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Hello! Thank you for joining us for this installment of the Helping All Trustees Succeed Mini-Webinar series on Hiring Your Library's CEO.

My name is Grace Riario, I am the Assistant Director of the Ramapo Catskill Library System

Thank you to the New York State Library for partnering with us in providing these educational series of mini-webinars for trustee.

Please keep in mind that this is a mini-webinar, a 10 to 15 minutes session, it is meant to give you a brief introduction to a topic.

Please reach out to your local Library System and refer to the Handbook for Library Trustee of New York State for further information.

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The *Helping All Trustees Succeed* program, often referred to as "HATS," was made possible thanks to the collaborative efforts of New York State Library, the Directors of Public Library Systems, the Library Trustee Association and the New York Library Association. In addition, hundreds of trustees from around the State helped shape the content and delivery of the HATS mini-webinar series.

This is another great example of how we are stronger together.

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As a Library Trustee, the most important responsibility you may have is to hire a qualified CEO for your library.

Who in turn will become an important leader in your community and a partner to the Board.

The future of your library depends on it.

There are 5 Cs to hiring the right person for your library: Competences, Community, Candidate, Choice and Communication

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Let's start with the Competences.

Ask yourself, as a Board member " What does a library director actually do?"

A Library CEO has many responsibilities, some of them are essential to the day-to-day management of the library:

- 1. Supervise and manage staff and facility - A Library Director is the Human Resources person in your building. They should have the basic knowledge about benefits and conflict resolution skills to be an effective CEO.**
- 2. Prepare an annual budget - Having the financial knowledge to develop an effective and sustainable budget is essential to keep quality employees and develop new services.**
- 3. Being able to implement changes as community members' needs change.**
- 4. Developing strong policies is important. Policies are the laws of your library, they must stand up to scrutiny.**
- 5. The ability to coordinate and implement a Strategic Plan is another skill needed since the Library's Strategic Plan is the essential tool to let library employees and community members know the library's goals and the route to get there.**
- 6. Being able to represent and speak on behalf of the Library at community and organizational meetings and events.**
- 7. Keep up-to-date with technology, library and political trends . It is important that your CEO is able to communicate the library's mission to the community. In many communities, the Library Director is the only face the public sees.**

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The next C is Community.

As a Board, you are no longer just hiring a Library CEO, but a future community leader. You are looking for the best candidate for your library and community and their future.

When you are hiring a Library Director, it is essential that you consider the challenges your library and community may be facing and the opportunities your library will have in the future to deal with these challenges.

Ask yourself these three questions:

- 1. What qualities do you value in your Library Director? - Think of the skills you admired in the previous director.**
- 2. What are the most important skills your Library Director must possess? - Consider the skills your future Library Director will need to secure your library's future place within the community and to be an effective community leader.**

3. What roles do you see the Library Director playing with the Board, the staff and the community? - Choose the roles that are important to the future of your library.

If as a Board, you consider these questions prior to beginning your search, you will ensure that you hire the right person for the job.

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The quality of Candidates is the next C in the process.

- You want quality candidates applying to be your next Library CEO. Ask yourself! "As a Board". What caliber of candidates would you like to attract? What does a highly qualified candidate look for in a library?
- Consider the salary you will be offering. Work with your library system to develop a competitive salary grid for your area. Consider the Library Director's salary as a tool to get the best qualified candidate. How does your current Library Director's salary compare to other professionals? A qualified professional expects a fair salary. In the long run, not having the right person as the CEO of your library will cost you more money, time and effort.
- Where the job is going to be advertised is important. Advertise the job opening through different venues; your library system can help you.

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Making the Choice is your next C

- Prepare informative interview questions; this is the time when you can learn about the candidate.
- Remember during the interview process, the Board members are not the only people performing the interview. Quality candidates will ask questions and analyze your responses. Are you the right fit for them?
- As a Board, you must keep in mind the laws that regulate your library such as Education Department Regulation 90.8, which refers to the minimum qualifications for a Library Director.
- If you are a Municipal, School or Special District Library, your library will fall under New York State Civil Service Law. The Board should contact its local library system and ask for help with understanding Civil Service regulations.

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Once you have made your decision, hire a candidate. Now, the next C becomes the most important step a Board takes, Communication.

Once a new CEO is hired, the Board has a an opportunity to determine if they made the right choice. All new hires have a probationary period allowing the Board to evaluate the new Director.

On going evaluation of the Library Director is critical to building a good working relationship.

A performance evaluation is an opportunity to provide continuous motivation, focus and support. It also helps avoid misunderstanding and performance surprises.

After all, it is essential to the success of the library that the Board and the Library Director build a strong communicative and cooperative relationship.

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The best resource available to you in print and online is the Handbook for Library Trustees of New York State. This resource is updated periodically especially when there are changes in law.

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The other resource you have is your local Library System. If you are not familiar with your Public Library System. Please go to the site provided. It will bring you to a map of New York state with the public systems listed by region. Click on your area and the contact information for your system will be shown.

Thank you to all of you, who volunteer your time and support libraries by serving on a Board.