



Section of Policy Manual: Governance	Policy No. : GOV-08
Subject: Board – CEO/Chief Librarian Partnership (Replaces GOV-08 Evaluation of the CEO/Chief Librarian)	Policy Approval Date: September 9, 2021
Year of next review: 2025	Last Review/Revision Date: Policy created October 13, 2016; Last revised September 9, 2021

In keeping with the Public Libraries Act, RSO 1990, c.P.44 (PLA), other relevant laws, and good governance practices, the Library Board retains accountability for the full range of decisions affecting the organization. The GPL Board has a model of governance that focuses its attention on setting strategic direction and plans. The GPL Board delegates the management of library operations to the CEO/Chief Librarian. This policy outlines the nature of the Library Board’s relationship with the CEO/Chief Librarian.

**Section 1: Delegation of Authority to CEO/Chief Librarian**

1. In accordance with the **PLA**, section 15(2), the GPL Board appoints a CEO/Chief Librarian who shall have general supervision over, and direction of, the operations of the Gravenhurst Public Library and its employees.
2. As the CEO/Chief Librarian is the link to library operations, the GPL Board directs the CEO/Chief Librarian through:
  - a. decisions made at board meetings, by majority vote
  - b. approved written policies
  - c. approved budgets and plans
  - d. the CEO/Chief Librarian job description

Only official decisions of the full Library Board are binding on the CEO/Chief Librarian. Decisions or instructions of individual board members are not binding on the CEO/Chief Librarian.

3. Within this delegation of authority for operational matters, the CEO/Chief Librarian 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 (Appendix A)
4. The CEO/Chief Librarian will ensure that the GPL Board remains informed on library matters and will provide assurance that the library activities are compliant with legal or fiscal obligations.
  5. In cases of emergency or special circumstances where it is necessary to act outside the terms of a delegated authority outlined here, the CEO/Chief Librarian is given authority to take such action as necessary to rectify the situation. The CEO/Chief Librarian is also given the authority to modify any written Emergency or Business Continuity Plans created in advance of this circumstance. All such actions shall be reported immediately to the GPL Board Chair and then to the GPL Board. At all times, the GPL Board retains its authority as employer and the CEO/Chief Librarian retains authority over library operations and staff, unless such authority is suspended under federal or provincial legislation.

## **Section 2: GPL Board support for the CEO/Chief Librarian**

A GPL Board-CEO/Chief Librarian 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/Chief Librarian for the information, professional expertise and administrative support it needs to be successful, the success of the CEO/Chief Librarian depends on support from the GPL Board.

This support includes:

1. an understanding of and appreciation for the breadth, depth and complexity of the CEO/Chief Librarian'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/Chief Librarian.

### **Section 3: Evaluation of the CEO/Chief Librarian**

It is the GPL Board's responsibility to appoint a qualified and competent individual as the CEO/Chief Librarian. The GPL Board oversees the performance of the CEO/Chief Librarian and supports the CEO/Chief Librarian's development. As part of this process the GPL Board and CEO/Chief Librarian engage in an annual performance appraisal, planning and review. This process facilitates communication between the Library Board and the CEO/Chief Librarian while ensuring that the board's priorities are achieved. This policy also sets out the basis for the CEO/Chief Librarian evaluation.

1. The CEO/Chief Librarian'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 (Appendix B) which states the overall responsibilities of the CEO/Chief Librarian
  - b. develop, with the CEO/Chief Librarian, performance objectives based on the current strategic priorities of the board
  - c. appraise the CEO/Chief Librarian's performance based on the job description, their progress towards achieving the board's priorities, and their compliance with board policies and relevant competencies.
2. Information collected to assess the performance of the CEO/Chief Librarian may include:
    - a. the annual report from the CEO/Chief Librarian 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 GPL Board, employees and/or outside stakeholders



3. A committee will oversee the review and prepare a written report for the GPL Board. The review consists of these steps:
  - a. the committee consults with the board on the CEO/Chief Librarian's performance against the agreed-upon objectives established a year prior; there may also be consulting with employees and/or other stakeholders (Appendix C)
  - b. the CEO/Chief Librarian conducts a self-assessment of his/her performance (Appendix C)
  - c. the committee meets with the CEO/Chief Librarian to discuss their performance, provide constructive feedback and set objectives and a learning path for the year ahead
  - d. the committee prepares a written report for the board, respecting the CEO/Chief Librarian's right to privacy as an employee
  - e. The CEO/Chief Librarian will receive a copy of the report and a copy will be filed with the Town of Gravenhurst's Human Resources Department.
  
4. If the CEO/Chief Librarian's performance needs improvement, the GPL 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/Chief Librarian after a six-month period.

**Related Documents:**

***Public Libraries Act***

Appendix A Delegation of Authority Framework

Appendix B Gravenhurst Public Library ***CEO/Chief Librarian Job Description***

Appendix C Gravenhurst Public Library ***CEO/Chief Librarian Performance Review Rubric***

Gravenhurst Public Library ***Policy GOV-01 Purpose of the Board***

Gravenhurst Public Library ***Policy GOV-03 Duties and Responsibilities of Individual Board Members***