

Hiring in 2021 and Beyond

WVLS FALL WEBINAR SERIES: STAFF EMPOWERMENT

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DID YOU KNOW



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The average cost to hire a new employee is \$4,000.

<https://arcoro.com/blog/cost-to-hire-onboard-employee/>

Learning Objectives

- Learn to write a job description
- Learn how to assess applications and select candidates to interview
- Best practices for preparing and conducting interviews
- Learn to do reference checks

Expertise & Disclaimer

- 6 years experience as hiring manager
- Currently a member of WLA Nominations Committee
- Interview coach for library professionals

Disclaimer: I am not a certified human resources specialist.

I am definitely not a lawyer.

The practices outlined in this presentation are derived from my own experiences.

A resource page is included at the end of the presentation.

Ready (or not) to hire?



How to: write a job description

- Summarizes the essential facts
- Describes the key responsibilities
- Outlines the knowledge, skills, and abilities needed
- Lists the education, certification(s), or other documentation
- Connects to organization

Job Description

- Up to date
- For every position on staff
- Reflect the library's needs
- Work can be accomplished in allotted hours

Gather information



Knowledge, Skills & Abilities (KSA)

- Knowledge = theoretical understanding
 - Skills = capabilities, proficiencies
 - Abilities = innate traits or talents
-
- Address **only essential needs** to perform the position
 - Divide by categories and use consistent language
 - KSAs inform the interview questions

Knowledge, Skills & Abilities (KSA) examples

- **Knowledge = theoretical understanding**
 - Knows up-to-date early childhood literacy standards
 - Aware of public health resources for community
- **Skills = capabilities, proficiencies**
 - Manage a program budget throughout fiscal year
 - Accurate data entry and timely completion of monthly statistics
- **Abilities = innate traits or talents**
 - Values diverse customers, providing prompt, courteous, and respectful service.
 - Can work independently and prioritize completion of daily tasks

Job Description – Final Draft

- Summary
- Key Responsibilities
- Knowledge, Skills, and Abilities
- Qualifications:
 - Education
 - Certification
 - Other documentation
- Organization Information

Review, Approve, Post!



Here come the candidates!



How to: assess and select candidates

- Prescreening
 - Review qualifications
 - Telephone screen
- Preliminary Assessment
- Selection

How to: prepare for interview

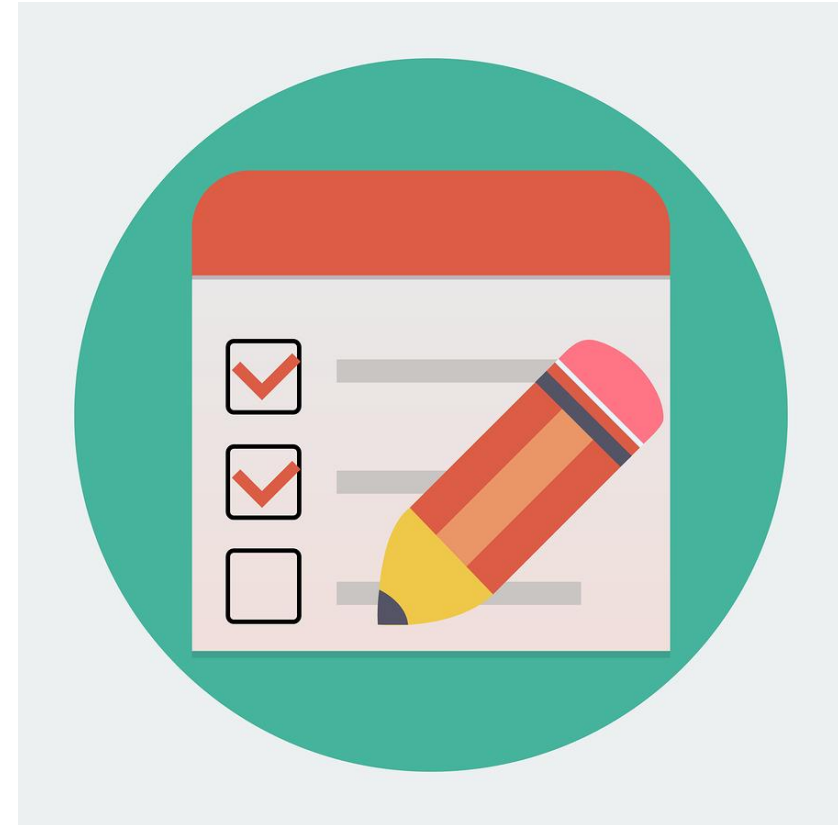
- Who will conduct interview?
- Schedule
 - Leave time between candidates
 - Contact and confirm candidate slots
- Prepare questions
 - Based on the KSAs identified in the JD
 - Complexity of job = complexity of interview
 - To perform or not to perform?
 - No tricks, no perfect answers

How to: prepare interview questions

- Open with ease
- Describe the job
- Encourage expansive responses
- Include required questions
- Complexity increases as interview progresses

How to: interview

- Location and schedule
- Materials
- Protocols
 - Introduction to candidate
 - Review JD and format of interview
 - Leave time for their questions
- Q & A
 - Notes
 - Candidate questions



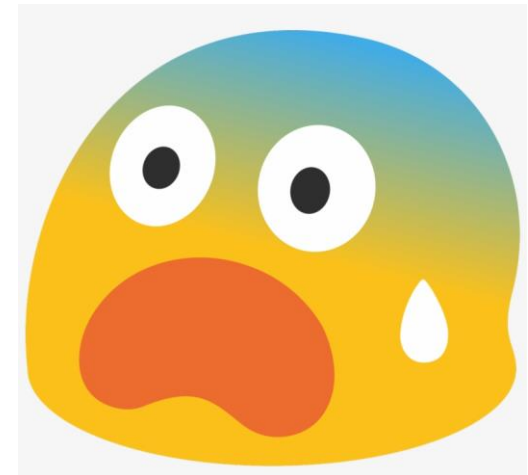
What if they ask me... ?



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Tough Questions for “Interesting” Times

- I saw a negative review online. What is this library’s culture?
- This job has been posted before. What happened to the last person?
- I am a caretaker. Is this schedule flexible?
- Are there remote working opportunities?
- Are there health mandates? Must I comply?
- Is this pay scale negotiable?



How to: answer candidate questions

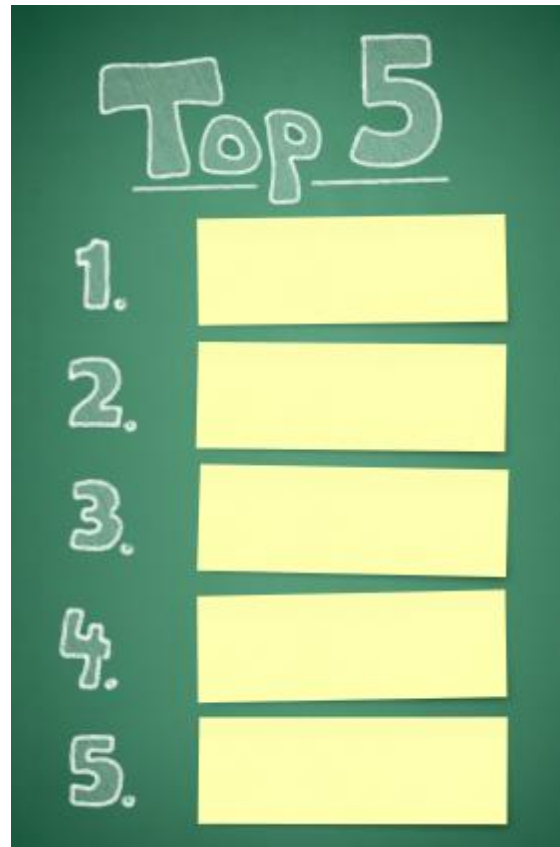
- Preparation
- Specificity
- Honesty
- Follow up

How to: close the interview

- Confirm candidate questions complete
- Provide timeline
- Provide communication chain
- Thank and escort candidate



Rank Candidates



A green chalkboard with the words "Top 5" written in white chalk at the top. Below the title, there are five numbered positions, each with a yellow sticky note for a candidate's name:

Rank	Candidate
1.	
2.	
3.	
4.	
5.	

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How to: reference check

- Acknowledge the bias
- Prepare questions
- Schedule
- Make the call
- Understand context of relationship

Final Assessments



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How to: select a candidate

- Record of success
- Demonstrable KSAs
 - Candidate best aligned with needs of position
 - Candidate with highest growth potential
- Examine what candidate needs to onboard
- Confidence in candidate

Make the offer!



Review

- ✓ Job Description
- ✓ Assess Applications
- ✓ Interview Candidates
- ✓ Reference Check



Mark Dumont

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Resources

- RAILS JD Repository: [Job Descriptions Repository | RAILS: Reaching Across Illinois Library System \(railslibraries.info\)](http://railslibraries.info)
- Web Junction Job Descriptions: <https://www.webjunction.org/explore-topics/job-descriptions/documents.html>
- Library Interview Questions: [Library Interview Questions – Mr. Library Dude \(wordpress.com\)](http://wordpress.com)
- KSA Model: [KSA: Using the Knowledge, Skills and Abilities Model \(thebalancecareers.com\)](http://thebalancecareers.com)
- Reference Checks: [Questions I ask when checking references \(hey.com\)](http://hey.com)
- Legally Permissible Questions: [appendix e guide to legally permissible interview questions and discussions 03202015.pdf \(harvard.edu\)](http://harvard.edu)
- Candidate Questions: [Recruiters Need to Be Ready to Answer These Candidate Questions \(shrm.org\)](http://shrm.org)
- Liz Ryan: <https://humanworkplace.com/>
- Society for Human Resource Management: www.shrm.org
- WI DPI: <https://dpi.wi.gov/pld/boards-directors/administrative-essentials/library-employer>

[Link to More Resources](#)



Want to grow your knowledge? Contact me:
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