

## **BOARD GUIDELINES FOR**

### **CONTINUITY OF LIBRARY DIRECTORSHIP**

**BG-GOV-04**

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COMMITTEE:	Governance Committee	PASSED:	27 April 2017
TOPIC:	Board Governance	AMENDED:	
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#### **BOARD GUIDELINES**

The following Guidelines address temporary library leadership for the following scenarios:

1. Temporary Unplanned Absence: Short-Term (*up to two months*)
2. Temporary Unplanned Absence: Long-Term (*two months and longer*)
3. Interim Transition Plan in Event of a Permanent Change in Director

**Appendix A** outlines a list of the interim Library Director's priority functions.

**Appendix B** outlines Acting Director Compensation.

## **1. Temporary Unplanned Absence: Short-Term (up to two months)**

A temporary absence is defined as one of up to two months, in which it is expected that the Director of Library Services (the Director) will return to his/her position once the events precipitating the unplanned absence are resolved. An unplanned absence is one that arises unexpectedly, in contrast to a planned leave, such as a vacation or a sabbatical.

### **Appointment of Acting Director**

The Board Chair is authorized to implement the following in the event of the short-term unplanned absence of the Director.

- In the event of an unplanned absence of the Director, the most senior ranked Library Manager (due to position and seniority) is to immediately inform the Board Chair of the absence.
- As soon as it is feasible, the Chair will appoint the senior ranked Library Manager as Acting Director at the approved compensation level and affirm the procedures prescribed in this plan; and will advise the Board.
- Should the senior ranked Manager be unable or unwilling to serve as Acting Director, the next senior ranked Library Manager will become the alternate candidate.

### **Authority of the Acting Executive Director during an Unplanned Short-Term Absence**

- The person appointed as Acting Director shall have the authority for decision-making and independent action as the regular Director. Significant organizational decisions that may be deferred until the return of the regular Director should be deferred where possible.

### **Board Oversight**

- The Board Chair shall be responsible for guiding and supporting the work of the Acting Director and providing assistance. The Chair will be sensitive to the special support needs of the Acting Director in this temporary leadership role and will provide sufficient communication to the Acting Director to enable him/her to perform the role successfully.

### **Communications Plan**

Immediately upon transferring the responsibilities to the Acting Director, the Board Chair will notify staff members, members of the Board of Directors, the District CFO and the District CAO of the temporary appointment. As soon as possible after the Acting Director has begun covering the unplanned absence, the Acting Director shall communicate the temporary leadership structure to the following key external supporters which include (but not be limited to):

The Friends of the Library, InterLINK, and others as appropriate.

### **Completion of Short-Term Emergency Succession Period**

The decision as to when the absent Director returns to the Director of Library Services position should be determined by the Acting Library Director and the Board Chair. They will decide upon a mutually agreed upon schedule and resumption of work date. A reduced schedule for a set period of time can be allowed, by approval of the Board Chair, with the intention of working up to a full-time commitment.

## **2. Temporary Unplanned Absence: Long-Term (two months and longer)**

A long-term absence is defined as one that is expected to last longer than two months. In the event of such a long-term unplanned absence of the Director, the most senior ranked Library Manager is to immediately inform the Board Chair of the absence.

### **Appointment of Acting Director**

The Board Chair is authorized to implement the following in the event of the long-term unplanned absence of the Director.

- As soon as it is feasible, the Board Chair will convene a special meeting of the Board to a) endorse and approve the senior ranked Library Manager as acting Director, b) approve the compensation level, and c) affirm the procedures outlined in this plan or make modifications as the Board deems appropriate.
- The Board acknowledges that a long-term absence will result in increase of scope and responsibility. Since the tasks and priorities of the Acting Director will increase in scope and responsibility, the Board will review and adjust compensation accordingly.
- Should the senior ranked Library Manager be unable or unwilling to serve as Acting Director, the alternate candidate will be the next senior-ranked Library Manager. (If none of the Library Managers is available or suitable, the Board may consider the option of appointing a DNV incumbent executive, e.g., chief financial officer, chief administrative officer.)
- The Board Chair will inform the District of North Vancouver (DNV) Manager of Human Resources of the Board's appointment decision. The Acting Director appointment will be confirmed by an offer letter prepared by DNV Human Resources. The letter to the appointee identifies the term of the appointment, the compensation, terms for possible extension, and affirms that the Acting Director returns to his/her regular position after the conclusion of the appointment. The offer letter will be co-signed as agreed to by both the appointee and Board Chair.
- The Acting Director and Board Chair will jointly give immediate consideration to temporarily backfilling the management position left temporarily vacant by the Acting Director, as it may not be reasonable to expect the Acting Director to carry the duties of both positions.

*Other considerations for long-term absences:* The Board is aware that any Acting Director will need to adjust to their new role. This may entail a focus on business continuity versus advancement of strategic plan priorities, significant organizational changes or other ad hoc initiatives. The Board Chair will consult with the Acting Director to monitor and provide direction on significant work initiatives to be undertaken or deferred as required during their tenure.

### **Authority of the Acting Director of Library Services during an Unplanned Long-Term Absence**

- The person appointed as Acting Director shall have the same authority for decision-making and independent action as the regular Director, subject to Board oversight.

## **Board Oversight**

- The Board Chair shall be responsible for guiding, supporting and monitoring the work of the Acting Director and providing assistance. The Chair will be sensitive to the special support needs of the Acting Director in this temporary leadership role and will provide regular and sufficient communication to the Acting Director to enable him/her to perform the role successfully.

## **Communications Plan**

Immediately upon transferring the responsibilities to the Acting Director, the Board Chair will notify staff members, members of the Board and the District of North Vancouver's CFO and CAO of the temporary appointment.

As soon as possible after the Acting Director has begun covering the unplanned absence, the Acting Director shall communicate the temporary leadership structure to the following key external supporters which include (but not limited to):

The Friends of the Library, InterLINK, and others as appropriate.

## **Completion of Long-Term Emergency Succession Period**

The decision as to when the absent Director returns to the Director of Library Services position should be determined by the Acting Library Director and the Board Chair. They will decide upon a mutually agreed upon schedule and resumption of work date. A reduced schedule for a set period of time can be allowed, by approval of the Board Chair, with the intention of working up to a full-time commitment.

### 3. Interim Transition Plan in the Event of a Permanent Change in Director

A permanent change is defined as one in which it is firmly determined that the Director will not be returning to the position. The procedures and conditions to appoint and manage an Acting Director in this situation should be the same as for a long-term temporary or unplanned absence, with one addition:

- The Board will convene a selection committee according to Board Guidelines **BG-HR-09 Appointment of Director of Library Services** to plan and conduct the recruitment of a new permanent Director.

The Board acknowledges that the process to successfully identify, recruit and appoint a new permanent Director may take up to 6 months or longer; therefore, the tasks and priorities of the Acting Director will further increase in scope and responsibility, and the Board will review and adjust compensation accordingly.

The Board Chair is responsible to ensure the Acting Director is appropriately oriented, advised, kept informed and supported throughout the Acting term. The Chair is also responsible to ensure the Acting Director has the appropriate connections with District and other partners, as applicable.

An Acting Director may become a candidate in the competition for the permanent appointment; and would be considered within the established terms of the competition.

## **APPENDIX A:**

### **PRIORITY FUNCTIONS FOR THE ACTING DIRECTOR (for terms in excess of 2 months)**

Acting Director Tasks include:

#### **Board relations**

- Secretary to the Board:
  - Coordinates regular Board and Committee meetings
  - Communicates with the Board, develops agendas with Board/Committee Chair(s)
  - Provides other Board support--activities will vary according to the Board's annual business cycle
- Provides information and assistance to the Board with its Director recruitment process, as requested
- Provides information to the Board on Library programs and services
- Discusses with the Board Chair how to handle public relations for all steps of the transition, including advising stakeholders and the public; supports the Board's public relations as requested
- Supports the Board in its ongoing review of policies

#### **Staff relations**

- Coordinates and supervises the Strategic Leadership Team and Exempt Staff
- Liaises with Library staff during the transition period
- Prepares for the new (or returning) Library Director's orientation, training and transition to his/her position
- Transitions the new (or returning) Library Director

#### **External relations**

- Contacts community groups, donors, media (as library spokesperson) and Friends as required
- Responds to community members' feedback, questions and complaints as needed
- Attends District Exempt Team meetings as requested by the District CAO
- Liaises with District committees and task groups
- Liaises with the CFO for Financial matters and District HR Manager for HR matters

## **Budgetary**

- Approves payroll including vacation approvals
- Authorizes recruitments and, for emerging staff vacancies, authorizes hires
- Approves PO's and approval/sign off of invoices according to policy
- Monitors the budget
- May coordinate budget preparation



## ***APPENDIX B:***

### **COMPENSATION**

#### **For Short Term Temporary or Unplanned Absences**

- The Acting Director will be offered a salary increase of 8% for the duration of the short-term unplanned absence, in keeping with policy B-HR-03 (Exempt Staff Acting in a Senior Capacity).

#### **For Long Term Unplanned Absences**

- The Acting Director may be offered a salary increase of 8% for the duration of the longer-term or, additional compensation beyond the 8% may be considered in unusually compelling circumstances such as a significantly extended length of term or where the Acting Director must continue to perform all of their existing manager responsibilities in addition to the Acting Director portfolio. In the case of additional compensation, it must be approved by the Board Chair, as permitted and in accordance with B-HR-03 (Exempt Staff Acting in a Senior Capacity).

#### **When there is a Permanent Change in Director**

- Compensation beyond the 8% should be considered for the Acting Director during the period when a Board is seeking to recruit a new Library Director. Executive search can take six months or longer to complete, thus that is a period of time the Board would require more dedicated service and attention of the Acting Director. In the case of additional compensation, it must be approved by the Board Chair, as permitted and in accordance with B-HR-03 (Exempt Staff Acting in a Senior Capacity).