

NEW HAMPSHIRE

Library Trustees Association

Personnel Workshop:
**The Trustee/Library
Director Relationship**

November 13, 2018

AGENDA

- Creating the Job Description
- Hiring the Library Director
- Performance Review (the Evaluation)
- Forging a Positive, Productive Relationship

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Creating a Job Description for your Library Director

Deb Caplan, MLS

Debra Caplan Career Counseling

Agenda

- Purpose of the job description
- Getting buy-in and input on the description
- Components of the Job Description
- Format
- Best Practices
- Questions

Purpose of Job Description

- Clarity
- Scope and limits of authority
- Defines ideal person
- Forms basis for performance review
- Reviewed and update periodically

American Library Association Website

Library Director position oversees the largest range of duties in the library.

Rural setting: The director may be the only regularly scheduled employee and may handle everything from locking the doors to paying the bills.

Large urban setting: The "city librarian" or director may oversee a staff of dozens and many branches. In a large library the director may have responsibility maintenance and accounting departments.

Getting Input and Buy-In

- Position does not exist in a vacuum
- Identify key constituents (Town administration, Finance, Maintenance, Friends, donors, staff, schools, civic organizations, etc.)
- Ask for input
- Helps to build community and buy-in

Components of the Job Description

- General Purpose
- Key Responsibilities
- Policy
- Board Meetings
- Legal Issues
- Planning/Management
- Budget
- Collection Development
- Advocacy
- Staff Hiring/Supervision
- Continuing Education
- Qualifications/Experience
- Working Conditions

Components of the Job Description

Planning/Management

- Direct/Manage day-to-day library operations
- Recommend and ensure the delivery of library services
- Design services that meet community needs/interests

Budget

- Prepare/submit to library board an annual/monthly budget based on current/anticipated needs
- Expend funds based on approved budget. Maintain complete and accurate records of finances.

Components of the Job Description

Collection Development

- Select and order all books, multi-media resources and other library materials

Legal Issues/Advocacy/Government Relations

- Remain current on library legal regulations; keep board informed
- Advocate for library through regular contact with general public, civic organizations and public/town officials
- Attend city council and/or other city or town meetings
- Work to secure adequate funds to carry out the library's services

Components of the Job Description

Staff

- Recruit, hire and periodically evaluate library staff; based on well-defined job descriptions and clear expectations/goals.
- Stay current on competitiveness of salaries, working conditions and personnel policies.

Continuing Education

- Participate in professional development activities and professional organizations; encourage continuing education for library staff.

Components of the Job Description

Other

- Participate in recruitment and orientation of trustees; capitol campaigns and fundraising; annual appeals, public speaking, special events, etc.

Working conditions. Include information, such as:

- Working Hours and any nights/weekend work required
- Ability to lift, push # lbs.
- Specifications for breaks/lunch
- Pace of work; noise level; temperature
- Deadline pressures

Components of the Job Description

MINIMUM QUALIFICATIONS

Education and Experience

- Master's Degree in Library Science, (MLS) and XX years of experience overseeing public library operations
- OR an equivalent combination of education and experience

Components of the Job Description

MINIMUM QUALIFICATIONS

Required Knowledge of

- Principles and practices of public library system administration
- Public library policies, procedures, and standards of service
- Federal, State, and Local regulations governing library operations
- Current trends in library services, programming, and technology
- Methods for evaluating public library programs, policies, and operational requirements
- Processes for developing and administering budgets
- Supervisory principles, practices, and methods

Components of the Job Description

Required Skills

- Directing public library operations, programs, and services
- Ensuring the delivery of quality library programs and services to the community
- Developing and implementing library goals, objectives, policies, and procedures
- Responding to and resolving complex issues and complaints involving library related matters
- Establishing and maintaining effective working relationships with others
- Developing and administering budgets and monitoring expenditures
- Supervising, leading, and delegating tasks and authority

FORMAT

- American Library Association
- Choose a format that is consistent with other town/city departments
- Google “job description formats”
- https://www.webjunction.org/documents/webjunction/Library_Director_Job_Descriptions.html

BEST PRACTICES

- Review job description annually to reflect changing priorities
- Ask incumbent for input to updates
- Get input from constituencies



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Hiring the Library Director

Panel

Susan Gaudiello, Former Trustee, Barrington Public Library

Jan Clark, Trustee, Philbrick-James Library, Deerfield

Bert Saul, MLS, Alternate Trustee, Holderness Library

Steps in the Hiring Process

- Update job description
- Appoint search committee
- Determine priority qualifications (educ, exp)
- Write/post the job advertisement
- Screen Applicants
- Initial interviews
- Select finalist(s) for interview with board and staff
- Check references on selected candidate

The Search Committee

Composition – Maximum 5-7

- Trustees (not the full board)
- Member of the Friends group
- Community member
- Foundation member
- Others?

Appoint chair/co-chairs

Clarify scope of work

Create timeline

Setting the Qualifications

- What are you looking for in a director?
- What educational qualifications do you want?
MLS? May limit your pool of applicants.
- What experience do you want?
Public library? Supervisory?
Management? Budget/Financial?
- What personality/character are you seeking?

The Job Posting

- Don't recreate the wheel; plenty of good examples from other libraries.
- Ask for letter, resume, list of references.
- List salary range, determined by BoT.
- May set deadline or keep "open till filled."
- Online search best: most are free, some national ones have a fee (eg.,ALA)
- Create a gmail address for applications:

XYZLibraryDirector@gmail.com

Online Search Options

Local:

- NH Library Jobline
<http://nhlibraryjobline.blogspot.com/>
- NH Municipal Association
<https://www.nhmunicipal.org/Resources/ClassifiedAds/Employment>
- GMILCS library consortium members – via email
- URBANS section members (NHLA) – via email

National:

- ALA Joblist
<http://joblist.ala.org/>
\$325 for 30 day listing
- Library Journal Jobzone
<http://jobs.libraryjournal.com/>
\$350 for 30 day listing

Regional:

- MA Board of Library Commissioners
<http://mblc.state.ma.us/>
- ME State Library Jobline
<http://www.maine.gov/msl/libs/jobjar.shtml>
- Vermont Library Association
<http://www.vermontlibraries.org/category/jobs/>
- New England Library Association listserv/blog
<http://nelib.org/>
- Simmons' Jobline
<http://www.simmons.edu/academics/schools/school-of-library-and-information-science/careers/jobline>

Screen Applicants

- Create screening/scoring tool for search committee to use.
- Meet to review resumes, agree on top candidates.
- Determine if you want to do phone screening (if you can't narrow the pool to a reasonable number)
- Set up interview schedule

Initial Interviews

- Review interview dos and don'ts (legal).
- Create list of questions to use with ALL candidates; assign questions to committee members.
- Where and when to meet (library or private location).
- Allow time between interviews to discuss impressions.

Sample Interview Questions

- Tell us why you are interested in *this* position? How does it fit with your personal goals? Where do you see yourself in 5 years?
- What program or workshop are you most proud of? Have you experienced any program failures? Tell us about that.
- Tell us about your experiences managing library finances? (this will give you an idea of how comfortable they are and how much training they'll need)
- Why are YOU the best person for this position? Tell us why we should hire you.

Select Finalists

- Search committee selects finalist(s) to be interviewed by full Board of Trustees; BoT decides whether non-trustee SC members participate in final interviews.
- Only send to the Board candidates you feel are fully qualified and acceptable if chosen by the board.
- Suggest interview questions to the Board.
- Ask candidates to prepare a 10-15 minute presentation on a set topic.

Role of the Staff

- At a minimum, trustees should interview staff before the search begins to learn what they think are key needs and issues.
- Have finalists meet with staff before or after final interview, and then share their impressions with the Board.
- Involve a staff representative in the first round of interviews.

The Final Steps

- Check references.
- Make the offer.
- Negotiate the initial term of appointment.
- Set the start date, prepare to welcome your new leader!

RSA 202-A:15 Public Librarian; Qualification and Tenure

“The librarian **shall be appointed** by the board of library trustees for a term of office agreed to at the time of employment and until a successor is appointed and qualified.”

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Reviewing the Performance of your Library Director

Deb Caplan, MLS

Agenda

- Purpose of the Performance Review
- Frequency & Format
- Getting Input from Others
- Giving Feedback
- Goal Setting
- Best Practices
- Questions

Purpose of the Performance Review

FOSTER COMMUNICATION

- Provides constructive feedback on a regular basis
- Facilitates better working relationships
- Contributes to professional development

Purpose of the Performance Review

DOCUMENTATION

- Provides an historical record of performance
- Provides basis for salary recommendations
- Supports disciplinary actions

Performance Review

Discussion

This is a two-way conversation, with both sides contributing.

Reflection

Look back on behaviors & accomplishments for the entire review period.

Coaching Opportunity

Trustees as the managers need to act as coaches, not judges.

Agreement on Clear Next Steps

Reflect on the past, but look toward the future.

REVIEW FREQUENCY

Annual vs. Quarterly

PROS

- *Focus on the big pictures*
- *Set long-term goals*

CONS

- *Focus on biggest goal*
- *Focus is on past problems, less on current performance*
- *Can be time & paperwork-intensive*

PROS

- *Can act on findings more quickly*
- *Focus on more immediate goals*

CONS

- *Less focus on long-term library and employee goals*
- *Too many business objectives*

FORMAT OPTIONS

- Use Your Town/City Format
- Google – Performance Review Formats
- Avoid Check-off-the-Box for Professional Reviews
- Narrative/Paragraph form

Start with the Job Description

*Review all Areas of Responsibility
Set Priorities Based on Changing Needs*

Policy

Board Meetings

Legal Issues

Planning/Management

Budget

Collection Development

Advocacy

Staff Hiring/Supervision

Continuing Education

Qualifications/Experience

Getting Input from Others

Provides a well-rounded picture

- Ask Staff
 - ...About Management Skills
- Ask Town Colleagues
 - ...About Project Management & Collaboration
- Ask Friends, Town Organizations
 - ...About Advocacy & Leadership

Giving Feedback

Good Feedback is:

- Specific (Give examples)
- Frequent (“Wish I’d known this sooner...”)
- Outcome-Focused (“Why does this matter?”)
- Positive (“What am I doing well?”)
- Conversational (“When do I get to talk?”)

GOAL SETTING

SMART goals = effective goals

S = Specific

M = Measurable

A = Attainable

R = Realistic

T = Time-bound Specific

GOAL SETTING

- **SPECIFIC:** Goals must be clear and unambiguous.
- **MEASURABLE:** Goals should be measurable and have milestones.
- **ATTAINABLE:** Goals must be realistic and attainable. The best goals require employees to stretch a bit to achieve them, but they aren't extreme.
- **REALISTIC:** Realistic or "do-able" means that the learning curve is not a vertical slope; that the project fits with the your overall strategy and goals.
- **TIME-BOUND:** Goals must have starting points and fixed ending points.

Without deadlines or schedules for completion, goals tend to be overtaken by the day-to-day crises that can arise.

Having a One-on-One Conversation

GOALS

- *What long-term goals have been agreed to?*
- *How have things gone since you last spoke? Progress Made?*
- *What are the agreed upon goals/plans until next review time?*

OBSTACLES

- *What's standing in your way?*
- *What have I noticed getting in your way?*
- *What can I do to help? • What can you do?*

Having a One-on-One Conversation

OPPORTUNITIES

- *What are you proud of that people don't know about?*
- *Do you see opportunities that we should pursue?*
- *Do you feel you're growing professionally?*

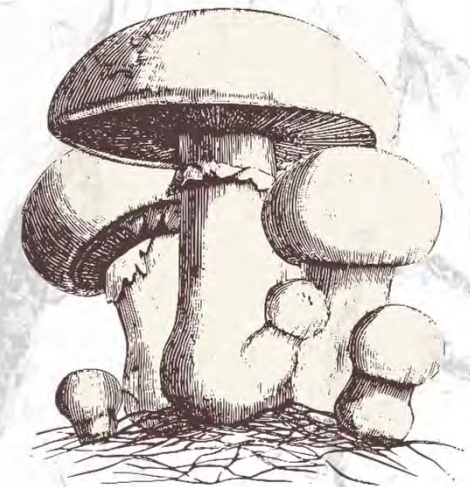
DECISIONS

- *What actions will you take before next meeting?*
- *What actions will I take before next time?*
- *Is there agreement on who is getting buy-in from others?*

Best Practices

Document, Document, Document

- Set up a “desk file” (paper or computer).
- Keep a note when something happens (good or bad).
- Keep feedback from others.
- Document conversations if something important was discussed or agreed to.
- Address problems quickly, so they don't mushroom.



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Forging a Positive, Productive Relationship with Your Director

“Onboarding” the New Director

- Welcome event/intro to the community
- Introduce the new director to BoS, Town Administrator, Department Heads
- Plan first 3-6 months
 - Frequent meetings with the Board Chair, Treasurer
 - Be clear on expectations (e.g., written monthly reports to the board; attendance at Friends/Foundation meetings? Town department-head meetings?)
- Quarterly evaluations during first year, or at least first 6 months

Understand Roles

- Trustees GOVERN, set policy, supervise director.
- Library Director MANAGES, implements policy, supervises staff, advises Trustees.
- Make sure new trustees understand their role and responsibilities.

Keys to Success

- Mutual respect
- Open communications
- Avoid surprises
- Monitor progress and evaluate performance
- Focus on the big things; let the trivia take care of itself.
- Maintain a sense of humor, have fun, show up!
- Review NHLTA Code of Ethics and adhere to it
(see page 10 of Trustee Manual)