

## **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 (the Library) oversees planning for the succession of the CEO. The Board recognizes that this is an important responsibility and that it is integral to the Board’s long-term planning process.

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.
- The Board shall develop and maintain current an emergency contingency plan for replacing the CEO on an interim basis in the event the existing CEO becomes temporarily incapacitated.
- When a requirement is identified to begin the search for a new CEO, the Board shall endeavour to identify a list of well qualified internal and external candidates for the position from which to make a selection.
- The Board shall delegate the details of the recruitment process to an ad hoc committee, which will provide recommendations for the Board’s consideration and approval.

- The confidentiality of all candidates that apply for the position shall be maintained until an agreement with the selected person is finalized.

## **CEO Search and Selection Process**

The Board shall identify the most important attributes, skills, and/or experience required for the new 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 Committee shall:

- work with the City's Human Resources Department for advice and to engage an executive recruiting firm;
- work with the successful proponent 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); outline interview questions 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 that explain the process followed and 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 Library.

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.

## **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, 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 6 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.

<b>Effective Date:</b>	<b>Last Review Date:</b>
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