

# Board-CEO Partnership Policy

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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.

## 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 Norfolk County 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
    - 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:

- a) an understanding of and appreciation for the breadth, depth and complexity of the CEO's responsibilities
- b) a willingness to be the public face of decisions that may be unpopular with some stakeholders
- c) a collaborative process for establishing mutually agreed-upon annual objectives based on the vision and strategic directions of the board
- d) a performance appraisal process that provides constructive feedback and direction for improving performance
- e) 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 during the three (3) month probationary period, 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, 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 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 their performance
  - c) the committee meets with the CEO 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'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:**

*Staff Selection and Assignment (HR-02)*