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CHAPTER ELEVEN

Hiring and Evaluating a Library Director

[Disclaimer: *The information in this handbook is not legal advice. We recommend that you consult an attorney if you have any questions about how the laws apply to your library.*]

The most important decision a governing board or a municipality can make is the selection of a library director. The director must be able to work effectively with the board to professionally manage the institution and reflect the ideals of the institution and the community it serves.

When embarking on this process, it is appropriate for the board to ask itself a number of critical questions about the library, the library board, and the type of leadership they require. Such questions might include:

- What qualities do you value in your library director?
- What are the most important skills your director must possess?
- What roles do you see the director playing with the board, the staff, and the community?
- What significant initiatives and challenges do you foresee for the library in the next five years?
- Do you prefer a well-experienced director or are you willing to give bright new talent a chance?

All too often, library boards look for the easy way out, the simplest or quickest choice, or the cheapest alternative. Competent leadership of the library is essential for its efficient management and future success. Choosing the wrong director will result in more work for the board and a disappointing library. Every library deserves a qualified library director who is respected by the board and community and is appropriately compensated.

In Maine, library boards that are true governing boards have the authority to hire, supervise, and, if necessary, fire the library director. The library director, in turn, has responsibility for the hiring and supervision of library staff and volunteers. The library board has the legal authority and responsibility for determining the compensation

and general duties of the director. The board, with input from the director, determines what other positions the library might need. For municipal libraries that have advisory boards, the above falls under the responsibility of the town/city manager.

Library trustees must comply with state and federal laws that prohibit discrimination in hiring. Any written or oral questions to be asked of job candidates should be reviewed in advance by a person familiar with state and federal employment and discrimination law.

ADA Compliance

The ADA (Americans with Disabilities Act) requires reasonable accommodations in three areas of the employment process:

The first area involves the job application process. People with disabilities may only be asked questions asked of all applicants. Certain types of questions are not allowed. For instance, all applicants should be told the essential job functions and then asked whether there was any reason why they could not perform those functions. But it would not be acceptable to single out someone who uses a wheelchair and ask how that person would do a particular task.

Examples of questions that can and cannot be asked during an interview are included [Job Accommodation Network \[JAN\]](#). “Essential functions” of a job are often defined as “fundamental job duties of the employment position the individual holds or desires. The term does not include the marginal functions of the position.” Job descriptions should be written so that the essential functions are clear. If pre-employment testing is required, then accommodations must be made, if needed, for people to take the test.

The second area requires reasonable modification or adjustments to the work environment or job procedures and rules, to allow a qualified person with a disability to do the work.

The third area requires equal access to whatever insurance and benefits are offered to other employees.

The ADA does not require employers to drop essential functions of a position in an effort to accommodate a person with disabilities. Employers are not expected to provide personal items not available to other employees, but certain

accommodations might be expected, such as adjustable chairs, wrist pads, or modified phones.

The Job Accommodation Network [JAN] has a web site with special sections devoted to the employment issues under Title I of the ADA. The address for the site is: <https://askjan.org/>

The Long-Term Effects of this Decision

Not all library boards will face the responsibility of selecting a new director. However, trustees who undertake this process must understand that it is singularly important and will have far-reaching and often long-term effects. Be prepared for a great deal of diligent effort—effort that will be worthwhile if you succeed in hiring the best person for the job.

What to Look for in a New Director

A library director is the chief administrative officer of the library. The director is responsible both for day-to-day management of the organization and for assisting the library board with “big picture” issues like planning and policy-making. In developing the job description and assessing candidates, consider the following:

- Experience working with library boards and governing bodies
- Knowledge of budget preparation, policy development, administration, and employee supervision
- Library experience in the following areas: public service, technical services, and public relations
- Demonstrated leadership ability and dependability

Steps to Follow When Hiring a New Director

1. Contact your regional liaison who will be happy to assist you through this process of developing a job description and posting the job on the Maine State Library’s job listing www.maine.gov/msl/libs/jobjar.shtml
2. Appoint a hiring committee to develop or revise a draft job description, job ad, etc.
3. Ideally, the next step is to review the library’s long-range plan (if you have one) and analyze progress in reaching the goals and objectives. Knowing where the library needs to go will help trustees define the qualifications needed in the next director.

4. The board must approve a position description that reflects the necessary qualifications and duties of the job. A competitive salary range and fringe benefit package must be established if you hope to attract qualified applicants.
5. The board or a board committee checks references of applicants, evaluates qualifications, and arranges interviews with promising candidates (paying part or all of necessary travel expenses). A uniform list of questions should be developed for use in the interviews and for contacting references. Be sure to have these questions reviewed by someone knowledgeable about employment and discrimination law.
6. The board should make clear to candidates any probationary status, performance evaluation and salary adjustment procedures, and all other terms of employment.
7. In addition to contacting listed references, the board might wish to contact current or past colleagues of the top candidate or candidates to get a more complete picture of the qualifications of the applicant. If you plan to do this, you should first get written permission from the candidate. Be aware that many employers have policies in place that require all reference checks be directed to the Human Resources Department.
8. Once the board has made a hiring decision, it contacts the selected applicant and confirms the appointment and starting date in writing. It promptly notifies applicants not selected. The employment contract and/or letter of appointment could specify that as a condition of employment the director obtain and maintain the appropriate voluntary state certification.
<http://maine.gov/msl/libs/ce/libcert.shtml>
9. A thorough orientation program for the new director, similar to that described for trustees.
10. A six-month or one-year probationary period is a common personnel practice. The board and director mutually determine short-and long-term goals for this period. The board evaluates performance regularly throughout this period.
11. Assuming successful completion of probation, the board's supervision and evaluation responsibilities continue. Reviews of the director's performance and attainment of goals and objectives should be carried out annually.

Sample Interview Questions for Library Director Candidates

In his Lynda.com presentation *Hiring, Managing, and Separating from Employees*, employment law expert Don Phin suggest questions that are good to ask during an interview, and lays out questions you may not ask during an interview.

The following are suggested questions to ask. Select the ones that will best help you to choose a candidate to help your library move forward with its strategic plan:

1. Tell me about yourself.
2. Tell me three or four things of which you are most proud.
3. Where are some areas you can do things better?
4. What are the most important things to you about working at any job?
5. What were your most significant contributions on previous (current) jobs? Go job by job.
6. What single project or task would you consider the most significant accomplishment in your career so far?
7. What are you most proud of in your career?
8. Are there any full-time, regular positions you have held in the past five years that have been omitted from the résumé or application?
9. What do you like doing best?
10. What work do you like doing least?
11. What are some of your natural strengths and weaknesses?
12. What skills are you lacking?
13. Tell me about some of the most important projects you have ever worked on—at least one that worked
14. out and one that didn't. You can go job by job.
15. What was your most exciting work experience in the past five years?
16. What was your worst work experience in the past five years? How could you have avoided this scenario?
17. What is the greatest challenge that you've had to overcome in your work career?
18. Please describe something that felt unfair at your previous places of employment.
19. Tell about a time when you had a conflict with a boss, subordinate, or co-worker. How did you handle it?
20. What was the end result? Did you have any regrets?

21. What do you know about our company? What can you tell me about our products and services?
22. What research have you done to prepare for today?
23. What trends do you see impacting our field?
24. What unique skills do you think you can contribute to this company?
25. What support do you need from co-workers and/or management to succeed in your job?
26. How would you know if you are doing a good job?
27. Do you tend to be more productive when working alone or on a team?
28. What's the best work environment you've ever been in?
29. How do you handle questions and problems that exceed your knowledge and experience?
30. Describe your communication style with patrons/funders/vendors.
31. How do you handle demanding or even rude patrons? Please give an example.
32. What books, magazines, or websites do you read that relate to your career or our industry?
33. What software programs are you familiar with? Have you ever had a skills test? For what, when, etc.
34. What were the results?
35. Please describe the typical workweek at your last [current] job, such as duties, hours, etc.
36. How do you stay organized? (Time, reference materials, calendaring, etc.)
37. What creative suggestions or contributions have you ever made at a job?
38. What obstacles or problems did you address at a job without being requested to do so? What steps did
39. you take?
40. How do you manage stress on the job?
41. Describe something in your work experience that demonstrates your ability to handle stressful situations.
42. What is an employer's responsibility to their employees?
43. What is an employee's responsibility to their company?
44. What career goals did you accomplish in the last year?
45. What was some of the best criticism you ever received? What did you learn from it?
46. What classes or seminars have you taken on your own during the last three years to advance your technical or communication skills?

47. What are the last three business books you read? What was appealing about them? What did you learn?
48. What efforts have you made at networking to advance your career?
49. What volunteer or non-profit activities have you done that made you a better person?
50. What is the last self-help book you read, song you listened to, or film you watched?
51. How do you keep yourself mentally and physically prepared to perform at your best?
52. On a scale of 1 to 10, with 5 being average and 10 being exceptional, please rate yourself in
53. the following areas. (Add, delete, or change depending on job function. Expound and provide
54. examples, where necessary.):
 - Leadership skills
 - Ability to motivate others
 - Telephone skills
 - Email skills
 - Customer service skills
 - Computer skills
 - Internet skills, its use as a tool, research, etc.
 - Strategic thinking
 - Self-improvement
 - [Additional skill sets, traits, or character related to the job at hand]
 - Presentation skills
55. Is there any reason why you cannot satisfy the attendance requirements of the job?
56. Do you have reliable means of transportation to work?
57. Here is an example of a question you can ask to make sure there are no physical limitations on their ability to do the job:

“The person in this mailroom clerk position is responsible for receiving incoming mail and packages, sorting the mail, and taking it in a cart to many offices in two buildings, one block apart. The mail clerk also must receive incoming boxes of supplies up to 50 pounds in weight and place them on storage shelves up to 6 feet in height. Can you perform these tasks with or without a reasonable accommodation?”
58. Is there anything else you would like us to know about you that we haven’t covered today?
59. Do you have any additional questions or comments for me that we haven’t covered today?

Questions you *may not* ask an applicant unless it is *directly related* to the essential functions of the job:

- “What is your maiden name?”
- “Do you own or rent your home?”
- “What is your age?”
- “What is your date of birth?”
- The dates of attendance or completion of elementary or high school.
- Questions that tend to identify an applicant’s age as over 40.
- Birthplace of the applicant or of the applicant’s parents, spouse, or other relative.
- “Are you a U.S. citizen?” or “What is your citizenship or that of your parents, spouse, or other relative.”
- Questions as to race, nationality, lineage, ancestry, national origin, descent, or parentage of applicant or applicant’s spouse.
- “What is your mother’s tongue?” or “What is the language you speak at home?”
- How the applicant acquired the ability to read, write, or speak a foreign language.
- Questions that indicate the applicant’s marital status.
- Questions about the number or ages of children or dependents.
- Questions regarding provisions for childcare.
- Questions regarding pregnancy, childbearing, or birth control.
- Questions regarding the names or addresses of relatives, spouse, or children of adult applicant.
- Questions such as, “With whom do you reside?” or “Do you live with your parents?”
- Questions as to the applicant’s complexion, or color of skin, eyes, or hair.
- Questions as to the applicant’s height and weight.
- Requiring an applicant to affix a photograph to the application.
- Requesting an applicant at his or her option, to submit a photograph.
- Requiring a photograph after the interview, but before employment is offered.
- Questions regarding an applicant’s general medical condition, state of health, or illness.
- Questions regarding the medical condition or health of an applicant’s family or associates.
- Questions regarding AIDS, HIV, and related conditions.
- “Have you ever made a workers’ compensation claim?”
- Questions regarding receipt of workers’ compensation benefits.

- “Do you have any mental or physical disabilities or handicaps?”
- Questions regarding arrest record, such as “Have you ever been arrested?” unless they are in a security-related position. It’s okay to ask if they have been convicted of a felony.
 - Questions regarding refusal or cancellation of bonding unless they are in a security-related position.
- Questions regarding service in foreign military.
- Questions regarding the applicant’s current or past assets, liabilities, or credit rating, including prior bankruptcies, unless job related.
- Questions regarding ownership of a car.
- Questions regarding length of residence at a particular address.
- Requiring a list of all organizations, clubs, societies, or lodges to which applicant belongs.
- Questions to the applicant’s former employers or references, or acquaintances of references, which elicit information specifying the applicant’s race, color, religious creed, national origin, ancestry, disability, mental disability, physical disability, medical condition, marital status, age, sex, or other prohibited basis of discrimination.
- Questions regarding religious obligations that would prevent an individual from being available to work on Friday evenings, Saturdays, Sundays, or holidays.
- Questions seeking the names and addresses of relatives (as opposed to persons) to be notified in case of accident or emergency.
- Asking a female candidate whether her family will object to her working at night.
- Asking a female candidate whether she has any reason to believe she might require any leave for medical reasons during the next calendar year.
- Asking an older candidate whether they feel they can keep up with the younger employees in the department.
- Asking an applicant the origin of their name.
- “Do you speak [English, Spanish, etc.]?”
- “How do you expect to do this job when you are blind?”
- Discriminatory remarks such as, “I’ll bet you’re a good dancer,” or, “I don’t know how you people eat that kind of food. It makes me burp,” or, “Are you trying to be superwoman?”
- “How did you lose your leg?”
- “Have you ever had cancer, high blood pressure, heart problems?”
- “Have you ever injured your back?”
- “How strong is your back?”
- “Have you ever taken a leave of absence for health reasons?”
- “Are your parents healthy?”
- “What did your parents die of?”

- “What is the prognosis for your disease?”
- “Is your skin condition caused by a disease?”
- “How do you manage in the bathroom?”
- “Do you have any physical or mental disability or handicap that will require reasonable accommodation?”
- “Have you ever abused alcohol?”
- “Is anyone in your family disabled?”

[Source: Don Phin, *Hiring, Managing, and Separating from Employees*, Lynda.com]

Evaluating the Director

Evaluating the library director is often one of the more difficult tasks faced by a public library board of trustees, but it doesn't need to be. It is only difficult when a board is unsure of the process to follow or the criteria to be used to evaluate the job performance of their director. The following is a discussion of the methodology and criteria a board may use to carry out the review.

There are several good reasons for carrying out a review of your library director:

- A review provides the director with formal feedback on his/her job performance.
- A review can be a tool for motivation, encouragement, and direction.
- A review can provide the board with valuable information about the operations and performance of the library.
- A review can help to establish a record of unsatisfactory performance if there is ever cause to discipline the director or terminate employment.
- A review can give the board and the director a formal opportunity to evaluate the job description and adjust it as necessary.

A well-executed performance review is the culmination of formal and informal communication carried out throughout the year regarding the activities of the director. Problems are best brought to the attention of the director as they occur, rather than stored up for the annual review. Success, accomplishment, and simple hard work or dedication should be acknowledged as it is observed, as well as at the annual review.

Who Should Carry Out the Performance Review?

Though it is the nonprofit board as a whole that is responsible for oversight of library operations and the activities of the library director, often boards decide to delegate the task of developing a preliminary evaluation of the director to a personnel committee or specially appointed committee of the board. Whether the whole board takes part or a committee does the work depends on the makeup of the board and the time available to board members. Often a board might have experienced managers or human resource professionals among its members. Other board members might be less experienced in personnel management. The key here is consistency and deciding ahead of time who will take part. Either way, the entire board should review, discuss, and approve the final written evaluation.

Municipal libraries that are a part of the department structure of the city/town will find that the library director's direct supervisor, normally the town/city manager, will perform the director's evaluation unless that responsibility is delegated to the advisory board by charter or council/select board action.

Those charged with carrying out the evaluation should avoid relying on chance comments from library employees. Comments solicited from employees with the knowledge of the director can be helpful when solicited in a formal, organized fashion. Board members should bear in mind that the director is hired to manage the daily operations of the library on behalf of the board and community. The chain of communications should always flow from library employees through the director to the board.

The Basis for the Review

The performance review should be based on three factors:

1. The director's performance as it relates to a written job description.
2. A list of objectives for the preceding year jointly written and agreed upon by the director and the board.
3. The success of the library in carrying out services and programs as outlined in the board's strategic plan, as well as the director's contribution to that success.

The director's job description should be kept up to date and be a realistic statement of the work that needs to be done. The director needs to know what is expected. For example:

- What role will the director play in fundraising?
- Is the director expected to work a service desk?
- Is the director expected to attend every city council or select board meeting?

A director should not be faulted for failing to do something that was never officially decided at the time of hire or at a later board meeting.

- ***Job descriptions need to change as technology and environmental factors affect them.*** Including a discussion of the director's job description at the time of hire and during the annual performance review provides an opportunity to change the job description as the needs of the organization change. The library director is the resident authority on what is new at the library and how tasks change in light of new priorities. Board members can learn a lot about the library by discussing changes in staff job descriptions with the director.
- ***Establishing a list of objectives for the director is important to ensure continued growth for the director as an individual as well as for the organization.*** Some objectives may be project oriented, such as completing a weeding of the collection in the coming year or upgrading the automation system. Other objectives may be more personal, such as those contributing to professional development. Though the director should be the one primarily responsible for suggesting their objectives for the coming year, those objectives should be discussed and agreed upon by the board.
- ***The objectives of the director should be closely related to the long-range plan of the library.*** Establishing objectives can be an exercise in creativity in searching for new ways to improve the library. Failure to attain some objectives does not necessarily indicate poor job performance. Many times, outside factors might have prevented success, or a director might simply have been too ambitious in the number of projects planned for a year. Some objectives may not be reached because they were experimental in nature. The important factors to remember when evaluating objectives are progress, initiative, and the willingness of the director to expand the limits of their work and understanding. A director who accomplishes all of their objectives might be an exceptional employee or might simply have been quite conservative in what they set out to do.

- ***The library board needs to be able to examine the resources of the library and the resourcefulness of the director and see how these have been utilized to manage library services successfully.*** Assessing the degree to which the director contributes to the success of the organization can be especially helpful to library boards as they evaluate the director. Library board members are continually viewing the library from the outside, since they do not participate in the daily management of the organization. Good board members are library users who experience library services first-hand. As community leaders, they are aware of the image of the library within the community.
- ***Examining resource management is a far more reliable tool for reviewing the library director than relying on subjective comments from individuals.*** The board has a variety of resources at its disposal by which to evaluate resource management. The monthly financial statement and statistical reports are good examples. Your regional liaison can also suggest a variety of output measures by which the board may judge the success of the library and, by extension, the success of the director.

How to Conduct the Performance Review

When conducting the annual formal performance review, it is very helpful to have the director fill out review forms as a self-assessment. The board, or review committee, should fill out a second set of forms. By comparing assessments, the director and board can easily establish areas of agreement and work to resolve disagreements. All discussions of the director's job performance should be carried out in legally posted closed session meetings [Executive Session] pursuant to 1 MRSA §405(6)(A).

The formal evaluation of the library director should take place at the next regularly scheduled board meeting. It should be conducted in an objective, businesslike manner with a predetermined agenda, but should not be so austere as to be intimidating. Specific examples should be used to illustrate the evaluation, and free discussion should be encouraged. Adequate time should be allowed to thoroughly explore all issues, and the meeting should be free of interruptions. There should be a thorough summing-up by the spokesperson of the proceedings. The evaluation should be followed with a planning session to develop the basis for the next review.

The director's self-assessments may or may not be considered part of the permanent record; however, the director should have the opportunity to respond in writing to reviews placed in their permanent file. Written comments should always be part of the permanent record and be kept with board personnel files. If the library director is a municipal employee, their evaluation will be kept at the town office/city hall with those of other municipal employees. No performance review should ever be placed in a personnel file without the knowledge of the director. The director should sign the review indicating that they have been given the opportunity to read and discuss the evaluation. Signing a review should not be construed as agreement.

The basis of the evaluation should be the up-to-date job description and the annual performance objectives agreed to by the director and board. There are many forms available for your adaptation and use when evaluating a director. Your regional liaison should be able to furnish you with some samples.

Here are some questions to consider in the evaluation process:

- How well has the director utilized the resources available to them? Is library service provided efficiently and effectively at your public library?
- Does the community like and respect the director? Are they accessible? Do people enjoy coming to the library?
- Is the library in good financial shape? Does the director stay within the budget and provide clear and timely reports to the board? Does the annual budget, as initially drafted by the director, adequately reflect the needs for library service in the community? Is the director successful in obtaining necessary funding (with the help and involvement of the board)?
- Does the director communicate effectively to staff? Are they a good supervisor?
- Is use of the library increasing? If not, why not? (Success is not strictly the responsibility of the director, but of course they have much direct influence.)
- Is the director creative, willing to try new things, and do they give considerable effort to making programs work?

- Does the director accurately and fully provide the board with the information you need to do your job? Does the director provide the board with well-considered advice?
- Has the director put appropriate effort into achievement of the annual objectives agreed to between the board and director? Is the director striving to accomplish the goals and objectives of the library's long-range plan?

Sample Performance Appraisal Form

[**Note:** This sample should be adapted to reflect the job description of your director and the needs of your local library.]

Job Title: LIBRARY DIRECTOR

Name: _____ **Date:** _____

Reason for Appraisal: __End of Probation __Annual __Final __Other

Administrative Services

Specific Duties:

1. Act as the library board’s executive officer.
2. Serve as the technical adviser to the board.
3. Implement the policies of the library as established by the board.
4. Prepare the draft of the annual library budget for board discussion and approval.
5. Participate in the presentation of the adopted budget to local officials.
6. Receive and expend library funds according to established guidelines and maintain accurate and up-to-date records showing the status of library finances.
7. Recruit, select, hire, supervise, evaluate, and terminate if necessary, library staff in conformity with library policy and state and federal law (and any applicable local civil service regulations and/or union contracts).
8. Prepare library board meeting agendas and necessary reports in cooperation with the library board Chair and notify board members of scheduled meetings.
9. Prepare state annual report for review and approval by the library board.
10. Inform and advise the library board as to local, regional, state, and national developments in the library field and work to maintain communication with other area libraries and the library system.

Rating: *Excellent* < 6 5 4 3 2 1 > *Poor*

Narrative evaluation and assessment of effort in achievement of annual objectives:

Collection Management

Specific Duties:

1. Select or direct the selection of materials for all media and all age groups, based on the
2. library’s approved collection development policy.
3. Catalog and classify library materials according to accepted standards and maintain the public catalog.
4. Process materials to provide appeal, protection, and control.
5. Develop and maintain a regular weeding schedule.
6. Periodically review the collection development policy and make recommendations to the library board for revisions.
7. Oversee the shelving and organization of materials.
8. Prepare and distribute overdue notices to users with overdue or lost materials.
9. Maintain an accurate and up-to-date database of user registrations and activities, including information adequate to support reimbursement requests for nonresident borrowing.

Rating: *Excellent* < 6 5 4 3 2 1 > *Poor*

Narrative evaluation and assessment of effort in achievement of annual objectives:

Service and Service Promotion:

Specific Duties:

1. Develop and execute an array of service programs to address the various needs of users and to make the library more accessible to all. These might include: preparation and dissemination of bibliographies of popular topics and genre collections; tours of the library for school, daycare, and homeschooling groups; inclusion of interesting displays of an educational or cultural nature; presentations to local organizations or groups on the benefits offered by the library; provision of storytime sessions for small children, and teen and adult book discussion sessions; support of a summer reading program; acquisition of special materials and provision of accommodations to encourage use of the library by individuals with special needs; development of a homebound service for residents unable to visit the library.
2. Provide friendly and efficient direct assistance to users checking out materials, requesting directional or community information, or seeking materials or information on specific topics.
3. Prepare media advisories and press releases and submissions to the media to announce new or special services and events that spotlight the library.
4. Assist and guide local volunteer groups (e.g. Library Friends) who wish to help with library promotion, fundraising, and enhancement of services.
5. Prepare grant applications, when grant opportunities are offered, in order to supplement local funding of library operations and development.
6. Maintain records showing all programs offered and number of attendees at each program.
7. Continually investigate the value, costs, and logistics of adding library services, new media, and new technologies in order to keep the library current and proactive in its service provision to the public.
8. Conduct ongoing evaluations of existing library programs, services, policies, and procedures, and submit recommendations for improvements to the library board.

Rating: *Excellent* < 6 5 4 3 2 1 > *Poor*

Narrative evaluation and assessment of effort in achievement of annual objectives:

Facilities Management

Specific Duties:

1. Oversee care and maintenance of the library building and grounds.
2. Oversee the work of custodial staff.
3. Regularly review building needs and advise the board in its planning for future expansion or development.
4. Assess the adequacy of existing facilities in regard to the provision of automated services.

Rating: *Excellent* < 6 5 4 3 2 1 > *Poor*

Narrative evaluation and assessment of effort in achievement of annual objectives:

Certification:

Board President’s Signature: _____ **Date:** _____

Library Director’s Signature: _____

Sources of Additional Information

- *A Library Board's Practical Guide to Finding the Right Director*. Chicago: American Library Association, 2005.
- *Assessing and Supporting Your Chief Executive; A BoardSource Toolkit*. Washington: BoardSource, 2010.
- COSLA's Hiring Toolkit:
https://www.cosla.org/content.cfm/id/trustee_toolkit_hiring_a_new_library_director
- Niche Academy:
<https://my.nicheacademy.com/msltrustees/course/15227>
- Sample job descriptions
www.maine.gov/msl/libs/admin/jobdesc.shtml
- Your regional liaison

