

Recruitment of a City Librarian

Date:	March 24, 2014
To:	Toronto Public Library Board
From:	Director, Human Resources

Discussion of Recommendation No. 7 below would require the Toronto Public Library Board to go into a Closed Meeting as the subject matter involves personal matters about an identifiable individual (Public Libraries Act, R.S.O. 1990, Chapter P. 44, s. 16.1 (4) (b)).

SUMMARY

Jane Pyper, the City Librarian, has tendered her resignation effective June 30, 2014.

This report recommends that a process be established for the recruitment, selection and hiring of a new City Librarian.

RECOMMENDATIONS

The Director, Human Resources recommends that the Toronto Public Library Board:

1. establishes a Selection Committee to recruit, select and recommend a candidate to the Board for the position of City Librarian;
2. establishes a Selection Committee to be comprised of seven (7) members, including:
 - a. Five (5) Board members, including:
 - i. Library Chair and Library Board Vice-Chair; ex officio members;
 - ii. three (3) other Library Board members, including at least one (1) Councillor and one (1) citizen member;
 - iii. one external member from the library community; and
 - iv. the Director, Human Resources (to provide technical assistance; and the only non-voting member of the Committee);

3. authorizes the Chair at the March 24, 2014 meeting, to take the names of volunteers and nominations for the citizen and councillor members of the Selection Committee, and if necessary conduct a vote to determine the members of the Committee;
4. approves the *Terms of Reference* (Attachment 1) for the Selection Committee;
5. authorizes staff to hire an external search firm to assist with the recruitment and selection process and to make expenditures appropriate with the recruitment and selection of a new City Librarian, in accordance with all applicable Board policies;
6. approves the Selection Committee recommendation for the appointment of an Acting City Librarian for the period between the leaving of the City Librarian and the first day of work of the new City Librarian; and
7. approves the appointment of the external member of the Selection Committee, and releases the confidential information after it has been approved (see Confidential Attachment 2).

FINANCIAL IMPACT

The cost of recruiting a new City Librarian is a budget pressure and it will be accommodated in the proposed 2014 Operating Budget. The cost of hiring an external search firm to conduct a recruitment and selection process for the position of City Librarian will be approximately \$70,000 to \$90,000.

The Director, Finance and Treasurer has reviewed this report and agrees with the financial impact information.

COMMENTS

The cost of hiring an external search firm and conducting a recruitment and selection process for an executive level position, such as the City Librarian, may vary; however, a probable range is between \$70,000 and \$90,000, depending on factors such as how quickly a short-list of qualified candidates is created.

Some of the responsibilities and commitments of the Selection Committee, and some other factors in the recruitment and selection process to be considered, are:

- the creation of a Job Call and Advertisement;
- the creation of the selection criteria, interview questions and presentation requirements;
- the timelines for completing the recruitment and selection process;
- the time commitments for members of the Selection Committee;
- issues relating to confidentiality in the recruitment and selection process; and
- media interest in the hiring of a new City Librarian.

The *Terms of Reference* for the Selection Committee are provided in Attachment 1.

The Director, Human Resources will assist the Selection Committee in the recruitment and selection of a new City Librarian.

The recruitment of a new City Librarian is an important and high-profile hiring within the City of Toronto. For these reasons, it is recommended that the process include both the use of an external search firm and the inclusion of an external member of the library community on the Selection Committee.

In recruiting for senior executive positions such as the City Librarian, it is common practice to use an external search firm. One of the most important contributions an external search firm can make is to ensure that the Board will see a broad range of candidates for the job. The search firm will not only receive and evaluate applications for the position, but also will seek out potential candidates for the job. This is a sensitive process; and potential candidates for senior level positions have an expectation it will be done by a search firm that is independent of the hiring employer. Also, applicants for senior positions expect that their interest in the job will be dealt with in strict confidence. A search firm guarantees confidentiality to potential applicants at each stage of the recruitment process; and as a result produces a stronger and more varied list of candidates for consideration by the Selection Committee.

It also is recommended that the Selection Committee include an external member from the library community. The external member of the Committee will be a librarian who has held a leadership position within a large library system. This librarian will bring a senior professional perspective to the Selection Committee; and she will apply her knowledge and insight into the demands of the role of City Librarian, to the entire selection process and to the evaluation of the candidates. The external member of the Committee will contribute value at each stage of the recruitment and selection process by bringing to the Committee the expertise and experience of a leadership-level professional librarian.

The use of a search firm and the inclusion of an external librarian on the Selection Committee individually, and together, increase the validity and credibility of the process for the recruitment and selection of a new City Librarian. These persons bring to the selection process professional and independent expertise, points-of-view and technical oversight. They also play a 'due diligence' role in establishing that the recruitment and selection process is carried out in a manner that has integrity, and is fair, reasonable and defensible.

The process for recruiting and hiring a new City Librarian will take approximately six (6) months.

Next Steps:

It is necessary to appoint an Acting City Librarian for the period between the leaving of the City Librarian and the first day of work of the new City Librarian. It is preferable that the Acting City Librarian be one of the current Directors.

The City Librarian will send to the Directors an “expression of interest” for the position of Acting City Librarian. The only persons eligible for the position of Acting City Librarian are those who are not applying for the permanent position of City Librarian.

The Selection Committee will consider the City Librarian’s recommendations regarding an Acting City Librarian and an appointment date.

CONTACT

Dan Keon, Director, Human Resources; Tel: 416-395-5850;
E-mail: dkeon@torontopubliclibrary.ca

SIGNATURE

Dan Keon
Director, Human Resources

Attachment 1: Terms of Reference – Selection Committee for a City Librarian
Attachment 2: Confidential Information