

**MINUTES**  
**Waukesha Public Library Board**  
**Human Resources Committee Meeting**  
**Monday, March 13, 2017 4:00 P.M.**  
**Library Board Room**

**DRAFT**

Trustees Present: J. Fowle, A. Riebel, M. Ryan, and R. Sura

Trustee Absent:

Others Present: Board President P. Kasprowicz, Bridges Library System Director Connie Meyer, City Administrator Kevin Lahner, Assistant Director John Klima, Manager, Technical Services C. Peil, Circulation Supervisor T. Lyons, Financial Planning Analyst C. Braun, and Special Projects Coordinator Joan Quinlan

**1. Call to Order**

Committee Chair A. Riebel convened the meeting at 4:00 p.m.

**2. Approval of the minutes for November 10, 2016**

Trustee Sura moved to approve the minutes for November 10, 2016. Trustee Ryan seconded, motion carried unanimously.

**3. Introduction and welcome – Connie Meyer, Bridges Library System Director; Kevin Lahner, City Administrator**

Connie Meyer, Bridges Library System Director was introduced to the Committee. She distributed two packets regarding hiring a Library Director. In addition to the Trustee Manual information included in the Committee's packets, these documents provide good details and samples for the Committee to consider. Ms. Meyer explained that she has years of experience dealing with Library Boards; has sat on interview panels; and assisted other Library Boards in the hiring process. She explained that there are a number of different avenues the Library Board can take: they can work with the City, they can hire an outside firm, or the Board can go through this process on their own. Everything depends on how much the time the Library Board is willing to commit to the process and/or how much the City wants to be involved. She stressed that the City has resources, both HR and legal that the Board should take advantage of. She emphasized that the most important task that a Library Board faces is to select a leader to oversee the staff of the library. Ms. Meyer noted that Mukwonago Library went through the process of selecting a Library Director with a search firm and ultimately went through the process again, but this last time on their own. She stressed that if the Board chooses to go with an executive search firm that they still need to be engaged. When developing the RFP, they need to be very clear on what is expected of the search firm. She can provide the Committee with a list of library-specific search firms. She added that she is happy to assist the Library Board in any way if they choose not to use a search firm. She can assist with the job posting, ads, developing interview questions, help with the interview process or find another librarian willing to sit in on the interviews. Ms. Meyer also cautioned that recruitment firms have existing relationships with job seekers, so their process may not be as rigorous. She noted that the Library Director's job description is current which will help. She also told the Committee if they aren't comfortable with the finalists that they can reopen the search. They should not hire just to hire; the Library needs to find a good fit. They can get a different pool of

candidates the second time around. Board President Kasproicz said that the last time they used a search firm (which cost \$20,000) at least 60 applications were received with attachments that the committee reviewed. Ms. Meyer would not be surprised if the number is higher given that Waukesha is larger and there are higher expectations. A search firm will get a good sense of what the Library Board is looking for. A typical timeline is 3-6 months or more. The posting's application deadline should be for at least 4 weeks. Trustee Ryan asked if there are any restrictions for posting the position. City Administrator Lahner said that there are no State restrictions, but the City has a minimum of 2 weeks. Ms. Meyer also said that the City's is a great resource for expert legal advice on interviewing and what not to ask as well as completing the minefield of reference checks. Trustee Sura asked how Mukwonago did it on their own. Ms. Meyer responded that the Mukwonago Library Board put together their own search committee and invited her to assist by reading through the finalists' applications, she sat in on the interviews. She stressed that if they do decide to use a search firm that they have an opportunity to see all of the applications so they can see the entire range of talent. She also said that what you see on paper is not necessarily what you get. You make a decision based on a number of factors. The Committee thanked Ms. Myer for her time.

City Administrator Kevin Lahner was introduced. He told the Committee that he did not have much more to add and that the City was available as a resource to the Library Board. The Library Director is part of the City's Executive team. (C. Braun left at 4:25 p.m.) He added that the City's HR department can assist with reference checks. The City does have an executive recruitment policy, but the Library is not included in the policy as they are a separate Board governed by State Statutes. He said that if he wanted to move forward with hiring a City Department Director without using a search firm, he would need to get Council approval. He said that the advantage of using a search firm includes increasing the number of qualified candidates, vetting the candidates, winnowing out the unqualified candidates, guiding the interview process, and taking some of the burden off of the Library Board. He likes to use assessment centers with behavioral based interview questions. These can bring out a candidate's strengths and weaknesses. He stresses that it is important to find the right fit for the Library. He asked to be included in the interview process. The Committee thanked City Administrator Lahner.

**4. Discussion/recommendation regarding recruitment of next Library Director: HR Committee's role, hiring a library-specific search firm, job description, expectations/special qualifications for next director, timeline for process, advertising for position**

Board President Kasproicz said that the Library does have funds available to pay for hiring a search firm, unless the Committee wants to do the work. He spoke with John DeBaucher from the Department of Public Instruction to ask if he can add one person to the 4 member Committee; he would be willing to join. He added that the previous firm, Bradbury Miller indicated that they could do it for \$20,000. Trustee Ryan asked if the Board was happy with that firm. Board President Kasproicz said that they were, though an RFP would still need to go out. The Library Board will need meet as soon as possible to act on any recommendations made by the Committee. City Administrator recommended doing the RFP process. He said that it would not need to be a long process. Trustee Riebel felt strongly that the Committee should recommend using an executive search firm. She added that this is too important to just post an advertisement; that the money spent would be well worth it. She said that recruitment firms have good contacts and can shepherd the process for the Library Board. Trustee Fowle said that you get what you pay for, the last process was a success and he is in favor of using a search firm. The last time the Library Board went

through the process without the City's involvement. The Committee thanked City Administrator Kevin Lahner and Bridges Library System Director Connie Meyer for their guidance. **Trustee Ryan made a motion to recommend to the full Board developing a request for proposal for a search firm. Trustee Sura seconded, the motion carried unanimously.** City Administrator Lahner said that the Committee should use Ms. Meyer's expertise in putting together a list of firms to send the RFP to. The RFP should be posted on the Library's website as well as the City's. Ms. Meyer added that the RFP should be written that recruitment firms with library experience is highly desirable. Other firms would not be excluded. City Administrator Lahner said that because this is not a public bid, it is the Library Board's discretion to reject any proposal at any time.

Trustee Fowle asked if the HR Committee should make a recommendation to the Board to form an ad hoc committee that could include other representatives other than Board members. He would welcome both Connie and Kevin to be involved. This decision would be dependent on the Board rejecting the Committee's recommendation of hiring a search firm. The Committee discussed the possibility of adding a fifth member to the Committee. (Board President Kasproicz is willing to serve) It was noted that all members of the Library Board are welcome to attend any and all meetings. **Trustee Sura moved to recommend adding a fifth member to the Human Resources Committee. Trustee Fowle seconded, the motion carried unanimously. Trustee Fowle moved to recommend that as part of the motion, he would like to add Board President Kasproicz to the Human Resources committee. Trustee Ryan seconded, motion carried unanimously.**

## **5. Adjournment**

Absent any objections, the meeting adjourned at 5:10 p.m.

J. Quinlan, Recorder