



# SCUGOG MEMORIAL PUBLIC LIBRARY

<b>POLICY TYPE / NUMBER:</b>	<b>BOARD 'B17'</b>		
<b>POLICY TITLE:</b>	<b>'Succession Plan'</b>		
<b>AUTHORITY / CREATED:</b>	<b>Board</b>	<b>May 16, 2013</b>	<b>Reviewed:</b>

## POLICY STATEMENT:

This plan is intended to ensure the efficient, effective continuation of service to the public in the eventuality of the serious illness / resignation / retirement of the current Chief Executive Officer and to provide a fair, logical and focused approach to the hiring of a replacement.

## NOTIFICATION TO THE BOARD:

Pursuant to her letter of employment, the Chief Executive Officer will provide a *minimum of 1 month notice* of his/her intention to leave the Board's employment.

## CONFIDENTIALITY:

1. All Board Members will be apprised of the CEO's resignation/retirement as soon as is practicable. His/her resignation/retirement will remain confidential until the staff and major stakeholders have been notified.
2. The Board will convene in order to determine how and when to notify:
  - a) the staff,
  - b) the municipal council, and
  - c) the public at large.
 Such notifications shall be made at the earliest practicable time.
3. All questions concerning succession and transition shall be referred to the Board Chair or designate and *only* the Chair or designate shall act as spokesperson in matters concerning the process.
4. The names of all applicants for the position and their qualifications shall remain confidential except for the purpose of conducting background checks. (Note: No background checks may be made without permission from the applicant.)

## **BOARD PREPARATION:**

1. The Board will appoint an Ad Hoc Transition Committee to focus on the transition to a new CEO. This committee will consist of all members of the Finance, Policy & Personnel Committee, the current CEO and one staff member. This plan requires a considerable time commitment from the members of the Transition Committee. If any member is not prepared to commit his/her time, another Board Member will be appointed to the Committee instead.
2. The Transition Committee will review the Succession Plan and update it as necessary.
3. The Transition Committee will meet with the staff to discuss the transition and provide each member with a copy of the Succession Plan.
4. Funds will be identified for the transition, e.g. advertising costs, etc.
5. The Transition Committee will review and update the CEO's job description.

## **ADMINISTRATIVE PREPARATION:**

1. The CEO will prepare and maintain an Operations Manual, detailing his/her duties in sufficient detail that the staff can continue to maintain those duties, if necessary, with a minimum of disruption to the efficient operation of the Library.
2. The CEO will train appropriate staff to perform those functions and he/she will indicate areas of responsibility in this regard within the Operations Manual. Special attention should be given to the processing of payroll and related documents/remittances and to the processing of accounts.
3. The Operations Manual will contain a list of contact names and telephone numbers for all suppliers, service companies, etc.
4. In the eventuality that the current CEO leaves before his/her replacement is hired, The Transition Committee will establish an interim staff structure detailing areas of responsibility and chain of command. An acting CEO *may* be appointed.
5. The Transition Committee will meet weekly to review the status of the CEO's work activities, any current issues, etc. Should personnel issues be discussed, the staff member will be excused from that portion of the meeting.

6. The Transition Committee will review and update the administrative calendar in order to ensure that all administrative functions are performed within the appropriate time frame. Special attention shall be given to any scheduled vacation periods for staff members.
7. The CEO will document the status of his/her office. She will label drawers and files. Appropriate staff and at least two Board Members will meet with the CEO to review where he/she keeps files and major documents. The Transition Committee will retain keys to all confidential file cabinets.
8. The Transition Committee, with the exception of the staff member, will meet to review personnel files in order to determine if there are any current personnel issues or major pending actions and, if so, what action to take, if any.
9. If more than 8 months have elapsed since a staff member's most recent performance review, the CEO will evaluate that member according to regular practice.
10. The CEO will ask each staff member to prepare and maintain a "To Do List", detailing current major activities within the previous month, planned activities within the coming two months, and any major issues. Those lists will be used to coordinate work details during the transition and will be made available to the CEO's successor to make him/her aware of the current situation.

**COORDINATION BETWEEN BOARD AND STAFF** (in the event the CEO leaves before her replacement is hired):

1. Staff will be provided with names and phone numbers of at least two members of the Board who can be contacted if needed. Those Board Members will brief the entire Board on the nature of any emergency calls from staff.
2. The Transition Committee will conduct weekly meetings with all staff in order to provide direction regarding any issues that they have been unable to resolve independently and to assure them of the Board's commitment to its staff and to the orderly operation of the Library.
3. Designated staff members will prepare timesheets for payroll and related documents/remittances, and ensure that accounts are processed as usual. Two signing officers for the Board will sign the cheques after appropriate scrutiny. Care will be taken to avoid duplicate payments and to ensure that all remittances are made in a timely manner.

## **HIRING THE NEW CHIEF EXECUTIVE OFFICER:**

1. The position will be posted internally and externally. *Qualified* current employees may make application for the position. The position will be externally advertised in the appropriate classified section of at least one newspaper. Wherever possible and appropriate, the position will be advertised via the Internet specifically on: 1) the Canadian Library Association's job site; the Faculty of Information Studies at U of T job site; and the Partnership Job Board for libraries.
2. The Transition Committee may also, at their discretion, opt to consult the Southern Ontario Library Service (SOLS) for further recruitment suggestions or even to engage their full CEO Search Services to ensure a thorough process.
3. Should the staff member appointed to the Transition Committee decide to make application for the position after the process has begun, that person would be excused from the committee and a replacement appointed.
4. If the Transition Committee determines that an internal applicant is the most appropriate candidate, it will take its recommendation to the Board as a whole. If not or if there is some ambivalence on the part of the Board, the recruitment process will concentrate on external applicants.
5. The advertisement will reflect the Board's Mission Statement and core values. It will include job title, general responsibilities, minimum skills and/ education, required deadline for submission of résumés. Résumés will be submitted to the Chair of the Transition Committee.
6. The Transition Committee will exercise due diligence to ensure fair hiring practices throughout the hiring process and to eliminate bias based on race, nationality, age, gender, current or previous disabilities, marital status, spouses, children and their care, criminal records or credit records.
7. The Transition Committee will screen *all* résumés using a matrix to assign points uniformly. Points will be assigned for such things as education, related experience, demonstrated commitment to the position, community service, etc. This method will be used to establish a short list of candidates to be interviewed.
8. The Transition Committee will establish the number of candidates to be interviewed initially.
9. The Transition Committee will prepare an interview matrix involving open-ended questions and assigning points for appropriate responses.
10. All members of the Transition Committee will be involved in each initial

- interview. If a member of the Transition Committee cannot be present for all interviews, a designate will be chosen.
11. Each candidate will be asked the *same* questions in the *same* manner and will be scored using the *same* matrix.
  12. All candidates will be asked to sign a waiver granting permission for the Transition Committee to conduct background checks and advised that the Committee will get back to them soon.
  13. Each member of the Transition Committee will keep notes for discussion later.
  14. Each candidate will be discussed and scores tallied immediately after his/her interview.
  15. The Transition Committee will establish the number of candidates selected for a second interview and will, exclusive of the staff member, conduct thorough background checks on those candidates selected for a second interview.
  16. The Chair of the Transition Committee will advise rejected candidates of the Committee's decision by telephone as soon as such decision has been made.
  17. Those candidates selected for a second interview will be contacted and asked to provide a Criminal Record History at the second interview. [Note: *Pursuant to the Human Rights Code, a candidate cannot be rejected on the basis of a criminal record, except (because (s)he will be in a position of trust) in the case of a sexual offence.*]
  18. The Board as a whole will prepare an interview matrix (as in paragraph 7 of this section) using different questions and will conduct the second interview in accordance with fair hiring practices and paragraphs 7, 9, 10, 11 and 12 of this section.
  19. If possible, the exiting CEO will sit in on the second interview in an advisory capacity only.
  20. If the Board determines that two or more applicants score very closely, a third interview of those applicants may be arranged.
  21. The Board Chair will telephone the most desirable candidate and make a formal job offer. Once the candidate has indicated his/her acceptance, a written job offer / letter of employment will be drawn up. The successful candidate will be asked to sign a copy of the job offer and return it to the

Board. The offer letter will include notification of the 6-month probationary period. If no desirable candidate is identified, the Board will reevaluate its criteria and begin the process again.

22. Unsuccessful candidates will be notified of the Board's decision as soon as its offer of employment has been accepted in writing.
23. The Board Chair will send a letter to municipal council, notifying them of the identity of the new CEO and providing them with some background information.
24. Staff members will be notified personally, either by way of a meeting or one-on-one.
25. The Transition Committee will start a Personnel File for the new CEO, including his/her résumé, the signed offer letter, job description, tax withholding forms and all necessary benefit forms.
26. All documentation (résumés, scoring matrices, and notes) pertaining to the hiring process will be maintained in a confidential file for a period of one year, after which, if no litigation has been launched, they will be destroyed by means of shredding or burning.

### **ORIENTING THE NEW CHIEF EXECUTIVE OFFICER**

1. The Transition Committee will develop an orientation procedure (in the form of a check-list) to ensure that the appropriate knowledge, specific training on office equipment, keys and any other necessary materials will be provided to the new CEO. Areas of responsibility in this regard will be assigned. The CEO will be asked to initial each item when he/she is satisfied that he/she has acquired the appropriate knowledge, specific training on office equipment, keys and any other necessary materials and a copy of this document will be maintained within his/her personnel file.
2. Before the new CEO begins employment, the Board Chair will send him/her a letter welcoming him/her to the organization, verifying his/her starting date and providing him/her with a copy of the Policies and Procedures Manual.
3. A meeting of the full Board will be convened in order that all members can meet the new CEO once again and brief him/her on the organization chart, the strategic plan, the Annual Report for the previous year, the current budget, the Policies and Procedures Manual and the performance review procedure. The new CEO will be provided with a blank copy of the performance appraisal document. All staff members, municipal councilors, and Township senior staff will be invited to attend a small

reception following the business portion of this meeting in order that they may meet the new CEO.

4. The Board Chair or designate will remain available to the CEO for the first four weeks of his/her employment in order to answer any questions which may arise from time to time.
5. During the first six weeks of the new CEO's employment, the Board Chair or designate will meet with him/her weekly to discuss his/her transition into the organization, hear any pending issues or needs, and establish a working relationship.

Contact Person: Board Chair

Cross Manual Reference:

Relevant Forms:

Approval Date: May 16, 2013

Review Dates:

Revised Date:

Approved by: