



# Board-CEO Partnership Policy

## Statement of Purpose

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 Board has a model of governance that focuses its attention on setting strategic direction and plans. The Board delegates the management of library operations to the Library CEO. This policy outlines the nature of the library board's relationship with the Library CEO.

## Delegation of Authority to Library CEO

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

Only official decisions of the full library board are binding on the Library CEO. Decisions or instructions of individual board members are not binding on the Library CEO and staff.

3. Within this delegation of authority for operational matters, 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 (see Appendix A)
4. The CEO will ensure that the library 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 is given authority to take such action as necessary to rectify the situation. The CEO is also given the authority to modify any written

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Emergency or Business Continuity Plans created in advance of this circumstance. All such actions shall be reported immediately to the Chair and then the Board. At all times, the Board retains its authority as employer and the CEO retains authority over library operations and staff, unless such authority is suspended under federal or provincial legislation.

## 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

## Evaluation of the CEO

It is the library board's responsibility to appoint a qualified and competent individual as the Library's 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 while ensuring that the board's priorities are achieved. This policy also sets out the basis for the EO 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. 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.
  - c. Utilize the Township of Perth East Performance Review form as a guiding tool
2. Information collected to assess the performance of the CEO may include:

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- 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 committee will oversee the review and prepare a written or verbal report for the library board.  
The review consists of these steps:
- a. The committee consults with the board on the CEO's performance, there may also be consulting with employees and/or other stakeholders
  - b. The CEO completes a self-assessment of his/her performance using the Township of Perth East Performance Review form
  - c. The committee meets with the CEO to discuss his/her performance, provide constructive feedback and set objectives for the year ahead
  - d. The committee provides a verbal or written report for the board, respecting the CEO's right to privacy as an employee
4. If 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:

- Perth East Public Library CEO Job Description
- Perth East Public Library By-Laws
- Township of Perth East Performance Review form
- Perth East Public Library Strategic Plan

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## Appendix A: Delegation of Authority Framework

Approval/Decision	Board	CEO (or designate)
<b>Purchasing/Finance</b>		
Set new or modify purchasing and contracting policies	x	
Review and recommend annual Budget Estimates to Council.	x	
Approve general expenditures as per the Township of Perth East <b>Procurement of goods and services</b> By-Law NO. 60-2016, but not limited to: <ul style="list-style-type: none"> <li>• Operational expenses</li> <li>• Single or multi-year tenders or contracts per vendor</li> <li>• Software license agreements</li> </ul>	Greater than \$20,000	Up to \$19,999.99 (before taxes)
Exercise approved spending authority for library materials (collections) up to the annual <u>approved</u> operating and capital budgets.		x
Sign contracts for projects once required Board approval is obtained		x
Apply for grants and other funding		x
Approve, amend, extend and execute agreements with the federal and provincial governments.		x
Approve, amend, extend and execute service agreements and grant agreements		x
Approve trustee attendance at conferences and conventions	x	
<b>Policies and Plans</b>		
Approve and review Perth East Public Library policies	x	
Approve Perth East Public Library Strategic Plan	x	
Report on strategic plans to Council and community	x	x
Report on operational matters for key services as per the delegation of authority		x
Develop and maintain an emergency measures plan		x

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Set or modify administrative an operational policies (including, but not limited to: hours of operation, borrowing rules, and loan periods.)		x
Permanently close branches	x	
Temporarily close branches or services		x
Approve sites for new branches or kiosk services	x	
Approve website designs and modification		x
Develop and maintain procedures to implement approved policies		x
<b>Human Resources</b>		
Recruit and dismiss the CEO; monitor and evaluate the performance of the CEO.	x	
Set general compensation policies for the organization including assurance that the Pay Equity Plan is maintained	x	
Set the organizational structure for the organization and the number of staff		x
Hire, promote, suspend, dismiss and manage individual staff (CEO shall advise the Board of any hiring and/or dismissal of staff)		x
Assess the performance of individual staff		x

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