

February 13, 2021

To: Plymouth District Library Board
From: Carol Souchock, Plymouth District Library Director
Re: Hiring New Library Director

When I notified the board of my intention to retire effective May 1, 2021 I committed to working with you to facilitate the process of hiring a new library director. I have met with board president Yasir Khogali to start this process. Here are some of the topics that we need to discuss to move forward:

Executive Hiring Firms:

We need to have a conversation about hiring an executive firm to assist in this process. I have attached a copy of the proposal provided to the library in 2012 from our former hiring firm Hartzell-Mika Consulting, LLC to give you an idea of the types of services these firms can provide.

In addition I have reached out to other libraries for recommendations on potential firms to assist in the hiring process. Here are the firms that have been recommended so far.

Bradbury Miller Associates:
<http://bradburymiller.com/>
Canton, Ohio

John Keister and Associates:
<https://www.johnkeister.com/>
Chicago area

June Garcia
<https://www.junegarcia.com/>
Denver, CO

Job Description and Posting:

We need to review the attached library director posting and job descriptions for updates. Regarding the job description and posting attached you will find a copy of the PDL job posting and description from 2012 as well as two recent examples of director postings from libraries in southeast Michigan.

February 2021 Board Meeting 9.2

In addition please see this current description of our community and library that is regularly used in our job postings:

OUR LIBRARY AND COMMUNITY:

The library's mission is to connect, enrich, and improve lives through information, services, and spaces. Our core values are: access, literacy, community destination, and personalized service.

The Plymouth District Library is located in busy downtown Plymouth, MI, midway between Detroit and Ann Arbor. We serve the Plymouth Community which is comprised of 36,650 residents living in the City of Plymouth and the Charter Township of Plymouth, as well as the patrons of 75 Detroit-area libraries through a reciprocal borrowing agreement facilitated by The Library Network.

The library serves as a significant community hub and maintains strong partnerships with local and regional community groups, governments, schools, businesses, and cultural organizations. Strong community support has resulted in a dedicated perpetual millage, a robust Friends organization, and more than 100 adult volunteers. Pre COVID-19 almost a 1,000 visitors a day use the library to participate in programs, use our meeting and study rooms, borrow materials, use technology, and connect with others. In addition we serve a growing and robust digital community 24/7.

The library recently completed significant network and technology infrastructure improvements and our growing technology department services the public and library staff. Recent facility upgrades have taken place to improve accessibility and energy efficiency.

The library contributes significantly to the high quality of life available in the Plymouth community. Our sense of community is created by beautiful neighborhoods, spacious parks, robust sport, cultural and arts organizations, and dedicated community service organizations. Our vibrant, walkable downtown is full of unique shops, restaurants, entertainment and recreational options, all surrounding Kellogg Park as the centerpiece and host of year-round events. The library is just steps from all of this in our central downtown location and plays an active role in community events.

The elected Board of Trustees and the Directors of the Friends Board are all committed to meeting the needs of the community, now and into the future. Dedicated customer service ideals drive our 65 staff members at all levels. We know our customers, and work tirelessly to serve their needs, listen to their concerns and make decisions accordingly. These practices are for those who come through the front door and those whom we serve outside of the library either off site or via digital services. We are committed to help the library remain a hub of activity in our community and a leader in the library world.

Other Tools to Assist in Hiring

In addition please review the DSLRT report emailed to the board titled "A Library Board's Practical Guide to Finding the Right Library Director". While this report is dated (2005) you will find much of the material provided still applicable.

HARTZELL-MIKA CONSULTING, LLC

P.O. Box 4396

East Lansing, MI 48823

517-719-3487

www.hartzell-mikaconsulting.com

DIRECTOR SEARCH SERVICES

SUMMARY OF SERVICES

Our services are divided into tiers and structured to provide the actual amount of assistance your library needs. The tiers are offered and priced independently. The specific services provided in each tier are outlined below.

Services – Tier I

The consultants will:

- Meet with the Board of Trustees and/or members of the Search Committee to discuss the specific process, timeline, and to receive input regarding the qualities and skills desired in a Library Director.
- Review the Library Director's job description (and recommend revision as necessary).
- Develop the position advertisement.
- Recommend advertising options and an advertising budget.
- Place the advertisement in appropriate print journals and on electronic sites.
- Identify and actively recruit qualified candidates.
- Receive resumes and acknowledge to candidates.
- Review resumes to determine eligibility and suitability for the position.
- Forward all qualified resumes to the Library Board or Search Committee.

Services – Tier II

- Assist the Board or Search Committee in selecting the most highly qualified candidates for preliminary interviews.
- Conduct preliminary interviews with selected candidates.
- Conduct initial reference checks on selected candidates.
- Provide a summary report on a minimum of 3 individuals representing the most highly qualified candidates for the position to members of the Board of Trustees or Search Committee.

Services Tier III

- Assist the Board of Trustees or the Search Committee in selecting candidates for final interviews.
- Advise the Board of Trustees on conducting final interviews, including an interview schedule and interview questions.
- Attend final interviews and provide assistance to Board of Trustees.
- Advise Board of Trustees regarding reference inquiries.
- Assist with final selection of Library Director.
- Provide an investigative consumer report conducted by a third-party security firm (commonly called a background check) on the candidate selected as Library Director.
- Provide assistance in finalizing a contract with selected candidate.
- Notify all candidates of the outcome of the search.

Additional services available:

- Conduct community focus groups to gather input regarding selection of a new library administrator and provide written summary.
- Develop and conduct a community survey.

Fees for the above services are based on scope of the project.

ESTIMATED COST

Each of the three tiers of services is priced independently, and the Library Board may choose to contract for services in only Tier I, Tiers I and II, or for the entire search process. Consultants' fee for the entire search process (exclusive of advertising, consultants' travel, and travel by the candidates to the final interview) currently ranges between \$14,000 to \$16,000.

ADDITIONAL COSTS

In addition to the fee for services outlined above, advertising, consultants travel (if required) and candidate travel will be billed at cost.

TIME FRAME

A search process normally requires 120 days – 150 days to complete.

For additional information contact:

Marianne Hartzell
Hartzell-Mika Consulting, LLC
PO Box 4396

East Lansing, MI 48823

Telephone: 527-719-3487

Email: marianne@hartzell-mikaconsulting.com

Job Title: Library Director

FLSA Status: Exempt

Reports to: Library Board

Job Summary: The Library Director is the chief executive and administrative officer of the Plymouth District Library (PDL). With direction from the Library Board, the Library Director has overall responsibility for all management, administrative, and professional functions of the library system. The Library Director is responsible for long-term library development and daily operations under policies and goals established by the Library Board.

The Library Director reports to the Board and is an at-will employee. The Library Director is evaluated annually by PDL Board of Trustees.

The principal duties and responsibilities of the position include, but are not necessarily limited to the following areas:

Responsibilities: (These examples **do not** include **all** of the tasks which may be expected.)

1. Responsible for the day-to-day administration of the library, within the framework of the library Board's adopted policies and budget.
2. Recommends and drafts policies for Board consideration. Implements policies and decisions approved by the Board.
3. Responsible for overseeing preparation of an annual budget and presenting it to the Board for approval. Administers library budget and submits regular updates to Board.
4. Oversees development opportunities through the Southeast Michigan Community Foundation.
5. Serves as administrator of the Voluntary Employee Benefit Association.
6. Responsible for employing library personnel; recruits, interviews, hires, helps determine staffing assignments, and new personnel training.
7. Supervises all library employees in a manner consistent with the organizational structure. Evaluates employee work performance, maintains high levels of staff morale, and disciplines employees as needed.

8. Develops staff capacities to meet goals and objectives. Plans and approves staff training and continuing education activities.
9. Attends, conducts, and participates in staff meetings and Board meetings.
10. Serves as primary spokesperson in communicating library policies and procedures to the staff and public.
11. Promotes utilization and support of the library and publicizes library services.
12. Manage and coordinate library fund raising efforts and relationships with Friends and other library support groups.
13. Informs the Board of current library and information trends.
14. Manages the library system's fund development activities aimed at securing gifts, endowments, bequests, and grants.
15. Represents the library at professional meetings and community functions.
16. Oversees the maintenance of building and ground facilities, and equipment.
17. Supervises and maintains service contracts.
18. Other duties as assigned by the Board.

Required Qualifications:

1. Masters Degree from a Library/Information Science program accredited by the American Library Association.
2. Six years of public library experience post-degree, of which at least three years have been in a supervisory or management position.
3. Ability to establish and maintain effective working relationships with community leaders, public officials, and leaders of educational and civic organizations.
4. Ability to analyze library needs and evaluate library services.
5. Strong personal leadership skills and the ability to represent the library at all levels within the community.
6. Demonstrated ability to recruit, train, motivate, and supervise employees.

7. Ability to develop long-term goals, objectives, actions, and policies to support the mission of the library system.
8. Strong financial management skills and experience in developing and managing budgets.
9. Excellent written and verbal communication skills.
10. A thorough understanding of library technology and its applications in a public library setting.
11. Exceptional organizational skills, including the ability to prioritize and manage multiple projects.

Additional Skills and Abilities:

Strong interpersonal skills: proven background of effectively working with subordinates, Library Board, the public, etc.

Strong public service orientation.

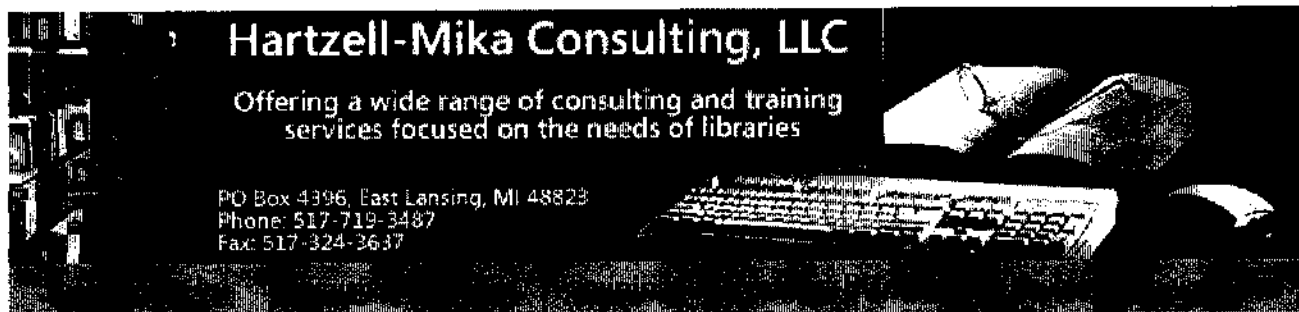
Extensive and demonstrable knowledge of public library issues and trends.

Working conditions and ADA requirements:

Environmental Conditions: Work is performed primarily in a public library and/or office setting. Approximately 50% of assigned time will be working with the public. Noise level is quiet to medium. Temperature level is normal indoor range, year-round.

Machines/Equipment representative, but not all-inclusive of those commonly associated with this position: Computers, cash register, keyboard devices, scanners, printers, photocopiers, FAX digital/handheld communication equipment, hand-trucks, forms, books and media, file cabinets.

Other conditions: Flexibility in scheduling required; this position includes regular evenings and Saturdays, and some Sundays throughout the year. Some travel may be required to attend meetings, conferences, and training.



Hartzell-Mika Consulting, LLC
Offering a wide range of consulting and training services focused on the needs of libraries

PO Box 4396, East Lansing, MI 48823
Phone: 517-719-3487
Fax: 517-324-3637

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DIRECTOR PLYMOUTH DISTRICT LIBRARY

If serving as the director and leader of a well respected, and well loved community library is your professional goal, consider the position of Director of the Plymouth (MI) District Library. Due to the retirement of the current director, the Board of Trustees is seeking a progressive, collaborative team-builder, who is an experienced, dynamic, and committed professional well aware of current and emerging trends and best practices in public library services. This busy library, where annual circulation has exceeded the 1 million mark for the past 5 years, was recognized in 2012 by Library Journal as a "starred library" in the annual index of public libraries in the \$1-4.9m budget category.

The library, located in beautiful downtown Plymouth, serves a population of nearly 37,000 in a 52,000 square foot facility remodeled in 2006-07 with a budget of \$3,492,000. The staff of 75 (19 MLIS) pride themselves on providing exceptional patron-focused service. The library enjoys an excellent reputation and outstanding support from the Library Board, the Friends of the Library, and the community. As a district library, PDL is an autonomous governmental unit that has a dedicated millage in perpetuity that provides a stable funding base.

The city of Plymouth is ideally located in southeast Michigan, close to larger city amenities while still retaining the charm of a friendly, walkable small town. The area offers excellent schools, access to major universities, and multiple recreational opportunities and cultural events. To learn more about the Plymouth District Library system and the community visit: <http://www.plymouthlibrary.org>.

Position requirements: Masters' degree in Library and Information Science from a program accredited by the American Library Association; a minimum of six (6) years of post-degree employment in a public library, of which at least three (3) years have been in a management/supervisory position.

Additional requirements include excellent financial management abilities, strong verbal and written communication skills; the ability to articulate a vision for library service and inspire others; a thorough understanding of library technology and applications; and a collaborative style that will continue the tradition of a teamwork environment. The ability to interact effectively with multiple constituencies and serve as the library's representative within the community is essential.

For a complete position description [click here](#)

Compensation: From \$80,700, dependent on qualifications and experience; excellent benefit package including: health insurance; dental and vision cost reimbursement; MERS defined benefit retirement plan; short and long term disability insurance; life insurance; deferred compensation option.



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Click here to send us an email

517.719.3487

Contact us today to discuss your library needs!

Applications and nominations will be accepted until the position is filled, but those received by 5 o'clock pm (EDT) on June 5, 2013 will receive first consideration. Electronic submissions required. To apply, submit a cover letter, which specifically addresses the position requirements, your resume, and the names and contact information (including email address) of three (3) professional references to Marianne@hartzell-mikaconsulting.com.

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Library Jobs Network***



CITY OF TROY | EXECUTIVE RECRUITMENT

TROY PUBLIC LIBRARY

LIBRARY DIRECTOR



CITY OF TROY | 500 W BIG BEAVER | 248.524.3300



TROY PUBLIC LIBRARY LIBRARY DIRECTOR

This is an exciting opportunity in the history of the Troy Public Library! With the passage of the 10-year millage, the Troy Public Library will be able to expand its hours of operation to include 7-day service; perform necessary building maintenance; purchase new furniture; and implement additional aesthetic improvements of the building. The next Library Director of the Troy Public Library will lead library staff and services through the COVID-19 pandemic and into a post-COVID world.

The Library Director devotes considerable time to implementing excellent programs, services, and collections within the established budget. This also includes hiring excellent staff who will deliver those services. The Library Director represents TPL to the community and actively promotes connections, partnerships and goodwill. The Director of the Troy Public Library interacts with many people and groups, including Troy residents, Troy business owners and staff, Friends of the Troy Public Library, volunteers, Endowment Fund donors, Suburban Library Cooperative staff, other library directors, vendors, and community groups (i.e. Rotary, Kiwanis; Troy Chamber of Commerce staff, Troy Interfaith Group, and the Global Troy Advisory Board).

Salary starting at 98,000 – 110,000 depending on qualifications. Candidates may apply online at troy.mi.gov/jobopenings. First review of applications will occur on December 7, 2020.

EQUAL OPPORTUNITY EMPLOYER. The City of Troy is committed to providing equal opportunity employment to all applicants. The City of Troy will consider all qualified applicants for employment regardless of race, religion, color, sex, height, weight, marital status, national origin, age, disability, or veteran status or any other basis protected by federal and state law.

THINGS TO KNOW ABOUT TPL



A Class VI public library (largest class size) serving a population of 80,000+ in the second most diverse community in Michigan. The Troy Public Library has an outreach program in which materials are delivered to Troy residents who are unable to come to the Library. TPL staff are very active in community engagement.

FUNDING:

- » 1.1 mills which generates revenue of approximately \$5.6 million per year

STAFF STATS:

- » 12 full-time staff members (Library Director, Assistant Library Director, four service area heads, two Youth Services Librarians, Community Engagement Librarian, Digital Services Librarian, Marketing Coordinator, and Business Office Administrative Aide).
- » 60 part-time staff members (16 part-time Librarians, 15 part-time Library Aides, 18 part-time Library Assistants, nine part-time Library Pages, two part-time Marketing Assistants, one part-time Administrative Aide).
- » Diverse staff in terms of race, culture, age, gender.

PRE-COVID-19 USAGE STATISTICS (6-DAY SERVICE):

- » 1,241,000 annual circulation.
- » 410,145 visits per year.
- » 237,000 virtual visits per year.

PRE-COVID-19 USAGE STATISTICS (CONT.):

- » 700 programs per year.
- » Attendance at programs, 31,600 per year.
- » 63% of all Troy households have a library card.

COVID-19 PERIOD USAGE STATISTICS

- » 204 appointments per day for curbside pickup.
- » 730 holds per day.
- » Approximately 40,450 checkouts (physical and digital items) per month.
- » Social media followers: 6,501 (Twitter: 984; Instagram: 1,309; Facebook: 4,208).

COLLECTION:

- » 309,551 physical items.
- » Print collections for adults, teens, youth including large print.
- » Audiovisual collections for adults, teens, youth including DVD, Blu-ray, audiobooks, CDs.
- » Experience kits, Memory kits, other special collections.
- » Universal access collection for adults, teens and children with special needs.
- » International language collection of print and audiovisual materials.
- » Digital collections including Overdrive, Hoopla, Acorn, RBDigital magazines, databases.



EDUCATION, SKILLS AND ABILITIES



Successful candidates will be collaborative leaders who listen, build relationships and value teamwork. They will have a positive outlook and be genuinely excited about leading the Troy Public Library forward. The City is interested in candidates who have public library experience at the department head, branch manager, assistant director or director level.

THE SUCCESSFUL CANDIDATE WILL:

- » Hold a Master Degree in Library and Information Science from an ALA-accredited university program.
- » Have at least seven years of experience managing people and budgets in a public library.
- » Applicants with an equivalent combination of training and experience may be considered.
- » Have a Level I Permanent Professional Certification from the Library of Michigan or the ability to achieve this certification within 6 months of appointment.

THE LIBRARY DIRECTOR MUST:

- » Be proficient with Microsoft Office software.
- » Possess the ability to effectively utilize the City's financial planning software, Tyler (New World Systems).

Knowledge of library automation systems is desired, especially Polaris, which is currently used by Troy Public Library.

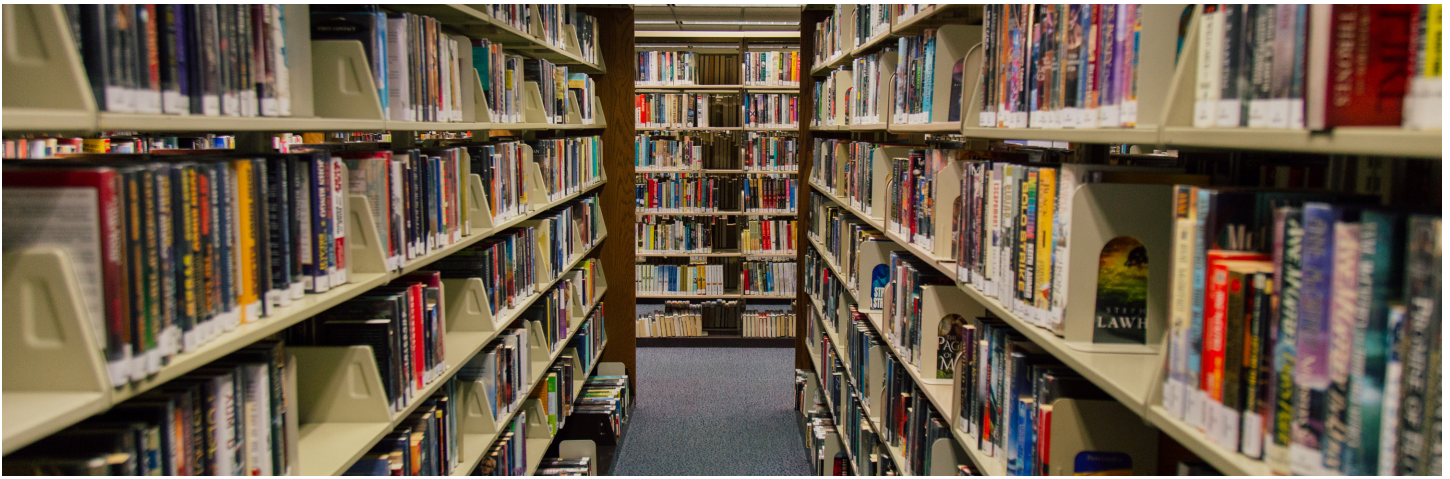
Must possess a valid Michigan driver license with a good driving record (based on City of Troy standards). Out of state applicants must provide current driving record at time of application and obtain State of Michigan license within one month of appointment.

As a condition of employment, the successful candidate must pass a background check and pre-employment physical.

SPECIFIC QUALIFICATIONS



- » Comprehensive knowledge of the principles of supervision and administration.
- » Comprehensive knowledge of public libraries, trends and developments.
- » Comprehensive knowledge of library laws, including Michigan Privacy Laws, principles of collection development, and ethical guidelines applicable to the position as outlined by professional standards and/or federal, state and local laws, rules and regulations.
- » Demonstrated ability to work effectively with a diverse workforce and provide leadership in organizational change.
- » Demonstrated organizational skills and attention to detail.
- » Ability to make decisions independently, and in accordance with established laws, regulations, City policies and procedures, including a demonstrated history of upholding ethical standards and exercising good judgment in applying and interpreting policies and procedures.
- » Ability to effectively express ideas of varied complexity verbally and in writing.
- » Ability to make presentations and answer questions before small and large groups of people.
- » Ability to analyze complex organizational and administrative problems and formulate, develop and present recommendations for their solution.
- » Ability to work effectively as an individual and team member.
- » Ability to exercise considerable tact and courtesy in frequent contact with department directors, city officials and other city staff, other organizations and the public.



CHARACTERISTICS AND TRAITS



- » A professional who has a reputation for personal and professional integrity, trustworthiness, a respect for confidentiality, and for leading by example and conducting all personal and professional interactions honestly, fairly, ethically and courteously.
- » A professional who can create an environment dedicated to teamwork and empowerment by seeking input from key staff and then setting the course for the Library to follow with clear expectations while allowing employees to manage and produce results.
- » A skilled listener willing to hear a different point of view or be apprised of the historical context of some issues; willing to listen to new ideas, encourage staff to generate new ideas, be innovative and creative when addressing those ideas and other issues.
- » A leader who can see the “big picture” as well as attend to details when necessary.
- » A leader who can strategically and articulate a vision for the department and successfully work with a diverse group of stakeholders.
- » A creative problem solver.
- » An expert performer who will display a strong work ethic and an optimistic “can do” attitude when addressing the complex issues facing the Troy Public Library.
- » An adaptable administrator who will have a commitment to diversity in staff and services to a diverse community.

ESSENTIAL DUTIES



- » Develops, organizes and coordinates a plan of library service to meet the mission and goals of the library and the needs of the community.
- » Plans, assigns, and exercises general supervision over the operation of the library.
- » Confers with the department’s leadership team on administrative issues and concerns.
- » Hires, evaluates, promotes, disciplines, and terminates staff.
- » Develops and manages the library budget. Authorizes all expenditures of funds allocated to the library.
- » Collaborates with community groups and other City departments.
- » Writes and administers grants.
- » Monitors Troy Public Library Endowment Fund, fundraises and plans donor events.
- » Directs marketing and public relations efforts.
- » Informs and educates Troy community about the Troy Public Library.
- » Develops and administers COVID-19 response plan.



Bloomfield Township Public Library serves a community of 41,070 residents in Bloomfield Township. The current operating budget is \$6,527,647 with a Capital Improvement Plan fund in place. The collection includes 320,000 items with an annual circulation of 661,932 items. Bloomfield Township Public Library is well supported by its community with a current millage rate of 1.9 mils and an average of 900 visits to the building per day (pre-pandemic).

The Library enjoys a strong reputation for providing excellent library services, collections, and programs to the community. Under the auspices of its strategic plan, the library has boldly implemented changes to meet the space requirements of patrons and to better serve a diverse population with multiple needs. Bringing the Library from an “A” library to an “A+” library is a future goal the board and staff are uniquely poised to realize.

The Library Director serves as the chief executive officer of the Bloomfield Township Public Library and is responsible for the administration and daily operations of the library within the mission, goals and policies established by the Library Board. The Library Director reports to a nonpartisan six member elected governing Library Board of Trustees.

MINIMUM QUALIFICATIONS:

The successful applicant will have:

- Master’s degree in library and information science from an A.L.A. accredited institution
- Level 1 Permanent Professional Certification from the Library of Michigan as required by state law for a Class V library or ability to receive certification within six months of hire
- Eight years of experience managing staff in a public library
- Strong financial management experience
- Demonstrated passion for public service
- Highly effective communication and interpersonal skills
- Valid state of Michigan driver’s license with a good driving record or ability to receive such license within six months of hire
- Ability to successfully pass a background check

PRIMARY DUTIES and RESPONSIBILITIES:

- Demonstrate exceptional leadership and the ability to promote the evolving and increasingly important role of the Library in the community.
- Manage and supervise all library operations and building projects that meet the goals of the library and needs of the community.
- Develop and administer the library budget, authorize all funds expended, and serve as a responsible steward of library resources.

- Oversee a balanced schedule of traditional and innovative library services, collections and programs within the approved budget.
- Implement all library board approved policies and make recommendations for new policies and revisions to exiting policies.
- Provide leadership to and serve as a role model for all library staff (56 FTE).
- Maintain effective working relationships with a wide variety of community organizations including the Friends of the Library and the Bloomfield Historical Society, among others.
- Act as a library advocate and represent the Library within the community to gain support for and awareness of all that the Library has to offer.
- Develop and implement a strategic plan involving staff, patrons, community stakeholders and others to gather feedback about library services.
- Make decisions within the framework of the Library's mission and goals, and policies and procedures.
- Demonstrate comprehensive knowledge of public libraries, trends and developments and share a vision for the future of the library with Library Board, staff and volunteers, patrons, community partners, among others.
- Possess high personal standards of ethics, honesty and integrity.
- Possess excellent communication skills and the ability to express ideas and recommendations verbally and in writing to the library team and in presentations to small and large groups.

COMPENSATION and BENEFITS:

Annual salary is \$95,000 to \$105,000.

Benefits include 80% employer paid health care; dental and optical insurances; defined contribution retirement plan; employer and employee contributed HRA – retirement health care; employer paid life insurance; paid leave time including vacation, sick, emergency, personal and holiday time; among others.

APPLICATION PROCESS:

DEADLINE: February 15, 2021

As part of the application process, please send responses to the following questions (250 word limit per question :)

- What are the most important issues facing public libraries today?
- How would you develop and administer an emergency response plan to ensure positive staff morale and patron satisfaction?
- Describe your core values and philosophy of public service.

The Bloomfield Township Public Library application may be found on the Library's website at www.btpl.org/About/Employment.

Please send your cover letter, resume, completed library application and written responses to:

Library Director Search Committee
 Bloomfield Township Public Library
 1099 Lone Pine Road
 Bloomfield Township, MI 48302
 Fax: (248) 258-2555
 Email: careers@btpl.org