

Executive Search Proposal

Library Director Park Ridge Public Library

Thank you for giving us the opportunity to present this proposal for the search and recruitment of the next Library Director of the Park Ridge Public Library.

Hiring a new director is one of the most important decisions a library board will make and we would be pleased to provide advice and assistance. In addition to evaluating and screening candidates, we can facilitate the interview process and help the Board of Trustees reach consensus on the final candidates.

Our Experience

John Keister & Associates is a full-service, nationwide executive search firm founded by John and Beth Keister in 1987. During this time, we have completed over 300 executive searches. Our library searches have run the gamut from small community libraries to regional libraries with dozens of branches to large consortiums. Given today's competitive environment for hiring library directors, it helps to have the assistance and guidance of knowledgeable executive search consultants.

Our extensive and diverse experience enables us to identify and evaluate management and leadership traits in candidates, assets that are critical to the successful administration and guidance of today's libraries. We get to know our candidates so that we can effectively evaluate the "soft" characteristics that indicate which individuals will be an ideal fit for a certain organization or position. By asking the right questions and examining characteristics beyond what's on a resume, we are able to find the best match between an organization and the leader they seek.

We enjoy working with libraries because they are the heart and soul of their communities. Whether serving a small town, a densely populated region, or an academic or special interest institution, a library represents the interests, passions and goals of a special group of people — its users. Every library is unique. Should you decide to work with us, we'll help you hire the Director who is right for *your* library and *your* community.

We are proactive in searching for and recruiting top candidates, rather than relying solely on passive approaches, such as job postings, to locate talented leaders. Our success is the result of networking and actively building long-term relationships with the best and brightest library leaders.

Project Team

John Keister has more than 30 years of executive search experience, working with respected global corporations and libraries of all sizes. When working with libraries, John draws upon his considerable experience as an elected public library Trustee and library Board President. He also served multiple terms on the Board of Directors of the North Suburban Library System, a library consortium of academic, public, school, and special libraries in suburban Chicago. John has advocated on behalf of libraries at the local, state, and federal levels, been an invited speaker at numerous library conferences, and has raised community

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awareness of library issues through town meetings, focus groups, print and broadcast media. John also provides customized coaching and training to help library boards become more efficient and effective. He currently serves on the Illinois Library Association Advocacy Committee.

John holds a Bachelor of Science degree in Mechanical Engineering with post-graduate coursework in business management and administration.

Beth Keister handles many of the "behind the scenes" functions of our firm, designing and maintaining our databases and websites, conducting research for the search process, and using social media to create awareness. Previously, Beth trained the staffs of several libraries and library organizations on a variety of software packages and consulted with libraries on creating programs and reports that support daily operations. Beth holds a Master of Science degree in Statistics and a Bachelor of Science degree in Mathematics.

Sarah Keister Armstrong specializes in providing community needs assessments and strategic planning services to libraries and other organizations through her own firm, Sarah Keister Armstrong & Associates. Her awareness of library trends and issues, coupled with a keen understanding of each library's unique circumstances and demographics, helps us focus our efforts on the type of leader who will be most effective for every library search we undertake. Sarah has Public Library Trustee experience and served on the Board of RAILS (Reaching Across Illinois Library System). She is currently serving as a Director-at-Large of the Illinois Library Association and is an active member of the American Evaluation Association and the American Library Association. Sarah holds a Master of Public Policy and Administration degree and a Bachelor of Arts degree in Political Science and Sociology.

Recruitment Process

We have the resources in place and are prepared to initiate the search upon selection by the library board. John Keister will be the primary contact representing our firm, while Beth Keister and Sarah Keister Armstrong will provide project support.

Though each search is unique and presents its own characteristics, we find that the search process from our initial client meeting to candidate offer and acceptance generally takes 3½ to 4 months. Since we would tailor the search to meet your needs and deadlines, we'd be happy to revise the schedule, as needed, after our initial meeting with your search committee.

Initial Meeting

Our first step is to thoroughly understand your needs. John will visit the library to gain an understanding of your environment and to find out what is expected of the new Director. This will help us learn about your distinctive organizational culture, mission, and current concerns. Such knowledge will be useful when forming interview questions and evaluating candidates within the framework of your organization and setting.

Website for the Director Search

For each of our library searches, we design, develop and host a website that includes information on the position, the library, and the local community. The website is a helpful tool for sharing information with potential candidates and it allows for easy updates as the search progresses. Examples include johnkeister.com/woodridge/, johnkeister.com/warrennewport/ and johnkeister.com/mortongrove/.

Strategy

Our strength as a search firm lies in our personal contacts with individuals in the library field. In addition to attracting candidates through traditional advertising and use of the custom website, we will carry out an extensive networking and social media effort to identify outstanding candidates who do not normally respond to ads or announcements. We have discovered that many excellent people are interested when approached by a respected recruitment firm. With this multi-pronged approach, we will ensure that we locate the best candidate(s) for your position.

Candidate Process

Resumes are just one piece of what we consider when evaluating candidates. People can look great on paper — but they may be a terrible fit for your library. Conversely, sometimes a resume does not do justice to someone who might be terrific. We love going deeper, learning more about applicants, and assessing if and how they would work for your situation.

Candidate Qualifying

Once we have identified candidates, we will conduct in-depth interviews. When possible, these conversations will be in person. If that is not practical, we will conduct detailed Skype interviews. Our conversations with candidates allow us to thoroughly evaluate their personality, work ethic, and how they may fit into your particular library.

Candidate Presentation

After the initial interviewing/qualifying work has been completed, we will present you with resumes and additional information for the top candidates. We'll be ready to discuss each individual in some detail, and to answer any questions from the search committee. This approach allows for valuable give-and-take of information with you and/or other decision makers before setting up finalist interviews.

Finalist Interviews

It is very beneficial for John to be on-site at the library during the finalist interviews to answer questions, make suggestions, and facilitate the process. We strongly recommend that candidates meet with staff, the board, and other key stakeholders as part of the process. During this crucial time, as important decisions are made, we can provide whatever support you need, including ideas about interview questions, advice on questions to avoid for legal reasons, and tips on interview approaches and potential pitfalls.

Final Steps

Many boards have never gone through the final steps of hiring a director and find that this is where our expertise can be particularly helpful.

Closing Arguments

We can make suggestions on how to handle salary negotiations and benefits questions, deal with relocation issues, and "close" the most desired candidate. Staff input is particularly important and we can help the board use that information wisely. Bridging the step between final interviews and making an offer can be stressful and occasionally contentious. We have the experience and strategies to make this part of the process go smoothly and even enjoyably.

Verifying Employment Duties And Performance Levels

We will interview references for the final candidates, and will present summaries of the reference investigation. Our reference questions help flesh out the character of the candidates. We look for first-hand accounts of how each individual works with staff and patrons, what they do to stay on top of library trends, and information illuminating how they've dealt with challenges. We are seeking leaders and a candidate's references help us better understand how he/she will perform in that role.

Pre-Employment Background Investigation

If the library does not have a pre-employment background investigation process in place, we can assist with those arrangements for the final candidate. This investigation should include verification of credentials and an examination of professional, personal, financial, and criminal records. We can set up such an investigation with a professional firm should you need assistance with this piece.

Project Schedule

The following schedule is flexible and may be adjusted according to the needs of the library.

<i>Month</i>	<i>Tasks</i>
Month 1	<ul style="list-style-type: none">• Initial meeting with Board/Selection Committee to discuss needs• Meet with key staff members and other constituencies for their insights• Create and post custom search website• Advertise position through various national and local channels• Begin recruiting candidates using contacts within our library network

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Month 2 – 3	<ul style="list-style-type: none">• Conduct interviews with possible candidates• Compile documentation on most viable candidates• Present resumes and additional information on 3 to 5 of the best candidates to Board/Selection Committee• Schedule interviews with Board/Selection Committee• Advise on interview process and questions
Month 3 – 4	<ul style="list-style-type: none">• Final candidate interviews at library• Conduct reference checks• Presentation of offer (Board to Candidate)

Fee

Our fee for search services is \$16,500. Part of this fee (\$5,500) will be payable upfront, to help us defray our search expenses and to initiate the search. A second payment of \$5,500 will be due upon your acceptance of a slate of candidates. The balance of the fee will be billable upon selection of the new Director, and payable within 30 days after acceptance of the offer by the new Director.

Our professional fee includes:

- Design, development and hosting of a website for the director search (see examples: www.johnkeister.com/woodridge/ or www.johnkeister.com/warrennewport)
- Advertising expenses
- All consultant expenses, including travel, for meetings at the library

Not included in our fee are costs incurred by candidates who are asked to interview in-person with the library (i.e., mileage reimbursement, lodging, meals, etc.).

Guarantee

If the new Director leaves the position within the first year after acceptance, we will, on a one-time basis, reactivate the search upon your request. Such a reactivation must assume that we will be allowed to pursue our own approach to achieve the reasonable results you anticipate. The library will assume all expenses directly related to a reactivated search, but we will expect no additional search fee.

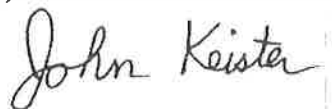
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We thank you for your interest in John Keister & Associates. Please contact us if you have any questions. We look forward to working with you.

John Keister & Associates



John W. Keister
President

If these terms are acceptable, please sign this letter and return one copy to us. Thank you.

Park Ridge Public Library

By: _____ Title: _____ Date: _____

Our firm is committed to Equal Employment Opportunities, and will not discriminate against any candidate because of race, color, religion, national origin, age, gender, disability, veteran status, or sexual orientation.