

Board of Library Trustees Director Evaluation Committee

Report to the Board of Trustees, 2021-08-17

Evaluation is more accurate if maintained on an ongoing basis. The Committee recommends to the Board, for any Trustees who are not already doing so:

1. Review the director evaluation timeline in the Trustees' shared folder.
2. From time to time, for example after each board meeting, review the sample director evaluation form in the Trustees' shared folder. This form will be updated as the annual review date approaches.
3. Consult Policy Manual APPENDIX 4D—The Role of the Executive Director, as needed.

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Succession Plan Committee report for 2021 08 17 Board meeting

The committee met Monday, August 2.

In the Board packet for this month's meeting is the latest draft of the succession plan.

Please submit any questions, concerns, or suggestions to the committee chair (Trustee Brauer) via email, no later than Monday, August 30. Any feedback received by that date will be considered by the committee for inclusion in the final plan or will guide the committee to meet again.

Prepared by Debby Brauer



SUCCESSION PLAN

This plan is intended to establish procedures and contingencies due to the absence, disability, death, or departure of the Director and to facilitate the transition to both interim and long-term leadership.

As soon as it is feasible, the President should convene a special meeting of the Board to begin implementation of this plan. At this meeting, the Board will determine if there are any special circumstances that would require modifications to this plan.

Short-Term

A short-term, temporary leave of absence is defined as being three months or less in length in which it is expected that the Director will return to their position once the events precipitating the absence are resolved.

The Library Board and the current Executive Director (if the absence is planned) or Assistant Director (if unplanned) will review the strategic plan and salary budgetary constraints. Based on goals and current projects, the Board will choose one of the following:

- Offer the Assistant Director the position of Interim Director and promote or hire a temporary assistant director
- Offer the Assistant Director the position of Interim Director and cut back on strategic plan objectives so that the Assistant Director/Interim Director can lead the Management Team in focusing on only essential responsibilities without hiring outside assistance
- Hire an Interim Director from outside the organization to work 20 hours per week or less to manage essential operations

In the event of the first or second bullet point above, the Interim Director will be offered a temporary salary increase. The Board will work with HR Source to determine an appropriate hourly rate comparable to the entry-level salary of an executive director position at similarly sized libraries.

In the event of the third bullet point above, the Board will contact Reaching Across Illinois Library System (RAILS) and the Library's attorney at Klein, Thorpe, and Jenkins for assistance in filling the interim director position.

The person appointed as Interim Director shall have the full authority for decision-making and independent action as the regular Executive Director. The Board President will be responsible for monitoring the work of the Interim Director during the leave of absence period and will be sensitive to the special support needs of the Interim Director in this temporary leadership role.

In the event that a short-term absence needs to be extended beyond three months, the Board will evaluate the current situation to determine whether to extend the leave and keep the current leadership in place.

1. If leave will not be extended, the Executive Director will be given the opportunity to return to the position. If that opportunity is declined, the Board will follow the procedures listed under "Permanent" below.
2. If leave will be extended, the Board will follow the procedures listed under "Long-Term" below.

The decision about when the absent Executive Director returns to lead the Library should be determined by the Executive Director and the Board. They will decide upon a mutually agreed upon schedule and start date.

Long-Term

A long-term absence is one that will last more than three months.

The Library Board and the current Executive Director (if the absence is planned) or Assistant Director (if unplanned) will review the strategic plan and salary budgetary constraints. Based on goals and current projects, the Board will choose one of the following:

- Offer the Assistant Director the position of Interim Director and promote or hire a temporary assistant director
- Hire an Interim Director from outside the organization to work 20 hours per week or less to manage essential operations

In the event of the first bullet point above, The Board will work with HR Source to determine an appropriate hourly rate comparable to the entry-level salary of an executive director position at similarly sized libraries.

All long-term absences will be evaluated by the Board every three months to determine whether to extend the leave and keep the current leadership in place. If leave will not be extended, the Executive Director will be given the opportunity to return to the position. If that opportunity is declined, the Board will follow the procedures listed under "Permanent" below.

The decision about when the absent Executive Director returns to lead the Library should be determined by the Executive Director and the Board. They will decide upon a mutually agreed upon schedule and start date.

Permanent

A permanent change is one in which it is firmly determined that the Executive Director will not be returning to the position.

Within 30 days, the Board will first consider whether to offer the position to the current Assistant Director.

If not, or if the Assistant Director declines an offer, the Board President will appoint a Search Committee to seek the assistance of an outside search firm. The Search Committee will plan

and carry out a transition to a new permanent Library Director. A representative from the Search Committee should contact RAILS and ask for resources related to hiring an Executive Director.

The Search Committee will be responsible for:

- Hiring a search firm to lead the process
- Working with the search firm to determine the process
- Ensuring that all trustees have input into the selection of a candidate
- Determining how to get input from staff

The search firm will be expected, at a minimum to:

- Assist the search committee in reviewing the job description and desired skills and abilities
- Recruit candidates through a variety of sources
- Assist the search committee in developing interview questions
- Participate in the interview process
- Ensure the confidentiality of candidates
- Advise the board on current hiring practices and laws

Prior to interviewing any candidates for the permanent position, the Board shall review the Library's financial resources. The Board shall then use such information to develop a profile of an ideal candidate and to agree upon potential elements of a tentative compensation package to be offered. The profile should be used to review and screen applicants and to guide interviewing of the candidates. While the compensation package offered to a successful candidate may differ from that developed at this stage of the process, the tentative package should be used in the screening process to define the general parameters within which any final negotiation should take place.

It is expected that a search for a new Executive Director will take more than three months. Therefore, in the event of a permanent change, the Board will appoint or hire an Interim Library Director to serve during the search, using the process under long-term absence.

Simultaneous Vacancy of Executive Director and Assistant Director

In the case of an executive transition that simultaneously involves the Executive Director and Assistant Director, the Management Team will utilize the cross-training plan to continue regular operations. The Board will move to immediately hire an Interim Director using the procedures above. The Board will appoint one of the Public Service Managers (Adult Services, Member Services, Technology, or Youth and Teen Services) to make decisions until an Interim Director is in place.

Review

This plan should be reviewed on an as-needed basis or every five years, whichever comes first.