**Your CEO/Chief Librarian is going to retire: are you ready for it?**

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**Sample documents to support the presentations and PowerPoint**

**Sample: Delegated Authority Motion**

That the X Public Library Board formally authorizes the establishment of a CEO Selection Committee to undertake the search for the new CEO of X Public Library, with expertise and assistance from retiring CEO, as appropriate,

And Further,

That the CEO Selection Committee be comprised of Board members (list by name)

And Further,

That the CEO Selection Committee be authorized to undertake the search for the new CEO/Chief Librarian including the following tasks (expressed at a high level):

* Confirm timeframes for the process
* Confirm a consensus driven search process
* Establish a communication framework
* Confirm required skill sets and competencies
* Develop the job description
* Develop the associated advertising to market the position
* Develop the interview questions and weighting scales for the first and second interview(s)
* Develop the reference check process
* Organize a working public library CEO to serve as an expert on the interview panel
* Interview candidates following established interview/reference check process
* Confirm hiring recommendation / decision with X Public Library Board
* Contact unsuccessful candidates
* Insure an orderly process for the offer letter, contract, and transition process
* Work with staff to communicate the outcome to the community, stakeholders, and the broader library community

And Further,

* That the CEO Selection Committee be authorized to provide an honorarium to the public library CEO acting as Library Expert in this matter,

And Further,

* That the X CEO Selection Committee continue in place until the position is filled.

Moved by *(name of Board member),* Seconded by *(name of Board member)* Carried.

**Sample: Preamble/Preparation/6 step hiring process**

Some points to consider, and all are ones that (retiring CEO) is prepared and ready to assist with (including the development of the posting, the job description, how to filter results of receipt of resumes, first and second interview questions, expected answer direction, and weighting scale, reference checking questions).

**Strategic Planning (3 – 5 years)**

1. How will changes continuing changes and growth in X community affect XPL?
2. How will growth projections affect XPL’s vision/mission?
3. In consideration of suggested directions as per the Library Master Plan and other planning documents, does the Board wish to do any further brainstorming regarding the future, especially vis-à-vis the CEO/Chief Librarian position? This could help inform the competencies that could be determined for the purposes of completing a new job description and posting

What skill sets will be needed? What skill sets already exist, and will be retained, even with the retirement of the incumbent? Are there gaps that need to be filled by the incoming CEO/Chief Librarian?

**Before the hiring process really launches: things to think about**

1. How will communication to the Board, staff, key stakeholders be handled? Who will do it, and when?
2. What is being planned as a farewell/leave-taking for the incumbent? That needs to be included as part of the messaging
3. An orderly process to the leave-taking must be established, honouring the incumbent, and being mindful of the needs of the successful candidate
4. Time frames need to be established for the incumbent’s departure, for the interview/second interview, reference check, offer, and start date process. People involved in the interviews have to confirm their ability to be there for the long haul
5. Confidentiality of interview process must be honoured
6. Decide now on the process to be used in order to reach consensus. What if there is an opposing viewpoint?
7. Library Board needs to formally acknowledge whatever delegated authority they are prepared to give to the search committee

**Probable skill sets**

1. Strategic planning/visioning
2. Experience working with Library Board at senior level
3. Staff management in unionized environment
4. Project management ability
5. Partnership development and maintenance
6. Fiscal ability/acumen
7. Shrewd political acumen
8. Capital building project experience an asset
9. Oral/written communication skills, including social media
10. Creative / innovative thinking
11. Coping skills (shifting priorities, competing demands)

**Hiring Strategy Step 1: Skills and competencies**

1. What skills currently in place are desirable to keep? What skills need to be added? Confirm the desired competencies
2. Be sure of what risks are anticipated in the future (next 3 to 5) for which skills sets must be contemplated
3. What is important to the Board? What essential skills MUST there be? What is nice to have?
4. What compensation is being considered?
5. Are the desired competencies and skill sets reflective in the compensation? Are we asking for too much? Not enough?

**Hiring Strategy Step 2: job posting and job description development**

1. Identify job purpose
2. Identify primary responsibilities at a high level
3. Identify areas of authority for the position, and to whom the position reports
4. Identify required qualifications and required experience
5. Identify required skills and characteristics
6. Identify secondary skills and qualifications of interest
7. Develop and complete job posting and job description
8. Confirm who will be doing the candidate shortlisting, interviews, and how decisions will be made
9. Where will it be posted?
10. Who will answer any questions candidates may have? (not staff)
11. Who will receive the applications? (not staff!)
12. Will all candidates be contacted?
13. Determine the maximum number of people to be interviewed
14. Include a blurb in the posting about why Milton is an attractive choice for candidates

**Hiring Strategy Step 3: Interview questions**

1. Develop first and second interview questions based on position description, and on key areas of authority
2. Develop expected answers or approach to the queries
3. Identify weighting scales and scores for the questions, and include an area to value and weight the covering letter and resume, and the interview(s)
4. Assume an hour to an hour and a half for the first interview, and an hour for the second
5. Identify presentation topic on key topic, given to the candidates in advance of the first and second interviews. Or: provide a more open ended question
6. Confirm how process is to be handled, including committee membership, where and when the interviews will take place
7. Who will contact the candidates?
8. Board needs to confirm/okay the questions being posed?
9. Work with interview committee to confirm the understanding of the way the process will work, including scoring/weighting/comparing
10. Identify required results to make candidates eligible for second interviews
11. When asking for (3) references, be specific (ie someone who has been in a supervisory capacity of at least 6 months over the last two years)
12. Assess and mark the soft skills evident during the interview: humour, understanding, ability to communicate
13. Track what kind of networking knowledge and understanding is made evident on the application/resume, along with volunteer work and professional development steps

**Hiring Strategy Step 4: Reference Checking**

1. Develop the questions to be asked
2. Which questions cannot have anything but positive feedback? When do you walk away?
3. Understand the importance of this step, and be ready to give the time necessary to both develop the questions, but to ask (and write down) answers to review with Interview team as necessary (sometimes you hear something of deep concern)
4. Who will do the reference checking?

**Hiring Strategy Step 5: Offer**

1. Offer the job: draft an employment agreement
2. Who does this?
3. Once accepted, contact the interviewed but ‘no’ candidates in writing to say thank you.
4. Who does this?

**Hiring Strategy Step 6: Transition**

1. What is the transition and orientation plan (including input from incumbent)?
2. What is the communication plan and message to the Board? To staff? The broader community, including stakeholders and partners?
3. Who does this?
4. What process will be taken for performance management during the probationary period?
5. How/what/who? What assistance will be provided to the new CEO/Chief Librarian in order to help achieve success

**Sample: Timeline**

**Note:**

* Avoid March Break and any other holiday periods for interviews
* Candidate start date options will be contemplated as part of the Budget process
* Any further learning opportunities re: hiring process to be tracked
* *This timeline ended up being altered as a result of the Milton Decision approach. Process will likely be much less in other library systems, so workflow will therefore need to be compressed*

**Year One**

**Month 1**

* Competencies will feed into JD preparation (retiring CEO)
* Process confirmation: consultant; internal process; combination (Board)
* Updated timetable shared with Selection Committee (retiring CEO)
* CEO informally reaches out to Library colleagues re: Selection Committee participation as experts (retiring CEO)
* Brainstorming re: competencies (Board)

**Months 2 and 3**

* CEO Job Posting Draft shared with Selection Committee (retiring CEO)
* CEO Job Description Draft, including required criteria, shared with Selection Committee (retiring CEO)
* Selection Committee meets with (retiring CEO) for review of both documents (Selection Committee)
* Recommended changes redrafted and forwarded to Selection Committee (retiring CEO)
* Near complete documents shared with Selection Committee, and held in abeyance for last minute review and completion (Selection Committee)

**Months 4, 5, and 6**

* CEO First and Second round interview questions (highly confidential) developed and shared with Selection Committee for review, amendment, approval (retiring CEO)
* Interview questions to include weighting scale for Selection Committee review, amendment and approval (retiring CEO)
* Adjustments as per Selection Committee to be made by (retiring CEO)

**Month 7**

* CEO Reference Check Draft process shared with Selection Committee (retiring CEO)
* Updates and corrections from Selection Committee completed (retiring CEO)
* If necessary, build consultant budget into Capital Budget (retiring CEO)
* If Capital Budget not required, assure any related Succession Planning costs built into Operating Budget (retiring CEO)

**Month 8**

* CEO Reference Check process confirmed (Selection Committee)
* CEO Selection Committee process (who does what) reviewed and confirmed (Selection Committee)

**Month 9**

* Delegated Authority recommendation taken to Board meeting for formal approval (retiring CEO) (Committee of course is already established and much work has been completed: timing of delegated authority here to formalize process to date – Board has opportunity to make changes should process not be working)

**Month 10**

* Confirm details of Selection Committee process: timetable, who receives, logs and forwards the resumes, who answers any candidate questions, how/who will print of resumes for Selection Committee, who will contact candidates for interview, including advising of expected presentation(s) (Selection Committee; staff asked to book Board room for interviews) (Selection Committee)
* Selection Committee develops spreadsheet to track candidates for shortlisting (Selection Committee, with help from (retiring CEO))
* Depending on volume of responses, pre-screening for required qualifications may be delegated to a specified person (TBD)
* Communication developed for staff and media regarding the process – to be launched as per timeline requirements (retiring CEO; Board approval)

**Year Two**

**Month 1**

* CEO Job Description reviewed for any last minute changes (Selection Committee)
* CEO Job Posting reviewed for any last minute changes (Selection Committee)
* Confirm timing for external Library CEO / timing to participate on Selection Committee (note: external CEO should include review of shortlisting process, and final confirmation of questions, weighting, etc.) (retiring CEO)
* Work with legal firm to develop formal contract offer (Selection Committee)

**Month 2**

* CEO JP and CEO JD posted on OLA Jobsite for three weeks (retiring CEO/staff)
* After posting period closes, Selection Committee meets for a day with Library Expert to review applications and confirm shortlisted candidates (Selection Committee with library expert)
* Contact shortlisted candidates (no more than five, ideally, including internal candidate(s). (determine Selection Committee member to do so)
* Refine formal contract offer (Selection Committee; Legal)

**Month 3**

* Conduct interviews: likely time necessary: 2.5 days 9:00 – 5:00 (Selection Committee + Library Expert)
* Selection Committee scores the outcomes of the interviews independently, and the candidates are further shortlisted, to no more than two for second interviews (Selection Committee + Library Expert)
* Shortlisted candidates contacted and invited to second interview, including presentation (determine Selection Committee member to do so)
* Second interviews to take place relatively soon after (with time for candidates to do required work) on same day (Selection Committee + Library Expert)
* Selection Committee scores outcomes of second interview and determines preferred candidate (Selection Committee)

**Month 4**

* Reference Checking (determine Selection Committee member to do so)
* Confirm candidate decision with Board (Selection Committee)
* Make formal contract offer/negotiation/acceptance (Selection Committee: TBD; candidate; legal)
* Two month notice period offered to candidate, assuming (month/year) start date as per Operating Budget forecasting
* Media release to Board, staff, stakeholders, community, working with successful candidate (Selection Committee; staff; successful candidate)

**Months 5 and 6**

* Prepare for change

**Sample: Job Interview Questions (based on the four Board approved CEO/Chief Librarian competencies of Strategy; Operational Effectiveness; Leadership; and Interpersonal/Relationships)**

**Strategy:** Short medium and long term strategic planning is an essential component of MPL’s success. Please describe your experience at a senior management level in Strategic Planning, along with your experience in identifying and achieving associated annual goals and objectives.

**Operational Effectiveness:** As an organization principally funded through municipal taxes, MPL is challenged each year in the development and expenditure of budgets that balance service requirements with fiscal responsibility. Talk to us about your experience in developing and managing large budgets, and what you will bring to the table.

**Leadership:** What is your role, and that of your management team, in terms of maintaining a harmonious and effective work place?

**Interpersonal/Relationships:** How do you ensure that you meet the responsibilities and changes inherent to the position, but still have a work / life balance?

**Sample: Reference Consent and Reference Checking**

**Reference Check Consent Form**

I, \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_, authorize the Milton Public Library Board CEO/Chief Librarian Search Committee to contact the persons or organizations listed below, or on the attached list, for the purpose of obtaining validation of experience, qualifications, and employment references, including information contained in my personnel file(s),for the purpose of verifying my suitability for employment by the Milton Public Library Board.

Further, the persons or organizations are authorized to release such information.

Offers of employment are conditional upon verification of qualifications and work experience.

Attach references, or list below:

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Name** | **Company** | **Title** | **Phone #** | **Relationship** |
|  |  |  |  |  |
|  |  |  |  |  |
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**Signature Date**

**Reference Check**

**Conducted by XPL Board Chair / or / Chair of HR Committee**

**(month/year)**

|  |  |
| --- | --- |
| **Applicant** |  |
| Name |  |
| Phone # |  |
| Email |  |

|  |  |
| --- | --- |
| **Reference** |  |
| Name |  |
| Title |  |
| Organization |  |
| Phone # |  |
| Email |  |

|  |  |
| --- | --- |
| **Reference Checker** |  |
| Name |  |
| Title |  |
| Date |  |

1. Introductory remarks (introduce self, that this is a reference interview taking possibly 15 to 20 minutes, describe the position under consideration with enough detail, outline the purpose is for verification and competency assurance, confirm that written permission has been received; confirm that this is a good time).
2. Preliminary questions
3. Please describe your work relationship with (the candidate), and over what time you have worked in this capacity together.
4. What were (the candidate’s) primary responsibilities, in order of importance?
5. What would you say are (the candidate’s) key strengths?
6. On what developmental areas do you believe (the candidate) should be focussing?
7. Can you describe how (the candidate) interacted with others on the job (both internal and external connections)?
8. Can you briefly describe the candidate’s leadership style?
9. Verification questions
10. Can you confirm the role (the candidate) played vis-à-vis the Board of Directors?
11. How effective was (the candidate) in the performance of this role?
12. Can you think of any additional training or work experience (the candidate) achieved in your workplace that would be an asset to this position?
13. (The Candidate) will be supported by an Administrative and Management team within a unionized environment. How would you describe (the Candidate’s) ability to work in a fast-paced office, with many competing demands?
14. How effectively would you describe the Candidate’s ability to work with partners? Municipal Partners and Decision Makers? Within the broader public library community?
15. Competency questions : Using a scale of 3 point scale of ‘below expectations’, ‘met expectations’, and ‘exceeded expectations’, could you please outline your assessment of (the candidate) in the following key areas as they may relate to this Executive Director position:

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  |  | 1 (below) | 2 (met) | 3 (exceeded) |
| 1 | Budget management and financial controls |  |  |  |
| 2 | Leadership |  |  |  |
| 3 | Staff management |  |  |  |
| 4 | Political acumen |  |  |  |
| 5 | Respect for and understanding of CEO / Chief Librarian responsibilities vis-à-vis the Library Board |  |  |  |
| 6 | Strategic thinking/planning |  |  |  |
| 7 | Public Library vision |  |  |  |
| 8 | Partnership development and maintenance |  |  |  |
| 9 | Public speaking |  |  |  |

1. Is there anything you would like to add that would help us learn about (the candidate)?
2. Would you appoint (the candidate) today to this position? Why?