

**MINUTES**  
**Waukesha Public Library Board**  
**Human Resources Committee Meeting**  
**Thursday, June 8, 2017 3:00 P.M.**  
**Library Board Room**

**DRAFT**

Trustees Present: P. Kasprowicz, L. Probst, A. Riebel, and M. Ryan  
Trustee Absent: R. Sura  
Others Present: Bradbury Miller Associates: Dan Bradbury, Jobeth Bradbury, and Karen Miller, Bridges Library System Director Connie Meyer, Library Trustees C. Lombardi and Eric Helgestad, Interim Library Director J. Klima, Technical Services Manager C. Peil, and Special Projects Coordinator Joan Quinlan

**1. Call to Order**

Committee Chair Riebel convened the meeting at 3:00 p.m.

**2. Approval of the minutes for May 3, 2017**

Trustee Kasprowicz moved to approve the minutes for May 3, 2017. Trustee Ryan seconded, motion carried unanimously.

**3. Library Director Recruitment – Introductions**

Human Resources Committee Chair Riebel welcomed the Bradbury Miller Associates team of Dan and Jobeth Bradbury and Karen Miller; the selection committee introduced themselves, along with Trustees Lombardi and Helgestad.

**4. Discussion/action regarding structure for Library Director search and roles of principals and the Human Resources Committee**

Dan Bradbury thanked the Committee for selecting their firm to work with Waukesha Public Library again on WPL's Library Director search. Each principal from Bradbury Miller Associates provided a brief summary of their background and experience. Their firm's main focus is library director searches. The group discussed the role of the Human Resources Committee in the search process. Like the last time, the Library Board has given the Committee authority to move forward with making decisions in order to winnow down the applicant field before recommending several final candidates to the Library Board. Final interviews will be with the Human Resources Committee; other Board members may be in attendance. Bradbury Miller will be responsible for developing the announcement and advertising for the position. The Committee will have access to the entire candidate pool before narrowing the field down to 6-8 semi-finalists.

**5. Discussion/action regarding tentative timeline/schedule**

Jobeth Bradbury asked the Committee to ignore the preset dates as she walked them through the proposed timeline/schedule. She said that they would be making four visits to Waukesha. Today they met with the management team and they have several staff meetings scheduled as well as one with representatives from the Friends of the Library. They will create an announcement that will run June 14 to August 20. She explained that they require this time for the recruitment process. Their firm begins their recruitment efforts with the State of Wisconsin and then they move to neighboring states and finally the search becomes nationwide. They ask for nominations and they target their search towards people who are doing great work in their current positions. They anticipate receiving 25-30 qualified applications, which includes a cover letter, resume and questionnaire based on

Waukesha Public Library. They will follow up with phone conversations and employ electronic tracking and street reconnaissance. They upload all of the candidate materials into a Dropbox account, where the Committee will have full access to the documents. Bradbury Miller will put together a matrix comparing the candidates based on set criteria and highlight their recommendations. Trustee Kasprovicz asked how Bridges Library System Director Meyer could help Bradbury in this process. Jobeth Bradbury responded that it would be helpful if Bridges System Director Meyer could provide a distribution list and any contacts she has. She would also ask Ms. Meyer to offer any feedback on applicants that she may know. Bradbury Miller's goal is to move quickly and finalize negotiations by Thanksgiving. They anticipate conducting interviews with the semi-finalists in mid-September. These will be done remotely through Skype so the Committee can narrow the field of applicants. All of the candidates (even those who are local) will go through the same interview process to keep the playing field level. The Committee will then select the final candidates that they want to interview; these interviews will be onsite in early October. During their visit, candidates will meet the management team, staff and Friends, and then have a tour of the community and library. Jobeth Bradbury said that they are happy to conduct negotiations with the finalist, which takes 3-5 days to complete. They would hope to have someone in place by early December or January. Bradbury Miller conducts formal references on the final candidates. She asked the Committee if they are interested in having a public forum for the final candidates. This is one way to gauge how skilled the applicants are at public speaking. The Committee agreed that this was not a common practice in Waukesha and opted not to do this.

Trustee Kasprovicz said that he would like to see the timeline compressed, having a start date for the new director by November 1. He believed that the length of time to identify qualified applicants for the interview process was too long. Dan Bradbury said that the easiest place to compress the time frame would be in the prospecting period. He stressed that it does take time to pinpoint interested candidates and they would be sacrificing this effort. After looking at their calendar, Jobeth Bradbury was able to restructure the schedule. The revised schedule would have the application period close on August 6. The Human Resources Committee would meet on August 17 to narrow the field of candidates. The Committee should come to the meeting with their top five candidates in mind. Bradbury Miller will share their notes with the Committee during this meeting. Semi-finalist interviews would be August 28-29, with final interviews September 14-15. The Committee agreed to the revised schedule.

#### **6. Discussion/action regarding job description**

Interim Director Klima said that in 2015, the City retained GovHR to conduct a class and compensation study. At that time, all of the job descriptions were updated. The Library Director's job description was updated in July of 2016 to reflect the changes that were made to the organizational reporting structure. Bridges Library System Director Meyer said that obtaining Grade 1 certification is a condition of employment; ongoing continuing education is also required to renew their certification every 5 years. The experience required for Grade 1 certification is less than 10 years. Dan Bradbury said that they typically recommend less than 10 years of experience in their advertising because it allows the Library Board to see a broader and more diverse range of candidates. The Committee agreed that the announcement would require at least of 5 years of professional library experience with a minimum of 2 years senior level management experience.

#### **7. Discussion/action regarding marketing plan/job advertisement/announcement**

Dan Bradbury said that the survey they sent asking for key attributes would be used in drafting the announcement. (Trustee Probst arrived at 4:10 p.m.) The Committee discussed

the salary range for the position. Mr. Bradbury said that he would recommend that they advertise the starting salary to the mid-point on the salary range. The Human Resources Committee will meet on Tuesday, June 13 to edit and approve the draft announcement.

**8. Discussion/action regarding identification of key attributes/qualifications desired in new Library Director**

Dan Bradbury asked that everyone who has not completed the attribute survey have it done by Saturday or Sunday in order that they can put together the draft announcement.

**9. Discussion of purpose and general feedback from staff and other stakeholders meetings**

Jobeth Bradbury said that they will share their notes from their meetings with staff and Friends. They want to give all of the employees an opportunity to weigh in and provide input on what attributes that they would like to see in the a new library director.

**10. Discussion/action regarding confidentiality of applications**

All applicants will be confidential; final candidate names will be released per state law. Trustee Lombardi asked if Trustee Riebel, as the primary contact for the Human Resources Committee, would also be the contact for the media. It was clarified that Board President Kasprovicz would continue to be the primary contact with the media.

**11. Discussion/action regarding any additional items regarding recruitment process**

Dan Bradbury recommended that the Library Board consider assisting the final candidate with relocation costs which can run anywhere from \$3,000-15,000. He also said that it would be typical for the Library to pay travel expenses to bring candidates here for the final interview; expenses to cover a spouse or partner to travel to Waukesha would also be customary.

**Trustee Kasprovicz moved to approve the Library Director search process and timeline. Trustee Ryan seconded.** Trustee Ryan asked the consultants what percentage of responses from Wisconsin they anticipated. Mr. Bradbury responded that they would probably get 70-80% regionally from Wisconsin, Iowa, and Illinois. Trustee Ryan also asked if the consultants felt that Waukesha Public Library would be attractive to prospective applicants. Both Dan and Jobeth replied that Waukesha is a nice size library in a great community. **The motion carried unanimously.**

**12. Adjournment**

Absent any objections, the meeting adjourned at 4:29 p.m.

J. Quinlan, Recorder