

Today's Presenter



Carol Mikulski

Member Wallingford Public Library (WPL) Board of Directors, Chairperson of WPL Board Committee to Hire a New Director, President, Association of Connecticut Library Boards

The background features abstract, overlapping geometric shapes in various shades of green, ranging from light lime to dark forest green. The shapes are primarily triangles and polygons, creating a dynamic, layered effect. The text is centered in the white space between these shapes.

Navigating the library director hiring process: A guide for trustees and boards

PRESENTER - Carol Mikulski

- ▶ Member of the Wallingford Public Library Board of Directors
- ▶ Chairperson of the WPL Board Committee to Hire a New Director
- ▶ President of the Association of Connecticut Library Boards (ACLB)

BASIC QUALITIES IN A GOOD LIBRARY DIRECTOR

- ▶ Common sense
- ▶ Decision-making ability
- ▶ People skills
- ▶ Vision
- ▶ Integrity
- ▶ Any skills specific to your library's future plans

PRELIMINARY FOCUS

- ▶ Appoint an interim director
- ▶ Assess the library and current needs
 - ▶ Exit interview
 - ▶ Opinions from library users and non-users
 - ▶ Strategic Plan

UNCONSCIOUS BIAS

“The term for the mental processes that cause a person to act in ways that reinforce stereotypes even when in our conscience mind, we would deem that behavior counter to our values.”

- ▶ Job description - Use inclusive language, include DEI efforts
- ▶ Be aware of bias on video
- ▶ Standardize the interview - same questions

[Actively Addressing Unconscious Bias in Recruiting](#), Harvard Business School

STEPS TO BE TAKEN

- ▶ Form a committee
- ▶ Job description
- ▶ Post opening
- ▶ Review applications
- ▶ Select semi-finalists
- ▶ Set interviews
- ▶ Determine finalists
- ▶ Second round of interviews or presentation
- ▶ Pick candidate
- ▶ Board approval

FORM A COMMITTEE

- ▶ Board president in conjunction with library director
- ▶ Staff members
- ▶ Board members
- ▶ Diversity
- ▶ Outside library director or retired director
- ▶ Hire a consultant
- ▶ President determines committee chairperson
- ▶ Meet with committee to go over process
- ▶ Confidentiality

DATE	TASK	Assigned to
APRIL 12	Invite ALD to serve as interim	LD & BP
APRIL 15	Appoint Search Committee & Chairperson	LD & BP
APRIL 25	Approve job description	Search Committee
APRIL 26 – MAY 30	Post job description on local and regional lists	LD
APRIL 26 – MAY 30	Acknowledge receipt of applications	BP
May 8 – 15	Doodle Poll for 1st Committee Meeting	ALD
May 15 - 19	Determine rubric for resume review Determine interview questions & rubric for candidate review	ALD CC RL
May 24	Search Committee Meeting to share process, timeline, rubrics, interview questions	CC BP
May 25 - 29	Set interview schedule for round 1 & book rooms	ALD
June 1 – June 5	Share applications w/ Search Committee	ALD
June 5 – June 19	Review applications and select top 5 to interview	Search Committee
June 19-23	Contact candidates and schedule interviews	CC
June 19-23	Send message on behalf of committee to candidates not interviewed	ALD
July 5 - 14	Conduct 1st round interviews	Search Committee
June 19-23	Set dates for 2nd interview/presentation/meet & greet	Doodle Poll (ALD)
July 14	Select 2-3 finalists for 2nd interview	Search Committee
July 14	Contact candidates and schedule 2nd interviews	CC
	Conduct 2nd round interviews	Search Committee Board of Managers Library Staff
	Contact candidates not moving forward to 2nd round	CC
	Determine questions for reference checks	ALD & CC & RL
	Check references for finalist	RL or CC & PB
	Determine compensation	RL & Search Committee
	Bring recommendation to the Board for approval	BP & CC
	Make verbal offer contingent on background check	BP
	Determine start date	ALD & PB & Candidate
After acceptance	Prepare letter of hire	ALD & BP
After acceptance	Prepare packet of new hire documents	Business manager

[Hiring timeline example \(doc\)](#)

LD -Library Director
ALD – Assistant Library Director
BP – Board President
CC – Committee Chair
RL – Retired Librarian

JOB DESCRIPTION

- ▶ Current director develops job description
- ▶ Include DEI efforts
- ▶ Share with committee members



POST OPENING

- ▶ Have library post opening on numerous websites
- ▶ Should include a little about the library
- ▶ Include job description
- ▶ Deadline for applications
- ▶ Set up shared folder in Google Drive for committee members where applications will be sent for committee review

REVIEW APPLICATIONS

- ▶ Meet with committee to go over how to use rubric developed for application review
- ▶ If committee decides it is important to have someone from each gender interviewed this needs to be decided now
- ▶ Set a time limit for committee to review applications
- ▶ Each committee member will send scores to the chairperson
- ▶ Chairperson will make chart, spreadsheet with all scores tabulated

Wallingford Public Library
Resume Review for Library Director position

Candidate Name: _____

	1	2	3	4	5
What to look for: Rank 1-5, 1 being hardly evident and 5 being very evident					
EDUCATION					
MLS from an ALA accredited institution					
Significant experience in library administration in a leadership role in a public library (minimn 3 years, 5 or more preferred					
Thorough understanding of library technology and a willingness to adopt and embrace new technology					
PLANNING, DEVELOPMENT, & LEADERSHIP					
Has been involved in initiating and coordination strategic planning process and monitors progress on goals and objectives					
Has provided leadership and direction for major projects including construction and renovation					
Has shown a commitment to diversity, equity, and inclusion through continuous development and modeling					
PERSONNEL MANAGEMENT					
Experienced supervising personnel and fostering atmosphere that encourages cooperation and team spirit					
Encourages professional development, in-service training , and continuing opportunities for personnel at all levels					
FINANCIAL OPERATIONS					
Has prepared and submitted annual operating budget for Board approval and presented budget to town officials					
Has prepared grant proposals and administered grants					
PUBLIC RELATIONS AND PROFESSIONAL DEVELOPMENT					
Has been actively engaged in community affairs and maintains strong relationships with community partners					
Has experience in maintaining internal and external communication, engages the staff to create and implement marketing					
OVERALL IMPRESSION OF APPLICATION					
Well written cover letter					
Well organized, without error					
References					
OVERALL IMPRESSION OF CANDIDATE					
TOTAL -HIGHEST SCORE 80-					

Hiring rubric
(xls)

Reviewer Name: _____

Additional Comments:

Library Director

CANDIDATE	CM	CO	JR	BC	KH	DC	SW	MM	JH	TOTALS	comments y or n
1											
2											
3											
4											
5											
6											
7											
8											
9											
11											
12											
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18											
19											
20											

[Rubric results \(xls\)](#)

SELECT SEMI-FINALISTS

- ▶ Determine how many you want to interview
- ▶ Committee meets to review spreadsheet with scores
- ▶ Discuss if there is a clear top 5 for interviews
- ▶ Notify all those not moving forward



INTERVIEWS

- ▶ Determine set of questions to be used during interviews
- ▶ Assign each committee member the questions they will ask
- ▶ Set up interviews
- ▶ In person or via zoom
- ▶ Make sure all committee members can attend
- ▶ Allow enough time for each interview
- ▶ Notify candidates of date and time of interview
- ▶ Each committee member can take notes and a rating sheet will be provided for each committee member to use for each candidate

DETERMINE FINALISTS

- ▶ After the final interview committee meets
- ▶ Secret ballot to pick the top 2 to move forward
- ▶ If not majority, discuss why they picked who they did
- ▶ Determine if second round will be another interview or presentation
- ▶ If presentation, is there a topic or free rein
- ▶ If a finalist is from out of state determine if travel expenses can be reimbursed
- ▶ Notify semi-finalist and finalists of results

SECOND ROUND

- ▶ If a presentation is going to be done, have it at the library
- ▶ Set up times for each candidate when all staff and board members can attend
- ▶ Have some way to elicit feedback on candidates for committee to review from all staff
- ▶ Poll all committee members after second round has finished for their pick for the new director
- ▶ Make sure the feedback from staff supports this decision

PICK NEW DIRECTOR

- ▶ Do a background check on the candidate
- ▶ Have someone do a reference check
- ▶ Determine compensation



Board Approval

- ▶ Board president and committee make the recommendation to the board of the pick for new director
- ▶ Entire board is asked to approve the recommendation
- ▶ Make verbal offer contingent on background checks
- ▶ Determine start date
- ▶ Prepare letter of hire

FINAL STEPS

- ▶ Collect all forms from each committee member
- ▶ Determine a time when there can be a public welcoming for the new director including staff and community



Image by pikisuperstar on [Freepik](#)

PITS FALLS OF THE PROCESS

- ▶ Hiring to the weakness or strength of the former director
- ▶ Rushing the resolution
- ▶ Taking the easy way out
- ▶ Assuming all assistant directors are qualified
- ▶ Being penny-wise and pound foolish
- ▶ Assuming all candidates are 100% candid
- ▶ Putting too much emphasis on technical abilities

[A Library Board's Practical Guide to Finding the Right Library Director \(pdf\)](#),
Detroit Suburban Librarians' Roundtable Succession Planning Committee

EVALUATING THE DIRECTOR

- ▶ Should be done every 2 to 3 years
- ▶ Board is responsible
- ▶ Use evaluation form with board members and staff department heads
- ▶ Board president consolidates the results
- ▶ Board president shares findings with the Director privately and with the Board

RESOURCES AND QUESTIONS

- ▶ ACLB Public Library Trustee Handbook, <https://aclb.wildapricot.org/handbook>
- ▶ Templates and examples
 - [Hiring timeline example](#) (doc)
 - [Hiring rubric](#) (xls)
 - [Rubric results](#) (xls)
 - [Reading applications and resumes](#) (doc)
 - [Rating scoresheet](#) (doc)
 - [Interview questions](#) (doc)
- ▶ More resources on [webinar event page](#)
- ▶ Carol Mikulski cmikulski@sbcglobal.net