Hiring in 2021 and Beyond

WVLS FALL WEBINAR SERIES: STAFF EMPOWERMENT
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PRESENTER: RACHEL ARNDT, INDEPENDENT LIBRARY CONSULTANT
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
How to: reference check

• Acknowledge the bias
• Prepare questions
• Schedule
• Make the call
• Understand context of relationship
Final Assessments
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

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Resources

• RAILS JD Repository: Job Descriptions Repository | RAILS: Reaching Across Illinois Library System (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)

• KSA Model: KSA: Using the Knowledge, Skills and Abilities Model (thebalancecareers.com)

• Reference Checks: Questions I ask when checking references (hey.com)

• Legally Permissible Questions: appendix_e_guide_to_legally_permissible_interview_questions_and_discussions_03202015.pdf (harvard.edu)

• Candidate Questions: Recruiters Need to Be Ready to Answer These Candidate Questions (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: r.arndt.consulting@gmail.com