

Report to / Rapport au:

**Ottawa Public Library Board
Conseil d'administration de la Bibliothèque publique d'Ottawa**

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Submitted by / Soumis par:

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File Number: OPLB-2017-0901

SUBJECT: Ottawa Public Library Board Policy Review

**OBJET: Mise à jour des politiques du Conseil d'administration de la
Bibliothèque publique d'Ottawa**

REPORT RECOMMENDATIONS

That the Ottawa Public Library Board adopt the following:

- 1. Board Governance policy on CEO Succession Planning (Document 1) - revised; and,**
- 2. CEO Emergency Succession Plan (Document 2) - New.**

RECOMMANDATIONS DU RAPPORT

Que le Conseil d'administration de la Bibliothèque publique d'Ottawa adopte ce qui suit :

- 1. Politique de gouvernance du C.A. sur le plan de relève du chef de la direction (document 1) – révisée,**
- 2. Plan de relève d'urgence du chef de la direction (document 2) – nouveau.**

BACKGROUND

On April 11, 2017, the OPL Board received report OPLB-2017-0403 “Governance Evaluation Report and Action Plan,” which set out the results of the 2016 Board Governance Review as well as an action plan to address recommendations.

The report contained a recommendation and actions regarding CEO Succession Planning, specifically:

Recommendation 2: Develop or enhance a policy and process for the Board to ensure that an effective succession planning process for the CEO is in place.

Response to Recommendation 2: The OPL has an informal protocol (shared with the OPL Board Chair, Deputy CEO, and Senior Management) with regards to CEO Succession. Staff recommend undertaking the following actions:

- Formalize the CEO Succession Plan including documentation of protocols for both short- and long-term / temporary, or unplanned absence of the CEO, as well as for a permanent change in CEO Leadership. **Timeline: June 2017**
- Review the CEO Succession Plan with the Ad-Hoc Committee on CEO Performance, and provide the approved succession plan to City of Ottawa Human Resources and the OPL Board Chair for record-keeping. **Timeline: September 2017**
- Review the OPL Board Policy OPLB-018 CEO Succession Planning to ensure it reflects a proactive approach to respond to both planned and unplanned permanent vacancies. **Timeline: October 2017**

This report provides an update on the recommendation and actions.

DISCUSSION

The Ottawa Public Library Board adopted a policy governance model, designed to empower Boards to fulfill their obligations over the organization. The model “...enables the board to focus on the larger issues, to delegate with clarity, to control management's job without meddling, to rigorously evaluate the accomplishment of the organization; to truly lead its organization.”¹

¹ Carver, J. and Carver, M., (2015, January 2) *The Policy Governance Model*®. Retrieved from PolicyGovernance.com

One policy is put forward for Board consideration and approval with this report, along with a supplementary plan. The policy and plan have been developed in-line with the policy governance model, and adhere to the Board's legislative requirements set out in the *Public Libraries Act* (PLA), as well as the OPL's Terms and Conditions of employment for Management and Professional Exempt employees. The policy begins with a clear outline of the legislative background and guidance upon which the policy is based. Key notes regarding the presented policy and plan are as follows:

#18 CEO Succession Planning (revised): Provides principles for planning for the succession of the CEO that it is integral to the Board's long-term planning process.

Revisions include:

- Addition of the requirement to conduct a bi-annual review of the CEO job description and compensation (salary survey), including a compensation review (across both the City and the library industry), as a proactive measure to recruitment in the event of a planned or unplanned permanent vacancy;
- Clarity regarding the Search and Selection Process, specifically the role and term of the Ad-Hoc Committee, vis-a-vis the role of the Board; and,
- Other minor edits for clarity or grammar.

CEO Emergency Succession Plan ("the Plan") (New): Provides a contingency plan in the event of both planned and unplanned temporary and permanent absence of the CEO. The Plan outlines procedures and protocols for short- and long-term temporary and planned absences, with considerations for communications, authority and compensation, and Board oversight. It serves as a guide for the Board with respect to options available, and the necessary protocols and considerations.

CONSULTATION

The policies were developed in consultation with the Ad-Hoc Committee on CEO Performance, comprised of Chair Tierney, Vice Chair Bergeron, and Trustee Fisher.

LEGAL IMPLICATIONS

There are no legal implications associated with this report.

RISK MANAGEMENT IMPLICATIONS

There are no risk management implications associated with this report. Establishment of these governing policies is sound business practice.

FINANCIAL IMPLICATIONS

There are no financial impacts associated with this report.

ACCESSIBILITY IMPACTS

There are no accessibility impacts associated with this report.

TECHNOLOGY IMPLICATIONS

There are no technology implications associated with this report.

BOARD PRIORITIES

Redevelopment of the Board policy on CEO Succession Planning was one of the action items identified through the Board's Governance Review (2016).

SUPPORTING DOCUMENTATION

Document 1 OPLB-018 - CEO Succession Policy

Document 2 OPLB-018 – CEO Succession Policy - Emergency Succession Plan

DISPOSITION

Upon approval of these policies, the Division Manager, Governance, Communications, and Strategic Services will provide the approved succession plan to City of Ottawa Human Resources and the OPL Board Chair for record-keeping. In addition, the Division Manager will ensure that internal action plans are updated to include the bi-annual reviews.