

Northern Ontario Library Service - Board

Selection Process for CEO

The Northern Ontario Library Service Board is ultimately responsible for the selection of the Director. The Board will appoint a CEO Selection Committee (the committee) to handle this important task. The committee will be comprised of the Chair, Vice Chair and one member selected by the Board. The committee will be tasked by the Board with recommending the appointment of a Chief Executive Officer (CEO) who meets the competencies established and approved by the Board as attached. The Committee will be tasked with recruitment, interviewing and implementing this selection process subject to final approval of the Board.

Recruitment

1. Use of a Third Party

To ensure that the process complies with relevant legislation and is conducted with consideration to current employment trends, the Board may engage if financially possible, a third party recruitment firm for assistance in the hiring process. Wherever possible the firm selected will have some experience hiring for libraries, but the firm shall not have a potential conflict in the process.

2. Recruitment Scope

It is the position of the Board that qualified candidates from within and outside the organization be considered for any vacancy in the position of CEO.

The Committee will launch a search for qualified candidate as follows:

Posting on the relevant library job sites:

<http://cla.ca/careers/place-a-career-ad/>

<https://partnershipjobs.ca/>

<http://current.ischool.utoronto.ca/jobsite>

<https://westerncareercentral.ca/recruit/employerRegistration.htm>

Active Recruitment of leaders in the library community

Posting of the position on OLS-North notice boards

Ads may be placed in library publications announcing the opening, if opportunities are available

Selection Process

The complete selection process is attached. The process shall include a review of qualifications, interviews, and reference checks. The selection firm may propose deviations from this process. Any such deviation must be approved by the Board. This approval can take place at a Board meeting, or by e-mail if expedient to do so. The Selection Committee must ensure that the firm is using appropriate evaluation and

reference checking tools. Candidates should be evaluated according to the expectations of the CEO's competencies.

Recommendations

The committee will recommend a final candidate for the Board's approval. The final appointment will be made by the Board. An employment contract as drafted in consultation with legal council will be completed and signed by the parties.

Appendix A

The Competency Model For The Ceo Position

ORGANIZATIONAL LEADER – demonstrates superior leadership skills; forward thinking, directing the organization’s strategic agenda and enlisting others to share in its realization.
AMBASSADOR – champions the organization to stakeholders, media and broader library community, building a broad base of support and dealing effectively with sensitive issues.
BOARD LIAISON – is attuned to current and emerging issues with potential organizational impact; and keeps the board aware of such issue to enable sound business decisions
POLICY ADVISOR – recommends sound policies for the governance of the organization
LABOUR MANAGER – demonstrates a solid knowledge of personnel management issues in a unionized environment, managing effectively to a collective agreement with appropriate referral to relevant legislation
NEGOTIATOR –negotiates competitive collective agreements and supplier contracts which meet the needs of the organization
TEAM BUILDER – facilitates an organizational culture based on mutual trust, respect and team work
INNOVATOR – 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
COMMUNICATOR - conveys information and ideas in a manner and form appropriate for the intended audience.
FISCALLY RESPONSIBLE – manages the organization within budget allocation, making sound financial and business decisions
CLIENT FOCUSED –exhibits and encourages a client and service focus, ensuring that the organization’s offerings are consistent with client needs, client success and quality expectations

PROBLEM SOLVER/ DECISION MAKER - clearly defines and seeks solutions to issues and opportunities, carefully considering legal and organizational implications and risk management

ETHICAL – consistently demonstrates ethical decision-making with regards to all human resource, operational and strategic issues.

Appendix B

**OLS - North
CEO Selection Process in Brief**

Task	Rationale	Timeline
Board determination of selection committee and process	Board empowers group to develop and lead the search and selection according to the CEO Selection Process.	
Establish Budget	The Board should establish a budget for the process including advertising, consulting assistance, meeting expenses, travel and accommodation for candidates and any relocation allowance for prospective hires.	
Revise Candidate profile and job description	The Board needs to determine if either of these documents needs further changes. This will ensure that the committee has the appropriate information for posting. This can be undertaken by the Board as a whole or tasked to the selection committee.	
Review salary range and compensation package; draft employment contract	Decide on whether there should be any additional benefits or limitations. Be clear on relocation expenses and contract limitations; probationary period...Consult with legal counsel regarding contract.	
Communicate process and schedule to board and staff	This will ensure that the process is seen as transparent and fair. It will ensure buy-in from main stakeholders and also make sure that any internal candidates are clear on the process.	
Develop Candidate Package	This package will include information about the organization and the community where the position resides, relevant facts about the organizations service, etc. Candidate packages are given to assist applicants in making an informed decision about participating in the process and eventually choosing whether to accept an offer that is made.	

Develop and place job ad		
Active Recruitment		
Develop interview questions and process	Aside from trying to develop short, clear, challenging, open ended questions, the committee will need to decide on any assignment they may wish to have completed to determine the skill level of the candidates. This could include written assignments to determine their ability to organize information and create well written reports or a presentation to determine their ability to organize information and speak publicly. The selection firm should advice on the legality and effectiveness of specific questions.	
Receive and log applications	There is a need to track applications for follow up. Pre-screening may be required.	
Interviews held with 4-6 candidates depending on response.	If the committee wishes to minimize costs, these first interviews can be conducted by phone or skype. Otherwise the interviews should be held in a place away from the library proper.	
References	<p>You will need to have candidates approval to contact references and at this point should talk to their most recent employer.</p> <p>There are usually set questions asked of references, although you can ask a specific question about a candidate's background, such as "Did ____ have the opportunity to do any hiring of staff, in their time with you?"</p> <p>You may wish to check any credentials or documentation at this time.</p>	
Second Interviews	Second interviews for the top 1-3 candidates should be held in person. You may want to ensure that the candidate will have time to see the community and office.	

	<p>Presentations to Board or Board and staff are sometimes done at this time. These interviews also tend to be more interactive with fewer structured interview questions. This allows candidates to show how they can function in a group situation without directed questions.</p>	
Offer and Negotiate	<p>This should be done by Board chair or selection committee chair.</p>	
Announcement	<p>Inform Board or get Board approval Allow candidate to inform current employer Inform staff Inform library community and user community.</p>	
Candidate start and Orientation	<p>Board has a process in place for the new CEO to start position, including a welcome, but allowing the new CEO to lead the process of getting to know staff, etc.</p>	