
Lanark Highlands Public Library



Policy Type:	Governance	Policy Number:	GOV-06
Policy Title:	Board-CEO Partnership	Initial Policy Approval Date:	June 2019
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		Date of Next Review:	October 2025

Section 1 – Delegation of Authority to CEO

In accordance with the **Public Libraries Act**, R.S.O. 1990, c. P44, s. 15(2), the library board appoints a Chief Executive Officer (CEO) who shall have general supervision over, and direction of, the operations of the Lanark Highlands Public Library and its employees. This policy outlines the nature of the library board's relationship with the CEO.

1. The CEO is the library board's only link to the operation of the library. As such:
 - a) the library board directs the CEO through:
 - i. decisions made at board meetings, by majority vote
 - ii. approved written policies
 - iii. approved budgets and plans
 - iv. the CEO job description
 - b) only official decisions of the full library board are binding on the Library CEO
 - c) decisions or instructions of individual board members are not binding on the Library CEO

2. The CEO will:
 - a) take or approve lawful actions in the name of the library
 - b) take actions consistent with the board's mission, vision, values and policies
 - c) be responsible for the employment and management of all library employees
 - d) be responsible for the performance evaluation and appraisal of all library employees
 - e) design, implement and manage all operational practices and activities
 - f) provide the board with the information, support, and professional knowledge and expertise it needs to be successful.

Section 2: Board support for the CEO

A board-CEO partnership, rooted in mutual trust and respect, is crucial to the proper governance and overall well being of the library. In the same way the library board relies on the CEO for the information, professional expertise and administrative support it needs to be successful, the success of the library CEO depends on support from the board. This support includes:

1. an understanding of and appreciation for the breadth, depth and complexity of the CEO's responsibilities
2. moral support during challenging times
3. a willingness to be the public face of decisions that may be unpopular with some stakeholders
4. a collaborative process for establishing mutually agreed-upon annual objectives based on the vision and strategic directions of the board
5. a performance appraisal process that provides constructive feedback and direction for improving performance
6. a commitment to invest in ongoing training and development for the CEO.

Section 3: Evaluation of the CEO

It is the library board's responsibility to appoint a qualified and competent individual as the Chief Executive Officer (CEO). The library board oversees the performance of the CEO and supports the CEO's development. As part of this process the library board and CEO engage in annual performance appraisal, planning and review. This process facilitates communication between the library board and the CEO and ensures that the board's priorities are achieved. This policy also sets out the basis for the CEO evaluation.

1. The CEO's performance will be evaluated after the first six months for a new hire, and annually thereafter. To complete this task, the library board shall:
 - a) have a current written job description which states the overall responsibilities of the CEO
 - b) develop, with the CEO, performance objectives based on the current strategic priorities of the library board
 - c) appraise the CEO's performance based on the job description, his/her progress towards achieving the board's priorities, and his/her compliance with board policies and relevant competencies.
2. Information collected to assess the performance of the CEO may include:
 - a) the annual report from the CEO on outcomes of the previous year's objectives and actions
 - b) data on library performance measures such as circulation, membership, program statistics, collection development etc.
 - c) input from members of the library board, employees and/or outside stakeholders

3. A working group will oversee the review and prepare a written report for the library board. The review consists of these steps:
 - a) the working group consults with the board on the CEO's performance against the agreed-upon objectives established a year prior; there may also be consulting with employees and/or other stakeholders
 - b) the CEO conducts a self-assessment of his/her performance
 - c) the working group meets with the CEO to discuss his/her performance, provide constructive feedback and set objectives and a learning path for the year ahead
 - d) the working group prepares a written report for the board, respecting the CEO's right to privacy as an employee

4. In the event that the CEO's performance needs improvement, the library board must clearly state where progress must be made and will:
 - a) offer training and/or mentoring opportunities to address specific issues
 - b) re-evaluate the performance of the CEO after a six-month period.

Related Documents:

Appendix A: Lanark Highlands Public Library ***CEO Job Description***

Appendix B: Lanark Highlands Public Library ***CEO Evaluation Form***

APPENDIX A

LANARK HIGHLANDS PUBLIC LIBRARY CEO JOB DESCRIPTION

Purpose of Position

Reporting to the Board of the Lanark Highlands Public Library, the CEO or delegate is responsible for the overall management and supervision of all library operations and services in accordance with Board policies.

Major Responsibilities

Manages and supervises all library operations and services in accordance with Board policies and the Public Libraries Act to ensure the maximum utilization of all financial, material, human, physical and information resources.

Develops, recommends and implements the library's strategic plan in accordance with standards for service plan development.

Leads and directs research into and applications for library related grants.

Consults on an ongoing basis with the treasurer on matters pertaining to the financial management of the library, including grants and works with the treasurer to seek new and innovative resources of revenue.

Responsible for the library's automated system (Insignia) and ongoing input of data.

Develops, recommends and implements collection development policies to maximize the utility and effectiveness of the library's holdings to best meet the community's needs within budget limitations, manages the maintenance of the library's holdings.

Provides leadership to staff to motivate them to achieve the library's goals and objectives and to excel in the performance of their duties and responsibilities, recommends hiring, recommends salary, assigns work, sets expectations; assess performance; resolves problems; recommends discipline and termination, if necessary.

Maintains a current awareness of information technology (IT) as it relates to library services and library operations; consults with IT specialities as required; recommends enhanced services to the Board and seeks partners to support enhanced services, ensures that the library information is secure.

Continually assesses the effectiveness and efficiency of the library's operations, policies, procedures, services and programs and provides the Board with the information and recommendations on library services and current issues of importance to the library community.

Maintains a current awareness of library issues, represents the library and the Board to the community, other libraries, schools, professional organizations and government agencies and reports to the Board on information obtained from these contacts with recommendations as appropriate.

Maintains excellent public relations, ensures excellent customer service, resolves patron complaints and reports significant matters to the Board; writes promotional material, press releases and interacts with the media.

Manages the Interlibrary Loan Service.

Manages the rotations of the DVD pool.

In accordance with the library's volunteer policy, co-ordinates the selection, training and assignment of work to volunteers.

Distributes agendas, prepares correspondence, research information and prepares reports as required to the Board.

Ensures the security of the building and ensures that the staff are trained in maintaining building security and setting of alarms.

Ensures compliance with Occupational Health and Safety Regulations and ensures that the staff are appropriately trained in safety matters.

APPENDIX B
CEO Performance Expectations and Evaluation

Employee _____ **Review period: From** _____ **To** _____

Position: CEO/ Head Librarian

Scale O- Outstanding | E- Exceeds Expectations | S- Satisfactory | L- Less than Satisfactory

1- Ability to manage and supervise all library operations in accordance with Board policies and the Public Libraries Act to ensure the maximum utilization of all financial, material, human, physical and information resources. Evaluation _____

2- Develops, recommends and implements the library's strategic plan in accordance with standards for service plan development. Evaluation _____

3- Leads and directs research into, and applications for, library related grants. Evaluation _____

4- Consults with the treasurer on matters pertaining to the financial management of the library including grants and new, innovative, sources of revenue. Evaluation _____

5- Develops, recommends and implements collection development policies to maximize the utility and effectiveness of the library's holdings to best meet the community's needs within budget limitations; manages the maintenance of the library's holdings. Evaluation _____

6- Provides leadership to staff to motivate them to achieve the library's goals and objectives and to excel in the performance of their duties and responsibilities. Recommends hiring, salary, assigns work, sets expectations, assesses performance, resolves problems and recommends discipline and termination if necessary. Evaluation _____

7- Maintains a current awareness of information technology (IT) as it relates to library services and library operations. Consults with IT specialists as required. Recommends enhanced services to the Board and seeks partners to support enhanced services and insures that the library information is secure. Evaluation _____

8- Maintains a current awareness of library issues and legislation. Represents the library and the board to the community, other libraries, schools, professional organizations and government agencies and reports to the Board on information obtained from these contacts with recommendations as appropriate. Evaluation _____

9- Maintains excellent public relations, ensures excellent customer service, resolves patron complaints, and reports significant matters to the Board. Writes promotional material, press releases and interacts with the media. Evaluation _____

10- In accordance with the library's volunteer policy, co-ordinates the selection, training and the assignment of work to volunteers. Evaluation _____

11- Distributes agendas, prepares correspondence, research information and prepares reports as required to the Board. Evaluation _____

12- Ensures the security of the library premises and ensures that the staff are trained in maintaining security and setting of alarms. Evaluation _____

13- Ensures compliance with Occupational Health and Safety Regulations and ensures that the staff are appropriately trained in safety matters. Evaluation _____

14- Consistently meets acceptable standards of productivity. Works effectively and efficiently to ensure that all working hours are productive. Evaluation _____

15- Consistently meets acceptable standards of work quality; accurate and thorough. Evaluation _____

16- Self directed and resourceful. Anticipates and prevents problems. Develops new ideas and work methods. Evaluation _____

17- Listens effectively and seeks clarification when required. Makes oral and written communication easy to understand. Adjusts communication style, content to suit the audience. Evaluation _____

18- Develops long and short term plans to meet objectives. Organizes work, manages time and resources effectively. Recommends cost reduction methods. Evaluation _____

19- Analyzes problems or procedures, evaluates alternatives and selects best course of action using logic and practical decision making skills. Evaluation _____

OVERALL EVALUATION _____

WORKING GROUP COMMENTS ON EVALUATION

SUGGESTION/ CRITICISIMS GOING FORWARD

Board Chair _____

Date _____

Hiring group _____

Date _____

Hiring group _____

Date _____

I have reviewed this evaluation and have discussed it with the Hiring Group.

CEO _____ Date _____