

018 - OPLB CEO Succession Planning

Legislative Background and Guidance

The Board of the Ottawa Public Library (the Board) operates according to the Public Libraries Act (“the PLA”), as well as other acts such the Municipal Act and the Conflict of Interest Act, and is responsible for ensuring that public library services are delivered effectively and efficiently to residents of the City of Ottawa (“the City”). References in this document refer to the PLA unless otherwise indicated.

In accordance with the PLA, the Board:

- may appoint and remove such employees as it considers necessary, determine the terms of their employment, fix their remuneration, and prescribe their duties (ref. 15(1)); and,
- shall appoint a CEO who shall have general supervision over and direction of the operations of the public library and its staff (ref. 15(2)).

General Principles

The Board of the Ottawa Public Library (OPL) oversees planning for the succession of the CEO. The Board recognizes that this is an important responsibility, that it is integral to the Board’s long-term planning process, and that it must be proactive in this regard.

Some of the key principles for the succession planning process include that the Board shall:

- Enlist the support and advice of the CEO in identifying potential internal candidates that may be considered for the CEO position at some point in the future, and structuring a development plan for the identified individuals to enhance their capabilities and better prepare them for the position.
- Develop and maintain current an emergency succession plan for replacing the CEO on an interim basis in the event the existing CEO becomes temporarily incapacitated.
- Work with the City’s Human Resources Department to conduct an bi-annual review of the CEO job description and compensation (salary survey), including a compensation comparison review (across both the City and the library industry).
- Endeavour to identify a list of well-qualified internal and external candidates for the position from which to make a selection when a requirement is identified to begin the search for a new CEO.

- Delegate the details of the recruitment process to an Ad Hoc Committee on CEO Recruitment, which will provide recommendations for the Board's consideration and approval.
- Maintain the confidentiality of all candidates that apply for the position, until an agreement with the selected person is finalized.

CEO Search and Selection Process

The Board shall establish an Ad Hoc Committee on CEO Recruitment whose mandate shall be to recruit and recommend a CEO. The Ad Hoc Committee shall be comprised of the Board Chair, the Board Vice-Chair, and one additional Trustee selected by the Board.

The Ad-Hoc Committee shall:

- work with the City's Human Resources Department for advice and to engage an executive recruiting firm;
- work with the Board to identify the most important attributes, skills, and/or experience required for the new CEO, and to confirm the recruitment process to be undertaken;
- work with the successful firm to: finalize the details of the process that will be utilized; determine the details of the profile for the search (e.g confirm job description); develop an interview structure (e.g. questions, presentations, etc.), and agree on an advertising and communications approach (including a search process considering both external and internal candidates);
- review potential candidates' profiles and interview those qualified candidates that are deemed to be a best fit for the position;
- present recommendations to the Board, explaining the rationale for the recommended candidate for the Board's consideration at an in camera meeting.

The Board shall make the final determination on the candidate to be offered the position, including the financial compensation package in keeping with the policies of the OPL.

The Committee, in particular the Chair of the Board, shall be responsible for ensuring that any and all offers to candidates are properly administered and finalized.

The Ad-Hoc Committee will be disbanded upon the hiring of the new CEO. The Ad-Hoc Committee on CEO Performance will be responsible for ensuring the successful onboarding of the CEO.

CEO Transition Process

Assuming circumstances permit, the following steps will be taken for the orderly transition of the incoming CEO:

- The incumbent CEO shall prepare a transition document for the incoming CEO as well as provide a briefing whenever possible.
- The Board, as represented by the Chair and other Trustees as deemed appropriate (e.g. the Ad-Hoc Committee on CEO Performance), shall meet with the incoming CEO to: provide key insights on the Library including Board priorities, major goals, and expectations for the CEO; establish a 100-day plan that ensures an appropriate orientation including introductions with stakeholders and key contacts; provide a coach or mentor to assist with the transition; and establish several follow up meetings in the initial six months on the job to monitor progress .
- The Board Chair, working with the incoming CEO, shall establish communications practices to ensure that issues are dealt with expeditiously.

Effective Date: September 6, 2017	Last Review Date: September 2017
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