

# Grimsby Public Library – Succession Planning Policy

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Governance

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**Notes:**

## Definitions

“CEO” means Grimsby Public Library CEO & Chief Librarian

“Library” means the Grimsby Public Library

“Library Board” or “Board” means the Grimsby Public Library Board

## Purpose

Leadership at the Grimsby Public Library is a key element to the organization’s success and is important to the community considering the library’s influence and impact on its residents. Change in executive leadership is inevitable and can be challenging, particularly when the change is unexpected.

To ensure the continued smooth running of Grimsby Public Library operations during any period of CEO turnover and adherence to Board responsibilities under the *Public Libraries Act*, R.S.O. 1990, c.P.44., the following policy and procedures for CEO succession and extended leave have been set in place by the Board.

The CEO succession policy ensures there is stability and continuity of leadership for the ongoing operations of the library in the planned or unplanned absences of the CEO. In addition to establishing principles and accountabilities it outlines procedures and processes for short and long-term temporary or permanent planned absences with considerations for communications, authority and compensation as well as Board oversight.

Emergency succession procedures set out the elements needed to ensure an orderly, deliberate transition in order to avoid uncertainty and destabilization. While the policy is intended to minimize the risks of disruption during the leadership transition, it will also generate opportunities that recognize, develop and retain top leadership talent.

## **Principles**

In the implementation of the CEO & Chief Librarian Succession Plan, the Board will ensure that:

- The process is seen by all participants as being transparent, fair and professionally managed;
- There is continuity in operations and strategic direction;
- Communications are responsive and timely to all key stakeholders including external and internal;
- Board and management will be engaged in support of respective changes;
- Confidence is demonstrated and conveyed in the replacement CEO;
- Appropriate support will be provided to the acting or new CEO.

## **Procedures**

### **Short-Term Temporary Succession**

1. Planned absences not expected to exceed three (3) months due to approved leave during which time the CEO is not available to perform the duties of the job.
  1. The CEO will recommend that the Deputy Chief Librarian be assigned the role of Acting CEO with Board approval.
  2. The Deputy Chief Librarian will be added as an authorized signing authority during this time.
  3. While in the role of Acting CEO, the Deputy Chief Librarian will be compensated at step one of the CEO compensation band. (planned CEO vacation does not qualify for temporary compensation)
2. Emergency Succession is required when there is an unplanned absence where the CEO is unable to perform duties of the position.

1. In a temporary emergency succession situation, the Board Chair in consultation with the CEO (if circumstances allow) will recommend that the Deputy Chief Librarian be appointed as Acting CEO.

### **Long-Term Succession**

1. For a longer-term temporary, unplanned absence that lasts more than three months, the same procedures and conditions apply as for a short-term absence, however, in consultation with the Acting CEO, immediate consideration should be given to temporarily filling the position left vacant by the Acting CEO's previous position and/or to the provision of additional support, for example, temporarily filling the role of the Deputy Chief Librarian.
2. A permanent change in leadership is one in which the CEO will not be returning to the position.
  - a) Planned, voluntary departure such as the expiry of an employment contract or the resignation/retirement of the incumbent ensures there is a period of reasonable notice. The CEO is expected to give an 8 (eight) week notice period.
  - b) In this instance, the outgoing CEO plays an important role in the hiring process and transition to a successor. This includes helping the Board define skills, competencies and qualifications for the position as well as provide advice on the strengths needed for the future position.
3. Unplanned, involuntary departure such as termination, requires that the Board plan for the appointment of an Acting CEO to be synchronized with any announcement on the change of leadership.
  - a) The Board will appoint the Deputy Chief Librarian as the Acting CEO to ensure the library continues to operate without disruption and that all organizational commitments are appropriately executed. As Acting CEO, the Deputy Chief Librarian shall have the same authority for decision making and independent action as the regular CEO.
  - b) While in the role of Acting CEO, the Deputy Chief Librarian will be offered compensation at step one of the CEO compensation band.
  - c) The Board Chair is responsible for monitoring the work of the Acting CEO and will be sensitive to any special support needs of the Acting CEO in this temporary leadership role. The Board Chair will keep the Board regularly informed of matters pertaining to the implementation of the succession plan.

### **CEO Search and Selection Process**

Once notified of a planned departure, it may take many months to fill the vacancy. As a first step, the Board shall engage the existing CEO Selection and Evaluation committee

to begin work to recruit and recommend a CEO. This committee is comprised of three members of the Board with suitable expertise and experience. The Board Chair will also sit on this committee.

The Selection Committee shall:

- a) Ensure the CEO job description is current and reflects current duties and responsibilities of the position;
- b) Work with the Board to develop a leadership profile to serve as a blueprint and confirm the recruitment process to be undertaken;
- c) Work with the Town of Grimsby Human Resources Department for advice and assistance as required throughout the process;
- d) Request Board approval to engage an executive recruiting firm if desired;
- e) Agree on an advertising and communications approach and develop an interview structure;
- f) Review potential candidate applications and interview those qualified candidates deemed to be appropriate for the position; and
- g) Present recommendations to the entire Board, with rationale for the most qualified candidates for Board consideration.
- h) The appointment of Acting CEO will be revoked at the same meeting when the new CEO is appointed.

The Board shall make the final determination on the candidate to be offered the position, including the financial compensation package. The Chair of the Board and the Committee shall be responsible for ensuring any and all offers to candidates are properly administered and finalized.

### **Transition and Probationary Period**

The incumbent CEO shall prepare a transition document providing key information that will be relevant to the new leader and will ensure that key library positions have current job descriptions as well as a proactive, career development plan in place. It should also include key issues facing the organization, key external relationships and other relevant information.

The Board, as represented by the Chair and other appropriate Board members, shall meet with the incoming CEO to provide an orientation including key insights on the library as well as Board priorities, goals and expectations for the six month probationary period.