

	Board-CEO Partnership	Policy # GO-02
		Policy Type: Governance
		Approved Motion: 2025-54
		Review Date: 2029

PURPOSE

In keeping with the *Public Libraries Act, RSO 1990, c.P.44*, other relevant laws, and good governance practices, the Ramara Township Public 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's Chief Executive Officer (CEO). This policy outlines the nature of the Library Board's relationship with the Library CEO.

SCOPE

This policy applies to all interactions between the Ramara Township Public Library Board and the Chief Executive Officer (CEO). It establishes the framework for a productive and accountable governance-management relationship, based on clearly defined roles, responsibilities, delegations of authority, and mutual expectations. The policy governs the Board's oversight of, and partnership with, the CEO in achieving the strategic objectives of the Library.

POLICY STATEMENT

The Library Board affirms its commitment to a clear governance-management relationship with the CEO, based on mutual accountability, respect, and well-defined authority. This policy guides that partnership in support of the library's strategic goals and operational success.

DELEGATIONS OF AUTHORITY

In accordance with the *Public Libraries Act s. 15(2)*, the Library Board appoints a CEO who shall have general supervision over, and direction of, the operations of the Ramara Township Public Library and its employees.

As the Library CEO is the link to library operations, the Library Board directs the Library CEO through:

1. decisions made at Board meetings, by majority vote;
2. approved written policies;
3. approved Strategic Plan;
4. approved budgets and plans; and
5. the CEO job description

Only official decisions of the Library Board are binding on the Library CEO as outlined in the Bylaws. Decisions or instructions of individual board members are non-binding and the Library CEO has the right to refuse.

Within the delegation of authority for operational matters, the CEO will:

1. take, or approve, lawful actions in the name of the library;
2. take actions consistent with the board's mission, vision, values and policies;
3. be responsible for the employment and management of all library employees;
4. be responsible for the performance evaluation and appraisal of all library employees; and
5. design, implement and manage all operational practices and activities (*see Appendix A*)

As an officer of the Board, the CEO:

1. acts as the Secretary-Treasurer to the Board;
2. does not vote on Board business;
3. sits ex-officio on all the committees of the Board and acts as a resource person;
4. Assists and supports the Board at the presentation of the Library budget before Township Council;
5. reports directly to the Board on the affairs of the Library and makes recommendations
6. he or she considers necessary;
7. ensures that the Library Board remains informed on library matters and will provide;
8. assurance that the library activities are compliant with legal or fiscal obligations; and,
9. communicates the Board's decisions to staff.

The above is complemented by the duties and responsibilities of the CEO identified within the Ramara Township Public Library Board Bylaws (GO-01).

The CEO, in consultation with the Chair or Vice Chair, is authorized to take whatever action is necessary to carry out the work of the Library during periods when no regular meeting of the Board is scheduled (July and August) or in advance of the first meeting of a new term. Business conducted during these periods will be ratified by the Board at its next regular meeting. Such authority does not supersede the calling of a special meeting of the Board if necessary or the

CEO's responsibility to ensure that the Library Board is informed of all relevant actions and their implications.

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 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 a minimum of one (1) annual performance appraisal, planning, and review. Reviews and appraisals may occur more regularly to monitor and evaluate the CEO's performance as deemed appropriate by the Board.

This process facilitates communication between the Library Board and CEO while ensuring the Board's priorities are achieved. This policy also sets out the basis for the CEO evaluation.

1. The CEO 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, 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. CEO reports from the past year's board packages
 - c. data on library performance measures such as circulation, membership, program statistics, collection development, etc.
 - d. 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. 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 with a minimum of one (1) review within the six-month period. Reviews and appraisals may occur more regularly to monitor and evaluate the CEO's performance as deemed appropriate by the Board.

RELATED POLICIES

GO-01 Ramara Township Public Library Board Bylaws

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)
Purchasing/Finance		
Set new or modify purchasing and contracting policies	x	
Review and recommend annual Budget Estimates to Township Council.	x	
Approve general expenditures as per the Ramara Township Public Library's Procurement Policy including, but not limited to: <ul style="list-style-type: none"> Operational expenses Single or multi-year tenders or contracts per vendor Software license agreements 	Greater than \$5,000	Up to \$5,000 (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	
Policies and Plans		
Approve Ramara Township Public Library Board policies	x	
Approve Ramara Township 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 procedures 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
Human Resources		
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
Assess the performance of individual staff		x