



## **Hiring a New Library Director**

### ***North Country Library System Resource Guide***



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# The Importance of Succession Planning

All organizations, including libraries, need to consider succession planning as they move toward achieving long-term goals and realizing the vision for the community they serve. As the governing body for the library, boards often think about what they may need when the current director retires or leaves the organization. And, the director, as the executive officer and leader, is a major position to be filled. A good succession plan, however, includes evaluating every position in the library, the competencies needed for each position, and includes looking at each employee to see what areas of development would allow them to move up into an open position.

A dynamic succession plan: allows the library to act quickly to fill key positions that become open, providing a smooth transition; saves time and money involved in recruiting; provides direction on which staff development steps are most beneficial; and, promotes retention of valued employees.

## **A basic succession planning process includes these steps:**

1. Identify key positions in the library.
2. Determine the knowledge, talents, and skills needed to be successful in each key position.
3. Have all levels of leadership assess staff for their potential to step into a key position.
4. Begin to develop employees who show interest and potential with the appropriate training and mentoring they need.
5. Monitor the progress in those employees in their development program.
6. Budget for appropriate and competitive Director salary and/or any staff promotions (if needed).
7. Review and update the succession plan at least annually to identify and determine necessary changes to the plan.

A succession plan can also include identifying people outside of the organization who may have the skills and talent needed for a key position. Defining the abilities needed in the various library positions provides the information needed to make the best selection of candidates from both inside and outside of the library. The library director should take the lead role in the succession planning process. They will determine the process for assessing the key positions, identifying staff potential, and the methods for staff development and evaluation. The library board should support this process by providing the vision and strategic plan on which the succession plan is based. The board should also participate in evaluating the criteria in the succession plan for the director's position and development.

# Hiring a New Director: Steps & Best Practices

Hiring a director is one of the primary responsibilities of many boards – the process is important for success, setting a trajectory for the future course of the library and the community it serves. This resource guide is intended for use by library board members or trustees when faced with the important task of hiring a new leader to run their library. Whether you are faced with an abrupt resignation or an impending retirement, following the succession planning steps outlined in this guide will help ensure a smooth transition.

**Disclaimer:** While the hiring process may be prescribed by local state and municipal laws and rules, the materials shared here were created and selected because they apply broadly to most situations. Sample tools and templates are a starting point for boards and are intended to be modified for local use.

## Phase 1: Planning

### 1. Contact your NCLS Consultant

- They can provide you with up to date information and assist you with the hiring process.

### 2. Identify key goals and activities for the new Director

- What does the board hope to achieve with the new director?
  - What skill set are you looking for?
    - Budgeting
    - Programming
    - Collaboration
- Related to the library's strategic plan and priorities.
- Create a short, top priority list.

### 3. Review/update library's Strategic Plan

- If you have questions about your library's Plan, your NCLS Consultant can help!

### 4. Create a Hiring Plan

- ✓ Create a timeline
  - Outline a timeline (and stick to it!) that includes all activities of your hiring process and the time involved for each activity.
  - A sample timeline time line is located online and in Hiring Packet
  - Things to remember:
    - Allow ample time for the advertisement. Usually job ads runs at least 3-4 weeks.
    - Set target deadlines for the search committee with reporting expectations.
    - When thinking of a start date for the new director, allow for the selected candidate to be able to give at least 2 weeks notice to their previous employer (assuming that they are already employed)
- ✓ Create/update and approve job description
  - Sample job descriptions available at:
    - Webjunction:  
[https://www.webjunction.org/documents/webjunction/Library\\_Director\\_Job\\_Descriptions.html](https://www.webjunction.org/documents/webjunction/Library_Director_Job_Descriptions.html)
    - NCLS: <https://web.ncls.org/page/sample-policies>

- See Hiring Packet for sample job description
- ✓ Establish a salary range
  - The director is one of the most important assets to the library, and should be paid accordingly.
  - Hourly wage should be more than minimum wage.
  - Higher pay/benefits package attracts quality candidates.
  - Compare the position to other local positions such as school and municipal senior clerks and office/department managers.
  - Consider seeking a funding increase if library lacks funds to pay Director a professional wage.
  - See Salary & Pay below for more information
- ✓ Determine hiring requirements
  - Municipal, School District and Special Legislative District libraries must comply with **Civil Service law** and therefore have to adhere to CS hiring practices.
  - More information about Civil Service can be found on your County's website and at <https://www.cs.ny.gov/>.
  - Refer to "Civil Service 101 for Public Library Trustees": pages 100-102 in the *Handbook for Library Trustees of New York State* for more information about Civil Service and libraries.
- ✓ Appropriate funds for search if necessary
- ✓ Establish a Search Committee
  - The committee can consist of certain members of the board or the entire board. The search committee can and should also include members outside of the library. These individuals could be a local school librarian, teacher or member of another community organization that the library collaborates with. It's important that members of the search committee are available and involved throughout the entire hiring process.

## **Phase 2: The Hiring Process**

### **1. Search Committee Action Items**

- ✓ Plan and place ads
  - See Hiring Packet for a sample job ad
  - Places to advertise:
    - NCLS website (send ad and job description to your Conulstant)
    - NYLA Jobline
    - For broader searches for candidates, consider posting to ALA, Library Journal, etc.
- ✓ Set review process criteria for ranking candidates; create interview questions with the approval of the full board.
  - See Resource Packet for sample interview questions
- ✓ Review applications, select and schedule interviews
- ✓ Conduct interviews
  - Keep documentation and notes
- ✓ Conduct reference checks

- Keep documentation and notes
- See Hiring Packet for sample reference check questions/rubric

✓ Search committee makes recommendation to the board at a board meeting (open to the public)

2. **Board member negotiates employment terms with leading candidate (if needed)**

3. **Board issues a contract/letter of appointment agreement**

- ✓ Issuing a letter of appointment is important because it confirms any agreements/conversation between the board and the candidate during the negotiation stage. Appointment letters should also include:
  - Position title and salary
  - Start date
  - Position description (refer back to the job description)
  - Benefits
  - Date of their first performance review
  - See Hiring Packing for a samples

4. **Publicly announce the new director to the staff and community**

- ✓ Make announcement soon after appointment has been made.
- ✓ Include announcement in staff email, a library newsletter article, local newspaper article and on library website.

5. **Provide orientation for the new director**

- ✓ Make sure he/she is orientated with library building and operations that involve local municipalities
- ✓ Make sure director receives an orientation from the North Country Library System
  - NCLS staff will reach out to the new director and will schedule this orientation.

6. **Advise the candidates not selected for the position**

- ✓ See Hiring Packet for sample letters

# Salary & Benefits

Staff is the most valuable asset to the library and should be paid a professional wage that reflects their value and worth. The following information is provided to assist library boards (and staff) to make informed decisions about staff salary and benefits. NCLS understands the financial strain that libraries feel each year when budget decisions are being made. But it's important to note that quality programs don't happen, relevant materials don't get purchased, and new technology doesn't get implemented without library staff. Boards need to invest in their staff if they want their library to provide the best services possible.

Establishing a salary that supports a living, professional wage for your director (and support staff) will:

- Attract quality candidates with the desired skillset
- Reduce staff turnover and increase retention of valuable employees
- Save staff and board time and resources
- Ultimately enhance library services

## **What's a "living wage"?**

A living wage is a more realistic wage that an individual needs to meet the cost of basic needs (housing, food, clothing, transportation and healthcare) taking into account the cost of living differences in a geographical area. Throughout the NCLS service area the living wage is higher than the minimum wage of \$10.40 per hour.

More information about living wage can be found at <http://www.universallivingwage.org/>.

To find what the living wage in your area, use the living wage calculator located at <http://livingwage.mit.edu/>.

## **Comparable Salaries for Non-MLS Director Positions**

The majority of NCLS libraries do not require that their Director hold an ML(I)S degree. Even so, these positions should still be classified as a professional management job. The Director manages or oversees the daily operations of the library, and would have similar responsibilities as a business manager, department head or building supervisor in another organization has. Library directors should be making a salary similar to those in these positions. Other positions that should be considered when comparing salaries include: school/municipal senior clerks, school transportation/building managers and local highway superintendent. Salaries for these positions are public information and can easily be obtained.

Your NCLS Consultant can help research local and statewide data to use for comparison.

See <http://www.nysl.nysed.gov/libdev/helpful.htm> Standard 11: Paid Director for my information about director education requirements.

## **Other Salary Resources**

- Payscale.com (<http://www.payscale.com>)
  - Collects salary data from users
- Salary.com (<http://www.salary.com>)
  - Gathers data from employers and customizes results based on location, experience, etc.
- Glassdoor.com (<http://www.glassdoor.com>)
  - Provides information on individual companies with data based off of user reported information but does not account for experience



- Indeed.com (<http://www.indeed.com>)
  - collects data from job postings that list compensation

### **Health Insurance & Paid Vacation**

Offering a benefits package is a good way to attract and retain valuable employees. Libraries should consider purchasing an employer health insurance plan for their employees or reimbursing their employees who purchase their own health insurance. Libraries should also consider offering paid vacation (on an accrual basis) and budget accordingly for library subs.

More information about health insurance plans can be found at <https://nystateofhealth.ny.gov/>.

# Training

## **System Training**

The Library is a member of the North Country Library System and receives system services. Once the new Director is settled into their new role in the library, NCLS staff will reach out to schedule a series of system training. It's important that trustees are aware of this training and make sure staff have completed it.

The training will involve several sessions that will cover:

- New Director Orientation
  - Conducted by the library's NCLS Consultant and will cover an introduction the NCLS, system policy and procedure, library best practices and procedures, and any topics brought up by the new director.
- SIRSI Training
  - Conducted by a member from the Tech Services department at NCLS and will cover the system's automated ILS.
- Website (Drupal) Training
  - Conducted by NCLS IT staff and will cover an overview of the library's website. The new Director will be shown basic editing/updating procedures.

## **Continuing Education**

NCLS provides continuing education workshops for member library staff and trustees throughout the year. It's important that library staff attend professional development opportunities and that library boards encourage them to do so. Continuing professional development will ensure that staff keep competent with library best practices and trends. Training sessions are also a great time to network with other library and system staff.

A list of continuing education opportunities is available at <https://web.ncls.org/upcoming>.

NCLS also provides a list of training resources under the Education tab on <https://web.ncls.org/>.

# Director Evaluation

One of the most important roles the board has is to hire the very best library director possible, and then work with him or her to ensure that goals for service are consistently and exceptionally well met. Evaluation of the director is critical. Without a formal evaluation process, there is no concrete way for the director to know if he or she is meeting or exceeding expectations. Additionally, if there is no formal evaluation process, the board may be letting troublesome issues become worse. At the beginning of each fiscal year, the board and director should set goals for performance and areas for evaluation. The performance goals should be achievable and should be determined in consultation with the director.

## **Performance areas to be evaluated should include:**

- Staff relationships and management
- Board relationship
- Accomplishment of objectives set forth in the library's strategic plan.
- Financial responsibility and oversight
- Overall quality of library services
- Community relations
- Facilities management

The board should determine how success will be measured in each area when they set goals at the beginning of the year. By doing this, the board will have established objective standards, making the evaluation itself more meaningful and less personal. This is important because it will eliminate any hard feelings if the board feels the director has fallen short, but the director feels he or she is right on target.

## **A Negotiated Process, Praise and Constructive Criticism**

It's important to keep the evaluation a "negotiated process", meaning that if the director has fallen short of a goal, there should always be an opportunity to discuss any unforeseen factors that made meeting this target impossible. Board should also use the evaluation process as an opportunity to coach the director in areas that need improvement and to praise the director for successes. Praises and appreciation for work well done should be in writing on the review.

Although constructive criticism can be sometimes difficult to give, it's important to let the director know if the board has any performance concerns. This should be done throughout the year as issues arise. It's not good for the library and not fair to the director if you see areas of concern but wait until the formal evaluation to address them. In the end, the best thing a board can do to ensure that the library has (and keeps) a high performing director is to provide constant and constructive feedback and to engage in a formal evaluation process at the end of each year.

## **Tips to remember:**

- Hiring a qualified Director is a minimum standard (#11)
- Evaluation ensures that Director continues to be capable and qualified for the job
- Evaluate annually
- Document and review with director any performance issues when they come up
- Understanding the role of the director will help with evaluation process
- Regular reviews are a proactive approach to discipline
- See sample director evaluation ins Hiring Packet

# Disciplinary Action & Termination

At some point a board will encounter a situation with their director that involves disciplinary action. The situation may not improve and the board may then have to terminate their director. It's a task that no one likes to deal with, but following the best practices below will make the task easier for everyone involved.

## Best Practices

### 1. Know what discipline is and isn't

- Discipline **isn't** a matter of dominance and punishment.
- Discipline **is** about making the work environment pleasant, safe and productive for everyone, including all employees, trustees and library patrons.
- Discipline works best when there's a foundation of trust between boards, directors and support staff.
  - Starts with clear communication
    - Through policy, conversation that's open and honest
  - Continues through consistency
    - Across the board, as situations come up (don't waiting for formal review process)

### 2. Know what the law says about employee discipline

Municipal and district public libraries need adhere to Civil Service requirements when taking disciplinary action. If the board is unsure what the legal process is, they should contact their local County Civil Service Commission.

For non-civil service libraries, the process of discipline and termination is left up to the library board. However, that doesn't mean it's a legal free-for-all. There are legal issues to consider once the process of discipline is started. The library can put itself at legal risk if:

- Unacceptable employee behavior isn't clearly defined
- Discipline isn't consistent
- Discipline is for wrong reasons, or in an illegal or abusive manner
- Employee behavior issues over a period of time are not documented

### 3. Establish clear rules for the director (and employees)

The library board must have employment policies that are clear. You can't begin to discipline an employee for behavior they didn't know was unacceptable. Rules about acceptable dress, behavior, and work expectation need to be specific and without violation of any discrimination laws.

### 4. Establish a discipline method

Discipline methods are based on the idea that there is a goal or benchmark that needs to be met, and that not meeting it puts something into motion. The most common method of discipline is "progressive discipline".

Steps of progressive discipline:

- Verbal warning
  - Should be given when the director exhibits behavior that goes against policy
- Written warning
  - Documents in detail what the problem is, how the employee should change behavior to fix this problem, and what will happen if they don't
  - Should be signed by the board president, a witness, and the director.
  - Copy should be given to the director as well as kept in their file

- Final warning (in writing)
- Probation
- Temporary suspension (with or without pay)
- Termination
  - If the problem is not solved, you meet with the director, go over all of the documentation, discuss the process and attempts to make change, and terminate the director.

## 5. Document employee discipline

When you suddenly find yourself in a worst-case scenario, documentation is going to help you out. If employee discipline leads to firing or legal action, having no documentation to refer as a reason for disciplinary action will leave you open to possible legal consequences.

- Documentation consists of two types:
  - For the employee file:
    - Documentation and notes you make and keep in the employee file but do not share with them.
    - Notes you might use during an employee review or when you've given the employee a verbal warning.
    - Not "official" written warnings that start the process towards termination that the employee receives, but instead a record that shows a pattern of behavior.
    - Make sure it's written in library's employment policy that written records of this nature are kept in employee files
  - For written warnings:
    - Shared with director in private
    - Usually a sign that early disciplinary processes have come and gone and you are progressing along towards possible termination if the director doesn't make changes.

**It's important to document issues, even if it's as simple as noting when the director comes in late or is not prepared.** If problems are simply noted when they come up and then, out of the blue when they can't be tolerated any more, the board fires or imposes an aggressive disciplinary action, it's not fair to the director. They may not have known that what they were doing was such a big deal.

## 6. Contact NCLS

If the director has been temporarily suspended or terminated, the board president needs notify NCLS immediately. The director may have access to NCLS equipment that will need to be surrendered. Passwords to library email and other NCLS webhosted services will need to be changed.

# Hiring Packet

The following documents below are samples to use during the hiring process. **Sample tools and templates are a starting point for boards and are intended to be modified for local use.**

If you need assistance with developing any of the following documents, contact your NCLS Consultant and they can help you.

# Hiring a Library Director Checklist

**KEY GOALS & ACTIVITIES FOR THE NEW DIRECTOR** (Related to the Library's strategic plan; short, top priority list.)

1.	
2.	
3.	
4.	

CHECKLIST		RESOURCES
<input type="checkbox"/>	<b>Review/update Strategic Plan</b>	Sample template available at: <a href="https://web.ncls.org/page/sample-policies">https://web.ncls.org/page/sample-policies</a>
<input type="checkbox"/>	<b>Create Hiring Plan:</b>	
	<ul style="list-style-type: none"> <li>Approve a hiring timeline</li> </ul>	Sample timeline
<input type="checkbox"/>	<ul style="list-style-type: none"> <li>Update &amp; approve job description</li> </ul>	Sample job description,
<input type="checkbox"/>	<ul style="list-style-type: none"> <li>Establish salary range</li> </ul>	Compare to school/municipality positions
<input type="checkbox"/>	<ul style="list-style-type: none"> <li>Determine any preferences/requirements for hiring</li> </ul>	Check with local Civil Service Commission
<input type="checkbox"/>	<ul style="list-style-type: none"> <li>Set targets/deadlines &amp; reporting expectations for Search Committee</li> </ul>	Refer to your timeline
<input type="checkbox"/>	<ul style="list-style-type: none"> <li>Appropriate funds for search</li> </ul>	
<input type="checkbox"/>	<b>Identify/establish Search Committee:</b>	
<input type="checkbox"/>	<ul style="list-style-type: none"> <li>Plan and place ads</li> </ul>	Sample job ad
<input type="checkbox"/>	<ul style="list-style-type: none"> <li>Set review process criteria for ranking candidates; interview questions (with approval of the full board)</li> </ul>	Sample interview questions
<input type="checkbox"/>	<ul style="list-style-type: none"> <li>Review of applications; select &amp; schedule interviews; advise</li> </ul>	
<input type="checkbox"/>	<ul style="list-style-type: none"> <li>Interviews - retain documentation/notes</li> </ul>	
<input type="checkbox"/>	<ul style="list-style-type: none"> <li>Reference Checks – retain documentation/notes</li> </ul>	Sample reference check rubric
<input type="checkbox"/>	<ul style="list-style-type: none"> <li>Recommendation to the Board from Search/Selection Committee: public meeting</li> </ul>	
<input type="checkbox"/>	Board member negotiates terms with leading candidate(s)	
<input type="checkbox"/>	Letter of appointment	Sample appointment letter
<input type="checkbox"/>	Public announcement and introduction of the New Director to staff and community; provide orientation for the New Director	
<input type="checkbox"/>	Advise candidates not selected of the decision.	Sample letters to candidates not selected

# Timeline for Hiring a Library Director

The average timeframe for hiring a library director is typically 3-6 months. While it is ideal that boards take more time to find the perfect director for their library, we realize that not all situations lend to a lengthy hiring process. The sample timeline below allows for a 6 month process, but can be adapted to fit the library's needs.

TIME	TASK	RESPONSIBILITY
6 months from start date	<ol style="list-style-type: none"> <li>1. Contact NCLS</li> <li>2. Discuss qualities desired in new director</li> <li>3. Review library's Strategic Plan</li> <li>4. Discuss search process and timeline</li> <li>5. Discuss costs of hiring process</li> <li>6. Create job description</li> <li>7. Establish salary range</li> <li>8. Appoint search committee</li> </ol>	Library Board
5-6 months from start date	<ol style="list-style-type: none"> <li>1. Write job ad</li> <li>2. Determine where and when to publish job ad</li> <li>3. Application deadline</li> <li>4. Appoint contact person</li> </ol>	Search committee
4-5 months from start date	<ol style="list-style-type: none"> <li>1. Post job ad</li> <li>2. Allow 3-4 weeks for resumes to be received</li> </ol>	Search committee
3-4 months from start date	<ol style="list-style-type: none"> <li>1. Determine interview format</li> <li>2. Establish interview questions</li> <li>3. Review resumes</li> </ol>	Search committee
2-3 months from start date	<ol style="list-style-type: none"> <li>1. Conduct interviews and reference checks</li> <li>2. Select candidate</li> <li>3. Search committee makes recommendation to board</li> </ol>	Search committee
1-2 months from start date	<ol style="list-style-type: none"> <li>1. Library board approves committees recommendation</li> <li>2. Board President or committee chair contacts candidate</li> <li>3. Send appointment letter/contract</li> <li>4. Contact other candidates not chosen</li> </ol>	Library board
	<b>NEW DIRECTOR STARTS</b>	
1-4 weeks after start date	<ol style="list-style-type: none"> <li>1. Introduce new director to staff and community</li> <li>2. Provide new director orientation in the library</li> <li>3. NCLS provides system orientation and training</li> </ol>	Library board, library staff, system staff, and municipal staff if needed



# Sample Job Description

## Library Director Job Description \_\_\_\_\_ Library

### **Job Objective:**

Under broad policy guidance and direction from the Library Board, performs professional and administrative duties in planning, developing, implementing and directing public library services for the \_\_\_\_\_ Library. These duties include budget preparation, evaluation, personnel, collection development, community relations and facility maintenance.

### **Essential Functions and Responsibilities:**

- Administers board policies, makes policy recommendations to board, provides staff support and information to the board.
- Prepares budget for Library Board approval, monitors and approves expenditures as directed by the Library Board, administers gifts, state and federal money.
- Supervises personnel directly or through subordinates; hires and trains employees; assigns and monitors work; evaluates personnel; disciplines employees as necessary.
- Evaluates library services and makes recommendations for improvements; works with elected officials, school officials and civic organizations to develop programs and resolve problems.
- Administers maintenance of library facilities and equipment; works with architects and planners on facility development.
- Reviews and approves selection of all materials for purchase.
- Participates in professional meetings, classes, conferences and workshops.
- Participates in organizational management through the committee process.
- Reads professional materials to update and maintain knowledge and skills.
- Accountable for all activities, programs and services.
- Performs other related duties as assigned.

### **Knowledge, Skills, and Abilities**

- Thorough knowledge of the theories, principles, and objectives of library science
- Thorough knowledge of library organization theories.
- Thorough knowledge of current trends and developments in the library field.

- Knowledge of and experience with effective participative management techniques.
- Considerable knowledge of management principles and practices.
- Knowledge of supervision, training, and staff utilization principles.
- Thorough knowledge of library reference sources, print and online.
- Considerable knowledge of children's, young adult and adult literature.
- Considerable knowledge of online automation.
- Working knowledge of public relations procedures.
- Working knowledge of budgetary and accounting processes of the department.
- Ability to plan, organize, supervise, and evaluate the work of employees in diversified library activities.
- Broad experience in collection development and programming.
- Substantial skills related to the organization of people, processes and tools in a public library setting.
- Superior human relations and communication skills.
- Ability to establish and maintain effective and harmonious working relationships with employees, other agencies, and the general public.
- Ability to communicate effectively, verbally and in writing.
- Ability to follow written and verbal communications.
- Ability to develop and carry out program services.

**Tools and Equipment Used:**

Library computer system; personal computer including world wide web search engines and the library's web site, word processing and database management software, copy and fax machine, phone and automobile.

**Work Environment:**

The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

**Education, Experience and Training:**

[If the library serves a population of 7500 or more]

- The library shall employ as director, only persons who hold the public librarian's professional or provisional certificate or a certificate of qualification. Library Science

- A minimum of five years experience as a librarian in an increasingly responsible supervisory and/or administrative position
- Substantial experience in public services and dealing with the public.

[If the library serves a population of 5000 to 7499]

- The library shall employ as director, a person who holds a bachelor's degree granted by an approved college or university upon the completion of four academic years of full time study.
- A minimum of five years experience as a librarian in an increasingly responsible supervisory and/or administrative position
- Substantial experience in public services and dealing with the public.

[If the library serves a population of 2500 to 4999]

- The library shall employ as director, a person who has completed not less than two academic years of full time study in an approved college or university
- A minimum of five years experience as a librarian in an increasingly responsible supervisory and/or administrative position
- Substantial experience in public services and dealing with the public.

# Sample Job Ad

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

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

Interested persons should apply by submitting a resume, cover letter and three references to [libraryboard@XXXlibrary.org](mailto:libraryboard@XXXlibrary.org). Questions may be directed to the same address.

# Sample Interview Questions

1. Tell us about your background, including your education, work experience, special skills and knowledge
2. Why are you interested in this position and what made you apply?
3. How does this position fit in with your personal plans and goals for the future?
4. What is the biggest challenge you've had to deal with on the job? How did you handle it?
5. What is your proudest achievement?
6. How would you define your management style?
7. Tell us how your previous [administrative or supervisory] experience will assist you this position.
8. Explain your previous experience working with a board.
9. Why are you the best candidate for this position?
10. What would you like to tell us that we have not asked?
11. If you were to be hired, when would you be ready to start?
12. Do you have any questions for us?

# Sample Reference Check Questions/Rubric

Candidate Name \_\_\_\_\_

<b>Reference Name/Job Title:</b>
<b>Contact Information:</b>

Rate responses: 0 – no evidence 1 – some evidence 2 – good evidence 3 – strong evidence

Questions	Notes	Rate
1. Can you verify the candidate's dates of employment, title, and role?		
2. Is the candidate eligible for rehire? Why or why not? What was his or her reason for leaving?		
3. What kind of duties and responsibilities were assigned to the candidate? Did he or she complete them satisfactorily? Did they go above and beyond what was required without being asked?		
4. What were the candidate's strengths as an employee? Would you describe him or her as hard worker?		
5. Were there any issues with tardiness or absenteeism?		
6. Did the employee get along well with her peers?		
7. How would you rate their – OVERALL Attitude & Job Performance?		
8. Is there anything else I should take into consideration before I hire this candidate?		

# Sample Appointment Letter

Date

Name

Library Name

Address

City, State, Zip

Dear :

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

## **Position Title and Salary Range**

(position title, salary grade - if appropriate)

## **Starting Date**

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

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

## **Regular Benefits** (as outlined in our personnel policy) and **Special Benefits**

(List here any special arrangements made as part of the employment agreement.)

**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

# Sample Contract

## LIBRARY DIRECTOR YEARLY EMPLOYMENT CONTRACT

\_\_\_\_\_ LIBRARY

Employment Contract between \_\_\_\_\_ (Library Director) and the \_\_\_\_\_ Library.

**Beginning Date of Employment.** \_\_\_\_\_.

**Term of Employment.** This agreement will begin on January 1, 2005, and end on December 31, 2005.

**Position:** The \_\_\_\_\_ Library will hire \_\_\_\_\_ (Library Director's name) in the capacity of Library Director. The Library Director shall work \_\_\_\_\_ hours per week. Ten percent of the time worked should be done when the library is closed..

**Duties:** The Library Director shall comply with all stated standards of performance, policies, rules, and regulations. A Library Handbook and Personnel Manual containing a more complete explanation of many of these standards shall be given to the Library Director. It shall be the duty of the Library Director to attend all meetings of the Board. The Library Director shall have the right to speak on all matters under discussion at Board Meetings, but shall not have the right to vote thereon.

**Review:** A written review of the Library Director's job performance shall be completed each December. A copy of the annual review shall be given to the Library Director. A new contract shall be entered into each January.

**Salary:** The \_\_\_\_\_ Library shall pay \_\_\_\_\_ (Library Director's name) a salary of \$\_\_\_\_\_ per hour for the services of the Library Director. In addition, the \_\_\_\_\_ Library shall compensate the Library Director for any hours spent covering the hours of other employees or any time spent attending workshops and meetings, at the same rate.

Note: If the Library Director earns more than \$455 per week (Federal definition of a salaried person), the Director will be considered to be salaried. In that event, the pay is not based on the number of hours worked.

**Benefits:** The Library Director shall be covered by New York State Unemployment Insurance, New York State Worker's Compensation, and New York State Disability Insurance.

**Annual Leave:** The Library Director is entitled to two weeks paid vacation per year. One additional paid vacation day will be earned per year up to a limit of 4 weeks of vacation.

**Sick Leave:** The Library Director is entitled to one week paid sick leave per year. One additional sick leave day will be earned per year, up to the limit of 2 weeks of sick time.

**Health Insurance:** The Library Director will be entitled to health benefits.

**Paid Holidays:** New Year's Day, Martin Luther King Day, President's Day, Memorial Day, Independence Day, Labor Day, Columbus Day, Veteran's Day, Thanksgiving Day, and Christmas.

**Disability:** In the event that the Library Director cannot perform the Duties because of illness or incapacity, they will become eligible for New York State Disability Insurance or New York State Worker's Compensation. The Library Director's full compensation will be reinstated upon return to work.

**Reimbursement of Expenses:** The \_\_\_\_\_ Library shall reimburse the Library Director for all business expenses including mileage, after the Library Director presents an itemized account of expenditures. The library shall reimburse the Director for membership in the New York Librarian's Association organization (NYLA).

**Termination of Agreement:** This contract of employment may terminate upon the occurrence of any of the following events: (a) the death of the Library Director; (b) the failure of the Library Director to perform his duties



satisfactorily after notice or warning thereof; (c) for just cause based upon nonperformance of duties by the Library Director.

**Effect of Prior Agreements:** This agreement supersedes any prior agreement between the \_\_\_\_\_ Library and \_\_\_\_\_ (Library Director's name), except that this agreement shall not affect or operate to reduce any benefit or compensation to the Library Director of a kind elsewhere provided and not expressly provided in this agreement.

**Settlement by Arbitration:** Any claim or controversy that arises out of or relates to this agreement, or the breach of it, shall be settled by arbitration.

**Oral Modifications Not Binding:** This instrument is the entire agreement of the \_\_\_\_\_ Library and \_\_\_\_\_ (Library Director). Oral changes have no effect. It may be altered only by a written agreement signed by both parties.

Signed            this \_\_\_\_\_            day            of            \_\_\_\_\_            20\_\_\_\_.

\_\_\_\_\_  
President  
Board of Trustees  
\_\_\_\_\_ Library

\_\_\_\_\_  
Library Director  
\_\_\_\_\_ Library

# Sample Letters to Candidates Not Selected

(without interview)

Ms. Jane Smith  
123 Flower St  
Anytown USA 45678

Insert date here

Dear Ms. Smith,

Thank you for your interest in the Director position within our organization.

It does not appear that an interview would be mutually beneficial at this time. We will, however, maintain your resume for a period of one year for future considerations.

Again, thank you for your interest in the XXX Library. Please accept our very best wishes for your future endeavors.

Sincerely,

Judy Doe, President  
XXX Library

(with interview)

Ms. Jane Smith  
123 Flower St  
Anytown USA 45678

Insert date here

Dear Ms. Smith,

Thank you for taking the time to interview for the Library Director position at the XXX Library.

We interviewed several qualified applicants and our decision was very difficult. However, we have selected another candidate whose background, skills and work experience better meet the needs of the library at this time. We are honored that you chose to apply to the XXX Library and wish you the best in your future endeavors.

Sincerely,

John Doe, President  
Board of Trustees  
XXX Public Library