

Human Capacity in Public Libraries Today.

Federation of Ontario Public Libraries
February 1, 2019

Andrea Cecchetto, Committee Chair (Markham PL)

Tanya Sinclair (CEO, Pickering PL)

Lori Kelly (CEO, Mississauga PL)

Monika Machacek (CEO, East Gwillimbury PL)

Stephen Abram, President, Federation of Ontario Public Libraries

Introductions

Andrea Cecchetto

Director, Service Excellence

MLIS, MCOB, MPA (2019)

Tanya

Chief Engagement Officer

Master of Arts, Certified Human Resources Executive

Lori

Chief Executive Officer

Bachelor of Arts (Hon), CHRM, Masters Certificate in Municipal Leadership

Monika

Chief Executive Officer

MLIS, EI (Schulich School of Business)

The FOPL People Capacity Working Group

- **Mandate:** Provide Ontario's Public Libraries with professional training and development in the context of FOPL's role and alliances.
- **Charter:** In alliance, to ensure that the human resources capacity of our sector is prepared for the environment of 2020 and beyond.
- **Membership:** 5 members, 3-year terms.

Importance of Understanding Library Leadership Today

- Leadership is changing in libraries
- Reasons for work is different across the generations that are currently working in libraries

Emerging Leaders Survey

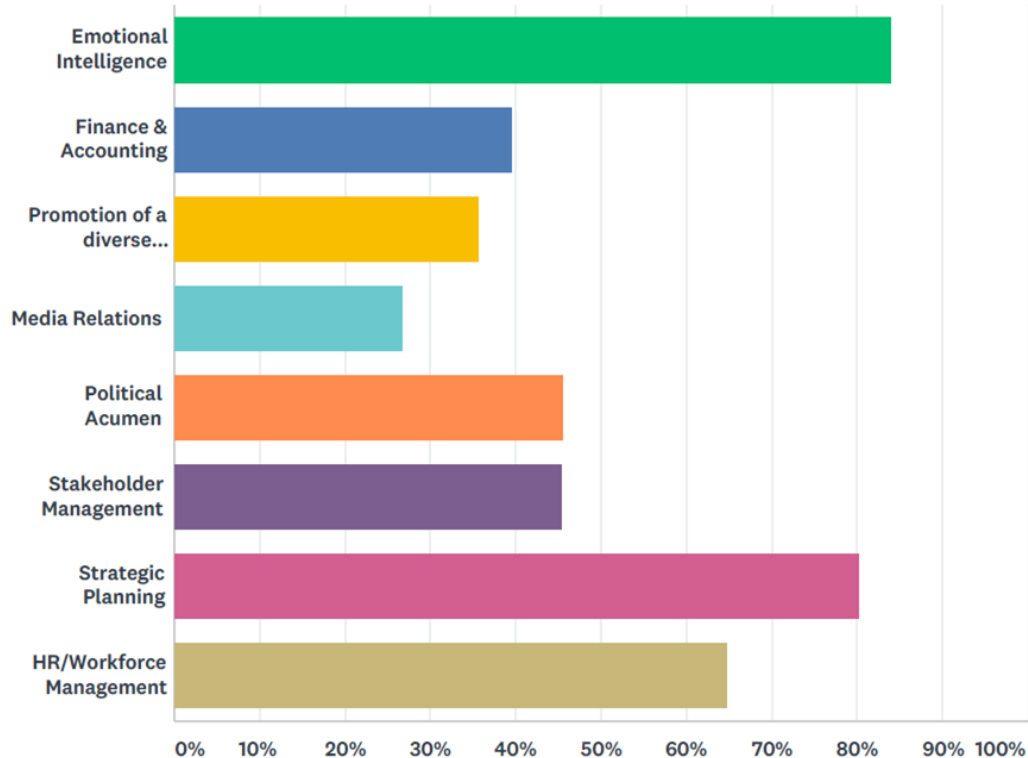
- Approximately 300 responses
- Respondents were a fairly even mix of all library positions (Librarian I to CEO)
- 63% respondents hold a degree in Master of Library & Information Science
- We had an even split of work cultures out there: Flexible, fun, innovative and policy oriented. Most respondents were looking for flexible and accommodating workplaces (82%) followed second by strong leadership and direction. We did have 42 respondents indicate they were seeking a policy-oriented workplace.
- Majority of the respondents have career goals that take them up to a Director or Deputy CEO Level, and $\frac{1}{3}$ are seeking a CEO role

We asked: Do you want to be a CEO

- 40% Yes
- 60% No

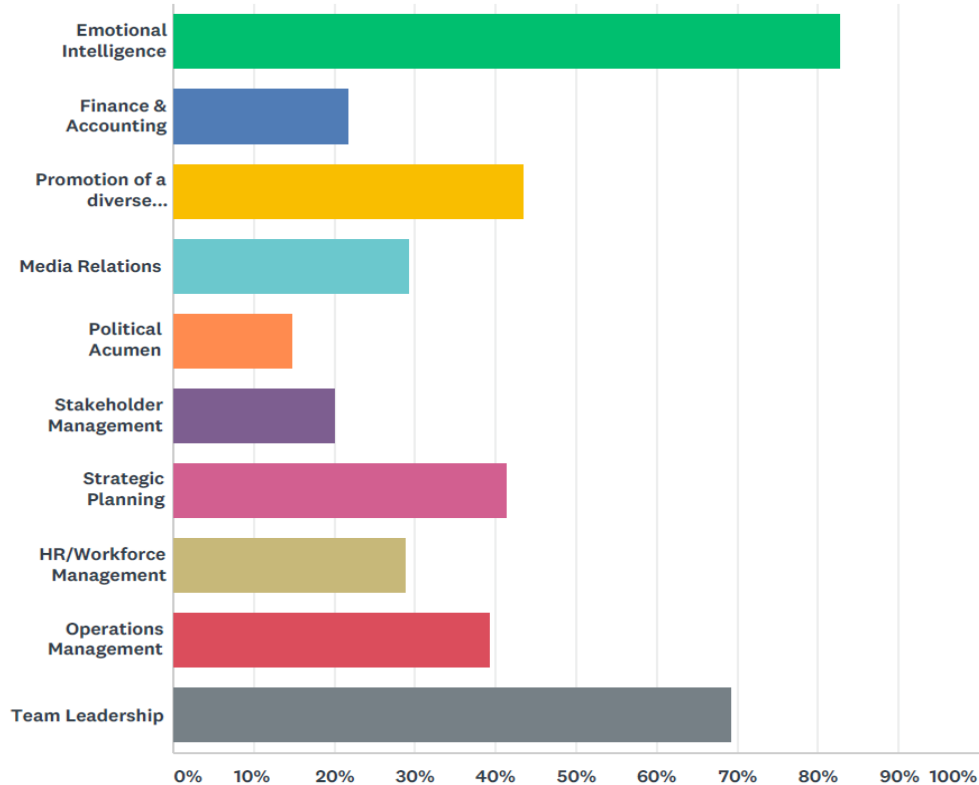
Emerging Leaders Survey - Key Finding #1

What Top Competencies Do You Feel Are Most Important in Leadership?



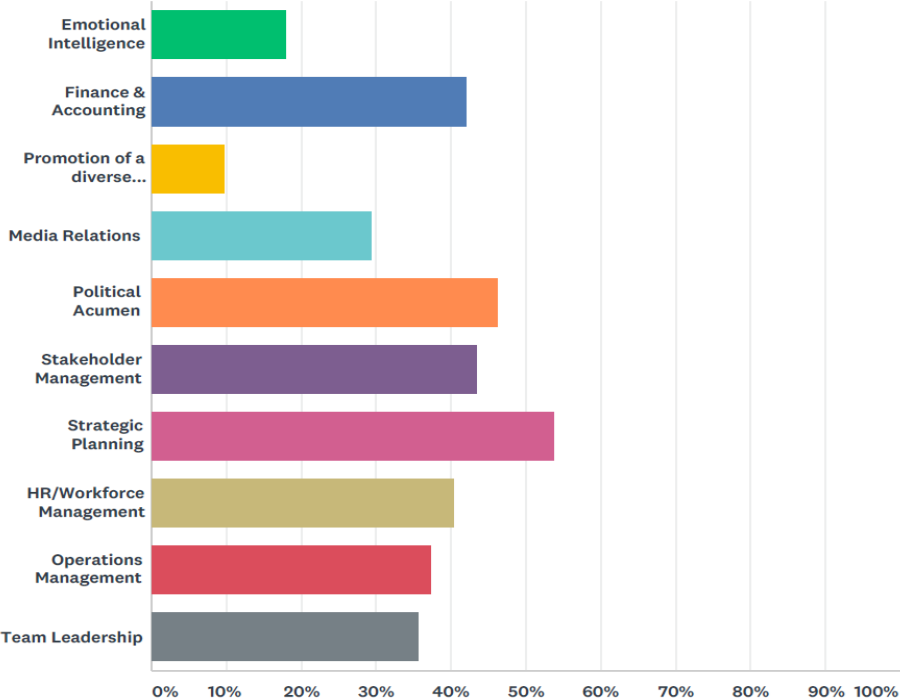
Emerging Leaders Survey - Key Finding #2

What Top Competencies Do You Posses?



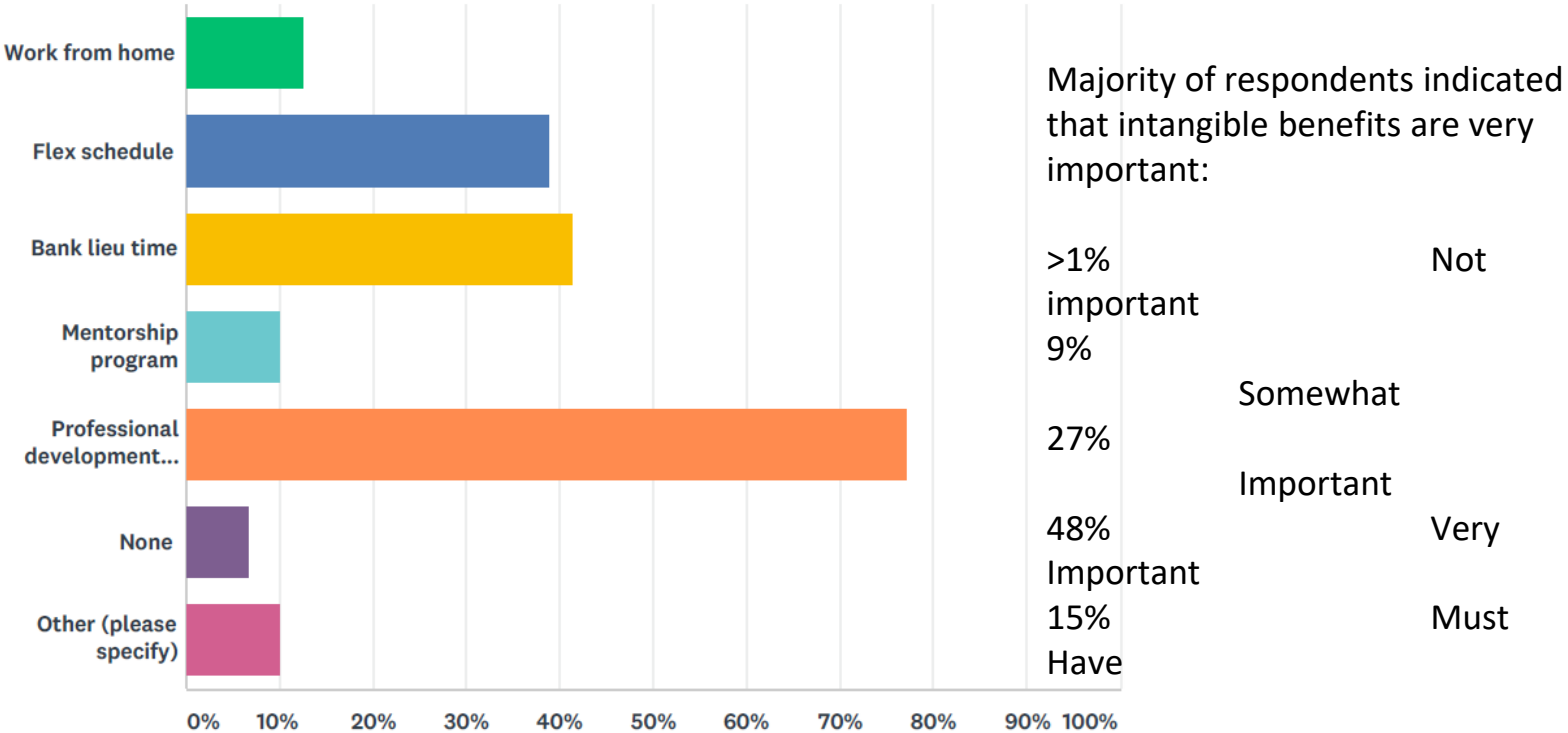
Emerging Leaders Survey - Key Finding #3

What Top Competencies Do You Need to Develop?



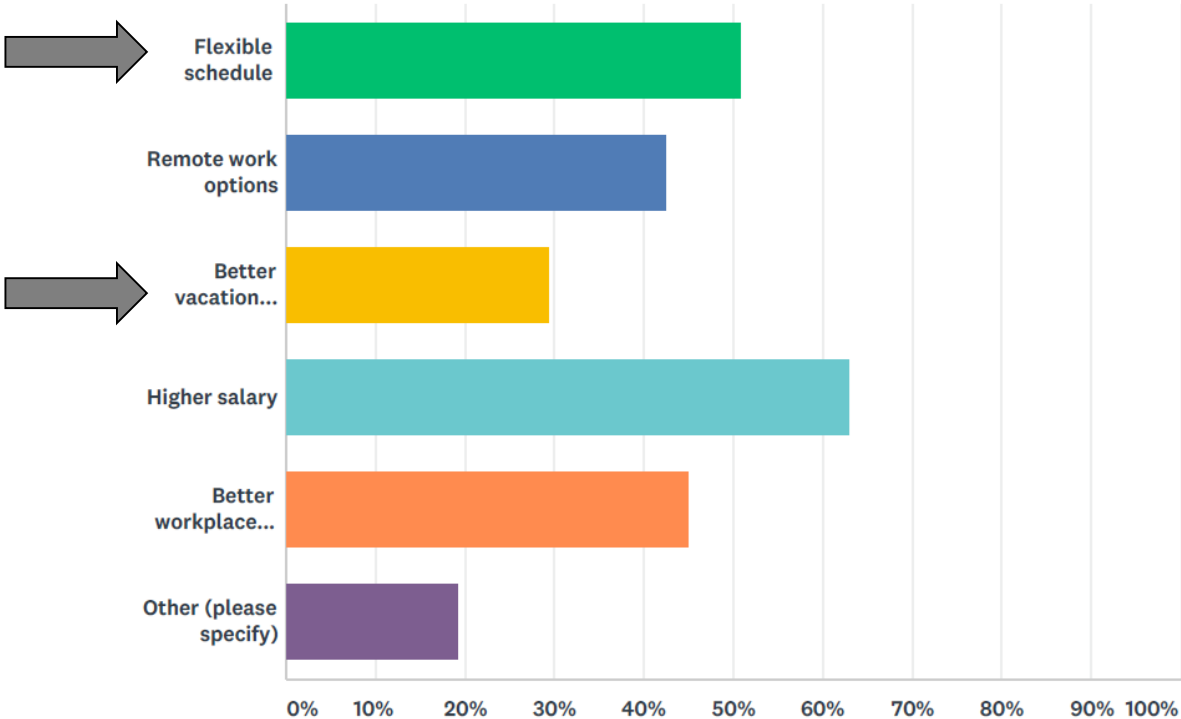
Emerging Leaders Survey - Key Finding #4

Intangible Benefits: What is currently offered in your workplace?



Emerging Leaders Survey - Key Finding #5

Intangible Benefits: What do you need to leave your current employer?



Library CEO Survey - CEO Demographics

November 2018 FOPL CEO survey:

- **87** CEO respondents across Ontario. **85%** female.
- **45%** are Baby Boomers. **45%** are Gen X. **8%** are Millennials
- **92%** Caucasian CEOs. 1 Black, 1 mixed race.
- **29%** (R = 25) serve a population of 5,000 to 15,000 residents.
- **37%** of libraries are unionized

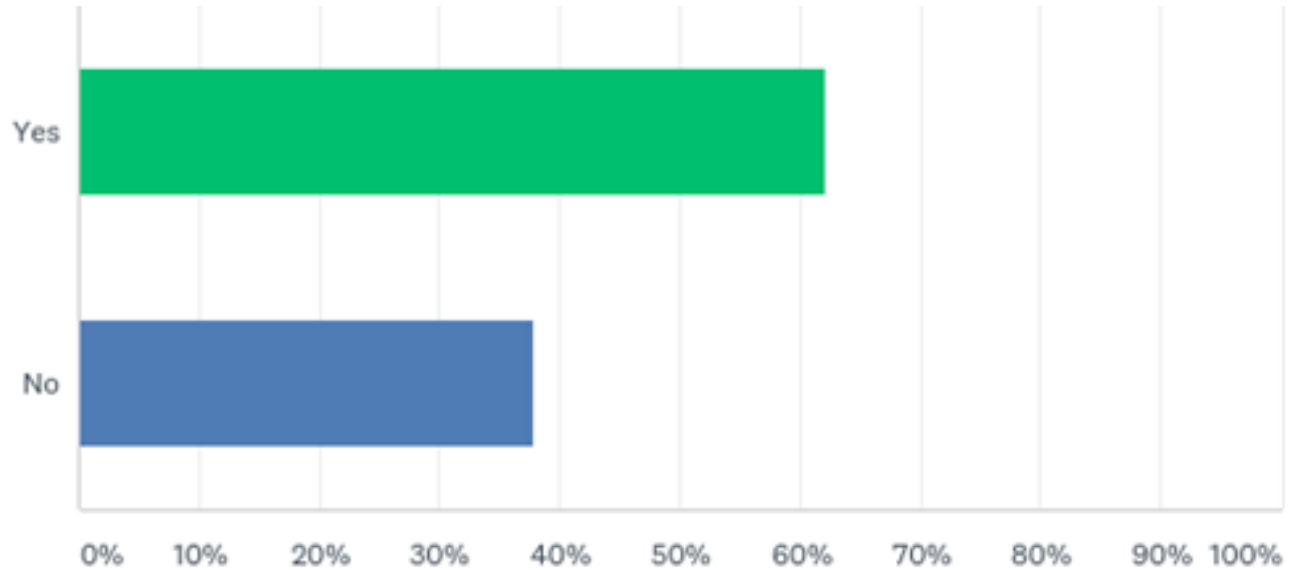
Library CEO Survey - Key Finding #1

20% are new CEOs (R = 16) **40%** of CEOs plan to exit in 0-5 years (R = 34)



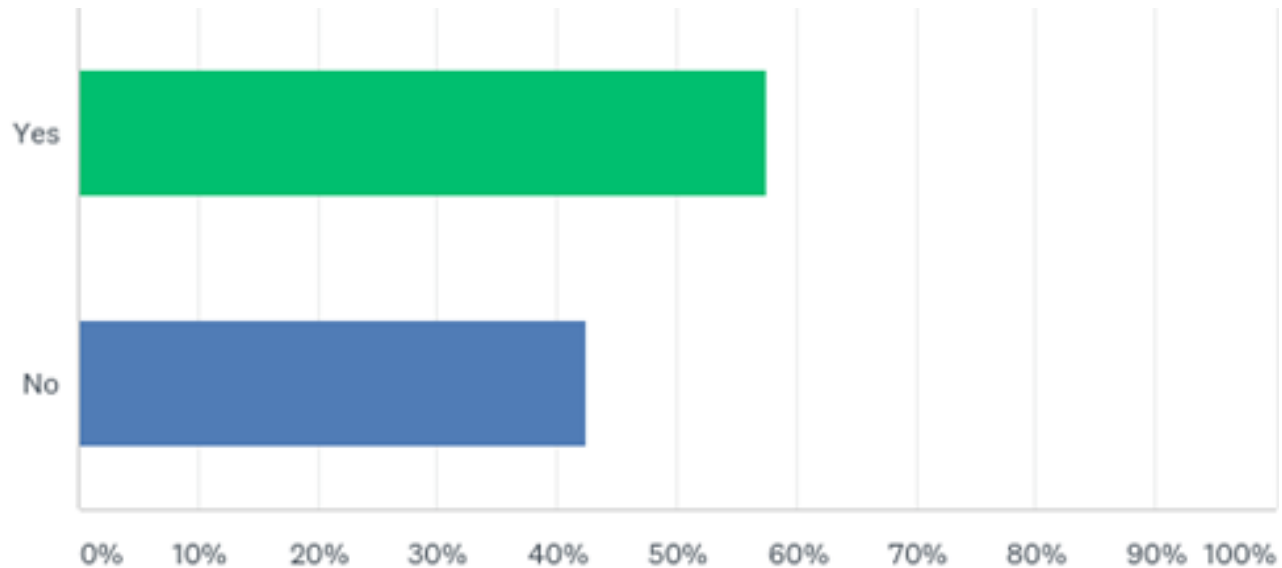
Library CEO Survey - Key Finding #2

61% of CEOs (R = 52) have an emerging leader in their library who wants to be CEO



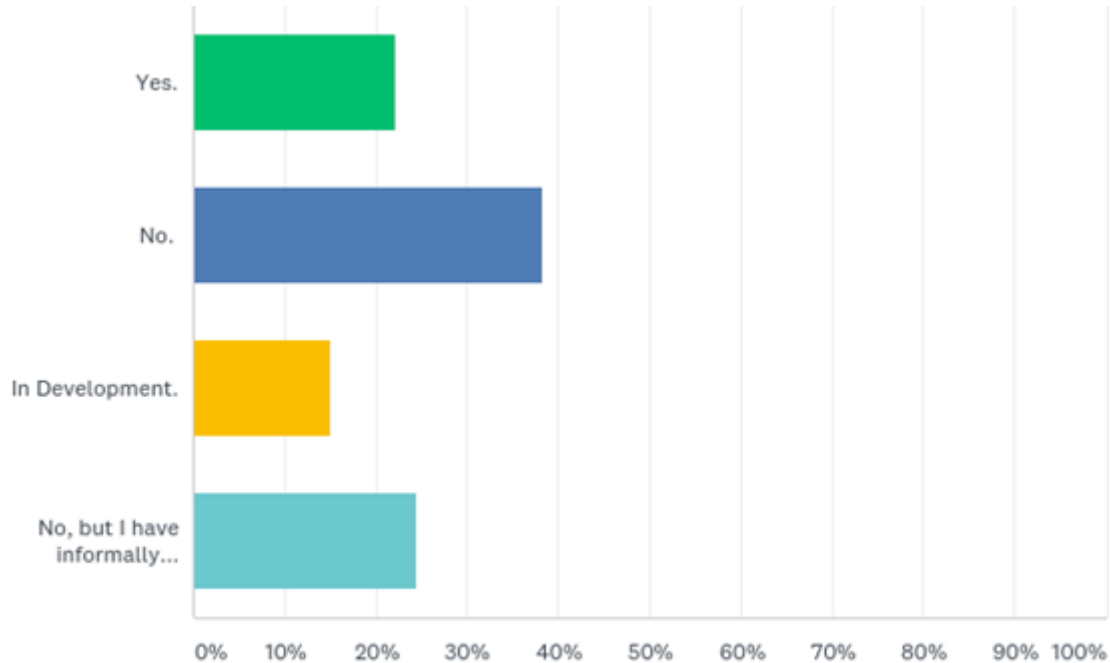
Library CEO Survey - Key Finding #3

57% of CEO positions require an MLIS



Library CEO Survey - Key Finding #4

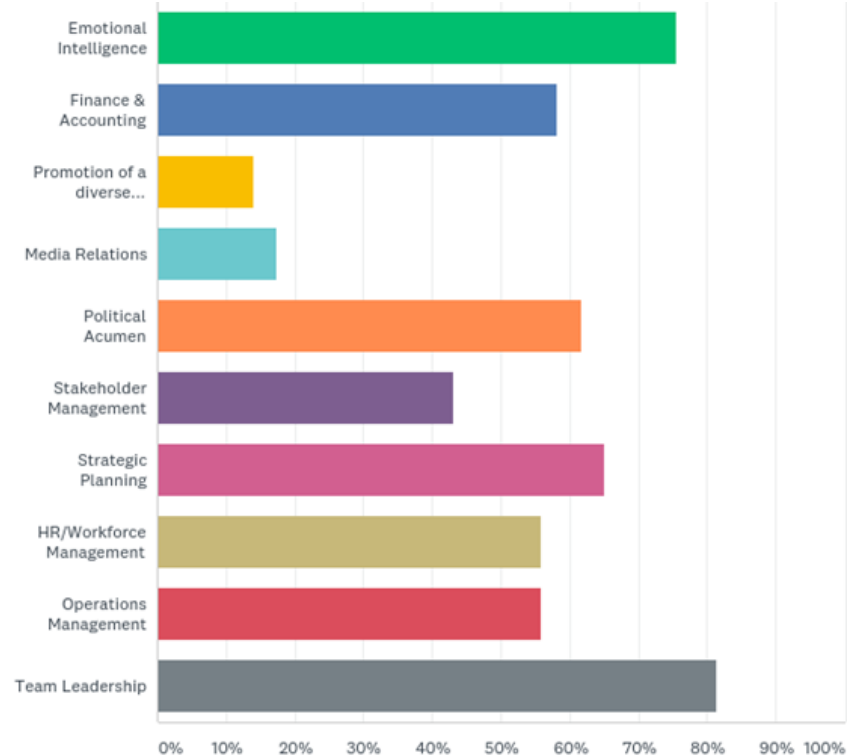
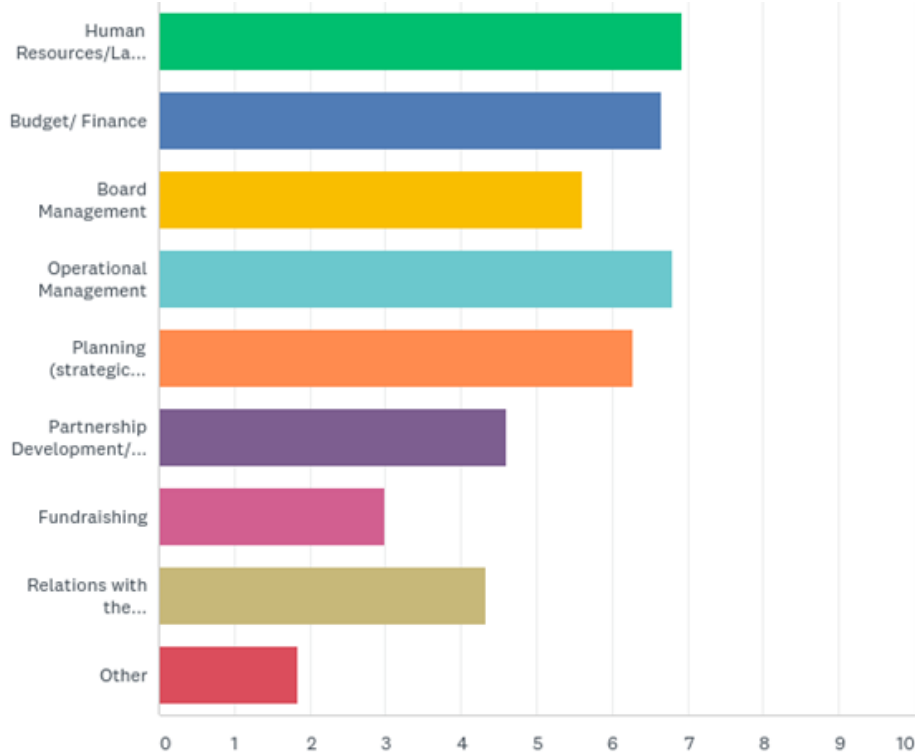
22% have a current succession plan for the CEO position



Library CEO Survey - Key Finding #5

Most CEO time is spent on: **HR, Operational Management, Finance**

Most Important CEO skills are: **Team Leadership & Emotional Intelligence**

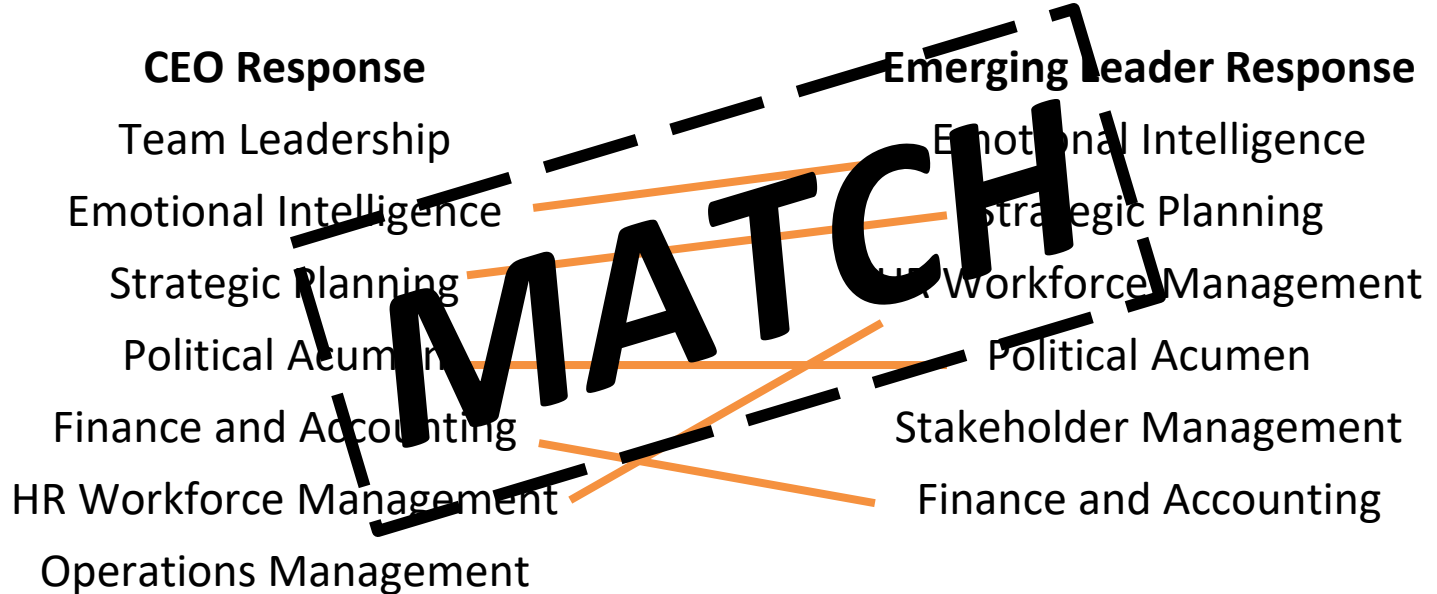


**Do We Have A Match
or
Do We Have to Mind the Gap?**

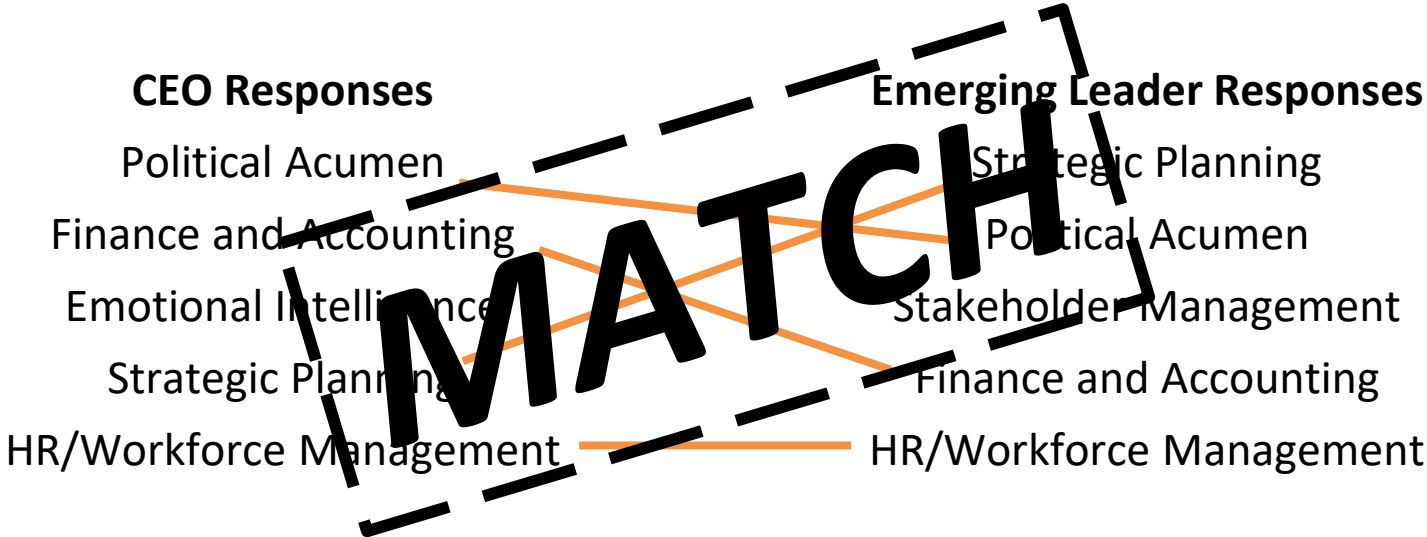
Match or Gap: Desire to be a CEO

	CEO Question: Do you believe you have an emerging leader reporting to you who wants to be a CEO?	Leader Question: Do you want to be a CEO?
Yes	62%	40%
No	38%	60%

Match or Gap: Most Important Competencies



Match or Gap: Competencies In Development



Match or Gap: Seeking For Career Advancement

CEO Response

Good salary

Opportunities to work on interesting and exciting projects

Forward thinking system

Emerging Leader Response

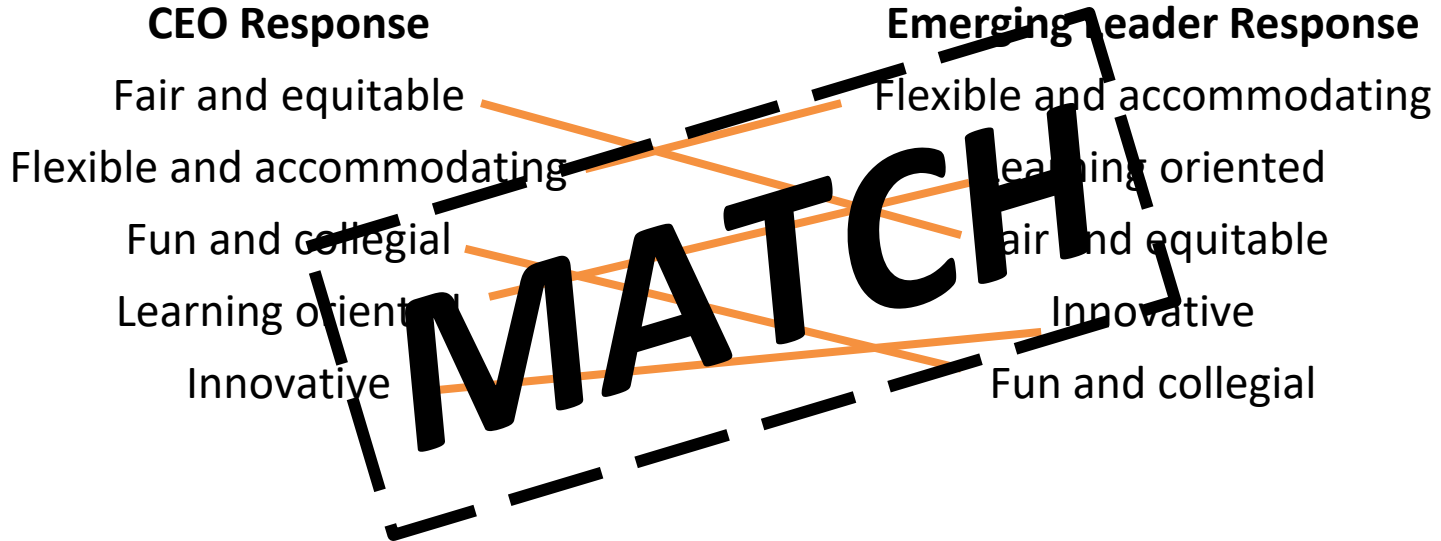
Forward thinking system

Location, i.e. reasonable commute

Opportunities to work on interesting and exciting projects

MATCH!

Match or Gap: Workplace Culture



Match or Gap: Benefits



Questions and Considerations: Preparing for the Future

- What does it mean to be a Leader?
- Closing the Gaps and/or Changing Leadership Priorities
- Learning Opportunities, Mentorship and Experience
- Work-Life
- The Geography Issue
- Small Libraries, Big Libraries
- Diversifying the profession

What Happens Next

- More Dialogue
- Knowledge Transfer
- Scalable Succession Strategies
- Potential Directions for Professional Development

FOPL Research: Career Development for Middle Managers:

<http://fopl.ca/news/ola-super-conference-fopl-session-fopl-research-career-development-for-middle-managers/>

Thank you & Your Questions