

## Topic: Library Board By-laws

### 1.4 Board-CEO Partnership

Board Motion Number:	<b>23.020</b>
Date of Original Board Motion Number:	<b>March 22, 2022</b>
Date of Current Issue:	<b>March 28, 2023</b>
Date of Next Review:	<b>2027</b>
Attachments:	<b>Appendix A</b>

Signature of Board Chairperson (and Date):

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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 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 North Kawartha 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 descriptionOnly 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.
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 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 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 committee will oversee the review and prepare a written report for the library board. The review consists of these steps:
  - a) the committee 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 committee 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 committee prepares a 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.

## Appendix A - Delegation of Authority Framework

The following table provides a summary of the range of decisions and authority that clearly defines the decisions that are reserved by the Board and those that the CEO/staff may make.

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 NKPL <b>Procurement of goods and services</b> Additional Policy I including, 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 \$20,000 (including GST/HST)
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 and execute agreements with the federal and provincial governments.		x
Approve trustee attendance at conferences and conventions		x
<b>Policies and Plans</b>		
Approve North Kawartha Public Library Board policies	x	
Approve North Kawartha 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
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
<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	x	x
Assess the performance of individual staff		x