



## Performance Review Policy for CEO Evaluation

Policy Number: 19-36

Policy Approval Date: May 13, 2019

Policy Review Date: May 2023

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1. The Huntsville Public Library Board acknowledges that evaluation of the CEO is one of the most important undertakings of the Board. Evaluation is an ongoing process and the Board and CEO will exchange information about the Library's progress in meeting objectives throughout the year.

Communication between the Board and the CEO will be such that at any given time during the year the CEO will have an accurate understanding of the Board assessment of his/her performance. The CEO in turn is responsible for informing the Board about any factors or obstacles that could prevent implementation of any of the performance objectives. If any such factors exist, the CEO will alert the Board about them immediately.

### Purpose of the Evaluation:

- To assure alignment of the CEO's work with the mission of the Board that fosters success for the CEO, the Board, and their shared agenda.
  - To secure improvement, to look backwards but with a forward focus on what happened in the past to pave a successful future tied to key success factors.
  - To supply the CEO with resources he/she requires for the continued and improved success of Huntsville Public Library.
2. The CEO is responsible for his/her own performance and is entitled to know:
    - The performance expected of him/her;
    - How he/she is performing;
    - The resources available to him/her to attain the expected performance.
  3. The CEO Evaluation Committee will meet with the CEO regularly for coaching meetings in support of the Town of Huntsville's Total Performance Management Policy. A date and time will be determined by the committee and CEO.
  4. The CEO Evaluation Committee will complete a performance review of the CEO by the June 1<sup>st</sup> of each year. This Committee will be comprised of three (3) Board members, one of whom has previously served on the CEO Evaluation Committee.

5. Seven (7) months after the evaluation there needs to be a meeting with the Evaluation Committee and the CEO to ensure recommendations from the evaluation are taking place.
6. Performance review reports are confidential and available only to the CEO and the Board.
7. Performance is to be assessed with reference to the following:
  - Strategic plan goals and objectives
  - Results achieved from above (prepared by CEO)
  - Highlights of the year (prepared by CEO)
  - Current job description
  - CEO Evaluation Form (form attached)
  - The Performance Review Committee also has discretion to use outside sources. If so, the Multisource Feedback form is used in conjunction with procedures. See Appendix A.
  - Input from the CEO Evaluation Committee.
  - Regular coaching meetings throughout the review period.

8. The Committee shall conduct the appraisal by the following procedure:

Step 1

The CEO completes the Evaluation Form and ensures delivery to the committee by May 1<sup>st</sup> of the calendar year. Each of the committee members may complete the form as well; it is the decision of the committee.

Step 2

The Committee then meets to review, discuss and compile the responses on the forms onto one CEO Evaluation Form.

Step 3:

The Committee prepares a final written report of the Performance Review that will include:

- The CEO Evaluation Form with information from the CEO and the Evaluation Committee
- Comments and suggestions regarding performance and career objectives of the CEO for the next year in reference to the Library Strategic Plan (Action Plan and Priorities) and feedback from coaching meetings.
- Conclusions will consist of a brief summary of evaluation findings and should not include personal feelings toward the CEO of his/her individual personality traits that have no bearing on the job performance.

#### Step 4

The draft CEO Evaluation report will be presented to the Board In Camera with a) the opportunity for trustees to provide feedback and b) recommendation for approval.

#### Step 5:

The Committee then meets with the CEO to discuss the compiled CEO Evaluation. "No surprises" is the first rule of performance appraisal. The Committee also reviews the performance objectives and goals and the developmental and career objectives of the CEO for the next year.

#### Step 6:

One signed copy of the review is given to the CEO. A second signed copy is delivered to the Manager, Human Resources for the Town of Huntsville.

9. When the CEO's performance falls below the expected level, the CEO must be informed with details of the way in which performance is judged to be unsatisfactory. Monthly coaching meetings will provide the opportunity for the CEO and the Evaluation Committee to connect and discuss development. An unsatisfactory performance review shall be followed by another review in 3 months' time. If no improvement is shown at the second performance review, then the CEO Evaluation Committee has the discretion to undertake a third performance review after another 3 month period, or to refer the matter to the Board for consideration, keeping in mind the sensitivity of the matter and confidentiality matters.
10. Should the CEO Evaluation Committee be unable to reach a consensus on the CEO's performance, or the Board unable to accept the Committee's report, or the CEO wants to appeal the Committee's findings, the matter will be referred to the Board Chair.
11. In the event the CEO disagrees with the findings of the Performance Appraisal, the CEO has the right to prepare a letter of disagreement to attach to the Performance Appraisal.

(Note: this policy was largely based on the Trustee 20/20 document called CEO Performance Appraisal dated March 1996 Model No. 4) and accessed on the SOLS website. It may be referenced for more information).

## Related Documents

HPL Multisource Feedback Form - CEO Performance Evaluation

## History

Approved by the Board May 13, 2019 | Motion 19-00

May 8, 2017 | Motion 17-40.

September 25, 2013 | Motion 13-57.



Huntsville Public Library

**CEO/Chief Librarian Performance Evaluation Form**

Date:

This evaluation form is designed for Library Board members to provide feedback about the job performance of the CEO/Chief Librarian. To complete the form please read the criteria which describe each of the six categories to be considered, then provide an overall rating (rating scale below) as well as written comments (in the space provided) explaining your overall rating for each category.

**Rating Scale**

Rating	Interpretation of Rating
NR – not ratable	No opportunity to observe this performance aspect.
NS – needs strengthening	Needs improvement or competency still being developed.
ME – meets expectations	Achieves required results. Consistently effective and competent.
EE – exceeds expectations	Consistently meets and often exceeds expected performance levels.

## CATEGORY 1: MEETING OPERATIONAL OBJECTIVES

Criteria to consider:

- Monitors and evaluates organizational effectiveness.
- Analyzes and, where appropriate, streamlines existing rules and/or procedures for a more efficient operation.
- Monitors and analyzes developments in relevant legislation and submits required reports.
- Prepares an annual budget in consultation with both Library staff and the Library Board members.
- Monitors the expenditure of all library budgets. Exercises control over these budgets where necessary.
- Identifies and submits proposals to a wide variety of appropriate funding sources.
- Monitors condition of physical plant. Initiates actions required to ensure building and grounds remain in good repair/condition.
- Keeps current, in a general sense, regarding developments in information technology especially as they impact the operations of public libraries.

Overall Rating

Comments for this Performance Category

## CATEGORY 2: PLANNING, ORGANIZATION AND PROBLEM SOLVING

Criteria to consider:

- Displays effective planning and organizational skills by gathering and analyzing relevant data, considering alternative courses of action and developing written action plans which include deadlines and accurate cost estimates.
- Involves and works effectively with staff in the planning process.
- Is able to implement plans effectively once a course of action is decided upon.
- Demonstrates effective time management. Achieves timely and accurate results.
- Anticipates and deals with problems before they become crises. Is flexible enough to respond creatively to unexpected problems.
- Follows up to ensure that the problem has been solved. Evaluates the results to see if the approach followed is the most effective way to achieve the desired outcome.

Overall Rating

Comments for this Performance Category

### CATEGORY 3: PROFESSIONAL QUALITIES AND COMPETENCIES

Criteria to consider:

- Is aware of developments and changes in the profession.
- Recognizes and adjusts to internal and external political realities. Willingly adapts to changes in workplace, community and the broader environment.
- Is conversant with applicable legislation (e.g. Public Libraries Act, municipal bylaws affecting libraries etc.).
- Maintains a network of internal and external associates including professional affiliations.
- Is aware of budget constraints and is able to provide and interpret the library's financial data in an accurate and timely form.
- Demonstrates a commitment to continuous learning in areas relevant to the performance of library CEO/Chief Librarian's duties.

Overall Rating

Comments for this Performance Category

## CATEGORY 4: MANAGEMENT OF HUMAN RESOURCES

Criteria to consider:

- Selects staff wisely.
- Manages library employees in accordance with the expectations of the Human Rights Code and relevant legislation (e.g. Employment Standards Act etc.).
- Directs staff towards the attainment of operational objectives.
- Is able to achieve positive results based on the skills and knowledge of the library's employees.
- Delegates tasks appropriately within the limits of the skills and knowledge of the library's employees.
- Ensures that staff development is available for and undertaken by library employees. Is involved in both the selection of staff development activities and in evaluating the effectiveness of the programs undertaken.
- Conducts regular performance evaluations of employees and provides them with clear and constructive feedback relating to their performance.
- Encourages a climate of innovation leading to the implementation of productive and informed change for the betterment of library operations.
- In general, acts as a role model for the rest of the library's employees.
- Promotes teamwork.

Overall Rating

Comments for this Performance Category

## CATEGORY 5: INTERPERSONAL RELATIONS & COMMUNICATIONS

Consider the criteria below with regard to CEO/Chief Librarian's relationship with Board, staff and external agencies.

Criteria to consider:

- Consistently communicates with those who need to know using appropriate communication techniques.
- Consistently communicates rationale for decisions with those involved/affected.
- Demonstrates flexibility when consensus is not readily attainable.
- Is able to resolve conflict.
- Is sensitive to the feelings and receptive to the ideas of others.
- Gives due credit to others for their contributions and performance.
- Maintains effective two-way communication channels within and outside the library system.
- Maintains professional liaison with provincial and national library groups.
- Establishes a friendly, facilitative and mutually respectful relationship with library patrons.
- Develops and uses various methods for assessing community needs to better serve existing patrons and also attempt to engage current non-users.
- Works effectively with various community agencies in co-operative program planning.

Overall Rating

Comments for this Performance Category

## CATEGORY 6: LIBRARY BOARD RELATIONS

Criteria to consider:

- Prepares the agendas for and attends Library Board meetings.
- Informs and advises the Board on all issues of substance requiring their attention.
- Recommends policies, goals, objectives and plans to the Board.
- Facilitates the effective functioning of the Board and its committees by providing reports and advice in a complete and timely manner.
- Maintains effective lines of communication with Board members and keeps them informed of library affairs.
- Prepares and keeps records of the business and financial documents of the Board.
- Handles Board correspondence.
- Acts as a liaison between the Board and library staff.
- Implements and administers library policies.
- Promotes the Library with the community.
- Promotes partnerships with organizations.

Overall Rating

Comments for this Performance Category

## CATEGORY 7: TECHNOLOGY OVERSIGHT

Criteria to consider:

- Create and articulate an evolving technology strategy to support the Mission of Huntsville Public Library
- Identify technical solutions to realize the IT strategy: Virtual Library, ILS, server administration, data requirements, etc.
- Track trends in development and use of information technologies, and recommend strategies that will place the Huntsville Public Library at the forefront in its mission to be an integral part of information, research, leisure and education community of the Town of Huntsville.
- Represent the Library in collaborations in the Town of Huntsville as well as with colleagues and peer institutions across the District and province of Ontario (AMPLO); to investigate collaborative solutions
- Provide creative leadership in helping libraries and their users adapt and thrive in an era of ongoing change
- Provide advice and consultation staff, the Town of Huntsville, and District of Muskoka libraries.
- Develop proposals to funding agencies to secure support for library technological innovations
- Review and updated the Library IT Capital & Web Development Capital Asset Plan
- Collaborate and review the Library & Town of Huntsville IT Service Agreement
- Project manage initiatives: ex. Virtual Library replacement; replacement of PACs, migration to a new ILS.
- Coordinate and ensure staff training & development of technical competencies.

Overall Rating

Comments for this Performance Category

# SUMMARY COMMENTS

Signatures noting the receipt of this document:

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CEO/Chief Librarian Signature

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Chair, HPL Board Chair Signature

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Date

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Date

## Appendix A - Procedures - Multisource Feedback Form

The CEO Evaluation Committee may determine whether the form is used for a review period.

In order to ensure consistency and confidentiality in the use of the Multisource Feedback Form for the CEO Evaluation, the CEO Evaluation Committee will follow these procedures.

### Schedule

1. The committee emails the form to individuals approved by the committee no later than May 1<sup>st</sup> of the calendar year.
2. Individuals must complete and return the form within seven (7) days.

### Individuals

1. The form may be disseminated to these individuals:
  - a. Library Staff - Full Time
    - i. Set a schedule for the four (4) year term of the Board.
  - b. Library Staff - Part Time
    - i. Set a schedule for the four (4) year term of the Board
  - c. Municipal Staff
  - d. Community Members or Organization Representatives



Huntsville Public Library

## Multisource Feedback Form

Feedback on: \_\_\_\_\_, CEO, Chief Librarian, Huntsville Public Library

<b>Sent to:</b> <b>Name:</b> _____	<b>Working relationship:</b> (i.e. Board member; _____ Friends, TOH Staff; Library Staff, Community )
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Please complete where appropriate.

Performance & Leadership Behaviours	Comments
Does the CEO/Chief Librarian effectively communicate and partner with others to deliver on the library mission and goals?	
Do the CEO/Chief Librarian exhibit a professional attitude and show a clear understanding of library policies and operations?	
Does the CEO/Chief Librarian consistently deliver on commitments?	
Does the CEO/Chief Librarian demonstrate flexibility and willingness to adapt and implement new methods and technologies to provide improved service to library users?	
Does the CEO/Chief Librarian display initiative and creativity in the development of business solutions?	

What does the CEO/Chief Librarian do well? (Include specific examples)

What could CEO/Chief Librarian improve? (Include specific suggestions)

**Any additional comments?**

Date completed: \_\_\_\_\_ Please forward to David Purchase (hpl.dhp@gmail.com) by \_\_\_\_\_