

**FINDING
YOUR FEARLESS LEADER**

**How To Conduct a Search
for a New Library Director**

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Conducting A Search for a New Library Director

AGENDA

- Presenter's Background
- Search Options
- Search Committee
- Job Description
- Marketing & Advertising
- Recruiting Resources
- Spreading the Word
- Vetting the Candidates
- References & Background Checks

1.

About Deb Caplan

- Human-resource professional with experience working in large multi-state corporate and subsidiary settings, a regional public sector organization, and in start-up companies to quasi-private environments. Focus on employment and employee relations.
- Currently provides HR support for two subsidiaries of Highlights for Children; SDE, Inc. in Peterborough, NH and Stenhouse Publishers in Portland, ME.
- Undergraduate degree from Brandeis University and a Masters in Library Science from Simmons College.
- Alternate Library Trustee for the Peterborough Town Library. I privileged to served on the search committee last year for the new Library Director in Peterborough.

2.

Three Search Options

1. Retained Executive Search Firm
2. Contingency Search Firms
3. Promote from Within
4. Conduct the Search Yourself

3.

Search Option #1

Retained Executive Search Firms

The Directory of Executive & Professional Recruiters published by Kennedy Information (based in Keene, NH).
NOTE: Access firms by geography and industry specialty.

Retained Firms typically charge between 25-30% of the total compensation **PLUS** expenses. **NOTE:** Some will negotiate!
 Example: If the salary is \$65,000 = Fee is \$16,250.00 - \$19,500.00 + expenses which can add up (travel, lodging, meals, etc.).

Retained Firms require an exclusive commitment and a portion of their fee up front – usually 1/3; 1/3 at mid-point of the search and final 1/3 when an offer is made and accepted.

4.

Search Option #2

Contingency Search Firms

1. Fees: Usually in the same range as Retained Search firms – (Between 25-30% of the total compensation. **PLUS** expenses – Some will negotiate).
2. Main distinction: Any number of firms can work on your search at the same time – only the firm that makes the placement, gets the fee – payable at the end of the search.
3. Downside: Because the firms have no guarantee of payment, they're **NOT** likely to focus the same attention on the search as a retained firm will.

Some firms are willing to work on parts of the search for a reduced fee.

5.

Search Option #3

Option #3 has some unintended consequences.

1. Promote from Within
If you have a strong internal candidate.
- or-
2. Conduct the Search Yourself

6.

ESTABLISHING A SEARCH COMMITTEE

Group made up of Managers, Staff and Friends of the Library. The time required to meetings, resume reviews, candidate interviews (3-5 month process!).

1. Board of Trustees (Board quorum = public meeting!)
2. Town Administrator or HR Manager
(usually has a recruiting background).
3. Friends of The Library.
4. Identify a chairperson and a recording secretary.
5. Save representation for later in the process:
 - Business Leaders
 - Educational Leaders
 - Youth Representative
 - Library Staff
 - Other _____

7.

Job Description

1. Job Title:
Public Library Director (PLD)
2. Reports to:
Board of Library Trustees
3. General Function:
PLD serves as chief executive officer of the library, implements library policies and projects, and provides leadership in improving public library service to the community.

8.

Job Description

Principal Activities

1. Work with the library board; to development policy and set annual goals.
2. Public Services.
3. Collection Development and Technical Services.
4. Supervise staff and volunteers, recommends and implements personnel policies.
5. Develops and manages the library budget.
6. Develops & implements policies and procedures for the library.
7. Plan for the library's future.
8. Advocate and promote the library.
9. Manage the library facility.

Job Description

- __ 1. Education and Experience:
 - M.L.S. required/preferred.
 - 10 years of experience in a public library.
 - 5-7 years of supervisory or management experience.
 - Program development and implementation experience.
 - Experienced in creating and managing a budget.
 - Experience supporting a board.
- __ 2. Employment Conditions:
 - Office environment.
 - Ability to lift boxes up to 30 lbs.
 - Available nights and weekend and willing to travel periodically. 10.

Job Description

DON' T REINVENT THE WHEEL

Google *"Librarian Job Descriptions"*

Ask a sister library for samples.

- American Library Association
www.ala.org
- NH Library Association
www.nhlibrarians.org
- Society for Human Resource Management
www.shrm.org

**Marketing & Advertising:
Things to Consider**

1. Salary range/Options:
 - Be specific *Depending On Experience!*
 - Give a range.
 - "DOE,"
 - Be Silent!
2. Advertising the job: Determine \$\$ available.
3. Interviews: Determine \$\$ available for bringing in candidates for interviews.
4. Relocation: Is there \$\$ money available?
5. Receiving Resumes: Decide who will receive resumes

Marketing & Advertising

1. Turn the job description into a marketing document.
2. You are marketing not only the job, but your town and surrounding area.

13.

**MARKETING & ADVERTISING:
Create List Of Recruiting Resources
& Determine Which Ones to Use**

Collect email addresses from local & New England librarians who are active in their state library organizations.

Local American Library Association Chapters

- New England Library Association (NELA) <http://www.nelib.org/>
- Connecticut Library Association <http://cla.uconn.edu/>
- Maine Library Association Job Line <http://mainelibraries.org/>
- Massachusetts Library Association <http://www.masslib.org/>
- New Hampshire Library Association <http://www.nh.gov/nhla/>
- Rhode Island Library Association <http://www.rilibraries.org/>
- Vermont Library Association Job Listings <http://www.vermontlibraries.org/>
- National Job Lines
- American Library Association [JobLIST](#)
- The Chronicle of Higher Education

Post your opening!

14.

MARKETING & ADVERTISING:

- **Creating a List Of Recruiting Resources**
- **Determining Which Ones to Use**

New England Job lines

<http://www.nh.gov/nhsl/services/librarians/ljob/>

Massachusetts Board of Library Commissioners Jobline
<http://www.libraryjobpostings.org/>

Simmons College Library School New England Jobline

Boston Chapter of the Special Libraries Association
- Provides coverage for New England!

Get prices for Newspaper and Internet Ads:

\$ Save Money! Condense language and/or use a link to the full description.

Local & regional newspapers; Manchester Union Leader, Boston Globe, Hartford Courant, NY Times, etc.
JobsinNH.com

15.

Marketing & Advertising

CAST YOUR NET

__ 1. Email marketing piece as an attachment to your selected email lists.

In the body of the email, ask people

__ 2. Place Advertisements

- Include a deadline to respond.
- Include an email address AND a snail mail address to send responses.

16.

RESPONDING TO CANDIDATES

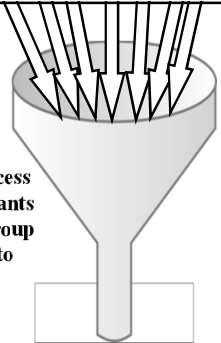
__ 1. Create and send a standard email response to let applicants know their information has been received.

__ 2. Once you narrow the applicants down to approximately 10, email the rest to let them know that they did not make the cut.

__ 3. Each time you narrow the group, email the rest to let them know that they did not make the next round.

__ 4. As a courtesy, for the final 3 or 4 candidates, let them know their status by PHONE, since they will have invested so much of their time

NARROWING THE CANDIDATE POOL



The next steps of the process help to narrow the applicants down from the original group that expressed interest to your final selection.

18.

FIRST ROUND OF CANDIDATES

1. Search Committee Member rank all resumes received, with an eye towards narrowing the group to approximately 10 candidates.
2. In agreement: Identify the candidates who make the cut.
3. If disagreement: Committee members must defend their choice.

19.

GROUP OF TEN

Conduct Preliminary/Informal References

1. Google the applicants names.
2. Make informal inquiries, if you know people who may know applicant.
3. **Caution:** Be careful not to jeopardize the applicants current position.

20.

GROUP OF TEN

- 1. Send each candidate a series of 4-6 questions.
 This affords an opportunity to:
 - assess their writing ability.
 - understand their thinking.
 - 2. Ask them to limit their responses to 2-3 pages.
 - 3. Brainstorm question topics (see slide 21A).
 - 4. Have the candidates write a press release announcing their hiring.
- Narrow the group to five**

21. List

QUESTIONS

- Question topics might center on:
- __ leadership style.
 - __ philosophy of staff management.
 - __ knowledge and comfort with technology.
 - __ relationships with community, area businesses, trustees, etc.
 - __ collection development.
 - __ fundraising experience.
 - __ creativity.
 - __ passions and interests.
 - __ other *networking ability*
- 21A supports slide 21 #3.

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21.

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Narrow the group to five

21.

**GROUP OF FIVE
SKYPE CALLS**

- __ 1. See the applicant "in-person" before bringing them in for final round of interviews.
- __ 2. Create a list of 4-6 questions that you will ask each person and assign a question to each search committee member to ask.
- __ 3. Develop a rating sheet for each committee member to use to rank candidates.
- __ 4. After the calls, reduce the candidates to 3... or 4 at most.

22.

**FINAL GROUP OF THREE:
Face-to-Face Interviews**

- 1. Use this opportunity to involve other interested constituencies in the process to get ultimate buy-in.
- 2. Expand your interview team to 15-20 and consider including:
 - business & educational leaders.
 - town or city representation.
 - library staff.
 - youth *A local HR person* representatives.
 - other _____ 23. _____.

23.

**FINAL GROUP OF THREE
Face-to-Face Interviews**

1. Break group into 3 teams: Assign specific topic questions such as:
 - management.
 - technology.
 - program development.
 - other _____.
2. Use the rating sheet for each committee member to notate and rank candidates.
3. Presentation: Have each final candidate make a 20 minute stand-up presentation to the larger group. You pick the topic. 24.

FINAL GROUP OF THREE

1. Original Search Committee collects feedback and reviews the assessments from the larger team.
 2. If a clear frontrunner emerges, move into the reference/background check stage.
 3. If there is no clear frontrunner – conduct references on top 2 people and see if that helps to distinguish a top candidate.
 4. Consider adding an additional vetting step such as:
 - one-on-one interviews with Trustees.
 - one-on-one visits with staff.
 - informal lunch or dinner with Trustees.
- 25.

FINAL CANDIDATE

1. References and Background Checks (4-6 names).
 2. Create a reference sheet with your questions (written record).
 3. You've already Googled the person.
 4. Tell the candidate who you want to speak to.
 - Supervisors: Trustees
 - Subordinates: Library Staff
 - Colleagues: Within the town or city administration
 - Library users including: patrons, friends, business or educational community users, etc.
 5. Check educational degrees.
- 26.
