Selecting A Library Director

A Workbook for Members of a Selection Committee

Revised by
Jack Cole & Suzanne H. Mahmoodi

Friends of the Library Development
and Services Library
St. Paul, Minnesota
Revised 1998
INTRODUCTION

A most important task in a library or library system is the selection of a new director. The person you select must meet the needs of your community and/or area, be able to work well with governing boards, staff, local and area decision makers, government officials, and professional colleagues, and provide the vision, leadership and management needed for your library.

This workbook is intended to assist you in selecting the best director for your library. Included are steps in the process and suggested procedures, selection committee agendas, materials, forms and sample letters. This workbook is based upon extensive experience and proven principles in the nonprofit sector. It is adapted for use in selecting library directors from a number of guides developed by the YMCA - The Executive Selection Guide; Making the Best Decision; and A Handbook on Employment of YMCA Personnel. These YMCA guides, in turn, are based upon Executive Selection edited by Jack Cole (Human Kinetics, 1983).

You, too, will need to adapt what you find here to meet your governing body or administrative policies and rules.

We thank Mary Martin, Susan Brettschneider, Nancy Rotramel and the late Ruth Miller, for their skilled help, creativity, and persistence in preparing the various revisions of this workbook for publication. The first revision and printing was June 1996; the second printing was November, 1996; the second revision is January, 1998.

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Friends of the LDS Library
Library Development and Services
440 Capitol Square Building
550 Cedar Street
St. Paul, MN 55101
612/296-2821

Jack Cole
Trustee
Hennepin County Library, MN;
MELSA; and Metronet  
Suzanne H. Mahmoodi
Continuing Education Specialist
Minnesota Dept. of Children, Families & Learning
ORGANIZATION OF THE WORKBOOK

This Workbook is divided into four parts - **Preparation, Search, Selection, and Appendix**:

- **Preparation**--From the announced departure of the current director, through identifying roles, responsibilities, and issues, to reviewing all the steps in the process of selecting a successor.

- **Search**--Beginning with the first meeting of the Director Selection Committee, this part identifies the major tasks in the sorting out process that will lead to the selection of the finalists and provides worksheets and the information gathering guides to aid the process.

- **Selection**--Starting at the Third Committee Meeting, this part focuses on the interviewing, and analysis of information and decision-making aspects of the actual selection, making the offer, and ratification of the choice by the board.

- **Appendix**--Sample job listings, where to advertise a job listing, sample letters for the process, a sample letter of agreement between the library and its new director, outline of a job description, management competencies, a checklist for the exiting director, functions of a consultant, and selecting an interim director.

**Other Features:**

- The **Steps in the Director Selection Process**, p. 12-15, serve as a guide for the entire process. It identifies all the steps, and lists them in chronological order, with suggestions for target dates and responsibility assigned for each.

- The **Table of Contents**, p. 3-5, includes a checklist for preparing, color coding and duplicating copies of materials for ease of use by the committee.
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PREPARATION
A COMPREHENSIVE APPROACH TO FILLING POSITION VACANCIES

When a job vacancy occurs at any level of library staff, the temptation is to move quickly to secure a replacement. A job vacancy tends to be viewed as a crisis situation. The established functions related to the job have been performed by the incumbent and now a replacement must be secured to perform them, or they must be assumed by other staff members likely to be already overworked, or they must be discontinued.

However, when the position of the Head Librarian or Director becomes vacant, the person providing major leadership for a library is gone. The vacancy should be filled only after a careful review of organization goals and objectives and of how this particular job contributes to their achievement. Because it is much easier to raise searching questions about a job when a vacancy occurs than when an incumbent is in it, a vacancy should be viewed as an opportunity, even if it has crisis dimensions.

**Principles Upon Which The Director Selection Process Is Organized:**

A. A clear and specific charge to the Selection Committee improves its effectiveness.

B. Identify the possible resources and input that every member of the Selection Committee may bring to the task.

C. Time spent in thorough, planned preparation will reduce the time required for the actual selection.

D. Nominations from many sources will produce more candidates with the expected qualifications and provide greater assurance of the best qualified candidates being identified.

E. Broad representation on the Selection Committee can facilitate its dealing effectively with vested interests, so that the biases and prejudices of its members can be identified early in the process.

F. All members of the Selection Committee should participate in the total experience of updating goals, identifying qualifications, retrieving and utilizing information about candidates, screening and interviewing candidates and making the final selection.

G. Decisions by consensus (as opposed to voting) within the Selection Committee and the Board increases involvement and ownership in the selection, which results in greater support after the person is on the job.

PREPARATION
H. Interviews are two-way. The candidate is seeking information about the job and the Selection Committee is seeking information about the candidate. Openness on the part of both parties is imperative.

I. Reports of progress throughout the selection process tend to create a climate of trust, understanding, acceptance and ownership among all.

**Composition of the Committee**

When a director's vacancy occurs, a specially constituted selection committee should be appointed by the library board. Experience suggests that a committee of five to eight works best. The chair of the Governing Board should be a member of the selection committee.

The committee should be composed of members who:
- are committed to the library's mission and philosophy;
- possess sound judgment and discernment;
- have had previous selection experience in selecting a director or CEO;
- will represent the diverse constituencies of the library;
- know the library, community, and area; and,
- are willing to commit the time needed.

**Sample Charge to the Selection Committee**

The director selection committee is hereby charged to:

1. Conduct a statewide, neighboring states, and/or nationwide search for qualified candidates. Decision as to extent of search is made by the committee.

2. Examine carefully the candidates' backgrounds, check their references, and personally interview those candidates who are determined to be best suited for the position.

3. Select the best qualified candidate, negotiate the terms of an employment agreement within the limits of the organization's personnel policy and director salary range, and recommend the selected candidate to the board for ratification.

4. Conduct its work at a cost not to exceed $_____. Items that might be included are:
   - secretarial help
   - consultant
   - telephone
   - postage
   - cost of having candidates come for an interview.

**PREPARATION**

**Roles of the Library Board**
Director selection is essentially a policy matter and is, therefore, the responsibility of the board of directors.

- Selection of a director is the key board function.
- Appointment of the selection committee.
- Appointment of an Interim Director if there is no overlap of new and exiting directors. (See ASSelecting an Interim Director, p. 77)
- Ratification of selection committee's decision.

If the city or county government is the employing agency, the board should support the process by identifying the major challenges facing the library and be involved in the interview process.

The Role of the Exiting Director

The Exiting Director's involvement should be limited because:

- It is not considered a good practice for an exiting director to name a successor, or even influence the choice.
- Director selection is essentially a policy matter and is, therefore, the responsibility of the library board. Selection of a director is a key board function.
- The exiting director may have so much invested in the past that his or her vision for the library's future may be limited.
- Specific leadership styles and management skills are dependent on the organization's needs at a given point in time. The incumbent director may not be able to bring a fresh perspective to the current situation.
- The exiting director's involvement may make it difficult for the selection committee and the candidates to speak candidly.
- A well-run selection process will identify candidates nationally, rather than being limited to a narrower region. A good process will research the candidates' experience and retrieve additional information. The exiting director, as a peer to these candidates, may not have access to this privileged information.

It is appropriate for the departing director to:

- suggest names for selection committee consideration.
- share with the committee the director's current job description.
- share with the committee the human relations skills required for the position.
- respond to any candidate's request for information.
- be available to the candidates being interviewed.
- prepare a briefing notebook for the new director. (see Checklist for Exiting Director, p. 65.)

PREPARATION
It is **inappropriate** for the departing director to:

- name a successor, or even influence the choice.
- attend any meeting of the Selection Committee. This is most important when the expectations of the new director are discussed, when applicants are reviewed, or when candidates are interviewed.
- participate in any applicant reference checking.
- be present during any candidate's interview with current staff prior to the interview.
- participate in any salary or other employment negotiations.
- take a position in favor of or against any candidate.

**Involving Staff Members**

Selection committee members should recognize that staff members may have special insights and valid opinions concerning the qualifications and management style needed to lead the organization to meet its future aspirations. The committee should also recognize that to be successful, the new director must be acceptable to a majority of the staff members.

The committee may wish to involve members of the staff in some of the following ways:

- inform them of the details of the selection process.
- advise potential internal candidates of the application process. Explain that they will be judged by the same criteria as all other candidates.
- seek their input concerning needed qualifications in the new executive.
- solicit their assistance in identifying potential candidates.
- request that certain staff members be available on interview dates for consultation with candidates.
- have them lead the candidates on a tour of the library facilities and the community.
- solicit their opinions of the candidate(s).

**Using a Consultant or Committee Staff**

The board may want to contact the regional library system (if applicable) or state library agency for assistance. Another option is to employ an outside search firm or consultant. (see Functions of a Consultant, p. 76.)
**Potential Problems When Director Hiring is Delayed**

When the selection of a director is delayed, the following could result:

1. The selection process could be harmed. The library's credibility with potential candidates could be damaged, causing them to withdraw from consideration. It postpones securing the leadership to solve the real problems.

2. Opportunities may be lost for an effective transfer of leadership. Orientation with the exiting executive could be curtailed. The good public relations momentum of a "positive retirement" could be lost.

3. Public image, managerial efficiency, and staff morale could suffer. The image of a "leaderless" library could develop and create an environment where management issues and new initiatives are delayed.

4. Perceived savings in salary payments may be costly when weighed against loss of leadership. Dollar savings may be a misperception.

5. A delay may cause unreasonable pressures upon an interim or acting director. Such a person has all the responsibility without real authority.

**A Dilemma: Negligent Hiring vs. Invasion of Privacy**

The employment of a new director involves numerous legal considerations. To oversimplify, potential legal troubles could emerge by asking too many questions, or by not asking enough.

Based on recent decisions, there is such a thing as "negligent hiring." It is a liability an employer faces when a poor job of background checking is done. It occurs when an employer:

- should have known of unfitness but failed to check.
- knew of unfitness but hired anyway.
- learned of the unfitness after hiring and failed to take corrective action.

On the other hand, invasion of privacy is against the law. Invasion occurs when information that is private and confidential is communicated to a third party, possibly resulting in a damaged reputation.

The selection committee members must make in-depth checks covering a candidate’s job performance, character, integrity, and dependability. At the same time, members must recognize boundaries.
The courts have ruled that employees who serve the public should be held to a higher standard than other employees. What follows are recommendations to reduce liability in these matters.

1. In reference checking, seek and record only job-related information. Do not ask for subjective information.

2. Ask each applicant to provide four to six references.

3. Include a release paragraph that allows reference checking in the acknowledgement letter to the candidate, or use the negative release acknowledgement letter (see Sample Letter to applicants who meet the Minimum Criteria, p. 58).

4. Seek the same information from all references. Treat everyone equally.

5. There is no obligation to share the results of reference checking with an applicant.

6. During the interview, avoid questions related to the candidate's age, marital status, children, religion, health, or possible arrest record. If there is a need to explore any of these areas in depth, the committee may wish to consult an attorney or personnel specialist.

7. Check state laws in relation to interview conditions, questions, etc., considered not legal. (One source for such information is the Minnesota Library Development and Services Library.)

8. Check EEO, ADA and local government civil service regulations and procedures, and interpretations of these within your state and area.
## STEPS IN THE DIRECTOR SELECTION PROCESS

### Phase I--Preparation

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<th>Target Dates</th>
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<td>1. Resignation announced to board, staff, and community.</td>
<td>Exiting Director</td>
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<td>2. Telephone contact with board president to discuss selection committee's charge, membership, and chair.</td>
<td>Staff or Consultant</td>
<td>1</td>
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<td>3. Selection committee and chair appointed.</td>
<td>Board President</td>
<td>1</td>
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<tr>
<td>4. Telephone contact with committee chair to arrange date for orientation meeting between staff or consultant and committee chair. Material from this workbook prepared for committee chair (may be mailed or personally delivered at initial meeting).</td>
<td>Staff or Consultant</td>
<td>1</td>
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<td>5. Orientation meeting between staff or consultant and committee chair to:</td>
<td>Committee Chair &amp; Staff or Consultant</td>
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<tr>
<td>▪ review the material in the guide</td>
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<td>▪ agree upon who will be responsible for each step</td>
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<td>▪ determine the guide material to include in each committee member's packet</td>
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<td>6. Orientation material from guide mailed to committee with:</td>
<td>Committee Chair, Staff or Consultant</td>
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<td>▪ letter announcing date, time, and place of the first committee meeting</td>
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<td>▪ advance work needed (such as Major Challenges Facing Our Library, and Director Competencies and Qualifications)</td>
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<td>Steps</td>
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<td>7. <strong>First committee meeting:</strong></td>
<td>Committee Chair, Staff or Consultant</td>
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<td>review roles and functions</td>
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<td>define major challenges library faces</td>
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<td>identify candidate qualifications and</td>
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<td>key result areas expected</td>
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<td>determine salary range</td>
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<td>establish target dates for the process and filling vacancy</td>
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<td>8. Prepare Director Vacancy Announcement and Library Profile for distribution.</td>
<td>Committee Chair, Staff or Consultant</td>
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**Phase II--Search**

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<td>9. Send job listing to ALA, the state library agency and professional periodicals.</td>
<td>Staff or Consultant</td>
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<td>10. Identify top potential candidates. Invite them to apply.</td>
<td>Staff or Consultant, Committee Chair</td>
<td>2-3</td>
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<td>11. Mail acknowledgement letters to candidates as applications are received, and initiate written reference checks of candidates who meet minimum criteria.</td>
<td>Committee Chair, Staff or Consultant</td>
<td>3-6</td>
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<td>12. Mail letters to candidates who do not meet minimum criteria.</td>
<td>Committee Chair, Staff or Consultant</td>
<td>3-6</td>
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<td>13. Phone top candidates (as identified in #10 above) who have not yet applied and encourage their prompt responses, if interested.</td>
<td>Committee Chair</td>
<td>5-6</td>
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<td>14. Deadline for receiving applications.</td>
<td></td>
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<td>15. Applications and reference materials of qualified candidates mailed to committee prior to second meeting.</td>
<td>Committee Chair, Staff or Consultant</td>
<td>7-8</td>
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<th>Target Dates</th>
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<td>16. Second committee meeting</td>
<td>Committee Chair, Staff or Consultant</td>
<td>8-9</td>
<td>review applications and references, make assignments for further reference check, train committee how to conduct effective reference checks</td>
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<td>9-10</td>
<td>Make telephone reference checks on those being considered.</td>
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<td>Committee</td>
<td>9-10</td>
<td>Staff or Consultant</td>
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<td>18. Third committee meeting:</td>
<td>Committee Chair, Staff or Consultant</td>
<td>9-10</td>
<td>select top candidates for interviews, train committee on how to conduct effective interviews, arrange interview logistics.</td>
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<td>Committee Members</td>
<td>9-10</td>
<td>Schedule interviews.</td>
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<td>Interview meetings.</td>
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<td>21. Final committee meeting:</td>
<td>Committee Members</td>
<td>9-10</td>
<td>select top candidate (and alternates), review the salary and benefits package</td>
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<td></td>
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<td>Job offered to top candidate, negotiations completed, and job accepted.</td>
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<td>22. Other candidates are personally notified of the selection decision.</td>
<td>Committee Chair</td>
<td>10-11</td>
<td>Board meets to ratify committee's decision.</td>
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<td>Letter of Agreement sent to and signed by top candidate.</td>
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<td>Inform American Libraries, state library agency, and other state library groups, networks and associations of hiring decision.</td>
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<td>Staff</td>
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<td>25. Letter of Agreement sent to and signed by top candidate.</td>
<td>Board President or Committee Chair</td>
<td>11-12</td>
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<tr>
<td>26. Inform American Libraries, state library agency, and other state library groups, networks and associations of hiring decision.</td>
<td>Staff</td>
<td>11-12</td>
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**PREPARATION**
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<td>27. Prepare article for local media.</td>
<td>Staff</td>
<td>11-12</td>
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<td>28. Arrangement for Transition Workshop (optional) during first week on job**</td>
<td>Board President or Staff</td>
<td>11-12</td>
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<td>29. New director on the job.</td>
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<td>15-18</td>
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<td>30. Welcome reception for new director and family.</td>
<td>Board President and Staff</td>
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**Transition Workshop information is available from the Minnesota Library Development and Services, 440 Capitol Square Building, 550 Cedar Street, St. Paul, MN 55101.
FIRST COMMITTEE MEETING

Objective: Review the selection process and make decisions that start the search.

Presiding: Selection committee chair.

Attending: Selection committee members and staff or consultant.

Agenda:

1. Overview of the steps in the director selection process (see p. 12-15)

2. Review:
   - charge to selection committee (p. 7)
   - role of library board (p. 8)
   - role of departing director (p. 8-9)
   - involvement of staff members (p. 9)
   - use of committee staff or consultant (p. 9)

3. Develop the library and candidate profiles (see Sample Library Profile, p. 24 and Sample Library Director Position Profile, p. 22-23)
   - Discuss library goals, plan, needs, and challenges (see Major Challenges Facing Our Library, p. 17)
   - Review current director's job description. (see p. 64)
   - Determine Key Result Areas (p. 18-20) and qualifications that will be required "Minimum Qualifications," (p. 21.) See also "Top Management Team Competencies," (p. 68) or for smaller and “one-person libraries the “Management Competencies,” (p. 73).

4. Identify possible candidates.

5. Make assignments for writing the vacancy announcement, (see Sample Job Listings, p. 50-51), advertising for the vacancy (see Where to Advertise Job Listings, p. 52) and contacting possible candidates (see sample letter, p. 57).

6. Determine the compensation package.

MAJOR CHALLENGES FACING OUR LIBRARY

At the beginning of this director selection process, please identify the significant challenges facing our library. This first step should help us identify new possibilities. As we discuss our library's challenges and goals, we can more readily identify the abilities and qualifications needed by the new director.

*Your assignment, prior to the first meeting, is:*

1. Identify the three to five most significant challenges (short- and long-term) facing our library and the new director.
2. Rank their order of importance (1 being most important).

**Examples:**

___ Raise funding for a new facility.
___ Eliminate debt.
___ Plan for new technology application.

Short Term Challenges (within the first year):

________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

Long Term Challenges (within two - five years):

________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

Your list of challenges and their ranking will be discussed at the first meeting of the Selection Committee.
KEY RESULT AREAS EXPECTED OF NEW DIRECTOR

Select the five (5) most important key result areas for the new library director, keeping the challenges facing your library in mind. **Check the top 5.** For the top 5 areas, **revise the list of major tasks to make them specific to your library.** For example, in a small library, the director may have the responsibility for installing, maintaining and repairing equipment and facilities or personally seeking persons, including volunteers, with expertise to do so.

___ 1. **FISCAL MANAGEMENT**
- prepare budgets: annual; operating; facilities; remodeling; etc.
- monitor & control expenditures
- assure greatest benefit from available funds
- work with Board on all financial matters
- explore variety of funding sources
- comply with local government rules, regulations, resolutions, and procedures;
- make presentations to appropriate bodies accountable for operating budget & for expenditures
- develop multi-year financial plan anticipating taxes and alternate sources of income and integrating all planning efforts
- be involved with business related problems, risk management, contracts for service, and security and safety
- responsible for business operations of library

___ 2. **LONG RANGE, SHORT RANGE AND STRATEGIC PLANNING**
- maintain a planning cycle
- monitor progress
- develop policies and procedures to govern use of libraries
- coordinate planning efforts of staff and Board
- develop vision

___ 3. **PERSONNEL MANAGEMENT & DEVELOPMENT**
- oversee human resources program; responsible as appointing officer for all personnel functions
- ensure policies of County/City Personnel Department are carried out fairly
- ensure employees, Board, volunteers, et al. have opportunities for development

___ 4. **BOARD RELATIONS & DEVELOPMENT**
- making recommendations for Board attention and action
- developing agreements, contracts, proposals, draft documents
- preparing documentation, including reports, draft agreements, requests for action, e.g., leases, contracts, policies
- executing decisions of Board, including negotiating, communicating, implementing
- orientate, coach, provide learning opportunities to support their decision making
5. PROGRAM DEVELOPMENT
- ensure library materials and services provided meet needs of communities
- integrate planning and program development with a multi-year financial plan

6. COMMUNITY INVOLVEMENT & REPRESENTING LIBRARY
- participate in meetings and activities of organizations within the community
- meet and work with other government officials
- represent library on and to other governmental units and boards; maintain good relationships with these bodies
- increase visibility of library
- be involved in fund raising efforts and in exploring alternate funding sources
- participate in professional associations
- maintain relationships with Friends and other volunteer groups
- be active partner and participant in professional library community

7. WORK ENVIRONMENT STRUCTURE, CLIMATE AND CULTURE
- organize library into operational units; change structure as needed
- ensure units are coordinated to provide maximum communication and productivity
- provide atmosphere which encourages openness, trust, cooperation and participation
- articulate, support and promote organizational values and vision, including innovation, trust, staff participation, team management

8. EVALUATION
- responsible for evaluation of services and programs
- responsible for reports to various governmental units
- responsible for records maintenance

9. MANAGEMENT OF FACILITIES & TECHNOLOGY
- direct facilities projects and building programs
- plan and coordinate maintenance and improvement of library facilities and other property
- ensure libraries are easily accessed, and are pleasant and safe for public and staff
- initiate and prepare studies, e.g., needs analysis, site selection guide, facilities models
- responsible for effective use of technology
10. **PERSONAL AND PROFESSIONAL DEVELOPMENT**
   - able to allocate one's own time efficiently
   - able to handle detail effectively and efficiently
   - adaptable (i.e., respond appropriately and confidently to the demands of work challenges when confronted with changes, ambiguity, adversity, or other pressures)
   - change-oriented (i.e., recognizes the need to change, initiate and plan change, interact with change, or react to change, as appropriate)
   - committed to own professional growth and able to plan for own career (i.e., establish career and non-work goals which maximize personal productivity and fulfillment and which build on strengths and minimize weaknesses)

11. **Additional Key Result Area/s for Our Library:**
   -
MINIMUM QUALIFICATIONS FOR CANDIDATES

Check the minimum requirement in each category essential for your organization.

1. EDUCATION
   - MLS from ALA accredited library education program
   - MLS & MBA
   - MLS + formal coursework in
   - Bachelor's degree
   - Bachelor's degree with major in library science
   - Graduate work in library science

2. MANAGEMENT EXPERIENCE
   - Director of a library
   - Associate/assistant director
   - Manager of a branch or department head
   - Minimum of ___ years professional experience in increasingly responsible position
   - Minimum of ___ years professional experience with demonstrated management ability in administration, budgeting, planning
   - 3 years supervisory and/or administrative experience
   - 3 years at a senior management level and responsibility for

3. LIBRARY EXPERIENCE
   - Minimum of 7 years professional library experience with knowledge of public library service, operations, etc.
   - Minimum of 7 years public library experience

4. BUDGET SIZE CONTROLLED
   - More than $
   - $___ to $

5. STAFF SIZE SUPERVISED
   - More than ___ people
   - Up to ___ people

6. SPECIALIZED EXPERIENCE e.g., construction, fundraising, automated system implementation, team building

7. OTHER APPLICABLE EXPERIENCE
SAMPLE OF A DIRECTOR POSITION PROFILE

Director Vacancy Announcement
Your Town Public Library

Position: Director of a city public library

Address: 200 E. 3rd, Your Town, MN 55302 302-896-4291.

Salary range: 40,000 to 55,000, plus full-paid retirement
Maximum starting salary: $45,000

Minimum qualifications for candidates:
Required
- Master's degree in library/information science from an ALA-accredited program
- 5 years of progressively responsible library administrative experience including a broad background in finance, administration and operations
- Demonstrated ability in: administration of an automated library system, financial planning, personnel administration, and community and intergovernmental relations

Preferred
- 3 years as director of a public library with an annual circulation of at least 200,000
- Experience in construction or renovation of a public library facility
- Experience in external fund raising

Your Town Public Library is committed to a policy of equal employment opportunity for all applicants and employees

Key result areas:
- Financial development
- Marketing/public relations
- Physical plant expansion
- Staff relations
- Program development
- Fiscal management
Position: Excellent opportunity for library administrator with proven skills in financial development, marketing, program development, staff and community relations in $800,000 budget. Facilities include a 20,000 sq. ft. main library in need of expansion/renovation. Five professionals, 8 support staff. Moderate cost of living, hearty climate, strong community support.

Target dates for process:
- Deadline for applications: Sept. 30
- Interviews anticipated: Week of Oct. 21
- Decision anticipated by: Nov. 7
- New Director on the job: Jan. 2

Send Application with four or more references by (date).

NOTE: References of applicants who meet the minimum qualifications will be contacted in writing. This will assist the committee in determining those to interview. The references of candidates who are selected for interview will be contacted personally by the selection committee. To assist the process, please submit references early.
SAMPLE OF A LIBRARY PROFILE

Your Town Public Library


Funding: Budget $800,000. Additional support provided by the Friends of Your Town Library and the Your Town Library Foundation.

Staff: Five professionals, eight support staff.

Materials: 100,000 volumes, 300,000 annual circulation, with an integrated automation services, system. Offers several public access CD-ROM reference databases and staff programs: access to Internet. Provides programming for children’s services, older adults, literacy training and special populations.

Service area: Primary population served 40,000 with a mix of manufacturing and service industries.

Affiliations: Your Town Public Library is a member of the Your Regional Library System and the Your Multitype Library System. It cooperates extensively with the local school media center and community college library.

Future plans: Capital campaign proposed for renovation/expansion. Introduction of Internet access for the public. Integration of additional electronic services.

Advantages: Fastest growing city in state. Excellent school system. Local community college. Community theater and civic center. Affordable housing and good family environment. Great community relations.

Board: Governing (or Advisory). Size. Representation. How appointed or elected.
RECEIVING APPLICATIONS AND RESUMES

An application is a statement of a candidate's perception of his or her ability to fill the requirements of a job. A resume is a candidate's view of his or her experience and accomplishments.

Between first and second meetings, distribute individual applications, resumes, etc. in groups of five. All should be distributed to committee members prior to meeting. Begin an Applicant Tracking Chart (p. 80) for each applicant.

Prior to attending the second meeting, each committee member does an appraisal of the candidates using the following scale:
- A = meets criteria
- B = meets most criteria
- C = does not meet criteria

The “Reading Applications and Resumes Checklist,” which follows, may help the reader determine whether the candidate meets the criteria. It should be revised to fit the local situation.

The committee members may find the "Profile of Director Candidates," (p. 37) useful for recording their appraisal of candidates' materials.
READING APPLICATIONS AND RESUMES CHECKLIST

What to Look For--Positive

1. Job Experience/Responsibilities:
   ___ Have career moves reflected significant progression?
   ___ Have responsibilities increased with positions?
   ___ Programs and projects managed?
   ___ Leadership exercised.

2. Key Accomplishments:
   ___ Services initiated to meet targeted needs.
   ___ Operations, financial plan, goals set and met, priorities set to meet budget constraints.
   ___ Facility expansion/development/renovation.
   ___ Staff and Board development.
   ___ Community awareness of library services.

3. Community Involvement:
   ___ Community relations/leadership
   ___ Recognition.

4. Education:
   ___ ALA accredited MLS.
   ___ Non-accredited MLS.
   ___ Other related education and professional development.

5. Impression of Application:
   ___ Well written cover letter.
   ___ Well organized.
   ___ Without error.
   ___ Appearance.
   ___ Easy to read.

What to Look For--Negative

1. Inconsistency in career path:
   ___ Gaps in employment/moved too quickly.
   ___ Unclear reasons for leaving prior jobs.
   ___ Lack of leadership growth.

2. References:
   ___ Current board president or supervisor excluded.

3. Difficulty in reading and finding information in submitted materials.
SECOND COMMITTEE MEETING

Objective: To select candidates from pool of applicants and to establish reference checking procedures.

Presiding: Selection committee chair.

Attending: Selection committee members and committee staff or consultant.

Agenda:

1. Determine that all committee members have copies of all applications and their appraisals with them.

2. Review:
   - Major challenges facing our library;
   - Key result areas expected of new director;
   - Minimum qualifications for candidates;
   - Library profile; and
   - Director position profile.

3. Identify candidates for possible interview based on pre-meeting appraisal by committee members.

4. Select candidates for further research and reference checking.

5. Discuss telephone reference checking procedures (p. 34-36) and make assignments.
USING THE CONFIDENTIAL REFERENCE FORM

Many selection committees have found that receiving confidential written candidates ratings is very valuable in the early stages of the selection process. This provides the selection committee with preliminary information from the candidates' own references to go along with their applications.

1. Revise the Confidential Reference form (pages following) to fit your situation by listing your committee's top priority Key Result Areas or reordering the thirteen to match the committee's preferences.

2. For the interview candidates, mail to each person listed as a reference the following items: a cover letter (see sample, p. 54); a Confidential Reference form (p. 29-34), prepared by filling in the top four blanks of the form; and a stamped self-addressed return envelope.

3. If no references are listed on the resume, ask the applicant to provide four to six current references.

4. As the Confidential Reference forms are returned, file them with the candidate's application.

5. Some persons are hesitant to provide written references. However, appropriately asked questions provide no liability to those responding. Even two or three returned forms (out of six mailed) can provide valuable insights to the committee.

These references are confidential and are to be viewed only by committee members and the committee staff or consultant.
CONFIDENTIAL REFERENCE

Candidate: ______________________   Appraised by:

For Position of: ___________________ at ____________________

Please assist our director selection committee by providing a confidential evaluation of the skills and experience of the candidate listed above.

What is/has been your library involvement?
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

What is your relationship to the candidate?
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

Please circle the appropriate number:  1 = low; 6 = high. We would also appreciate your narrative comments. Circle No Knowledge if you have had no opportunity to observe the candidate performing this responsibility.

1. **Fiscal management:** Develops and controls budget; produces and uses management data; prepares accurate and timely reports.

   1  2  3  4  5  6  No Knowledge
   Low High

Comments:
2. **Long range, short range and strategic planning:** Guides and manages planning efforts which define long and short range goals.

```
1  2  3  4  5  6
Low       High
No Knowledge
```

Comments:

3. **Community involvement, marketing public relations:** Communicates library's mission and programs; cultivates and manages community and media relations; participates in meetings and activities of community and area organizations.

```
1  2  3  4  5  6
Low       High
No Knowledge
```

Comments:

4. **Personnel management and development:** Oversees human resources program. Supports staff development; recognizes effective staff; builds team spirit; leads by example.

```
1  2  3  4  5  6
Low       High
No Knowledge
```

Comments:

5. **Board relations and development:** Facilitates effective board and committee work; provides learning opportunities for board members.

```
1  2  3  4  5  6
Low       High
No Knowledge
```

Comments:
6. **Fundraising:** Accesses local, state, federal and private sector funds; develops a strategic fundraising plan; involved in fundraising efforts.

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<th>4</th>
<th>5</th>
<th>6</th>
<th>No Knowledge</th>
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<td>Low</td>
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Comments:

7. **Work environment:** Organizes library into operational units; provides open atmosphere encouraging trust, cooperation, participation; promotes organizational values, vision and mission.

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<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>No Knowledge</th>
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Comments:

8. **Management of facilities and technology:** Directs building, renovation, maintenance programs; provides effective use of technology.

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<th>4</th>
<th>5</th>
<th>6</th>
<th>No Knowledge</th>
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<tr>
<td>Low</td>
<td>High</td>
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</table>

Comments:

9. **Program and service development:** Leads in development and delivery of quality services and programs which reflect the library's mission and goals.

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<th>4</th>
<th>5</th>
<th>6</th>
<th>No Knowledge</th>
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<td>Low</td>
<td>High</td>
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</tbody>
</table>

Comments:
10. **Personal and professional development:** Establishes career and personal goals which build strengths and minimize weaknesses; manages time; responds appropriately and confidently to work demands and challenges.

1 2 3 4 5 6 No Knowledge
Low High

Comments:

11. **Initiative:** Ability to act independently within the scope of authority; offering new ideas or suggestions.

1 2 3 4 5 6 No Knowledge
Low High

Comments:

12. **Judgement and decision-making:** The offering of sound, logical thinking in making recommendations.

1 2 3 4 5 6 No Knowledge
Low High

Comments:

13. **Leadership:** Ability to achieve objectives through motivation; maintaining a stable workforce.

1 2 3 4 5 6 No Knowledge
Low High

Comments:
14. What do you consider this candidate's greatest strengths?

_________________________________________________________________________

_________________________________________________________________________

_________________________________________________________________________

15. What do you consider this candidate's greatest needs for improvement?

_________________________________________________________________________

_________________________________________________________________________

_________________________________________________________________________

16. How do you recommend this candidate for this particular position?

  □ Very highly   □ With some reservations

  □ Moderately    □ Unable to recommend

To assist the committee in its work, please return this reference no later than __________ (date).

Use the enclosed stamped envelope to return this Confidential Reference.
CHECKING REFERENCES

The Confidential Reference forms only assist the committee in identifying who to interview. They do not provide sufficient information for an employment decision.

Principles
It is impossible to do too much reference checking.

Do not limit reference checking to the names provided by the candidate. Search for others. References can be asked to suggest others who could provide reference information on the candidate.

The same discrimination laws apply to reference checking as apply to interviewing. You cannot probe age, marital status, sexual preference, handicaps, religion, color, or national origin for the purpose of using that information as a reason for hiring (or not hiring).

Confidentiality is a must. The information you uncover while checking references must not be shared with anyone other than the committee and your committee staff person or consultant.

Process

1. Calls will be made by members of the committee to the references of the highest ranking candidates to help determine those to be interviewed. A conference call with two or more interviewers may be preferred. The committee staff person or consultant should not call personal references. The most valuable exchange of information is directly between committee members and the references.

2. Why the phone? People are more comfortable talking than writing. They open up, expand, and are often more willing to be truthful. Some feel there are fewer legal implications in talking than in writing.

3. In addition to calling the references listed by the candidate, calls may also be made to:
   a. The candidate's current supervisor, staff member, or board chair if they are not on the list.
   b. The candidate's past supervisors, staff members or board chairs, if they can be identified.
   c. Other board members.
   d. Employees the candidate has supervised.

4. Read "How to Make Telephone Reference Calls" following.

5. Discuss and revise as needed "Sample Questions to Ask References" p. 36, to ensure consistency and pertinence.
MAKING TELEPHONE REFERENCE CALLS

1. Start early. Some calls require several attempts. Allow enough time for callbacks.

2. Talk with a smile. Introduce yourself and explain the purpose of your call.

3. If the written reference has been returned by this person, express your thanks and explain that you would like to explore further the candidate's qualifications.

4. Take detailed notes during your conversations. Capture the words and feelings. Use these notes when making your report to the committee. Because of the confidentiality, don't distribute copies of your comments to others.

5. Find out how recent the observations are and in what depth. While a reference from someone who served a library's board three years ago may be valuable, it is not current. Comments of the candidate's professional colleague, for example, may not shed much information about the candidate's management skills, but could offer another valuable perspective.

6. Ask open-ended questions. Avoid anything that can be answered with a "yes" or "no."

7. Read the candidate's statement of accomplishments from his or her resume. Ask the reference for comments on its accuracy.

8. Listen carefully to what is said, and not said. Catch the meaning of pauses, voice inflection, the choice of words. Neutral remarks, hesitations, or false heartiness may be warning signs. Include your perceptions in your notes.

9. Double check any overly negative response. It may be inaccurate or biased. Be sure at least two references have the same perceptions.

10. Ask if there are others who might have reference information on the candidate. Get the names and telephone numbers and follow up on these leads.

11. Finally, remember that the reference is doing you a favor. Express gratitude for the information and renew the pledge of confidentiality. Leave your telephone number in case the reference wishes to share additional information.
Sample Questions to Ask References

1. What are the candidate's strengths? What have been some of the candidate's major achievements?

2. What does the candidate need to develop further? Has the candidate experienced any significant failures? If so, would you describe them and what the candidate did about them.

3. How would you evaluate the candidate's ability in each of these areas? (Refer to the committee's compilation of the top five key result areas. Check this reference's written evaluation form, if available.)

4. How would you describe the candidate's management style?

5. How would you describe the candidate's quality and volume of work?

6. Describe the candidate's relationship with staff and board members.

7. What do you see as the candidate's next step for professional growth?

8. What other information about the candidate would you have that could assist us in making our decision?

9. Can you suggest others who might know the candidate well enough to answer these questions?
## PROFILE OF DIRECTOR CANDIDATES

This Information is Confidential

<table>
<thead>
<tr>
<th>General Information</th>
<th>Match of Director Abilities with 5 Top Priority Key Result Areas</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Candidate</td>
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<tr>
<td>2. Tenure in Current Job</td>
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<td>3. Budget Size</td>
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<td>4. FTE Staff</td>
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<td>5. Population of Area Served</td>
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<td>6. Collection Size or Circulation</td>
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<td>7.</td>
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<td>10</td>
<td>11</td>
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<tr>
<td>12. Community/Area Fit</td>
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<td>13. Overall Rating*</td>
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<tr>
<td>13. Overall Rating*</td>
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</table>

*A = Meets criteria B = Meets most criteria C= Does not meet criteria

Instructions: The staff/consultant should prepare a worksheet, similar to the one above, for the committee's use in the meeting that will determine which candidates are to be interviewed. The headings at the top of each column should be adapted to fit the specific job requirements, for example, columns 2-6 could focus on current measurable indices and achievements. Those given are suggested. The committee could decide on others important to the library. Columns 7-11 could describe the key result areas which the committee or full board identified. Column 12 might focus on the candidate's compatibility with the community.

The staff/consultant and committee chair should determine how this information may best be used in the committee meeting.
THIRD COMMITTEE MEETING

Objectives: Determine candidates to be interviewed.
Make arrangements for interviews.

Presiding: Selection committee chair

Attending: Selection committee members and staff/consultant

Agenda:

1. Select 3-5 candidates for personal interviews, and several alternates. (The committee chair may decide to use the "Profile of Library Director Candidates" form on the preceding page as an aid to decision-making in this discussion.)

2. Discuss the components of a good interview.

3. Develop interview questions. See Key Results Areas (p. 18-20) for what to emphasize, and "Suggested Questions to Ask Candidates" (p. 45-46) for sample questions.

4. If Competency Comparison Chart (p. 40) is to be used, arrange for copies of the revised chart to be distributed and explain its use.

5. Explain use of Candidate Comparison Chart, (p. 41) as well.

6. Arrange interview logistics:
   ! Develop interview schedules
   ! Determine who will make necessary local arrangements, such as lodging, transportation, meals, etc.

7. Check list of materials to be included in packets for final candidates, (p. 42).
COMPARING CANDIDATES

There are three critical questions that need to be answered about each candidate:

**Can the candidate do the job?** Does the candidate have the experience, competency, and education for the position?

**Will the candidate do the job?** Will the candidate be motivated to use these skills and knowledge (an attitude issue)?

**Does the candidate's style match our culture?** Will the candidate's personality and behavior harmonize with our environment?

Using the Competency Comparison Chart

Candidates' abilities, i.e., "can dos," may be compared using the Competency Comparison Chart following. The categories on the chart are the Key Result Areas (p. 18-20) used throughout this workbook.

If the selection committee chair and staff/consultant decide to use the chart, it should be adapted for local use. It can be adapted by:

- rearranging the result areas in the first column according to the priorities established by the library board and staff, and listing the result area receiving top priority first; or
- entering the priority rankings as the "point value"; and,
- revising the competencies listed under each to fit local needs. See Key Result Areas (p.18-20) and for larger libraries, "Top Management Team Competencies for Public Libraries" (p. 68-72); or for smaller libraries, “Managerial Competencies for Small and One Person Libraries,” (p. 73-75).

Once the chart meets the specific needs of your organization, staff prepares copies for the interviews. The interviewers assign ratings for each of the candidates to be interviewed using:

- **A** = excels
- **B** = meets criteria
- **C** = meets most criteria
- **D** = does not meet criteria

The ratings should be based on candidates' applications, resumes and reference checks. Later, after each candidate is interviewed, the interviewers review their pre-interview ratings.
## COMPETENCY COMPARISON CHART

<table>
<thead>
<tr>
<th>Result Area</th>
<th>Candidate #1</th>
<th>Candidate #2</th>
<th>Candidate #3</th>
<th>Candidate #4</th>
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<tr>
<td>Fiscal Management</td>
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<td>Budget Control</td>
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<td>Financial plan</td>
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<tr>
<td><strong>Point value:</strong></td>
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<td>Planning</td>
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<td>Coordination; Monitor</td>
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<td>progress; Vision</td>
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<td>Board Relations</td>
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<td>Materials &amp; services meet needs; Evaluation</td>
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<td>Work with government officials; Marketing</td>
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<td>Participation in community</td>
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<td>Organization of work units; Atmosphere for trust, cooperation; Promotion of organizational values &amp; mission</td>
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<td>For services, programs, resources; Report to governmental units</td>
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<td>Time management; Efficiency; Commitment to professional growth</td>
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Using a Candidate Comparison Chart

The president of an executive recruiting firm says these three factors - **Can Do, Will Do, Style Fit** - must be measured for the best executive match. He reports that 85 percent of all executives who leave jobs do so because of “style” and "fit in" factors, rather than "can do" factors. Unfortunately, most interviews focus only on "can do" factors. Unfortunately, much of the selection process focuses on "can do." The interviews, informal meetings, and staff input are sources for impressions of "can fit" indicators.

Use the Candidate Comparison Chart below, after the interviews. Compare the candidates, awarding 1 to the candidate rated highest in each category, 2 to the candidate rated second highest, etc. Ties are acceptable, but not preferred. Use totals for comparison.

Hiring decisions are not made based on any numerical rating. But the comparisons these numbers provide may make it easier to view the candidates more objectively.

**CANDIDATE COMPARISON CHART**

<table>
<thead>
<tr>
<th>Key Questions</th>
<th>Candidate #1</th>
<th>Candidate #2</th>
<th>Candidate #3</th>
<th>Candidate #4</th>
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<tr>
<td><strong>Can Do</strong></td>
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<td>Experience</td>
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<td><strong>Will Do</strong></td>
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<td>Motivation to apply the can do</td>
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<tr>
<td><strong>Style</strong></td>
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<td>Matches our library environment</td>
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<td><strong>Total</strong></td>
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A staff member should prepare a packet of library information for the chair or staff consultant to mail to each candidate in advance of the interview. The candidates expect openness and a free sharing of information, so share all pertinent management material. Acknowledgement of organizational deficiencies will not discourage potential candidates who fit the selection committee's director profile. Candidates need to understand conditions and past experiences as they assess their capabilities to do the job. The two-way nature of selection must constantly be kept in mind.

Advance information about the library and community and/or area helps the candidates to be realistic about their interest and abilities, as they consider the position. It is less time-consuming and more economical to have these judgments made in advance.

The material prepared in advance should accompany the letter to candidates confirming their interview schedule. Packets should include the following:

1. Personnel policy
2. Job description (p. 64)
3. Planning documents, including mission statement
4. Library assessment report including description of services, programs, etc.
5. Current budget
6. Staff and board roster
7. Community data (usually available from the Chamber of Commerce)
8. Board minutes and committee reports of past few months
9. Composition of selection committee (where applicable)
10. Most recent annual report
11. Bylaws
12. Newspaper
13. Library newsletter
14. Last report of governing authority
INTERVIEWING CANDIDATES

Who Does What: Committee Chair
- Contact each candidate the committee has selected and schedule the interview. Schedule interviews so that candidate visits do not overlap. (Can be delegated to Committee Staff Person or Consultant.)
- When the interview schedules are confirmed, notify the committee members of the arrangements. (Can be delegated to Committee Staff Person or Consultant)
- Presides at the interview meetings.
- Determine which of the candidates’ interview expenses, such as airfare, mileage, lodging, meals etc., the library assumes.

Who Does What: Committee Staff Person or Consultant
- Assists in clarifying issues and providing professional insights to the committee.
- Provides, to the candidate, feedback that is not confidential.
- Provides reimbursement forms at the time of each candidate’s interview.
- Oversees or coordinates logistics for candidates’ visits.

Who Does What: Selection Committee Members
- Consider having the interview team enlarged to include: staff representatives, et al, President of the Friends group, major donor to the library, regional library director.
- Arrange for each candidate to meet influential community leaders, board members, and selection committee members who may be unable to attend the formal interview (possibly at a breakfast or luncheon meeting).
- Make arrangements for candidates to visit the community (schools, shopping centers, housing, etc.).
- Consider sponsoring an informal social event for each candidate during a late afternoon or early evening. Invite board members, library staff, and others determined by the board and library staff.

Who Does What: Library Staff
- Make housing arrangements in a convenient, comfortable hotel.
- If assigned, arrange meetings for the candidate with staff and assist with special requests.

Note: All informal meetings (library staff, board members, etc.), community visits, and data gathering should be completed before the formal interview. This provides the candidate with information to use during the interview.
Interview Meetings

The purpose of an interview meeting is to conduct thorough and probing interview(s) in a comfortable and relaxed setting that facilitates questions and responses, tests assumptions, and shares information.

Selection committee members are expected to attend the interviews of all candidates. In addition to the selection committee and the candidates, other attendees at each interview meeting would be those invited by the selection committee to serve on the interview team and the committee staff person or consultant (optional).

The agenda includes the following in the order given:

1. Review of reference checks, flow of interview and procedures for asking questions
2. Candidate arrival
3. Introductions
4. The interview
5. Candidate excused
6. Follow-up discussion

Flow of the Formal Interview

The setting and dialogue should be comfortable and relaxed.

The interview provides the opportunity for the candidate and committee members to raise questions, test assumptions, and share information. It is a mutual learning experience. No information should be withheld which is of value to either party.

The Committee Chair is responsible for keeping the session focused and on target.

It is appropriate for committee members to take notes. Use the rating form.

1. Prior to the candidate's entrance, the committee should share the results of their reference checks. This information should be used during the interview, keeping the sources confidential. Decide who will ask which questions and in what order.

2. Begin the interview session with introductions. Make everyone feel comfortable (a tentcard with each interview team member's name may be helpful to the candidate).

3. The Committee Chair opens with questions, such as: "Everyone on the committee has had an opportunity to review your application and/or resume. But why don't you start us off by highlighting your significant career successes?"
4. Make every effort to ask each candidate the same questions. Avoid questions that cannot be legally asked.

Four Common Interview Errors

1. Talking too much. The best rule of thumb is 80% for the candidate and 20% for the interview team.

2. Jumping to conclusions. Keep first impressions as first impressions, guesses as guesses, hunches as hunches.

3. Interviewing too many candidates (three or four is maximum) or spreading the interviews out over a long period (who can remember important details after one week?)

4. Halo effect. Don’t let one very positive (or negative) quality, impression or comment overshadow the others.

Suggested Questions to Ask Candidates

Remember that past behavior is the single best predictor of future behavior. Questions should be phrased so candidates talk about real experiences instead of hypothetical situations. Be sure to probe the key abilities your committee has determined as being most important for your new director.

After asking a question, allow the candidate thinking time. Silence is OK. If the question isn't answered, or the response is incomplete, follow up. Ask it again. And develop your own questions. Be careful to ask the same questions of all candidates.

Possible Opening Questions:

Select some of the following questions to help the candidate relax and adjust to the interview setting.

1. What is your understanding of the mission of the library?

2. Why are you interested in this position?

3. What did you do to prepare for this interview?
4. What aspects of your current job do you like most? Least?

5. What do you consider your greatest strengths? Areas needing improvement?

**Behavioral Questions:**

6. Have you ever been faced with an unbalanced budget? What was your situation? What did you do?

7. Have you ever disagreed with a board decision? What were the circumstances? How did you act?

8. Have you ever fired an employee? Describe the situation. How did you handle it?

9. Describe experience you have had in planning library space use or building design.

**Ending the Interview:**

Near the end of the interview, give the candidate an opportunity to ask questions of the committee:

"We've been doing the questioning for some time. It is appropriate for you to have some time. Are there questions you have of us?"

When the interview is almost concluded, it is appropriate to ask the candidate questions that determine his or her interest in the position, to explore any doubts, and to explain the next steps. Try this: "If you were to be offered the job, is there additional information you would need in order to make a decision?"

Thank and excuse the candidate.

**After the Interview:**

The committee members remain. They may or may not discuss briefly their initial impressions. Each interviewer should review their earlier assessments of each candidate’s competency (see Competency Comparison Chart, p. 40). It is important not to commit to any particular candidate, and that no conclusions be shared until the final interview is completed.

When all interviews are finished, each interviewer should compare the candidates, using the Candidates Comparison Chart, (p. 41). Do this prior to full discussion and decision making.
CLOSING THE SELECTION PROCESS

It's been a long process, probably three or more months. But now is not the time to rush things. If there is time for careful consideration, the committee should remain after the final interview to select the preferred candidate and alternate(s). If not, schedule another meeting within the next day or two.

Decision Process

Committee members may have begun to develop favorite candidates; now is the time to share and listen, then make the best possible decision.

1. Each committee member shares the Competency Comparisons (p. 40) and the Candidate Comparison Chart (p. 41). The committee focuses objectively on each candidate.
   a. It may be useful to put the statistics on a flip chart.
   b. There will likely be more similarity than disagreement.

2. Ask all members to share briefly their impressions of each candidate--not identifying a preferred choice, just overall impressions. If staff and/or those attending informal meetings with the candidates are being asked for input, this is the time to add those impressions. The purpose is to share and listen before anyone makes a commitment.

3. Consensus will likely begin to occur.

4. Following discussion and questions, a first choice will probably emerge. Reach unanimous agreement if at all possible.

5. Determine a second choice, if possible, in case the preferred candidate declines. The committee may wish to delay notifying the second choice until an acceptance is received from the preferred candidate.

6. Depending upon qualifications, you may have a third choice. It is important to advise the other candidates promptly that they have not been selected.

Don't Delay

A delay in making your decision could cost you a good director. He or she could be offered another position while you struggle through your decision making. Keep it moving.
The Offer

1. **Starting Salary**
   - The offer is expected to be within the advertised salary range.
   - Expect to pay the market price for the best person; excellent directors are never available at bargain prices.

2. **Starting Date**
   The new director will have to give at least a month's notice. Perhaps six to eight weeks. That's only fair, and the way you would want to be treated.

3. **Special Benefits**
   Some special considerations may be necessary.

*Be sure the starting salary, starting date, and special benefits are detailed in the Letter of Agreement (p. 63). If not, confusion and misunderstanding may result.*

**How Long to Wait for an Answer**

It is fair for a candidate to take a few days to think about your offer. He or she may want to visit your community again, look at housing, talk with the family, etc. However, it is totally unacceptable to delay the decision while waiting for another offer.

If the candidate asks for a delay, ask for a specific time for an answer. Remember, the alternate candidate is waiting.

**Get a Turndown?**

If, in the committee's view, the candidate far exceeded the others, he or she may be worth pursuing further.

Ask why the offer was turned down. Listen carefully. If there appears to be any opening, suggest a return visit. Be sure the spouse comes along. Sometimes turndowns are related to family situations or other resolvable issues.

Don't increase the offer immediately; but you may need to reconsider the salary and benefits package.
Who Negotiates?

Negotiating with the new director is the responsibility of the board chair or the selection committee chair. If a negotiating problem develops, the staff person or consultant may be helpful in facilitating communication. The selection committee should provide guidance by setting the parameters.

Letter of Agreement

Consider whether a letter of agreement (p. 63) or a contract approach is better.

When a telephone agreement is reached, the board chair should send the candidate an original letter of agreement and a photocopy. The candidate should sign the copy to indicate agreement and return it to the board chair.

Board Ratification

Boards ratify the committee's decision. The best process is to secure the new director's acceptance first. If the offer is contingent upon board ratification, tell the candidate.

If the board is not meeting within a week, call a special board meeting. Distribute copies of the resume and have selection committee members attend to share their reasons for supporting the decision.

That should do it.
SAMPLE JOB LISTINGS

LIBRARY DIRECTOR. Position available for library director of the "Your Name" Regional Library, headquartered in "Your Location". The Regional Library serves libraries and bookmobile stations in 7 western counties. "Your Town" is the home of 4 institutions of higher learning. Population: 77,982. APPLICANTS MUST HAVE an MLS from an ALA-accredited program and 5 yrs.' public library experience, including 2 yrs.' supervisory/administrative experience; must have strong communication and public relations skills; must be familiar with rural public library systems and be able to interact with local librarians, local library boards, and local and state public officials; and have knowledge of and experience with library automation. Annual salary: $32,148. Retirement and health benefits. Send letter of application, resume, and 3 professional references to _____. Open until filled.

DIRECTOR OF "Your Name" COUNTY LIBRARY SYSTEM. "Your Location". Beginning salary approximately $50,500. "Your Name" County is recruiting for a library director who will direct and oversee the operations of 9 branches and the activities of 85 employees which serve a population of over 175,000. Construction of a new 48,000-sq. ft. central library to be completed early 1997. Annual budget approximately $2.5 million. Director reports to a 9-member board. REQUIRES an ALA/MLS and at least 9 yrs.' professional library experience with at least 5 yrs.' experience at the administrative level; prefer some experience at the director level; requires eligibility for state librarian professional certificate. Submit letter of interest, complete resume, and the names of 3 professional references. Application deadline: May 15. Apply: County Job Service. EOE.

LIBRARY DIRECTOR. "Your Name" Library System, headquartered in "Your Location", is seeking a leader to enthusiastically build support for library within the community for appointment in September upon retirement of current director. Renowned for its natural beauty and recreational opportunities, historic County attracted over $1 billion in rural industrial development in 1995. Serving a suburban and rural population of over 130,000 through 5 outlets, 4 in new or remodeled facilities, the library has an annual budget slightly over $1 million, employs 25 FTEs, owns 90,000 volumes, and annually circulates 300,000 items. State-of-the-art Ameritech/Dynix automated system will be online mid-1996. Expect major building project within 5 years. MINIMUM QUALIFICATIONS: MLS from an ALA-accredited program, 5-7 yrs.' professional public library experience with last 3 years in administration (CEO preferably). Experience with library computer technology and strong administrative skills required; facility planning desirable. County residency required. Salary range $38,546-$53,962; hiring range up to $40,473 depending on qualifications. Excellent benefits include paid vacation, sick leave, health care (including dental), and retirement plan.
Submit letter of interest, resume, and 3 professional references to: Personnel Director, County Personnel Dept. First consideration given to applications received by June 3. County is an AA, EOE, ADA employer.

LIBRARY DIRECTOR for "Your Name" (City) Public Library serving a population of 22,000, with book collection of 57,000 volumes and an annual budget of $370,600. To build on a growing program, board desires a progressive person with skills in PR, personnel, budgeting, and computers. MINIMUM QUALIFICATIONS are MLS or equivalent education/experience with 2 yrs.' experience (some supervisory preferred). Salary $30,000-$35,000 with standards benefits. Send resume and 3 references by May 15 to: Search Committee, Public Library. The City is an affirmative action, equal-opportunity employer.

LIBRARY DIRECTOR for the "Your Name" "Your Location" was recently ranked #10 of the fastest growing towns "Your State". The main library and one branch serve a population of 15,000 residents with circulation nearing 200,000/year. The library has a newly installed automation system, is beginning public Internet access, and has a building project in progress. POSITION INVOLVES: Experience in current library service technologies and automation, personnel administration, budget management, innovative library practices, and community relations.

QUALIFICATIONS: MLS degree from an ALA-accredited program and 5 years of professional library experience, including supervisory responsibilities. Salary $33,000 and up, plus benefits depending on experience. Review of applications begins immediately and will continue until position is filled. Send letter of application, resume, and 3 letters of reference to: President, Board of Trustees

LIBRARY DIRECTOR. "Your Name" Public Library, a city-county library system with 18 library locations and outreach services in "Your Location", is seeking applications for the position of library director, has an FTE staff of 243.75 and an annual budget of $13,444,930. The library is funded jointly by the city and county. City-County is a multicultural and diverse community in an area of rapid population growth. Major renovations at 2 sites and a new branch library are planned in the coming year. THE IDEAL CANDIDATE WILL HAVE an extensive professional library background including a minimum of 5 yrs.' administrative/management experience. THIS POSITION REQUIRES an MLS degree and is responsible for all phases of the Public Library operation. Salary range $57,175-$94,925 with an excellent fringe benefits package. Applications accepted until position is filled. Send letter of interest and resume with 3 references to: Director, Human Resources Dept. Phone ______ to request brochure and application package. AA, EOE.

APPENDIX
WHERE TO ADVERTISE A JOB LISTING

In addition to listing your job with your local government human resources office and in your local newspapers, you will want to send the listing to your regional public library and multicounty, multitype system. Check for costs before submitting the job listing. The following are additional suggestions:

American Libraries, "Career LEADS," c/o American Libraries, 50 E. Huron St., Chicago, IL 60611: Classified job listings published in each monthly issue of American Libraries magazine, listing some 100 job openings grouped by type, plus "Late Job Notices" added near press time as space and time permits. Classified ads received by the 5th will appear in the next month's issue. Ads received after the 5th may be placed in the Late Jobs section as space and time permits. Call 800-545-2433, ext. 4214, or ext. 4211.

Library Journal (published 20 times a year) and Library Hotline (weekly), publications of Cahners Publishing Company, both carry classified job listings. Special combination rates are available. Contact Library Journal, 249 West 17th Street, N.Y., NY 10011, or call (212) 463-6774 or fax (212) 463-6536.

MLA Newsletter. MLA publishes ten issues of the newsletter each year; job postings are often listed. Contact the Minnesota Library Association (MLA), 2324 University Avenue West, Suite 103, St. Paul, MN 55114, or call (612)641-0982; fax (612)641-1035; or mmla@augsburg.edu.

Some job notices are published in Minnesota Libraries News newsletter as space and lead time permit. Contact Darlene Arnold, Library Development and Services, 440 Capitol Square Building, 550 Cedar Street, St. Paul, Minnesota 55101, or call (612)296-2821, or fax (612)296-5418.

Newspapers: The classified advertisements in the Minneapolis, St. Paul and local newspapers, particularly the Sunday editions, are helpful.

Internet/electronic lists. Numerous listservs on Internet contain position announcements. PUBLIB is one which may be appropriate. Consult with your library staff.

The University of Illinois has developed an excellent tool on the Internet for listing/locating professional library positions in the United States and worldwide. The user is allowed to search the database on a number of criteria including geographic location. Job Search, GLSIS Placement Online, Graduate School of Library and Information Science, University of Illinois. Telnet: alexia.lis.uiuc.edu or 128.174.4.5. The login is jobs. Web address: http://carousel.lis.uiuc.edu/~jobs/

In Minnesota, Metronet, the multitype system serving the metropolitan Twin Cities, includes a job database on its World Wide Web, which can be accessed at: www.metronet.lib.mn.us. Contact Metronet, 2324 University Avenue West, Suite 116, St. Paul, Minnesota 55114, (612) 646-0475, Fax (612) 646-0657; info@metronet.lib.mn.us
Sample Letter: To Selection Committee Members

If used, it should be typed on letterhead and sent prior to the First Committee Meeting.

Date

Name
Street Address
City, State, Zip

Dear :

Thank you for agreeing to serve on the Director Selection Committee. Our assignment is to secure the most capable director possible for our library.

Our first meeting is scheduled for (date), (time), at (location).

This initial meeting will launch the selection process and will center on:

1. Key focus areas of the library.  
2. Minimum qualifications for all candidates.  
3. Salary range.  
4. Future meeting dates.

In preparation for this first meeting, it would be very helpful if you would complete two enclosed forms: (1) Major Challenges Facing Our Library; and (2) Key Result Areas and Qualifications. Please try to return these forms to me by (date) or bring them to the meeting.

Also, please study the other enclosed materials; bring them with you to the meeting and be prepared to share your thoughts. Your advanced efforts will help smooth the path ahead.

Sincerely,

s/s

Committee Chair

Enclosures: Major Challenges Facing Our Library  
Key Result Areas and Minimum Qualifications
Sample Letter: To References Submitted by a Candidate

As applications are received from candidates who meet the minimum criteria this letter should be typed on letterhead, signed by the committee chair or the committee staff person or consultant, and sent to each reference listed in the applications.

Date:

To:

From:

Regarding:

(Name of candidate) has applied for the (position title) of the (library name) and has listed you as a reference.

Would you please complete the attached reference form and return no later than (date two days before the second committee meeting)?

Your complete and earnest response will be shared with our selection committee and will be most helpful in determining those candidates who will be given serious consideration.

I have enclosed a job listing to help you understand the requirements and responsibilities of the position. A stamped, self-addressed envelope is also enclosed for your use.

Thank you for your assistance. Your comments will be kept in the strictest confidence.

Sincerely,

s/s

Committee Chair

P.S. If this candidate is selected for a personal interview, a member of the selection committee may call you for additional information.

Enc:  Job Listing
    Confidential Reference Form
    Stamped return envelope
Sample Letter: To Selection Committee Members Prior to Their Second Meeting.

This should be typed on letterhead and mailed out in advance of the meeting and should be signed by the committee chair.

Date

Name
Address
City, State, Zip

Dear :

The Director Selection Committee will meet again on (date), (time) at (location). The meeting should last approximately two hours. Our primary objective will be to identify candidates to be considered seriously for (position title).

I am enclosing copies of all the resumes and references received to date. Please review these prior to the committee meeting and separate the candidates into three groups:

   A = Meets criteria.
   B = Meets most criteria.
   C = Does not meet criteria.

I look forward to seeing you on (meeting date) at (location).

Sincerely,

s/s

Selection Committee Chair

cc: Staff person or Consultant

Enclosures: Resumes and References
Sample Letter: To Selection Committee Members Confirming Interview Schedule

To be typed on letterhead and signed by the committee chair (preferably) or the committee staff or consultant.

Dear :

(number of) candidates have been selected for the committee to interview. Each appears interested.

Please reserve the following times:

(candidate's name) for (time), (date), and (location)
(candidate's name) for (time), (date), and (location)
(candidate's name) for (time), (date), and (location)

As a reminder, the committee has agreed that each of its members must personally interview each candidate if that candidate is to be part of the final selection. If you are unable to make the formal interview, please contact (staff person hosting the candidates) to make arrangements for a personal visit.

Please complete personal reference checks, prior to the interviews. The results will be shared prior to meeting the candidates.

Arrangements have been made for each candidate to spend time with some library staff members, view the facilities, and tour the community. A packet of library material has been sent to each candidate for advance study.

The goal of each interview is to:
- Find out as much as possible about each candidate.
- Learn the candidate's perceptions of the library, what challenges he/she sees ahead, and what the library could be doing to further growth.
- Impress on them desirability of working for the library
- Determine how each candidate matches our director profile.

Please plan to remain immediately after the interview of the last candidate to determine if the committee is ready to make a decision.

Please contact me at (_____ ) if you have any questions concerning the interviews.

Sincerely,

s/s
Selection Committee Chair

cc: Staff person or Consultant
**Sample Letter: To Those Identified as Possible Applicants**

This should be typed on letterhead and sent at the beginning of the selection process by the committee chair (preferably) or the staff/consultant.

Date

Name
Street Address
City, State, Zip

Dear : 

The (name) Library is seeking a (position title). You have been identified as one of the people having the qualifications to lead our library. I believe the position offers an unusual opportunity for professional leadership and service.

A profile of our library is enclosed, along with some information concerning the position and our selection process.

If you are interested in being considered for this position, please send me an appropriate application letter, a current resume, and a list of at least six references. The final date for receiving these is (date).

If you need additional information, please feel free to contact me.

Sincerely,

s/s

Committee Chair

Enclosure: Library Profile
   Director Job Listing
Sample Letter: To Applicants Who Meet the Minimum Criteria

Such letters should be typed on letterhead and sent as each application is received and the applicant is judged to have met the minimum criteria. They are signed by the committee chair (preferably) or the staff/consultant.

Date

Name
Street Address
City, State, Zip

Dear : 

Your resume and application letter for the (position title) of the (name) Library have been received. We appreciate your interest.

The selection committee will review your application and resume and may decide to begin contacting your references. Also, the committee may contact previous supervisors and peers to research your job performance.* If you do not agree to this reference checking process, please let me know immediately.

The Committee has developed the following schedule for filling the (position title).

- Final date for receiving resumes: (date)
- Decision made on who will be interviewed (date)
- Interviews completed and decision made: (date)
- New director on the job (date)

We will keep you informed of our progress. Meanwhile, please contact me if I can provide any additional information.

Sincerely,

s/s
Committee Chair

Enc: Library Profile

*Optional
Sample Letter: To Applicants Who Do Not Meet Minimum Criteria

This should be typed on letterhead and mailed to applicants as their resumes are received and judged not to have met the minimum criteria set by the committee. They are signed by the committee chair (preferably) or the staff/consultant.

Date

Name
Address
City, State, Zip

Dear:

Your resume and application letter for the (position title) of the (name) Library has been received. We appreciate your interest.

After studying your application, the Selection Committee has determined that your experience does not match our needs at this time. I have enclosed a copy of the position profile that will give you additional information and help explain the committee's decision.

Again, thank you for your interest in the (name) Library. We wish you the very best in your career pursuits.

Sincerely,

s/s

Committee Chair or
Library Staff/Consultant

Enclosure: Director Position Profile
Sample Letter: To Those Who Meet the Minimum Criteria but Are No Longer Being Considered.

This should be typed on letterhead and sent by the committee chair (preferably) or staff/consultant when the candidate is no longer under consideration.

Date

Name
Address
City, State, Zip

Dear :

The Director Selection Committee of the (name) Library has worked diligently and determined that there are several candidates who we believe best meet our director requirements. I am sorry to inform you that you were not chosen for further consideration. Please understand that you were among many highly qualified candidates, and your achievements, skills, and personal qualities made our choice a most difficult one.

We thank you for your interest in our library and wish you the best in your career.

Sincerely,

s/s

Committee Chair
Sample Letter: To Candidate Scheduled for an Interview

This should be typed on letterhead and sent after the decision is made to bring in a candidate for an interview. It should be signed by the committee chair (preferably) or staff or consultant.

Date

Name
Address
City, State, Zip

Dear :

The members of the Selection Committee are looking forward to your visit for an interview. We appreciate your interest in our library. I am enclosing a packet of information about the library, community and area.

Your interview is scheduled for (date), at (time), at (location). I am also enclosing an itinerary for your visit. If this schedule poses any problems, or if you have any questions prior to the interview, please contact me at (phone number, email, fax).

Sincerely,

s/s

Committee Chair

Enclosure: Final Candidates Packet
Itinerary
Sample Letter: To Interviewed Candidates Who Do Not Get the Job

This should be typed on letterhead and sent to the unsuccessful applicants once final selection is made. The committee chair should sign it.

Date

Name
Address
City, State, Zip

Dear:

On behalf of the (name) Library Director Selection Committee, I want to let you know that (name of candidate who accepted the job) has accepted the job as (name of position) of our Library and will begin work on approximately (date).

You and the other candidates made the choice a difficult one. Our committee enjoyed our interview with you and we noted your outstanding qualities, skills, and past successes.

We thank you for considering the position and spending time with us.

We wish you the best in your career.

Sincerely,

s/s

Committee Chair
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 of 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)

**Special Benefits**  
(List here any special arrangements made as part of the employment agreement. These include househunting 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.

APPENDIX
JOB DESCRIPTIONS

Each library should base the specific format and content of its job description on its unique needs and on the policies and regulations of its parent organization. A job description should:

- satisfy most of the immediate job information needs of anyone recruiting, selecting, or orienting a prospect for a particular job;
- inform applicants of the location, skills/education/experience needed, and general activities and responsibilities of the job; and,
- provide the basic job information needed for job evaluation, affirmative action and EEO reporting, and individual development planning.

A good job description contains:
- Job title
- Location of the job
- Job summary
- Job duties and responsibilities
- Job requirements:
  - Knowledge
  - Skills
  - Abilities
  - Minimum qualifications

A word of caution:

The job description of the exiting director should not be used without reviewing it in connection with the first selection committee meeting discussion of goals and challenges and determination of key result areas and minimum qualifications needed (p. 18-21). If the selection committee develops a job description for the director, they determine what is needed now, then that job description should be reviewed with the job incumbent shortly after that person's arrival. This will permit possible revision so that the job description provides accurate job information needed for job evaluation.
CHECKLIST FOR THE EXITING DIRECTOR

A library director who leaves a position should accept the responsibility for maintaining continuity in the library's administration during the period of transition.

In some cases, items on this list are managed by other staff members. If this is so, leave written instructions identifying whom to see for what.

The director, in addition, may oversee the compiling of the packet for final candidates.

DATE COMPLETED

FISCAL MANAGEMENT
1. Arrange for a complete audit of the books.

2. Make sure all bills are paid.

3. Mail a detailed list of all accounts payable

4. Develop a complete fiscal file, including:
   - Past year's budget
   - Present budget
   - Proposed (next) budget
   - Latest operating statement
   - Balance sheet

5. Document any outside fiscal commitment and other sources of revenue.

BOARD OPERATIONS
6. Organize a set of board minutes for the years you have been director.

7. Update a complete board roster, including names, business position terms, addresses and phone and fax numbers, e-mail, addresses.

8. Organize a set of minutes of each committee for which you have had responsibility during past two years.

9. Update a complete roster for each committee, including names, business position, home and business addresses, and phone numbers.
10. Organize the charge and charts of work for each committee to which you have provided staff leadership during the past two years.

GENERAL MANAGEMENT

11. List all library documents and their location, such as:
   - Articles of incorporation, bylaws, etc.
   - Ownership papers (building, vehicles, property, etc.)
   - Loan and other bank papers
   - Insurance policies
   - Tax reports and rulings
   - Agreements

12. Organize all written policies of the board.

13. Organize a set of procedures for all areas of operation, such as:
   - Purchasing
   - Building operation
   - Program operations
   - Record keeping systems

14. Organize a complete inventory of all library owned equipment.

15. Organize long range planning documents and progress reports.

16. Prepare a comprehensive memorandum to the new executive covering the status of all current programs and projects with evaluations and recommendations. Include the names, phone numbers, etc., of the key people involved in each program and project.

17. Bring program reports up to date for annual report and provide latest program reports.

18. Prepare a calendar for the next six months to includes items such as:
   - board and other meetings
   - special events
- major programs activities
- budget meeting
- a schedule of professional and library related meetings
- important community/regional events.
- reports, applications deadlines

PERSONNEL
19. Update the personnel file for each employee, including:
   - job descriptions and performance standards
   - performance appraisal records

20. Document the staff chart of the organization showing all lines of authority.

21. Develop a "who does what" list, i.e., who keeps the library running list.

COMMUNITY RELATIONS
22. Document key community, area and regional organizations and resources of importance to the library including the names, phone numbers, etc., of the contact people.

23. Document names of key community leaders (elected officials, government staff, service and business organization heads), and any relationships important to the library.

24. Prepare a confidential memo covering the community/area climate - political, racial attitudes, economic situation, religious attitudes, etc.

PROFESSIONAL COMMITMENTS
25. Compile a list of professional and networking organizations with names, etc., of contact persons of interest to library.

26. Outline library's place and relationship to others in the state.

FINALLY...
Leave for your new position feeling good about how you left this one!
1. **LEADERSHIP ABILITIES AND ATTITUDES:** Taking initiative, making things happen through the effective action of others.

**Vision-Future**
- Takes initiative to accomplish something, such as identifying and solving problems, overcoming obstacles, achieving goals, pursuing opportunities, doing things better.
- Establishes and maintains an organizational culture which encourages staff to develop their maximum potential.
- Recognizes changes in the economic and political environment that mandate change in the library.
- Initiates, implements, and manages change.
- Develops original and successful approaches, i.e., is innovative.
- Develops a shared vision which builds on the past and present of public library service and looks to the future.
- Understands and promotes the library's role within the larger governmental organization.

**Develops Staff**
- Coordinates activities of individuals and groups toward accomplishment of meaningful goals.
- Ensures that activities are provided to prepare staff for management functions using appropriate techniques such as coaching, counseling, and shared responsibility teams.
- Establishes a staff development program.
- Demonstrates respect, confidence, and trust in employees by allowing them to fulfill responsibilities with little or no intervention.
- Values and respects ideas of others.
- Encourages creativity and supports risk-taking.
- Accepts or shares responsibility as appropriate.
- Uses appropriate leadership and interpersonal styles to effectively guide individuals and groups toward task accomplishment.
- Creates an environment in which staff are committed to service concepts and policies and are recognized for accomplishing services and goals.
- Recognizes and uses the attitudes, behavioral styles, and personal traits of others to build a work team.
- Organizes activities for staff to learn and practice a variety of group process techniques such as building teams, managing projects, conducting meetings.

2. **ADMINISTRATIVE ABILITIES:** Structuring one's own activities and those of others; coordinating the use of resources to maximize productivity and efficiency.

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**APPENDIX**

Personnel

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• Selects the best qualified applicant for the job.
• Evaluates regularly the performance skills, knowledge and potential of employees based on standards.
• Uses constructive feedback to improve or maintain performance.
• Terminates employees based on objective performance criteria.
• Serves as a buffer between those in positions above and below one's own organizational level.
• Develops and administers personnel policies and procedures.
• Deals with personnel consistently and fairly.
• Interprets local, state and national laws and regulations concerning personnel, e.g., workers compensation, equal employment opportunity, social security, retirement plans.

**Planning and Budgeting**

• Uses appropriate planning techniques.
• Develops and communicates mission, roles, and functions of the library.
• Develops library services appropriate to the community.
• Sets challenging yet achievable goals and objectives.
• Develops and communicates written policies.
• Understands taxing and funding for public libraries.
• Uses cost analysis techniques.
• Prepares a budget to implement the goals and objectives of an organization.
• Negotiates and defends budgets with funding authorities.
• Selects appropriate strategies and techniques based on priorities to meet budget constraints or changes in funding.

**Operations**

• Recognizes the need for change in organizational structure.
• Implements plans and organizational changes.
• Develops strategies, tasks, and schedules to meet goals and objectives.
• Sets organizational priorities.
• Selects management structure appropriate to the activity.
• Allocates resources (material, financial, personnel).
• Administers a program within a budget.
• Integrates external policies and administrative regulations, e.g., A.D.A., civil service.
• Develops contract specifications and monitors contract compliance.
• Plans, conducts, and participates in meetings so that the collective resources of the group members are used efficiently and effectively.
• Committed to meeting performance standards, (such as output, service, individual).
• Assures that good and timely decisions are made at the appropriate level.
3. KNOWLEDGE AND SKILLS SPECIFIC TO PUBLIC LIBRARIES AND THEIR ROLE IN SOCIETY: Applying the technical knowledge and political skills needed to do the job, including competence in library and information management, familiarity with information policies and practices, and including political skills for integrating the library with other appropriate organizations and dealing successfully with political and governmental officials.

Professional/technical knowledge and abilities

- Is committed to the mission and direction of public library service.
- Is committed to intellectual freedom.
- Is committed to guaranteeing access to information for all people.
- Understands the basic technical functions of public librarianship (i.e., reference service, cataloging, collection development, etc.).
- Has basic knowledge of the technologies that have impact on library operations and services.
- Has knowledge of the historical development and trends in libraries and can relate this information to present situations and future planning.
- Has knowledge of the history and philosophy of the public library movement, including the legal basis for and laws and regulations affecting public libraries.
- Understands the roles and responsibilities of library board members and develops the board to make effective decisions in policy, planning, and financial issues.
- Keeps up-to-date with conditions, developments, and future trends in the library and information field.
- Understands the resources available via state, national and international library networks.
- Understands and is able to use social science research methods to support the decision making process.
- Participates in professional activities and associations by attending meetings, conferences, educational activities, etc., by reading professional literature, and by being active in state and national professional associations.
- Is committed to own professional growth and development, i.e., establishes career goals that maximize personal productivity and fulfillment and build on strengths and minimize weaknesses.

Political/Negotiating Skills

- Lobbies effectively for libraries with national, state, and local officials.
- Establishes cooperative working relationships with local government departments.
- Develops and maintains cooperative working relationships with government officials.
- Prepares the library board for its role in representing the library and lobbying.
- Negotiates and maintains effective relations with unions.
- Understands accountability to the general public (i.e., taxpayers).
- Relates library needs and goals to those of funding officials and agencies.
- Understands various organizational structures, funding and governing patterns.
- Recognizes decision making patterns and authority.
- Negotiates the best possible resources for the library in any given situation.
Community Involvement
- Is committed to public service including a commitment for the library to share, cooperate, and collaborate with other educational, cultural, and social agencies serving the community.
- Is committed to planning and implementing library services based on the needs of people of diverse backgrounds and interests.
- Understands the flow, use, and value of information in society as a whole and relates the role of libraries to this.
- Recognizes and articulates common interests among diverse organizations and agencies.
- Recognizes connections for libraries with other organizations and agencies and capitalizes on them.
- Articulates to staff the need and ways to be involved in the community.
- Represents the library enthusiastically to the community.

Fund Raising Skills
- Articulates a vision of the library to prospective donors.
- Utilizes fund raising principles and techniques.
- Has effective public relations skills to actively pursue funding.
- Involves staff effectively in fund raising.
- Develops a strategic fund raising plan.
- Uses Friends of the Library effectively in fund raising effort.
- Develops and writes proposals for state, local, federal and private funds.

4. COGNITIVE SKILLS/ABILITIES: Processing information effectively to learn new material, identify and define problems, and make decisions. How a person thinks and analyzes.
- Recognizes and utilizes own learning and problem solving styles.
- Learns quickly.
- Uses complex and abstract concepts and recognizes subtle relationships and new patterns in information.
- Anticipates and identifies problems, their possible causes, and alternative strategies or solutions.
- Works with ambiguous situations.
- Draws accurate conclusions from financial, statistical, and numerical materials.
- Uses mathematical and statistical techniques to manipulate data.
- Defines parameters of and undertakes risks.
- Organizes systems and functions in a logical manner.
- Makes decisions, on a day-to-day basis, within the framework of organizational mission, goals, and objectives.

5. INTERPERSONAL ABILITIES: Interacting with others.
- Demonstrates confidence in self and others.
- Is persuasive.

APPENDIX
Develops and maintains cooperative working relationships with staff.
Establishes trusting relationships with staff members.
Has credibility with staff.
Is supportive of organizational policies.
Deals with patron satisfaction/dissatisfaction regarding library services procedures and policies.
Confronts and manages conflict.
Informs others of decisions, changes and other relevant information in a timely fashion.
Speaks effectively one-to-one, within groups, and in presentations to groups.
Uses interviewing techniques.
Listens effectively, (i.e., demonstrates attention to, conveys understanding of, and comments or questions others).
Writes clearly and effectively.
Creates or develops an atmosphere which supports open communication among staff members.
Is aware of how one's own behavior affects others.

6. PERSONAL TRAITS

- Allocates one's own time efficiently.
- Handles detail effectively and efficiently.
- Is adaptable, (i.e., responds appropriately and confidently to the demands of work challenges when confronted with changes, ambiguity, adversity, or other pressures).
- Is change-oriented, (i.e., recognizes the need to change, initiates and plans change, interacts with change, or reacts to change, as appropriate.
- Has self control (i.e., is able to remain calm in stressful situations).
- Meets the demands of work while managing physical and emotional stress.
- Is empathetic with ideas and feelings of others.
- Is self-confident.
- Counsels staff to use techniques to lessen the negative effects of stress.
- Acts independently or accepts direction as appropriate.
- Is committed to high professional and service standards.
- Is committed to ethical standards.
- Is committed to management of libraries and to the library profession, (i.e., sees work as a central figure of life, seeks self improvement as needed preparation for career growth, and keeps up-to-date on principles of library science, management and organizational behavior).
- Has a sense of humor.
- Has integrity.
- Exhibits optimism, energy and enthusiasm.

MANAGERIAL COMPETENCIES FOR SMALL AND ONE PERSON LIBRARIES

A. Governance and Structure

1. Understand the role of the library in the political process and demonstrate how to work effectively with elected officials and/or parent organizations.

2. Define the roles and responsibilities of staff and board.

3. Develop and maintain an informed lay board/advisory committee.

4. Understand how individual libraries participate in information systems and networks, specifically Minnesota multi-type and regional public library systems.

5. Demonstrate a thorough understanding of Minnesota statutes pertaining to library service.

B. Policy Development

1. Understand the process used to identify community needs, develop library service programs and the necessary policy documents for board review and approval.

2. Demonstrate the ability to develop strategies promoting library goals and objectives and to implement policies and procedures.

3. Understand the need to review policy documents regularly and revise as needed.

C. Cooperation

1. Develop and maintain cooperative relationships with various library related organizations.

2. Develop and maintain collaborative partnership with other relevant organizations.

D. Personnel Management

1. Develop, review, and revise written job descriptions for all staff.

2. Recruit, select, and train new staff.

3. Demonstrate a knowledge of relevant state and federal laws pertaining to employment and personnel practices.

4. Understand and use participatory management skills.
5. Conduct annual job performance reviews.

6. Provide opportunities for and encourage participation in staff development.

7. Develop, review, and maintain procedures manuals.

8. Develop and practice time management skills.

9. Develop and practice effective communication skills.

10. Recruit, select, train, and supervise volunteers.

11. Collaborate with auxiliary organizations.

E. Financial Management

1. Understand the budget process, including its development, approval, and implementation.

2. Promote budget approval with funding authorities.

3. Administer budget once approved.

4. Understand the grant process, demonstrating an ability to prepare, administer, and evaluate a grant program.

5. Maintain generally accepted accounting practices and procedures, complying with state and city audit requirements, and file necessary fiscal reports.

F. Planning and Evaluation

1. Analyze existing data and community information needs.

2. Conduct community analysis and user surveys.

3. Develop vision and mission statements that recognize challenges and future potential for the library in cooperation with the library board, patrons, and appropriate administrative units.

4. Develop both short range and long range planning documents which include measurable goals and objectives.

5. Incorporate new technology as appropriate and fiscally feasible.
6. Understand the existence of regional, state, and national standards, and their relationship to local operation.

7. Write annual reports.

8. Demonstrate knowledge of the basic principles of marketing and public relations.

G. Physical Facilities

1. Supervise daily the site and building to insure safety of staff and library users.

2. Work with appropriate agencies responsible for maintenance, repairs, and capital improvements.

3. Modify library layout as necessitated by changes in programs, technology, or use.

4. Understand the need to comply with all relevant national, state, or local building codes.

FUNCTIONS OF A CONSULTANT

If you choose to use a consultant you may expect that person to do the following:

- Meet with the selection committee chair to review the process and define the consultant's role.
- Provide the selection committee chair and committee members with packets of materials to guide the selection process.
- Meet with the committee to initiate the search.
- Assist the committee in determining the selection criteria (qualifications and personal characteristics) and developing the library profile.
- Advise the committee on financial issues, comparative salaries and benefits, and the probable costs of the selection process.
- Help develop the selection calendar and schedule.
- Post the vacancy in appropriate library vacancy lists.
- When requested, assist the committee in contacting potential candidates.
- Provide feedback on candidates' qualifications.
- When requested, provide further assistance in communicating with candidates.
- Assist in developing good interviewing techniques and selection processes.
- When requested, assist the committee in resolving any critical issues with the final candidate.
- Provide counsel and support on a range of other issues or questions which may arise during the selection process.
SELECTING AN INTERIM DIRECTOR

Before Selecting an Interim Director

- Identify how the current director is training or preparing an assistant director or next-in-line for extended absences, illnesses, etc. of the director.
- Determine the current library conditions that would affect the employment of an Interim Director:
  - the financial status
  - is the library in trouble?
  - does the library need to move in a new direction?
  - can the status quo be maintained?
- Discuss how relationships and procedures may change or need to change.
- Determine the expected timeline for the length of the position.

Selecting an Interim Director

- Decide who would direct the library best as an interim director, given the current library conditions:
  - a current library staff member;
  - an outside consultant or person; or
  - a consultant firm to manage library operations and to conduct a study of operations and services.
- Do not appoint a board member as interim director.
- Consider the advantages of appointing a current staff member as interim director:
  - a staff member is more likely to be up-to-date on organizational culture, politics and budget;
  - a staff member will have a good understanding of the strengths and weaknesses of library operations and board culture; and
  - fewer day-to-day procedures will be unattended to or fall through the cracks.
- Determine salary/salary adjustment based on personnel policy guidelines.
- Be certain the interim director is introduced to the major stakeholders and players with whom the director interacts.
- Do not make unsupportable promises.
- Do not micromanage nor meddle just because the interim director is temporary.
- Do not bring up long standing unresolved issues. The interim director should not be the sacrificial lamb.
- Do not delay the director selection process just because you have an interim director.
- Determine the interim director’s interest in applying for the position.

Our thanks to Linda Engberg, Hennepin County Library, for sharing her thoughts.
WHAT A LIBRARY BOARD SHOULD & SHOULD NOT DO

What would you tell a Library Board selecting a director to DO?

▪ Know what they are looking for.

▪ Be certain long range plans are in place.

▪ Unless the situation with the current director is totally unsatisfactory, conduct an in-depth exit interview with the current director including what was good and bad in their experience and suggestions for the future.

▪ Be sure the role of the Selection Committee is thoroughly understood by the Board, any other governing entity involved in the selection process, and by committee members.

▪ Write a good job description.

▪ Involve the community as well as the Board and staff, in the process.

▪ Pay attention to the transitions - both the leaving of the exiting director and the coming of the new director.

▪ Take your time – don’t rush the planning or application time. Do set up interviews soon after assessing applicants.

▪ Check references! Check references! Check references!

▪ Have the Board brainstorm qualities desired in the Director to aid the Search process.

▪ Inform the Selection Committee they should plan to spend at least 4-6 hours each week for the first three months and up to 6-8 hours each week for the last three months.

▪ If you are hiring a search firm, hire one that specializes in the library profession.

▪ Design a fair process.

▪ Decide what questions to ask in the candidates’ interview AND what are acceptable answers.

▪ Ask candidates for a portfolio.

▪ If the Interim Director applies for the position of Director, provide for that person being interviewed along with other candidates. If the Interim Director comes out first in a pool of candidates, that person is likely to be a stronger Director.

APPENDIX
What would you tell a Library Board selecting a director NOT to do:

- Rush the process.
- Select a director without the consensus of the Full Board.
- What’s illegal? Attempt secrecy.
- Settle for the second candidate unless the decision was a tie. Feel obligated to hire someone (e.g. the Interim Director). Instead, re-open the search process. Perhaps someone more suited to your library is now available.
- Procrastinate. Have no set time for the selection process to be completed.
- Limit the Selection Committee in their search.
- Leave out staff participation in the selection process.
- Let one strong-minded individual dominate the process.
- Be vague about your needs.
- Have a Selection Committee narrow in membership, leaving out community representation outside of library board members.

Responses to a survey of users of the earlier revision of this Workbook.
# Applicants Tracking Chart

<table>
<thead>
<tr>
<th><strong>Step</strong></th>
<th><strong>Date Done</strong></th>
<th><strong>By</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Application Received</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. File Started</td>
<td></td>
<td>10. Other</td>
</tr>
<tr>
<td>3. Resume Reviewed (complete A or B):</td>
<td></td>
<td></td>
</tr>
<tr>
<td>A. Does NOT meet minimum qualifications</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Therefore, not qualified letter (p. 59) mailed</td>
<td></td>
<td></td>
</tr>
<tr>
<td>B. MEETS minimum qualifications</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Therefore, acknowledgement letter (p. 58) and library profile (p. 24) mailed</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. References Reviewed</td>
<td></td>
<td></td>
</tr>
<tr>
<td>If NOT included with application, candidate called ASAP</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Letter to references (p. 54), job listing, confidential reference form (p. 29-33) and stamped, return envelope mailed</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. Photocopy of file mailed to committee members</td>
<td></td>
<td></td>
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<tr>
<td>6. Interview Preparation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Scheduled for interview</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Profile of director candidates (p. 37) completed</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Logistics arranged and included with letter to candidate scheduled for an interview (p. 61)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>7. After Interview</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Candidate interview expenses received</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Check for interview expenses issued and mailed</td>
<td></td>
<td></td>
</tr>
<tr>
<td>8. Decision Made (complete A or B):</td>
<td></td>
<td></td>
</tr>
<tr>
<td>A. Letter of agreement (p. 63) mailed</td>
<td></td>
<td></td>
</tr>
<tr>
<td>B. Letter to Interviewed candidates who do not get the job (p. 62) mailed</td>
<td></td>
<td></td>
</tr>
<tr>
<td>9. After Board Ratification</td>
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<tr>
<td>Director Transition Workshop letter mailed</td>
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