

ATTACHMENT D

THE HAWKINS COMPANY PROPOSAL

**CITY AND COUNTY OF SAN FRANCISCO,
DEPARTMENT OF HUMAN RESOURCES**

**Recruitment Proposal
For
SAN FRANCISCO PUBLIC LIBRARY**

City Librarian

May 1, 2018

Submitted by:

THE HAWKINS COMPANY

8939 S. Sepulveda Blvd., Suite 110-216, Los Angeles, California 90045
11040 Bollinger Canyon Road, #E-216, San Ramon, California 94582

310-348-8800

323-403-8279

brett@thehawkinscompany.com

Website: www.thehawkinscompany.com



8939 S. Sepulveda Blvd., Suite 110-216, Los Angeles, CA 90045, 310-348-8800, 925-833-8840 (Fax)
11040 Bollinger Canyon Road, Suite E-216, San Ramon, CA 94582, 213-308-0945

*Executive Search Consultants
Connecting Leaders; Affecting Change*



May 1, 2018

Ms. Christina Brusaca
City & County of San Francisco
One South Van Ness Avenue, 4th Floor
San Francisco, California 94103

Via Email: christina.brusaca@sfgov.org

Dear Christina:

We are pleased to present our proposal to assist the San Francisco Public Library (SFPL) recruit a City Librarian.

The Hawkins Company is exceptionally well qualified to assist the City & County of San Francisco and San Francisco Public Library with this important recruitment and selection process. We have extensive experience recruiting for public sector organizations including libraries. These recruitments have included directors, assistant directors, marketing and communications, and IT professionals. Since 1984, we have conducted over 700 executive recruitments for clients in the private, public and nonprofit sectors. We believe our experience recruiting library executives will add value to our efforts to recruit and evaluate talent for this very important position.

The following proposal outlines the methodology we will follow, our fees and a proposed time schedule. Please feel free to contact me at 323-403-8279 should you have any questions or need additional information.

Thank you for this opportunity.

Sincerely,

A handwritten signature in black ink, appearing to read 'Brett Byers', written in a cursive style.

Brett Byers
Executive Vice President

EXECUTIVE SUMMARY

The Hawkins Company is a full-service executive search firm with offices in Southern and Northern California. Established in 1984, the firm has conducted over 700 executive searches for public and private sector clients. One of our core areas of expertise is library recruitments. We have completed library director and key administrative recruitments for major urban libraries in California including: Inglewood, Los Angeles, Salinas, Berkeley, Alameda County, Santa Monica, Oakland, San Jose, Sacramento and San Francisco. We have also conducted library searches for Brooklyn, New York, Fulton County, GA, San Antonio and Dallas, Texas, Gary, Indiana, and Seattle and King County, Washington. Most of our library searches are national and all have resulted in placements of outstanding leaders from diverse backgrounds.

During the past thirty-four years, *The Hawkins Company* has been instrumental in assisting client organizations recruit and select strong and effective leaders. Our approach is always to build a strong relationship with each client and to provide them with high quality executive search consulting services in a manner that is results driven and reflects positively on their organization. Although we maintain a large data base of talented candidates from throughout the United States, our focus is always tailored to the unique needs of each client.

Selecting executive leadership is one of the most important decisions that an organization will make. The search process for selecting the key library executives can and should serve as an invigorating and energizing experience for city executive leadership, staff and the community. When partnering with *The Hawkins Company*, you can be assured that our vast experience and knowledge of working with Mayors, library boards, city managers, staffs, and communities will be employed on your behalf. Most recently, *The Hawkins Company* conducted the Library Director recruitments for the cities of Berkeley and Santa Monica; the Deputy City Librarian for the San Francisco Public Library and we are currently recruiting for the Assistant City Librarian for San Jose Public Library. We have also had the pleasure of assisting the former City Librarian, Luis Herrera with successful recruitments of his leadership team including, the Chief of Branches, Deputy City Librarian, Chief of Communications & Community Partnership, and Chief of Technical Services. We also led the executive search that resulted in the selection of Mr. Herrera. This was a national search that attracted talented library leadership from throughout the country.

Our goal is always to identify and recruit “best in class” professionals. We understand and encourage the importance of identifying and involving stakeholders in all aspects of the recruitment and selection process. As a result of our expertise consulting with urban library organizations, we add value and insight into the current trends, demands and challenges faced by individual library systems and the industry in general. We see our role as facilitators committed to assisting the city identify, evaluate and select a new City Librarian for San Francisco Public Library.

Finally, *The Hawkins Company* is proud of our record of identifying and recruiting women and people of color.

PROJECT MANAGEMENT AND STAFFING

The Project Team consists of William (Bill) Hawkins and Brett Byers. *The Hawkins Company*. The team has close to fifty (50) years of executive recruiting and management experience. *The Hawkins Company* has conducted over 700 executive search assignments from routine to highly confidential and complex recruitments in the private and public sectors, with a consistent commitment to service, professionalism and positive results. William Hawkins and Brett Byers will serve as the lead consultants and they will be assisted by other staff as needed.

William D. Hawkins

Mr. Hawkins is President/CEO and Founder of *The Hawkins Company* and has over thirty-five (35) years of executive search experience. During the course of his search career, Mr. Hawkins has conducted and/or participated in over 1,000 executive searches. In addition to his extensive executive search experience, he is an industry pioneer in diversity recruiting at senior corporate levels. Since launching *The Hawkins Company* in 1984, the firm has conducted over 700 searches for Fortune 500 Companies, government agencies, non-profit organizations, educational institutions and emerging businesses. Prior to establishing *The Hawkins Company*, Mr. Hawkins spent nine (9) years as a senior member of the world's largest executive search firm, Korn Ferry International. Earlier in his career, Mr. Hawkins was Senior Vice President of the National Economic Management Association, an economic development firm, and spent time in banking and government service.

Mr. Hawkins is a graduate of Howard University and has lectured extensively on recruiting and human resources issues. He holds membership in numerous community, business and professional organizations.

Brett Byers

Brett Byers is the Executive Vice President of *The Hawkins Company* and has over fifteen (15) years of human resources management and recruiting experience. In addition to her executive search consulting experience, Ms. Byers has served as the Marketing and Communications Director for a trade association, worked in management with a large international staffing firm, and began her career working with the nationally acclaimed INROADS program where she also facilitated training and development modules focusing on career development. She has extensive experience in diversity recruitment and affinity group networking.

Ms. Byers has developed specialty expertise in library searches and just recently led the Berkeley and Santa Monica Library Director searches and is currently leading the Assistant City Librarian search for San Jose Public Library. She also led the recruitment for San Francisco Public Library's Deputy City Librarian. Additionally, she led the searches for two senior-level library recruitments in Texas and a Chief Technology Officer recruitment for the Cleveland Public Library. Ms. Byers works closely with Mr. Hawkins and has staffed many of his most complex and highly challenging assignments. Ms. Byers is a graduate of the University of California, Berkeley, Haas School of Business and is actively involved in alumni related networking at the University.

BACKGROUND AND EXPERIENCE

The Hawkins Company, established in 1984, is a management consulting firm specializing in executive recruitment. *The Hawkins Company* has developed a general practice that focuses on achieving the staffing objectives of private, public and nonprofit clients.

The Hawkins Company is exceptionally well-qualified to assist with your staffing needs for the following reasons:

- *The Hawkins Company* is one of the premier minority owned, senior level executive search firms in the United States, and offers an unbiased professional approach in successfully completing executive search assignments.
- *The Hawkins Company* utilizes a well-defined six step process in conducting senior level search assignments for Fortune 500 corporations, small and medium size companies, municipalities, public agencies, educational institutions, nonprofits and start-up organizations.
- *The Hawkins Company* has extensive experience in working with elected officials, boards, top administrators, corporate executives and human resource professionals in designing effective recruitment strategies.
- *The Hawkins Company* is sensitive to issues of diversity and maintains excellent relationships with various professional organizations and associations. *The Hawkins Company* has been recognized by *The Wall Street Journal* for its expertise in diversity recruiting.

REPRESENTATIVE LIBRARY SEARCHES

- Alameda County Library, Fremont, California.
- Atlanta-Fulton County Public Library, Atlanta, Georgia.
- Berkeley Public Library, Berkeley, California
- Cleveland Public Library, Cleveland, Ohio.
- Dallas Public Library, Dallas, Texas.
- Gary Public Library, Gary, Indiana.
- King County Library System, Issaquah, Washington.
- Inglewood Public Library, Inglewood, California.
- Los Angeles Public Library, Los Angeles, California.
- Oakland Public Library, Oakland, California.
- Sacramento County Library, Sacramento, California
- Salinas Public Library, Salinas, California.
- San Antonio Public Library, San Antonio, Texas.
- San Francisco Public Library, San Francisco, California.
- San Jose Public Library, San Jose, California.
- Santa Monica Public Library, Santa Monica, California.
- Seattle Public Library, Seattle, Washington.

THE SEARCH PROCESS

Our assignments follow our well-defined six-step process:

1. DEVELOP A THOROUGH UNDERSTANDING AND ASSESSMENT OF THE CLIENT

This involves meeting with the Mayor, the Library Commission, key city executives, appropriate library staff and identified community stakeholders to ascertain its mission, personality, and philosophy. During this phase, a review of organizational structures, backgrounds of executives, official and unofficial lines of authority and responsibility, are conducted. The organization's future plans and programs, perceived strengths and weaknesses, and the political climate are discussed. The status of potential internal candidates will also be reviewed. Perceptions about the organization's stature and attractiveness to potential candidates are crucial to developing a good organizational profile. Advantages and negative factors regarding the organization, which may aid or hinder the recruitment of highly qualified candidates, including the upcoming Mayoral election and other library director recruitments in the bay area will be thoroughly assessed. However, being the City Librarian for SFPL is one of the premier and most coveted library positions in the United States.

This initial phase becomes the foundation for developing a strong partnership and effective working relationship between the client organization and *The Hawkins Company*.

2. DEVELOP A COMPREHENSIVE UNDERSTANDING OF THE POSITION

We launch a comprehensive community engagement process including facilitating up to three (3) community/stakeholder meetings; one (1) internal Library staff meeting and distributing an online survey to seek feedback from the community and staff. In discussions with various stakeholders, the personal and professional attributes for the position are established. After all the stakeholder engagements are completed, we will review the current job description, provide recommendations for changes as well as use any additional materials as appropriate and develop a recruitment profile that includes a clear description of the recruitment criteria, which will serve as a profile for the ideal candidate. This electronic profile is prepared by *The Hawkins Company*, from information provided by officials who have key relationships with the position to be filled. It is imperative that this position profile consists of realistic requirements and experience levels, because it is the standard against which potential candidates are recruited and evaluated. We will work with the human resources team to develop an outreach strategy (advertisements, postings, and mailings) to ensure that the opening is well publicized and that interested individuals are able to apply. We will also finalize the recruitment work plan and timeline.

3. DEVELOP SEARCH STRATEGY AIMED AT ATTRACTING THE MOST QUALIFIED CANDIDATES

Since individuals with the desired qualities are not usually actively looking to make a change, they must be recruited. An effective strategy is crucial to a successful recruitment, and *The Hawkins Company* works closely with the client in developing a national search strategy.

During this phase, the objective is to accumulate a strong pool of candidates. We will work with our sources and the City's to identify appropriate candidates. Organizations are targeted as sources of candidates and geographical preferences are established.

During this phase, the objective is to accumulate a strong pool of candidates. *The Hawkins Company* will use various candidate solicitation methods, including direct sourcing based upon industry research that includes social media, internet searches, contacts with key professional leaders in the field, peer to peer referrals, our candidate data bank, and contacts with appropriate professional associations. We will also solicit candidate recommendations from the city and other key leaders in the community.

4. CANDIDATE RECRUITMENT AND SCREENING

In addition to the formal advertising and mailings, *The Hawkins Company* uses a private sector-direct sourcing approach in locating candidates who meet the position specifications and have established patterns of accomplishments and success. Potential candidates and sources of candidates, identified through the above method, are actively recruited to become candidates, and/or solicited as referral sources. We will review and acknowledge in writing all resumes received. Once the candidate pool is established, all qualified candidates, both internal and external, will be evaluated based on the job requirements for the position. Reports are prepared and reviewed with the client to select the most appropriate candidates for further consideration.

5. EVALUATION AND PRESENTATION OF FINAL CANDIDATES

During this phase, the top 6-10 candidates are presented to the city and selected for additional consideration. *The Hawkins Company* conducts in-depth interviews, usually in person, to ascertain a comprehensive understanding of each potential final candidate's strengths and limitations, and to determine their overall suitability as a member of the client's management team. The goal is to formulate a comprehensive understanding of their background, i.e., qualifications, pertinent accomplishments, experience, ability to meet special needs of the position and their interest in being considered.

In addition, we conduct 360-degree references on each final candidate. We do not merely rely on the candidate's reference list, but we seek independent references based on our review of their credentials and our independent knowledge of the position and profession. We also conduct thorough internet searches, and background investigations. Degrees are verified and certifications are checked. Professional appraisals and reference checks will form the basis for each selected final candidate's report and will include our recommendations to the city.

The Hawkins Company works closely with the human resources and final candidate(s) to arrange personal interviews. If requested, suggested interview questions and rating forms are provided. Additional selection processes such as assessment centers, psychological evaluations, and interview boards are available options.

While the hiring decision is always the client's, we are prepared to assist with negotiations relative to terms and conditions of employment.

6. CANDIDATE AND CLIENT FOLLOW-UP

After the executive is hired, *The Hawkins Company* meets with the client to evaluate the overall executive recruiting strategy. Our strengths and the level of client satisfaction are assessed, along with those areas needing improvement. In addition, we periodically communicate with the hired executive to identify any areas of concern and to ensure a lasting relationship.

Throughout the search process, *The Hawkins Company* maintains a close Client-Consultant working relationship which includes periodic progress reports.

DIVERSITY RECRUITING

As a minority-owned business, *The Hawkins Company* takes pride in its record of promoting diversity. The firm was listed in *The Wall Street Journal* as one of twenty search firms nationally that focus on cultural diversity recruiting. Members of the firm are often quoted by major publications regarding minority-hiring practices. Over seventy-five percent (75%) of the firm's placements during the past three years have been minorities and women. *The Hawkins Company's* recruitment team and national contacts allow for the successful identification and recruitment of highly qualified candidates of color and female candidates. In addition, seventy-five percent (75%) of our recruitments are nationwide in scope.

The Hawkins Company operates under Equal Opportunity Employment, Americans with Disabilities, and Affirmative Action guidelines in conducting executive search assignments.

SAN FRANCISCO PUBLIC LIBRARY CITY LIBRARIAN SEARCH TIMELINE

Overview of Proposed Tasks and Timeline

	Proposed Tasks	Proposed Timeline
1.	Initial meeting with Library Commission and the Mayor Library Director.	Week 1
2.	Launch the community stakeholder engagement process; facilitate public & library staff meetings; and conduct community-wide survey. Interview other key stakeholders as identified by the city.	Week 1-3
3.	Development and approval of recruitment profile, work plan and detailed time schedule.	Week 2-4
4.	Placement of national advertisements in major professional publications and general circulation newspapers as needed.	Week 3-4
5.	Candidate recruitment (national recruitment 7 weeks).	Week 4-11
6.	Candidate evaluations by search consultants.	Week 9-12
7.	Presentation of Recruitment Report to include top (6-10) candidates for Library Commission consideration and selection of semifinalists.	Week 13
8.	Semifinal candidates participate in interview/selection process. Final Candidates selected.	Week 14-15
9.	Finalist interviews with Library Commission & the Mayor.	Week 15-16

Adjustments May Be Made to This Timeline as Needed

PROJECT COST

The professional fee for conducting the **City Librarian** recruitment is \$40,000. Additionally, we are reimbursed for approved expenses which will not exceed \$18,500. The cost of the fixed price contract is **\$58,500**.

<u>Professional Fee and Estimated Expenses</u>	
<i>Item</i>	<i>Cost:</i>
Professional Fee	\$40,000
Reimbursable Expenses (estimated):	
Advertisement	\$ 1,500
Brochure Development/Printing/Mailing	500
Telephone	NC
Report Preparation/Research	1,000
Consultant Travel	5,000
Candidate Expenses	10,500
<i>Subtotal-Expenses (Not to Exceed)</i>	<u>\$18,500</u>
<u>Total</u>	<u>\$58,500</u>

It is our policy and practice to submit monthly invoices for professional fees and expenses. We bill our professional fee in three (3) equal installments. The initial fee of \$13,333 will be rendered upon signing a letter agreement/contract. The second installment of \$13,333 is rendered after the delivery of our recruitment report. The final installment will be billed once the final candidates are interviewed. Consultant's fees **are not contingent** upon the city hiring a candidate, and consultant shall continue to recruit and present candidates until a suitable individual is selected and hired by the city. The billings will include reimbursable expenses on the assignment, as incurred.

Should the employee leave voluntarily or be discharged for cause within a one-year period, we will conduct the search again for expenses only. Additionally, should your organization hire additional candidates referred by *The Hawkins Company* in conjunction with this assignment, a fee of \$10,000 per candidate will be charged.