



CEO Recruitment Plan G20

Table of Contents

	Page
Overview	3
Expectations Of Interim CEO	4
Potential Internal Candidates for Interim CEO	5
Work & Communication Plan	6
Contact List	7-8
Draft Media Press Release	9
Sample Request for Proposal	10
Executive Search Recruitment Firms	11
Interim CEO Contract	12-15

Overview

The selection of the College's President and CEO (hereafter referred to as the CEO) is the single most important responsibility of the College Board. To effectively carry out this responsibility a plan for emergency CEO recruitment planning and long term recruitment planning need to be in place. These plans need to be regularly reviewed and updated to ensure they reflect the climate of the day and to ensure the Board's understanding of and commitment to the plan. This will enable effective enactment of the plan when the time comes to implement the plan.

Wherein the CEO leaves the position in an untimely manner an interim CEO must be appointed within a very short timeframe. Therefore, the Board should position itself so that potential candidates are identified ahead of time.

Ideally the Board should define the expectations of the interim CEO. These will not necessarily be the same as the requirements for the CEO position although there will be overlap. The goal of this process is to identify 4-5 top critical competencies needed for someone to be successful as an interim CEO. Specificity is critical as these requirements form the basis for selection of the interim CEO. The constellation of internal potential candidates and the rationale for the crisis will influence the ultimate decision as to who is selected as the interim CEO.

The emergency recruitment plan is not carved in stone. The Board should annually review this emergency plan to ensure the plan is sufficiently adequate.

The information in this booklet provides suggested activities in the event of an immediate vacancy of the CEO position.

Expectations of the Southeast College Interim CEO

1. The key stakeholders whose interests need to be considered in emergency CEO recruitment planning are:
 - Learners
 - Staff
 - Board
 - Ministry

2. Attributes that stakeholders believe the interim leader for the College should have are:
 - Accessible, fair, prioritizes big picture, reliable, integrity, trusted, calm in crisis.
 - A comprehensive knowledge of Southeast College or at minimum a comprehensive knowledge and related experience in the College system.
 - Previous experience in the post-secondary non-university sector, as a CEO, likely a retired CEO or senior director.

The most important attributes for someone to step in as interim CEO are:

- Knowledge and experience at a senior level in a post-secondary sector (non-university)
- A good leadership track record
- Good communicator
- Exemplifies shared leadership

Potential Internal Candidates for Interim CEO Position

The preference is to have an internal candidate as this candidate understands the inner workings of the College hence is able to more quickly step into the role of the CEO. However, an internal candidate must meet the Board's expectations. In other words, the Board should not feel obligated to appoint an internal candidate. In the event an internal candidate is appointed, his or her position should be filled in whole or in part.

I XXXXXXX is a potential internal candidate based on his/her comprehensive knowledge of and extensive experience with the College.

An external candidate could also be considered to fulfill the role of interim CEO. A retired CEO from the regional college system could be considered as an external candidate.

Work & Communication Plan

An emergency recruitment plan requires the Board to make critical decisive decisions within the first 24 hours and successive days until the CEO position is filled on a permanent basis. Within the first 24 hours the Board must initiate the Work and Communication Plan.

The critical actions are:

1. Board Chairperson will communicate the CEO's departure too: Board members, Management Committee, all employees, media, Deputy Minister and the CEO Council Chairperson.
2. The Board Chairperson will call a special Board meeting to:
 - name an interim CEO, if applicable; and
 - transfer powers as required legally to the new interim CEO
 - Change signing authority at Weyburn Credit Union and CIBC
 - Draw up contract for interim CEO/determine remuneration – sample contract on page 12.
3. Reassure employees.

During this timeframe the Board must:

1. Decide if the lawyer needs to be contacted or if a special audit needs to be performed in preparation for the new CEO.
2. Decide on the process of filling the CEO vacancy (per the long-term plan).

Within the first week the following actions must occur:

1. Special audit completed and lawyer contacted – if required.
2. Board Chairperson meet with Management Committee.
3. Begin CEO selection process.
4. Employee communication continues.
5. Communicate CEO departure to Committees of which CEO is a member.

Within the first month the following actions must occur:

1. CEO selection gets underway with a Board selection (recruitment) committee or the whole Board.
2. Request for Proposals (RFP) executed for recruiting firm (if applicable). A draft RFP and list of potential recruitment firms are found on pages 10-11.
3. Management team monitors College performance of Business Plan and budget.
4. Communication continues.

Contacts

Board of Governors

Board Member	Phone Number	Email Address
Janice Giroux – Board Chair		jgiroux@southeastcollege.org
Sonja Dahlman		sdahlman@southeastcollege.org
Ray Boutin		rboutin@southeastcollege.org
Bernie Bjorndalen		bbjorndalen@southeastcollege.org
Jodie Hetherington		JHetherington@southeastcollege.org
William Kaysaywaysemat		w.kaysaywaysemat@southeastcollege.org

Executive Management Committee

The Executive Coordinator will email “All” Southeast College staff.

Media – Send press release to all media. Draft press release found on page 9.

Media	Contact/Phone Number	Email
Weyburn Review/this Week	306-842-7487	production@weyburnreview.com
Estevan Mercury/Lifestyles	306-634-2654	editor@estevanmercury.ca
Pipeline News	306-634-2654	zincb@sasktel.net
Moosomin World Spectator	306-435-2445	world_spectator@sasktel.net
Whitewood Herald	306-735-2230	herald@whitewoodherald.com
Assiniboia Times	306-642-5901	production@assiniboiatimes.ca
Goldenwest Radio – Weyburn		am1190news@goldenwestradio.com
Goldenwest Radio - Estevan		CJ1150news@goldenwestradio.com

CEO Recruitment Plan

Ministry

Title	Contact/Phone Number	Email
Deputy Minister	Mark McLoughlin (P) 306-787-7071	mark.mcloughlin@gov.sk.ca

Regional Colleges CEO Council Chairperson - The Board Chairperson will ask the CEO Chairperson to relay the message on to all Saskatchewan Regional College CEO's.

Title	Contact/Phone Number	Email
CEO Council Chairperson	David Keast, Great Plains College (P) 306-778-5463	davidk@greatplainscollege.ca

Legal Counsel

Lawyers	Contact/Phone Number	Email
MacPherson Leslie & Tyerman	Brian J. Kenny (P) 347-8421 (Direct Line) (P) 347-8000 (F) 352-5250	BKenny@mlt.com

Auditor

Auditor	Contact/Phone Number	Email
Cogent (Rob Stephanson)	306-842-8123	rstephanson@cogent-cga.com

CEO Committees

Committee	Contact Person	Phone/Email
CEO Council	David Keast Chairperson	306-778-5463 davidk@greatplainscollege.ca



DRAFT Press Release

For Immediate Release – (DATE)

Southeast College Board of Directors announces the departure of the President & CEO (name here) effective (date).

(Highlight positive attributes of CEO if the departure is positive)
(If the departure is negative, leave this paragraph out.)

(CEO name) has taken a position in _____.

The Board has appointed _____ to be the interim President & CEO effective (date).

The search for a new President & CEO has begun. A new CEO is anticipated to be in place by (date).

For more information please contact:

(Name)
Board Chairperson
Southeast College
Phone:
Email:

Or

(Name)
Executive Coordinator
Southeast College
Phone:
Email:

WITNESS

Sample Request For Proposal

Southeast College is seeking a recruitment firm to advertise the President & CEO position. The recruitment firm would be responsible for advertising, conducting the preliminary screening, short listing of applicants, and facilitating final interviews with the College. At this time, the College is seeking a proposal from your firm outlining your fee schedule and an overview of the service you could provide the College. Please indicate post-secondary clients you have been engaged with in the past.

College Background:

Southeast College offers a wide range of post-secondary academic and non-academic programs designed to meet the needs of individuals, employers, and communities within northeast Saskatchewan. Southeast College has five campuses located in Weyburn, Estevan, Moosomin, Assiniboia and Whitewood.

Southeast College has provided quality education to adult students in North Eastern Saskatchewan for over 35 years and is proud to be a part of the provincial regional colleges' network.

Position: President & CEO

General Job Description: Reporting to the Board, the President and Chief Executive Officer (hereafter referred to as CEO) implements Board policy and manages the affairs of the College in a manner consistent with the mandate of the College and consistent with the strategic plan, directives, and policies established by the Board. The CEO provides leadership, motivation, and direction to College staff as they provide programs and services to students. The CEO creates a climate conducive to teaching, learning, cooperating, and working with partner agencies.

Qualifications:

The CEO will possess:

- a master's degree due to the diverse and analytical nature of the position;
- a minimum of five years' experience in post-secondary education or in a similar complex organization at an upper management level position to ensure applied knowledge in adult education and leadership theories;
- an extensive working knowledge of collaborative ventures and experience in labour relations;
- the capability to function in an environment subject to uncertainty, pressures beyond the control of the CEO, and other pressures such as deadlines and potential conflict; and excellent communication and interpersonal skills.

Salary Range:

For detailed information on the College's programs and services please view the website at:

www.southeastcollege.org

Potential Executive Search Recruitment Firms

Firm	Address	Contact
Odgers Berndtson	Suite 1600 #250 – 6th Avenue S.W., Calgary Alberta T2P 3H7	(P) (403) 410-6700 (W) calgary@odgersberndtson.ca
The Caldwell Partners International	# 520 Fifth Avenue, S.W., Suite 2000 Calgary AB	(P) (403) 265-8780 (P) (403) 263-6508 (W) www.caldwell.ca
Promeus Inc.	Promeus Inc. WaterPark Place 20 Bay Street, Suite 1100 Toronto ON M5J 2N8	(P) (416) 216-4633 (W) www.promeus.ca
Davies Park	#1810, 300 - 5th Avenue SW Calgary, AB T2P 3C4	(P) (403) 263-0600 (E) consult@daviespark.ca (W) www.daviespark.com
Geldart Group	#2433A Marine Drive West Vancouver, BC V7V 1L3	Maureen Geldart, Principal (P) (604) 926-0005 (E) maureen@thegeldartgroup.com (W) www.thegeldartgroup.com

Interim CEO Contract

THIS EMPLOYMENT AGREEMENT is made the ____ day of _____, 20____.

BETWEEN:

SOUTHEAST COLLEGE
with head office at Weyburn
in the Province of Saskatchewan

hereinafter called the "EMPLOYER"

AND:

hereinafter called the "C.E.O."

WHEREAS:

1. The Employer is engaged in the field of education and training within the Province of Saskatchewan;
2. The Employer and the C.E.O. have agreed to enter into an employment relationship for their mutual benefit;
3. AND WHEREAS the Employer has appointed the C.E.O. as its Interim President & Chief Executive Officer on or about the __ day of _____ 2__ and the parties wish to assume employment upon the terms and conditions hereinafter set forth;

THIS AGREEMENT witnesses that the parties have agreed that the terms and conditions of the relationship shall be as follows:

1. APPOINTMENT

- 1.1 The Employer appoints the C.E.O. to undertake the duties and exercise the powers as Chief Executive Officer of the Southeast College and the C.E.O. accepts the office on the terms and conditions set forth in this agreement.

2. TERM

- 2.1 The appointment shall commence with effect from the ____ day of _____, 20__ for a period of six months with the provision of a negotiated extension option. During this time period the Board will engage in the recruitment of a CEO to fulfill an ongoing position.

3. COMPENSATION

- 3.1 The fixed remuneration of the C.E.O. for her service shall be at the rate stipulated from time to time in the provincial out-of-scope grid and subject to adjustments in accordance with the College's Out-of-Scope Personnel policy.

4. BENEFITS

- 4.1 **AUTOMOBILE:** The C.E.O. shall be provided with a Central Vehicle Agency automobile by the Employer. If the C.E.O. provides his/her own vehicle for travel as approved by the Board of Directors, he/she will be entitled to receive mileage at the same rate established from time to time for employees of the Government of Saskatchewan.
- 4.2 **EXPENSES:** It is understood and agreed that the C.E.O. will incur reasonable expenses in connection with his/her duties under this agreement. The Employer will reimburse the C.E.O. for any expenses provided that the C.E.O. provides in a timely manner to the Employer an itemized written account and receipts acceptable to the Employer.
- 4.3 **BENEFITS:** The C.E.O. will be entitled to Pension benefits and his/her salary will be subject to deduction for the joint contribution in place from time to time for out-of-scope employees as provided in the Municipal Employee's Pension Plan.
- 4.4 **BANKED DAYS OFF:** The C.E.O. is entitled to bank one day off per month in recognition and in lieu of overtime actually spent and the C.E.O. shall be allowed to carry forward saved days off into the next calendar year but not further. No payout will be provided for unused days.
- 4.5 **PROFESSIONAL DEVELOPMENT:** The College will contribute up to 2.5% of gross salary for the purpose of professional development.
- 4.6 **VACATION:** The C.E.O. shall be entitled to 15 vacation days for the 6-month contract. The C.E.O. shall be paid for these days at the end of the contract.

5. AUTHORITY

- 5.1 The C.E.O. shall have, subject always to the general or specific instructions and directions of the Board of Directors of the Employer, full power and authority to manage and direct the day-to-day affairs and business of the Employer including the authority to enter contracts, engagements and commitments in the name of and on behalf of the Employer, and to engage, appoint or terminate employees as requested in the College operation from time to time.

6. OBLIGATIONS AND SERVICE

- 6.1 The C.E.O. is subject to the lawful instructions, directions and control of the Employer.
- 6.2 The C.E.O. agrees to advise and assist the Employer with respect to any and all matters affecting the general administration of the Employer in order to preserve, maintain and continue the ability of the Employer to provide a high quality of service and educational programming through the optimum utilization of its personnel, finances and resources.
- 6.3 The C.E.O. agrees that at all times during the term of this Agreement he/she shall adhere to all rules and regulations respecting conduct, which may be established by the Employer.
- 6.4 The C.E.O. shall well and faithfully serve the Employer and use his/her best efforts to promote the interest of the Southeast College.

7. TERMINATION OF EMPLOYMENT

- 7.1 The parties understand and agree that employment pursuant to this agreement may be terminated in the following manner in the specified circumstances:
 - A. by the C.E.O., at any time, for any reason, on the giving of one months' written notice to the Employer. The Employer may waive notice, in whole or in part and if it does so, the C.E.O.'s entitlement to remuneration and benefits pursuant to this agreement will cease on the date it waives such notice.
 - B. by the Employer, in its absolute discretion, without any notice of pay in lieu thereof, for cause. For the purposes of this agreement, cause includes the following:
 - (i) any material breach of the provisions of this agreement.
 - (ii) any conduct of the C.E.O. which, as judged in the sole discretion of the Employer, tends to bring himself/herself or the Employer disrepute.
 - (iii) conviction of the C.E.O. of a criminal offence punishable by indictment.
 - (iv) any and all omissions, commissions or other conduct which would constitute cause at law, in addition to the specified causes.
- Failure by the employer to rely on the provision of this paragraph in any given instance or instances, shall not constitute a precedent or be deemed a waiver.
- C. by the Employer in its absolute discretion and for any reason on giving the C.E.O. one-month advance notice in writing or on paying the C.E.O. the equivalent termination pay in lieu of notice. The payments contemplated in this paragraph include all entitlement to either notice of pay in lieu of notice or severance pay under the *Labour Standards Act* of the Province of Saskatchewan.

7.2 The parties understand and agree that the giving of notice or the payment of pay in lieu of notice by the Employer to the C.E.O. on termination of the C.E.O.'s employment shall not prevent the Employer from alleging cause for the termination.

8. EMPLOYER'S PROPERTY

8.1 The C.E.O. acknowledges that all items of any and every nature or kind created or used by the C.E.O. pursuant to the C.E.O.'s employment under this agreement, or furnished by the Employer to the C.E.O., and all equipment, automobiles, credit cards, books, records, reports, files, diskettes, manuals, literature, confidential information or other materials shall remain and be considered by the exclusive property of the Employer at all times and shall be surrendered to the Employer, in good condition, promptly at the request of the Employer, or in the absence of a request, on the termination of the C.E.O.'s employment with the Employer.

9. ASSIGNMENT OF RIGHTS

9.1 The rights which accrue to the Employer under this agreement shall pass to its successors or assigns. The rights of the C.E.O. under this agreement are not assignable or transferable in any manner.

10. RELOCATION

10.1 The Employer will pay the CEO the cost of relocation to Southeast College region if required. The same provision will be made upon termination of this interim contract. In the event of termination without cause, the Employer will provide the C.E.O. with relocation to a location of similar distance from whence the CEO came. The entitlement to relocation costs is subject to the C.E.O. providing a minimum of two moving quotes which shall be delivered, in writing, and approved by the Board of Directors before engagement of the service.

11. CONFIDENTIALITY

11.1 All information received by the C.E.O. during the course of employment relating to the financial or other affairs of the Employer or employees or agents of the Employer to whom the C.E.O. may provide services pursuant to this Agreement shall be kept confidential.

12. MISCELLANEOUS

12.1 Subject to clause 3.0, this Agreement constitutes the entire Agreement between the parties and supersedes any previous agreements between the parties. There are no conditions to this Agreement and there have been no representations or warranties made by the parties except as contained in this Agreement.

12.2 This Agreement may be amended upon the written Agreement of the parties.

IN WITNESS WHEREOF SOUTHEAST COLLEGE has hereunto set the hand of their officers duly authorized in that behalf this ____ day of _____, 20__.

SOUTHEAST COLLEGE

Per: _____

Per: _____

IN WITNESS WHEREOF _____ has executed this Agreement this ____ day of _____, 20__.

SIGNED, SEALED AND DELIVERED by _____)
_____ in the presence of _____)
_____)
_____)
_____)
_____)