



Kenora Public Library Board

POLICY

SECTION: Governance	NO: GOV-08
TITLE: Board CEO Partnership	DATE: March 25, 2026
	Next Review Date: March 2030

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

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 Kenora 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 description

Only 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.

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:

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 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.

Related Documents:

- Kenora Public Library **CEO Job Description**
- Kenora Public Library **CEO Evaluation Form Appendix B**
- Kenora Public Library **By-law BL-01 – Statement of Authority, Powers and Duties**
- Kenora Public Library **GOV-01 – Purpose and Duties of the Board**

History			
Approval Date:	March 27, 2024	Approved by:	Marj Poirier
Amendment Date:	Mar. 25, 2026	Approved by:	Marj Poirier
Amendment Date:		Approved by:	
Amendment Date:		Approved by:	
Amendment Date:		Approved by:	

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 City Council.	x	
Approve general expenditures as per the Kenora PL Procurement of goods and services Policy OP-18 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 \$10,000	Up to \$10,000 (including GST/HST)
Exercise approved spending authority for library materials (collections) up to the annual approved 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 Kenora Public Library Board policies	x	
Approve Kenora 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
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		x

staff		
Assess the performance of individual staff		x
Set bargaining mandates	x	
Negotiate collective bargaining contracts		x
Ratify negotiated collective agreements	x	

Appendix B
JOB PLANNING AND EVALUATION FORM

Name:	
Job Title:	Chief Executive Officer (Head Librarian)
Salary Grid Placement:	
Job Review Date:	
Net Credited Service Date:	
Length of Time in Position:	
Job Profile:	

**KENORA PUBLIC LIBRARY
REVIEW OF MAJOR RESPONSIBILITIES / TASKS**

S Significant Achievement
 E Exceeds Expected
 M Meets Expected
 N Needs Improvement
 P Problem Area

Major Responsibilities / Tasks	Objectives	S	E	M	N	P	Comments
Planning & Policy Making							
Fiscal Management							
Personnel Management							
Library Program Management							
Property Management							
Public Relations							
Daily Operations							

20 ____ GOALS AND OBJECTIVES

Goals & Objectives	Comments
	-
	-
	-
	-
	-

**KENORA PUBLIC LIBRARY
REVIEW OF CORE COMPETENCIES**

S Significant Strength
 E Exhibits Strength
 M Meets Expected
 D Development Area
 P Problem Area

Core Competency	S	E	M	D	P	Description / Discussion
Organizational Leader – Demonstrates superior leadership skills; forward thinking, directing the organization’s strategic agenda and enlisting others to share in its realization.						
Ambassador – Champions the organization to stakeholders, media and broader library community, building a broad base of support and dealing effectively with sensitive issues.						
Board Liaison – Is attuned to current and emerging issues with potential organizational impact; and keeps the Board aware of such issues to enable sound business decisions.						
Policy Advisor – Recommends sound policies for the governance of the organization.						
Labour Manager – Demonstrates a solid knowledge of personnel management issues in a unionized environment, managing effectively to a collective agreement with appropriate referral to relevant legislation.						

Core Competency	S	E	M	D	P	Description / Discussion
<p>Negotiator – Negotiates competitive collective agreements and supplier contracts which meet the needs of the organization.</p>						
<p>Team Builder – Facilitates an organizational culture based on mutual trust, respect and team work.</p>						
<p>Innovator – Seeks and pursues opportunities that strengthen the organization, improve productivity, and/or enhance client service and creates an environment that encourages and rewards employees to do the same.</p>						
<p>Communicator – Conveys information and ideas in a manner and form appropriate for the intended audience.</p>						
<p>Fiscally Responsible – Manages the organization within budget allocation, making sound financial and business decisions.</p>						
<p>Client Focused – Exhibits and encourages a client and service focus, ensuring that the organization’s offerings are consistent with client needs, client success and quality expectations.</p>						

<p>Problem Solver / Decision Maker – Clearly defines and seeks solutions to issues and opportunities, carefully considering legal and organizational implications and risk management.</p>						
<p>Ethical – Consistently demonstrates ethical decision-making with regards to all human resource, operational and strategic issues.</p>						
<p>Learning and Personal Growth – Recognizes and encourages a philosophy and practice supporting ongoing learning and personal growth for employees and self.</p>						

**KENORA PUBLIC LIBRARY
COMMENTS / ACKNOWLEDGEMENTS**

3. Manager's Comments

4. Employee's Comments

5. Acknowledgements

The Review has been completely discussed with me:

Employee's Signature

Date

Board Signature

Date