

Proposal for Executive Search Services

Executive Library Director



Submitted by Spano Pratt Executive Search

April 4, 2017

WAUKESHA PUBLIC LIBRARY
HUMAN RESOURCES COMMITTEE
321 WISCONSIN AVENUE
WAUKESHA, WI 53186

Thank you for reviewing our proposal to provide executive search solutions for the Executive Library Director of The Waukesha County Library. Our mission at Spano Pratt Executive Search is to enhance the quality of communities through the recruitment and placement of strong leaders. In reviewing information about the community of Waukesha, WI and its library, we believe this project is in alignment with our expertise, mission and values.

As described by the American Library Association the role of the community library cannot be understated. Therefore, this is a high impact and high visibility leadership role within the SE Wisconsin community as well as the library community. Identifying and recruiting community leaders is our expertise. We intend to use consistent methodology and best practices found in the library sector to determine technical alignment and qualifications which are learned skills - the other attributes however including cultural and community fit are the nuances which can be more difficult to measure. This is where we become your competitive advantage.

While libraries have many things in common, each one is customized and is a reflection of the community it serves. This is why selecting Spano Pratt Executive Search, an expert in working with trustees and community leaders, as your recruitment partner is a good business decision. Our firm has continually demonstrated success providing executive search services to while using nationwide search capabilities. In addition, we have a vested interest in this community. We have an excellent track record as successful recruitment consultants; we have impeccable references, are committed to success with every project and provide personal attention to every search. In addition, our consultants are active board directors with firsthand knowledge of governance and the role of trustees.

We are confident that our team and service offering will effectively satisfy your needs in terms of identifying, assessing, and securing the best talent. Our team's proven Executive Search solutions, Human Resource functional knowledge, and outstanding national research capabilities enable us to serve as an effective recruitment partner.

In summary, I have reviewed your scope of services requested and believe our team is uniquely qualified to successfully complete the search and am providing the following proposal in alignment with the request. Thank you for this opportunity to present our information and I hope we will be invited to advance to the next level of your process. Please call me at 414-283-9533 to discuss next steps or any questions regarding our services.

Regards,
Rose Spano Iannelli

Rose Spano Iannelli, SPHR
Spano Pratt Executive Search

Contact Information and Authorized Representative

Proposer's Name: Spano Pratt Executive Search
Contact: Rose Spano Iannelli, SPHR
Address: 625 North Broadway, Suite 200, Milwaukee, WI 53202
Email: rspano@spanopratt.com
Phone: 414-283-9533
Fax: 414-291-8957
Website: www.spanopratt.com

Table of Contents

Introduction Letter	Page 2
Section A Contact Information.....	Page 3
Section B Table of Contents.....	Page 3
Section C Organizational Structure / About the Firm	Page 4
Section D Qualifications	Page 5 -19
Insurance	
Previous Experience and Testimonials	
Outline of the Process	
Project Understanding	
Section E Timeline.....	Page 20
Section F Fee / Cost	Page 21

Section C - About the Firm

Spano Pratt Executive Search is a privately held executive search firm founded in the year 2000 by Rose Spano Iannelli and Jamie Pratt, two seasoned and highly regarded recruiters. Together they bring a combined 40 years of executive search and recruitment experience to every project. There is always one partner leading every search project and both partners are SPHR certified by the Society of Human Resource professionals. The firm has a corporate headquarters in Milwaukee, WI.

Services: Spano Pratt Executive Search provides services to nonprofit entities consisting of consultation and recruitment related to talent acquisition and leadership transition. We are experts in recruiting key executive talent and working with trustees, boards and transition committees.

The firm takes a project management and solution based approach to all of its searches. Each project operates on a time line including structured communication and status updates. A team of experts will be assigned to your search, including a principle consultant, a research consultant and an executive search associate.

Location: Spano Pratt Executive Search has one primary location which is headquartered in Milwaukee, Wisconsin. This location will be the base to support this search project and the project will be led by Rose Spano Iannelli, one of the partners and founders of the firm.

Markets Served: Spano Pratt Executive search has national search capabilities. The organization has been recognized nationally as one of the top 50 search firms serving the nonprofit sector. Statistically clients served have been in the Midwest and East regions of the United States. However, we have national access to candidates and as a result candidates placed have been from around the nation.

Number of years the firm has been in existence: Spano Pratt Executive Search is a registered partnership in existence since the year 2000. The firm has been listed as the top 25 executive search firms in the Milwaukee Business Journal for ten years in a row.

Size and scope: The organizational structure has been designed to focus on in depth relationships and quality deliverables and not quantity. The firm uses a boutique business model and engages in approximately six executive search assignments at any given time and approximately 25 per year, ensuring that clients will always have the full attention of a consultant. This business model also allows us the flexibility and ability to provide world class services to small and mid -size nonprofit organizations, vitally important to the local communities served.

Our Mission

Our mission at Spano Pratt Executive Search is to enhance the quality of communities through the recruitment and placement of strong leaders.

Accolades

In January of 2017 the firm was named as one of the top 50 executive search firms in the country serving the nonprofit sector. The firm has successfully completed many high-profile search projects working with governance boards seeking new leadership and with a wide range of clients within the sector. "We're excited to be included in this prestigious group of search firms and also about the future as we continue our high impact work in assisting our clients with the important job of deciding who leads," said Jamie Pratt, one of the founding partners of the firm. Spano Pratt Executive Search is the only firm based in Wisconsin to have been nominated and selected. You can view the full report on the news page of the www.spanopratt.com website.

Reputation

We are best known for representing opportunities with a focus on purposeful employment. The mission at Spano Pratt Executive Search is to enhance the quality of communities through the recruitment and placement of strong leaders. The firm has long had the mantra - "don't get a job get a passion". The firm has developed a stellar reputation and a long list of satisfied clientele. For over a decade, the executive search consultants at Spano Pratt Executive Search have been uncovering leadership talent serving the nonprofit sector.

Section D - General Qualifications

While all of our searches are mission critical, when it comes to the nonprofit sector we know that passion for the mission combined with the right skill is the key to a successful placement. Our track record in the recruitment of nonprofit executives speaks for itself. With over seventeen years of subject matter expertise in nonprofit industries, we have established a solid reputation of success. We hit the ground running from day one of execution of your search engagement.

Spano Pratt Executive Search has developed a proven method of working with search committees and boards in order to identify the “mission critical skills” and build consensus on this important first step. Our entire team is dedicated to the mission that our nonprofit placements result in the strong leadership necessary to serve and enhance the communities where we work and live.

Our team members identify those important transferrable skills and move our candidates successfully through the process of a transition.

Quick Facts about Spano Pratt Executive Search

- Nearly 20 years of proven and demonstrated success delivering executive search services.
- Top 50 executive search firm nationally delivering in the not for profit sector.
- A partner of the firm leads every search assignment supported by a team.
- Both partners are certified by the Society of Human Resource Professionals and have over 20 years' experience.
- The search project is driven by a tested process containing clear timeline with milestones and agreed upon goals.
- Both partners are certified by BoardSource in governance and have led hundreds of successful search projects.
- Candidates are presented using a comprehensive 4-part candidate report.
- Over seventeen years of expertise working with search / transition committees and trustees.
- Proprietary database of over 30,000 candidates.
- Customized research designed to identify library leaders meeting the targeted profile.
- Experts in utilization of social media for raising visibility of your organization.

State/ Government and Public Entities

As a professional organization located in the Midwest, our team has strong familiarity with the dynamic and culture of the Waukesha region. Our firm has worked with organizations regulated by the State and Federal government and whose revenue is diversified including; philanthropy, tax dollars and earned revenue.

We understand that the search for the Executive Library Director is likely to be regional or national and therefore the trustees will value expertise in national candidate identification as well as the ability to navigate communication with local constituents.

Section D.1 - Special Qualifications

Spano Pratt Executive Search is unique in 5 distinctive areas:

Search Committee Process

We have developed a proven method of managing the process and working with trustees, search committees and governance boards in order to identify the “mission critical skills” and build consensus on this important step of hiring the right candidate. We understand that one fundamental difference lies in the fact that nonprofit search committees are often volunteering their time and talent to an organization for which they care deeply. Another important differentiator in working with community or public organizations is the unique dynamic relationship which exists between the leadership team and its board and the overall community.

Cultural Match

We have designed a process of evaluating the organizational culture and circumstances driving change. During the discovery phase of the project we assist in defining not only the skills but also attributes necessary to be a successful leader of your organization and thrive within the culture. We have firsthand experience of the Waukesha marketplace and benefits of residing in the region.

Nonprofit Search

We have proven success in placing key executive leaders within a wide variety of organizations. We have developed our knowledge and success in the nonprofit fields and are confident our services would provide an excellent partnership with you in placing your Director. Our specialty includes not only working with trustees but also high awareness around the pursuits of candidates and executives seeking purposeful employment.

High Personal Touch

Our clients will tell you they value our signature trademark is a high personal touch. We spend a good deal of time learning about your organization and gathering crucial data about the knowledge, skills and attributes you are looking for in viable candidates, and why these are necessary and how it will be applied to the overall organizational goals. This first-hand interaction with the leadership team also serves to relieve some of the angst present in transition; particularly with long tenured leaders.

Our Business Strategy

Since beginning the firm seventeen years ago, we have focused our energy on the strategy of building deep relationships with our clients. This has resulted in successfully cultivating quality search assignments versus a large quantity of clients. This business model offers many benefits to our clients including having our full attention in every search.

Section D.2 - Staff Qualifications

Meet the Team - Spano Pratt Executive Search takes a project management and solution based approach to all of its searches. We evaluate the project and form a team of experts assigned to your search, including a principle consultant, a research and search associate. If awarded this assignment you can expect the following individuals will be working on your project.



Rose Spano Iannelli, SPHR

Rose is a co-founder and partner of Spano Pratt Executive Search and is involved in all aspects of projects within the organization. She co-leads the nonprofit practice and also leads the corporate practice of the firm. She has both successfully executed national searches for Fortune 100 organizations as well as completed search assignments for Presidents and Executive Directors with nonprofit entities. She works diligently to understand the “corporate culture” and formula for the ideal candidate. Functional expertise includes human resources, marketing, communications, fund raising, and finance.

Rose has been an invited speaker on career transition at Marquette University, UW Milwaukee, The Public Relations Society of America, the Association for Fund Raising Professionals, as well as conducted career workshops for the Association Forum in Chicago, IL. She has also led workshops on the value of board governance within the nonprofit sector. Rose is a respected member of the executive search and human resource community and holds a SPHR professional human resource certification as well as a bachelor degree in administration. Rose serves on the board of directors for the Columbia College of Nursing, Shorewood Community Foundation, and for TEMPO Milwaukee, which is a professional woman’s organization and has been a volunteer solicitor for United Way Milwaukee and Waukesha county.

In addition to the twenty years as an executive recruitment consultant, Rose spent ten years in senior level management roles prior to forming Spano Pratt Executive Search and six years leading a talent acquisition organization. As a Spano Pratt managing partner and search consultant, Rose also oversees the firm’s daily operations, marketing, social media and branding efforts. She contributes regularly as a speaker on career transitions and the art of hiring for the right cultural fit as well as the complexities of how to attract and engage four distinct generations in today’s workforce. Rose resides in the north shore of Milwaukee and holds a Bachelor Degree in Business from Cardinal Stritch University. She has attended numerous conferences and workshops, is a vigorous study of trends in talent acquisition and is a lifelong learner. In 2015 Rose was chosen to receive the Milwaukee Business Journal Woman of Influence Award.



Jamie Pratt, SPHR

Jamie is a co-founder and partner of Spano Pratt Executive Search and has cultivated and overseen the nonprofit search practice of Spano Pratt for the past seventeen years. She has a strong subject matter expertise in working with search committees and developing search strategies, particularly in the nonprofit sector. She is skilled at driving searches to a successful fruition and mentoring executive level candidates. Critical to the pre-employment and employment negotiation process, Jamie brings over 25 years as a human resource professional and holds a SPHR, a professional human resource certification, as well as a business degree in public administration.

Jamie is an expert at recruiting key executive talent in the nonprofit sector and has spoken on numerous occasions to organizations such as the Association for Fund Raising Professionals, Partnership for Philanthropic Planning and the Jesuit Advancement Administrators organization. Topics range from navigating the nonprofit career path to employee engagement.

Prior to founding Spano Pratt Executive Search, Jamie spent ten years in senior level management and in a Vice President role for a \$50M talent acquisition firm. Jamie is a member of Rotary International, SHRM, MMHRMA, Association of Fundraising Professionals, a board of directors' member for Professional Dimensions, BoardSource member, and serves as President of the board of the Mukwonago Education Foundation. Jamie resides in Waukesha County and is originally from Wisconsin. She holds a Bachelor Degree in Public Administration from University of Wisconsin, Stevens Point and has completed graduate level studies at UW Milwaukee.

In addition to spending time with her family, Jamie enjoys physical fitness, cooking and international travel. Recent conferences attended include International Executive Search Conference, BoardSource, Association of Fund Raising Professionals and Society of Human Resources Management. In 2015 Jamie was chosen to receive the Milwaukee Business Journal Woman of Influence Award. She is also a member of the "40 under 40" alumni group of the Milwaukee Business Journal.

**Kim Stankowski**

Kim brings over fourteen years of experience as a human resource professional, and will act as the search project's research and search associate. Kim is skilled at utilizing not only the Spano Pratt proprietary database, but also social media tools such as LinkedIn. She has an intuitive as well as analytical approach toward identifying viable candidates using the search strategy and assessment tools. Kim also brings a natural curiosity and relaxed interview style that serves to build trust while cultivating potential candidates.

Kim has been trained in the area of human resources and has consulted with numerous organizations on their talent needs, which include human resource planning, recruitment and the selection process, EEOC, and salary and benefit administration. Not only has Kim served in leadership roles such as a former Director of Human Resources, but she has also supported the law and compliance functions in organizations such as Northwestern Mutual Life and various law firms.

Kim supports the executive search projects not only as a research and candidate development specialist but also in providing background references and other critical data points in the selection process.

Kim has been formally trained by the Association of Executive Search Consultants (AESC). She is skilled at utilizing assessment tools and generating progress reports relevant to tracking project milestones. She is active in the community, resides in Ozaukee County and is originally from the Wisconsin area. Kim holds a Bachelor Degree from Cardinal Stritch University. Kim enjoys being active in her children's school and spending time at Wisconsin lakes.

Alison Carp

Alison serves as a research subject matter expertise when needed. She is based in the Boston area and has supported numerous Spano Pratt Executive Search projects. She brings with her expertise and in depth executive search experience. Alison has led search assignments as a research associate for a combined ten years with Ken Clark International, and Egon Zehnder International. Alison has strong candidate development and networking skills, and is skilled in background checks and referencing of candidates. She is a graduate of Skidmore College in New York and began her association with Spano Pratt ten years ago.

Subject Matter Experts

In addition to the core team, the firm has an extensive network of subject matter experts that when needed may participate in your project if requested or needed such as executive coaching services, strategic planning and onboarding expertise.

Section D.3 Insurance

Spano Pratt currently has in force a customized insurance commercial general liability and business property policy provided by Travelers Business Insurance. Evidence of insurance provided upon request.

Section D.4 - Previous Experience

Spano Pratt Executive Search was recently recognized and listed as one of the top 50 search firms nationally providing executive search services to the nonprofit sector. Over the past seventeen years, we have completed executive search assignments working with numerous search committees in a variety of sectors including education, healthcare, social services, etc.

We have compiled some testimonials from SE Wisconsin clients that you may recognize and have also provided a table demonstrating the work we have done with trustees and boards to identify Executive Directors.

Sample of Completed Search Assignments

Employer/Client	Position
Sharp Literacy Milwaukee, WI	President and CEO
Portland, Maine Water District Portland, ME	General Manager
College Possible Milwaukee, WI	Executive Director
Milwaukee Bar Association Milwaukee, WI	Executive Director
Girl Scouts of North East Kansas Kansas, MO	President
New England Water Works Association, Boston, MA	Executive Director
Lake Valley Camp Boscobel, WI	Executive Director
Milwaukee Brewers Community Foundation Milwaukee, WI	Executive Director
American Society for Quality Milwaukee, WI	Membership Director
Educare / Buffett Early Childhood Foundation Milwaukee, WI	Executive Director
Next Door Foundation Milwaukee, WI	Executive Director
Aids Resource Center Milwaukee, WI	Vice President and CFO
United Way of Racine, Racine, WI	Executive Director
Jewish Museum	Executive Director
Greater Green Bay Community Foundation Green Bay, WI	Executive Director
TEMPO Milwaukee	President and CEO
Riveredge Nature Center Saukville, WI	Executive Director
Lad Lake Dousman, WI	President and CEO
Vince Lombardi Cancer Foundation	Executive Director
Greater Milwaukee Foundation (2)	Vice President of Communications Vice President Development
Goodwill Industries of SE Wisconsin (3)	Vice President of Human Resources, Vice President Information Technologies, Vice President General Counsel
Girl Scouts Wisconsin Southeast (2)	President and CEO, Vice President Development
Aurora Healthcare Foundation	President and CEO
Children's Hospital of Wisconsin (3)	Vice President Marketing and Communications, Director of Communications Director of Information Technology

Testimonials from Southeast Wisconsin Clients

Milwaukee Succeeds

Danae Davis, Executive Director (Trustee for 88 Nine Radio Milwaukee Executive Director search)

ddavis@milwaukesucceeds.org

"Working with Spano Pratt Executive Search firm and particularly Jamie Pratt has always been a wonderful and successful experience for me as an executive nonprofit leader. The process is customized, efficient, and runs like a well-oiled machine, yielding awesome results! Through the partnership process Jamie leads, she instills great confidence that you will be presented with outstanding candidates that truly fit what you are looking for in the very best and diverse talent in the marketplace."

Brewers Community Foundation

Cecelia Gore, Executive Director (Executive placed and community leader)

Cecelia.Gore@brewers.com

"Spano Pratt Executive Search serves a critical need in our community. The opportunity to interact with seasoned professionals, that have their pulse on the needs of employers and those seeking opportunities, adds significant value to the success of talent acquisition and retention. The level of expertise, emotional intelligence and business acumen offered through Spano Pratt serves as a refreshing resource. I appreciate the comprehensive array of services offered by this amazing woman owned business."

Lake Valley Camp

Peter Sommerhauser, Attorney, Godfrey and Kahn (Trustee for Lake Valley Camp)

pmsommer@gklaw.com

"Rose led the search process to hire the new Executive Director of Lake Valley Camp. She understood the board's desires for leadership and did a great job identifying and sorting applicants to limit board time. She organized and participated in all interviews and led the on-boarding process. The results were excellent for the camp and the children it serves."

University of Wisconsin, Milwaukee

Dr. Phyllis King, Vice Provost (Trustee and former president TEMPO Milwaukee Executive Director search)

pkking@uwm.edu

"Spano Pratt Executive Search firm's performance is superior. Rose and Jamie are true experts in their industry. They listened to understand our unique needs, and were thorough and efficient in their service delivery to yield the perfect candidate. Their integrity and dedication to the search from the beginning to the end of the process was stellar. My personal experience, and awareness of their numerous other successful placements, has built a high level of trust and respect for them that makes it easy to recommend them with confidence to others."

AIDS Resource Center of Wisconsin

Michael J. Gifford, President & Chief Executive Officer (CFO Search)

Mike.Gifford@arcw.org

"Spano Pratt is our trusted partner in identifying and securing high quality talent to successfully drive our business growth. They understand our goals, help us define our talent needs and find the best candidates. I confidently and unequivocally recommend them as a partner to improve your company's talent and performance."

Marcus Center For the Performing Arts

Paul Mathews, CEO (3 positions: CFO, Director of development and Director of Programming)

pmathews@marcuscenter.org

"Our work culture is critical to our success, and Spano Pratt took the time to understand it and incorporate it into their search for candidates for us to consider. As a result we found the perfect cultural and skill match in the person we hired--it couldn't have happened without their thoroughness and focused attention to our needs."

Section D.5 - Outline of the Recruitment Solution Process

The Spano Pratt approach towards this search project and work is systematic and is detailed in this proposal. The approach is collaborative and begins with a clear understanding of the expectations of the board as well as the future goals and vision that the board has in mind for the new Library Director. Our process includes a series of meetings that focus on where you stand as an organization, clarification of mission, building consensus around the ideal candidate profile, and current successes and challenges. We also review and train when necessary on the interview and selection methodology. Also critical is the sharing of where the organization is headed; the long term strategic vision and goals and what challenges are on the immediate horizon. The Spano Pratt Executive Search solution is successful because we work to understand the kind of leadership that is needed and if there is a gap between your present and desired future and most importantly what will success look like for the new leader.

At the beginning of the process and during phase one, we begin to meet and know key members of the board and internal team because operating in a spirit of inclusion will help to ease the transition of leadership and often will provide critical information relevant to their perspective of the position and culture. It is during this phase that we work together with the team to profile the ideal candidate by using our proprietary survey approach, which ranks the “mission critical skills” and provides a snapshot of the culture so that all decision makers are clear and are on the same page before we begin.

Cultural Assessment of Work Environment

The members of the leadership team meet individually with the search consultant partner in order to share their thoughts and words regarding the organization’s culture, vision, strengths, opportunities, and current environment. The teams are assured that conversations are confidential. The outcome is intended to provide assistance in the search process and a more complete picture of the current culture and their perspective of the necessary skills for the new hire. The result of this process is a white paper snapshot of the organization’s culture including the words most frequently used to describe the organization as well as what the organization tends to value.

Our assessment tools provide a detailed snapshot of the culture and required skills as understood by all members of the search committee. We recognize that the right cultural fit is as important to our candidates and clients, if not more important than skills. Recognizing the need to identify and match a candidate to the employer’s culture and community is one of the key skills that set us apart from other search firms.

Competency Ranking Process and (optional) Transition Survey

Based on the existing job description, the members of the Search Committee will be asked to rank the most prominent ten skills identified as necessary competencies for the hire. To efficiently identify qualified candidates, they are asked to rank the skills in order of importance to determine which they think are most critical to the search. The outcome is a quantifiable tabulation of the skills we will measure and assess throughout the process.

Based on the culture of the organization, the trustees may choose to survey the full board as well as committee or community leadership about the transition in order to increase engagement. We utilize the survey and guidelines from BoardSource on CEO transitions and developed a customized survey which is delivered electronically to an unlimited number of your constituents. The outcome of the survey

provides a data point and can reveal diverse opinions surrounding the transition. There is no additional fee to incorporate the survey and results into the process.

During phases two and three, the project is external in nature and includes the research to identify appropriate and viable prospects. We then begin connecting with those individuals to determine who shall be presented as candidates in the slate of potential hires. During phase four we are well underway with formal interviews involving the hiring manager and have a good sense of finalists. Phase five is the final step where we are securing the selected individual through negotiations and transition discussions are underway.

Communication

Good communication is the foundation for a successful transition. Communication preferences by the committee chair are established during Phase One of the search project. This discussion will establish expectations and ensure that expectations are met. Historically, the preference is a weekly update typically by email to the search committee chairperson. However, as the project advances, certain updates or progress reports are better served with scheduled conference calls. Phase One and Phases Four and Five require in person scheduled meetings. Video conferences for search committee members unable to appear in person are sometimes offered as an alternative.

Compensation Data and Expert Research for Candidate Development

Compensation data relevant to the search process is provided in “real time” to the search committee members and included in the candidate reports. In addition, we have access to the most recent compensation data available.

Every search assignment has a dedicated Spano Pratt research associate whose work is guided by our customized research strategy. We are proud of our research process, in depth knowledge of the candidates, our portfolio of quality clients, our diverse candidate pool, and the high touch that goes into every search. Our research capabilities allow us access to public and proprietary data which includes information about target institutions and profiles of individuals that we wish to include as prospective candidates.

Special Resources

In order to better assist and facilitate the Library Board in the most recent best practice related to Library Directors including compensation, we would anticipate following guidelines put forth by the American Library Association. The profession as a whole presents as a highly collaborative field and we would anticipate cooperation within the local, statewide and national library community in networking the opportunity.

The methodology used to identify and assess Library Director candidates will be based on our proven methodology incorporating research and are ability to engage candidates in the process. Particularly helpful is our firm’s experience in the SE Wisconsin region. We have the capabilities to identify library directors and are skilled in contacting potential candidates. And because we do not niche in the library sector, we are able to contact candidates found in any library without the concern of conflicts of interest.

Our niche is to effectively identify and engage candidates and successfully work with trustees to ensure a smooth process. We are successful because we can apply this methodology across various disciplines.

Diversity and EEOC

Spano Pratt Executive Search operates in a spirit of inclusion and does not discriminate in the acceptance or referral of candidates on the basis of race, color, religion, sex, age, national origin, marital status, disability, or other protected characteristics. Spano Pratt Executive Search is committed to providing a diverse slate of candidates in every search. Diversity as described in race, gender and age is achieved 100% of the time. We are proud to hold a solid track record of successful placements within underrepresented groups.

Scorecards, Evaluation of Candidates and Candidate Reports

- Candidates are rated against the skill competencies previously agreed to and a slate of candidates is developed of those individuals who meet the baseline criteria established.
- Candidate Reports: Spano Pratt Executive Search will present an executive summary profile in a four-part report which includes an overview of the candidate, a written narrative of work experience and outcomes, a resume, a writing sample, and any applicable supporting documentation. Spano Pratt Executive Search profiles are designed to be a defensible document showcasing the candidates demonstrated success in similar roles, education, strengths and areas for professional development.
- Interview questions: To ensure consistency and remove bias, interview questions are strategically selected for the candidate interview process.
- Score Card: A “score card” is prepared and presented to the search committee / trustees in order to score the mission critical competencies identified in the discovery portion of the project.

Assessment Tools

Industrial and psychological evaluations may be a part of the process in assessing finalists when the institution has developed a benchmark standard of measurement. Spano Pratt Executive Search has worked with a variety of on-line and in-person evaluations and assessment models and can guide and suggest options to a Search Committee if so desired. We are happy to facilitate the preferred assessment tools or industrial psychologist referrals shared by the search committee.

Each external assessment tool available has its advantages and is especially chosen based on the goal and budget of the organization. These tools can be helpful as employers may benefit from learning any potential for future development of the selected candidate. Assessment fees can vary greatly and are passed through to our client at cost. Our goal is to select the tool that best serves the needs and budget of our client. Examples of good candidate assessment tools we have used include:

- Strengthfinders
- Hogan
- Caliper
- DISC

Process for Verifying Candidate Credentials

- Original employment references via personal contact are conducted for previous and current employer as well as with subordinates and peers.
- Verification of education or other credentials either through on line process as referred by the accredited institution or directly with registrar’s office.
- On-line and internet research, published work, and other discovery.
- Third party background verification by an investigation company and any other procedures or background checks either mandated by law or consistent with the employer’s hiring practice.

Negotiations and Closing

- Negotiations are considered to begin at the moment it is determined we have a viable candidate.
- Negotiations often are inclusive of non-monetary items.
- Spano Pratt Executive Search develops a relationship with viable candidates that identify drivers and motivational factors that are important decision making factors to the candidate and critical in negotiations. This personal information is crucial in working with the employer to design the terms and conditions of an offer which will be acceptable and desirable to the candidate.
- Employment change can be a complex and highly emotionally charged decision. It is important that candidates believe that the future employer is presenting an opportunity that will move them forward in their career and aspirations. For this reason, Spano Pratt Executive Search is often a key negotiator in the offer process –
 - Spano Pratt Executive Search will initiate the conversation of terms and compensation early in the process with each candidate and work diligently throughout the process to align the opportunity with the candidate's career progression.
 - We are able to provide initial information on compensation history, key motivators for candidates, and a process for moving the negotiation and candidate forward in the process.

The Job Offer

- We provide assistance in preparation of the job offer, employment contract when applicable (along with legal), and candidate consultation on acceptance.
- We assure an orderly transition through effective communication with client and candidate.
- Spano Pratt Executive Search has developed a detailed document entitled "Total Rewards Worksheet" that outlines the candidate's existing employment terms. We believe this is a critical tool in working with the client to create a competitive offer.

The Relocation and Transition

- The search committee chair should determine who will stay in continuous contact with the new hire prior to the start date.
- We assist in: timing of the communication, the creation of the announcement made to internal and external constituents, Itinerary for first week and assistance in the preparation of an orientation schedule.

Post Hire Support

- Spano Pratt Executive Search provides support materials to the selected candidate such as helpful resources including books, articles and on-going support to assist in a smooth transition.
- Spano Pratt Executive Search remains in communication with both the Client and the selected candidate throughout the following year to offer any assistance and continue to ensure all parties are satisfied.
- Spano Pratt Executive Search offers an optional onboarding provided by professional coach skilled in the strategic first 90-day planning.

Section D.6 - Situation and Project Understanding

The Board of trustees of the Waukesha Public Library is currently seeking proposals from qualified executive search firms to provide executive search services for the position of Executive Library Director.

The City of Waukesha is a diverse community located 18 miles west of Milwaukee, Wisconsin. Home to Carroll University and UW-Wisconsin Waukesha, the City offers an award-winning Library, a vibrant downtown art community, a beautiful parks system, and many unique restaurants. In 2012, Money magazine ranked Waukesha one of the "100 Best Places to Live," in the United States.

The Waukesha Public Library is a tax-supported municipal public library dedicated to supporting a vision of being the community's best source for inspiration, ideas, and information.

To accomplish this mission, the Library is actively engaged in delivering public library services to the citizens of the greater Waukesha community.

The Library is a 71,566-square foot facility located at 321 Wisconsin Avenue, Waukesha, WI 53186. The Library has a service population of 92,560, with a 2017 operating budget of \$3.946 million and a staff of 27 full-time and 42 part-time employees.

Scope of executive search services requested

The executive search firm shall set meetings with the Library's Human Resources Committee and other stakeholders upon execution of a contract with the Library Board of Trustees. The firm will:

- a. Review and/or suggest updates to the existing job description
- b. Develop a candidate profile
- c. Develop a recruitment strategy including recommending an appropriate advertisement to the Human Resources Committee
- d. Carry out recruitment process
- e. Screen all applications and create a recommended candidate list
- f. Design and finalize the interview process, prepare interview questions for the committee's consideration, suggest panel make-up, and other associated tasks.
- g. Carry out interview process
- h. Perform appropriate background and reference checks
- i. Negotiate offer for hire with candidate(s) upon request by the Library Board of Trustees

The Library Board of Trustees Human Resources Committee will have complete authority over the interview process and the development of the interview questions. All candidate applications will be made available to this committee prior to the finalization of a candidate list.

The search firm will be responsible for:

- a. Posting the position through local, regional and national channels, journals and publications.
- b. Receiving and reviewing resumes of applicants, determining that the candidates meet minimum qualifications, and following up with telephone interviews to clarify each applicant's qualifications and experience.
- c. Preparing and presenting to the Library Board of Trustees Human Resources Committee a written summary of at least 8 candidates with the most promising qualifications and experience.
- d. Assisting the Library's Human Resources Committee in evaluating these candidates and further identifying the top 4-6 candidates for serious consideration and interviews.
- e. Conducting in-depth reference checks with individuals to evaluate candidates' past job performance, criminal history, financial background, and any other pertinent factors.

Section E - Timeline *

Timelines are agreed upon based on the scope of the project; and the availability of the search committee schedules. The following timeline is an example of an average length for each step of the process.

Phase One - Discovery	Weeks 1 - 2
<ul style="list-style-type: none"> • Meet with search committee, team members and complete cultural assessment, establish expectations on communication and affirm timeline • Executive Director transition survey (optional) • Rank competencies and create profile of the ideal candidate • Build consensus with Search Committee • Agree on search strategy and methodology • Determine job scope, create job profile with key success indicators, create promotional materials and accompanying assessment and screening tools • Discuss and agree on interview structure and preferred process 	
Phase Two- Candidate Development	Weeks 2 - 8
<ul style="list-style-type: none"> • Prepare and publish community announcements • Execute candidate target research and development • Outreach to identified targets and professional community engagement • Receive and review candidate credentials • Spano Pratt initial phone interviews and screening 	
Phase Three - The Screening Process	Weeks 8-10
<ul style="list-style-type: none"> • Spano Pratt in person or video interviews • Begin to identify top candidates • Creation of customized four part candidate reports • Background work on top candidates 	
Phase Four - Candidate Presentations	Weeks 10-12
<ul style="list-style-type: none"> • Candidate reports are presented to Search Committee • Formal interviews / logistics are scheduled • Formal interviews with search committee begin and are facilitated by Spano Pratt consultant • Discuss candidate rating feedback against profile • Committee selects top finalists to advance • Debrief candidates 	
Phase Five-Finalist and Offer Acceptance	Weeks 12-16
<ul style="list-style-type: none"> • Second round of interviews are facilitated by Spano Pratt consultant • Industrial Psychological testing, if desired • Offer/acceptance to selected candidate / candidate gives notice to employer • Release of candidates not selected • Announcement and transition 	

* Our goal is to accommodate the needs of the organization. Library Director candidates who are currently employed are sometimes bound by employment agreements in their current role requiring for example a 30-60 day resignation notice. Or in certain instances an agreed upon end date in an employment agreement with a library may be tied to a fiscal or calendar year. These important factors are to be considered in determining the date for the selected candidate to assume duties.

Section F - Fee Schedule

Spano Pratt Executive Search believes the use of a retained flat fee structure is beneficial for all parties involved. A flat fee arrangement allows for a set price to be paid. The benefits of this pricing structure include allowing the client to plan and budget accordingly; there are no added administration costs; and this model eliminates any perceived conflict of interest during the compensation negotiations with the selected candidate. The retainer fee is calculated based on the complexity of the search assignment such as size of the organization, national, regional or local search, and the measurement of necessary allocated resources including research and consultants' time.

Retainer Fee – The consulting and recruitment fee will be a flat fee of \$29,500. Spano Pratt Executive Search will bill one-third (1/3) of the total estimated fee to initiate the engagement, one-third (1/3) of the amount issued after the completion of phase four, and the final bill and balance is paid when the selected candidate accepts the offer. This fee shall be applicable for any candidate presented by Spano Pratt Executive Search as a result of this search process.

Spano Pratt Executive Search absorbs the cost of day to day direct expenses as a part of doing business within the executive search industry and does not bill additional administrative fees.

Other expenses you may expect to incur are as follows:

- Advertising that is extraordinary in nature and requested by the Client will be billed back at cost.
- Psychological or external assessments which would be billed back at cost and approved in advance by the Client.
- Travel Expenses - Travel expenses are passed through to the Client at cost. Travel expenses may be incurred by candidates traveling to the employer site for in person meetings and candidate interviews. Travel expenses include air travel, mileage, lodging and food and should be taken into budget consideration for national searches particularly. Travel expenses can vary greatly depending on the origination of the candidate and will be approved by the Client in advance.
- Relocation Expenses - It is highly advisable that relocation expenses be carefully considered when determining the overall budget of a national search. You may have a system wide policy addressing relocation of candidates or may choose to negotiate relocation as a part of the offer process.
- Legal expense to draft customized employment contract if applicable.

Assurance / Guarantee Period

Spano Pratt search agreements include a one year assurance period from start date.

Payment Terms

Payment terms are a standard due in 30 days of invoice.