

ATTACHMENT E

RALPH ANDERSEN & ASSOCIATES PROPOSAL



Proposal to Provide Recruitment Services
for the position of
City Librarian
for the
San Francisco Public Library



Submitted May 2, 2018
Prepared by Ralph Andersen & Associates
www.ralphandersen.com





May 2, 2018

Ms. Christina Brusaca
Department of Human Resources
City and County of San Francisco
One South Van Ness Ave., 4th Floor
San Francisco, California 94103

Via Email: christina.brusaca@sfgov.org

Dear Ms. Brusaca:

Ralph Andersen & Associates is pleased to submit our proposal to provide executive search services to the San Francisco Public Library Commission for the recruitment of the position of City Librarian. We would be pleased to work with the Commission on this important search assignment. We believe we have the experience and professional network to recruit the City Librarian for the San Francisco Public Library Commission. The Project Director that will be assigned to this recruitment effort would be Ms. Heather Renschler.

Approach to Executive Search

The successful search process relies heavily on person-to-person contact to identify outstanding potential candidates and, in the evaluation phase, to gain a complete understanding of the background, experience, and management style of the top candidates. The executive recruitment techniques used by Ralph Andersen & Associates have been developed and used successfully with hundreds of clients for more than 46 years.

We feel that the key elements of the *full search* process, which can be tailored to fit the specific needs of the Commission, will include:

- Developing a comprehensive position profile based upon information obtained in various meetings with the Commission and other designated staff as appropriate.
- Reviewing current compensation and recommending changes based upon market and competitive conditions, if desired.
- Extensive personal outreach (both in person and via telephone) to highly qualified candidates in California, the Western United States, and nationally.
- A marketing strategy that uses selected advertising to supplement the extensive candidate identification process, the Internet, and professional contacts throughout the nation.
- A screening process that narrows the field of candidates to those that most closely match the needs of the Commission and is based on screening interviews with the top candidates. Candidates' education, experience, and credentials are matched to the criteria established in the position profile.
- Candidates (if deemed qualified and viable by the Recruiter) would be screened via Skype.

S e r v i n g P u b l i c S e c t o r C l i e n t s S i n c e 1 9 7 2

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- Delivering a product in the form of a search report that recommends a top group of candidates and provides the decision-makers with detailed information about their backgrounds and experience.
- Assistance during the interview and selection process and in the negotiation of a compensation package.

Ralph Andersen & Associates has an outstanding reputation for being thorough and professional in the approach it takes in recruitments. Each candidate's match with the position is based on the individual's own set of professional experiences, management style, education and credentials, and overall fit with the organization and executive leadership.

Professional Experience

Ralph Andersen & Associates has conducted the following recent library related recruitments (2005 to Present):

- Goleta, CA
 - Library Director (2018)
- Lee County, FL
 - Library Director (2005)
- Port Arthur, TX
 - Library Director (Backgrounds) (2005)
- Richmond, CA
 - Various Library & Recreation Positions (2006)
- Santa Barbara, CA
 - Assistant Library Director (Partial Search) (2017)
- Yolo County, CA
 - County Librarian (2006)

Project Staffing

Only senior members of Ralph Andersen & Associates are assigned to lead search assignments, ensuring that their broad experience and knowledge of the industry is brought to bear on our clients' behalf. ***The Commission will have Ms. Heather Renschler as Project Director.***

Ms. Heather Renschler, Project Director

Ms. Renschler has been with Ralph Andersen & Associates for more than 33 years and is the firm's President/CEO. Ms. Renschler has overseen the recruitment practice of Ralph Andersen & Associates for the last 21 years and, as a result, is often involved with recruitments on a national scale and those of a highly sensitive and critical nature. She is experienced at working with boards, city councils, staff members, and selection committees in the recruitment and selection process.



Ms. Renschler has both current and prior experience in conducting public sector recruitments and, as a result, has developed a network of contacts and potential candidates on a national basis. Prior to joining Ralph Andersen & Associates, Ms. Renschler had extensive private sector experience in the areas of construction management, health care, and public accounting.

Ms. Renschler is a current member of the California Society of Municipal Finance Officers (CSMFO) and Government Finance Officers Association (GFOA). Additionally, she is an Associate Member of the International City/County Management Association (ICMA).

Ms. Renschler attended the University of Toledo and majored in Accounting and Journalism and obtained a Bachelor's degree in Public Administration from the University of San Francisco.

Paraprofessional and Support Staff

Paraprofessional, graphics, and support staff will provide administrative support to the consultant team on recruitment assignments. These may include Ms. Christen Sanchez, Ms. Diana Haussmann, Ms. Hannah Jones, Ms. Blanche Velazquez, Ms. Teresa Heple, and Ms. Colleen Andrus.

Work Plan

This section describes the steps that would be used in this search for the new City Librarian for the San Francisco Public Library Commission.

Task 1 – Review Project Management Approach

Ms. Renschler, the Project Director, will meet with the San Francisco Public Library Commission, Director of Human Resources, and others, as appropriate, to discuss the project management for the search. The discussion will include a review of the work plan, confirmation of timing, and communication methods.

Task 2 – Develop Position Profile

The position profile for the City Librarian is the guide for the entire search process. The development of the profile includes the collection of technical information and recruitment criteria.

Technical Information

The Project Director will meet with the Commission Members, Director of Human Resources, and others, as needed. The purpose of these meetings is to gain an understanding of the experience and professional background requirements desired in the City Librarian. These meetings will also help the search consultant gain an understanding of the work environment and the issues facing the Commission.

Recruitment Criteria

The recruitment criteria are those personal and professional characteristics and experiences desired in the City Librarian. The criteria should reflect the goals and priorities of the Commission.

Subsequent to the development and adoption of the candidate profile, the technical information and recruitment criteria will be documented in an information brochure prepared by the search consultant. The brochure will be reviewed by the Commission and Director of Human Resources in draft format, revised as appropriate, and published for use throughout the search.

Task 3 – Outreach and Recruiting

This task is among the most important of the entire search. It is the focus of the activities of the search consultant and includes specific outreach and recruiting activities briefly described below.

Outreach

An accelerated outreach and advertising campaign will be developed. It will include the placement of ads in publications such as the California Library Association, American Library Association (ALA), and other professional publications. Specific Internet sites related to government will be used, including Western City Magazine (website only), as a method of extending the specific outreach in a short period of time.

Additionally, the advertisement and the full text of the position profile (the recruitment brochure) will be placed on Ralph Andersen & Associates' website, which is accessed by a large number of qualified candidates. This method of outreach to potential applicants provides a confidential source that is monitored by many key level executives on an on-going basis.

Candidate Identification

Ralph Andersen & Associates will use their extensive contacts to focus the recruiting effort. In making these contacts, the search consultant will target those individuals who meet the criteria set by the Commission. Each of the candidates identified through the recruiting efforts will be sent an information brochure. Candidates will also be contacted directly to discuss the position and to solicit their interest in being considered.

Both the outreach and recruiting activities will result in applications and resumes from interested candidates. As they are received, resumes will be acknowledged and candidates will be advised of the general timing of the search process. The following tasks involve the actual selection process, once all resumes have been received.

Task 4 – Candidate Evaluation

This task will be conducted following the application closing date. It includes the following specific activities:

Screening

All of the applications will be carefully reviewed. Those that meet the recruitment criteria and minimum qualifications will be identified and subject to a more detailed evaluation. This evaluation will include consideration of such factors as professional experience, and size and complexity of the candidate's current organization as compared to the candidate profile.

Preliminary Reference Review

The search consultant will conduct preliminary reference reviews for those candidates identified as the most qualified as a result of the screening process. Direct contact will be made with references to learn more about the candidates' experience, past performance, and management style.

Conduct Interviews

The Project Director will conduct interviews with the top group of candidates (approximately eight to ten) identified through the screening and preliminary reference review processes. The interviews are extensive and designed to gain additional information about the candidates' experience, management style, and "fit" with the recruitment criteria.

The screening portion of the candidate evaluation process typically reduces a field of applicants to approximately eight (8) to ten (10) individuals. Those individuals will be reviewed with the Commission, or designated representative, prior to proceeding with the individual interviews.

Task 5 – Search Report

After completing Task 4, the search consultant will meet with the Commission and/or other designated representative, to review the search report on the eight (8) to ten (10) candidates. The report divides all of the candidates into four groups including 1) the top group of candidates recommended to be interviewed; and 2) a backup group to the first group. The search report will include candidate resumes. The results of reference reviews and interviews will be provided in writing to the Commission and Director of Human Resources. From this meeting will come a confirmed group of finalist candidates (typically 6).

Task 6 – Selection

The final selection process will vary depending upon the desires of the Commission. The typical services provided by Ralph Andersen & Associates in the selection process are described briefly below. The search consultant will coordinate the selection process for the finalist group of candidates. This includes handling the logistical matters with candidates and with the Commission.

The Search Team will prepare an interview booklet that includes the resumes, candidate report (with interview comments, reference checks and other relevant information about the candidates). In addition, the booklet will contain suggested questions and areas for discussion based upon the recruitment criteria. Copies of the interview booklet will be provided in advance of the candidate interviews.

Ms. Renschler will attend the interviews to assist the Commission through the selection process. This assistance will include an initial orientation, candidate introductions, and facilitation of discussion of candidates after all interviews have been completed.

Additionally, verifications will be made on the top three candidates and will include education verifications, Department of Motor Vehicle check, and credit check. Due to recent legislation, effective January 2018, criminal checks (“Ban the Box”) are only permissible when a contingent offer of employment is made. The results of these verifications will be discussed with the Commission at the appropriate time.

Reference checks will be conducted on the top two candidates. For each top candidate, former co-workers and supervisors will be identified and contacted. The results of these reference checks will be discussed with the Commission at the appropriate time. Should the Commission require additional reference checks on more than the top two candidates, an additional fee will be added.

The Project Director is available to provide assistance to Commission and the Director of Human Resources in the final selection as may be desired. This assistance may include providing or obtaining any additional information desired to assist in making the final selection decision.

Task 7 – Negotiation

The Project Director is available to assist the Commission in negotiating a compensation package with the selected candidate. This may include recommendations on setting compensation levels. If necessary, Ralph Andersen & Associates will use its human resource consulting data to conduct a salary survey for the position.

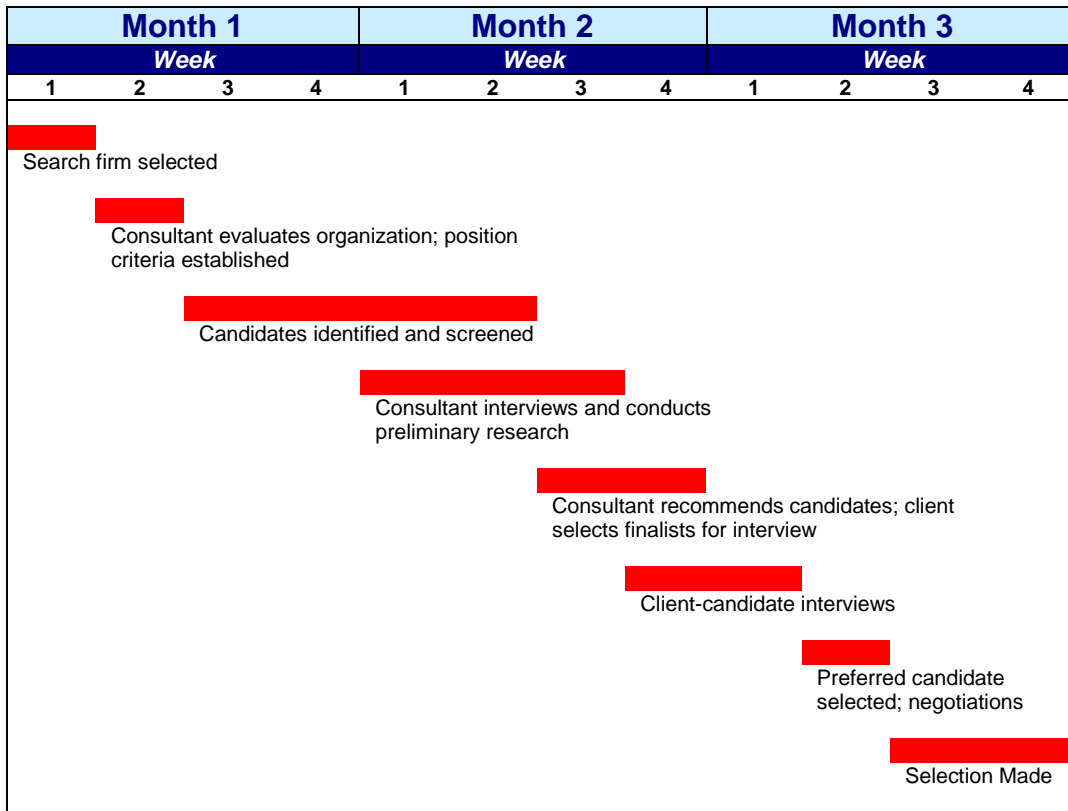
Task 8 – Close Out

After the Commission has reached agreement with the individual selected for the position, the search consultant will close out the search. These activities will include advising all of the final candidates of the status of the search by telephone.

Project Timing

Ralph Andersen & Associates will complete the search within 90 days (or less) from the execution of the agreement to the presentation of candidates. Negotiation with the top candidate will take an additional week or two after finalist interviews. We are prepared to begin this search upon verbal notification to proceed.

A brief overview of the recruitment schedule is presented on the following page (schedule does not include transition time by Selected Candidate to join the San Francisco Public Library).



Cost

This search will be a national search. The fixed fee to perform a full search for the position of City Librarian will be the **fixed fee of \$47,000*** for professional services and all expenses.

*Expenses included in this fixed fee include such items as advertisements, consultant travel (up to four trips on search and not more than three stakeholder meetings), clerical, research, graphic design, printing and binding, postage and delivery, pre-authorized community and stakeholder engagement expenses for up to three community/stakeholder meetings, one online survey, verifications and Internet and Lexis/Nexis searches on the top three candidates, and long-distance telephone charges. References will be conducted on the top two candidates. Should the Commission desire to conduct additional reference checks on more than the top two candidates, a background fee of \$1,500 per candidate will be billed in addition to the above stated fees.

Invoicing – Ralph Andersen & Associates will bill the Commission in four installments based on the fixed fee noted above.

Brochure – A full color informational brochure will be developed and placed on Ralph Andersen & Associates’ website as well as distributed to a large number of public library professionals.

Travel Reimbursement to Candidates for Interview Expenses – Should the Library Commission wish for Ralph Andersen & Associates to reimburse candidates directly for any incurred and authorized travel reimbursement for interviews, the contract amount should be

increased to accommodate this amount. *Typically, an amount of up to \$5,000 is appropriate to cover this additional cost beyond the recruitment fixed fee noted above.*

Moving & Relocation Expenses – Should the moving and relocation expenses be offered to the candidate, Ralph Andersen & Associates can facilitate this payment to the selected candidate. In doing so, ***the contract amount should be increased to accommodate this amount.*** It is anticipated that this amount would be at the Library Commission’s full discretion and in agreement with policies already established by the City and County of San Francisco. *Typically, an amount of \$10,000 to \$15,000 is appropriate to cover this additional cost beyond the recruitment fixed fee noted on the prior page.*

Ralph Andersen & Associates’ Guarantee

Ralph Andersen & Associates offers the industry-standard guarantee on our search services. If within a one-year period after appointment, the City Librarian resigns or is dismissed for cause, we will conduct another search free of all charges for professional services. The Commission would be expected to pay for the reimbursement of all incurred expenses.

Should the initial outreach efforts not result in a successful placement, Ralph Andersen & Associates will continue the outreach efforts until the ideal candidate is found. The Commission will be responsible for expenses based on actual receipts.



We look forward to your favorable consideration. Should you need any additional information, please feel free to call Ms. Renschler at (916) 630-4900.

Respectfully Submitted,

Ralph Andersen & Associates

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