

Brock Township Public Library



Policy Type: Governance

Policy Title: Planning

Intent

Section 20(a) of the *Public Libraries Act, RSO 1990, chapter P.44* requires that a library Board "shall seek to provide, in co-operation with other Boards, a comprehensive and efficient public library service that reflects the community's unique needs." An effective planning process will help to ensure that the library can provide this service.

Regulation

1. The Brock Township Public Library Board shall make certain that an effective planning process is in place for the library that ensures that:
 - a) the library needs of the community are met;
 - b) the library is able to respond to changing needs and trends in the community;
 - c) community input is received during the planning process;
 - d) key decision makers in the community make a long-term commitment to library service;
 - e) there is continuity of services regardless of personnel changes in Board or staff;
 - f) library funds are spent in a deliberate and responsible manner; and
 - g) services available elsewhere in the community are not unnecessarily duplicated

Procedures

1. To ensure an effective planning process, the Board shall, every four years, review and assess:
 - a) client needs in the community served by the library;
 - b) the services of the library in the light of assessed client needs;
 - d) the library's mission statement, goals and objectives;

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- e) current library policy in relation to the Library's mission statement and goals and objectives; and
- f) current planning documents.

History

Motion #	Date	Action (Approved, Amended, Reviewed, Revised, Replaced)
2006-10-7	October 10/06	Approved

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Policy Type: Governance

Policy Title: Delegation of Authority to the CEO

Intent

The Board's official connection to the library staff, its achievement, and conduct will be through the Chief Executive Officer. Therefore, the authority and accountability of staff, as far as the Board is concerned, is considered to be the authority and accountability of the chief executive.

Regulations

The Board shall give direction to the CEO only through decisions made by the Board acting as a body. Only decisions made in this manner are binding on the CEO. Such decisions include but are not limited to:

- a) decisions made at duly constituted Board meetings;
- b) approved written policies;
- c) the current collective agreement;
- d) approved budgets and plans; and
- e) approved CEO Job Description.

Procedures

1. Decisions or instructions of individual Board members, officers or committees are binding on the CEO only if the Board has specifically authorized such exercise of authority.
2. The Board shall evaluate the performance of the CEO annually.
3. Staff shall take instruction from, and be directed by the CEO and/or the CEO's delegate.

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Motion #	Date	Action (Approved, Amended, Reviewed, Revised, Replaced)
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Policy Type: Governance

Policy Title: Advocacy

Definitions

Advocacy – Advocacy seeks to promote the profile of the Library and an understanding of its importance to the community. It is a continuous activity of the Board and may lay the groundwork for lobbying.

Lobbying – Lobbying attempts to influence the decision of a level of government in a manner favourable to the Library.

Intent

The Brock Township Public Library Board believes that it has a responsibility to advocate for the best possible public library service for the community. In view of the fact that *The Public Libraries Act, R.S.O. 1990* provides that municipal council shall have the power to appoint members to the library Board, the Board, therefore, delegates to the Advocacy Committee the responsibility to promote the interests and aims of the Brock Township Public Library. In pursuing its advocacy activities, the committee shall:

1. respect Federal legislation governing advocacy and lobbying, the Public Libraries Act and any applicable municipal by-laws governing local Boards;
2. comply with the Library's current Mission Statement and Strategic Directions;
3. seek to ensure that
 - a) the community is aware of the importance of the library;
 - b) the municipal council and administration fully understand the important role played by the library in the community;
 - c) provincial and federal legislators respond to the needs of the public library community.
4. Build relationships with organizations which promote interests which co-ordinate with the interests of the Brock Township Public Library.

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Regulations

1. **Community:** The Board shall endeavour to build and maintain good relationships with its clients and with community organizations which benefit from library services in order to ensure their continued support.
2. **Municipal Council:** The Board shall endeavour to represent the community's needs for public library service to municipal council on a continuous and consistent basis.
3. **Other Levels of Government:** Identify and respond to issues, concerns and government policies that may directly or indirectly affect the Brock Township Public Library.

Procedures

1. The Library Board Chairperson (or delegate) or the Chief Executive Officer (or delegate) shall be the official spokesperson for the Brock Township Public Library on advocacy issues, depending upon availability and the nature of the issue.
2. The Board shall review past advocacy initiatives and prepare an advocacy plan each year in December for the following year. The advocacy plan shall include:
 - a. coordination with stakeholder organizations;
 - b. relations with the municipality;
 - c. relations with other organizations; and
 - d. community awareness
3. The Advocacy plan will be approved by the full Board at the January meeting.
4. While recognizing that all Board members may have varying skills in advocacy, all Board members are required to participate in implementing the advocacy plan. To that end, each Board member upon joining the Board will be encouraged to attend a ***Library Advocacy Now!*** Workshop or other similar training.

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Policy Type: Governance

Policy Title: Policy Development

Intent:

The *Public Libraries Act* gives the Brock Township Public Library Board the authority to set policy for the library to ensure its governance and organization over time and to direct the future discretionary action of trustees, committees, management and staff. Accordingly, the Board includes Foundation, Governance and Operational policies to ensure effective governance, management and administration of the library's affairs.

Definitions:

Resolution – A resolution is considered to be an official expression of opinion by the members of the library to express desires on specific matters pertaining to governance or management.

Motion – A motion is considered to be an official proposal presented at a duly authorized meeting of the Board of Directors used by the Board to provide authority for an individual, committee or staff member to act on behalf of the Board and to receive reports of those actions and Board decisions.

Policy – A policy is considered to be a written statement designed to guide the conduct of the Brock Township Public Library's affairs, authorized by the Board. The Board's policies are meant to clarify a) what the library hopes to accomplish over time and b) provide the parameters, terms, conditions and procedures which will guide Board, committee and staff action.

- **Foundation Policies** – Foundation Policies are considered to be those policies which broadly define why the Brock Township Public Library exists, what it will seek to accomplish, with whom it will work and the steps it will take in achieving this mission.
- **Governance Policies** - Governance Policies are considered to be those policies which set out how the Board will conduct its work. Governance policies include By-laws, Policy Development, Code of Conduct...
- **Operational Policies** - Operational Policies are considered to be those statements that direct the future action of all personnel in carrying out their duties.

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Regulations:

1. Governance and Operational policies shall include three sections: Intent, Regulations, and Procedures. The Intent Statement defines the background and general context for the policy while the Regulations section sets any restrictions or limits. Finally, the Procedures portion identifies who is responsible for implementing the policy as well as how and when implementation shall occur.
2. All policies must be approved at a legally constituted Board meeting.
3. All policies shall be reviewed once during the Board's four year term.
4. No policy shall contravene the *Public Libraries Act*, any applicable municipal by-law or provincial or federal legislation. If there is doubt as to whether the policy contravenes any of the above, the Board will seek clarification from the Ministry responsible for public libraries.
5. All policies shall be consistent with the Brock Township Public Library mission and goals.
6. On an annual basis, the Board Chair, with the assistance of the CEO, shall identify a number of policies which will be reviewed during the ensuing year.

Procedures:

Policy Initiation

1. Initial suggestions for policy development may come from Board members, committee members, library staff, municipal council, provincial government or other funding agencies. Library patrons and members of the public who wish to make suggestions regarding policies shall direct those suggestions to a staff member who shall relay it to the CEO for Board consideration. Alternately, a suggestion box may be available in each branch for such purposes.

Policy Approval

2. A policy recommendation may be introduced through a motion at a duly-constituted Board meeting.
3. The motion may be tabled for a second reading at a subsequent meeting or passed at the initial meeting.

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Policy Distribution

4. Following approval of a policy, the Chief Executive Officer shall forward copies to each Board member, include a copy in the Policy manual, post a copy for staff as directed by the collective agreement and post a public copy in each branch and on the library website.
5. All policies shall be coded according to policy type and shall indicate the date of approval and the date of the most recent review.

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Motion #	Date	Action (Approved, Amended, Reviewed, Revised, Replaced)
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Policy Type: Governance

Policy Title: Succession Planning

Intent

Brock Township Public Library Board believes that it has a responsibility to ensure the continuity of the library Board over time. Since the *Public Libraries Act, R.S.O. 1990* provides that Township Council shall have the power to appoint members to the library Board, the Board, therefore, will promote library Board membership to interested and qualified residents of Brock Township.

In pursuing this promotion, the Board will:

1. proceed according to the *Public Libraries Act, R.S.O. 1990* and any applicable Township by-laws governing appointments to local Boards;
2. work with Township Council in a collaborative fashion;
3. consider the collective skills required of the Board to govern the library effectively; and
4. allow for representation from all communities and demographic categories.

Regulations

1. There shall be no limit on the maximum number of four-year terms to which a Board member may be appointed.

Procedures

1. The Board shall prepare a Board profile and survey in the first quarter of the final year of the term preceding a municipal election to identify the Board skills needed, using the Board Composition Matrix as a guide. (See **Governance – Appendix 3: Board Composition Matrix**)
2. The Board shall develop a plan to encourage potential Board members to make application to the municipality for appointment to the library Board.

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Policy Type: Governance

Policy Title: Code of Conduct

Intent

The Brock Township Public Library Board expects of itself and its members, proper use of authority and appropriate decorum in group and individual behaviour when acting on the Library's behalf.

Regulations

1. Only decisions approved by motion of the Board shall have legal and binding authority, unless rescinded or amended by motion of the Board.
2. When acting on behalf of the Library Board, Board member accountability shall be in the interests of the Brock Township Public Library.

Procedures

Board members shall:

1. Exert no authority as individuals over the Library, the CEO or the staff.
2. adhere to the regulations of the *Municipal Conflict of Interest Act* in respect of pecuniary or fiduciary conflicts of interest;
3. respect the confidentiality appropriate to issues of a confidential nature.
4. conduct themselves with integrity to reflect credit on the Library, and inspire the confidence, respect and trust of colleagues, subordinates and the community;
5. recognize the inability of any Board member or Board members to speak for the Board except as explicitly set forth in Board policies; and
6. adhere to all of the policies approved by the Board.

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Motion #	Date	Action (Approved, Amended, Reviewed, Revised, Replaced)
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Policy Type: Governance

Policy Title: Board Orientation

Intent

An introduction to the role of the library Board, the library, its facilities and services is an integral step in developing an effective library Board. New trustees need to understand the basics of the public library and the Board's authority.

Regulations

The Library CEO and returning Board members are responsible for providing an orientation for new library Board members as soon as possible after appointments are made.

Procedures

1. Each new Board member shall be provided with an orientation manual including, but not limited to the following:
 - a) library Mission statement, Strategic Plan and policy manual;
 - b) by-laws or procedures for the operation of the Board;
 - c) list of Board members, including contact information;
 - d) guidelines for the position of library Board member;
 - e) terms of reference for any Board committees;
 - f) an application for library membership (if the Board members is not already a library member;
 - g) a directory of materials from previous meetings (minutes, budget and financial reports, committee reports, CEO's report);
 - h) annual report; and
 - i) annual Board calendar (including Board meeting dates; key deadlines – budget to council, Board development opportunities and conferences).

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2. New Board members will participate in a tour of each branch and will be introduced to staff members. The tour should include details of the branch and its function in relation to the work of the entire library.
3. New Board members will be referred to ***Library Board Orientation Kit*** published by Southern Ontario Library Service at www.sols.org for further important information on orientation.

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Motion #	Date	Action (Approved, Amended, Reviewed, Revised, Replaced)
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Policy Type: Governance

Policy Title: Board Training and Development

Intent

In order to govern the library effectively, the Board must fulfill its legal, ethical and functional responsibilities. Ongoing training and assessment is essential for the Board to ensure this capability.

Regulations

1. The library Board shall ensure that Board members have the knowledge to:
 - a. discuss, debate and plan the library's system's mission, goals, objectives, programs and services;
 - b. ensure the necessary resources to operate the system; and
 - c. understand the budget and financial statements;
 - d. clarify the roles, duties, and responsibilities of the Board, its committees, individual Board members and the Chief Executive Officer.

Procedures

1. The Board shall develop a plan for Board Development based on the requirements of its strategic plan and annual Board evaluation and include a Board Development component on the agenda of each Board meeting.
2. Board members shall be encouraged to attend the annual Ontario Library Association Super Conference. The Board shall include funds in the annual operating budget to ensure that at least two Board members attend the conference. Board members shall complete an application form in December prior to the conference and shall report back to the Board at the next meeting following the conference.
3. Board members may request assistance to attend other training opportunities such as those provided by Southern Ontario Library Service (SOLS) or the Ontario Library Boards Association (OLBA) that are deemed to be appropriate for the work of the Board. Board members shall complete an application form at least one month prior to the training opportunity and shall report back to the Board at the next meeting following the session.

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4. Each year, the Board shall delegate one member to attend the SOLS Trustee Council meetings. Following the Trustee Council meetings, the delegate shall report back to the Board.

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Motion #	Date	Action (Approved, Amended, Reviewed, Revised, Replaced)
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Policy Type: Governance
Policy Title: Annual Board Evaluation

Intent

Evaluation is the process by which the Board determines if the organization is achieving what it should. It is an essential task of governing. Unless the Board can assess its own skills, it will not have the credibility to judge the skills and performance of others.

Regulations

1. Since the Board is accountable to the municipality and to the public for the performance of the library, the Board shall demonstrate its accountability by evaluating:
 - a) how the library, under the direction of the CEO, achieved what it set out to achieve; and
 - b) how the Board directed, monitored and controlled this activity.
2. Since the performance of the Board as a unit is dependent upon the performance of all its members, the Board shall ensure its ability to govern the library by assessing the achievements, abilities and strengths and limitations of current directors.

Procedures

1. Under the leadership of the chairperson, the Board will conduct a Board self-evaluation annually in conjunction with the CEO performance review. **See Governance: Appendix 1 - Annual Board Evaluation**
2. The Board may request senior management (through the CEO) and/or an external party to act as a resource in making this self-evaluation.
3. The annual evaluation will focus on the Board's responsibilities with particular emphasis on those areas outlined in Board Duties and Responsibilities.
4. Areas of focus for the evaluation will include both what the Board accomplished in the previous year and what the Board plans for the upcoming year.

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5. The chairperson will distribute a report to the Board prior to the next meeting outlining the results of this assessment.

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Policy Type: Governance
Policy Title: Board Duties and Responsibilities

Intent

The *Public Libraries Act of Ontario, Section 20* gives the library Board the authority to direct and control a public library that provides comprehensive and efficient public library service reflecting the community's unique needs.

Regulations

The Board shall have the following governance responsibilities as outlined below.

1. Build and maintain a solid framework for the library's operations.
2. Define the overall direction and results to be accomplished by the system.
3. Delegate authority to the Chief Executive in a clear and safe manner.
4. Act as a bridge between the library and the Council and between the library and the community.
5. Evaluate the results achieved by the system.
6. Demonstrate accountability to key stakeholders.

Procedures

The library Board shall:

1. Express the library's philosophy and priorities in written policies.
2. Define the library's purpose and steer it to achieve specific end results by defining specific goals and objectives to be achieved in a specified period of time.
3. Put in place a system of checks and balances that provide the means for controlling the scope of activity, ensuring that progress is being made and, ultimately, reporting on outcomes.

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4. Demonstrate due diligence by ensuring adequate controls on how money is handled, purchases made, debts settled, and employees and customers treated.
5. Appoint a qualified Chief Executive Officer (CEO).
6. Ensure a strong, stable framework is in place that clearly shows how authority is delegated to the CEO.
7. Evaluate the CEO annually.
8. Measure whether the programs and activities used to achieve goals and objectives have achieved the intended results annually.
9. Connect the library to the municipal council and to community members.
10. Ensure that the necessary resources are available to achieve intended results.
11. Evaluate the Board regularly.

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Motion #	Date	Action (Approved, Amended, Reviewed, Revised, Replaced)
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Policy Type: Governance

Policy Title: CEO Performance Appraisal

Intent

The CEO Performance Appraisal is a written evaluation by the Board of the CEO's achievements and actions over the year. It provides an opportunity to review performance on a regular basis and to set objectives for the future. Since the Board is required to appoint a Chief Executive Officer who has general supervision over and direction of the operations of the public library and its staff, the CEO is entitled to know what is expected of him/her, how he/she is performing and what resources are available.

An established framework for the evaluation process helps to ensure consistency, both through time, success in meeting objectives, communication between the Board and the CEO, success in meeting objectives and objective analysis of performance.

Regulations

1. The Board shall the conduct a written evaluation of the CEO's performance annually. The review shall be undertaken by a Performance Review Committee.
2. CEO Performance shall be assessed with reference to the previous year's objectives and expectations, current job description and results achieved.
3. A questionnaire may also be used to rate the CEO on executive qualities such as leadership, communication, administration, etc. However, while these qualities may be rated numerically, an explanation shall also be provided by specific examples.
 - a. If this option is chosen by the Board, the CEO shall also have the opportunity to complete the same questionnaire.
 - b. The Board, in conjunction with the CEO, may also request that the questionnaire be completed by representative key contacts of the CEO, such as senior municipal staff under whose jurisdiction the library falls.
4. Performance review reports are treated as confidential; and made available only to the individual and the Board. A copy of the evaluation shall be kept on file in the CEO's personnel file.

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Procedures

1. The Board shall appoint a Performance Appraisal Committee at the September meeting. The appraisal shall be completed by the end of December each year.
 - a. This Committee shall consist of the Chairperson or Vice-Chairperson and two other members of the Board.
 - b. The Committee will conduct the CEO's performance appraisal using the form attached as **Governance: Appendix 2 – CEO Performance Review and Appraisal.**
 - c. The CEO shall prepare for the Committee:
 - i. a report outlining the outcome of the previous year's objectives and actions;
 - ii. Part 1 of the Performance Appraisal Form; and
 - iii. a written self-appraisal for each job function item in the CEO's job description.
2. After discussing the items noted above, the Performance Appraisal Committee and the CEO will produce a completed Performance Appraisal Form that has been mutually arrived at and is acceptable to all parties.
3. The Committee and the CEO will then submit a brief verbal report to the Board outlining the outcome of the process and a written report to the Board recommending library objectives and actions for the upcoming year.
4. Once approved by the Board, the objectives and action steps will form the basis of budget decisions and discussion during the autumn months and will guide the activities of the Board and CEO over the next year.
5. Should the Performance Review Committee be unable to reach a consensus on the Chief Executive Officer's performance or the Board is unable to accept the Committee's report or the Chief Executive Officer wants to appeal the Committee's findings, the matter shall be referred to the Chairman.

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6. Each member of the evaluation committee and the CEO completes the evaluation form. The committee will meet before the interview with the CEO to compile the responses on the forms and to prepare a final evaluation. The committee will then meet with the CEO to discuss the evaluation. The committee will review the performance objectives and goals, and developmental and career objectives of the Chief Executive Officer for the next year.
7. Following the evaluation, the CEO is informed of the performance rating.
 - a. Successful CEO Performance shall usually result in a salary increase; however, salary increases are not discussed until after full Board approval.
 - b. If the Chief Executive Officer's performance falls below the expected level, the Board shall inform the Chief Executive Officer. The Board shall specify how the performance has been judged to be unsatisfactory and advise the CEO that another performance review shall follow in three months time.
 - c. If no improvement is shown at the second performance review a third performance review shall be undertaken after another three month period.
 - d. If, after the third appraisal the CEO is still unable to improve his/her performance to meet the requirements of the position, the Board shall consider further action.

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Motion #	Date	Action (Approved, Amended, Reviewed, Revised, Replaced)
2006-10-7	October 10/06	Approved

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Policy Type: Governance
Policy Title: Board Committees

Intent

The *Public Libraries Act of Ontario, Section 20 (i)* gives the library Board the authority to appoint such committees as it considers expedient. However, the Board believes that committees should be used only to strengthen the Board's ability to do its job and not to assist or advise staff.

Regulations

1. The Board shall have no standing committees.
2. Committees shall not supervise or direct staff nor obstruct the authority of the CEO.
3. Committees shall not disrupt the integrity of the Board.
4. Generally, committees shall prepare alternatives and implications for Board consideration and debate rather than make recommendations.
5. Board committees may speak or act for the Board except **ONLY IF** formally given the authority to do so and **ONLY** for specific and time-limited purposes.

Procedures

1. Terms of Reference including the purpose, objectives, authority, membership and time-limits shall be defined for every committee. Terms of reference must not infringe on CEO authority.
2. **Once** a committee has accomplished its expectations, the committee shall cease to exist.
3. A committee that is established by the Board may include non-Board members.

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Policy Type: Governance

Policy Name: Board Governance Committee

Intent

The Board Governance Committee is a committee charged with improving board performance through ongoing training, assessment and recruitment and accountable to the Board of Trustees. The **purpose** of the Governance Committee is to ensure that the board does its job by fulfilling its legal, ethical, and functional responsibilities. Attention is focused on: Policy development, review and monitoring succession, board development including orientation of new members, board evaluation, and planning

Regulation

1. Policy development, review and monitoring: The Governance Committee will ensure that policies are created and regularly reviewed and monitored which define:
 - a. Board roles and responsibilities
 - b. Directors' and officers' duties and responsibilities
 - c. Code of ethics
 - d. Procedures to assist Municipal Council in the appointment of library board members.

2. Succession: The Governance Committee will ensure that:
 - a. Board complement does not fall below the number of directors required by the Public Libraries Act;
 - b. Trustees appointed to the board understand and agree with the mission of the library system and its code of ethics;
 - c. Trustees appointed to the board understand and agree to the time and participation requirements of board members;
 - d. Appointments to the board comply with bylaws and other legal requirements.

3. Board Development: The Governance Committee will ensure that Trustees have the knowledge to:
 - a. Discuss, debate, and plan the library system's mission, goals, objectives, programs and services;
 - b. Ensure the necessary resources to operate the system;
 - c. Clarify the roles, duties and responsibilities of the board, committees, individual directors, and the Executive Director.

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4. Board Evaluation: The Governance Committee will ensure that the board, its committees, and its members are able to plan their activities with knowledge of the achievements, abilities, strengths, and limitations of current directors, staff, and volunteers.

Procedure

1. The Board Governance Committee receives its authority from each newly appointed Board and shall continue throughout the term of the Board
2. A Chairperson shall be elected by the committee.
3. The Committee shall have a minimum of three (3) members...

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Governance: Appendix 1 – Annual Board Evaluation

Policy Review

Policy Title	Date Approved	Date Reviewed	How and When Has This Policy Been Monitored	What Changes Must Be Made
Acceptable use of the Internet				
Advocacy				
By-laws				
Children's Services				
Circulation				
Collection Development				
Community Information				
Customer Service				
Facilities Use				
Governance				
Inter-library Loan				
Local History Collection				
Personnel				
Planning				
Programming				
Public Relations				
Reference				
Sponsorship				
Volunteers				

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Board Self-Evaluation

Meetings	Yes? No? If no, what was the reason?	What advice will the board give to the new board to improve in this area?
Did the board hold all scheduled board meetings?		
Did the board cancel any board meetings because		
There were insufficient members to constitute a quorum?		
Did the board read all documents and reports		
Prior to voting on issues?		
Did the board review all minutes of meetings?		
Did the board keep accurate records of Board meetings,		
Activities and policies kept on file in the library?		
Board Conduct		
Did the board respect conflict of interest regulations?		
Did the board declare conflicts of interest and disclose and record these properly?		
Did the board seek legal opinions when necessary?		
Did the board follow the requirements of the Public Libraries Act and its associated Regulations?		
Did the board act in all ways mindful of its civic trusteeship duty		
and in the interest of the public library		
and the ownership		
whom the board represents?		
Did the board reflect the diversity in the community in its composition?		
What educational opportunities would you advise the new board to pursue?		

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Board Role	Yes? No? If no, what was the reason?	What advice will the board give to the new board to improve in this area?
Did the board have a clear understanding of its role?		
Has the board developed a complete framework for the library including		
by-laws, mission, goals and policies as outlined in the OP L Guidelines?		
Has each one of these items/tools been reviewed as to its		
Currency and continued appropriateness at least once this term?		
Has the board conducted a review of its mission?		
What is the end result, outcome or difference that the		
existence of the library in the community will make?		
Which community members will benefit from these outcomes?		
Were the board's annual goals and objectives achieved?		
Is the mission integrated throughout the library? In other words,		
can everything the library does be traced back to its mission?		
Discussion and Decision-making		
Did board members use their individual abilities and		
skills to enhance the board's overall performance?		
Did members freely offer their opinions during any deliberations?		
Did members freely offer their opinions during any deliberations?		
Did board members avoid attempting to exert individual authority over the CEO or staff?		
Did board members attempt to represent the board without being authorized to do so?		
What techniques did the board use for decision-making?		
Did members support board decisions once they were made?		
Did members support the chair in promoting effective meetings?		

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Relationship with the CEO	Yes? No? If no, what was the reason?	What advice will the board give to the new board to improve in this area?
Is there a board policy delegating authority to the CEO?		
Was the board careful to focus only on board issues and leave the running of the library to the CEO?		
Did the board clearly enunciate its expectations of CEO performance through the development of achievable, measurable goals and clear, comprehensive policies?		
Has the board conducted an annual CEO Performance Appraisal throughout its term?		
Relationship with Municipal Council		
Did the board develop a collaborative relationship with council?		
What areas should the new board concentrate on during the next term with respect to council?		
What was the board's most important achievement this term With respect to council?		
What methods did the board use to report on its accountability to council?		
Do these methods need to be revised?		
Relationship with the Community		
Which new methods did the board use to improve its relationship with the community?		
Is the board seen as a vigorous advocate of the people in Supplying the best possible library service?		
How has the board elicited input from the public regarding the library service in the community?		
Are any adjustments necessary in light of information received from the community or elsewhere?		
What methods did the board use to report on its accountability to the community?		

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Governance: Appendix 2 – CEO Appraisal and Review

IDENTIFICATION SECTION		
Name:	Position: <i>Chief Executive Officer</i>	Date:
Appraisal Period:	Type of Report:	
From: to:	<input type="checkbox"/> Probationary <input type="checkbox"/> Annual <input type="checkbox"/> Other	

COMMENTS
CEO's Comments:
Board's Comments:
The attached appraisal has been jointly developed and discussed. CEO's Signature _____ Date _____ Board Chair Signature _____ Date _____



ASSESSMENT OF ANNUAL GOALS AND OBJECTIVES

Goal 1: (E.G. Increase size and scope of Collection)

Goal 2:

Goal 3:

Goal 4:

Goal 5:



SKILLS AND QUALITIES ASSESSMENT	
O – Outstanding M – More Than Satisfactory S – Satisfactory L – Less Than Satisfactory	
LEADERSHIP Understands all requirements of position; applies knowledge effectively Demonstrates leadership to the Board and staff Consistently thorough, accurate, and on-time; attends appropriately to urgent tasks Represents the Board appropriately	
JUDGEMENT Objective – considers all relevant facts before acting Handles problems effectively Makes sound decisions and provides sound advice	
DEPENDABILITY Attends to all responsibilities; works well under pressure Possesses strong organizational and time management skills Communicates effectively; inter-relates well with other people	
GENERAL MANAGEMENT Formulates policies, plans and designs programs effectively Seeks out ways to maximize results; achieves planned objectives Anticipates problems and provides responses as required	
HUMAN RESOURCES MANAGEMENT Anticipates human resources requirements (i.e. needs, training, development) Addresses cases of unsatisfactory performance and addresses appropriately Develops and deploys staff effectively (encourages positive/productive work milieu) Maintains a high level of service to customers	

Brock Township Public Library



APPRAISAL SUMMARY	
Areas of strength:	
Areas which need improvement:	
Short and Long Term Goals for Position:	

History

Motion #	Date	Action (Approved, Amended, Reviewed, Revised, Replaced)
2006-10-7	October 10/06	Approved

Brock Township Public Library



Governance - Appendix 3: Board Composition Matrix

Analyze the composition of the present board: Analyze the composition of the present board: determine what skills candidates will need to replace retiring trustees. Consider the issues and projects that will face the incoming board. If these issues require more continuity on the board, discuss the possibility of some current board members re-applying for an additional term. Note: Geographic representation is especially important for counties or newly amalgamated libraries

Current Board Composition Grid

Board Member Name								
⇒								
Variables ↓								
Demographics								
Years on Board								
Female								
Male								
Senior (> 60)								
Older Adult (45-59)								
Adult (26-44)								
Young Adult (18 – 25)								
Occupation								
Professional								
Business								
Education								
Public service								
Non-profit								
Retail								
Manufacturing								
Home business/Self-employed								
Homemaker								
Agriculture								
Special Skills								
Fund-raising								
Marketing								
Advocacy								
Policy development								
Media relations								
Government relations								
Meeting management								
Public speaking								
Management/Admin.								
Strategic planning								
Communications								
Community								

Brock Township Public Library



Connections								
Business and Industry								
Government								
Non-profits								
Ethnic Communities								
Education								
Media								
Service clubs								
Other								
Geog. Representation								