

Recruiting and Retaining Library Directors and Staff



Friday, August 16, 2019

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Key Idea



Grow Your Own!





Outcomes


- **Build a network of people to find potential employees.**
- *Develop training programs to attract and retain new hires.*
- **Partner with educational institutions to recruit and train prospects.**

Agenda



- **Working With Small Pool Of Potential Employees**
- **Why Do People Work? It Is Not Just Money**
- **Always Be Recruiting: Building Your Private Pool**
- **Cultivating Pipelines To Good Employees**
- **Working With Young People And Old People**
Military, Retirees, Stay-At-Homes, Students
- **Next Steps**

Agenda



Introduction: Working With A Small Pool Of Potential Employees



Work with your state library
and library systems to learn
and apply existing guidelines
and create new standards for
current and future personnel.

Raise Your Standards



**Ensure your library is a place
where new people want to work:**

- **Positive and supportive environment for all!**
- **Written expectations of productivity and behavior apply to all.**
- **Open to ideas from new hires**



Inventory Your Personnel



- **Are job expectations up-to-date and aligned with your library's current and future goals?**
- Are learning and growth required?
- **Or, employees drifting into the “comfy” zone?**
- Are you realistic about what you can accomplish given the abilities of the people you have?

Caveat



Don't harbor bullies and less
productive employees
just because they have worked
for your library for 100 years.

What About Part-timers?



- Are they “second-class” employees?
- More resources needed to supervise part-timers.
- Consequences: Less consistency, more mistakes
- Less alignment with fulltime employees
- Less alignment with library’s strategic plan
- **More likely to ignore policies**

On the Other Hand



Is anyone "subsidizing" your library
with uncompensated time?

**Remember: It's illegal
for paid staff to volunteer!!!**



Exercise

- How would a potential employee from out-of-town view your library?
- The upside of working at your library?
- **What needs to change?**





Pros and Cons

The Upside

- Supportive community
- Popular story hours
- Historic building
- **Staff is like family.**
- Busy meeting rooms
- Active card holders
- Great history collection
- **Rooted in tradition**

Needs to Change

- No fresh faces in library.
- Mostly programs for kids
- Unsuitable for technology
- **Staff is like family.**
- Same groups hog rooms
- Declining new signups
- Collection is stale.
- **It's the 21st century.**

Homework



How does your library compare
to other libraries serving
similar populations in Wisconsin
and throughout the nation?

Agenda



Why Do People Work?

It's Not Just Money



You're marketing a career
opportunity, a community,
and a lifestyle, not just a job.

Employee Concerns



- Career advancement versus career stability
- Local economy:
Housing costs, “food” desert issues
- Flexibility: Second jobs or careers for part-timers
- Kids: Health, education, and activities
- Family employment opportunities

Hiring Partnerships



- Economic development agencies
- **Local and regional government**
- Companies that are hiring
- **Colleges and trade schools**
- Chambers of commerce
- **School districts**
- Real estate agencies



The Good Fight



Fight for more money and better benefits.

**Support community/library foundation
and Friends group.**

**Recruit political allies in local business
and government.**

**Promote importance of libraries
all year round.**

What If



The problem:

Employees don't stay!

The solution?

Flip the issue!!

Treat shorter tenures as an advantage!



What If

Benefit to Library

- *Apprenticeships*
- *Fresh quality talent*
- *Flow of new ideas*
- *Less money pressure*
- *Build rep for innovation.*
- *Keeping library current*
- *Employees help recruit.*

Benefit to Employee

- *Varied experience*
- *New opportunities*
- *Not tied to first choice*
- *More options for family*
- *Share new ideas*
- *Keep out of politics*
- *Bring skills from outside*

Exercise



What are potential challenges
if you “flipped” the issue
of how long people
work for your library?

The Challenges

- More time getting employees up to speed
- **Less continuity in departments and projects**
- Lack of commitment and projects never finished
- **Difficult to construct compensation system**
- Not familiar with community culture
- **Hard on longtime staff morale**
- Constant recruiting



Exercise



Why do employees,
directors in particular,
either not take the job or quit?

Staff Employment Issues



Why they leave

Money/Better offer/Family situations/Health/Retirement

Poor supervision/ Poor support/Bullies/Slackers, morale

Change in roles and expectations regarding the job

Why they say no

Money/Better offer/Family situations/Health

Unclear about duties and compensation

Interview not the same as job posting

Not feeling welcome



Director Issues

Why they leave

Money/Better offer/Family situations/Health/Retirement

Micromanagement/Treated like a clerk, not a leader

Lack of board/community support/ Desire for bigger stage

Why they say no

Better money/Better offer/Cost of living

Kitchen sink job description/Not in sync with board

Micromanagement/Responsibility without authority

Not feeling welcome

Agenda



**Always Be Recruiting:
Building Your Private Pool**

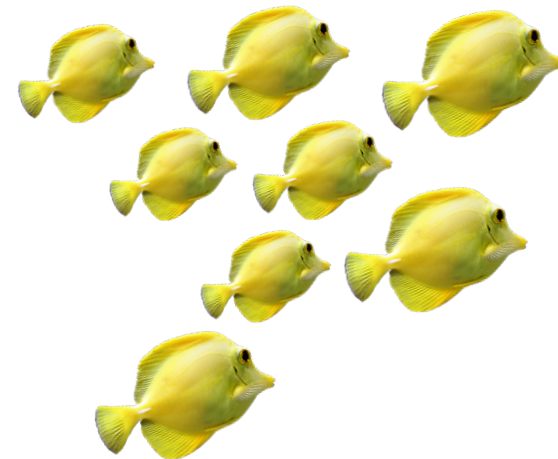


Dig the well
before you're thirsty:
the 20/1 rule.

Growing Candidates



- Invest time/effort in current employees.
- Formal mentoring programs
- Participation in institutes
- Professional associations
- Education and training
- Scholarships



Exercise



**What are the potential
negative consequences
of investing in employees?**



The Downside

- **Takes resources away from running the library**
- They leave before contributing to workplace.
- **Favoritism as to how people are treated**
- What about employees who refuse to “grow”?
- **Beware of entitlement and “*heir apparents*”!**



Agenda

A photograph of two goldfish swimming in an aquarium. The goldfish are bright orange with white markings on their fins. They are swimming towards the right. The background is dark and out of focus, showing some green plants.

Cultivating Pipelines To Good Employees



“You have great customer service skills. Have you ever considered working for a library?”



Throw a Wide Net

- **All stakeholders have business cards.**
- Everyone is a scout.
- **Social media: Your #1 resource!!!**
 - Your website
 - Your social media accounts
 - Establishing a positive presence

Agenda





What To Look For

- **Positive attitude:**
Treats all with respect as **social equals**
Will take the initiative
- **Customer service values:**
Competent and welcoming
- Willingness to **learn**
- **Ability** to retain and apply learning

Agenda

A photograph of a wooden pier extending into a body of water under a hazy, sunset-colored sky. The pier is made of dark wooden planks and leads towards a small platform in the distance. The water is calm and reflects the light from the sky.

Next Steps



Next Steps

- **Evaluate your library as good place to work.**
- Work with your community on sales pitches.
- **Create ways to track potential candidates.**
- Update social media to welcome job inquiries.
- **Orientation and mentoring programs in place.**
- Will new hires recommend your library to other potential employees?