

## MANAGEMENT REPORT



Date: February 13, 2015  
Author: Jacqueline van Dyk

Meeting date: February 26, 2015  
To: Library Board  
From: Jacqueline van Dyk – Director, Library Services

Subject: **INTERLINK UPDATE – LEADERSHIP DEVELOPMENT PROGRAM**

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### **SUMMARY**

This report provides background information regarding the InterLINK initiative, a leadership development program for senior management.

### **PURPOSE**

This report is for information.

### **ATTACHMENTS**

Reports provided by InterLINK:

- Leadership Development Program – InterLINK Board Report (*Appendix I*)
- Leadership Program Questions & Answers (*Appendix II*)
- InterLINK’s Online Motion Policy (*Appendix III*)

### **RECOMMENDATION**

That the Board receive this report for updated information on the recent motion to approve InterLINK’s Leadership Development Program.

## **BACKGROUND**

The following is an excerpt from the January 22<sup>nd</sup> Draft Board Meeting Minutes:

### **8. STANDING ITEMS**

#### **3. Updates – Affiliates**

##### **1. InterLINK**

Ken Lim reported that the last meeting for the InterLINK Board was in November 2014. At this meeting there was a proposal for leadership development for senior management with the InterLINK libraries at a cost of approximately \$65,000. After some discussion, a decision was made to request more information regarding the proposal and that they delay the vote until the February meeting.

***MOVED by Ken Lim and SECONDED by Mark Jefferson***

***THAT the Board requests InterLINK is to provide more information on the training program for prospective directors;***

***AND THAT the Board recommends InterLINK delay approval of \$65K budget for said training until their next meeting in February.***

***MOTION CARRIED.***

## **DISCUSSION**

Before the Board could submit the request for more information and recommendation of delaying the approval, the following motion was approved by the InterLINK Board on January 23<sup>rd</sup> in accordance with their Online Motion Policy:

***MOVED by Errin Morrison; SECONDED by Larry Smith***

***THAT the InterLINK Board approve InterLINK contract with Ken Haycock and Associates to develop and deliver a Leadership Development Program for Public Library InterLINK's member libraries.***

***and***

***That the InterLINK Board approve that up to \$65,000 be moved from the program reserve in 2015 to cover the costs of the first year of the Leadership Development Program.***

***The final vote on the motion was:***

***12 in favour***

***1 against***

***3 abstentions***

***2 no reply.***

***The motion carries.***

## **FINAL REMARKS**

The InterLINK Leadership program is designed to leverage the strength and benefits of all the member libraries working together to affect a change in how we develop leadership potential in each of our libraries, and how we strengthen leadership capacity and impact across the public library community.

As an InterLINK library, NVDPL will be able to participate in a program that will expose our organization to a rigorous and sustained leadership development process that no single library would be able to develop and resource on its own. Benefits from this program include:

- A responsive, evidence-based and purposeful curriculum for library leadership that focuses on the needs of this region.
- Strong learning and development networks with our library colleagues that will result in increased collaboration and more successful services and initiatives for our community.
- The growth of a pool from which to recruit candidates for leadership roles in our library.
- An increase in capacity across the region for leading innovation, creating and articulating value, and ensuring the future of libraries.



**InterLINK Leadership Development Program  
Report and Recommendations to  
InterLINK Board (Revised and Updated)**  
January 2015

**SUMMARY**

This revised and updated document provides the additional information requested by the InterLINK Board in reference to the establishment of a Leadership Development Program for InterLINK member libraries and awarding the contract to Ken Haycock and Associates.

The intent of an InterLINK Leadership Development Program will be to identify, develop and encourage those staff from member libraries that are seen to have potential to leaders within their organizations.

The Leadership Development Sub-Committee reviewed quotes received from two respondents and unanimously recommended acceptance of the bid from Ken Haycock and Associates.

**RECOMMENDATION**

In view of the strong support from the Leadership Development Sub-Committee and the Administrators Advisory Group, the following is recommended:

**That** the InterLINK Board approve InterLINK contract with Ken Haycock and Associates to develop and deliver a Leadership Development Program for Public Library InterLINK's member libraries.

and

**That** the InterLINK Board approve that up to \$65,000 be moved from the program reserve in 2015 to cover the costs of the first year of the Leadership Development Program.

## **BACKGROUND**

The subjects of leadership development, succession planning, and organizational development have been discussed at the Board and AAG tables for a number of years. They are also topics of concern for the library community at large. In 2005 the Canadian Library Association released a report entitled *The Future of Human Resources in Canadian Libraries* (also known as the 8Rs Report). The report was the result of two years of research, including a survey of 461 library administrators and human resource managers, a survey of over 2,200 librarians and nearly 2,000 paraprofessionals, in-depth telephone interviews with 17 library administrators and 3 focus group sessions. A literature review and analyses of existing data were also conducted.

The 8Rs research project was undertaken in response to the need to better understand human resources challenges faced by Canadian libraries, the main challenge being the need to have enough trained staff to take on senior management positions as retirements of current library leadership occurred.

In the years since the 8Rs report was published, the issues outlined in that document remain. Libraries report struggling to fill senior leadership positions, a reluctance on the part of potential candidates for leadership positions to “step up” to that level of management, and an apparent mismatch between required skills and the skills possessed by staff.

## **RATIONALE FOR AN InterLINK LEADERSHIP DEVELOPMENT PROGRAM**

InterLINK member libraries both large and small have identified circumstances where it has been difficult to fill leadership positions from within or in some cases, at all. One large member library noted that early in 2014 an exempt manager position went unfilled due to a lack of qualified applicants. In addition, a mid-sized member library posted for a senior manager position. Of the five selected for a first interview, only two candidates were local with the other three from Montreal, Ontario, and the U.S. Finally, a small member library was seeking a new Chief Librarian and there were no local candidates. A candidate from another province filled the position.

The issues of leadership faced by InterLINK member libraries are not unique, but the composition of the InterLINK federation makes it difficult to select a “one size fits all” approach to the human resources challenges facing member libraries. InterLINK membership is comprised of large and small libraries, and a “made in InterLINK” program would help to ensure that the needs of all members are addressed.

An InterLINK leadership program, designed with the federation’s unique needs as a guiding principle, would allow for leadership capacity to be developed for all member libraries. Working together through InterLINK, member libraries would be able to leverage the strengths of the federation providing a program that benefits all members rather than having libraries left to develop individual programs within their own organizations. An InterLINK Leadership Development program would create a “pool” of local candidates for senior leadership positions who have received the same level of training. Leadership Development Program participants would be part of a cohort of peers and belonging to that network would have benefit both to the participants personal career development as well as to their institutions in terms of sharing information and providing support.

The RFP called for proposals to “design, develop and deliver” an InterLINK Leadership Program and calls for the successful respondent to undertake a needs assessment that would result in a customized curriculum that meets InterLINK’s needs. An assessment of member library needs would ensure that the program has potential benefit for all 18 libraries.

## **SELECTION OF KEN HAYCOCK AND ASSOCIATES**

A Request for Proposals was sent to four potential contractors. There were two responses to the RFP – Ken Haycock and Associates and Royal Roads University. The Leadership Development Program Committee evaluated the two responses using the following criteria:

- Understanding of the Project
- Prior Experience
- Personnel and Qualifications
- Project Plan
- Cost

The committee viewed both proposals favourably. In the end, the proposal from Haycock and Associates was selected for the following reasons:

1. Haycock and Associate's knowledge of the library community and the depth of Ken Haycock's research into the topic of library leadership. Ken Haycock has been Director of a Library School, a Public Library Trustee, and a Public School Trustee. He is currently Research Professor of Management and Organization at the Marshall School of Business, University of Southern California, where he coordinates graduate programs in Library and Information Management. He also was recently appointed as Chancellor at Capilano University. Ken has worked with libraries across Canada to build organizational capacity.

In addition, many InterLINK libraries have worked with the other members of Ken Haycock and Associates (Cheryl Stenstrom, Rebecca Jones and Mary Jo Romaniuk) and these team members have broad knowledge and are very skilled facilitators.

2. Cost. The Royal Roads proposal quoted only on the needs assessment aspect. When additional information was requested, their overall bid was higher than that of Haycock and Associates.

## **PROGRAM DESIGN**

The InterLINK Leadership Program is intended to build leadership capacity in all member libraries. As much as possible, there would be participation from across the federation. While management staff may attend from larger libraries, it is envisioned that the program could include library directors, if those directors applied. Specific aspects of how leadership training is delivered would be finalized during the program design phase.

## **FINANCIAL IMPLICATIONS**

The quote received by Ken Haycock and Associates for the development of Leadership Development Program for InterLINK was \$62,000. This figure included onetime costs (such as the needs assessment). Costs for a second year, if approved, would be lower. The program cost could further be affected by negotiations with regard to the final make-up of the program and any participation fee that is

set for nominated staff. In line with standing InterLINK procedure, an “up-to” amount is requested for the first year of the program.

## **FINAL REMARKS**

The development of a Leadership Development Program for InterLINK member libraries was identified as a priority item in the 2014 InterLINK Action Plan, which was approved by the InterLINK Board. As stated, the intent of the program is to build leadership capacity across the InterLINK federation. The successful respondent would work with InterLINK to develop a customized curriculum that meets the needs of all member libraries. The program would be evaluated after the first year before a decision was made on continuing with year two of the program.





## Leadership Program Questions and Answers

Q. Is this proposal meant for "succession planning"?

The intent of the InterLINK Leadership Development program will be to identify, develop and encourage those staff within the member libraries that are seen to have the potential to become leaders within our organizations. The program is intended to develop leadership capacity within member libraries.

Q. Would it be beneficial to include potential leaders from outside of the library profession?

A library-specific program was an identified need. While there is indeed much that can be learned from other sectors, it is proposed that the program focus on the needs of InterLINK libraries.

Q. How many people will be able to take part in the program for the year?

A maximum of 24 per year may participate.

Q. Who will decide who is able to be part of the leadership development program?

The selection criteria for the program will be established in the development stage. It is anticipated that Library Directors will nominate potential candidates. A Selection Committee that is representative of InterLINK libraries of different sizes will be established.

Q. How will this number be distributed among the member libraries?

The program is intended to include candidates from across the InterLINK federation. The final makeup of each cohort will be dependent on the selection criteria.

Q. Why are "book discussion circles", "networking dinners," etc. part of the program?

The proposal from Ken Haycock and Associates contains a number of components that the respondent identified as important parts of leadership development. The extent that those components are part of the final design of the InterLINK Leadership Development program would depend on the Needs Assessment and negotiations with the respondent.

## **Public Library InterLINK Online Motion Policy**

The Board and Administrators Advisory Group of Public Library InterLINK each conduct regularly scheduled business meetings in February, April, May, September and November of each year. Special meetings may also be called as warranted. There are occasions that business requiring a decision will arise when no meeting is scheduled and a special meeting is not warranted. This policy is intended to provide structure to the process of introducing a topic requiring online discussion and decision.

If a topic requiring discussion and decision is introduced when a regular Board or AAG meeting is not scheduled, the following process will be followed:

- The InterLINK office will ensure that the timing of the request precludes waiting for the next Board or AAG meeting for a decision, or requires the calling of a special meeting.
- A report with a recommendation (motion language) will be circulated via email to the Board for discussion. A time limit will be applied to the period for discussion. If it is determined that the motion requires input from library boards the time limit will be extended to facilitate that consultation.
- If a decision is required after discussion, the Executive Director will ask for a mover and a seconder of the motion to be put forward.
- With a motion “on the table” the Executive Director will establish a time frame for discussion of the motion.
- When the discussion period ends, the Executive Director will call the question on the motion/revised motion. Three business days will be provided to send in votes. The Executive Director will ensure that a quorum exists for any decision.

When a recommendation emanates from the AAG, the above procedure will also apply. If the motion with a recommendation for the Board passes, it will be forwarded to the InterLINK Board for consideration.

Any decision made online will be added as an agenda item and read into the minutes at the subsequent Board or AAG meeting, as appropriate.