



# Kenora Public Library Board

# POLICY

<b>SECTION: Governance</b>	<b>NO: GOV-09</b>
<b>TITLE: CEO Succession Planning</b>	<b>DATE: February 28, 2024</b>
	<b>Next Review Date: February 2026</b>

The objective of the replacement plan is to ensure that in the event the CEO’s position becomes vacant:

1. The vacancy can be filled successfully as quickly as possible, and,
2. During the interim, there is minimal disruption to the management and business of the Kenora Public Library.

### Replacement Plan for the CEO Position

The success of this replacement plan depends on the following factors being in place:

1. CEO and Board Chair Collaboration
2. Annual Strategic Review of the CEO Role, Responsibilities & Competency Model

### Specific Steps in Replacing the CEO:

1. Board agrees on how CEO duties will be managed during the interim.
2. Board reviews and, as necessary, revises CEO role, responsibilities, competency model, and job description in light of the current strategic plan.
3. Board agrees on requisite qualifications, competencies and experiences for the position.
4. Board establishes an ad-hoc Search Committee.
5. Search Committee sets selection criteria, decision-making process and identify/recruit/screen potential candidates; a list of any potential candidates. May consult City of Kenora Human Resources for support as required.
6. Search Committee interviews, selects incumbent and submits a recommendation to the Board for approval.
7. Board Chair orients the new CEO to the Kenora Public Library.

**See Appendix A - Competency Model for CEO Position on following page.**

History			
<b>Approval Date:</b>	Feb. 28, 2024	<b>Approved by:</b>	Marj Poirier
<b>Amendment Date:</b>		<b>Approved by:</b>	
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**Appendix A**  
**Competency Model for the CEO Position:**

<p><b>Organizational Leader</b> – Demonstrates superior leadership skills; forward thinking, directing the organization’s strategic agenda and enlisting others to share in its realization.</p>
<p><b>Ambassador</b> – Champions the organization to stakeholders, media and broader library community, building a broad base of support and dealing effectively with sensitive issues.</p>
<p><b>Board Liaison</b> – Is attuned to current and emerging issues with potential organizational impact; and keeps the Board aware of such issues to enable sound business decisions.</p>
<p><b>Policy Advisor</b> – Recommends sound policies for the governance of the organization.</p>
<p><b>Labour Manager</b> – Demonstrates a solid knowledge of personnel management issues in a unionized environment, managing effectively to a collective agreement with appropriate referral to relevant legislation.</p>
<p><b>Negotiator</b> – Negotiates competitive collective agreements and supplier contracts which meet the needs of the organization.</p>
<p><b>Team Builder</b> – Facilitates an organizational culture based on mutual trust, respect and team work.</p>
<p><b>Innovator</b> – Seeks and pursues opportunities that strengthen the organization, improve productivity, and/or enhance client service and creates an environment that encourages and rewards employees to do the same.</p>
<p><b>Communicator</b> – Conveys information and ideas in a manner and form appropriate for the intended audience.</p>
<p><b>Fiscally Responsible</b> – Manages the organization within budget allocation, making sound financial and business decisions.</p>
<p><b>Client Focused</b> – Exhibits and encourages a client and service focus, ensuring that the organization’s offerings are consistent with client needs, client success and quality expectations.</p>
<p><b>Problem Solver / Decision Maker</b> – Clearly defines and seeks solutions to issues and opportunities, carefully considering legal and organizational implications and risk management.</p>
<p><b>Ethical</b> – Consistently demonstrates ethical decision-making with regards to all human resource, operational and strategic issues.</p>
<p><b>Learning and Personal Growth</b> – Recognizes and encourages a philosophy and practice supporting ongoing learning and personal growth for employees and self.</p>