.pdf
  Detroit Suburban Librarians' Roundtable Succession Planning Committee, 2005
  - Sample job postings pg. 23-27
- Director Search Process (Massachusetts, Revised 2013)
  http://mblc.state.ma.us/advisory/trustees/director_search.pdf
  - Examples of advertisements, pg. 12

Sample Interview Questions

1. Tell us about your background, including your education, work experience, special skills and knowledge

2. Why are you interested in this position? How does it fit in with your personal plans and goals for the future?

3. What is the biggest challenge you've had to deal with on the job?

4. How would you define your supervisory style?

5. What is your proudest achievement?

6. Tell us how your previous administrative experience will assist you this position.

7. Explain your previous experience working for a board.

8. What is your experience working with budgets and managing projects?

9. Why are you the best candidate for this position?

10. What would you like to tell us that we have not asked?

11. If you were to be hired, when would you be ready to start?

12. Do you have any questions for us?

Sample Rubric for Reference Checks

Candidates provide references contact info and title of their current position or what other attributes this reference will be able to speak about (first three columns are completed in advance).

Questions:

1. Please describe the candidate's level of productivity and initiative.
2. How would you describe the judgment and flexibility of this candidate?
3. What is the ability of this candidate to interpret and apply policies and procedures fairly and consistently to the best possible outcome?
4. How would you describe the management style of this candidate? How has s/he handled conflicts with employees, patrons, and peers?
5. How does s/he handle feedback and manage change?
6. Describe the professional skills of this candidate as relates to this position; what are his/her strengths and/or weaknesses?

Rate responses as 0=no evidence, 1=some evidence, 2=good evidence, 3=strong evidence; provide notes

Candidate's name	Reference contact info	Current position or what relevant experience reference will speak to:	Rate 1.	Rate 2.	Rate 3.	Rate 4.	Rate 5.	Rate 6.	NOTES: Relevant evidence provided by the reference – use separate paper as needed.

Sample Letter of Agreement

Date

Name
Address
City, State, Zip

Dear :

This letter confirms our telephone conversation on (date). You are offered the position of (position title) for the (name) Library. This offer is based on a unanimous decision of the Selection Committee, but is subject to the full board's ratification on (board meeting date). The following is my understanding our verbal agreements:

Position Title and Salary Range
(position title, salary grade - if appropriate)

Starting Date

Starting Salary(monthly salary) with your first performance review on (date).

Position Description The initial scope of your responsibilities is outlined in the attached position description. (Note :If no position description is available, the following is suggested-- The scope of your responsibilities will be clearly defined and documented to our mutual agreement during the first two months of employment.)

Regular Benefits (as outlined in our personnel policy) and **Special Benefits**
(List here any special arrangements made as part of the employment agreement. These include House hunting cost, housing assistance, leased car, special vacation time, etc.)

Moving Expenses The Library will pay reasonable moving expenses for you and your family as outlined in the personnel policy. If there are any additional expenses, they will be discussed individually.(person's first name), this agreement represents the best of my recollection of what was discussed. An additional copy of the letter is included for your signature as an indication of our mutual understanding. Please sign and return that copy to me, confirming your acceptance.

If you have questions, please call me at (phone number, email or fax number).

Sincerely,
s/s
Board Chair

I accept s/s _____Date
(type in below signature line the name of the person chosen)
Enc. Self-addressed stamped envelope

Sample Letter to Candidates Not Selected

Ms. Jane Smith
123 Flower St
Anytown USA 45678

Insert date here

Dear Ms. Smith,

Thank you for taking the time to interview for the Library Director position at the Anytown Public Library. We interviewed several qualified applicants and our decision was very difficult. However, we have selected another candidate whose background, skills and work experience better meet the needs of the library at this time. We are honored that you chose to apply to the Anytown Public Library and wish you the best in your future job search efforts.

Sincerely,

John Doe, President
Board of Trustees
Anytown Public Library

Sample No Interview Letter to Applicants

Insert date

Name
Address

Dear Ms. name,

Thank you for the recent submittal of your resume and cover letter in response to the advertised opening for a Library Director at Anytown Public Library. We received numerous qualified applicants, and have chosen one who most closely matches our needs at this time.

Thank you for expressing your interest in the Anytown Public Library. We wish you the best of luck in your job search.

Sincerely,

John Doe, President
Board of Trustees
Anytown Public Library

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