Librarians Association of the University of California (LAUC)
Berkeley Division
Committee on Diversity

Report on Current Procedures
for Hiring New Librarians

September 2006

Committee Roster 2005-2006

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**LAUC-B Executive Committee Charge
to LAUC-B Committee on Diversity**

October 13, 2005

In the interest of working to strengthen the University's recruitment and retention of diverse librarians, the LAUC-B Executive Committee charges the LAUC-B Committee on Diversity with the task of compiling a list of the current procedures for hiring new librarians, in both The Library and in Affiliated Libraries. Upon compilation, this information will be evaluated to identify areas in which the campus might improve its recruitment and retention procedures.

<u>Introduction</u>

On October 13, 2005 the LAUC-B Executive Committee charged the Committee on Diversity with investigating the librarian recruitment process at UC Berkeley. The charge was the direct result of Executive Committee discussions about the issue of Diversity as outlined in LAUC-B Chair Lillian Castillo Speed's Goals and Priorities document for 2005-2006. The Committee on Diversity first met to discuss the charge in November 2005. At that meeting, possible questions and interview subjects were suggested. Questions were developed by the committee members and a set of questions was agreed upon (Appendix A).

The committee decided to interview department heads from a number of libraries (including affiliated libraries) who had hired at least one librarian within the past five years, as well as a representative from the Library Human Resources Department (LHRD). In the course of the interviews, a decision was made to also interview representatives of the Committee on Appointment, Promotion, and Advancement of Librarians (CAPA) to understand its role in the hiring process. Each member of the committee was assigned a short list of department heads to contact and interview using the compiled set of questions. Interviews were conducted in person over the course of the next month with seven librarians, two representatives from CAPA, and a representative from LHRD. A list of the interviewees is provided in Appendix B. The committee met to discuss its findings in January 2006.

Based on a draft of the report submitted to the LAUC-B Executive Committee in March 2006, the Executive Committee made suggestions of revisions, amendments, and additional interviews to conduct. Since then, two additional interviews with librarians have been conducted and revisions have been incorporated.

The following report provides a narrative description of the findings and is intended to represent a sampling of the procedures for hiring librarians across the UCB campus. Not all Library and Affiliated departments were willing to participate in the interview process and the report is therefore not comprehensive. Representatives from the Bancroft Library declined requests for interviews during both the Fall and Spring interview periods. A representative of the Human Resources department for the Law Library did not respond to requests for an interview.

This report is intended as an informational rather than an analytical document and recommendations on how the Executive Committee might act to address issues of diversity in the recruitment of librarians at UCB are based largely on suggestions made by interviewees. The Committee on Diversity recognizes that the following report is not comprehensive, but feels that the information contained herein serves to illustrate the recruitment process in the Library and Affiliated Libraries.

Job Description

At all surveyed libraries, the head librarians draft the job description. About a third of the libraries sometimes solicit input from staff, and one librarian requests input from the search committee and the human resources department. Language is generally acquired from previous job descriptions, modifying as needed to suit the specifics of the current opening. About half of the libraries look to other librarian postings at UC Berkeley libraries, other UC libraries, or similar positions at other university libraries. Boilerplate EOE language is provided by LHRD.

Job descriptions are separated into required and desired/preferred qualifications. Minimum job requirements relate to the basic skills and education needed to carry out the job effectively, generally including a Master's degree in Library Science and ranging from proficiency in a specific language to experience processing archival materials. Desired qualifications vary and are not integral to performing the job. They generally include skills and relevant experience that contribute to a candidate's expertise within a subject area or a library/archives specialty. Examples of desired qualifications include web and other computer skills, teaching experience, digitization project experience, other advanced degrees or certifications, and project/grant management.

After being drafted by the head librarian, the job description may be submitted for review and comments to a variety of people, organizations and departments, depending on whether the posting is from the Library or an affiliated library, and the specific reporting structure of the hiring department. The draft review process is similar to the approval for posting process, with the two often combined into a single review of the job description. Draft review and posting approval comes from one or more of the following entities: Academic Personnel Office; Associate University Librarian; department; Library Administration; Library Human Resources Department or other human resources department; Office for Faculty Equity; UC Office of the President (for multi-campus libraries); Vice Chancellor of Research (for exceptions to a hiring freeze); and faculty, library staff, or colleagues. CAPA receives all job descriptions for review, but have generally made only grammatical corrections to language and edited factual descriptions of the libraries. Changes to the job description go back to the department for review in about half of the surveyed libraries.

Posting the Job Description

The Library Human Resources Department (LHRD) may assist in posting the job description. The head librarian has the ability to request any additional lists, websites and publications where the position will be posted, or pass the posting on to additional lists, websites and colleagues independent of the human resources department. LHRD does maintain a standard list of websites and listservs for posting, which is available by request to Affiliated Library heads (Appendix C).

<u>Selecting Candidates</u>

Applications are received by LHRD for units within the Library and the UC Office of the President Human Resources department for multi-campus libraries. Affiliated libraries receive applications by mail, fax, and/or email. All applications are either passed on to or received directly by the library; no applications are pre-screened or pre-selected by the human resources departments.

Once received, applications are distributed to and reviewed by the search committee. At one of the surveyed libraries, applications are reviewed and screened by the head librarian before the search committee reviews them. Applications that do not meet the required qualifications are generally rejected immediately while the remainder are sorted and ranked according to job skills and experience. Three-quarters of the surveyed libraries rank applications in order to select candidates (generally three) for interviews.

<u>Search Committee</u>

Search committees have two distinct roles for the Library and the Affiliated Libraries. In the Library, these committees interview candidates and provide written reports or recommendations to the person in charge of hiring for the position, which may be the Head Librarian, Associate University Librarian, or a combination of the two. In the Affiliated Libraries, these committees have more power over the selection of which candidate to hire. The questions asked for this report were specific to search committees, regardless of decision-making authority.

Search committees are most often formed when drafting a job description or after the description has been finalized, and are comprised of three to six members chosen by the head librarian. One or more librarians from the hiring department consistently sit on the committee, as well as one or more librarians from outside of the hiring department. Frequently a faculty member from the department and occasionally a member of the library staff will also sit on the committee.

Human resources departments do not discuss issues pertaining to diversity with the committee. One of the librarians interviewed gives a general introduction to diversity issues, and an Affiliated Library Head noted that the value of a diverse library staff was discussed with each search committee.

Interview questions may be derived from questions used in previous job searches, the search committee may discuss and determine questions based on the position, or the head librarian may give a list of questions for the search committee to choose from. One interviewed librarian distributes to the committee a four-page document listing questions that are illegal to ask during the interview process.

Interview schedules vary widely depending on the library and status of position (e.g. temporary versus career). Candidate interviews generally include an interview with the search committee, a tour of the facility, and an interview with CAPA. They may also include a meeting with LAUC, a presentation by the candidate, dinner with one or more senior librarians, and interviews with other staff, librarians or AULs.

The search committee discusses each candidate after interviews are completed and, in cases where the search committee is a decision-making body, will determine which candidate to hire. In cases where the search committee is not a decision-making body, the committee will write a report or letter to the head librarian or department head with either a recommendation of which candidate to hire, including an explanation of why the group arrived at the decision, or an objective analysis of the candidate's qualifications and responses. Other interview groups, including CAPA, may also write letters or reports concerning candidate recommendations. To document reasons for hiring or rejecting candidates, the search committee or head librarian completes forms for each applicant based on notes from the search committee.

If no candidate is determined qualified for the position after interviews are completed, the search may be reopened. The chair of the search committee, the department chair or director, the search committee as a whole, the head librarian, and/or the AULs will decide when it is appropriate to reopen the search. Diversity has not yet been a significant factor in decisions to reopen searches conducted by any of the interviewees.

<u>CAPA Results</u>

CAPA Charge (From the LAUC-B Website):

> CAPA …reviews all job descriptions for appointments to the Librarian series, including part-time and temporary appointments. CAPA …meets all candidates interviewing for appointment to the Librarian series to evaluate their potential for obtaining career status at Berkeley and to share information related to the Librarian review process. Anyone planning to hire in the Librarian series should send their draft job description to the Chair of CAPA for review and comment as soon as possible.

CAPA has a strongly delineated involvement in the hiring process, limited to review of the job description, and meeting with candidates during the interview process.

The CAPA review of draft job descriptions seeks to ensure that the job described is suitable for a professional and that there is a good fit between the classification and rank and the desired qualifications. CAPA members also edit the job description for clarity, grammar and consistency with other job descriptions. Any suggested changes made by CAPA may or may not be taken into consideration by the search committee; there is no follow-up by CAPA to see if their suggestions are implemented. The development of templates (which would include boilerplate affirmative action statements) has been discussed but currently there is no central control over job description content.

CAPA is not involved in the selection of candidates to be interviewed. Two members of CAPA meet with all interviewees. Of those two, one member attends all the interviews, the second CAPA member may change. One CAPA member, generally a second-term member, is responsible for scheduling the interviews for the entire year. The interview coordinator makes sure that each interview has CAPA members appointed to it.

The CAPA interview focuses on providing the candidate with information about LAUC and describing the step system, and evaluating the candidate's potential for career advancement. A standard set of questions are used for all candidates. After the interviews, the CAPA representative who attended all the interviews writes a summary memo for each candidate; this memo is submitted to the head of the search committee. In the memo, CAPA members comment on the general qualifications of candidates and potential for career advancement; generally candidates are evaluated as either satisfactory or unsatisfactory. This is usually the end of CAPA's involvement in the selection process; it has no part in making offers of employment to candidates.

<u>LHRD Results</u>[*]

The Library Human Resources Department (LHRD) does not typically draft job descriptions for any department on campus. However, LHRD does have a few standard paragraphs that must be included whenever a hiring department writes a job description. These include general statements containing information about the Library, that the American Federation of Teachers represents UC Librarians as a bargaining agent, and a sentence concerning the Library's commitment to diversity:
"The Library at the University of California, Berkeley is committed to the support and encouragement of a multicultural environment and seeks candidates who can make positive and imaginative contributions in a context of ethnic and cultural diversity."

After the hiring department gives the draft of the job description to LHRD and any editorial changes are made to it, it is sent to CAPA for approval or changes and then back to LHRD., If CAPA's revisions are content related, LHRD will send the job description back to the department for review and approval. The job description is then sent to the Academic Personnel Office for approval, of which the Faculty Equity Officer is a part, and is then sent back to LHRD. LHRD's job is to post the job description, making sure that it is posted on a standard list of websites (see Appendix C). Other than the places on the list, there are no specific requirements about where the job may or may not be posted. LHRD keeps track of where the job has been posted by individual librarians or departments.

It is the responsibility of LHRD to receive all applications and hold them until the closing date. LHRD then gives all of the applications to the hiring department. LHRD does not take any part in the hiring process until asked to contact the selected candidate to offer the position. LHRD plays no part in the following procedures: forming a search committee, determining interview questions, selecting candidates for interviews, or reopening or extending a job search.

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[*] The Library Human Resources Department works only with departments within the UCB Library and does not participate in the hiring procedures of the Affiliated Libraries

<u>Conclusions</u>

It is evident that there is no one procedure for hiring at the librarian level at UCB. Generally speaking, job descriptions are reviewed by a human resources representative (whether from LHRD or APO) and CAPA but most decisions about language and posting are determined by individual department heads. This is also true for the selection process. Although both CAPA and human resources meet with candidates, each hire is ultimately the decision of the search committee or other departmental decision-making group.

Diversification of the library staff was a large concern of almost all the staff interviewed. However, librarians would like to have more explicit tools from the library to address those concerns.

<u>Recommendations and Questions for Further Study</u>

The following recommendations were either received during the course of the interviews, or discussed by the members of the Committee on Diversity. Investigation into these questions and realization of these recommendations may be appropriate for continued work by the Committee on Diversity, or may be more effectively fulfilled by another body such as LHRD or the Executive Committee.

Questions for Further Study

1. How has the retention of new librarian hires been documented at UCB? What are some of the reasons librarians remain at or leave UCB?

2. Why do candidates decline offers? What could UCB do to encourage acceptance of offers?

Recommendations

1. Establish clear guidelines for hiring procedures
   - Job Description
     a) A list of places to post announcements
     b) A publicly available list of diversity listservs
     c) Suggestions for creating a diverse pool of candidates
     d) Sample job descriptions
     e) A template for job announcements

   - Search Committee
     a) A list of questions that cannot be asked during an interview
     b) A list of sample questions
     c) Descriptive guidelines of hiring procedures

2. Sponsor a LAUC-B brown-bag discussion or workshop on the hiring process, involving representatives from LHRD, CAPA, and the Office of Faculty Equity.

3. Create a draft of "talking points" to help chairs of search committees discuss with committee members (including non-librarians) the importance of diversity in the profession, and emphasize that the search committees should be involved throughout the entire hiring process, from the discussion of the needs of the library to be met by the candidate to the final negotiations.

4. Do outreach activities to broaden diversity in the profession, including participation in Career Day on high school and undergraduate campuses in the area.

5. Allow greater availability of funds to library departments and affiliated libraries for searches to support travel of candidates from outside of the area.

6. Review and update recruitment sites, including listservs, newsletters, and websites yearly. Keep an updated list of where job ads are placed.

7. Do more direct recruitment at conferences, especially meetings of the ethnic caucuses such as the Black Caucus, REFORMA, CALA, APALA, AILA, and more.

8. Create recruitment packages that include information on benefits, family friendly policies, union contracts.

Job Description
- Who drafts the job description?
- Where do you (or writer) acquire language for the posting?
- How do you determine what is "required" for a job versus what is "desired"?
- Where does the job description go after it is drafted?
- If anyone reviews it, who approves the posting?
- What types of changes or revisions has HR or CAPA made to previous job descriptions?
- Do changes to the draft description go back to the department for review?
- Specific to HR: What type of funding is available to the Library for recruitment (i.e. travel expenses, advertising)?

Posting the Job Description
- Do you have input over where the listing is posted?
- Specific to HR: Please outline specific job posting requirements for positions in the Library.

Selecting Candidates
- How do you receive applications?
- Do you receive all applications, or are they pre-selected by HR?
- What is the procedure for reviewing applications and who is involved in the review?
- Give a brief synopsis of how you select or reject applicants for interviews.
- Are candidates ranked?

Search Committee
- When is the Search Committee formed?
- Who sits on the Search Committee?
- Is there a specific number?
- How are the members selected?
- Does LHRD discuss issues pertaining to diversity with the committee?
- How are interview questions determined?
- Give a brief synopsis of a candidate's interview schedule.
- Give a brief synopsis of how the Search Committee makes a decision among candidates. How do you arrive at consensus?
- How do you document reasons for selecting or not selecting candidates?
- At what point, and who decides, that a search will be reopened?
- Does diversity (or lack of diversity) play into decisions to reopen a search?

Bonus question
- What do you believe the Diversity Committee should be doing?

- Does CAPA have any involvement in the job description writing process? (ie, are there guidelines approved by CAPA?)
- When descriptions are reviewed by CAPA, what is CAPA generally looking for?
- What types of revisions are most common?
- Does CAPA have any input into candidate selection for interviews?
- During the interview process, what criteria are used to evaluate candidates?
- After interviews, do CAPA representatives report their opinions on candidates to the rest of CAPA?
- Do they share their evaluations with the search committee? If so, how are these evaluations expressed?
- Is CAPA involved in the final selection of candidates?

Appendix B
List of interviewees

<u>Randal Brandt</u>, *representing CAPA*

<u>Lillian Castillo-Speed</u>, *Ethnic Studies Library*

<u>Deborah Jan</u>, *Public Health Library*

<u>Amy Kautzman</u>, *Doe/Moffitt Library*

<u>Corliss Lee</u>, *representing CAPA*

<u>Waverly Lowell</u>, *Environmental Design Archives*

<u>Mary Ann Mahoney</u>, *Chemistry & Chemical Engineering Library*

<u>Wei-Chi Poon</u>, *Ethnic Studies Library*

<u>Nick Robinson</u>, *Institute of Governmental Studies Library*

<u>Isabel Stirling</u>, *Associate University Librarian*

<u>Linda Vida</u>, *Water Resources Center Archives*

Representative from the Library Human Resources Department

Appendix C
Places to Post a Job Description (provided by LHRD)

LHRD Standard Recruitment Plan

Print and online ads
- Chronicle of Higher Education (next possible issue)
- American Libraries (next possible print issue; on-line immediately)
- College & Research Libraries (next possible print issue; on-line immediately)
- CARL Newsletter (next possible issue; online immediately)
- Craig's List for Bay Area (http://www.craigslist.org/about/help/faq-job.html)

Web sites and lists
- CU News
- LAUC
- LHRD
- UCB Academic Employment
- ALA (http://www.ala.org/education/)
- Association of Research Libraries (ARL) Career Resources (http://db.arl.org/careers/)
- California Association of Research Libraries (CARL) (http://www.carl-acrl.org/Jobs/)
- CLA Jobline (http://rsmart.ca/CLA_Members/jobmart.asp)
- NMRT-L (New Members Round Table List) (nmrt-l@ala.org)
- SLA Jobline
- San Jose State Library School (http://slisgroups.sjsu.edu/alumni/jobseekers/)
- UIUC Library School (http://www.collegecentral.com/lis-uiuc/)
- UMichigan I-School (http://www.si.umich.edu/careers/itrack.htm)
- University of Texas Austin, Library School

Diversity lists
- ACRL Racial & Ethnic Diversity Committee (equilibr@ala.org)
- ALA Diversity Discussion Group (listproc@ala.org)
- American Indian Librarians (http://www.nativeculture.com/lisamitten/aila.html)
- Asian/Pacific American Librarians Association (http://www.apalaweb.org/publications/apalapub.htm)
- Black Caucus (http://www.bcala.org/advertise.htm)
- Chinese American Librarians Association (CALA) (http://www.cala-web.org/)
- EMIERT (listserv requests@lists.gseis.ucla.edu)
- Ethnic Caucuses (ecaucus@ala.org)
- Gay Lesbian Bisexual & Transgender Round Table (listproc@ala.org)
- Reformanet (http://lmri.ucsb.edu/mailman/listinfo/reformanet)
- Spectrum Scholars Connection (diversity@ala.org)
- UC Ethnic Studies Librarians Network (esln@ucdavis.edu)

<u>*Specialized sites, as appropriate, in consultation with hiring unit, e.g.</u>
- ILI-L (http//www.ala.org/ala/acrlbucket/is/ilil.htm)
- UGLI (http://www.lib.unc.edu/ugli/list.html)
- LITA Jobs Site (http://www.lita.org/jobs/)
- ULS-L (University Libraries List) (uls-l@ala.org)

Job Description

Who drafts the job description? (9 respondents)	
Head librarian	9
sometimes input from staff	3
search committee	1
HR	1

Where do you (or writer) acquire language for the posting? (9 respondents)	
previous description	9
other UC/UCB	4
other institutions	5

Where does the job description go after it is drafted? (8 respondents)	
APO	3
AUL	2
department/Dean	2
Admin.	1
LHRD/HR	4
UCOP	1
VCR (exception to hiring freeze)	1
sometimes faculty/staff/colleagues	3
CAPA	7

If anyone reviews it, who approves the posting? (9 respondents)	
APO	2
department director/Dean/chair	4
Admin.	1
Faculty Equity Office	1
HR	4
UCOP	1
VCR (exception to hiring freeze)	1
head librarian	2
search committee	1
CAPA	1

What types of changes or revisions has HR or CAPA made to previous job descriptions? (8 respondents)	
grammar/language corrections	6
none	2

Do changes to the draft description go back to the department for review? (6 respondents)	
yes	4
no	2

Posting the Job Description

Do you have input over where the listing is posted? (9 respondents)	
yes	9
no	0

Selecting Candidates

How do you receive applications? (9 respondents)	
HR collects	5
mail	4
email	3
fax	1

Do you receive all applications, or are they pre-selected by HR? (9 respondents)	
receive all	9
pre-screened	0

What is the procedure for reviewing applications and who is involved in the review? (9 respondents)	
search committee reviews	8
head librarian reviews	2

Are candidates ranked? (8 respondents)	
Yes	6
no	2

Search Committee

When is the Search Committee formed? (9 respondents)	
when drafting job description	4
after job description is finalized	3
after applications are received	1
varies	1

Who sits on the Search Committee? (9 respondents)	
department librarian(s)	7
outside department librarian(s)	7
library staff	2
faculty	5
varies	2

Is there a specific number? (8 respondents)	
3 minimum	1
4	1
up to 5	3
up to 6	1
No	2

How are the members selected? (8 respondents)	
Head librarian	7
AUL	1
Varies	1

Does LHRD or dept. HR discuss issues pertaining to diversity with the committee? (8 respondents)	
no	8
yes	0

How are interview questions determined? (9 respondents)	
questions from previous searches	3
search committee determines based on position	5
head librarian gives list to search committee to choose from	2

Give a brief synopsis of how the Search Committee makes a decision among candidates. How do you arrive at consensus? (8 respondents)	
search committee/other interview groups write letters to department head/head librarian	5
search committee discusses each candidate	3

How do you document reasons for selecting or not selecting candidates? (7 respondents)	
complete form	5
head librarian completes forms based on notes from search committee	2

At what point, and who decides, that a search will be reopened? (9 respondents)	
after interviews	7
insufficient candidates to interview	1
search will not be reopened	1

At what point, **and who decides**, that a search will be reopened? (7 respondents)	
chair of search committee	1
department chair/director	3
search committee	2
head librarian	2
AULs	2

Does diversity (or lack of diversity) play into decisions to reopen a search? (9 respondents)	
yes	2
no	4
not yet	3