



## 2010 WISCONSIN LIBRARY OF THE YEAR

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### AGENDA

**Monona Public Library Board**  
**Library Director's Office**  
**Tuesday, October 11, 2016, 6 pm**

- I. Roll Call**
- II. Call to Order**
- III. Appearances**
- IV. Board Discussion**
  - A. Community Survey
  - B. Hiring Process for Library Director
  - C. Director Position Description
  - D. Time Frame
  - E. Hiring Committee
  - F. Interim Director Position
- V. Closed Session**

Under Wisconsin Statutes Section 19.85(1)(c) Considering Employment, Promotion, Compensation or Performance Evaluation of Any Public Employee Over Which the Government Body has Jurisdiction or Exercises Responsibility (Employment, Promotion and Compensation).
- VI. Reconvene in Open Session Under Wisconsin Statute Section 19.85**
- VII. Announcements**
  - A. Next Monona Library Board Meeting, Tuesday, October 18 at 7 pm
  - B. Next Friends of Monona Library Board Meeting, November 17, 5:55 pm
  - C. Friends of Monona Library Fundraisers
    - i. Loud in the Library: Mardi Gras, Saturday, January 28
- VIII. Adjournment**

NOTE: Upon reasonable notice, the City of Monona will accommodate the needs of disabled individuals through auxiliary aids or services. For additional information or to request this service, contact Joan Andrusz at (608) 222-2525 (not a TDD telephone number), FAX: (608) 222-9225, or through the City Police Department TDD telephone number 441-0399.

The public is notified that any final action taken at a previous meeting may be reconsidered pursuant to the City of Monona ordinances. A suspension of the rules may allow for final action to be taken on an item of New Business. It is possible that members of and a possible quorum of members of other governmental bodies of the municipality may be in attendance at the above stated meeting to gather information or speak about a subject, over which they have decision-making responsibility. Any governmental body at the above stated meeting will take no action other than the governmental body specifically referred to above in this notice.

## MONONA PUBLIC LIBRARY

### REPORT FOR LIBRARY BOARD MEETING

October 11, 2016, 6 p.m.

Sue Carr, Monona Library Board President

#### Overview

Just to get everyone up to speed about the process. We, the library board, alone have the complete power to hire and fire the library director and decide salary. There is no official City of Monona interaction. Second, I want to clarify the difference between an open meeting and a closed session meeting. We will only meet in closed session if we discuss the employment, performance or pay of a **specific current** library employee. All other conversations will be in open session, and Sally will take minutes.

#### Community Survey

Go forward or postpone?

#### Hiring Process for Library Director

To begin the process of searching for a new library director, I have attached an outline from the 2010 search. It is a basis from which to start developing our own process. **One change since our last search** is that the City now uses [governmentjobs.com](http://governmentjobs.com) to process all applications. This process, run by Leah at City Hall, will allow us to do several things:

1. All search committee members will be able to log in and see applicant information.
2. We can add filtering questions to the application and Leah can sort to dismiss according to the answer.

Example: "Do you have a library degree?" If no, we never see it.

In addition, we will give Leah some response letters to applicants. Those letters will go out electronically from City Hall.

Example: "Thanks but no thanks!" Or "We look forward to contacting you for the next step!"

3. We will also ask for a resume and cover letter to accompany the applications.
4. All of these elements of [governmentjobs.com](http://governmentjobs.com) lead me to believe that with the use of the questions, we can perhaps eliminate some parts of the intense 2010 process. I also had an extensive conversation about Erick's process at Waunakee and have some of his suggestions for our process.

#### Director Position Description

After we approve the job description (attached with a few additions from Erick), we send it to Leah and she will post a job announcement on [governmentjobs.com](http://governmentjobs.com). Then we will need to

reach out to various places to post an ad linking to this application process. As I understand it, there are job posting boards available at SCLS, Wisconsin Library Association Jobs Board, UW Madison School of Information (now iSchool), UW Milwaukee, and American Library Association. It has also been suggested that we post the position in neighboring state's version of Wisconsin Library Association (Illinois, Minnesota, etc.).

Attached is a salary survey of area library directors. Important to note: these are not actual salaries. April Little, City Administrator, took the 2013 numbers and developed the 2016 numbers by adding 2.5% each year, so although these figures are estimates, they are useful. I am going to propose that we offer the range at 67,000 to 73,000 in our posting.

### **Time Frame**

Suggested Timeline:

October 20-December 1	Open job listing
December	Review applicants
January 5	Round 1 interviews: in person, phone, Skype
Late January	Final interviews and decision
March 1	Start date

### **Hiring Committee**

When we reach a final set of candidates and come to a final decision, all members of the current library board will be involved. Up until that point, we need to decide involvement. Everyone needs to make a decision based on his or her time availability and interest.

Suggested process: After the [governmentjobs.com](http://governmentjobs.com) post closes, a certain number of library board members will sort through applications and chose 5-10 candidates to be considered further.

First round of interviews with a hiring committee (of 7 members) may consist of:

- ◆ Library Board Members
- ◆ Friends Board Member
- ◆ Foundation Board Member
- ◆ City Administration
- ◆ Library Staff
- ◆ Citizen

The goal of the first round of interviews is to select 3-4 finalists.

Second round of interviews, or scenarios as we determine, will result in the Hiring Committee making a recommendation to Library Board as a whole.

### **Interim Director Position**

The question of interim director starts with an initial decision: Internal or External.

According to Erick, there is about 10 hours of work to do each week in the interim term between November 5<sup>th</sup> and the start date of a new director. Major responsibilities will be signing bills, writing the annual report, and resolving any staff conflicts.

Before he leaves, Erick plans to:

- Complete the 2017 Operating and Capital budget
- Compile the 2017 program funding requests for the Friends
- Spend the majority of the 2016 collections budget

## City of Monona

### LIBRARY DIRECTOR

#### Position Description

The City of Monona, Wisconsin seeks a Director responsible for all aspects of library administration. The library board, staff, and volunteers seek a partner in providing a treasured place for our community and its citizens. We believe that a core set of principles is essential to that goal:

■ **Service**

Our goal is engaged, personable, and proactive service that makes every patron feel welcome, respected, served, and eager to return.

■ **Programming**

We strive to provide an engaging mix of programs that bring entertainment and insight to a diverse range of children, families, and adults.

■ **Collections**

We secure public access to a world of human discovery through a fresh and dynamic resident collection and a growing network of global resources.

■ **Community Space**

We take pride in providing a safe, clean, and welcoming facility for library patrons and community users.

■ **Accountability**

We respect the public trust through effective financial management, responsive leadership, and efficient operations.

Unless otherwise stated, all duties, responsibilities, and qualifications stated herein are essential functions of this position.

#### **GENERAL STATEMENT OF DUTIES:**

Under the general direction of the Library Board, and supervision of the City Administrator, works with the Library Board and staff to plan and carry out a comprehensive program of library services for area residents. Responsible for the administration and operation of the library, and the supervision of library staff.

#### **DUTIES/RESPONSIBILITIES**

The following duties are standard for this position. These are not to be construed as exclusive or all-inclusive; other duties may be required and assigned.

1. **Management & Supervision**

- a. Hires, recommends for promotion, disciplines, and dismisses library staff as directed by the Library Board and in accordance with collective bargaining agreements. Solicits and trains, or has other staff train, library volunteers in performing routine library tasks.
- b. Supervises library staff and delegates responsibilities to appropriate staff

as needed.

- c. Trains staff members in conducting basic reference interviews and in providing good reference service. Encourages staff to develop a thorough knowledge of the library's collection and of other area and online information resources.
- d. Ensures that staff understands the service-oriented nature of public library work and the critical need to maintain positive relationships and attitudes with patrons.
- e. Ensures that all library staff members are evaluated at least once per calendar year and encourages staff members to improve their job performance. Periodically reports the status of evaluations, including staff-related problems/issues to the Library Board.

## 2. **Systems and Financial Controls**

- a. Oversees the library's computers, internet network, and other library technology.
- b. Oversees the maintenance of all necessary library statistical and financial records.
- c. Prepares a budget that will enable the library to meet its objectives and goals. Periodically reviews the budget and recommends to the Library Board any changes needed to better meet the library's objectives and goals.
- d. In cooperation with the Public Works Department, ensures proper maintenance and repair of the library building and its contents. Ensures a safe and orderly environment for staff and patrons.
- e. In cooperation with the Community Media Coordinator, jointly manages the use of the Municipal Room.
- f. Ensures that the library provides a welcoming environment.

## 3. **Governance and Community Engagement**

- a. Prepares agendas and necessary informational materials regarding library operations and issues for the Library Board. Attends Library Board meetings and arranges for minutes to be taken.
- b. Prepares reports on the library's progress, activities, and needs, in consultation with the Library Board, for the Mayor, City Administrator, and City Council.
- c. Assists the Library Board in developing both long-term and annual goals and objectives for the library.
- d. Exercises leadership in the development and improvement of library services in the community, area library system, county, and state.
- e. Continues professional development by attending library workshops, conferences, and seminars, and by reading professional literature.
- f. Publicizes library services and programs through web-based media, local newspapers, cable TV, community radio station, brochures, bibliographies, and displays.
- g. Serves as or designates a liaison between the Library and the City

Administrator, other city departments, the Friends group, and the Foundation to ensure effective service and cooperation. Ensures that a liaison exists between the library and the schools and community organizations.

- h. Continually evaluates the informational, recreational, cultural, and educational needs of the community, and in cooperation with the Library Board and staff, plans, develops, and administers library policies and programs to meet those needs.

4. **Collection Development and Stewardship**

- a. Oversees the selection of library materials to meet the informational, recreational, cultural, and educational needs of all patrons.
- b. Supervises the classification, organization, and maintenance of materials in the collection, including weeding of materials as necessary. Ensures that patrons can conveniently find items and information they need.
- c. Is knowledgeable of and uses the information resources available from other libraries, the library system, and other sources in the community, county, and state.
- d. Recommends library materials or information resources suited to the needs and interests of patrons. Encourages staff to develop skills in readers' advisory work.

5. **Fundraising & Development (?)**

- a. *Works with Friends of the Library to plan and conduct fundraising events such as the annual gala and Book & Bake Sale.*
- b. *Assists the Library Foundation in soliciting planned giving activities.*

**KNOWLEDGE AND ABILITIES:**

- 1. Knowledge of library and information science, techniques, systems, and procedures.
- 2. Knowledge of modern methods of library organization and administration.
- 3. Knowledge of current library technologies and emerging trends.
- 4. Ability to supervise and motivate others; the ability to evaluate the work of others and to delegate responsibility.
- 5. Ability to establish and maintain effective working relationships with department heads, employees, city administrative and elected officials, and the public.
- 6. Excellent oral and written skills; the ability to prepare clear and detailed reports.
- 7. Knowledge of library materials and the ability to acquire an extensive knowledge of the local library collection.
- 8. Knowledge of the community or the ability to acquire such knowledge; the ability to evaluate community needs and develop library services and programs to meet those needs.

**PHYSICAL REQUIREMENTS:**

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the employee is regularly required to use hands to manipulate, handle, or feel; to talk, and to hear. The employee frequently is required to sit. The employee is frequently required to stand, walk, reach with hands and arms, stoop, and crouch. The employee is occasionally required to kneel, climb, or balance. The employee must frequently lift and/or move up to 10 pounds and occasionally lift and/or move up to 40 pounds. Specific vision abilities required by this job include close vision, distance vision, peripheral vision, depth perception, and ability to adjust focus.

**QUALIFICATIONS:**

1. Masters degree in library science from an institution accredited by the American Library Association.
2. Minimum of 5 years of progressively responsible public library experience, including experience in an administrative position.
3. Eligibility for or possession of Grade 1 Library Certification from the State of Wisconsin.

2.50%

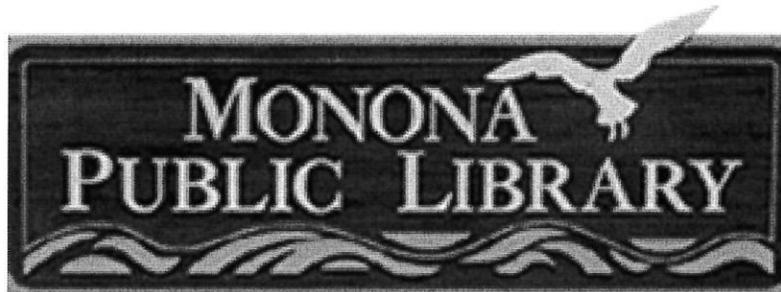
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Municipality	Population	2013 Total Municipal Budget	Highest Degree Earned (HS=0; A=1; B=2; M=3; D=4)	Years in Profession	Years in Current Position	Direct & Indirect Supervisees (non-seasonal)	2016	Notes
Lodi	3,053	\$1,789,278					43,275	
Sauk City	3,428			9	7		43,947	
Mount Horeb	7,058	\$7,547,966			4	15	54,923	
<b>Monona</b>	<b>7,532</b>	<b>\$9,579,920</b>	<b>3</b>	<b>11</b>	<b>6</b>	<b>25</b>	<b>66,011</b>	
McFarland	7,876	\$7,444,535					67,064	
DeForest	9,073	\$9,563,258			28	20	75,038	
Oregon	9,343						67,444	
Verona	11,162	\$18,305,552	3	15	8	16	76,382	# Supervised does not include 12 pages at 0.2 to 0.25 FTE each
<b>Waunakee</b>	<b>12,336</b>	<b>\$16,375,395</b>					<b>79,271</b>	
Stoughton	12,646	\$11,042,164			6		67,198	
Middleton	18,146	\$21,107,597			8	14.8	88,410	Includes longevity; # supervised includes only regular FT & PT
Fitchburg	25,465	\$23,172,218			6	30	82,810	
Sun Prairie	30,395	\$19,074,902	2	20	10	30	85,274	

Min	3,053	1,789,278	2	9	4	15	43,275
<b>Average</b>	<b>12,116</b>	<b>13,182,071</b>	<b>3</b>	<b>14</b>	<b>9</b>	<b>22</b>	<b>69,004</b>
Max	30,395	23,172,218	3	20	28	30	88,410

Monona	-4,584	-3,602,151	0	-3	-3	3	-2,992
Deviation from Avg.							

Westport	3,975	\$3,280,174					
Cottage Grove	6,269	\$2,282,254					



## Proposed Interview Process for Library Director

Monona, Wisconsin  
August 17, 2010

**Walter Jankowski**  
**Reinvention Consultant**  
**Reinvention, LLC**  
Home Phone: 608.225.8219



## Background

The Monona Public Library Board is starting the search for a new Library Director. The following proposal is a process to help the Board make a sound decision in determining the best candidate for the position.

The Board's objectives include:

- Have a clear understanding of the required competencies required for the position.
- Appropriately involve Library staff to gain buy-in
- Involve the Board and key Monona community members in the decision-making process, with the board and City Administrator having final say.



## Proposed Interview / Candidate Selection Process

Based on conversations with Board President, Mary O'Conner, the following is a proposed interview and candidate selection process assuming resume's / applications are received.

### 1. **Determine Required Core Competencies**

What are the core competencies you are looking for? We will decide this soon.

### 2. **Form Application Screening Team**

Form a small group of 2 or 3 Board members and one staff member to screen the resumes for minimum qualifications. Eliminate candidates that do not meet minimum requirements. Minimum requirements are (to be completed by Mary):

- a. ALA MLS
- b. 5 years progressively responsible professional public library experience
- c. Administrative library experience
- d. \_\_\_\_\_

### 3. **Screening Team Calls Potential Candidates**

Depending on size of pool, Screening Team calls each candidate to ask 4 to 5 base questions. The purpose is to screen applicants for to see if they meet minimum communication and personal requirements (good communicator, speak intelligently, have a "patron focus," really want the job, etc.). These interviews will especially be useful for long distance candidates to determine if it is worth it to bring them in. Questions include:

- a. Tell me about your background
- b. What makes you qualified for this position?
- c. Why do you want to leave your current position?
- d. Answer questions about the City, position, or benefits.

### 4. **Screening Team Promotes Pool of Eligible Interview Candidates to Interview Team**

Those passing the screening phase will be passed to the interview team. The interview team is made up of 5 to 8 Board, Library staff, and city staff members. This team performs the interview process.

### 5. **Run Performance-Based Interviews**

The key to finding the right candidate is to put candidates into common situations that they will perform. Anyone can answer a set of interview questions, but the real key is to see the candidates in how they handle common real situations. We would design 6 "assessment centers" where the candidates go from center to center and perform the given task. Interviewers assess their performance and score the candidate's response. Assessment centers might include:



Number	Center Name	Time	Description
Center One	City Council Presentation	30 min	<p>Given to candidates prior to interview:</p> <p><i>In an effort to not raise taxes, a city council member has proposed a 10% cut in the city portion of the library budget for the next fiscal year. This will have a significant impact on your ability to provide services and maintain your collection. You, as a city staff member, will give a 10 minute presentation demonstrating the value of the services the library provides the City of Monona.</i></p> <p>Technology (laptop with CD, PowerPoint, and projection unit) will be available if you <b>choose</b> to prepare an audio-visual presentation.</p>
Center Two	Irate Parent E-mail	30 min	<p>To be given to candidate that night. Candidate has 25 minutes to respond to the following e-mail. Please type your response under each question.</p> <p><b>E-mail</b>  <i>I recently walked past a computer at your Library and saw a patron viewing a sexually explicit web site. In asking a staff member they said that Monona Library computers do not have internet filtering. Why is this and how do you justify it? Sincerely, I. S. Blushing</i></p>
Center Three	Friends Presentation	30 min	<p>To be given to the candidate just after completion of the second assessment center activity.</p> <p>You are the newly named Library Director for the City of Monona. It is the first Friends of Monona Library meeting. You are asked to give an impromptu 7 to 10 minute presentation introducing yourself to the friends. You will have 5 minutes to prepare your talk. The Friends want you to address three items:</p> <ol style="list-style-type: none"> <li>1. Your work background and something interesting you'd like us to know about yourself.</li> <li>2. Your past community involvement and what you feel is your role as library director in the community.</li> <li>3. What do you see as critical issues for libraries in general and the Monona Public Library?</li> <li>4. Describe your experience with other Friends of the Library group.</li> </ol>
Center Four	Leadership & Management: Staff Meeting	30 min	<p><i>Given to Candidates prior to interview:</i>  Come prepared to run the initial 10 to 12 minutes of your first staff meeting. Please address the following issues as well as any others that you feel are pertinent, in a way that reflects your individual style.</p> <ol style="list-style-type: none"> <li>1. Your leadership and management style</li> <li>2. Describe the process you would use to make changes in the library (identify, design, implement, and communicate)</li> <li>3. Your expectations of the staff and what they can expect from you</li> <li>4. And how you plan to spend the first month in your new role</li> </ol> <p>A flipchart / dry erase board will be available if you care to use it.</p>
Center Five	Panel Interview Questions	90 min	<p>Sample questions might include (TO BE UPDATED):</p> <ol style="list-style-type: none"> <li>1. Describe your experience with technology in a library setting. Please be specific and address your experience with hardware, software, and integrated library systems.</li> <li>2. What do you think are the 2 or 3 most important technological advances (or uses of technology) on the horizon that can be implemented within the next 5 years? Be specific.</li> <li>3. Describe your past and present involvement with professional library organizations including any with regional library cooperatives (such as South Central Library System).</li> <li>4. The city completed an expansion and renovation of the library a few years ago. What innovative ideas for programming and services do you think the library might consider offering now that it has adequate space? (You do not need to know our current offerings).</li> <li>5. In Wisconsin, the Library Board has statutory responsibility for setting overall library policy. How do you see your relationship with the board? What do you expect from the Library Board?</li> <li>6. Describe your experience dealing with staff performance issues both for union and non-union employees. Follow-up - Describe a difficult personnel situation</li> </ol>



			<p>and how you handled it.</p> <p>7. Describe your experience with preparing, presenting and monitoring an annual library budget. What challenges have you encountered in this process and how did you respond to them?</p> <p>8. Describe your experience with collection development. How do you establish priorities for collection development?</p> <p>9. Describe a time when you established a long-term plan for a library improvement, communicated it to staff, developed and deployed the plan. What were the results?</p> <p>10. How would you handle staff training and upgrade staff skills with a small professional development budget?</p>
<b>Center Six</b>	<b>Collection Development</b>	<b>90 min</b>	<p>Candidate has been given this activity in advance and asked to complete it during their time at the library.</p> <p>"Over the course of the two days, please take a critical look at the Library's collection and before noon on Saturday, prepare a written response detailing the top five areas you feel need updating and weeding. Your response may be hand written or a computer will be provided."</p>

These centers could be set-up in 20 -30 minute blocks where candidates rotate from center to center. Board members and staff are partnered at each center.

**6. Interview Team Discusses and Scores (if needed) Each Candidate**

Each person on the interview team would individually score the candidate in pre-set criteria and the score would be tabulated across everyone on the team. This can be done electronically and automatically produce final score results.

**7. Interview Team Recommends Two Candidates to Full Board**

**8. Detailed Background Checks Made for Final Candidates**

**9. Board Makes Final Decision and Offer**

