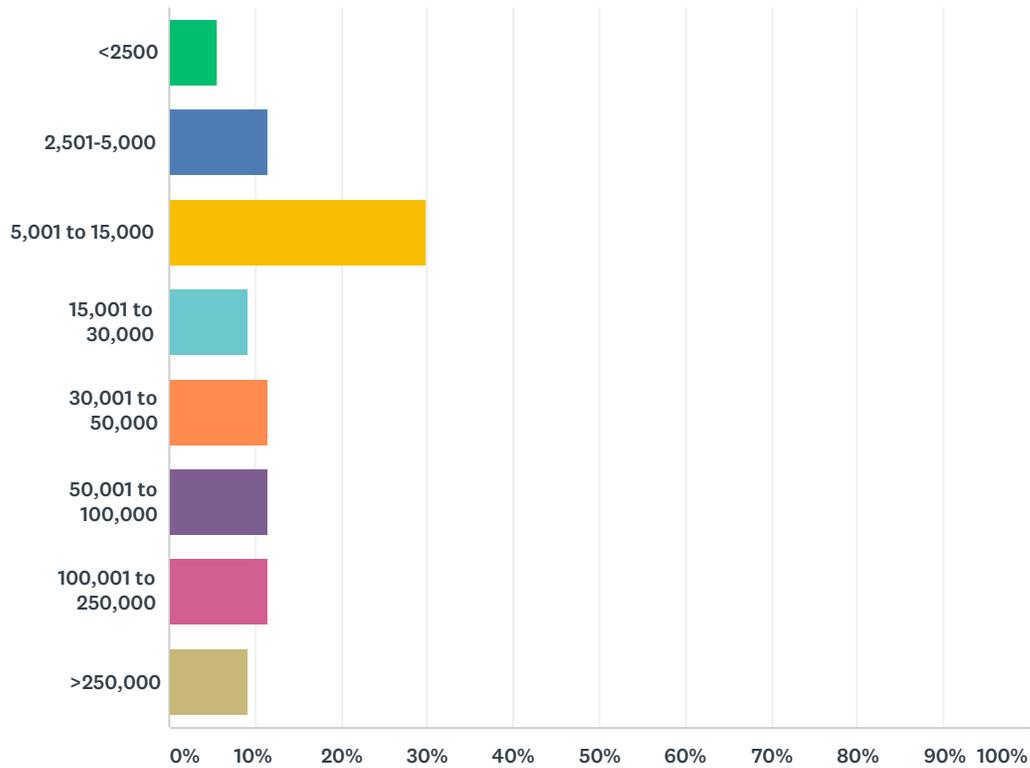


Q1 Which of the following best describes the size of the population your library system serves?

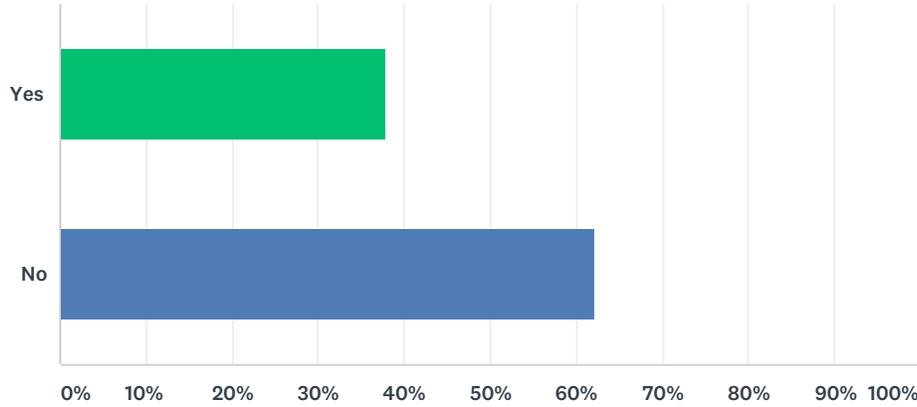
Answered: 87 Skipped: 0



ANSWER CHOICES	RESPONSES
<2500	5.75% 5
2,501-5,000	11.49% 10
5,001 to 15,000	29.89% 26
15,001 to 30,000	9.20% 8
30,001 to 50,000	11.49% 10
50,001 to 100,000	11.49% 10
100,001 to 250,000	11.49% 10
>250,000	9.20% 8
TOTAL	87

Q2 Is your Library unionized?

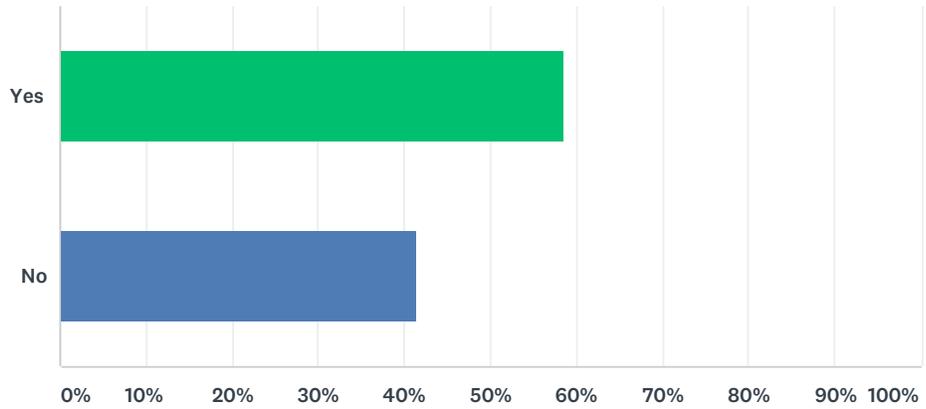
Answered: 87 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	37.93%	33
No	62.07%	54
TOTAL		87

Q3 Does your position require an MLIS?

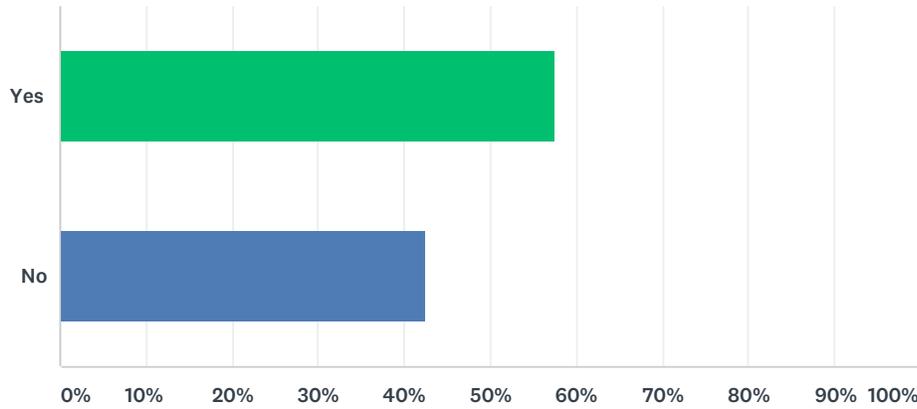
Answered: 82 Skipped: 5



ANSWER CHOICES	RESPONSES	
Yes	58.54%	48
No	41.46%	34
TOTAL		82

Q4 Should your position require an MLIS?

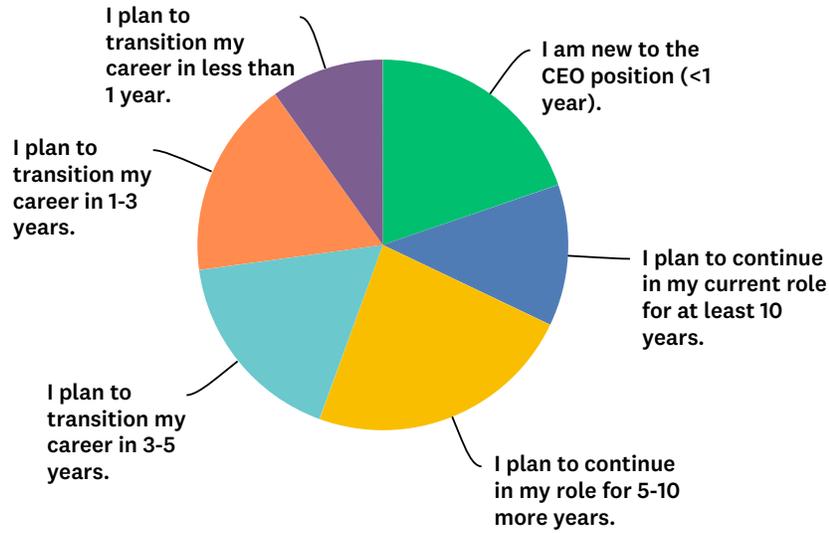
Answered: 80 Skipped: 7



ANSWER CHOICES	RESPONSES	
Yes	57.50%	46
No	42.50%	34
TOTAL		80

Q5 Which of the following best describes the current stage of your career as a CEO?

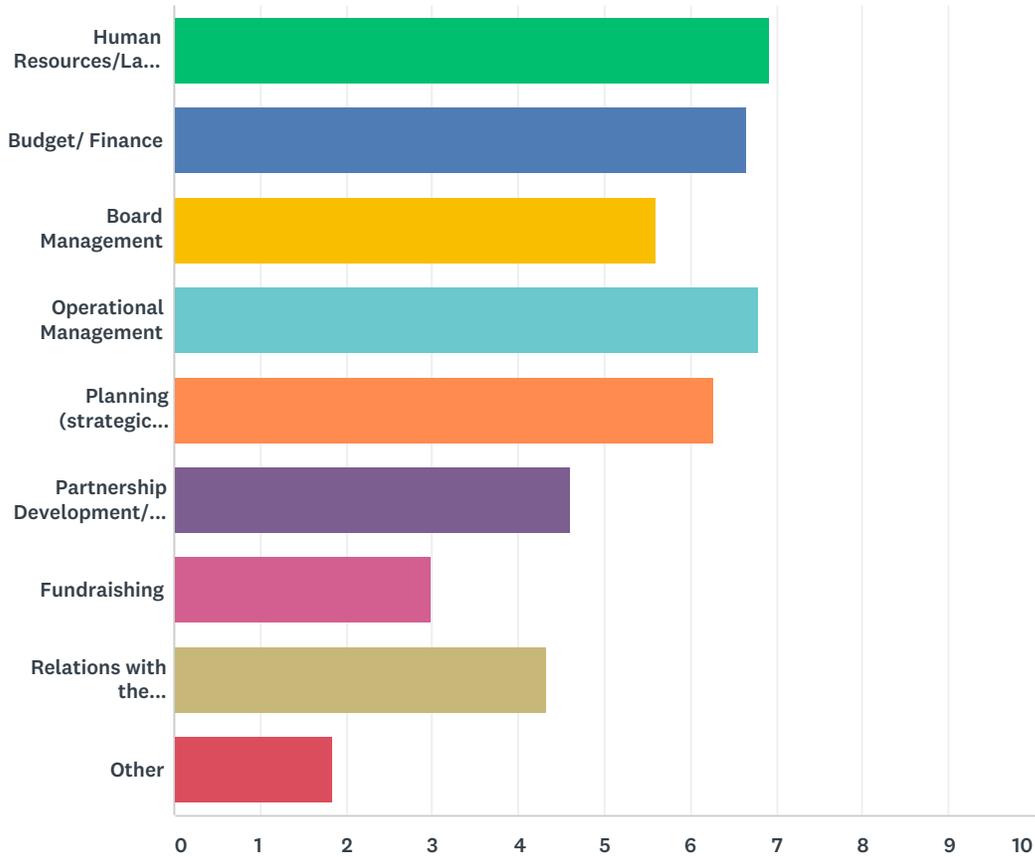
Answered: 81 Skipped: 6



ANSWER CHOICES	RESPONSES	
I am new to the CEO position (<1 year).	19.75%	16
I plan to continue in my current role for at least 10 years.	12.35%	10
I plan to continue in my role for 5-10 more years.	23.46%	19
I plan to transition my career in 3-5 years.	17.28%	14
I plan to transition my career in 1-3 years.	17.28%	14
I plan to transition my career in less than 1 year.	9.88%	8
TOTAL		81

Q6 Which of the following responsibilities require the majority of your time?

Answered: 86 Skipped: 1



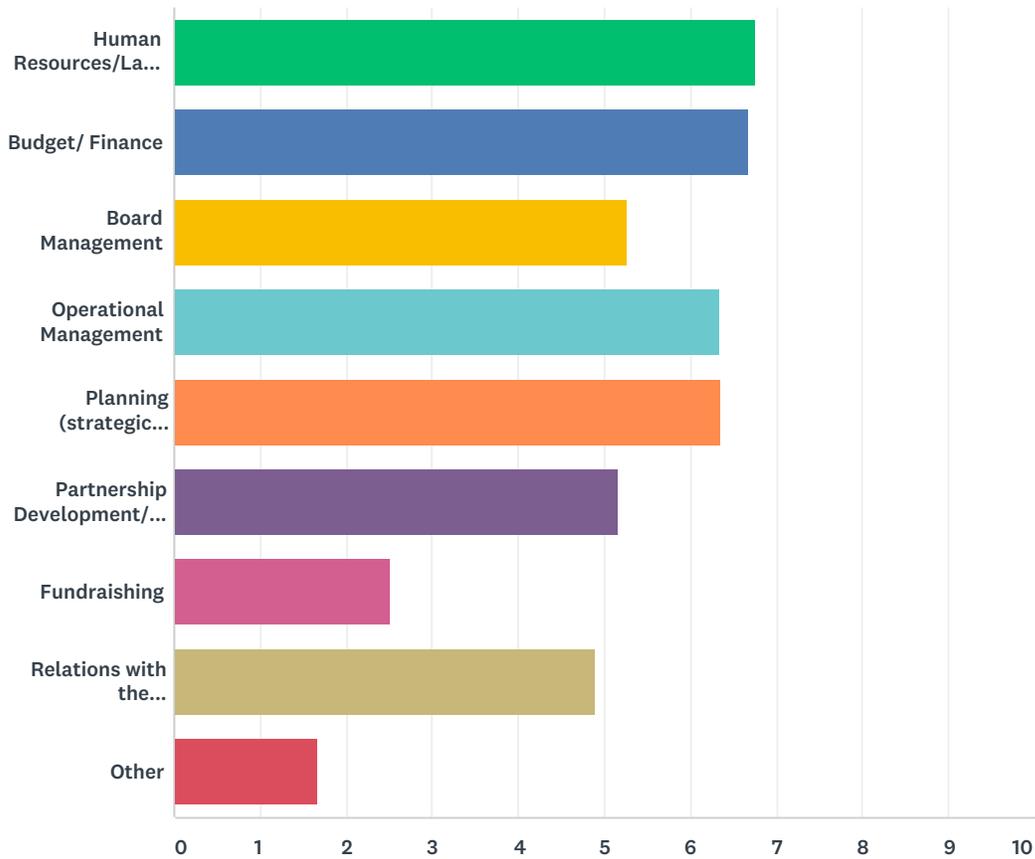
	1	2	3	4	5	6	7	8	9	TOTAL	SCORE
Human Resources/Labour Relations/ Staff	22.50% 18	25.00% 20	17.50% 14	15.00% 12	7.50% 6	7.50% 6	1.25% 1	2.50% 2	1.25% 1	80	6.92
Budget/ Finance	8.43% 7	27.71% 23	27.71% 23	14.46% 12	9.64% 8	6.02% 5	2.41% 2	3.61% 3	0.00% 0	83	6.65
Board Management	6.02% 5	19.28% 16	12.05% 10	12.05% 10	19.28% 16	13.25% 11	12.05% 10	4.82% 4	1.20% 1	83	5.61
Operational Management	42.50% 34	8.75% 7	8.75% 7	11.25% 9	6.25% 5	7.50% 6	10.00% 8	2.50% 2	2.50% 2	80	6.80
Planning (strategic planning, buildings, etc)	20.25% 16	8.86% 7	13.92% 11	22.78% 18	15.19% 12	8.86% 7	7.59% 6	2.53% 2	0.00% 0	79	6.27
Partnership Development/ Community Engagement	1.33% 1	6.67% 5	13.33% 10	8.00% 6	17.33% 13	17.33% 13	26.67% 20	8.00% 6	1.33% 1	75	4.60
Fundraising	2.78% 2	4.17% 3	0.00% 0	2.78% 2	9.72% 7	5.56% 4	16.67% 12	45.83% 33	12.50% 9	72	3.00

Emerging Library Leaders Survey: CEO Perspective

Relations with the Municipality	2.50% 2	1.25% 1	8.75% 7	11.25% 9	15.00% 12	28.75% 23	18.75% 15	12.50% 10	1.25% 1	80	4.34
Other	2.56% 1	5.13% 2	0.00% 0	2.56% 1	0.00% 0	0.00% 0	0.00% 0	15.38% 6	74.36% 29	39	1.85

Q7 Rank each of the following responsibilities in order of importance, with 1 being most important.

Answered: 86 Skipped: 1



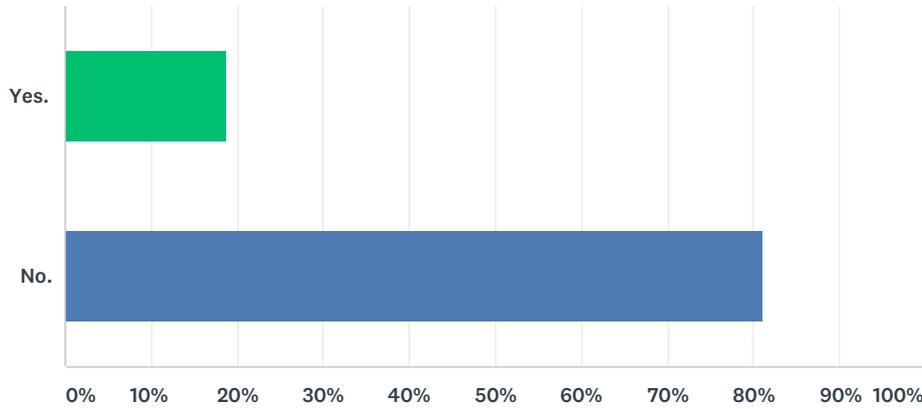
	1	2	3	4	5	6	7	8	9	TOTAL	SCORE
Human Resources/Labour Relations/ Staff	24.71% 21	18.82% 16	17.65% 15	15.29% 13	8.24% 7	4.71% 4	7.06% 6	3.53% 3	0.00% 0	85	6.76
Budget/ Finance	9.41% 8	28.24% 24	18.82% 16	18.82% 16	17.65% 15	4.71% 4	1.18% 1	1.18% 1	0.00% 0	85	6.68
Board Management	3.61% 3	12.05% 10	16.87% 14	14.46% 12	13.25% 11	15.66% 13	16.87% 14	7.23% 6	0.00% 0	83	5.28
Operational Management	28.24% 24	12.94% 11	11.76% 10	4.71% 4	15.29% 13	10.59% 9	12.94% 11	3.53% 3	0.00% 0	85	6.33
Planning (strategic planning, buildings, etc)	21.43% 18	16.67% 14	10.71% 9	14.29% 12	14.29% 12	14.29% 12	4.76% 4	3.57% 3	0.00% 0	84	6.37
Partnership Development/ Community Engagement	8.43% 7	10.84% 9	7.23% 6	14.46% 12	13.25% 11	20.48% 17	18.07% 15	7.23% 6	0.00% 0	83	5.17
Fundraising	0.00% 0	0.00% 0	1.23% 1	3.70% 3	3.70% 3	7.41% 6	17.28% 14	53.09% 43	13.58% 11	81	2.51

Emerging Library Leaders Survey: CEO Perspective

Relations with the Municipality	4.82% 4	2.41% 2	16.87% 14	14.46% 12	14.46% 12	19.28% 16	16.87% 14	10.84% 9	0.00% 0	83	4.89
Other	2.63% 1	0.00% 0	0.00% 0	2.63% 1	0.00% 0	2.63% 1	7.89% 3	10.53% 4	73.68% 28	38	1.68

Q8 Do you currently have a Deputy CEO position at your Library?

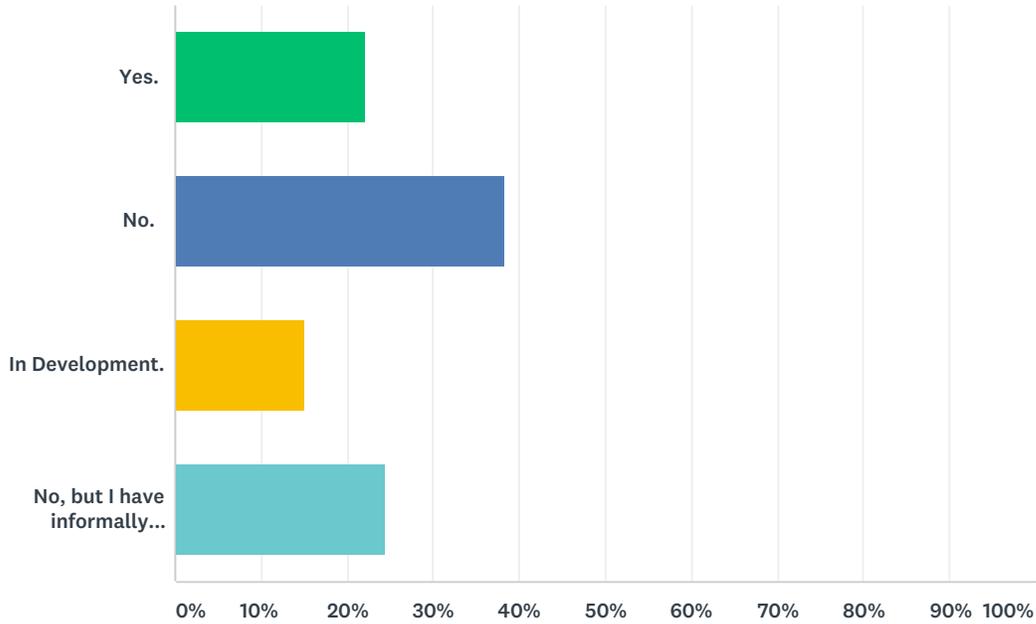
Answered: 85 Skipped: 2



ANSWER CHOICES	RESPONSES	
Yes.	18.82%	16
No.	81.18%	69
TOTAL		85

Q9 Do you currently have a succession strategy for the CEO position at your library?

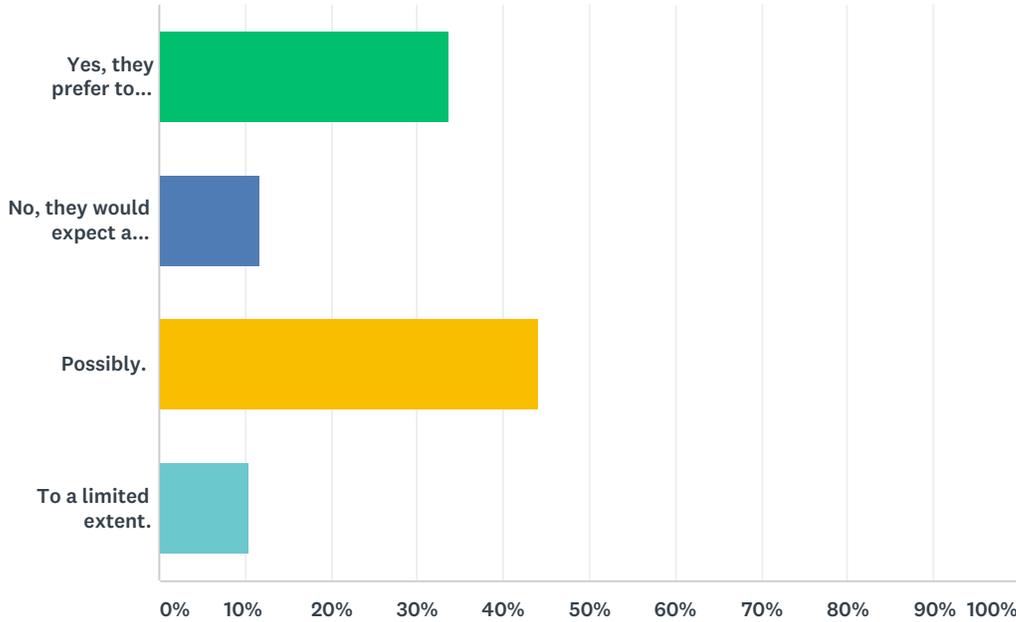
Answered: 86 Skipped: 1



ANSWER CHOICES	RESPONSES	
Yes.	22.09%	19
No.	38.37%	33
In Development.	15.12%	13
No, but I have informally identified internal talent.	24.42%	21
TOTAL		86

Q10 Do you believe your board would be willing to invest in the development of a CEO who would otherwise be underdeveloped for the role (but who had significant potential for growth)?

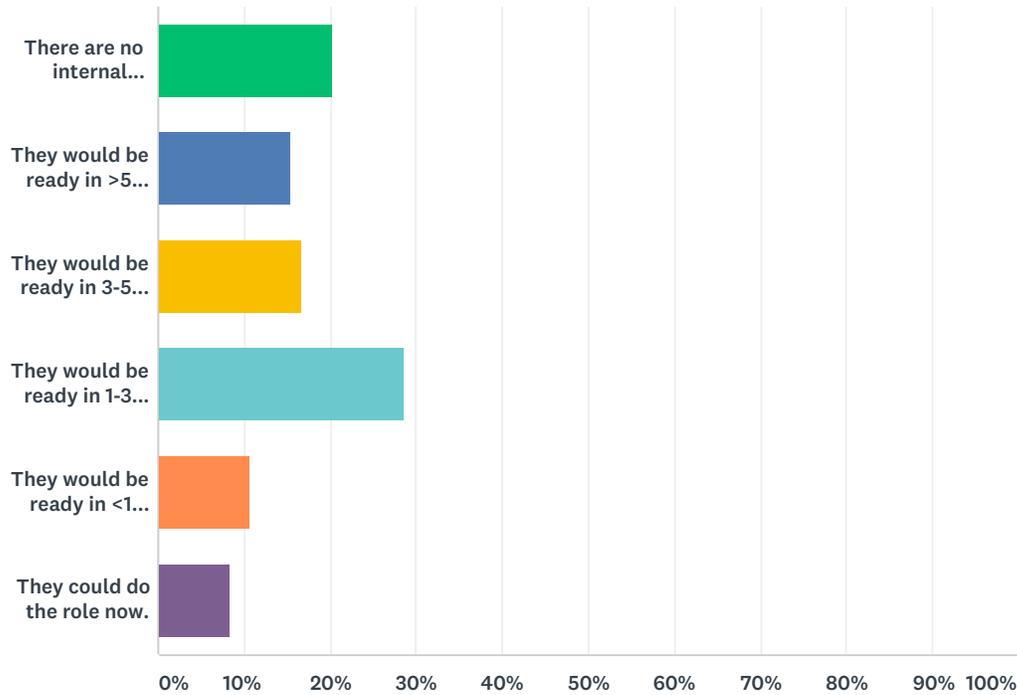
Answered: 86 Skipped: 1



ANSWER CHOICES	RESPONSES	
Yes, they prefer to develop talent.	33.72%	29
No, they would expect a seasoned leader.	11.63%	10
Possibly.	44.19%	38
To a limited extent.	10.47%	9
TOTAL		86

Q11 If there is an internal candidate you have identified as a potential successor to your position, how much development would they require before being capable of taking on the CEO role?

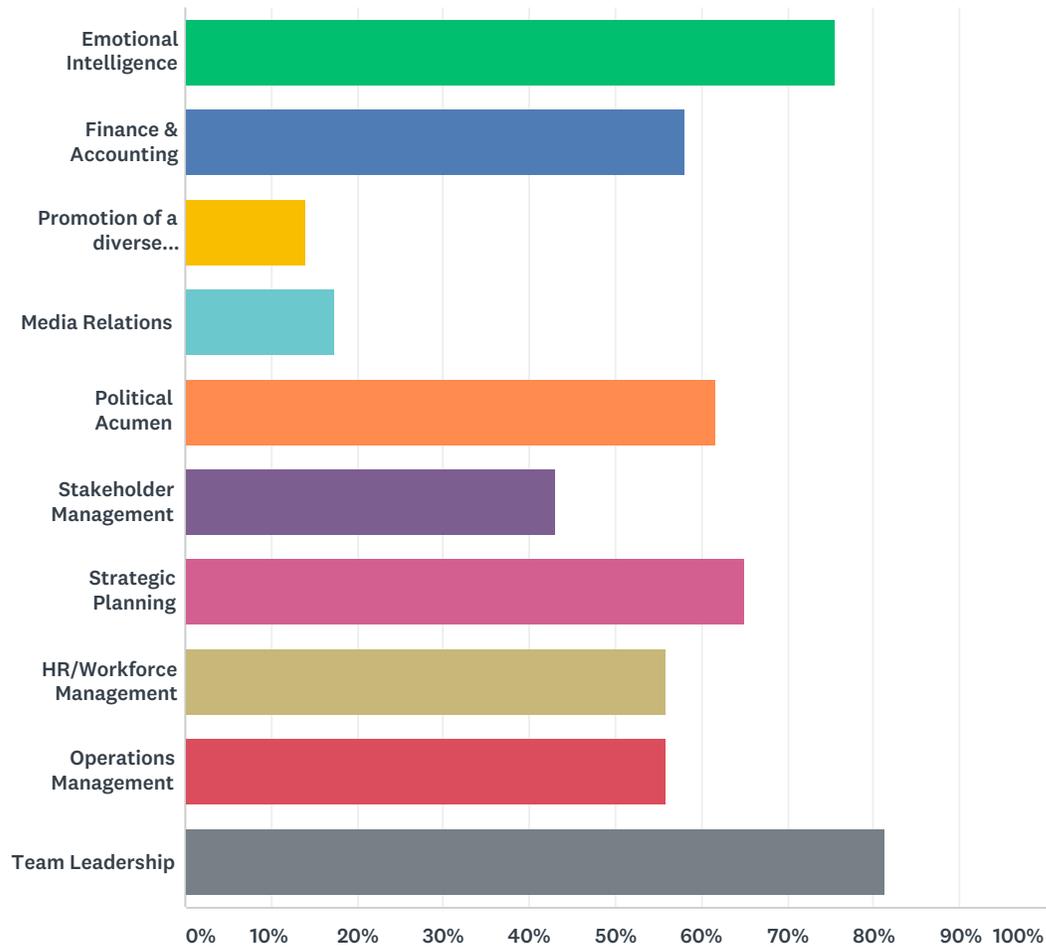
Answered: 84 Skipped: 3



ANSWER CHOICES	RESPONSES	
There are no internal candidates I would identify as successors.	20.24%	17
They would be ready in >5 years.	15.48%	13
They would be ready in 3-5 years.	16.67%	14
They would be ready in 1-3 years.	28.57%	24
They would be ready in <1 year.	10.71%	9
They could do the role now.	8.33%	7
TOTAL		84

Q12 What top competencies do you feel are the most important for a CEO?

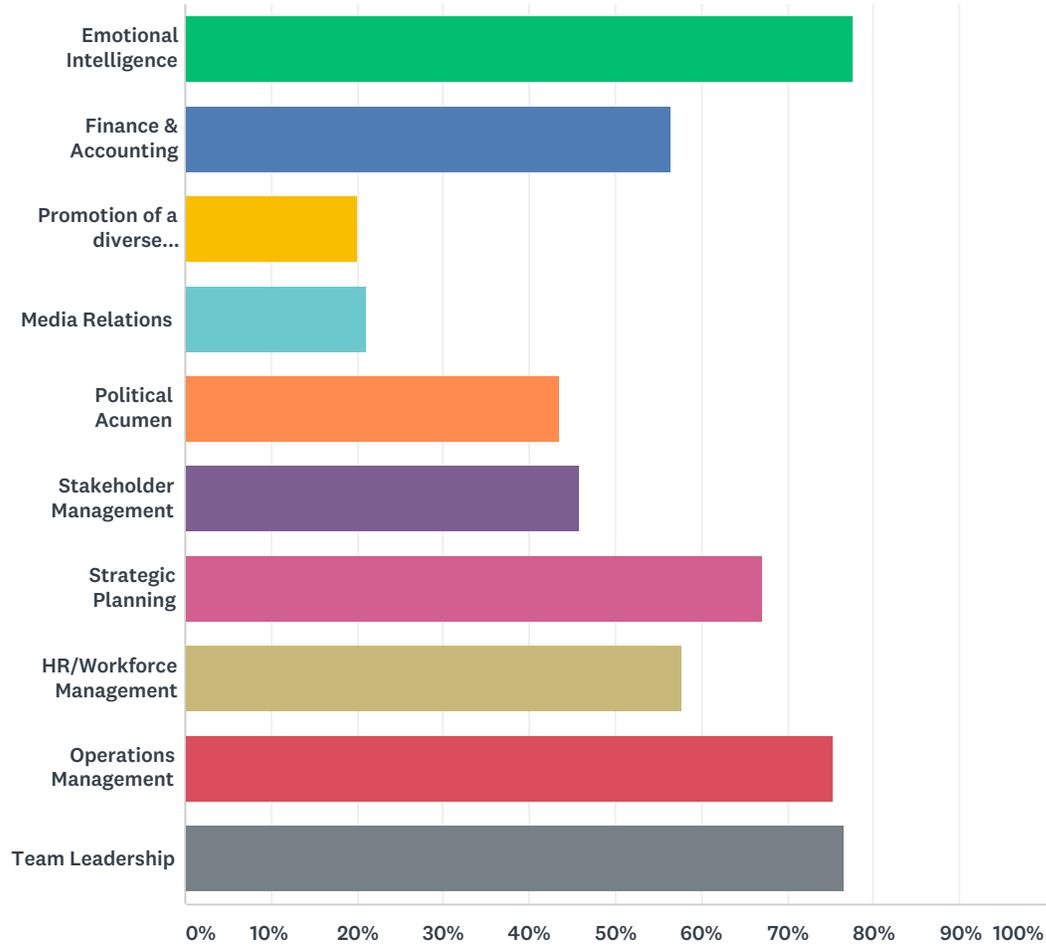
Answered: 86 Skipped: 1



ANSWER CHOICES	RESPONSES	
Emotional Intelligence	75.58%	65
Finance & Accounting	58.14%	50
Promotion of a diverse workforce	13.95%	12
Media Relations	17.44%	15
Political Acumen	61.63%	53
Stakeholder Management	43.02%	37
Strategic Planning	65.12%	56
HR/Workforce Management	55.81%	48
Operations Management	55.81%	48
Team Leadership	81.40%	70
Total Respondents: 86		

Q13 What top competencies do you feel you possess?

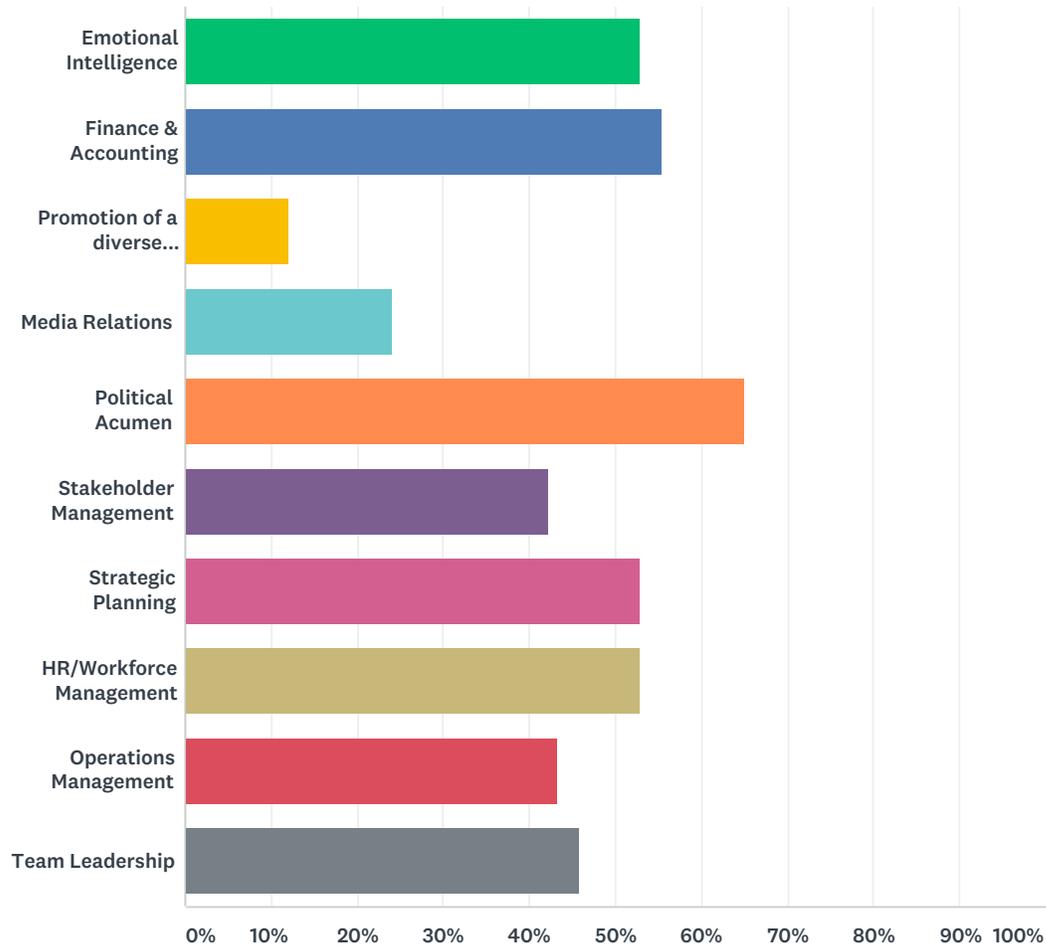
Answered: 85 Skipped: 2



ANSWER CHOICES	RESPONSES	
Emotional Intelligence	77.65%	66
Finance & Accounting	56.47%	48
Promotion of a diverse workforce	20.00%	17
Media Relations	21.18%	18
Political Acumen	43.53%	37
Stakeholder Management	45.88%	39
Strategic Planning	67.06%	57
HR/Workforce Management	57.65%	49
Operations Management	75.29%	64
Team Leadership	76.47%	65
Total Respondents: 85		

Q14 What competencies do you feel most need to be developed by the emerging leaders reporting to you before they would be capable of a CEO position?

Answered: 83 Skipped: 4

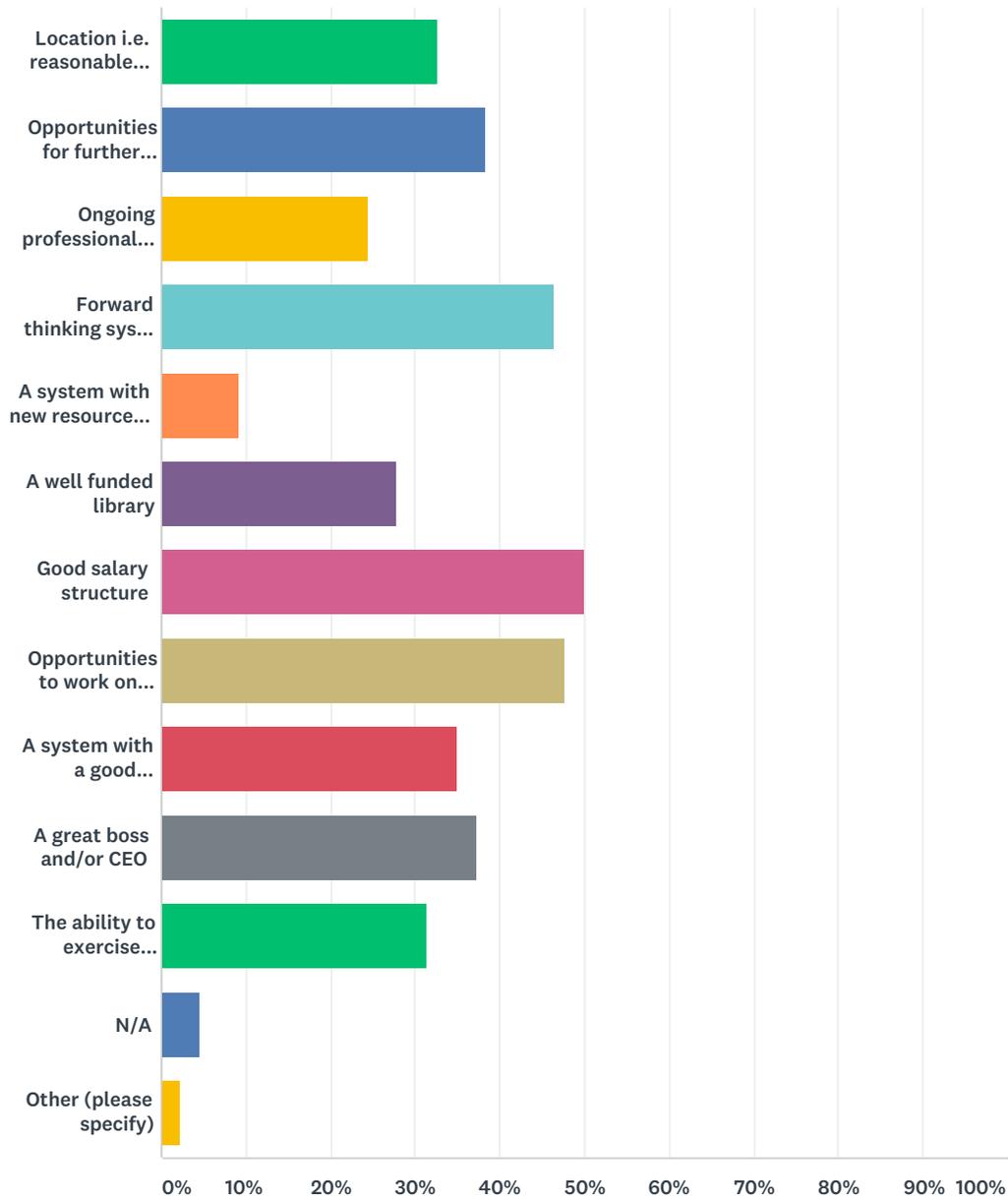


ANSWER CHOICES	RESPONSES	
Emotional Intelligence	53.01%	44
Finance & Accounting	55.42%	46
Promotion of a diverse workforce	12.05%	10
Media Relations	24.10%	20
Political Acumen	65.06%	54
Stakeholder Management	42.17%	35
Strategic Planning	53.01%	44
HR/Workforce Management	53.01%	44
Operations Management	43.37%	36
Team Leadership	45.78%	38

Total Respondents: 83

Q15 If your staff are seeking career advancement, click on the top three things you believe they are looking for in a new career or library system?

Answered: 86 Skipped: 1



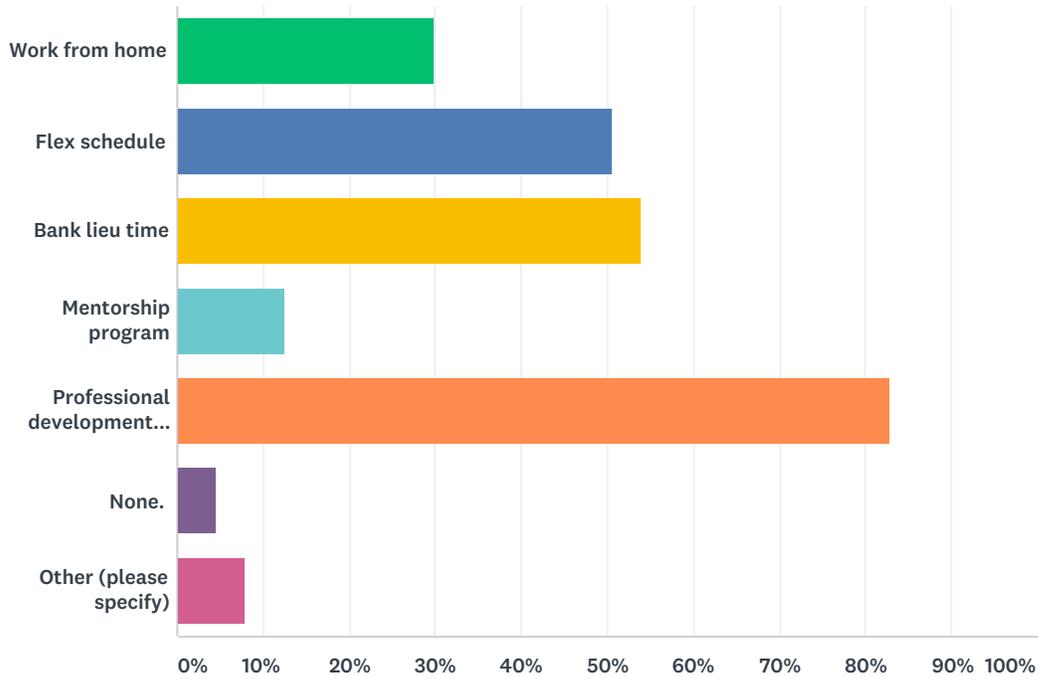
ANSWER CHOICES	RESPONSES	
Location i.e. reasonable commute	32.56%	28
Opportunities for further career advancement	38.37%	33
Ongoing professional development (i.e. conferences)	24.42%	21
Forward thinking system known for doing exciting things	46.51%	40
A system with new resources (new equipment/new buildings)	9.30%	8

Emerging Library Leaders Survey: CEO Perspective

A well funded library	27.91%	24
Good salary structure	50.00%	43
Opportunities to work on interesting and exciting projects	47.67%	41
A system with a good reputation (includes good employee/community relations)	34.88%	30
A great boss and/or CEO	37.21%	32
The ability to exercise influence.	31.40%	27
N/A	4.65%	4
Other (please specify)	2.33%	2
Total Respondents: 86		

Q16 What intangible benefits are available to you in your library system?

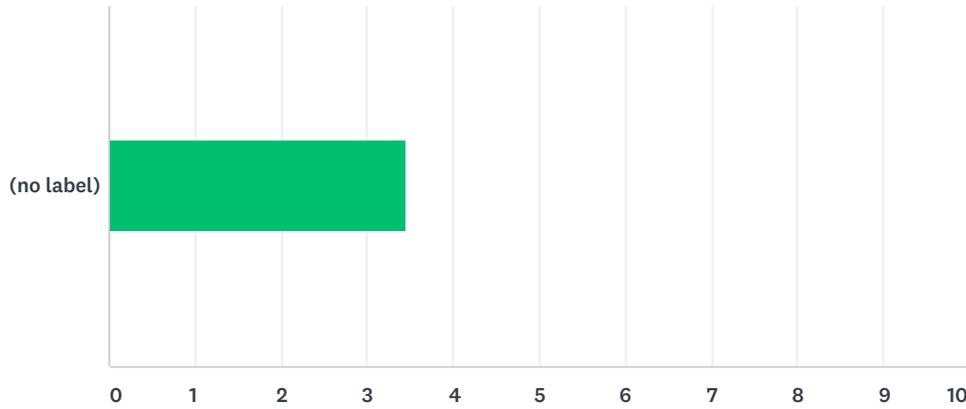
Answered: 87 Skipped: 0



ANSWER CHOICES	RESPONSES	
Work from home	29.89%	26
Flex schedule	50.57%	44
Bank lieu time	54.02%	47
Mentorship program	12.64%	11
Professional development opportunities	82.76%	72
None.	4.60%	4
Other (please specify)	8.05%	7
Total Respondents: 87		

Q17 How important are intangible benefits to you?

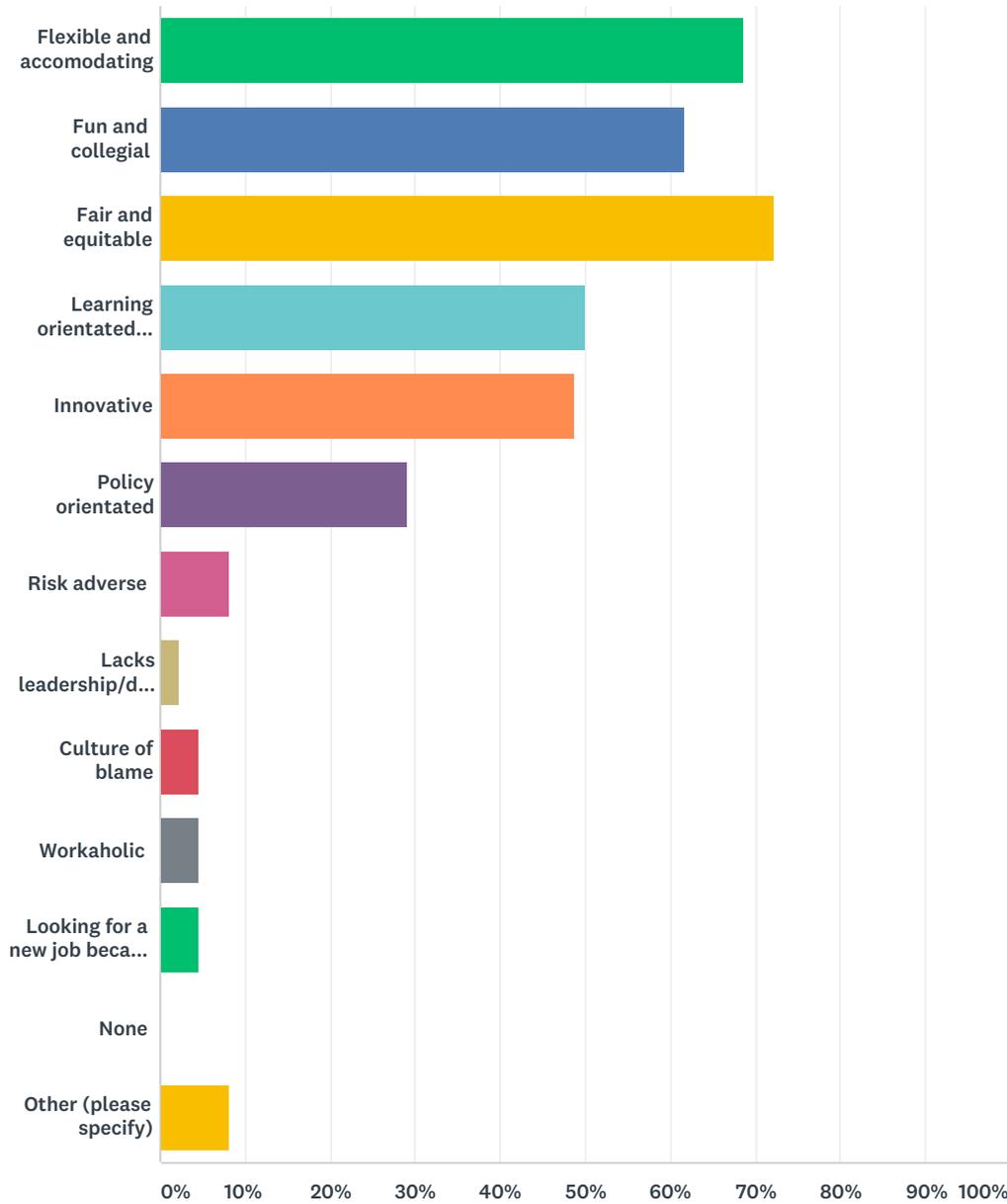
Answered: 85 Skipped: 2



	NOT IMPORTANT	SOMEWHAT IMPORTANT	IMPORTANT	VERY IMPORTANT	MUST HAVE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	23.53% 20	21.18% 18	42.35% 36	12.94% 11	85	3.45

Q18 How would you describe your work culture? Check all the apply

Answered: 86 Skipped: 1



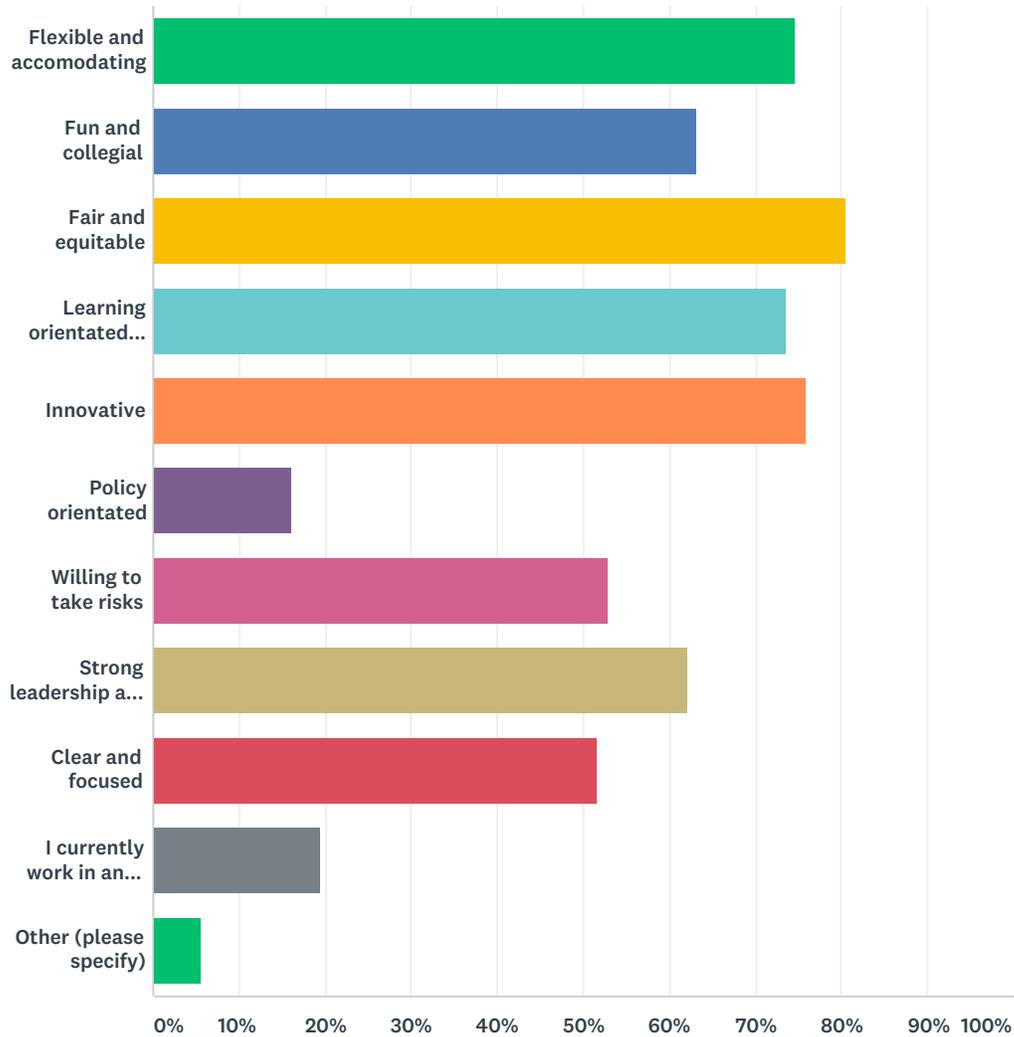
ANSWER CHOICES	RESPONSES	
Flexible and accomodating	68.60%	59
Fun and collegial	61.63%	53
Fair and equitable	72.09%	62
Learning orientated culture	50.00%	43
Innovative	48.84%	42
Policy orientated	29.07%	25

Emerging Library Leaders Survey: CEO Perspective

Risk adverse	8.14%	7
Lacks leadership/direction	2.33%	2
Culture of blame	4.65%	4
Workaholic	4.65%	4
Looking for a new job because of the culture	4.65%	4
None	0.00%	0
Other (please specify)	8.14%	7
Total Respondents: 86		

Q19 Describe your ideal work culture? Check all the apply

Answered: 87 Skipped: 0



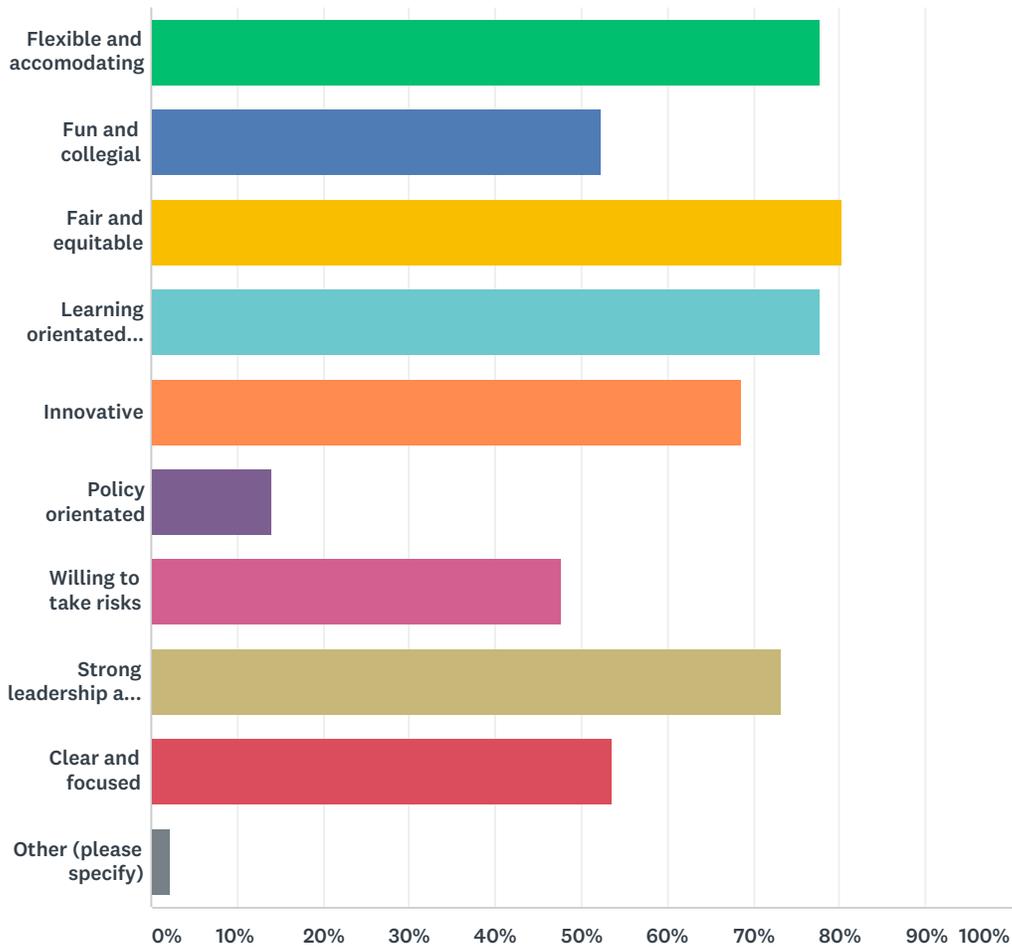
ANSWER CHOICES	RESPONSES	
Flexible and accomodating	74.71%	65
Fun and collegial	63.22%	55
Fair and equitable	80.46%	70
Learning orientated culture	73.56%	64
Innovative	75.86%	66
Policy orientated	16.09%	14
Willing to take risks	52.87%	46
Strong leadership and direction	62.07%	54
Clear and focused	51.72%	45
I currently work in an ideal work culture	19.54%	17

Emerging Library Leaders Survey: CEO Perspective

Other (please specify)	5.75%	5
Total Respondents: 87		

Q20 What do you believe is the ideal work culture for emerging leaders reporting to you? Check all the apply

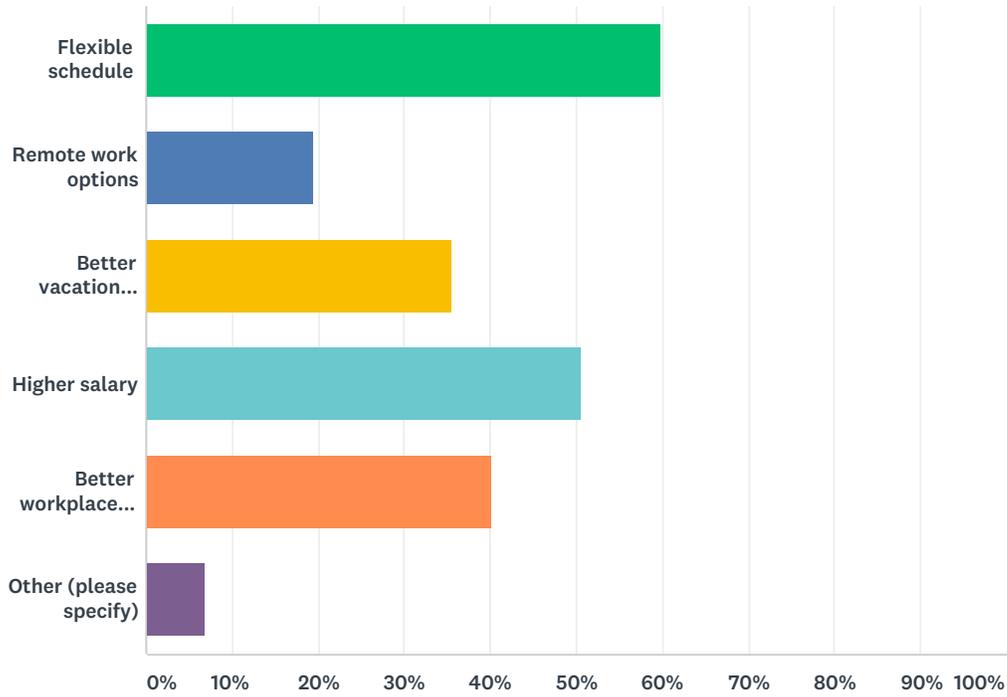
Answered: 86 Skipped: 1



ANSWER CHOICES	RESPONSES	
Flexible and accomodating	77.91%	67
Fun and collegial	52.33%	45
Fair and equitable	80.23%	69
Learning orientated culture	77.91%	67
Innovative	68.60%	59
Policy orientated	13.95%	12
Willing to take risks	47.67%	41
Strong leadership and direction	73.26%	63
Clear and focused	53.49%	46
Other (please specify)	2.33%	2
Total Respondents: 86		

Q21 What benefits are most important important/attractive to you ?

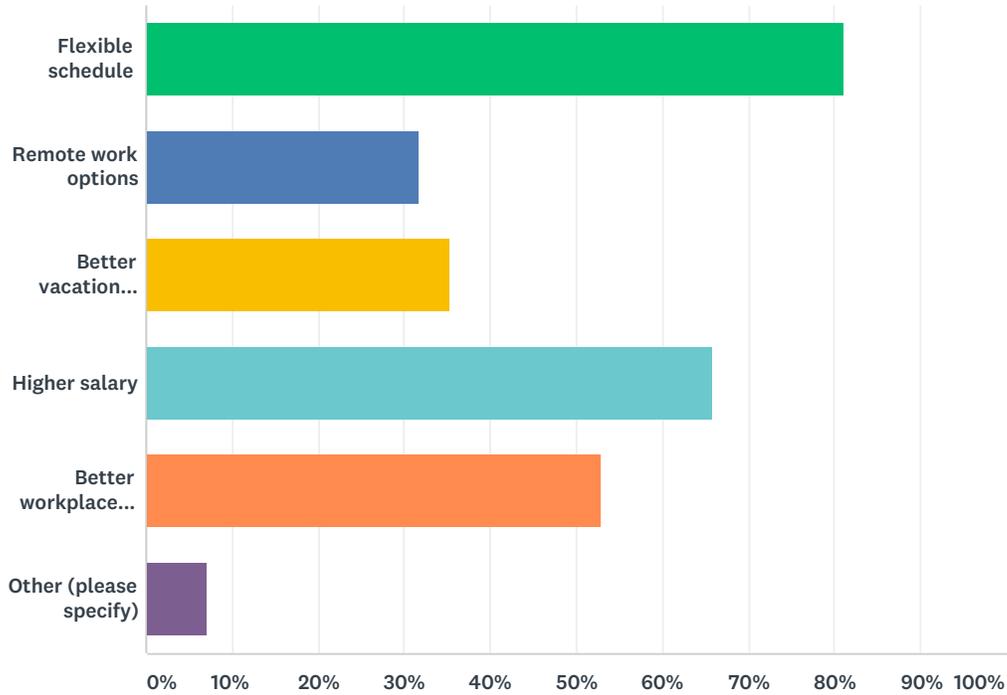
Answered: 87 Skipped: 0



ANSWER CHOICES	RESPONSES	
Flexible schedule	59.77%	52
Remote work options	19.54%	17
Better vacation allotment	35.63%	31
Higher salary	50.57%	44
Better workplace culture	40.23%	35
Other (please specify)	6.90%	6
Total Respondents: 87		

Q22 What benefits do you believe are most important for emerging leaders?

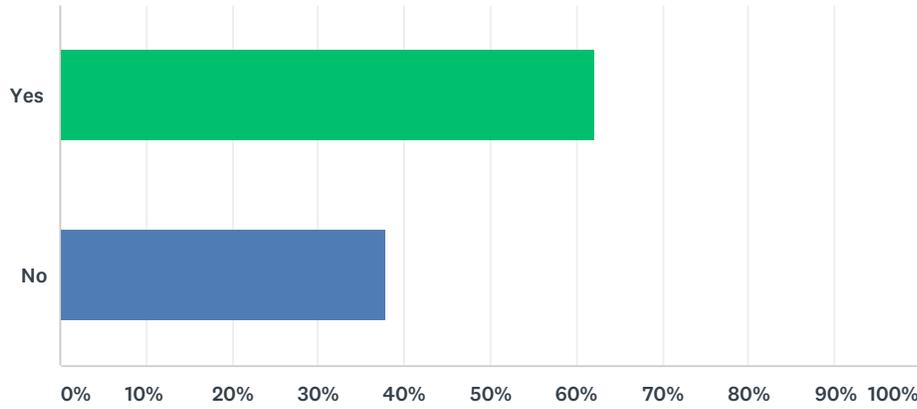
Answered: 85 Skipped: 2



ANSWER CHOICES	RESPONSES	
Flexible schedule	81.18%	69
Remote work options	31.76%	27
Better vacation allotment	35.29%	30
Higher salary	65.88%	56
Better workplace culture	52.94%	45
Other (please specify)	7.06%	6
Total Respondents: 85		

Q23 Do you believe you have an emerging leader reporting to you who wants to be a CEO?

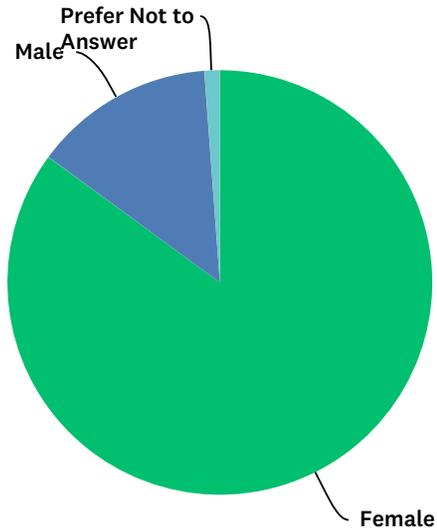
Answered: 87 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	62.07%	54
No	37.93%	33
TOTAL		87

Q24 What is your gender?

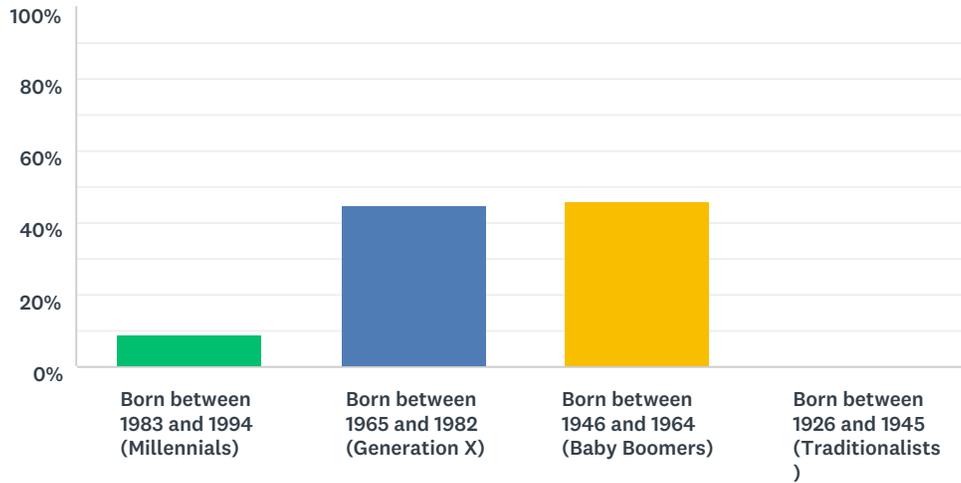
Answered: 87 Skipped: 0



ANSWER CHOICES	RESPONSES	
Female	85.06%	74
Male	13.79%	12
Other	0.00%	0
Prefer Not to Answer	1.15%	1
TOTAL		87

Q25 Please indicate which age range applies to your birth date.

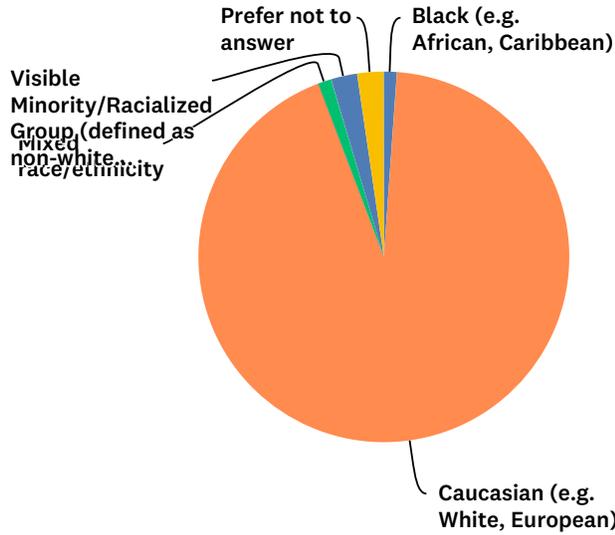
Answered: 87 Skipped: 0



ANSWER CHOICES	RESPONSES	
Born between 1983 and 1994 (Millennials)	9.20%	8
Born between 1965 and 1982 (Generation X)	44.83%	39
Born between 1946 and 1964 (Baby Boomers)	45.98%	40
Born between 1926 and 1945 (Traditionalists)	0.00%	0
TOTAL		87

Q26 Which category best describes your race/ethnicity?

Answered: 87 Skipped: 0



ANSWER CHOICES	RESPONSES	
Asian (e.g. Chinese, Japanese, Korean)	0.00%	0
Black (e.g. African, Caribbean)	1.15%	1
South Asian (e.g. Indian, Pakistani, Sri Lankan)	0.00%	0
West Asian (e.g. Iranian, Afghani)	0.00%	0
Caucasian (e.g. White, European)	93.10%	81
South East Asian (e.g. Vietnamese, Cambodian)	0.00%	0
Filipino	0.00%	0
Arab	0.00%	0
Indigenous	0.00%	0
Latin American	0.00%	0
Mixed race/ethnicity	1.15%	1
Visible Minority/Racialized Group (defined as non-white regardless of place of birth)	2.30%	2
Prefer not to answer	2.30%	2
TOTAL		87