The objective of this policy is to establish the parameters of the relationship of the Township of Madawaska Valley Public Library Board (the Board) with the Chief Executive Officer (CEO), including the evaluation of the 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 Board appoints a CEO who shall have general supervision over, and direction of, the operations of the Madawaska Valley Public Library (the Library) and its staff.

1. The CEO is the Board’s only link to the operation of the Library. As such:
2. The Board directs the CEO through:
   1. decisions made at Board meetings, by majority votes
   2. approved written policies
   3. approved budgets and plans
   4. the CEO job description
3. Only official decisions of the full Board are binding on the CEO
4. Decisions or instructions of individual Board members are not binding on the CEO.
5. The CEO will:
6. take, or approve lawful actions in the name of the library;
7. take actions consistent with the Board’s mission, vision, values, and policies;
8. be responsible for the employment, management, and performance evaluations and appraisals of all staff employed by, or on contract, with the Library;
9. develop, implement, and manage all operational practices and activities;
10. 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 Board relies on the CEO for the information, professional expertise, and administrative support it needs to be successful, the success of the 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 Board’s responsibility to appoint a qualified and competent individual as the CEO. The Board oversees the performance of the CEO and supports the CEO’s development. As part of this process, the Board and CEO engage in annual performance appraisal, planning, and review. This process facilitates communication between the Board and the CEO and ensures that the Board’s priorities are achieved. This policy also sets out the basis for the CEO evaluation.

As part of the evaluation process, the Board conducts a formal annual performance assessment of the CEO. This process facilitates bilateral communication between the Board and the CEO, and ensures that the Board’s priorities are being achieved.

1. The CEO’s performance will be evaluated after the first three months, and then six months for a new hire, and annually thereafter. To complete this task, the Board shall:
2. have a current, written job description, which states the CEO’s responsibilities;
3. develop, with the CEO, performance objectives based on the Board’s current strategic priorities;
4. appraise the CEO’s performance based on the job description, progress towards achieving the Board’s priorities, compliance with Board policies and relevant competencies.
5. Information collected to assess the CEO’s performance may include, but not be limited to:
6. The CEO’s annual report on outcomes of the previous year’s objectives and actions
7. Data on performance measures, such as circulation, membership, program statistics, collection and program development, etc.
8. Input from Board members, staff and/or outside stakeholders
9. Inviting the CEO to be an active participant in his/her own appraisal.
10. A committee will oversee the review and prepare a written report for the Board. The review consists of these steps:
    1. 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
    2. the CEO conducts a self-assessment of his/her performance
    3. 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
    4. the committee prepares a written report for the Board, respecting the CEO’s right to privacy as an employee
11. In the event that the CEO’s performance needs improvement, the Board must clearly state where progress must be made and will:
    1. offer training and/or mentoring opportunities to address specific issues
    2. re-evaluate the performance of the CEO after a six-month period

See *Appendix A* for a lit of competencies and skills on which the CEO may be assessed.

**Related Documents:**

CEO Job Description

CEO Evaluation Form

**APPENDIX A – Skills and Competencies Assessment Tool for CEO Evaluation**

General Management

1. Formulates policies, plans and designs programs effectively
2. Makes informed and sound decisions
3. Uses financial and quantitative data to plan and evaluate the delivery of library services
4. Demonstrates a sound understanding of the budget process, including its development, approval and implementation
5. Assesses potential grant programs, applies to relevant ones, manages grants and related reporting requirements

Human Resources

1. Employs and deploys staff effectively
2. Coaches and develops individuals
3. Fosters teamwork to achieve library goals
4. Fosters volunteerism

Community Relationships

1. Builds a network of relationships within the regional and district library community
2. Encourages and builds a network of relationships with community groups, agencies, municipal staff

Visionary

1. Instigates the work of envisioning a future library service to create change, improve service and direct action

Library Knowledge

1. Keeps abreast of professional information
2. Understands the issues relevant to library service, operations and management
3. Applies knowledge effectively and efficiently to promote optimum library service

Commitment to Quality

1. Focuses on clients’ needs
2. Understands and works with the community’s unique and diverse needs
3. Defines standards for quality and evaluates services against those standards
4. Searches for ways to increase client satisfaction at all levels of library service