



WAUPACA AREA PUBLIC LIBRARY

IMAGINE LEARN CONNECT

WAUPACA AREA PUBLIC LIBRARY

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WAUPACA AREA PUBLIC LIBRARY
LIBRARY BOARD OF TRUSTEES
AD HOC HIRING COMMITTEE MEETING AGENDA

**NOVEMBER 17, 2021 5:30 PM (OR IMMEDIATELY FOLLOWING THE BOARD MEETING)
COUNCIL CHAMBERS**

Mission Statement: "...committed to offering opportunities for connections, innovation, and engaged learning."

1. ROLL CALL :

AD HOC COMMITTEE MEMBERS: Lori Chesnut, Mary Zimmermann, Julie Eiden, Glenda Rhodes

2. APPROVAL OF AGENDA

OPEN MEETING LAW STATEMENT: This meeting and all other meetings of the Waupaca Area Public Library Board are open to the public. Proper notice has been posted and given to the media, in accordance with Wisconsin State Statutes so that the citizens may be aware of the time, place, and agenda of this meeting.

3. Bradley Shipps, OWLS Director will outline the help OWLS can offer in hiring a new Director

4. Discussion of staff involvement in the hiring process

5. ADJOURNMENT

PLEASE CALL PEG BURINGTON (715-467-1599) BY 1:00 PM ON MEETING DATE
IF YOU ARE UNABLE TO ATTEND. THIS MEETING WILL BE LOCATED IN CITY OF WAUPACA
COUNCIL CHAMBERS WITH OPTIONS TO ATTEND PHYSICALLY OR VIRTUALLY VIA
VIDEO/TELECONFERENCING.

PLEASE ADVISE THE LIBRARY DIRECTOR IF YOU REQUIRE SPECIAL ACCOMMODATIONS. THE CITY OF
WAUPACA PROVIDES EQUAL OPPORTUNITIES FOR PUBLIC MEETINGS

Hiring a Library Director

What to look for:

- Leadership ability
- Customer service skills
- The right personality for the community, library, and staff
- Previous work with libraries, government, or community organizations
- Experience supervising staff
- Experience with budgets, planning, and facilities
- Ability to learn and adapt
- Eligibility for state certification
 - Section 43.15(4)(c) of Wisconsin Statutes states that to be a member of a library system, a library must hire a director who qualifies for certification at the proper level, determined by the size of the community.

How OWLS can help the library board:

- Identifying interim director candidates if the board felt this was desirable
- Reviewing the director's job description
- Surveying libraries in similar-sized communities for salary and benefits comparisons
- Reviewing an ad and publicizing the open position
- Advise on where to place the ad, and assist with posting to:
 - Your library web site
 - OWLS Employment Opportunities page: <https://owlsnet.org/about/employment-opportunities> (FREE)
 - OWLS email lists (e.g. Directors, CHLIBS)
 - Wisconsin Library Association jobs board: <http://wla.wisconsinlibraries.org/>
 - Wisconsin public librarians email listserv: <https://www.wplc.info/wispublib>
 - Area Library Schools (FREE)
 - UW Madison <https://uwslisjobs.wordpress.com/submit-a-job/>
 - UW Milwaukee, Julie Walker, Career Services Advisor, walkerjs@uwm.edu
 - Library and OWLS Facebook pages
 - Local Newspaper—Display or Classified/Limit words and refer to website for more information (This most likely won't generate many qualified candidates.) Not recommended for libraries seeking candidates with a Master's Degree.
- Hosting an online application form (information on candidates applying online are emailed to whomever the board chooses)
- Reviewing letters of application and resumes
- Suggesting interview questions

- Attending interview sessions
- Answering questions relating to closed sessions and other legal issues related to hiring
- Evaluate whether candidates meet state certification requirements.

How OWLS can help the newly hired director:

- Provide orientation to system and state services and requirements.
- Guide them through the certification process.
- Connect them with other member directors for mentoring.
- Provide training and support on technology and operations.

Online Resources

- [Trustee Essentials 5: Hiring a Library Director](#)
- [A Library Board's practical guide to finding the right library director](#), from the Detroit Suburban Librarians' Roundtable
- [Certification manual for Wisconsin public library directors](#), from the Wisconsin Division for Libraries and Technology

Attachments

I am enclosing several resources that other boards have found useful:

- Library director hiring timeline
- Do's and Don'ts for hiring a new director
- Non-discrimination in the hiring process
- Library orientation and training checklist for new library directors

Library Director Hiring Timeline

This document lists tasks involved in selecting and hiring a new library director, who is responsible, and gives a suggested timeline. The timeline given may need to be extended if the municipal board and/or a municipal personnel committee is involved.

Time	Task	Responsibility
12 - 14 weeks before New Director Start Date	<ol style="list-style-type: none"> 1. Read <i>Hiring a library director</i> and the <i>Practical Guide to Finding the Right Library Director</i> 2. Identify costs of hiring process 3. Discuss qualities desired in new director 4. Review job description 5. Determine salary range 6. Determine search process and timeline 7. Appoint search committee 	Library Board
10 – 12 weeks before New Director Start Date	<ol style="list-style-type: none"> 1. Write job advertisement 2. Determine where and when to publish in online & in print 3. Set deadline to apply 4. Select contact person. 	Search Committee
9-10 weeks before New Director Start Date	<ol style="list-style-type: none"> 1. Post job advertisement <p><i>Allow 3-4 weeks between posting of job ad and review of resumes</i></p>	Search Committee, Municipal Clerk, System staff
6-8 weeks before New Director Start Date	<ol style="list-style-type: none"> 1. Determine format of interviews. 2. Develop uniform list of questions 	Search Committee
5-6 weeks before New Director Start Date	<ol style="list-style-type: none"> 1. Review resumes, evaluation & ranking. 2. Determine number of candidates to invite for interviews 3. Schedule dates and times for interviews; make necessary travel arrangements. 	Search Committee
4 weeks before New Director Start Date	<ol style="list-style-type: none"> 1. Conduct interviews. 2. Contact references 3. Background check, if desired 4. Decide on top candidates and make recommendation to library board 	Search Committee

3-4 weeks before New Director Start Date	1. Library Board approves Search Committee recommendation.	Library Board
2-4 weeks before New Director Start Date	<ol style="list-style-type: none"> 1. Contact selected candidate 2. Send confirmation of appointment and starting date in writing 3. Request letter of acceptance 4. Notify other candidates of hiring decision 5. Provide housing, school, other community information <p><i>Allow 2-4 weeks between acceptance of job offer and New Director Start Date</i></p>	Library Board President or Personnel Committee Chair
	New Director Starts	
1-3 weeks after New Director Start Date	<ol style="list-style-type: none"> 1. New director orientation 2. Community introductions 3. Meetings with system staff 	Library board, library staff, Municipal Clerk, System staff

Do's and Don'ts for Hiring a New Director

*By Rick Krumwiede, Director, Outagamie Waupaca Library System
and Mark Arend, Assistant Director, Winnefox Library System*

Choosing a new director is one of the most important jobs a library board may have, and every year about 10% of Wisconsin libraries hire a new director. As we've worked with library boards we've gathered a list of do's and don'ts for hiring a new director.



Do:

- Decide who will be involved in the hiring process (e.g., entire library board, committee of the board, municipal human resources person, library staff, system staff, etc.) and how they will be involved (e.g., placing ads, screening applicants, scheduling, interviewing, etc.).
- Familiarize yourself with anti-discrimination employment laws.
- Make sure that the director's job description and any relevant personnel policies are up-to-date.
- Think through what you want in a new director. What are the library's goals for the next few years and what skills will the director need to lead you there?
- Include all relevant information in the job announcement, including hiring timetable, salary range, benefits, residency requirements, how to apply, and who to contact with questions.
- Meet ahead of time to plan the interview schedule, process, and questions.
- Do unsuccessful candidates the courtesy of informing them as soon as possible that they are not your choice.
- Extend a conditional offer of employment, in writing, that summarizes compensation and conditions of employment. Make the offer conditional on completing a criminal background check.

(continued on page 2)



Non-Discrimination in the Hiring Process

Under Federal and state law it is unlawful to discriminate in hiring on several “protected statuses”. This means that if you have two applicants who are equally qualified you cannot use one of these as a reason to choose one candidate over the other. Generally you may not discriminate against an applicant because they are married to, or associated with, a person having a protected status. Persons who are not members of a protected status group but are perceived to be members are also covered under these laws.

You should avoid asking questions on protected statuses in the interview process because asking questions of this type might be regarded as intent to discriminate and could give unsuccessful candidates grounds for legal action. That’s why every question should relate to this central theme: *“How are you qualified to perform the job you are applying for?”*

If you perform background checks you should also be cautious in checking candidates’ social media pages such as Facebook and Twitter because of the probability of finding out information related to these protected statuses. This could give unsuccessful candidates grounds for legal action.

Protected statuses under Federal law include:

- Race and Color: Applicants who are of a certain race or have personal characteristics associated with race (such as hair texture, skin color, or certain facial features).
- Religion
- Sex
- Age: Applicants aged 40 or older.
- Disability: Under the Americans with Disabilities Act (ADA) employers may inquire only about an applicant's ability to perform specific job duties and cannot request an employee's medical records. As long as the employee can do the job, with or without reasonable accommodations, an employer may not make a job decision (on hiring or promotion, for example) based on an employee's disability.
- Genetic Information: Applicants who a genetic test determines may be susceptible to physical or mental illness or impairment.
- National origin: Applicants who are from a particular country or part of the world, have a particular ethnicity or accent, or who appear to be of a certain ethnic background.
- Citizenship status: Applicants who are legal resident but are not U.S. Citizens.
- Pregnancy: Pregnancy, childbirth, or a medical condition related to pregnancy or childbirth.
- Bankruptcy: The Federal Bankruptcy Act prohibits employers from discriminating against applicants because they have filed for bankruptcy.
- Military Status: Federal law prohibits discrimination based on military status with respect to “the terms, conditions, or privileges of employment.”

In addition, Wisconsin law includes these protected statuses:

- Arrest and Conviction Record: You may ask whether an applicant has any pending charges or convictions, as long as you make it clear that these will be given consideration only if the

offenses are substantially related to the particular job. You may only refuse to hire a qualified applicant because of a conviction record for an offense that is substantially related to the circumstances of a particular job.

- Honesty Testing: Requiring or requesting that an applicant take an honesty test (lie detector) is unlawful or heavily regulated. Further, you may not discriminate against a person who refuses to take a test or objects to its use.
- Marital Status
- Military Service, including the National Guard or U.S. Armed Forces Reserve.
- Sexual Orientation
- Use or nonuse of lawful products off the employer's premises during nonworking hours

Resources

- Wisconsin Department of Workforce Development, Equal Rights Division
<http://dwd.wisconsin.gov/er/>
- U. S. Equal Opportunity Employment Commission <http://www.eeoc.gov/laws/>

revised 11/8/12

Library Orientation and Training Checklist for New Library Directors

This is a suggested list of meetings and tasks to help orient a new library director. It should be adapted for local needs and schedules. Some meetings can be done by one or two trustees rather than the entire board.

In the First Week the Library Board Should:

- ☐ Introduce the new director to library staff and trustees
- ☐ Introduce the new director to key municipal elected and appointed officials
- ☐ Give the new director a tour of the library building
 - Note areas that work well or have been recently updated
 - Note areas of concern or that may need major outlay in the near future
- ☐ Review conditions of employment with the new director
 - Hours of work
 - Benefits
- ☐ Review job description with the new director
- ☐ Discuss any particular issues, concerns, or problems that the new director may have to deal with or that the board may want emphasized.

In the First Month the Director, Assisted by Trustees, should:

- ☐ Become familiar with library policies
- ☐ Become familiar with the library's mission statement, long-range or strategic plan, and other documents guiding the library's public service philosophy
- ☐ Learn library budget and financial procedures
- ☐ Review library board meeting procedures
- ☐ Review with the board their expectations and evaluation criteria for the director
- ☐ Meet key members of Friends of the Library and Library Foundation
- ☐ Meet key members of the community

In the First Three Months the director should:

- ☐ Review legal issues affecting libraries
 - Open meetings law
 - Public records law
 - Americans with Disabilities Act (ADA)
 - Library confidentiality laws
 - Ethics and conflict interest laws
 - Copyright laws
- ☐ Review *Administrative Essentials: A Handbook for Wisconsin Public Library Directors*

In the First Six Months the director should:

- ☐ Review library system membership requirements
- ☐ Review requirements and expectations related to shared automation system membership
- ☐ Enroll in online library administration/management class, if needed for certification
- ☐ Review *Trustee Essentials: A Handbook for Wisconsin Public Library Trustees*

In the First Year the director should:

- ☐ Attend Wisconsin Library Association (WLA) or Wisconsin Association of Public Libraries WAPL) conference