

Director Search

- Searching for a new Library Director is often a complex and difficult process for a Library's Board of Trustees
- Finding a candidate who will be a strong leader for the staff and within the community can be complicated by knowing how to stay within the proper legal boundaries
- Knowing the right questions to ask references can be problematic
- Boards typically lack a working knowledge of the profession within Ohio and the potential leadership
- A consultant can not only guide the search, a consultant can enhance the process by including all stakeholders in the search, thereby making the staff and the Board feel confident that the best fit for the position will be chosen
- The search process, though fairly standardized, can be crafted to meet the needs of the Library

Director Search Services—The following is the process typically used, but can be tailored to the needs of the Library Board.

- **Letter of Understanding:** The letter serves as the agreement between the Library and Pelz Library Group. The letter outlines the search process, timeline, fees and expenses. It details the roles of the Library and the Consultant.
- **Initial Meeting:** A meeting with those people involved in the hiring process, it typically includes the outgoing Director and the full Board of Trustees. The purpose is to gather information and a perspective on the history of the Library. It will result in a profile of the organization, a specific timeline, and the duties outline which will help in crafting of the job description.
- **Staff and Board Interaction:** Key staff members identified by the Director and Board will be involved in a process which will result in a list of desired traits and skills for a new Director. We will gather the following information: organization charts, financial information, patron demographics, long-range plan, and policy and procedure. The Board will review the staff process and do a similar exercise focused on the administrative skills viewed necessary for a successful candidate. This helps frame the candidate questions.
- **Selection of staff leaders to participate in the interview process with the candidates:** Staff interview of candidates will happen in advance of the Library Board so that staff reactions can be disclosed to the Board in advance. (Some Boards care not to have staff interview, but it is highly recommended).
- **Formal Position Description:** A review and update of the current Director's job description and salary level will be conducted. This review will be based on an evaluation of comparable positions in Libraries within the State.
- **Placing Advertisements:** Develop an advertisement based on the position description. Ad placement will be in a variety of publications and journals.
- **Applicant review:** Analyze the applicants for suitability and winnow out those who are not best suited for the position.

- **Initial Interviews:** Interviews with those candidates recommended for additional review, either by phone or in person, in order to gain perspective on their personality, experience, and skills. A written summary of the initial interviews will be given to the Library Board and Staff Committee.

- **Reference Check:** Contact of at least three references provided by the candidate. A written summary of the reference calls will be given to the Library Board and Staff Committee.
- **Candidate Selection:** Based on the initial interviews and reference checks, three candidates will be selected for final interview with the full Board and Staff Committees.
- **Interview preparation:** Materials regarding interview day schedule and on preparing for the interview process will be given to the Board and staff participants. This includes recommended questions and information regarding legal responsibilities.
- **On-Site Interviews:** Two Interviews with each of the final candidates will be conducted: one by the Staff Committee and one by the Board of Trustees. A written report of each staff interview will be provided to the Board of Trustees.
- **Letters to Unsuccessful Candidates:** Communicating the results of the search process to the participants and thanking them for their interest.

Offer and Negotiations with the Candidate: Assist in negotiations with the selected candidate, if requested by the Board of Trustees. *This will require an additional agreement between all parties. It is not a service traditionally rendered, due to the time required to negotiate and to learn what will be the Library's negotiation perimeters.*

Search Timeframe is negotiated between the Consultant and the Trustees in the early meetings. Searches generally last six to eight months.

Director Search Pricing: This varies depending on the depth of involvement in the process. A firm estimate can be provided after the initial meeting with the Library, when we detail the process. Price will include travel costs of the Consultant and either a fixed fee or an hourly arrangement. Typically, searches do not exceed \$5,000 plus travel. A small price to pay for finding the right person for the job.