

# The Art Gallery of Saskatchewan Inc. Policy Number [INSERT#]

## Chief Executive Officer Recruitment and Monitoring Policy

<b>Adopted By:</b> [insert]	<b>Effective Date:</b> [insert]	<b>Last Reviewed:</b> [insert]
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### 1.0 POLICY STATEMENT

- 1.1 The success of the Art Gallery of Saskatchewan Inc. (“Remai Modern”) depends in part on its ability to attract the best Chief Executive Officer (“CEO”) possible.
- 1.2 Remai Modern recognizes the importance of hiring the most suitable applicant for the position of CEO and shall make the hiring of a CEO a top priority.
- 1.3 The process for hiring a CEO shall be fair, efficient and effective.

### 2.0 PURPOSE

- 2.1 The purpose of this Policy is to set out the procedures respecting the appointment and conditions of employment of the CEO.

### 3.0 SCOPE AND APPLICATION

- 3.1 This Policy applies to the recruitment and monitoring of the CEO by the Board of Directors (“Board”).

### 4.0 POSITION OF CEO

- 4.1 The CEO is the highest-level staff member of Remai Modern.
- 4.2 The core functions of the position of CEO are to:
  - (a) provide overall leadership and direction to the Remai Modern in support of the mandate of the organization;

- (b) ensure the interests of the Remai Modern are served within the policies established by the Board, and for the achievement of the organization's strategic and operational goals and objectives;
- (c) ensure efficient operation of the facility, provide direction and leadership to employees, and develop effective relationships with the community and stakeholders; and
- (d) lead with the values of integrity, honesty, compassion and respect.

4.3 The major responsibilities, required qualifications and required competencies or skills of the CEO include those set out in **Appendix A – Responsibilities and Required Qualifications/Competencies of CEO.**

## **5.0 REPORTING STRUCTURE**

5.1 The CEO shall report to the Board.

## **6.0 ADVERTISING OF POSITION**

6.1 In order to attract a wide range of applicants, the Board shall broadly advertise the position of CEO whenever recruiting to fill this position.

6.2 Advertisements shall reflect Remai Modern's commitment to providing equal opportunity by assessing all potential candidates according to their skills, knowledge, qualifications and capabilities.

6.3 Prior to advertising, the position description for CEO shall be reviewed by the Board and updated if necessary.

## **7.0 HIRING PROCESS**

7.1 The Board shall hire the best available person for the position of CEO.

7.2 The Board shall utilize an open and transparent recruitment process.

7.3 In reviewing applicants, no regard shall be given to factors such as political opinions or age, gender, marital status, race, religion, physical impairment or any other prohibited grounds of discrimination as set out in *The Saskatchewan Human Rights Code, 2018*.

- 7.4 The Board shall establish a CEO Recruitment/Performance Committee (the “Committee”) to advertise, interview and short-list for the position of CEO.
- 7.5 The Committee shall be composed of not fewer than three directors, one of whom must also be a member of City Council for the City of Saskatoon and one of whom must be the Board Chair.
- 7.6 The Committee shall have the powers and duties assigned to it by the Board.
- 7.7 The Committee may engage or consult with the incumbent CEO in respect to the recruitment of a new CEO.
- 7.8 The Committee shall make a recommendation respecting hiring to the Board.
- 7.9 The Committee may recommend to the Board that external recruitment consultants be used to assist with recruitment of a CEO. The decision regarding whether to hire external recruitment consultants shall be made by the Board. Recruitment consultants shall adhere to the terms set out in this Policy, cooperate and liaise with the Committee as appropriate and make a recommendation respecting hiring to the Board.
- 7.10 In accordance with the Service Level Agreement, if applicable, the Committee may recommend to the Board that the City of Saskatoon’s Talent Acquisition team be used to assist with recruitment of a CEO. The decision regarding whether to use the City’s Talent Acquisition team shall be made by the Board. The Talent Acquisition team shall adhere to the terms set out in this Policy, cooperate and liaise with the Committee as appropriate and make a recommendation respecting hiring to the Board.
- 7.11 The Committee shall, in accordance with any direction of the Board, cooperate and liaise with any external recruitment consultants or the City of Saskatoon’s Talent Acquisition team as may be retained pursuant to section 7.9 or 7.10.
- 7.12 The final decision for the appointment of a CEO is to be made by the full Board.

## **8.0 SCREENING**

- 8.1 Given the nature of the position of CEO, it is prudent that extensive due diligence be undertaken prior to an offer of employment being extended.
- 8.2 Prior to extending an offer of employment, an applicant shall be required to submit a criminal record check.
- 8.3 References will be sought and contacted. Ideally a minimum of two references will be contacted.

- 8.4 Qualifications of short-listed applicants shall be validated.
- 8.5 Applicants must be asked to disclose any conflict of interest or perceived conflict of interest, including any relationships with existing employees.

## **9.0 TERMS AND CONDITIONS OF EMPLOYMENT**

- 9.1 Remai Modern shall provide fair, appropriate and competitive terms and conditions of employment to the CEO.
- 9.2 The terms and conditions of employment of the CEO, including remuneration, shall be set with regard to the terms and conditions that apply to commensurate positions within the City of Saskatoon and other controlled corporations of the City of Saskatoon.
- 9.3 The terms and conditions of the CEO's employment shall be set out in the CEO's employment contract.
- 9.4 The CEO's employment contract shall include terms respecting termination and extension, renewal or negotiation of a new contract prior to expiration.
- 9.5 A fully executed copy of the CEO's employment contract shall be provided to the City of Saskatoon's City Solicitor's Office.

## **10.0 MONITORING OF CEO'S PERFORMANCE**

- 10.1 It is the responsibility of the Board to:
- (a) ensure effective leadership of Remai Modern through the CEO;
  - (b) ensure there are mechanisms in place to provide feedback and support to the CEO and to enable ongoing dialogue between the Board and the CEO;
  - (c) approve the initial compensation and other terms and conditions of employment of a new incumbent in the role of CEO;
  - (d) approve adjustments to the CEO's compensation in accordance with policy and the CEO's employment contract; and
  - (e) approve annual performance-based merit bonuses in accordance with policy and the CEO's employment contract.

10.2 It is the responsibility of the Board Chair to:

- (a) serve as Chair of the Committee and ensure the Committee effectively carries out its tasks and responsibilities;
- (b) act as the principal Board contact for the CEO, ensuring that the CEO is aware of the Board's viewpoint and perspective;
- (c) in the first year of a CEO's appointment, establish with the CEO a regular schedule of check-in meetings to support the CEO's success in the role;
- (d) provide regular feedback to the CEO throughout each year; and
- (e) support appropriate development of the CEO.

10.3 It is the responsibility of the Committee to:

- (a) review and establish the compensation of the CEO including the philosophy and policy underlying that compensation;
- (b) establish the processes of CEO goalsetting, performance evaluation, and compensation review, in accordance with policy and the CEO's employment contract;
- (c) plan and carry out the CEO's performance and compensation review on an annual basis and make related recommendations to the Board, in accordance with policy and the CEO's employment contract; and
- (d) oversee and assume responsibility for the succession planning process for the CEO.

10.4 The Committee shall each year:

- (a) approve the annual performance objectives of the CEO for the fiscal year and report these objectives to the Board;
- (b) conduct a performance review of the CEO based on a review of the outcomes of the CEO's performance objectives, the CEO's self-assessment, and the CEO's overall performance, and report to the Board on its review;
- (c) determine its recommendation to the Board for a performance-based merit bonus based on the outcome of the annual performance review and report to the Board at an *in camera* session;

- (d) review the CEO's compensation and recommend any changes to the Board at an *in camera* session; and
- (e) review Remai Modern's succession plans for the CEO, including identification by the CEO to the Board Chair of two potential successors for emergency situations, and report to the Board on its review.

10.5 In conducting a performance review pursuant to clause 10.4(b), the Committee may use whatever tools or resources it considers appropriate, including surveying employees or directors respecting the performance and conduct of the CEO.

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# APPENDIX A

## Remai Modern Policy Number [INSERT #] - Chief Executive Officer Recruitment and Monitoring Policy

### **RESPONSIBILITIES AND REQUIRED QUALIFICATIONS/COMPETENCIES OF CEO**

#### **Scope and Major Responsibilities**

The CEO shall:

1. direct the development of a long-term strategic plan that will ensure the continued success of the Remai Modern and is consistent with any guidance provided by the Board;
2. direct the implementation of the long-term strategic plan, consistent with any guidance provided by the Board;
3. oversee all programs and activities required for the safeguarding, maintenance and successful operation of the Remai Modern;
4. direct the implementation of business opportunities, initiatives and processes that ensure the Remai Modern's long-term financial sustainability;
5. regularly monitor financial goals and targets to ensure short- and long-term fiscal responsibility;
6. direct the development and presentation of annual capital and operating budgets for approval by the Board;
7. oversee the development of Remai Modern membership and fundraising activities;
8. ensure any donations to the Remai Modern are used appropriately, are transparent in their use and support the Remai Modern's long-term strategic plan;
9. develop and maintain effective relationships, which secure support for the Remai Modern, with members of the community, stakeholders, gallery membership and local, provincial and national public galleries;

10. ensure a strong and effective communications plan is developed that raises public awareness of the services provided by the Remai Modern;
11. provide vision, leadership, coaching, mentoring and performance-based structure to employees which ensures a culture of strong performance, continuous improvement and development – both personally and for the Remai Modern;
12. establish and maintain a productive and sound relationship with the Board and ensure the Board has any information and support necessary to effectively set goals, strategies and performance metrics;
13. perform other related duties as assigned.

### **Qualifications**

The CEO shall have the following qualifications:

1. degree in commerce, business administration or related discipline;
2. five to ten years' experience as a senior manager in an arts institution, including progressively responsible organizational management and team building experience;
3. thorough knowledge of Canadian art with a strong focus on museology and exhibition programming;
4. thorough knowledge of the principles and practices of management and organization;
5. knowledge of municipal government and its relationship with civic owned facilities;
6. demonstrated ability in fundraising, membership development, community and public relations, and in working with elected officials;
7. demonstrated ability in maintaining the highest level of personal integrity, ethics and accountability;
8. demonstrated ability in providing new direction to a major public institution;
9. excellent communication skills, strong presentation skills and the ability to represent the Remai Modern at public events.

### **Competencies**

The CEO shall have the following competencies or skills:



1. **Visionary Leader**– can articulate and convey a compelling narrative and has the capacity to inspire and gain support from staff, the Board, stakeholders and donors. Prioritizes trust, respect, accountability and transparency, and has the aptitude to adapt, respond and effect forward-looking change.
2. **Credible Professional** – is connected to the national and international art community and will embrace the local talent. Has their “finger on the pulse” on the evolving gallery and community dynamic in the art world.
3. **Communicator** – can effectively and genuinely convey vision, concepts, ideas, opinions, suggestions and solutions to staff, donors and partners of the Remai Modern. Possesses high emotional intelligence to relate to a wide range of people.
4. **Collaborator** – has a natural inclination to engage and interact with a variety of audiences and partners including but not limited to galleries, destination marketing organizations, municipal government, donors, and indigenous communities. Has an understanding of the true, egalitarian nature of collaboration and a record of success building relationships with a range of constituents.
5. **Entrepreneur** – is a business-minded, financially savvy leader who can identify and leverage opportunities that deliver results and generate revenues, and can position the Remai Modern for long-term success and sustainability.
6. **Advocate** – is a visible champion who can market and sell the Remai Modern to any audience, with the added proficiency in fundraising and donor stewardship.
7. **Educator** – has a passion for international art, and a natural curiosity to understand the local diverse population to balance the engagement of bringing international to Saskatoon, and Saskatoon to the world.
8. **Student of Culture** – appreciates the importance of understanding the unique culture, people, and environment of Saskatchewan, and can bridge the balance of focus of local and international art. Will also grow, encourage and champion the involvement and the status of local talent and the advancement of indigenous programming.