

NEGOTIATION AND APPOINTMENT

- Recommendations are based on the search committee's assessment and analysis of interviewers' comments as well as its earlier review of the candidates.
- Both the appointing officer and candidate will have employment terms that need to be considered, discussed, and negotiated.
- Salary is an important point in negotiations, but many other terms may need to be negotiated as well.

The search committee's discussion and deliberation in preparation for its recommendation to the appointing officer are based on its own assessment, analysis of comments of interviewers, evaluations of attendees from townhalls or presentations, and careful review of the earlier research on the candidates. Follow-up queries to check on any new questions may be needed. The results are evaluated in the context of the preliminary analysis of the position and requirements. The best decision appraises the knowledge, skills, competencies, and personality of the persons that will make them most likely to achieve the future vision for the library.

The process of making the offer reflects the values of the institution. The appointing officer, who makes the final decision and extends the offer to the successful candidate, continues to effectively promote the position and signal the resources the institution is willing to devote to the library. Among other points, the appointing officer can articulate the match between the institution and the candidate, the advantages of being a member of the institution's leadership team, and the nature of the relationship with the officer [3]. Personal assistance in facilitating employment for a spouse or partner and relocation can also influence the candidate's decision. As with other senior administrative positions, both the appointing officer and the candidate expect to negotiate terms of employment. The candidate will have ideas regarding resources and conditions that would help in meeting institutional goals, based on what was learned about the library during the recruitment process, past experiences, and knowledge of other academic health centers. One good source of comparative data on academic health sciences libraries is the annual AAHSL statistics [6].

The negotiation phase is an appropriate time to reach agreement on individual terms and library conditions. Possible negotiation points include:

- salary and other compensation
- signing bonus
- start-up package
- moving allowance
- title, faculty status, and tenure if applicable
- start and length of term of appointment
- criteria for performance evaluation and conditions of termination
- reporting relationship(s)
- responsibilities of position and units reporting to the library director
- adjustments to library staffing levels
- one-time or recurring adjustments to library budget for staff, collections, facilities, or other expenses.

The final offer letter or letter of appointment reflects these understandings.

The appointment is a chance to welcome the new director and pave the way for successful entry into the new environment. The other candidates, especially internal ones, and library staff ought to be notified before the public announcement is made. The announcement, focusing

attention on the qualifications of the individual and on the enterprise of the library, contributes to positive expectations for the appointment. A plan to orient the new director is also valuable. Introductions to colleagues in the institution and the community will make it easier for the director to begin professional acquaintances, and a mentor arranged by the appointing officer can provide guidance on institutional policies and norms. These final steps in the recruitment process will pay dividends in getting the director off to a good start and to long-term retention.

Retention is an important component of recruitment. Ongoing attention to the importance of the position, adequate resources, and communication with other senior administrators will also influence the ability to keep good directors. More than a quarter of current AAHSL directors are new to their positions within the past three years, projections of anticipated vacancies in coming years suggest that institutions will face challenges both in recruiting and retaining top-notch directors [30].