

# **SUCCESSION POLICY FOR THE DIRECTOR OF LIBRARY SERVICES**

**Policy level:** Governance

**Author:** Director of Library Services

**First Approved:** October 20, 2022

**Review Date:**

**Policy number:** GOV 2022-03

---

## **PURPOSE:**

The purpose of this policy is to establish a succession plan for the Director of Library Services.

## **SCOPE:**

This policy applies to:

- The Director of Library Services, with delegated authority as chief executive officer, for the general supervision over, and direction of, the operations of the Stormont, Dundas and Glengarry County Library and its staff, and
- Those Management-level Employees who are from time-to-time authorized to exercise the authority of the position of Director of Library Services.

## **BACKGROUND:**

Leadership plays an essential part in the success of any organization. Planning for transition in leadership, as well as any unexpected interruption, is considered a governance best practice today.

## **DEFINITIONS:**

**Management-level Employee** is an Employee who holds the position of Librarian, or Coordinator or Supervisor (with significant experience and/or leadership training) with the SDG Library.

**Succession** occurs when a person/persons succeed or take over the responsibilities of another/others.

**Successor** is a person who will succeed or take over the responsibilities of another/others.

**Short-Term Planned Succession** will not exceed three (3) months, or such longer period of time as the Stormont, Dundas and Glengarry County Library Board (Board) determines by majority-approved motion on or before the expiry of three (3) months.

**Emergency Succession** will not exceed three (3) months.

## **POLICY STATEMENT:**

The *Public Libraries Act, R.S.O. 1990, Chapter P.44*, states:

*A board shall appoint a chief executive officer who shall have general supervision over and direction of the operations of the public library and its staff, shall attend all board meetings and shall have the other powers and duties that the board assigns to him or her from time to time.*

The Public Libraries Act gives the Stormont, Dundas and Glengarry County Library Board (“Board”) the sole right to hire the Library’s Director of Library Services, and delegate the authority of Chief Executive Officer to that position. It is the responsibility of the Board to assess the leadership needs of the Library, and to ensure the selection of a qualified and capable Director of Library Services. The Board has the authority to determine the selection process.

Given the level of authority and responsibilities of the Director of Library Services, established by the *Public Libraries Act* and other legislation, and by this policy, the Board recognizes that it is important to have a plan in the eventuality of the Director of Library Services’ succession on a short-term or emergency basis or, alternatively, on a permanent basis.

### **1. Management-Level Employees Authorized to Serve as Acting Director of Library Services**

- 1.1 The Board directs the Director of Library Services, that at all times, there will be at least one designated Management-level Employee who would be able to exercise the authority of the Director of Library Services on an acting basis.
- 1.2 This Management-level Employee will be succession-ready in that s/he understands and is able to successfully fulfill the assigned duties of the position of Director of Library Services and know the corporate and strategic priorities of the organization.

## **2. Short-Term Planned Succession**

2.1 Short-Term Planned Succession is used for planned situations when the Director of Library Services is not available to perform the duties of the job for a period not expected to exceed three (3) months. It is used most frequently for periods when the Director of Library Services is not immediately available, e.g out of the country. It may also be used when the Director of Library Services is on approved Leave, e.g planned short-term Medical Leave.

2.1.1 The Director of Library Services will appoint the designated Management-level Employee into the role of Acting Director of Library Services, and will advise the Board.

2.1.2 The Director of Library Services and the Director of Financial Services, who is a Library-authorized signing authority, shall not be absent at the same time.

2.1.3 When the Director of Library Services is on Short-term Leave, information about how to reach the Director of Library Services will be available to the Board Chair/Vice-Chair in the event that a crisis might justify interrupting the Director of Library Services' planned absence. For the most part, the Director of Library Services will be available by cell phone to the Acting Director of Library Services and Administrative Assistant – Library.

## **3. Emergency Succession**

3.1 Emergency Succession is required when an unplanned circumstance, such as illness, accident, or other unforeseen circumstance, renders the Director of Library Services unable to perform the duties of the position.

3.1.1 Temporary emergency succession: The Board Chair/Vice-Chair, in consultation with the Director of Library Services (if circumstances allow), will appoint a Management-level Employee into the role of Acting Director of Library Services. Duties of the Director of Library Services may need to be split among Management-level Employees, or reduced, should there be only one qualified Management-level Employee.

3.1.2 Longer-term emergency succession: If the emergency situation prevents the Director of Library Services from performing the role for a

period to exceed three (3) months, the Board Chair/Vice-Chair will appoint a Management-level Employee into the role of Acting Director of Library Services. The Board Chair/Vice-Chair will convene a meeting of the Board to strike an Ad Hoc Director of Library Services Search Committee, to plan and carry out a transition to a new, permanent Director of Library Services. The Board will also decide if the person appointed as Acting Director of Library Services by the Board Chair/Vice-Chair might be appointed Acting Director of Library Services for the time required.

#### **4. Departure**

4.1 Voluntary departure: Voluntary departure may arise from circumstances such as the expiry of a Director of Library Services employment contract term, or the resignation/retirement of an incumbent. The Director of Library Services should provide four (4) weeks' notice of resignation (PPM – 9.2.1 Voluntary Resignation); a retiring Director of Library Services should endeavour to provide at least six (6) months' notice (PPM – 11.1 Retirement-Date). The Board Chair/Vice-Chair may be required to appoint an Acting Director of Library Services, depending upon the timing of the end of the incumbent Director of Library Services' employment and the expected appointment of a replacement Director of Library Services.

4.2 Involuntary departure: If the Board initiates the removal of the (incumbent) Director of Library Services, the Board will plan for the appointment of an Acting Director of Library Services.

#### **5. Authority of the Acting Director of Library Services**

The person appointed as Acting Director of Library Services shall have the full authority for decision-making and independent action as the regular Director of Library Services, subject to the policies of the Board.

#### **6. Library Board Oversight**

The Board Chair is responsible for monitoring the work of the Acting Director of Library Services, and will be sensitive to the special support needs of the Acting Director of Library Services in this temporary leadership role. The Board Chair will keep the Board regularly informed of matters pertaining to the implementation of the succession plan.

**RELATED DOCUMENTS:**

**Employment Standards Act, 2000**

**Public Libraries Act, R.S.O. 1990, Chapter P.44**

United Counties of Stormont, Dundas and Glengarry. **Personnel Policy Manual,**  
**Policy No. 1-20**